



**AGENDA FOR THE REGULAR MEETING OF COUNCIL,
IN THE CAO MEETING ROOM, CITY HALL,
141 WEST 14TH STREET, NORTH VANCOUVER, BC, ON
MONDAY, APRIL 20, 2020 AT 6:00 PM**

“Live” Broadcast via City Website www.cnv.org/LiveStreaming
Complete Agenda Package available at www.cnv.org/CouncilMeetings

CALL TO ORDER

APPROVAL OF AGENDA

1. Regular Council Meeting Agenda, April 20, 2020

ADOPTION OF MINUTES

2. Regular Council Meeting Minutes, March 30, 2020

CONSENT AGENDA

Item *3 is listed in the Consent Agenda for consideration.

CORRESPONDENCE

- *3. Board in Brief – Metro Vancouver Regional District, March 27, 2020

PRESENTATIONS

COVID-19 Updates

CNV Coordination – Director, Strategic and Corporate Services

North Shore Emergency Operations Centre (Regional Response) – Fire Chief

Scenario Planning and Impact Assessment – Director, Planning and Development

Financial Plan

2020 Financial Plan – Director, Finance

REPORT

4. 2020 Financial Plan

Information Report, April 15, 2020 – “COVID-19 Impact on Financial Planning Process”

COUNCIL INQUIRIES

NEW ITEMS OF BUSINESS

NOTICES OF MOTION

CITY CLERK'S RECOMMENDATION

THAT Council recess to the Committee of the Whole, Closed session, pursuant to the *Community Charter*, Section 90(1)(e) [land matter].

REPORT OF THE COMMITTEE OF THE WHOLE (CLOSED SESSION)

ADJOURN

CALL TO ORDER

APPROVAL OF AGENDA

1. Regular Council Meeting Agenda, April 20, 2020

ADOPTION OF MINUTES

2. Regular Council Meeting Minutes, March 30, 2020

CONSENT AGENDA

Item *3 is listed in the Consent Agenda for consideration.

RECOMMENDATION:

THAT the recommendation listed within the “Consent Agenda” be approved.

START OF CONSENT AGENDA

CORRESPONDENCE

- *3. Board in Brief, Metro Vancouver Regional District, March 27, 2020
– File: 01-0400-60-0006/2020

Re: Metro Vancouver – Board in Brief

RECOMMENDATION:

THAT the correspondence from Metro Vancouver, dated March 27, 2020, regarding the “Metro Vancouver – Board in Brief”, be received and filed.

END OF CONSENT AGENDA

PRESENTATIONS

COVID-19 Updates

CNV Coordination – Director, Strategic and Corporate Services

North Shore Emergency Operations Centre (Regional Response) – Fire Chief

Scenario Planning and Impact Assessment – Director, Planning and Development

Financial Plan

2020 Financial Plan – Director, Finance

REPORT

4. 2020 Financial Plan – File: 05-1700-01-0001/2020

Report: Director, Finance, April 14, 2020

RECOMMENDATION:

PURSUANT to the report of the Director, Finance, dated April 14, 2020, entitled “2020 Financial Plan”:

THAT staff bring forward a Financial Plan Bylaw (2020 to 2029) that reflects an overall tax rate increase of 2.00%, which includes 2.00% for the Program Plan (operating), 0% for Infrastructure Reserves and 0% for New Items.

Information Report, April 15, 2020 – “COVID-19 Impact on Financial Planning Process”

COUNCIL INQUIRIES

NEW ITEMS OF BUSINESS

NOTICES OF MOTION

CITY CLERK’S RECOMMENDATION

THAT Council recess to the Committee of the Whole, Closed session, pursuant to the *Community Charter*, Section 90(1)(e) [land matter].

REPORT OF THE COMMITTEE OF THE WHOLE (CLOSED SESSION)

ADJOURN



**MINUTES OF THE REGULAR MEETING OF COUNCIL, HELD IN THE
CAO MEETING ROOM, CITY HALL, 141 WEST 14TH STREET, NORTH
VANCOUVER, BC, ON **MONDAY, MARCH 30, 2020****

PRESENT

COUNCIL MEMBERS

Mayor L. Buchanan
Councillor H. Back*
Councillor D. Bell*
Councillor A. Girard*
Councillor T. Hu*
Councillor J. McIlroy*
Councillor T. Valente*

**Participated electronically*

STAFF MEMBERS

L. McCarthy, CAO
K. Graham, City Clerk
C. Baird, Deputy City Clerk
H. Granger, City Solicitor*
B. Themens, Director, Finance*
C. Nichols, Manager, Human Resources*
M. Epp, Director, Planning and Development*
M. Friesen, Planner 2*
S. Galloway, Manager, Planning*
A. Devlin, Manager, Transportation Planning*
R. Skene, Director, Community and Partner Engagement*
L. Orr, Deputy Director, Community and Partner Engagement*
D. Pope, Director, Engineering, Parks and Environment*
G. Schalk, Fire Chief*

The meeting was called to order at 6:00 pm.

VERBAL UPDATE

COVID-19 Pandemic – Mayor Buchanan

Mayor Buchanan provided a verbal update regarding COVID-19 Pandemic.

APPROVAL OF AGENDA

Moved by Councillor Bell, seconded by Councillor Girard

1. THAT the Regular Agenda of March 30, 2020 be amended as follows:

- Following “Consent Agenda”, add new Item 9 – “Verbal Report COVID-19 Pandemic – Chief Administrative Officer”;
- Following existing Item 10, add new Item 12 – “2020 Financial Plan Discussion”;
- Pursuant to Ministerial Order No. M083, add consideration of bylaw adoption for all bylaws that receive third reading at this meeting;

THAT the agenda be renumbered in accordance with these revisions;

AND THAT the Agenda, as amended, be approved.

CARRIED UNANIMOUSLY

ADOPTION OF MINUTES

Moved by Councillor Valente, seconded by Councillor McIlroy

2. Regular Council Meeting Minutes, March 9, 2020

CARRIED UNANIMOUSLY

Moved by Councillor Valente, seconded by Councillor McIlroy

3. Special Regular Council Meeting Minutes, March 16, 2020

CARRIED UNANIMOUSLY

PROCLAMATIONS

Mayor Buchanan declared the following proclamations:

Health Care, Public Safety and Essential Service Workers Appreciation Month –
April 2020

Do Something Good for Your Neighbour Day – Every Day

CONSENT AGENDA

Moved by Councillor Girard, seconded by Councillor Bell

THAT the recommendations listed within the “Consent Agenda” be approved.

CARRIED UNANIMOUSLY

START OF CONSENT AGENDA

CORRESPONDENCE

- *4. Board in Brief, Metro Vancouver Regional District, February 28, 2020
– File: 01-0400-60-0006/2020

Re: Metro Vancouver – Board in Brief

Moved by Councillor Girard, seconded by Councillor Bell

THAT the correspondence of Metro Vancouver, dated February 28, 2020, regarding the “Metro Vancouver – Board in Brief”, be received and filed.

(CARRIED UNANIMOUSLY)

CONSENT AGENDA – Continued

REPORT

- *5. Recommended Museum Deaccessions #16 – File: 15-7930-01-0001/2020

Report: Director, North Vancouver Museum and Archives, March 12, 2020

Moved by Councillor Girard, seconded by Councillor Bell

PURSUANT to the report of the Director, North Vancouver Museum and Archives, dated March 12, 2020, entitled “Recommended Museum Deaccessions #16”:

THAT Council authorize the North Vancouver Museum and Archives (NVMA) Commission to deaccession 184 artifacts owned solely by the City of North Vancouver;

AND THAT all proceeds from the sale of deaccessioned materials be deposited in a Special Purpose Fund for the NVMA Commission’s use in maintaining the Museum and Archives collections and acquiring new items to augment the collections.

(CARRIED UNANIMOUSLY)

BYLAWS – ADOPTION

- *6. “Cab Regulation Bylaw, 2006, No. 7787, Repeal Bylaw, 2020, No. 8763”

Moved by Councillor Girard, seconded by Councillor Bell

THAT “Cab Regulation Bylaw, 2006, No. 7787, Repeal Bylaw, 2020, No. 8763” be adopted, signed by the Mayor and City Clerk and affixed with the corporate seal.

(CARRIED UNANIMOUSLY)

- *7. “Ticket Information Utilization Bylaw, 1992, No. 6300, Amendment Bylaw, 2020, No. 8764”

Moved by Councillor Girard, seconded by Councillor Bell

THAT “Ticket Information Utilization Bylaw, 1992, No. 6300, Amendment Bylaw, 2020, No. 8764” be adopted, signed by the Mayor and City Clerk and affixed with the corporate seal.

(CARRIED UNANIMOUSLY)

CONSENT AGENDA – Continued

BYLAWS – ADOPTION – Continued

- *8. “Street and Traffic Bylaw, 1991, No. 6234, Amendment Bylaw, 2020, No. 8768”
(Passenger Directed Vehicles, Geo-fencing and Loading Zone Updates)

Moved by Councillor Girard, seconded by Councillor Bell

THAT “Street and Traffic Bylaw, 1991, No. 6234, Amendment Bylaw, 2020, No. 8768” (Passenger Directed Vehicles, Geo-fencing and Loading Zone Updates) be adopted, signed by the Mayor and City Clerk and affixed with the corporate seal.

(CARRIED UNANIMOUSLY)

END OF CONSENT AGENDA

VERBAL REPORT

9. COVID-19 Pandemic – Chief Administrative Officer

The Chief Administrative Officer provided a verbal report regarding “COVID-19 Pandemic”.

BYLAWS – ADOPTION

Councillor Valente recused himself at 6:44 pm, declaring a potential conflict of interest with respect to Item 10 – “Heritage Revitalization Agreement Bylaw, 2020, No. 8752” and Item 11 – “Heritage Designation Bylaw, 2020, No. 8753”.

10. “Heritage Revitalization Agreement Bylaw, 2020, No. 8752”
(Chad Mooney / KC Mooney Architect, 109-115 East 1st Street)

Moved by Councillor Girard, seconded by Mayor Buchanan

THAT “Heritage Revitalization Agreement Bylaw, 2020, No. 8752” (Chad Mooney / KC Mooney Architect, 109-115 East 1st Street) be adopted, signed by the Mayor and City Clerk and affixed with the corporate seal.

CARRIED
(by members remaining)

Councillor Bell is recorded as voting contrary to the motion.

BYLAWS – ADOPTION – Continued

11. “Heritage Designation Bylaw, 2020, No. 8753”
(Chad Mooney / KC Mooney Architect, 109-115 East 1st Street)

Moved by Councillor Bell, seconded by Mayor Buchanan

THAT “Heritage Designation Bylaw, 2020, No. 8753” (Chad Mooney / KC Mooney Architect, 109-115 East 1st Street) be adopted, signed by the Mayor and City Clerk and affixed with the corporate seal.

CARRIED UNANIMOUSLY
(by members remaining)

Councillor Valente returned to the meeting at 6:48 pm.

2020 FINANCIAL PLAN DISCUSSION

12. 2020 Financial Plan Discussion

Moved by Mayor Buchanan, seconded by Councillor Girard

THAT Council direct the Chief Administrative Officer to report back to Council, in line with the Provincial taxation rules, with a 2020 Financial Plan that reduces the tax rate growth planned for this year as much as possible;

THAT Council direct the Chief Administrative Officer to create a Financial Recovery Task Force with the purpose of understanding the impact of the COVID-19 pandemic to the organization and the City, creating an Economic Recovery Plan for the City, which is to include, but not be limited to, a review and analysis of revenue and expenditures, a capital project review, and report back to Council with these findings;

THAT the Economic Recovery Plan outline the impact of how decreased revenue will affect services and projects in the City over the next 2 years;

AND THAT the Financial Plan Framework be reviewed and recommendations provided to Council for any proposed improvements to the framework moving forward.

CARRIED UNANIMOUSLY

Mayor Buchanan declared a recess from 7:00 to 7:03 pm in recognition of Health Care, Public Safety and Essential Service Workers Appreciation Month – April 2020.

REPORT

13. Revenue Anticipation Borrowing Bylaw – File 05-1690-01-0001/2020

Report: Director, Finance, March 24, 2020

Moved by Councillor Bell, seconded by Councillor McIlroy

PURSUANT to the report of the Director, Finance, dated March 24, 2020, entitled “Revenue Anticipation Borrowing Bylaw”:

THAT “Revenue Anticipation Borrowing Bylaw, 2020, No. 8749” be considered.

CARRIED UNANIMOUSLY

BYLAW – FIRST, SECOND, THIRD READINGS

14. “Revenue Anticipation Borrowing Bylaw, 2020, No. 8749”

Moved by Councillor Bell, seconded by Councillor McIlroy

THAT “Revenue Anticipation Borrowing Bylaw, 2020, No. 8749” be given first and second readings.

CARRIED UNANIMOUSLY

Moved by Councillor Bell, seconded by Councillor McIlroy

THAT “Revenue Anticipation Borrowing Bylaw, 2020, No. 8749” be given third reading.

CARRIED UNANIMOUSLY

BYLAW – ADOPTION

15. “Revenue Anticipation Borrowing Bylaw, 2020, No. 8749”

Moved by Councillor Bell, seconded by Councillor McIlroy

THAT “Revenue Anticipation Borrowing Bylaw, 2020, No. 8749” be adopted, signed by the Mayor and City Clerk and affixed with the corporate seal.

CARRIED UNANIMOUSLY

FINANCE COMMITTEE MEETING

Due to COVID-19, the Finance Committee Meeting was postponed.

**PUBLIC MEETING – Inter-Municipal Transportation Network Services
Business Licence Bylaws**

Moved by Councillor McIlroy, seconded by Councillor Girard

THAT the meeting recess to the Public Meeting regarding “Inter-Municipal Transportation Network Services Business Licence Agreement Bylaw, 2020, No. 8766” and “Inter-Municipal Transportation Network Services Business Licence Scheme Bylaw, 2020, No. 8767”.

CARRIED UNANIMOUSLY

The meeting recessed to the Public Meeting at 7:15 pm and reconvened at 7:32 pm.

BYLAW – THIRD READING

16. “Inter-Municipal Transportation Network Services Business Licence Agreement Bylaw, 2020, No. 8766”

Moved by Councillor Bell, seconded by Councillor Girard

THAT “Inter-Municipal Transportation Network Services Business Licence Agreement Bylaw, 2020, No. 8766” be given third reading.

CARRIED UNANIMOUSLY

BYLAW – ADOPTION

17. “Inter-Municipal Transportation Network Services Business Licence Agreement Bylaw, 2020, No. 8766”

Moved by Councillor Bell, seconded by Councillor Girard

THAT “Inter-Municipal Transportation Network Services Business Licence Agreement Bylaw, 2020, No. 8766” be adopted, signed by the Mayor and City Clerk and affixed with the corporate seal.

CARRIED UNANIMOUSLY

BYLAW – THIRD READING

18. “Inter-Municipal Transportation Network Services Business Licence Scheme Bylaw, 2020, No. 8767”

Moved by Councillor Bell, seconded by Councillor Girard

THAT “Inter-Municipal Transportation Network Services Business Licence Scheme Bylaw, 2020, No. 8767” be given third reading.

CARRIED UNANIMOUSLY

BYLAW – ADOPTION

19. “Inter-Municipal Transportation Network Services Business Licence Scheme Bylaw, 2020, No. 8767”

Moved by Councillor Bell, seconded by Councillor Girard

THAT “Inter-Municipal Transportation Network Services Business Licence Scheme Bylaw, 2020, No. 8767” be adopted, signed by the Mayor and City Clerk and affixed with the corporate seal.

CARRIED UNANIMOUSLY

COUNCIL INQUIRIES

Nil.

NEW ITEMS OF BUSINESS

Nil.

NOTICES OF MOTION

Nil.

CITY CLERK’S RECOMMENDATION

Moved by Councillor McIlroy, seconded by Councillor Girard

THAT Council recess to the Committee of the Whole, Closed session, pursuant to the *Community Charter*, Sections 90(1)(c) [labour relations], 90(1)(e) [land matter] and 90(1)(i) [legal advice].

CARRIED UNANIMOUSLY

The meeting recessed to the Committee of the Whole, Closed session, at 7:36 pm and reconvened at 8:20 pm.

REPORT OF THE COMMITTEE OF THE WHOLE (CLOSED SESSION)

20. Land Matter – File: 10-5040-03-0001/2020

Report: Planner 2, March 18, 2020

Moved by Councillor McIlroy, seconded by Councillor Valente

PURSUANT to the report of the Planner 2, dated March 18, 2020, regarding a land matter:

THAT the action taken by the Committee of the Whole, Closed Session, be ratified;

AND THAT the wording of the recommendation and the report of the Planner 2, dated March 18, 2020, remain in the Closed session.

CARRIED UNANIMOUSLY

REPORT OF THE COMMITTEE OF THE WHOLE (CLOSED SESSION) – Continued

21. Land Matter and Legal Advice – File: 08-3360-20-0454/1

Report: Director, Community and Partner Engagement, March 26, 2020

Moved by Councillor McIlroy, seconded by Councillor Valente

PURSUANT to the report of the Director, Community and Partner Engagement, dated March 26, 2020, regarding a land matter and legal advice:

THAT the action taken by the Committee of the Whole, Closed Session, be ratified;

AND THAT the wording of the recommendation and the report of the Director, Community and Partner Engagement, dated March 26, 2020, remain in the Closed session.

CARRIED UNANIMOUSLY

ADJOURN

Moved by Councillor Back, seconded by Councillor Bell

THAT the meeting adjourn.

CARRIED UNANIMOUSLY

The meeting adjourned at 8:21 pm.

“Certified Correct by the City Clerk”

CITY CLERK

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For Metro Vancouver meetings on Friday, March 27, 2020

Please note these are not the official minutes. Board in Brief is an informal summary. Material relating to any of the following items is available on request from Metro Vancouver. For more information, please contact Greg.Valou@metrovancover.org or Kelly.Sinowski@metrovancover.org

Metro Vancouver Regional District

E 1.1 Metro 2040 Urban Centre and FTDA Policy Review – Final Recommendations **REFERRED**

The Metro 2040 Urban Centre and FTDA Policy Review is an initiative to explore implementation challenges and areas for improvement to the regional growth framework of the regional growth strategy. The review is now complete and staff have drafted five recommendations intended to provide direction on addressing the identified challenges and improve the Urban Centre and FTDA policies that will be included in Metro 2050, the update to the regional growth strategy.

The MVRD Board referred this item back to staff.

E 2.1 Contribution Agreement – Catching the Spirit 2019 Youth Society **APPROVED**

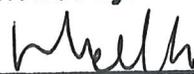
The MVRD Board approved the Contribution Agreement with the Catching the Spirit 2019 Youth Society for a three-year term commencing January 1, 2020 and ending December 31, 2022, with annual contributions of \$75,000 per year.

E 2.2 Regional Parks Naming, Renaming, and Dedications Policy Revision **APPROVED**

In 2019, Metro Vancouver staff reviewed the existing Regional Parks Naming and Dedications Policy and proposed amendments to enable consideration of Indigenous place names, renaming and dual naming in regional parks. The MVRD Board approved the Regional Parks Naming, Renaming, and Dedications Policy as presented.

E 3.1 BC Utilities Commission Municipal Energy Utilities Inquiry **APPROVED**

The MVRD Board will write to the British Columbia Utilities Commission concerning the Municipal Energy Utilities Inquiry, conveying its position that municipalities should continue to retain core decision making about district energy services, because local governments are well positioned to implement and regulate district energy, and municipal energy utilities occupy a unique and important role for addressing climate change.

Reviewed by:


CAO

E 4.1 Addressing the Greenhouse Gas Intensity of Buildings in the BC Building Code**APPROVED**

Buildings account for one quarter of regional GHG emissions, primarily through burning natural gas for space and water heating. The BC Energy Step Code, adopted by many jurisdictions in the region and across B.C., establishes energy efficiency targets, but does not directly address GHG emissions reductions in new construction. This will lead to many new buildings that will require significant retrofits to become carbon neutral in the future, costing building owners time and money.

The MVRD Board will write a letter to the provincial Minister of Municipal Affairs and Housing and other appropriate provincial government ministries requesting that the Province include:

- opt-in greenhouse gas intensity performance requirements for new construction in the British Columbia Building Code;
- an option to require zero emissions space heating and hot water; and
- complementary requirements in the proposed provincial “Retrofit Code” for existing buildings.

G 1.1 Regional Parkland Acquisition and Development Reserve Fund Bylaw No. 1304, 2020 **APPROVED**

The MVRD Board approved the establishment of a new statutory reserve for Regional Parks to receive, hold and provide funds for Regional Park Land Acquisition and Park Development; gave first, second, and third readings to the Regional Parkland Acquisition and Development Reserve Fund Bylaw then passed and finally adopted said bylaw.

G 2.1 MVRD Residential Indoor Wood Burning Emission Regulation Bylaw No. 1303, 2020 **APPROVED**

Wood smoke is a major source of fine particulate matter (PM2.5) emissions, including black carbon associated with climate change. Staff presented a bylaw intended to reduce the health and environmental impacts of emissions from residential indoor wood burning while responding to needs identified during a comprehensive consultation process.

The MVRD Board gave first, second and third readings to the Residential Indoor Wood Burning Emission Regulation Bylaw; then passed and finally adopted said bylaw.

I 1 Committee Information Items and Delegation Summaries

The Board received information items and delegation summaries from standing committees.

Regional Planning Committee – March 6, 2020

Information Items:

5.3 Regional Industrial Lands Strategy - Draft and Status Update

The Regional Industrial Lands Strategy is nearing completion after two years of research and engagement work. Informed through the current and final round of stakeholder engagement, it is anticipated that the

Strategy will be finalized in spring 2020, for consideration by the Industrial Lands Strategy Task Force and the MVRD Board. The Strategy, as well as other related work, will also inform the update to the regional growth strategy that is currently underway (Metro 2050). Metro Vancouver staff are in the process of engaging with stakeholders to receive further input on the draft Strategy's proposed recommendations.

5.4 Metro 2040 Industrial and Mixed Employment Policy Review Scope of Work

To inform the update to Metro Vancouver 2040: Shaping our Future (Metro 2040), the regional growth strategy, Metro Vancouver is undertaking an Industrial and Mixed Employment Policy Review. The Policy Review, along with results from the forthcoming Regional Industrial Lands Strategy will provide key inputs into the update, and will include engagement with member municipalities and industry stakeholders to test and refine recommended policy changes to the regional growth strategy. The Committee can expect to see a report on the completed policy review by mid-2020.

5.5 Metro 2050 Q1 2020 Status Update

In April 2019, Metro Vancouver began the process of updating Metro Vancouver 2040: Shaping our Future (Metro 2040), the regional growth strategy. The amended regional growth strategy will be titled Metro 2050. The development of content for Metro 2050 is taking place through a series of policy reviews on different policy topics; progress on these is summarized below. Engagement activities are guided by the Metro Vancouver Board-approved Metro 2050 Engagement Plan and those activities that have already occurred are summarized below.

Finance and Intergovernment Committee – March 11, 2020

Delegation Summaries:

3.1 Craig Richmond, President and CEO, Vancouver Airport Authority, Anne Murray, Vice President Airline Business Development and Public Affairs, Vancouver Airport Authority, and Wayne Wright, Metro Vancouver's Appointee to the YVR Board of Directors.

Greater Vancouver Water District

E 1.1 Award of Phase C - Construction Engineering Services for the Annacis Water Supply Tunnel

WITHDRAWN

This item was withdrawn.

I 1 Committee Information Items and Delegation Summaries

The Board received information items and delegation summaries from standing committees.

Water Committee – March 5, 2020

Information Items:

5.1 2019 Seymour Salmonid Society's Annual Report for Greater Vancouver Water District

The Seymour Salmonid Society is a non-profit organization that operates the Seymour River Hatchery on Greater Vancouver Water District (GVRD) lands at the base of the Seymour Falls Dam. GVRD and the Society have been partners since 1989 constructing fisheries enhancement projects, raising public awareness on water and fisheries issues and creating stewardship opportunities in the Seymour Valley. Over the years, the partnership has influenced tens of thousands of people through special events, K-12 programs, and passive visitors. The GVRD has a current three-year (2018-2020) Contribution Agreement with the Society for \$125,000 annually. The funding provides for core hatchery and education program operating expenses.

Greater Vancouver Sewage and Drainage District

E 1.1. Direct Connections to Regional Liquid Waste Facilities Policy

APPROVED

Historically, member jurisdictions have requested direct connections to the regional sewer system to service private properties if municipal sewers were not available nearby, and Metro Vancouver assessed those requests on a case-by-case basis.

A policy was brought forward to formalize the process for direct connection requests to regional facilities, including who may apply, the criteria to do so, and ownership and maintenance responsibilities.

The GVS&DD Board approved the Direct Connections to Regional Liquid Waste Facilities Policy as presented.

G 1.1 Greater Vancouver Sewerage and Drainage District Sewerage and Drainage Areas Boundaries Amending Bylaw No. 335, 2020 – Fraser Sewerage Area – PID 013-872- 303, Township of Langley

APPROVED

The GVS&DD Board gave first, second and third reading to the Greater Vancouver Sewerage and Drainage District's Sewerage and Drainage Areas Boundaries Amending Bylaw No. 335, 2020; and passed, and finally adopted the Greater Vancouver Sewerage and Drainage District's Sewerage and Drainage Areas Boundaries Amending Bylaw No. 335, 2020.

I 1 Committee Information Items and Delegation Summaries

The Board received information items and delegation summaries from standing committees.

Liquid Waste Committee – March 12, 2020

Information Items:

5.2 Results for 2019 Wipe It, Green Bin It Campaign

As a region, an estimated \$2.7 million is spent every year to deal with the impacts of fats, oils and grease (FOG) in the sewer system. The 2019 Wipe It, Green Bin It campaign asked residents to put FOG in their green bins, instead of down their sinks.

Zero Waste Committee – March 13, 2020

Information Items:

5.1 Customer Service and Communication Enhancements at Metro Vancouver Solid Waste Facilities

Over the past year Metro Vancouver has expanded the number of communication tools available to customers to enhance their experience at solid waste facilities and encourage diversion. Accurate and accessible information about regional facility reuse, recycling and disposal services and programs can improve customer awareness and use of these services.

5.2 Create Memories Not Garbage – 2019 Campaign Results

The holidays are a heavy consumption season where residents fall into customs/traditions that can cause unnecessary waste. The 2019 “Create Memories, Not Garbage” campaign asked residents to try doing one thing differently to reduce their waste. Through a region-wide media promotion, residents were offered ideas to make low-waste celebrating easier.

Metro Vancouver Housing Corporation

E 1.1 Evaluation Criteria for Metro Vancouver Housing Development on Member Lands APPROVED

Metro Vancouver Housing (MVH) is actively working to build more affordable rental housing. One way is through partnerships with member jurisdictions. In February 2020, Metro Vancouver issued an Expression of Interest (EOI) for member jurisdictions to submit municipally-owned land to lease or transfer to MVH at a nominal cost.

The EOI outlines considerations for submissions including: development potential, municipal actions/incentives to support development, tenant livability, financial feasibility for MVH, and regional equity. Staff used these considerations to draft evaluation criteria and weighting to prioritize EOI submissions that best meet MVH’s objectives. The Housing Committee considered the evaluation criteria and provided direction for certain revisions.

The MVHC Board endorsed the evaluation criteria contained in the report.

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The background image shows a waterfront scene with a concrete pier and wooden pilings in the water. A large green rectangular overlay is positioned across the upper half of the image, containing the title text. In the distance, a white yacht is docked at a pier, and two blue and yellow flags are visible on poles against a blue sky with light clouds.

COVID 19 Response Structure

Presented April 20 2020

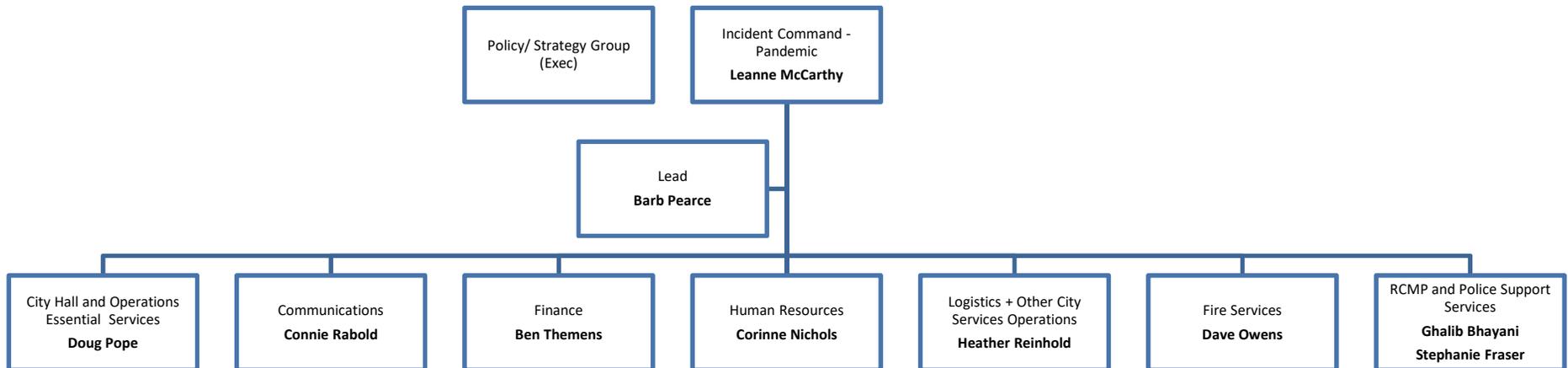
COVID 19 Response Structure

Three areas of focus for CNV Response:

- CNV Coordination Working Group*
- Regional Response (NSEM)
- Forward / Scenario Planning

** First committee struck prior to Spring Break, and has continued to evolve as situation continues*

CNV Coordination Working Group



Rationale for Working Group Structure

- Restructuring of organization to focus on Essential Service
- Increase in collaboration and innovation
- Increase in communication - regular checkpoints throughout week
- Online services and modifications in services

CNV Essential Services

Focus on Delivery of Critical / Essential Services to community:

- Council Meetings
- EPE Operations
- Enforcement and Bylaws
- Inspections

HR, Finance, Communications

Key corporate stakeholders:

- Structure ensures key stakeholders are integrated into response effort
- Working group is informed by Section Heads about operational updates, challenges and changes
- Updates integrated for: financial reimbursement system, new payroll codes, technology changes or reports

Logistics

Ensures Essential Services have tools and resources to continue

- Collaboration between IT, Records Management, Facilities and HR
- Facilitate Remote Working Arrangements
- Monitor and track citywide staffing data (such as # of working remotely)

Other Essential Services

Continue to provide vital safety services and updates on service trends

- Fire Services
- NSEM
- RCMP, Police Administration



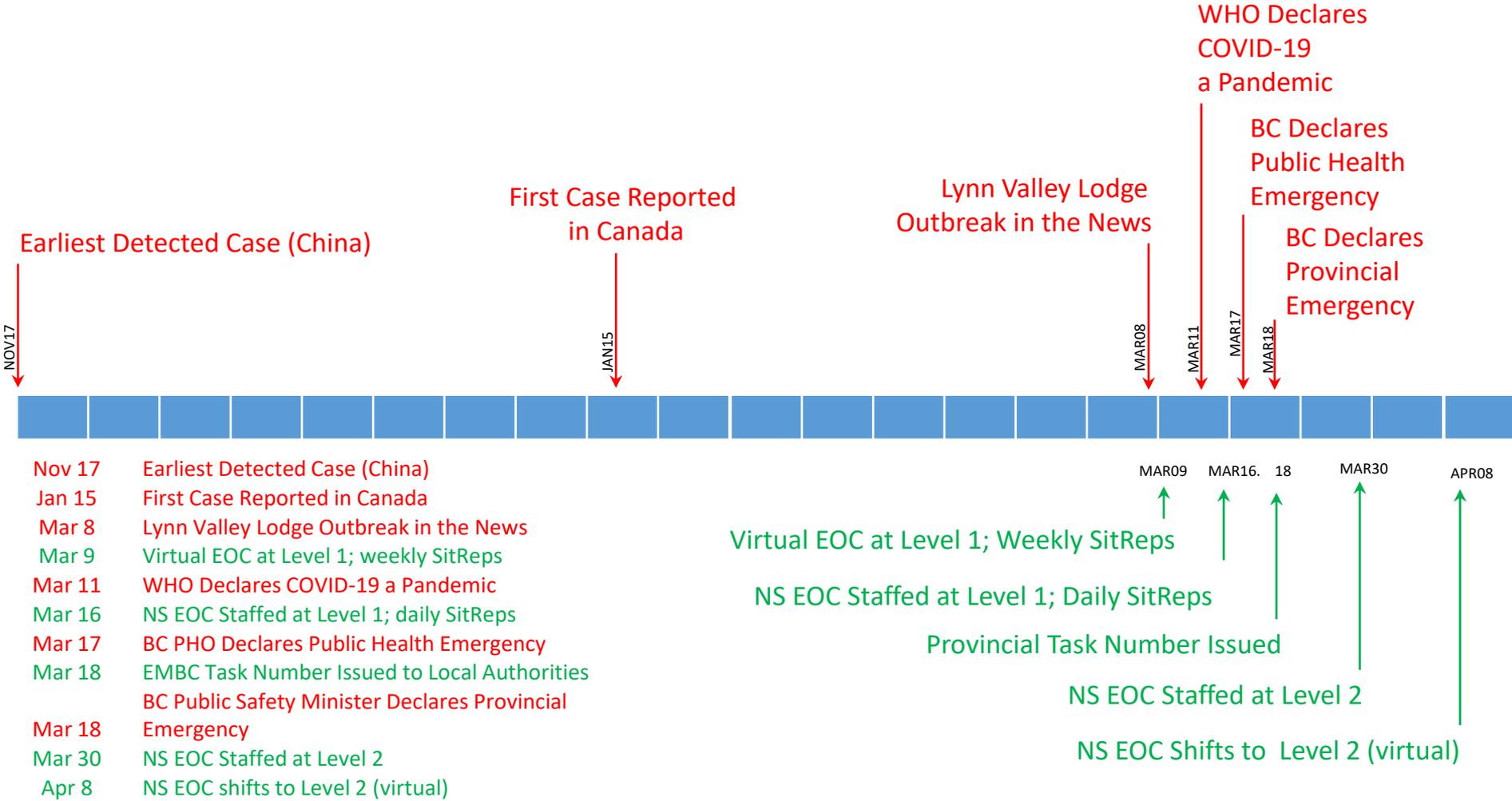
Thank you.

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North Shore Emergency Operations Centre – COVID 19

Presented April 20, 2020

COVID-19 PROGRESSION & RESPONSE TIMELINE

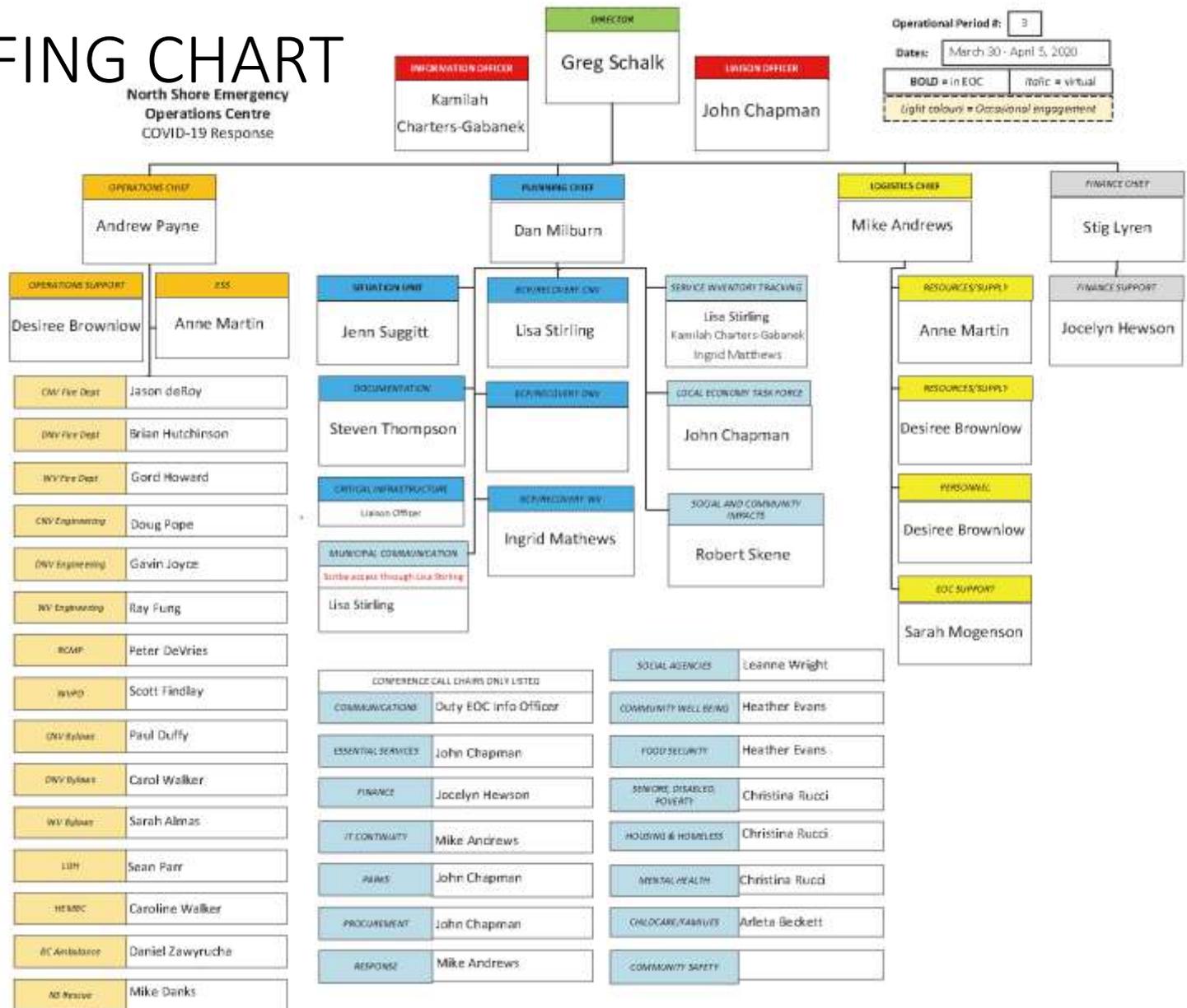


EOC STAFFING CHART

(Current)

North Shore Emergency
Operations Centre
COVID-19 Response

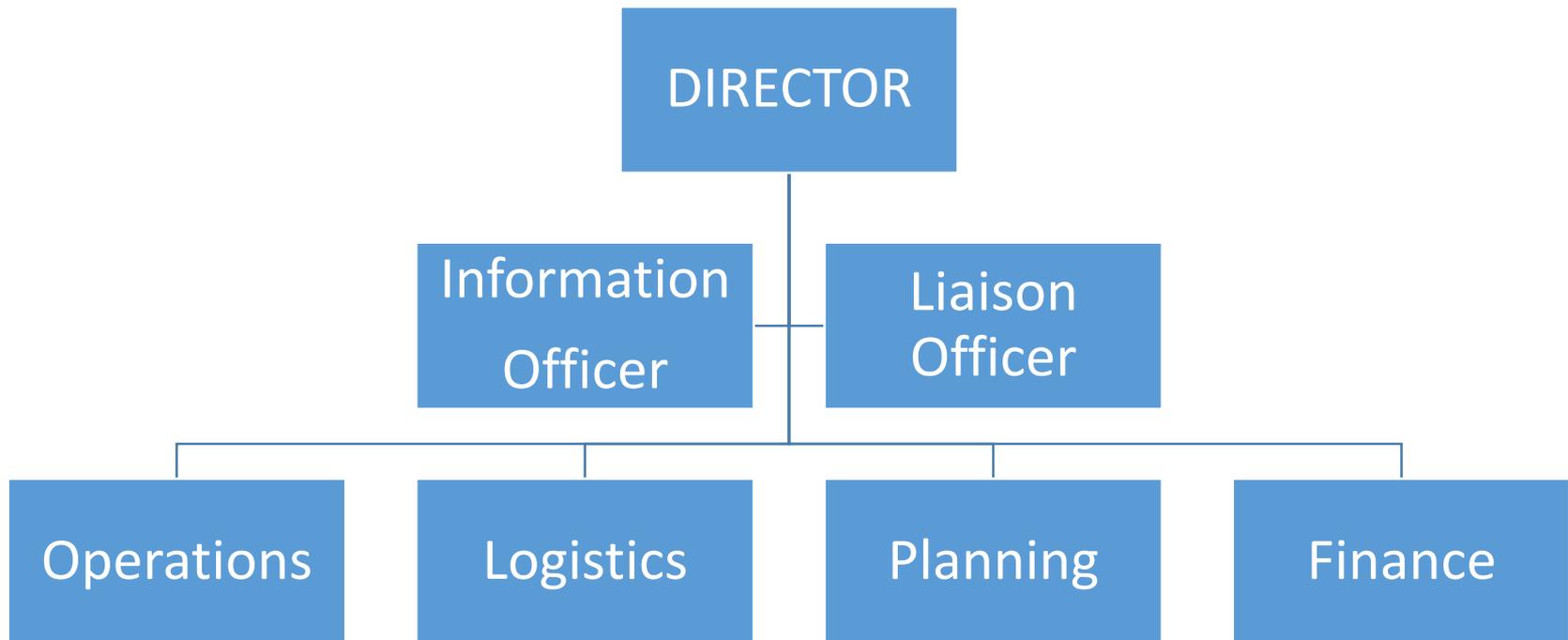
Operational Period #: 3
 Dates: March 30 - April 5, 2020
BOLD = in EOC italic = virtual
 Light colours = Occasional engagement



CONFERENCE CALL CHAIRS ONLY LISTED

COMMUNICATIONS	Duty EOC Info Officer	SOCIAL AGENCIES	Leanne Wright
ESSENTIAL SERVICES	John Chapman	COMMUNITY WELLBEING	Heather Evans
FINANCE	Jocelyn Hewson	FOOD SECURITY	Heather Evans
IT CONTINUITY	Mike Andrews	SENIOR, DISABLED, POVERTY	Christina Rucci
PLANS	John Chapman	HOUSING & HOMELESS	Christina Rucci
PROCUREMENT	John Chapman	MENTAL HEALTH	Christina Rucci
RESPONSE	Mike Andrews	CHILD CARE/YARBUVES	Arieta Beckett
		COMMUNITY SAFETY	

PRIMARY EOC FUNCTIONS



MANAGEMENT STAFF

DIRECTOR

- Rotational between NSEM Operations Committee
- Oversees EOC Operations and provides updates

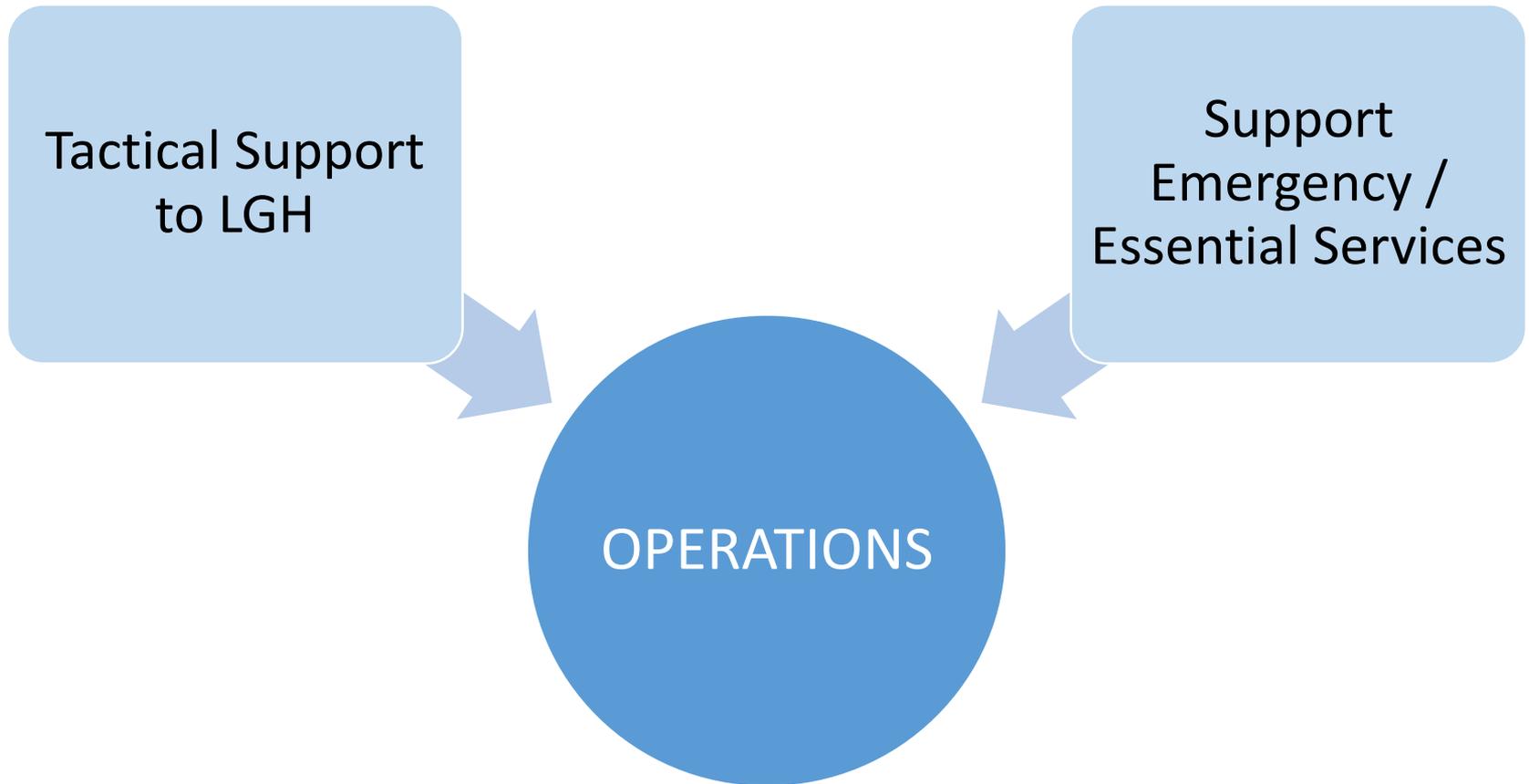
LIAISON OFFICER

- Supports EOC operation – daily, weekly coordinated calls and updates
- Connects and shares information with external agencies and NS EOC

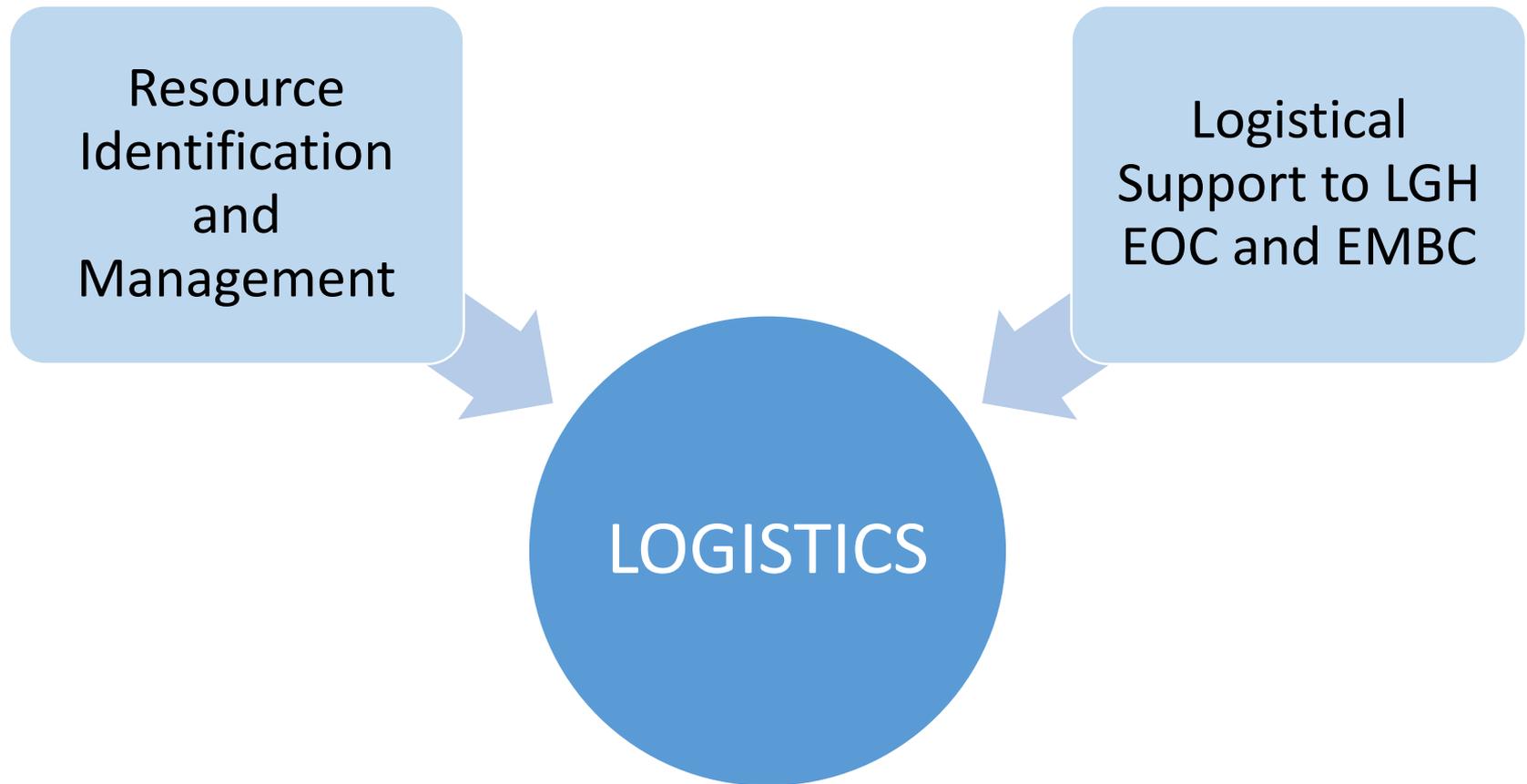
INFORMATION OFFICER

- Coordinate with 3 Communications Departments
- Coordinates NS EOC communications both internally and externally

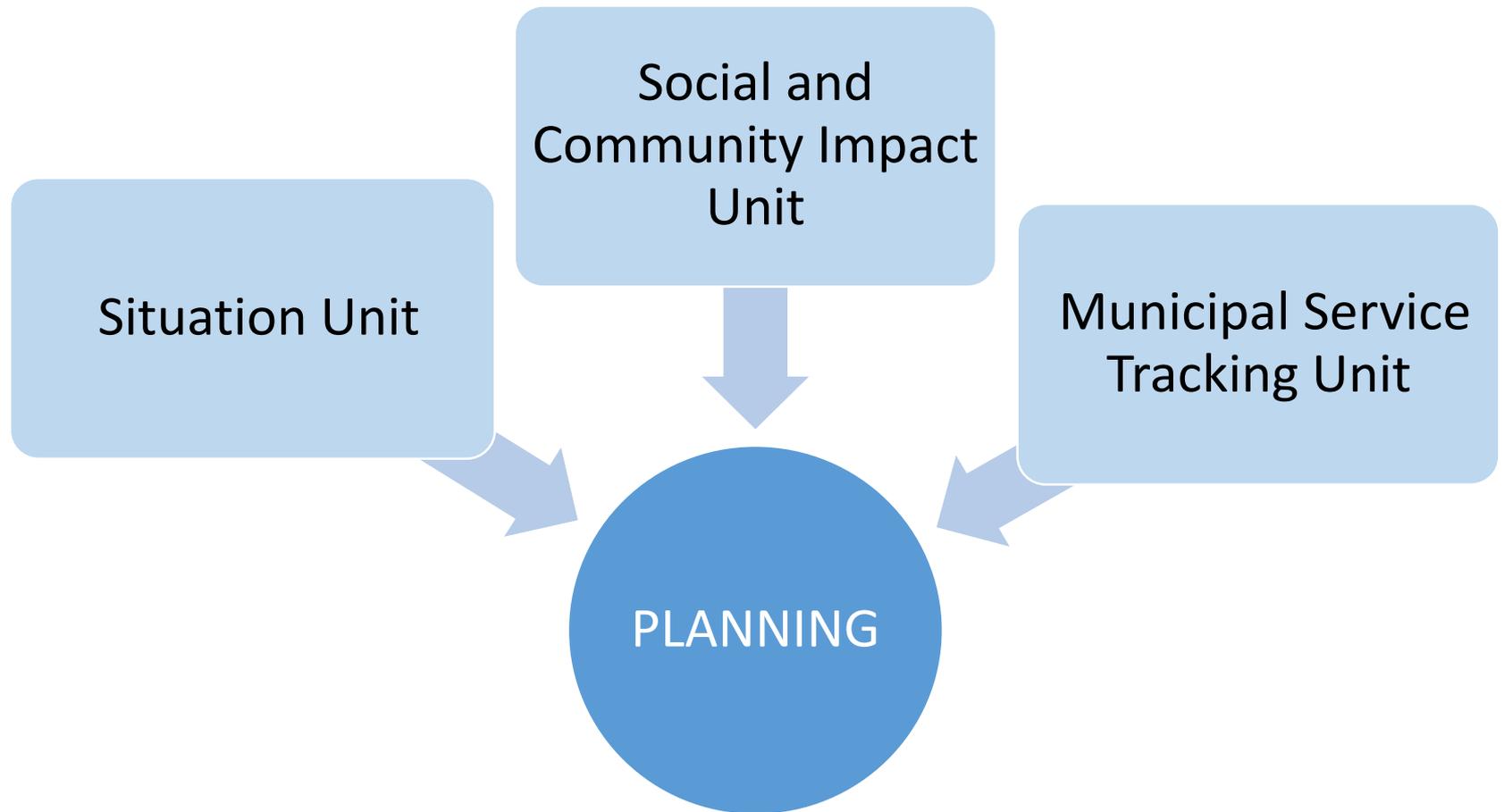
OPERATIONS SECTION



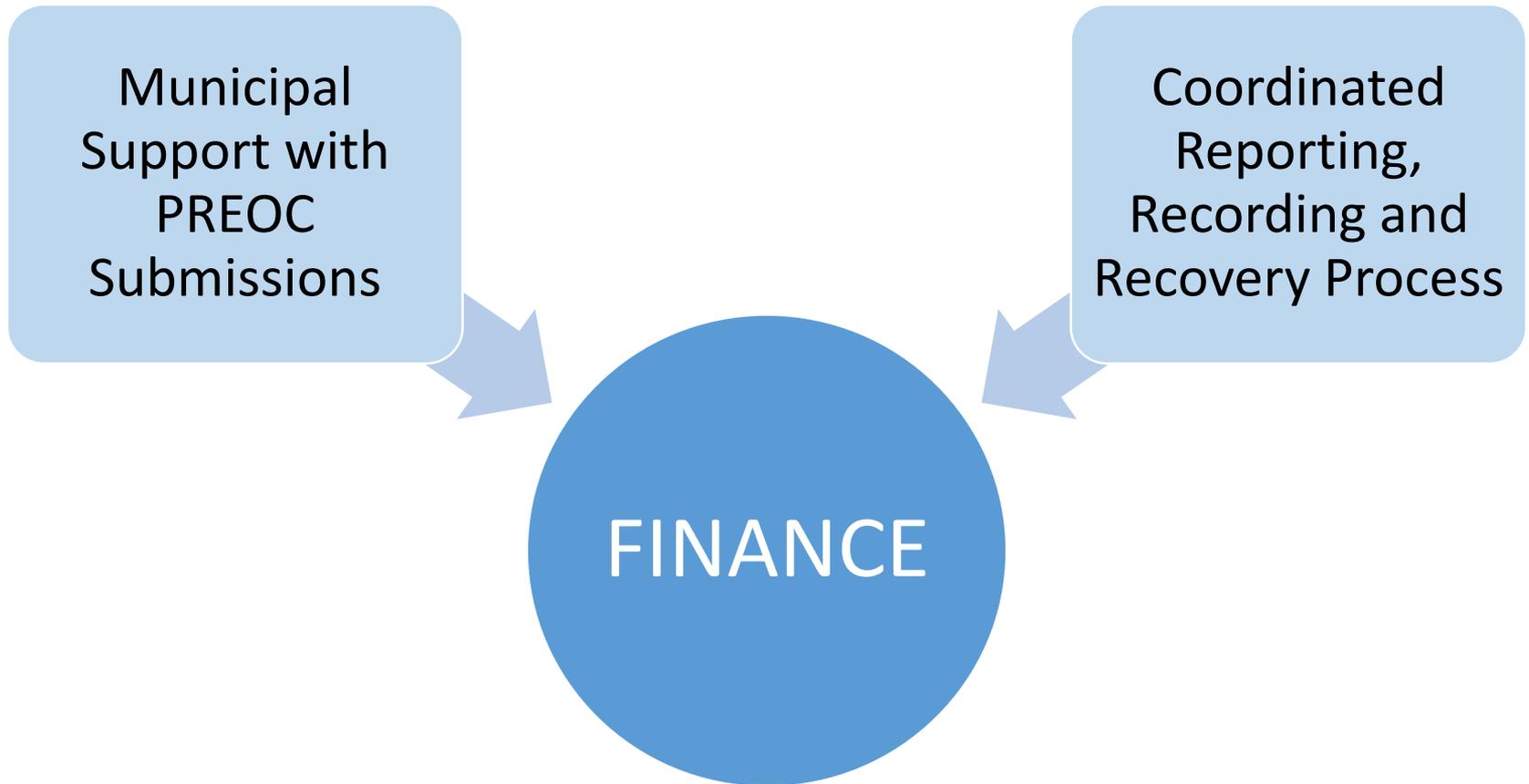
LOGISTICS SECTION



PLANNING SECTION



FINANCE SECTION



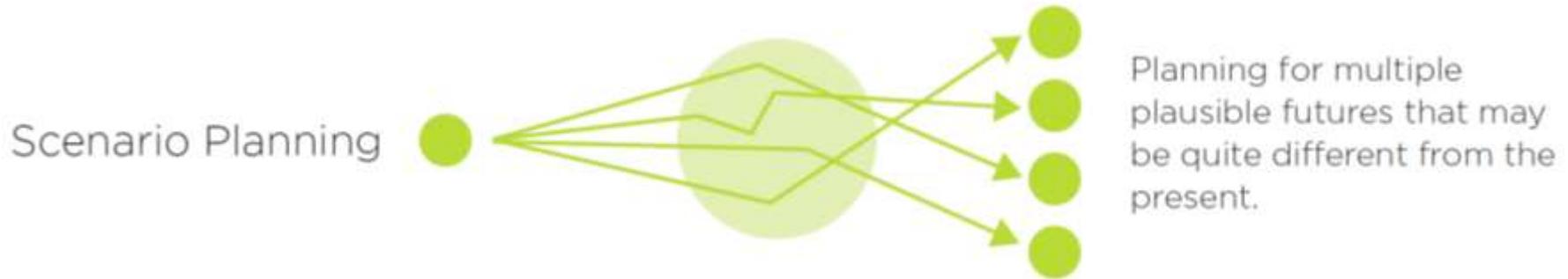


Thank you.

COVID-19 Pandemic Scenario Planning and Impact Assessment

Presented April 20, 2020

Scenario thinking can help us prepare for a future that is hard to predict and clarify our readiness for potential impacts



Two key uncertainties will drive the impact of COVID-19 on our community



Epidemiological Factors

e.g, time until virus suppression; type and duration of public health measures



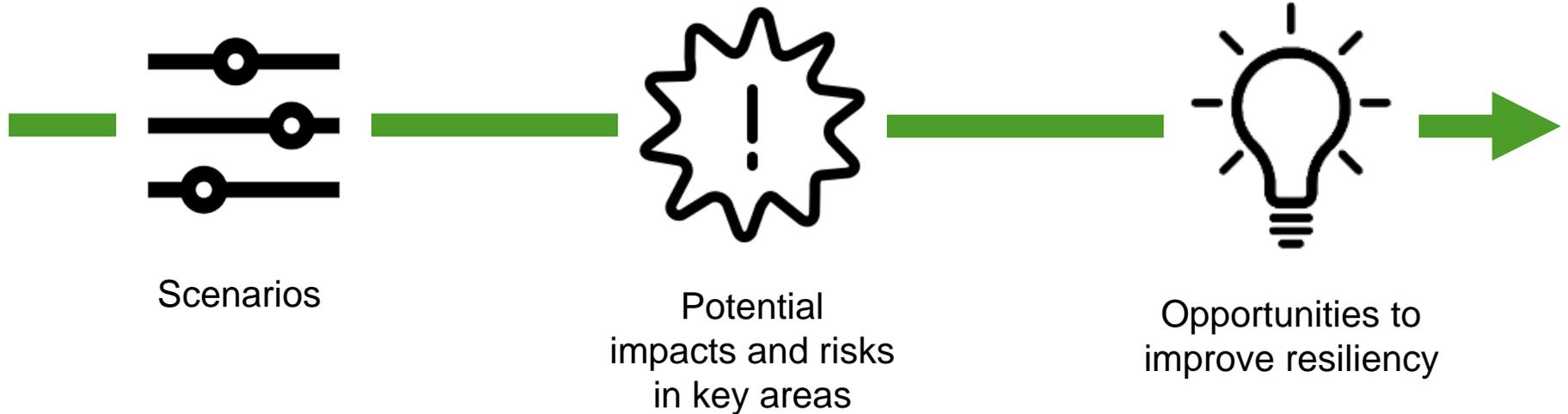
Economic Factors

e.g, depth and duration of economic impact; recovery trajectory

Three scenarios are plausible based on current trends and key uncertainties

	Scenario 1	Scenario 2	Scenario 3
When is the pandemic suppressed?	Spring 2020	Spring 2020, with “second wave” in Fall 2020	Fall 2020
When are most public health restrictions lifted?	Spring 2020	Spring 2020 and re-introduced in Fall 2020	Fall 2020
What is the potential magnitude of the economic impact?	Worse than 2008 recession (-5% to 10% contraction in provincial GDP in 2020)	Comparable or worse than 1982 recession (-10% to 15% contraction in provincial GDP in 2020)	Unprecedented economic contraction (-15% to 20% contraction in provincial GDP in 2020)
How long will recovery take?	Fast (e.g., end of 2021)	Slow (e.g., end of 2022)	Prolonged (e.g., end of 2023 or later)

Applying the scenarios to assess impacts and identify opportunities



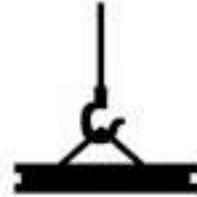
Impact and resiliency analysis focused on four key dimensions



Social and household impacts



Economy and business impacts



Growth and development impacts



Corporate impacts

Understanding potential impacts through multiple sources and perspectives

- Research, articles and studies
- Key Informant Interviews
- Financial modelling

Local dimensions: potential areas for risk

- **Housing:** nearly half of renters spent over 30% of income on shelter
- **Economy:** high proportion of small businesses and over one-third of labour force in consumer service-based industries
- **Community:** high levels of unemployment and food insecurity, relative to regional average
- **Health:** highest level of chronic breathing conditions in region

Local dimensions: potential areas of strength and resiliency

- **Community:** strong sense of community belonging and connection
- **Access to services:** many services and amenities are close to where we live and accessible by walking, cycling
- **Partnerships:** robust network of partnerships and collaboration in delivery of community-based services
- **Corporate finances:** the City has a robust financial framework with diverse revenue streams and healthy reserves

Potential interventions to increase resiliency

- Project and service prioritization
- Addressing new needs
- Corporate business planning
- New service delivery models
- Information and awareness building
- New partnership models

Next steps

- **End of April:** Complete impact and resiliency analysis
- **Early May:** Report back to City Leadership

Thank you.



2020 Financial Plan

Presented April 20, 2020
Finance

2020 Financial Plan

To provide information and receive approval on:

- 2020 Financial Plan
- 2020 Average Tax Rate Increase

Staff request that:

- the 2020 Financial Plan be approved in principle, and
- that direction be provided to bring forward the necessary Financial Plan Bylaw

2020 Financial Plan Process/Schedule

Date	Items for Discussion
November 4, 2019	2020-2029 Draft Preliminary Project Plan
November 25, 2019	2020-2029 Preliminary Project Plan
December 2, 2019	2020-2029 Utility Operations & Rates Model (Water, Sewer, Storm, Refuse, Recycling)
January 27, 2020	Draft 2020 Program Plan (Operating Budget)
April 20, 2020	Final 2020 Financial Plan (Project and Program)
April 27, 2020	2020 Financial Plan Bylaw Tax Rate Distribution Options

2020-2029 Project Plan

- 2020-2029 budget of \$484.8M
- 78% City Funding, 22% External Contributions
- Shortfall of \$11.8M in 2021
- Shortfall of \$15.0M in 2021-2023



2020 Program Plan

- Operational, continuous annual expenditures such as maintenance, energy costs and on-going programs.
- 2020 budget of \$81.2M
- 80% funded by property taxes
- 2.0% increase to Property taxes in 2020



2020 Tax Rate Increase: 2.00%

2020 Expense and Revenue Changes	\$(000's)	Tax %
2020 Proposed Overall Tax Rate Increase (Jan 15, 2020)	2,403	4.58%
Salary and Other Provisions	(637)	(1.2%)
Annual Tax Levy Increase for Infrastructure	(525)	(1.0%)
Tax Roll Growth	(500)	(0.9%)
New Items – January 15, 2020 Program Plan	(373)	(0.7%)
Major Agencies and Core Funded Agencies	305	0.6%
Decrease in Non-Tax Revenues	263	0.5%
Other Items (various)	165	0.3%
Change in assumption re: revenue and tax rate	-	(0.2%)
2020 Proposed Overall Tax Rate Increase (April 9, 2020)	1,102	2.00%

**1% tax rate increase generates \$550,000*

Tax Rate History for the past 5 year:

Year	Operating Programs	Project Plan	Total
2015	1.90%	2.00%	3.90%
2016	1.90%	2.00%	3.90%
2017	1.40%	2.00%	3.40%
2018	1.50%	1.00%	2.50%
2019	2.25%	2.00%	4.25%
2020	2.00%	0.00%	2.00%

COVID-19 Budgetary Effects

Assess Revenue Reduction Drivers (Non-Controllable vs. Controllable)

Non-Controllable Revenue Reduction Drivers (Examples):

- Economic contraction and reduced business activity resulting in potential municipal costs
- Senior government public health directives requiring closure of services that have user fees
- Capital market impact on investment earnings and deferred revenue

Controllable Revenue Reduction Drivers (Examples):

- Decisions to stop or reduce services that have user fees
- Decisions to reduce, suspend or defer fees for service (e.g. parking, facility rental, maintenance contributions, etc.)
- Decisions to allow delayed property tax payment which will reduce tax penalty revenues and investment earnings

COVID-19 Budgetary Effects

Two types of impacts

- Funding gap:
Reduction in variable revenues (e.g. parking, permits, facility rental, recreation programs) and/or expenditure increases. Municipalities are not allowed to run operating deficits.
- Cash flow:
Short to mid-term cash flow issues resulting from delay in tax/utility fee collection

COVID-19 Budgetary Effects

Mitigation Measures

- Cash flow improvement through line of credit increase
- Expense Management
- Redirection of Capital Funding to Operating, excluding statutory reserve funds
- Financial Stabilization Reserve

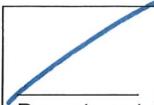
2020-2029 Financial Plan Next Steps:

- ✓ **April 27th Council Meeting:** Financial Plan Bylaw &
Tax Rate Distribution Options



Thank you



 Department Manager	 Director	 CAO
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The Corporation of **THE CITY OF NORTH VANCOUVER**
FINANCE DEPARTMENT

REPORT

To: Mayor Linda Buchanan and Members of Council

From: Ben Themens, Director of Finance

Subject: 2020 Financial Plan

Date: April 14, 2020

File No: 05-1700-01-0001/2020

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

RECOMMENDATION:

PURSUANT to the report of the Director of Finance, dated April 14, 2020, entitled "2020 Financial Plan":

THAT staff bring forward a Financial Plan Bylaw (2020 to 2029) that reflects an overall tax rate increase of 2.00% which includes 2.00% for the Program Plan (operating), 0% for Infrastructure Reserves and 0% for New Items.

ATTACHMENTS:

1. 2020-2029 Project Plan dated April 9, 2020 (CityDocs [#1902338](#))
2. Draft 2020 Program Plan report dated January 15, 2020 (CityDocs [#1873536](#))
3. 2020 Utility Rates report dated November 20, 2019 (CityDocs [#1873175](#))

DISCUSSION:

The purpose of this report is to ask for endorsement of the 2020 Financial Plan, and to obtain Council's approval on the proposed tax rate increase for 2020.

The Community Charter requires that Council adopt a five year Financial Plan that includes both operating and capital items before May 15 in each year. For many years, the City has exceeded this requirement by producing ten-year Financial Plans.

Thus far, the City's 2020 – 2029 financial planning process has considered the 2020 Draft Program Plan presented to Council for feedback (January 27, 2020), the 2020-2029 Preliminary Project Plan (December 2, 2019 – attachment updated April 9, 2020) and the 2020 Utility Operations & Rates Model approved (December 2, 2019), respectively **Attachments 1, 2 and 3**.

Since the January 27, 2020, presentation to Council, various adjustments to the Draft 2020 Financial Plan have been made. The City's updated 2020 Financial Plan totals \$248.7 million which includes the following:

	2019	2020	Increase
General Program Plan	78.6	81.2	2.6
General Project Plan	73.2	80.8	7.6
Utilities Programs (water, sewer, solid waste)	30.9	30.2	(0.7)
Cemetery (self-funded)	0.4	0.4	0.0
Collection for Other Government	49.6	56.1	6.5
Total Financial Plan (excluding depreciation & non-statutory reserves)	\$ 232.7M	\$ 248.7M	\$ 16.0M

General Program Plan

Programs are operational expenditures, such as maintenance, on-going programs, and energy costs, which are relatively continuous. The Program Plan is funded mainly by property taxation revenue (81%) and partially by other non-tax revenue sources.

The draft 2020 Program Plan dated January 15, 2020 (**Attachment 1**), reflected a tax rate increase of 4.58%, which included ongoing provisions for increases in City wages and benefits, RCMP contract, agencies, new capital cost impacts, and other cost adjustments. This has been adjusted to account for updated estimates and emerging priorities, resulting in a proposed tax rate increase of 2.00%.

Current Overall Increases and Decreases from 2019 to 2020

	\$ (000's)	Tax Impact
2020 General Operating Program Increase		
Salary and Other Provisions	1,461	2.8%
RCMP Contract	847	1.6%
Major Agencies and Core Funded Agencies	419	0.8%
New Capital Cost Impacts	133	0.3%
Decrease in Non-Tax Revenues	86	0.2%
Other Items (various)	59	0.1%
Tax Roll Growth	(1,500)	(2.9%)
2020 Net Operating Program Increase	1,505	2.9%
Annual Tax Levy Increase for Infrastructure	525	1.0%
2020 Proposed Baseline Tax Rate Increase	2,030	3.9%
New Items – Operating	373	0.7%
2020 Proposed Tax Rate Increase (Jan 15, 2020)	2,403	4.58%
Salary and Other Provisions ¹	(637)	(1.2%)
Annual Tax Levy Increase for Infrastructure ²	(525)	(1.0%)
Tax Role Growth ³	(500)	(0.9%)
New Items – January 15, 2020 Financial Plan ⁴	(373)	(0.7%)
Major Agencies and Core Funded Agencies ⁵	305	0.6%
Decrease in Non-Tax Revenues ⁶	263	0.5%
Other Items (various) ⁷	165	0.3%
Change in assumption re: revenue and tax rate ⁸	-	(0.2%)
2020 Proposed Tax Rate Increase (April 9, 2020)	1,102	2.00%

Changes to Program Plan since January 15, 2020:

¹ *Salary and Other Provisions* - decreased due to revised costs assumptions regarding unsettled employment contracts and reorganizational adjustments.

² *Annual Levy for Infrastructure* - the January 16, 2020 Program Plan recommended transfer from General Program Plan to General Project Plan representing a 5% (a 1% tax rate increase of \$525,000) increase in the annual transfer to the Project Plan. This has been removed to keep 2020 funding consistent with that of 2019 at \$9,953,800, representing approximately 15% of the City's annual tax levy.

³ *Tax Roll Growth* - at the January 27, 2020 Regular Council Meeting the Draft 2020 Program Plan presented to Council proposed a 4.58% tax rate increase. At that time, the report mentioned that staff had not recognized the full amount of potential tax revenue growth from new buildings. Since then, staff has reviewed the latest information and considered potential assessment appeals. The estimated \$2.0 million tax roll growth is now being fully recognized, resulting in a 0.8% reduction of the proposed tax rate increase.

⁴ *New Items*- all new items recommended in the January 15, 2020 Program Plan have been removed from the 2020 Financial Plan.

⁵ *Major Agencies and Core Funded Agencies*- this increase in funding is due to provisions being put in place for the City’s obligations for operating losses being forecasted in City shared-cost agencies.

⁶ *Decrease in Non-Tax Revenues*- decreases in non-tax revenue are forecasted for 2020 in various City operating streams, such as Parking, Permits and Business Licenses, due to evolving economic conditions.

⁷ *Other Items (various)* – provision put in place for borrowing costs associated with “Revenue Anticipation Borrowing Bylaw, 2020, No. 8749” dated March 24, 2020.

⁸ *Change in assumption re: revenue and tax rate* – the finalized assessment roll indicates that a 1% tax rate increase generates approximately \$550,000 in tax revenue for the City, updated from \$525,000 in the January 15, 2020 Program Plan. This resulted in a reduction totalling 0.3% of the tax rate impact of the items included in the table.

General Project Plan

Projects are those expenditures having a specific deliverable, and definite beginning and endpoint. The 2020-2029 Project Plan (**Attachment 2**) includes proposed projects totaling \$484.8 million. The 2020 proposed projects total \$80.8 million and is funded by a combination of City funding (78%) and external contributions (22%). It should be noted that authority to spend these funds will only be provided through funding appropriations which require further Council motions.

The proposed projects are summarized as follows:

	<u>2020 (Only)</u>	<u>Total 2020-2029</u>
Land/Major Investments	34.5	37.1
Buildings	20.9	249.8
Structures	19.0	154.7
Equipment	6.4	43.2
Total Project Plan	\$ 80.8M	\$ 484.8M

* Note that 2020 figures are higher on an annual basis as it includes provisions for potential projects (Parkland Acquisition, External Contributions, various amenity project provisions etc.)

At the December 2, 2019, Regular Meeting, Council provided feedback regarding the 2020-2029 Project Plan. It was recommended that the \$2.5M allocated to the Child Care Capital Program (City Facilities) in 2022 be brought forward to 2021. This recommendation has been addressed in the attached version of the plan.

As mentioned previously, the initially proposed increase to the Levy for Infrastructure has been removed from the 2020 Financial Plan. While the impact on the 2020 Project Plan is being mitigated through use of a 2019 surplus, it will result in less City Funding being available for projects in 2021 and onwards.

In addition, considering recent market conditions amid the current COVID-19 pandemic and the high degree of uncertainty around potential development projects, the City has elected to significantly scale back forecasted Community Amenity Contributions from 2021 onwards.

The 2020 Project Plan remains fully funded, but these changes increase the Plan's 2021 shortfall from \$6.7M to \$11.8M, as well as the Plan's combined 2021-2023 shortfall from \$9.2M to \$15.0M.

Unfunded Projects, 2021

Per Draft Preliminary Project Plan (December 2, 2019)	\$ 6.7M
Reduced forecast for CAC's	\$ 2.8M
Childcare moved from 2022 to 2021	\$ 2.5M
Tax Levy decreased	\$ 0.5M
Available 2021 balance in Civic Amenity Reserve	(\$ 0.7M)
	<hr/>
	\$ 11.8M

The current economic climate presents many risks and a high degree of uncertainty. While the 2020 Financial Plan has been prepared and updated conservatively, there are many foreseen (potential for declining Developer Contributions and interest rates) and unforeseen risks that will be addressed in the coming months as further information becomes available.

Support for the current plan is part of an ongoing process; Council will have many more opportunities to make modifications to project funding included in the 10-Year Plan. Council must also adopt funding resolutions (or bylaws in the case of DCC funding) before spending can take place.

Utility Programs

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

At the December 2, 2019 Regular Meeting, Council approved the 2020 Utility Rates (**Attachment 3**). The 2020 flat rate utility charge for a single unit dwelling increased from \$1,244 in 2019 to \$1,294 in 2020, which is equivalent to a 4.0% increase. This is an estimate as Storm Drainage and Eco Levies are levied based on taxable assessment.

The 2020 Utility Program expenditure budget totals \$30.2 million. This consists of the following:

	2019	2020	Increase
Water	13.9	13.2	(0.7)
Sewer & Drainage	12.9	13.1	0.2
Solid Waste (refuse, green can & eco levy)	4.1	3.9	(0.2)
Total Utility Program	\$ 30.9M	\$30.2M	(\$0.7)

Flat Rate Utility Fees for a Single Unit Dwelling:

	2019	2020	Increase (\$)	Increase (%)
Water	469.30	489.00	19.70	4.2%
Sewer & Drainage	487.51	518.86	31.35	6.4%
Solid Waste	286.92	285.90	(1.03)	(0.4%)
Total Flat Rate Utility Fee	\$1,243.74	\$1,293.76	\$50.02	4.0%

Cemetery Program

The City's Cemetery operation is a self-funding program funded from sale of plots and cremation niches. Operational costs relate to burials, maintenance, and caretaking, carried out by City staff. The City's 2020 cemetery budget is approximately \$0.4 million.

Collections for Other Governments

The City collects approximately \$56.1 million in taxes on behalf of other governments and agencies which include BC Assessment, Metro Vancouver (GVRD), Transit, Municipal Finance Authority and the Provincial School Levy.

FINANCIAL IMPLICATIONS:

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

INTER-DEPARTMENTAL IMPLICATIONS:

The 2020-2029 Financial Plan is a reflection of the policies of the City, and the work plans of all City departments. In developing this budget, Finance staff rely on their close working relationship with staff in other departments and the City's shared-cost agencies.

2020 is certain to be a challenging year for the City, and the challenges facing the City are impacted in the City's budget process, requiring reconsideration of all that we do.

Finance wishes to thank all the members of staff who are contributing so much of their time and effort to provide leadership and cooperation to this ongoing process.

CORPORATE PLAN AND/OR POLICY IMPLICATIONS:

The preparation and approval of a Financial Plan is consistent with the requirements of the Community Charter, with the 2020 Financial Plan Objectives, with several of the objectives of the City's 2014 Official Community Plan and was prepared with consideration of the 2018-2022 Council Strategic Plan.

RESPECTFULLY SUBMITTED:



Ben Themens
Director, Finance

2020 – 2029 Project Plan

April 9, 2020 | Finance Department



Table of Contents

2020-2029 Project Plan

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Basic assumptions underlying the Plan include:

1. When provided, costs are based upon the best currently available information, and this means that some of the costs are more accurate than others. Factors affecting accuracy include the level of detailed planning which has been completed for the individual projects and plans, and the timing of the projects. In general, 2020 costs are more accurate than costs for future years.
2. There is an important exception. An estimated cost for Harry Jerome Redevelopment and Renewal will not be known until the scope of the project has been determined. The amount included in the Plan is a "placeholder" indicating the amount of funding the City may be able to provide toward the projects, assuming priorities are not changed.

Forecast Assumptions

3. The Plan reflects the current forecast for the budget year, and provides an allocation basis for subsequent year-to-year funding. Only the current year budgets will be used to appropriate funds; the subsequent years' budgets will be revised in the following years' Plans.
4. The Plan reflects the City's longstanding practice of using internal reserves as the basis for financing. The Plan is therefore sensitive to interest rate and reserve contribution fluctuations (including contributions from land sales), and also reflects the necessity to postpone projects until reserve funds are sufficient to support them.
5. The City currently has no debt, and there is no borrowing forecast in the Plan.

Contribution Assumptions

6. Contributions include amounts anticipated through fundraising and other private contributions, including those provided by developers, as well as contributions from senior levels of government, where these may be available.
7. Anticipated contributions from outside sources are shown as a source of funds for projects in the Plan, where it is reasonable to anticipate receipt of the funds. However, it should be noted that, for projects funded by contributions, the project scope as envisioned cannot be guaranteed if the contributions are not forthcoming.

Structure of the Plan

The materials included provide summary information, followed by complete detailed listings of all projects included in the Plan.

Projects are grouped into ten categories as follows:

1. Land and Major Investments;
2. Buildings;
3. Structures – Streets and Transportation;
4. Structures – Parks and Environment;
5. Structures – Public Art;
6. Equipment – General;
7. Equipment – Information Technology;
8. Equipment – Engineering;
9. Equipment – Fire; and
10. Block Funding, On-Going Programs and Other Projects.

It should also be noted that, the 10 sections are further summarized into four additional categories. The Plan information is summarized into those four categories on page 4 of the Plan:

1. Land/Major Investments - Section 1
2. Buildings - Section 2
3. Structures - Sections 3 to 5
4. Equipment - Sections 6 to 10

Project Types

Projects have been grouped into six project types, which are identified in the top right-hand corner of each project sheet:

1. Maintenance & Replacement;
2. Ongoing Program;
3. Provision;
4. Major Renovation;
5. New Capital Asset; and
6. Other Projects

It is the City's long-standing policy to place the maintenance of existing infrastructure as a first priority, and to only take on new facilities and programs when both an operating and capital source of funds sufficient to ensure successful completion and maintenance of facilities and ongoing program delivery can be identified. Based on this premise, and given the fact that there is generally little discretion about funding basic maintenance projects, the projects identified as "Maintenance & Replacement" are considered as being part of the Base Program. Also included in the Base Program are ongoing programs such as the annual allocation of \$85,000 to public art.

Provisions are included in the plan to provide Council with some flexibility to fund projects from various designated sources of funding are also included in the Base Program. Such provisions can only be appropriated after a project has been identified and approved by Council. These projects are mainly colour coded in Green at the top right-hand corner of the project sheets, as well as in the left-hand column of the detailed project listings following each tab. Because the priorities for maintenance are based primarily on condition and requirements of the infrastructure, these projects have been so coded by the respective Project Manager and funding for those projects has been identified.

Projects in the Major Renovation, New Capital Assets, and Other Projects categories would provide new facilities and/or new levels of service to the community. These projects have been colour coded in Blue or in Red in the left-hand column of the detailed project listings as well as in the top right-hand corner of the project sheets. Blue projects are those that have a dedicated source of funding in conformity with the terms of reference of the reserve bylaws. Red projects are projects that do not have a dedicated source of funding and for which a source of funding remains to be identified. Please note some maintenance and replacement projects have been colour coded Blue if they have a dedicated source of funds, for example, the Justice Administration Building Reserve. Council will be asked to rank Amenity and non-infrastructure projects.

A summary of the total value, including external funding, of base program projects vs. non-base program projects is as follows:

10 Year Summary (Excluding Utilities)

Section	Base Program	Dedicated Funds	New Initiatives	Total
1 - Land & Major Investments	\$ -	\$ 37,063,801	\$ -	\$ 37,063,801
2 - Buildings	10,975,006	204,682,267	34,086,750	249,744,023
3 - Streets & Transportation	29,560,000	40,817,240	54,369,426	124,746,666
4 - Parks & Environment	10,961,250	6,945,250	11,136,000	29,042,500
5 - Public Art	-	936,822	-	936,822
6 - General Equipment	4,280,681	1,073,619	-	5,354,300
7 - IT Equipment	5,693,403	422,150	4,407,000	10,522,553
8 - Engineering Equipment	-	6,904,000	-	6,904,000
9 - Fire Equipment	-	6,450,000	-	6,450,000
10 - Block Funding, Ongoing Progr, Other Projects	8,632,518	1,588,975	3,790,050	14,011,543
TOTAL	\$ 70,102,858	\$ 306,884,123	\$ 107,789,226	\$ 484,776,208

**2020 - 2029 PROJECT PLAN
SUMMARY**

	2020	2021	2022	2023	2024	2025-2029	TOTAL
LAND/MAJOR INVESTMENTS							
Funding Requested	34,513,801	150,000	300,000	300,000	300,000	\$1,500,000	\$37,063,801
City Funding	19,513,801	150,000	300,000	300,000	300,000	1,500,000	22,063,801
Contributions	15,000,000	-	-	-	-	-	15,000,000
Funded Amount	34,513,801	150,000	300,000	300,000	300,000	1,500,000	37,063,801
Funding Excess (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
BUILDINGS							
Funding Requested	\$ 20,923,717	\$ 168,232,826	\$ 23,935,610	\$ 11,140,965	\$ 2,114,630	\$23,396,275	\$249,744,023
City Funding	20,612,763	166,426,200	23,337,741	9,018,460	2,692,758	25,857,212	247,945,134
Contributions	310,954	397,776	622,869	102,616	55,722	308,952	1,798,889
Funded Amount	20,923,717	166,823,976	23,960,610	9,121,076	2,748,480	26,166,164	249,744,023
Funding Excess (Shortfall)	\$0	(\$1,408,850)	\$25,000	(\$2,019,889)	\$633,850	\$2,769,889	\$0
STRUCTURES							
Funding Requested	\$ 18,989,488	\$ 22,677,000	\$ 18,872,000	\$ 39,341,500	\$ 12,802,000	\$42,044,000	\$154,725,988
City Funding	16,889,488	8,595,524	15,369,500	23,082,086	13,412,000	49,347,391	126,695,988
Contributions	2,100,000	5,035,000	2,875,000	15,740,000	1,390,000	890,000	28,030,000
Funded Amount	18,989,488	13,630,524	18,244,500	38,822,086	14,802,000	50,237,391	154,725,988
Funding Excess (Shortfall)	\$0	(\$9,046,476)	(\$627,500)	(\$519,414)	\$2,000,000	\$8,193,391	\$0
EQUIPMENT							
Funding Requested	\$ 6,353,543	\$ 5,912,867	\$ 4,409,717	\$ 4,266,167	\$ 3,450,967	\$ 18,849,135	\$ 43,242,396
City Funding	5,622,494	4,106,530	4,026,751	3,970,243	4,491,314	17,949,643	40,166,975
Contributions	731,049	439,049	382,966	295,924	326,941	899,492	3,075,421
Funded Amount	6,353,543	4,545,579	4,409,717	4,266,167	4,818,255	18,849,135	43,242,396
Funding Excess (Shortfall)	\$0	(\$1,367,288)	\$0	\$0	\$1,367,288	\$0	\$0
GENERAL CAPITAL TOTALS							
FUNDING REQUESTED	\$ 80,780,549	\$196,972,693	\$47,517,327	\$55,048,632	\$18,667,597	\$85,789,410	\$484,776,208
CITY FUNDING	62,638,546	179,278,254	43,033,992	36,370,789	20,896,072	94,654,246	436,871,899
CONTRIBUTIONS	18,142,003	5,871,825	3,880,835	16,138,540	1,772,663	2,098,444	47,904,310
FUNDING EXCESS (SHORTFALL)	\$0	(\$11,822,614)	(\$602,500)	(\$2,539,303)	\$4,001,138	\$10,963,280	\$0

2020 - 2029 PROJECT PLAN SUMMARY

	2020	2021	2022	2023	2024	2025-2029	TOTAL
LAND & MAJOR INVESTMENTS - TAB 1							
Various Land Acquisitions	3,500,000	-	-	-	-	-	3,500,000
Parks Acquisition	10,000,000	-	-	-	-	-	10,000,000
Major Investments	20,688,801	50,000	200,000	200,000	200,000	1,000,000	22,338,801
Cemetery	325,000	100,000	100,000	100,000	100,000	500,000	1,225,000
Funding Requested	\$ 34,513,801	\$ 150,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000	\$ 37,063,801
City Funding Provided							
TSL Principal	3,500,000	-	-	-	-	-	3,500,000
Parks DCC Reserve	9,900,000	-	-	-	-	-	9,900,000
General Reserve	100,000	-	-	-	-	-	100,000
Affordable Housing Reserve	5,688,801	50,000	200,000	200,000	200,000	1,000,000	7,338,801
Cemetery Development Reserve	325,000	100,000	100,000	100,000	100,000	500,000	1,225,000
City Funding Provided	19,513,801	150,000	300,000	300,000	300,000	1,500,000	22,063,801
Contributions	15,000,000	-	-	-	-	-	15,000,000
Total Funding Provided	34,513,801	150,000	300,000	300,000	300,000	1,500,000	37,063,801
Excess Funding (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
BUILDINGS - TAB 2							
Capital Maintenance							
Funding Requested	\$ 2,182,400	\$ 2,759,115	\$ 2,222,110	\$ 1,133,565	\$ 902,430	\$ 3,289,275	\$ 12,488,895
City Funding Provided							
Annual Budget	1,595,801	2,156,993	1,599,241	1,030,949	846,708	2,980,323	10,210,015
Justice Administration Building Reserve	39,140	4,346	-	-	-	-	43,486
Building Reserve	86,505	-	-	-	-	-	86,505
General Reserve	200,000	200,000	-	-	-	-	400,000
City Funding Provided	1,921,446	2,361,339	1,599,241	1,030,949	846,708	2,980,323	10,740,006
Contributions	260,954	397,776	622,869	102,616	55,722	308,952	1,748,889
Total Funding Provided	2,182,400	2,759,115	2,222,110	1,133,565	902,430	3,289,275	12,488,895
Excess Funding (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Harry Jerome CRC							
Funding Requested	\$ 13,140,058	\$ 161,034,861	\$ 21,042,100	\$ 6,386,000	\$ 1,190,800	\$ -	\$ 202,793,819
City Funding Provided							
Civic Amenity Fund HJ Building Reserve	13,140,058	161,034,861	21,042,100	6,386,000	1,190,800	-	202,793,819
City Funding Provided	13,140,058	161,034,861	21,042,100	6,386,000	1,190,800	-	202,793,819
Contributions	-	-	-	-	-	-	-
Total Funding Provided	13,140,058	161,034,861	21,042,100	6,386,000	1,190,800	-	202,793,819
Unfunded	-	-	-	-	-	-	-
Excess Funding (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proposed New Projects							
Funding Requested	5,601,259	4,438,850	671,400	3,621,400	21,400	20,107,000	34,461,309
City Funding Provided							
Annual Budget	235,000	-	-	-	-	-	235,000
TSL Interest	-	-	-	-	-	-	-
Civic Amenity Fund	2,710,000	3,030,000	75,000	-	-	5,456,892	11,271,892
Heritage Reserve Fund	89,559	-	-	-	-	-	89,559
General Reserve	2,516,700	-	621,400	1,601,511	655,250	17,419,997	22,814,859
City Funding Provided	5,551,259	3,030,000	696,400	1,601,511	655,250	22,876,889	34,411,309
Contributions	50,000	-	-	-	-	-	50,000
Total Funding Provided	5,601,259	3,030,000	696,400	1,601,511	655,250	22,876,889	34,461,309
Unfunded	-	-	-	-	-	-	-
Excess Funding (Shortfall)	0	(1,408,850)	25,000	(2,019,889)	633,850	\$2,769,889	\$0
TOTAL Buildings							
Requirements	\$ 20,923,717	\$ 168,232,826	\$ 23,935,610	\$ 11,140,965	\$ 2,114,630	\$ 23,396,275	\$ 249,744,023
City Funding Provided	20,612,763	166,426,200	23,337,741	9,018,460	2,692,758	25,857,212	247,945,134
Contributions	310,954	397,776	622,869	102,616	55,722	308,952	1,798,889
Unfunded	-	-	-	-	-	-	-
Excess Funding (Shortfall)	\$0	(1,408,850)	\$25,000	(2,019,889)	\$633,850	\$2,769,889	\$0

2020 - 2029 PROJECT PLAN SUMMARY

	2020	2021	2022	2023	2024	2025-2029	TOTAL
STRUCTURES							
STREETS MASTER PLAN - TAB 3							
Funding Requested	\$ 14,733,666	\$ 19,983,000	\$ 13,063,000	\$ 33,345,000	\$ 9,363,000	\$ 34,259,000	\$ 124,746,666
City Funding Provided							
Annual Budget	23,927	1,170,000	270,000	120,000	170,500	1,180,750	2,935,177
TSL Interest	1,189,026	1,006,553	759,678	758,660	810,000	3,850,000	8,373,918
Civic Amenity Fund	6,968,093	1,616,530	3,940,959	10,256,000	4,906,250	5,309,750	32,997,582
Marine Drive Amenity	9,833	-	-	-	-	-	9,833
Infrastructure Fund	925,108	613,000	613,000	613,000	313,000	1,565,000	4,642,108
LAS Fund	500,000	-	-	-	-	-	500,000
Parking Fund	-	-	-	-	-	-	-
Transportation DCCs	1,345,740	1,287,000	1,806,750	2,134,000	1,163,250	1,509,750	9,246,490
Sustainable Transportation	87,500	136,790	80,000	80,000	80,000	-	464,290
Carbon Fund	-	-	-	-	-	-	-
General Reserve	1,624,439	471,650	2,090,113	3,123,925.43	2,530,000	27,747,141	37,587,269
City Funding Provided	12,673,666	6,301,524	9,560,500	17,085,586	9,973,000	41,162,391	96,756,666
Contributions	2,060,000	5,035,000	2,875,000	15,740,000	1,390,000	890,000	27,990,000
Total Funding Provided	14,733,666	11,336,524	12,435,500	32,825,586	11,363,000	42,052,391	124,746,666
Unfunded							
Excess Funding (Shortfall)	\$0	(\$8,646,476)	(\$627,500)	(\$519,414)	\$2,000,000	\$7,793,391	\$0
PARKS MASTER PLAN- TAB 4							
Funding Requested	\$ 4,084,000	\$ 2,609,000	\$ 5,724,000	\$ 5,911,500	\$ 3,354,000	\$ 7,360,000	\$ 29,042,500
City Funding Provided							
Annual Budget	2,509,000	559,000	324,000	474,000	2,054,000	5,041,250	10,961,250
TSL Interest	-	-	-	-	-	-	-
Civic Amenity Fund	956,873	1,006,500	2,801,250	2,962,500	1,300,000	1,700,000	10,727,123
Marine Drive Amenity Reserve	-	-	-	-	-	-	-
Infrastructure Fund	-	-	-	-	-	-	-
Parks DCC Fund	569,250	643,500	2,598,750	2,475,000	-	618,750	6,905,250
Lower Lonsdale Amenity	8,877	-	-	-	-	-	8,877
General Reserve	-	-	-	-	-	400,000	400,000
City Funding Provided	4,044,000	2,209,000	5,724,000	5,911,500	3,354,000	7,760,000	29,002,500
Contributions	40,000	-	-	-	-	-	40,000
Total Funding Provided	4,084,000	2,209,000	5,724,000	5,911,500	3,354,000	7,760,000	29,042,500
Excess Funding (Shortfall)	\$0	(\$400,000)	\$0	\$0	\$0	\$400,000	\$0
PUBLIC ART PROGRAM - TAB 5							
Funding Requested	\$ 171,822	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 425,000	\$ 936,822
City Funding Provided							
Public Art Fund	86,822	85,000	85,000	85,000	85,000	425,000	851,822
Annual Budget	-	-	-	-	-	-	-
Lower Lonsdale Amenity Reserve Fund	-	-	-	-	-	-	-
Civic Amenity Reserve	-	-	-	-	-	-	-
General Reserve Fundget	85,000	-	-	-	-	-	85,000
City Funding Provided	171,822	85,000	85,000	85,000	85,000	425,000	936,822
Contributions	-	-	-	-	-	-	-
Total Funding Provided	171,822	85,000	85,000	85,000	85,000	425,000	936,822
Excess Funding (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL Structures							
Funding Required	\$ 18,989,488	\$22,677,000	\$18,872,000	\$39,341,500	\$12,802,000	\$42,044,000	\$ 154,725,988
Funding provided	16,889,488	8,595,524	15,369,500	23,082,086	13,412,000	49,347,391	126,695,988
Contributions	2,100,000	5,035,000	2,875,000	15,740,000	1,390,000	890,000	28,030,000
Unfunded	-	-	-	-	-	-	-
Excess Funding (Shortfall)	\$0	(\$9,046,476)	(\$627,500)	(\$519,414)	\$2,000,000	\$8,193,391	\$0

2020 - 2029 PROJECT PLAN SUMMARY

	2020	2021	2022	2023	2024	2025-2029	TOTAL
EQUIPMENT							
GENERAL EQUIPMENT - TAB 6							
Funding Requested	\$ 575,000	\$ 568,950	\$ 652,000	\$ 660,950	\$ 758,300	\$ 2,139,100	\$ 5,354,300
City Funding Provided							
Annual Budget	434,898	341,317	554,349	493,091.60	639,013.10	1,684,909	4,147,578
General Equipment Fund	47,968	13,499	-	-	21,636	-	83,103
General Reserve	-	-	-	-	50,000	-	50,000
City Funding Provided	482,866	354,816	554,349	493,092	710,649	1,684,909	4,280,681
Contributions	92,134	164,134	97,651	167,858	97,651	454,191	1,073,619
Total Funding Provided	575,000	518,950	652,000	660,950	808,300	2,139,100	5,354,300
Unfunded	-	-	-	-	-	-	-
Excess Funding (Shortfall)	\$0	(\$50,000)	\$0	\$0	\$50,000	\$0	(\$0)
INFORMATION TECHNOLOGY - TAB 7							
Funding Requested	\$ 1,248,953	\$ 860,700	\$ 1,320,500	\$ 1,215,000	\$ 1,157,450	\$ 4,719,950	\$ 10,522,553
City Funding Provided							
Computer Equipment Fund	62,686	8,464	-	-	20,918	-	92,068
Annual Budget	640,917	288,886	1,156,750	1,210,500	980,807	4,442,475	8,720,335
General Reserve	470,000	-	100,000	-	518,000	200,000	1,288,000
General Equipment	-	-	-	-	-	-	-
TSL Interest	-	-	-	-	-	-	-
City Funding Provided	1,173,603	297,350	1,256,750	1,210,500	1,519,725	4,642,475	10,100,403
Contributions	75,350	45,350	63,750	4,500	155,725	77,475	422,150
Total Funding Provided	1,248,953	342,700	1,320,500	1,215,000	1,675,450	4,719,950	10,522,553
Excess Funding (Shortfall)	\$0	(\$518,000)	\$0	\$0	\$518,000	\$0	\$0
ENGINEERING EQUIPMENT - TAB 8							
Funding Requested	468,000	876,000	681,000	665,000	505,000	3,709,000	6,904,000
City Funding Provided							
Engineering Equipment Fund	468,000	876,000	681,000	665,000	505,000	3,709,000	6,904,000
General Reserve	-	-	-	-	-	-	-
TSLI	-	-	-	-	-	-	-
City Funding Provided	468,000	876,000	681,000	665,000	505,000	3,709,000	6,904,000
Contributions	-	-	-	-	-	-	-
Total Funding Provided	468,000	876,000	681,000	665,000	505,000	3,709,000	6,904,000
Excess Funding (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FIRE EQUIPMENT - TAB 9							
Funding Requested	\$ 1,115,000	\$ 1,690,000	\$ 215,000	\$ 590,000	\$ 70,000	\$ 2,770,000	\$ 6,450,000
General Reserve Fundget	429,802	-	-	-	-	-	429,802
TSL Interest	-	-	-	-	-	-	-
Fire Equipment Fund	685,198	1,690,000	215,000	590,000	70,000	2,770,000	6,020,198
City Funding Provided	1,115,000	1,690,000	215,000	590,000	70,000	2,770,000	6,450,000
Contributions	-	-	-	-	-	-	-
Total Funding Provided	1,115,000	1,690,000	215,000	590,000	70,000	2,770,000	6,450,000
Excess Funding (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
BLOCK FUNDING, ON-GOING PROGRAMS & OTHER PROJECTS - TAB 10							
Funding Requested	\$ 2,946,590	\$ 1,917,217	\$ 1,541,217	\$ 1,135,217	\$ 960,217	\$ 5,511,085	\$ 14,011,543
City Funding Provided							
Annual Budget	1,246,956	776,652	971,652	811,652	811,652	4,118,259	8,736,822
Tax Sale Land Interest	383,854	-	83,000	50,000	-	-	516,854
Environmental Stewardship Fund	32,842	-	-	-	-	-	32,842
General Reserve Fund	570,000	-	175,000	150,000	874,288	1,025,000	2,794,288
Child Care Improv Fund	9,323	-	-	-	-	-	9,323
Carbon Fund	140,050	92,142	90,000	-	-	-	322,192
Sustainable Transportation	-	19,570	-	-	-	-	19,570
City Funding Provided	2,383,025	888,364	1,319,652	1,011,652	1,685,940	5,143,259	12,431,891
Contributions	563,565	229,565	221,565	123,565	73,565	367,826	1,579,652
Total Funding Provided	2,946,590	1,117,929	1,541,217	1,135,217	1,759,505	5,511,085	14,011,543
Excess Funding (Shortfall)	\$0	(\$799,288)	\$0	\$0	\$799,288	\$0	(\$0)
TOTAL Equipment							
Requested	\$ 6,353,543	\$ 5,912,867	\$ 4,409,717	\$ 4,266,167	\$ 3,450,967	\$ 18,849,135	\$ 43,242,396
City Funding provided	5,622,494	4,106,530	4,026,751	3,970,243	4,491,314	17,949,643	40,166,975
Contributions	731,049	439,049	382,966	295,924	326,941	899,492	3,075,421
Excess Funding (Shortfall)	\$0	(\$1,367,288)	(\$0)	(\$0)	\$1,367,288	(\$0)	\$0
TOTAL Requirements							
Land	34,513,801	150,000	300,000	300,000	300,000	1,500,000	37,063,801
Buildings	20,923,717	168,232,826	23,935,610	11,140,965	2,114,630	23,396,275	249,744,023
Structures	18,989,488	22,677,000	18,872,000	39,341,500	12,802,000	42,044,000	154,725,988
Equipment	6,353,543	5,912,867	4,409,717	4,266,167	3,450,967	18,849,135	43,242,396
	\$ 80,780,549	\$ 196,972,693	\$ 47,517,327	\$ 55,048,632	\$ 18,667,597	\$ 85,789,410	\$ 484,776,208

**2020 - 2029 PROJECT PLAN
LAND AND MAJOR IMPROVEMENTS**

Page	Funding Source		2020	2021	2022	2023	2024	2025-2029	Total
Various Land Acquisitions									
1 - 2	TSL Princ	Strategic Land Acquisition	3,500,000	-	-	-	-	-	3,500,000
			\$ 3,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,500,000
Parks Acquisition - DCC Bylaw Commitment									
1 - 3	Park DCC / Gen. Res.	Provision for Park Acquisition - DCC	10,000,000	-	-	-	-	-	10,000,000
			\$ 10,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000,000
Major Investments									
1 - 4	Aff Hsing	Affordable Housing Reserve	5,688,801	50,000	200,000	200,000	200,000	1,000,000	7,338,801
	External	Provision for External Funding and Contributions	15,000,000	-	-	-	-	-	15,000,000
			\$ 20,688,801	\$ 50,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000	\$ 22,338,801
Cemetery									
1 - 5	Cemetery	City Cemetery Program	200,000	100,000	100,000	100,000	100,000	500,000	1,100,000
1 - 6	Cemetery	Cemetery Accessible Public Restroom and Staff Facility	125,000	-	-	-	-	-	125,000
			\$ 325,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000	\$ 1,225,000
TOTAL FUNDING REQUESTED IN PROJECT SHEETS			\$ 34,513,801	\$ 150,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000	\$ 37,063,801
TOTAL CONTRIBUTIONS			\$ 15,000,000	\$ -	\$ 15,000,000				
NET FUNDING REQUESTED			\$ 19,513,801	\$ 150,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000	\$ 22,063,801

**2020-2029 PROJECT PLAN
BUILDINGS**

	2020	2021	2022	2023	2024	2025-2029	Total
Summary of Building Projects							
FUNDING REQUESTED IN PROJECT SHEETS							
Capital Maintenance	2,182,400	2,759,115	2,222,110	1,133,565	902,430	3,289,275	12,488,895
Harry Jerome CRC	13,140,058	161,034,861	21,042,100	6,386,000	1,190,800	-	202,793,819
Proposed New Projects	5,601,259	4,438,850	671,400	3,621,400	21,400	20,107,000	34,461,309
TOTAL FUNDING REQUESTED	\$ 20,923,717	\$ 168,232,826	\$ 23,935,610	\$ 11,140,965	\$ 2,114,630	\$ 23,396,275	\$ 249,744,023
CONTRIBUTIONS							
Capital Maintenance	260,954	397,776	622,869	102,616	55,722	308,952	1,748,889
Harry Jerome CRC	-	-	-	-	-	-	-
Proposed New Projects	50,000	-	-	-	-	-	50,000
TOTAL CONTRIBUTIONS	\$ 310,954	\$ 397,776	\$ 622,869	\$ 102,616	\$ 55,722	\$ 308,952	\$ 1,798,889
NET FUNDING REQUESTED							
Capital Maintenance	1,921,446	2,361,339	1,599,241	1,030,949	846,708	2,980,323	10,740,006
Harry Jerome CRC	13,140,058	161,034,861	21,042,100	6,386,000	1,190,800	-	202,793,819
Proposed New Projects	5,551,259	4,438,850	671,400	3,621,400	21,400	20,107,000	34,411,309
TOTAL CITY FUNDING REQUESTED	\$ 20,612,763	\$ 167,835,050	\$ 23,312,741	\$ 11,038,349	\$ 2,058,908	\$ 23,087,323	\$ 247,945,134

**2020-2029 PROJECT PLAN
BUILDINGS**

			2020	2021	2022	2023	2024	2025-2029	Total
Page	Funding Source	Capital Maintenance							
2 - 4	Annual Bud / Gen Build.	Maintenance & Replacement for Civic Centre	222,560	252,520	342,400	38,520	56,710	247,170	1,159,880
2 - 6	Ann. Budget / Justice	Maintenance & Replacement for Gerry Brewer Building	212,046	323,224	506,131	83,384	45,278	251,048	1,421,111
2 - 6	External	Maintenance & Replacement for Gerry Brewer Building - Required outside funding	260,954	397,776	622,869	102,616	55,722	308,952	1,748,889
2 - 8	Ann. Budget	Maintenance & Replacement for Fire Hall	113,955	117,165	51,895	25,145	46,545	296,925	651,630
2 - 10	Ann. Budget	Maintenance & Replacement for City Owned/Non-City Used Buildings	393,760	688,545	60,990	47,615	48,150	233,795	1,472,855
2 - 12	Ann. Budget	Maintenance & Replacement for Parks Buildings	89,880	89,880	89,880	73,830	73,830	369,150	786,450
2 - 14	Ann. Budget	Maintenance & Replacement for Operations Centre	74,365	33,705	47,615	15,515	26,215	131,075	328,490
2 - 16	Ann. Budget	Maintenance & Replacement for Civic Library	89,880	96,300	20,330	151,940	14,980	201,160	574,590
2 - 18	Ann. Budget	The Shipyards - Lot 3 Building Maintenance	160,000	160,000	160,000	160,000	160,000	800,000	1,600,000
North Vancouver Recreation & Culture Commission									
2 - 19	Ann. Budget	Harry Jerome Community Recreation Centre	75,000	75,000	75,000	75,000	-	-	300,000
2 - 20	Ann. Budget	Memorial Community Recreation Centre	15,000	15,000	15,000	15,000	-	-	60,000
2 - 21	Ann. Budget	Mickey McDougall Community Recreation Centre	15,000	15,000	15,000	15,000	-	-	60,000
2 - 22	Ann. Budget	Centennial Theatre	110,000	265,000	140,000	280,000	325,000	200,000	1,320,000
2 - 24	Ann. Budget	John Braithwaite Community Centre	75,000	30,000	75,000	50,000	50,000	250,000	530,000
2 - 26	Ann. Budget	Harry Jerome Community Recreation Centre - Minor 4-year Pool Shutdown	75,000	-	-	-	-	-	75,000
2 - 28	General Res.	Harry Jerome Complex - Major Repairs	200,000	200,000	-	-	-	-	400,000
TOTAL REQUESTED IN PROJECT SHEETS			\$ 2,182,400	\$ 2,759,115	\$ 2,222,110	\$ 1,133,565	\$ 902,430	\$ 3,289,275	\$ 12,488,895
CONTRIBUTIONS			\$ 260,954	\$ 397,776	\$ 622,869	\$ 102,616	\$ 55,722	\$ 308,952	\$ 1,748,889
NET FUNDING REQUESTED			\$ 1,921,446	\$ 2,361,339	\$ 1,599,241	\$ 1,030,949	\$ 846,708	\$ 2,980,323	\$ 10,740,006
Major Renovation									
Harry Jerome CRC									
2 - 27	Civic Amenity - HJ	Harry Jerome Community Recreation Centre	10,825,058	161,034,861	21,042,100	6,386,000	1,190,800	-	200,478,819
2 - 29	Civic Amenity - HJ	Harry Jerome Neighbourhood Lands Site Development Plan	150,000	-	-	-	-	-	150,000
2 - 50	Civic Amenity - HJ	HJ Precinct Related Relocation Expenses	2,165,000	-	-	-	-	-	2,165,000
TOTAL REQUESTED IN PROJECT SHEETS			\$ 13,140,058	\$ 161,034,861	\$ 21,042,100	\$ 6,386,000	\$ 1,190,800	\$ -	\$ 202,793,819
CONTRIBUTIONS			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NET FUNDING REQUESTED			\$ 13,140,058	\$ 161,034,861	\$ 21,042,100	\$ 6,386,000	\$ 1,190,800	\$ -	\$ 202,793,819

**2020-2029 PROJECT PLAN
BUILDINGS**

			2020	2021	2022	2023	2024	2025-2029	Total
Page	Funding Source	Proposed New Projects							
		<i>Library</i>							
2 - 31	Ann. Budget	Room Divider Replacement	135,000	-	-	-	-	-	135,000
		<i>Shipyards site</i>							
2 - 35	Civic Amenity	Shipyards Commons Site Improvements	85,000	50,000	50,000	-	-	-	185,000
2 - 36	General Bud. - NEW	Shipyards & Waterfront Operations (previously known as Central Waterfront Public Realm)	2,020,000	-	-	-	-	-	2,020,000
2 - 37	Civic Amenity	Shipyards Commons Branding and Marketing Start Up	25,000	25,000	-	-	-	-	50,000
		<i>City</i>							
2 - 38	Civic Amenity	Lonsdale Quay Public Realm	-	480,000	-	-	-	-	480,000
2 - 39	General Bud. - NEW	2025 New North Shore Neighborhood House Facility	115,000	-	-	-	-	20,000,000	20,115,000
2 - 41	General Bud. - NEW	Civic Centre Addition Feasibility Study	-	25,000	-	3,000,000	-	-	3,025,000
2 - 42	Ann. Budget	Fire Hall Vestibule	100,000	-	-	-	-	-	100,000
2 - 43	General Bud. - NEW	Civic Centre Improvements	331,700	58,850	21,400	21,400	21,400	107,000	561,750
2 - 45	General Bud. - NEW	Replacement of City Hall Single Glazed Windows	50,000	550,000	600,000	600,000	-	-	1,800,000
2 - 46	Civic Amenity	Burrard Dry Dock Electrical Building	-	350,000	-	-	-	-	350,000
2 - 47	Civic Amenity	PGE Station Provision	-	400,000	-	-	-	-	400,000
2 - 48	Heritage	Heritage Reserve Fund	89,559	-	-	-	-	-	89,559
2 - 49	Civic Amenity	Child Care Capital Program (City Facilities)	2,500,000	2,500,000	-	-	-	-	5,000,000
2 - 51	Civic Amenity	Civic Centre 13th Street Forecourt Improvements	100,000	-	-	-	-	-	100,000
2 - 51	External	Civic Centre 13th Street Forecourt Improvements - ROF	50,000	-	-	-	-	-	50,000
TOTAL REQUESTED IN PROJECT SHEETS			\$ 5,601,259	\$ 4,438,850	\$ 671,400	\$ 3,621,400	\$ 21,400	\$ 20,107,000	\$ 34,461,309
CONTRIBUTIONS			\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
NET FUNDING REQUESTED			\$ 5,551,259	\$ 4,438,850	\$ 671,400	\$ 3,621,400	\$ 21,400	\$ 20,107,000	\$ 34,411,309
Base Program									
DCC's Fund									
Dedicated Fund									
New Initiatives									

**2020-2029 PROJECT PLAN
STRUCTURES SUMMARY**

	2020	2021	2022	2023	2024	2025-2029	Total
Summary of Structure Projects							
FUNDING REQUESTED IN PROJECT SHEETS							
Streets and Transportation	14,733,666	19,983,000	13,063,000	33,345,000	9,363,000	34,259,000	124,746,666
Parks	4,084,000	2,609,000	5,724,000	5,911,500	3,354,000	7,360,000	29,042,500
Public Art	171,822	85,000	85,000	85,000	85,000	425,000	936,822
TOTAL FUNDING REQUESTED	\$ 18,989,488	\$ 22,677,000	\$ 18,872,000	\$ 39,341,500	\$ 12,802,000	\$ 42,044,000	\$ 154,725,988
CONTRIBUTIONS							
Streets and Transportation	2,060,000	5,035,000	2,875,000	15,740,000	1,390,000	890,000	27,990,000
Parks	40,000	-	-	-	-	-	40,000
Public Art	-	-	-	-	-	-	-
TOTAL CONTRIBUTIONS	\$ 2,100,000	\$ 5,035,000	\$ 2,875,000	\$ 15,740,000	\$ 1,390,000	\$ 890,000	\$ 28,030,000
DCC FUNDING							
Streets and Transportation	1,345,740	1,287,000	1,806,750	3,564,000	1,163,250	2,920,500	12,087,240
Parks	569,250	643,500	2,598,750	2,475,000	-	618,750	6,905,250
Public Art	-	-	-	-	-	-	-
TOTAL DCC FUNDING	\$ 1,914,990	\$ 1,930,500	\$ 4,405,500	\$ 6,039,000	\$ 1,163,250	\$ 3,539,250	\$ 18,992,490
NET FUNDING REQUESTED							
Streets and Transportation	11,327,926	13,661,000	8,381,250	14,041,000	6,809,750	30,448,500	84,669,426
Parks	3,474,750	1,965,500	3,125,250	3,436,500	3,354,000	6,741,250	22,097,250
Public Art	171,822	85,000	85,000	85,000	85,000	425,000	936,822
TOTAL CITY FUNDING REQUESTED	\$ 14,974,498	\$ 15,711,500	\$ 11,591,500	\$ 17,562,500	\$ 10,248,750	\$ 37,614,750	\$ 107,703,498

**2020-2029 PROJECT PLAN
TRANSPORTATION AND STREETS**

Page	Funding Source		2020	2021	2022	2023	2024	2025-2029	Total
Active Transportation & Safe Mobility									
3 - 7	TSL Int. - NEW	Existing Infrastructure Safety Improvements	300,000	390,000	390,000	390,000	390,000	1,950,000	3,810,000
3 - 7	External	Existing Infrastructure Safety Improvements - ROF	50,000	50,000	50,000	50,000	50,000	250,000	500,000
3 - 8	Civic Amenity	New Sidewalks to Complete Pedestrian Network	151,500	252,500	252,500	252,500	252,500	1,262,500	2,424,000
3 - 8	DCC	New Sidewalks to Complete Pedestrian Network-DCC	148,500	247,500	247,500	247,500	247,500	1,237,500	2,376,000
3 - 9	TSL Int./ General Bud.	Sidewalk Infill & Reconstruction	170,000	170,000	170,000	170,000	170,000	850,000	1,700,000
3 - 10	Civic Amenity	New Sidewalks on East side St Andrews: Keith Road to 13th Str	220,000	-	-	-	-	-	220,000
3 - 11	Civic Amenity	New Sidewalks 400 Block E 2nd Street	-	450,000	-	-	-	-	450,000
3 - 12	Civic Amenity	Active Transportation Wayfinding Program	150,000	100,000	30,000	30,000	30,000	150,000	490,000
3 - 13	Annual Bud.	Fell Avenue: Slope stability and Retaining Walls	-	750,000	-	-	-	-	750,000
3 - 14	Civic Amenity	Semisch Greenway (W3rd to Semisch Park)	50,500	151,500	-	-	-	-	202,000
3 - 14	DCC	Semisch Greenway (W3rd to Semisch Park) - DCC	49,500	148,500	-	-	-	-	198,000
3 - 15	Civic Amenity	Priority Mobility Network Improvements	850,000	227,250	883,750	2,146,250	656,500	-	4,763,750
3 - 15	External	Priority Mobility Network Improvements - ROF	600,000	600,000	2,050,000	1,900,000	1,200,000	-	6,350,000
3 - 15	DCC	Priority Mobility Network Improvements - DCC	-	222,750	866,250	2,103,750	643,500	-	3,836,250
3 - 18	Civic Amenity	East Keith Road Multi-Modal Corridor Improvements, East Grand to Brooksbank	-	-	-	300,000	-	-	300,000
3 - 19	Civic Amenity	Covered Bike Shelter & Secured Bike Parking	-	-	25,000	50,000	50,000	40,000	165,000
3 - 20	Civic Amenity	Micro Mobility (E-Bike Docking)	50,000	50,000	-	-	-	-	100,000
3 - 21	Civic Amenity	Active & Safe Routes to School Implementation	200,000	300,000	50,000	50,000	50,000	250,000	900,000
3 - 22	Civic Amenity	Casano Loutet Overpass	847,726	-	-	-	-	-	847,726
3 - 22	External	Casano/Loutet Overpass - ROF	1,275,000	-	-	-	-	-	1,275,000
3 - 22	DCC	Casano Loutet Overpass - DCC	830,940	-	-	-	-	-	830,940
3 - 23	Civic Amenity - NEW	Upper Levels Greenway - Lonsdale to Lynn Valley Road	50,500	505,000	-	-	-	-	555,500
3 - 23	External	Upper Levels Greenway - ROF	-	2,000,000	-	-	-	-	2,000,000
3 - 23	DCC	Upper Levels Greenway - Lonsdale to Lynn Valley Road - DCC	49,500	495,000	-	-	-	-	544,500
3 - 24	Civic Amenity - NEW	Upper Levels Greenway - Lonsdale to Westview	-	-	505,000	-	-	-	505,000
3 - 24	External	Upper Levels Greenway - ROF	-	-	600,000	-	-	-	600,000
3 - 24	DCC	Upper Levels Greenway - Lonsdale to Westview - DCC	-	-	495,000	-	-	-	495,000
3 - 25	Civic Amenity	Queensbury Avenue Greenway Connection	-	-	-	350,000	-	-	350,000
3 - 25	External	Queensbury Avenue Greenway Connection -ROF	-	-	-	650,000	-	-	650,000
3 - 26	TSL Int. - NEW	Cloverley Access Management Adjustments	30,000	80,000	-	-	-	-	110,000

**2020-2029 PROJECT PLAN
TRANSPORTATION AND STREETS**

Page	Funding Source		2020	2021	2022	2023	2024	2025-2029	Total
3 - 27	Civic Amenity	Installation of Accessible Pedestrian Signal Units	35,000	35,000	35,000	35,000	35,000	175,000	350,000
3 - 29	Civic Amenity	Pedestrian Scale Lighting - Green Necklace	250,000	650,000	-	-	-	-	900,000
3 - 30	Civic Amenity	Pedestrian and Roadway Lighting Implementation	151,500	176,750	202,000	227,250	227,250	1,136,250	2,121,000
3 - 30	DCC	Pedestrian and Roadway Lighting Implementation - DCC	148,500	173,250	198,000	222,750	222,750	1,113,750	2,079,000
3 - 32	Civic Amenity	New Traffic Signals	995,000	940,000	1,010,000	1,040,000	1,010,000	5,000,000	9,995,000
3 - 34	Civic Amenity	New Pedestrian Crossing Facilities	300,000	685,000	745,000	670,000	500,000	1,500,000	4,400,000
3 - 79	Civic Amenity	Central Lonsdale Wayfinding	30,000	-	-	-	-	-	30,000
Total - Active Transportation & Safe Mobility			\$ 7,983,666	\$ 9,850,000	\$ 8,805,000	\$ 10,885,000	\$ 5,735,000	\$ 14,915,000	\$ 58,173,666

Transit Improvement Program

3 - 36	General Bud. - NEW	Transit Stop Improvements	65,000	65,000	65,000	65,000	65,000	325,000	650,000
3 - 36	External	Transit Stop Improvements - ROF	65,000	65,000	65,000	65,000	65,000	325,000	650,000
3 - 37	Civic Amenity	City Transit Shelter Program	-	-	40,000	20,000	20,000	40,000	120,000
3 - 37	External	City Transit Shelter Program - ROF	-	-	40,000	20,000	20,000	40,000	120,000
3 - 38	General Bud. - NEW	Bus Speed and Reliability	50,000	50,000	50,000	50,000	50,000	250,000	500,000
3 - 38	External	Bus Speed and Reliability - ROF	50,000	50,000	50,000	50,000	50,000	250,000	500,000
Total - Transit Improvements Program			\$ 230,000	\$ 230,000	\$ 310,000	\$ 270,000	\$ 270,000	\$ 1,230,000	\$ 2,540,000

Traffic Engineering Program

3 - 39	General Bud. - NEW	Traffic Signal System Upgrades	250,000	180,000	470,000	300,000	300,000	2,500,000	4,000,000
3 - 41	General Bud. - NEW	Traffic Signal Pre-Emption for Fire Emergency Vehicles	80,000	80,000	80,000	-	-	-	240,000
3 - 43	General Bud.	Street Light and Traffic Signal Aging Pole Replacement	350,000	250,000	50,000	50,000	50,000	500,000	1,250,000
3 - 45	Annual Bud.	Traffic Signal LED Replacement	-	300,000	-	-	-	-	300,000
3 - 46	General Bud. - NEW	City-Wide LED Streetlight upgrade	150,000	250,000	250,000	-	-	-	650,000
3 - 47	Civic Amenity	Moodyville Traffic Signals	121,200	-	-	-	-	-	121,200
3 - 47	DCC	Moodyville Traffic Signals - DCC	118,800	-	-	-	-	-	118,800
3 - 48	General Bud. - NEW	Street Lighting Central Management System	-	100,000	-	-	-	-	100,000
Total - Traffic Engineering Program			\$ 1,070,000	\$ 1,160,000	\$ 850,000	\$ 350,000	\$ 350,000	\$ 3,000,000	\$ 6,780,000

Public Realm and Streetscapes Program

3 - 49	General Bud.	Street Banner And Furnishing Program	60,000	35,000	60,000	35,000	60,000	225,000	475,000
3 - 50	General Bud. - NEW	Seasonal Decorations - Lonsdale Street Light Poles	-	-	-	-	-	85,000	85,000
3 - 51	Civic Amenity	New Street Activation	25,000	75,000	75,000	75,000	75,000	375,000	700,000
3 - 52	Annual Bud./TSLI	Living City Tree Planting Program	120,000	120,000	120,000	120,000	120,000	600,000	1,200,000
3 - 52	External	Living City Tree Planting Program - ROF	5,000	5,000	5,000	5,000	5,000	25,000	50,000
3 - 53	Civic Amenity	Sidewalk Patios - Lower Lonsdale	-	150,000	-	-	-	-	150,000

**2020-2029 PROJECT PLAN
TRANSPORTATION AND STREETS**

Page	Funding Source		2020	2021	2022	2023	2024	2025-2029	Total
3 - 54	Annual Bud. - NEW	200 East 2nd Street - Parking & Streetscape improvements	-	-	-	-	50,500	-	50,500
3 - 54	DCC	200 East 2nd Street - Parking & Streetscape improvements-DCC	-	-	-	-	49,500	-	49,500
3 - 55	Annual Bud. - NEW	100 East 2nd Street - Parking & Streetscape Improvements	-	-	-	-	-	227,250	227,250
3 - 55	DCC	100 East 2nd Street - Parking & Streetscape Improvements-DCC	-	-	-	-	-	222,750	222,750
3 - 56	Annual Bud. - NEW	100 East 1st Street - Streetscape Improvements	-	-	-	-	-	353,500	353,500
3 - 56	DCC	100 East 1st Street - Streetscape Improvements - DCC	-	-	-	-	-	346,500	346,500
Total - Public Realm and Streetscapes Program			\$ 210,000	\$ 385,000	\$ 260,000	\$ 235,000	\$ 360,000	\$ 2,460,000	\$ 3,910,000

Major Projects

3 - 57	Civic Amenity - BASE / Marine Dr Amenity	Mosquito Creek Bridge	2,400,000	-	-	-	-	-	2,400,000
3 - 58	Civic Amenity	Marine Drive Bridge Replacement over Mackay Creek	-	-	-	1,010,000	-	-	1,010,000
3 - 58	External	Marine Drive Bridge Replacement over Mackay Creek - ROF	-	-	-	4,000,000	-	-	4,000,000
3 - 58	DCC	Marine Drive Bridge Replacement over Mackay Creek - DCC	-	-	-	990,000	-	-	990,000
3 - 59	Civic Amenity	Lonsdale Corridor Transit & Safety Improvements (Esplanade to 29th)	-	-	-	1,400,000	-	-	1,400,000
3 - 59	External	Lonsdale Corridor Transit & Safety Improvements (Esplanade to 29th) - ROF	-	-	-	400,000	-	-	400,000
3 - 60	General Bud. - NEW	Marine-Main Corridor Improvements	-	350,000	-	2,600,000	-	-	2,950,000
3 - 61	External	Marine-Main Corridor Improvements - ROF	-	250,000	-	8,600,000	-	-	8,850,000
3 - 62	Civic Amenity	Esplanade Complete Streets	100,000	3,000,000	-	-	-	-	3,100,000
3 - 62	External	Esplanade Complete Streets - ROF	-	2,000,000	-	-	-	-	2,000,000
Total - Major Projects			\$ 2,500,000	\$ 5,600,000	\$ -	\$ 19,000,000	\$ -	\$ -	\$ 27,100,000

Pavement and Bridge Management

3 - 63	TSL Int.	Traffic Signs and Pavement Markings	100,000	100,000	100,000	100,000	100,000	500,000	1,000,000
3 - 64	TSL Int.	Major Structure Rehabilitation	75,000	75,000	75,000	75,000	75,000	375,000	750,000
3 - 65	TSL Int.	Integrated Survey Monument Update	35,000	-	-	-	-	-	35,000
3 - 66	General Res TSL/ Infrastr. Res	Pavement Management: Streets and Lanes	1,300,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000	19,300,000
3 - 68	TSL Int.	Pavement Condition Testing	25,000	75,000	25,000	25,000	75,000	175,000	400,000
Total - Pavement Management			\$ 1,535,000	\$ 2,250,000	\$ 2,200,000	\$ 2,200,000	\$ 2,250,000	\$ 11,050,000	\$ 21,485,000

**2020-2029 PROJECT PLAN
TRANSPORTATION AND STREETS**

Page	Funding Source		2020	2021	2022	2023	2024	2025-2029	Total
Local Area Services									
3 - 69	LAS	Provision for Local Area Services - City Share	500,000	-	-	-	-	-	500,000
Total - Local Area Services			\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
TOTAL FUNDING REQUESTED - ENGINEERING DEP			\$ 14,028,666	\$ 19,475,000	\$ 12,425,000	\$ 32,940,000	\$ 8,965,000	\$ 32,655,000	\$ 120,488,666
TOTAL CONTRIBUTIONS			\$ 2,045,000	\$ 5,020,000	\$ 2,860,000	\$ 15,740,000	\$ 1,390,000	\$ 890,000	\$ 27,945,000
TOTAL DCC STREETS AND TRANSPORTATION			\$ 1,345,740	\$ 1,287,000	\$ 1,806,750	\$ 3,564,000	\$ 1,163,250	\$ 2,920,500	\$ 12,087,240
NET FUNDING REQUESTED			\$ 10,637,926	\$ 13,168,000	\$ 7,758,250	\$ 13,636,000	\$ 6,411,750	\$ 28,844,500	\$ 80,456,426
Planning and Development									
3 - 70	General Bud. - NEW	Rapid Transit Planning Office	-	-	150,000	150,000	150,000	750,000	1,200,000
3 - 71	General Bud. - NEW	Community & School Active Travel Planning	175,000	168,000	168,000	100,000	93,000	479,000	1,183,000
3 - 71	External	Community & School Active Travel Planning-ROF	15,000	15,000	15,000	-	-	-	45,000
3 - 73	Sust. Transport	Mobility Plan Implementation - Curbside Management	-	-	80,000	80,000	80,000	-	240,000
3 - 74	General Bud. - NEW	Mobility Plan	100,000	-	-	-	-	-	100,000
3 - 75	TSL Int. - NEW	Great Streets - Corridor Studies	150,000	150,000	150,000	-	-	-	450,000
3 - 75	External	Great Streets - Corridor Studies - ROF	-	-	-	-	-	-	-
3 - 77	Sust Transport -New & Gen Bud	INSTPP Implementation (Previously known as North Shore Transportation Improvements)	175,000	175,000	75,000	75,000	75,000	375,000	950,000
3 - 78	General Bud. - NEW	Bicycle Master Plan Update & Bicycle Route Conceptual Design	90,000	-	-	-	-	-	90,000
Total - Planning			\$ 705,000	\$ 508,000	\$ 638,000	\$ 405,000	\$ 398,000	\$ 1,604,000	\$ 4,258,000
TOTAL FUNDING REQUEST - PLANNING DEP			\$ 705,000	\$ 508,000	\$ 638,000	\$ 405,000	\$ 398,000	\$ 1,604,000	\$ 4,258,000
TOTAL CONTRIBUTIONS			\$ 15,000	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ 45,000
TOTAL DCC STREETS AND TRANSPORTATION									
NET FUNDING REQUESTED			\$ 690,000	\$ 493,000	\$ 623,000	\$ 405,000	\$ 398,000	\$ 1,604,000	\$ 4,213,000

**2020-2029 PROJECT PLAN
TRANSPORTATION AND STREETS**

Page Funding Source

	2020	2021	2022	2023	2024	2025-2029	Total
TOTAL FUNDING REQUEST IN PROJECT SHEETS	\$ 14,733,666	\$ 19,983,000	\$ 13,063,000	\$ 33,345,000	\$ 9,363,000	\$ 34,259,000	\$ 124,746,666
TOTAL CONTRIBUTIONS	\$ 2,060,000	\$ 5,035,000	\$ 2,875,000	\$ 15,740,000	\$ 1,390,000	\$ 890,000	\$ 27,990,000
TOTAL DCC STREETS AND TRANSPORTATION	\$ 1,345,740	\$ 1,287,000	\$ 1,806,750	\$ 3,564,000	\$ 1,163,250	\$ 2,920,500	\$ 12,087,240
NET FUNDING REQUESTED	\$ 11,327,926	\$ 13,661,000	\$ 8,381,250	\$ 14,041,000	\$ 6,809,750	\$ 30,448,500	\$ 84,669,426
Base Program							
DCC's Fund							
Dedicated Fund							
New Initiatives							

**2020-2029 PROJECT PLAN
PARKS AND ENVIRONMENT**

Page	Funding Source	Park Specific	2020	2021	2022	2023	2024	2025-2029	Total
4 - 3	Ann. Budget	Greenwood Park Trail and Forest Restoration	250,000	-	-	-	-	-	250,000
4 - 4	Ann. Budget	Sutherland Field Renovation	1,600,000	-	-	-	-	-	1,600,000
4 - 4	External	Sutherland Field Renovation - ROF	40,000	-	-	-	-	-	40,000
4 - 5	Civic Amenity	Temporary Dog Off leash Facilities	200,000	-	-	-	-	-	200,000
4 - 6	Civic Amenity	Mahon Park Beach Volleyball	35,000	-	-	-	-	-	35,000
4 - 7	Civic Amenity	Hamersley Park Improvements	353,500	-	-	-	-	-	353,500
4 - 7	DCC	Hamersley Park Improvements - DCC	346,500	-	-	-	-	-	346,500
4 - 8	Ann. Budget	St. Andrews Park Infrastructure Replacement	300,000	-	-	-	-	-	300,000
4 - 9	Civic Amenity / LL Amenity	Waterfront Park Master Plan & Implementation	227,250	-	2,525,000	2,525,000	-	-	5,277,250
4 - 9	DCC	Waterfront Park Master Plan & Implementation - DCC	222,750	-	2,475,000	2,475,000	-	-	5,172,750
4 - 10	Civic Amenity	1600 Eastern Avenue Park	-	555,500	-	-	-	-	555,500
4 - 10	DCC	1600 Eastern Avenue Park - DCC	-	544,500	-	-	-	-	544,500
4 - 11	Civic Amenity	Green Necklace Outdoor Fitness Equipment Stations	-	400,000	-	-	-	-	400,000
4 - 12	Civic Amenity	Victoria Park Washroom	-	200,000	-	-	-	-	200,000
4 - 13	Civic Amenity	St. Andrews Park Washrooms	-	101,000	-	-	-	-	101,000
4 - 13	DCC	St. Andrews Park Washrooms - DCC	-	99,000	-	-	-	-	99,000
4 - 14	Civic Amenity	Sunrise Park Trail Improvements	-	-	126,250	-	-	-	126,250
4 - 14	DCC	Sunrise Park Trail Improvements - DCC	-	-	123,750	-	-	-	123,750
4 - 15	Civic Amenity	Casano Park Trail & Habitat Improvements	-	-	-	400,000	-	-	400,000
4 - 16	Ann. Budget	Mahon Park Playground and Spray Park Replacement	-	-	-	250,000	1,800,000	-	2,050,000
4 - 17	Civic Amenity	Park Picnic Shelters	-	-	-	-	850,000	-	850,000
4 - 18	Civic Amenity	High Place Park Development	-	-	-	-	250,000	-	250,000
4 - 19	Ann. Budget	Wagg Park Playground Replacement	-	-	-	-	100,000	550,000	650,000
4 - 20	Civic Amenity	Gravel Sports Field Turf Conversion	-	-	-	-	200,000	1,700,000	1,900,000
4 - 21	Ann. Budget	Confederation Field Turf Replacement	-	-	-	-	-	900,000	900,000
4 - 22	Ann. Budget	Derek Inman Park Renovations	-	-	-	-	-	631,250	631,250
4 - 22	DCC	Derek Inman Park Renovations - DCC	-	-	-	-	-	618,750	618,750
4 - 23	Ann. Budget	Tempe Heights Park Playground Replacement	-	-	-	-	-	670,000	670,000
4 - 24	Ann. Budget	Loutet Park Playground Replacement	-	-	-	-	-	670,000	670,000

**2020-2029 PROJECT PLAN
PARKS AND ENVIRONMENT**

Page	Funding Source		2020	2021	2022	2023	2024	2025-2029	Total
4 - 25	Ann. Budget	Fen Burdett Turf Replacement	-	-	-	-	-	900,000	900,000
4 - 26	Ann. Budget	Victoria Park Master Plan	-	-	-	-	-	250,000	250,000
4 - 36	Civic Amenity - NEW	Public School Playground Funding	150,000	150,000	150,000	37,500	-	-	487,500
Total - Park Specific			\$ 3,725,000	\$ 2,050,000	\$ 5,400,000	\$ 5,687,500	\$ 3,200,000	\$ 6,890,000	\$ 26,952,500

City Wide Programs

4 - 27	Ann. Budget	Play Equipment Replacement	35,000	35,000	-	-	-	-	70,000
4 - 28	Ann. Budget	Natural Area and Urban Forest Management	100,000	100,000	100,000	-	-	-	300,000
4 - 29	Ann. Budget	Chafer Beetle Turf Restoration	45,000	45,000	45,000	45,000	-	-	180,000
4 - 30	Ann. Budget	Wooden Bridge and Stair Replacement	25,000	25,000	25,000	25,000	-	-	100,000
4 - 31	Ann. Budget	Grass Sports Field Renovations	75,000	75,000	75,000	75,000	75,000	75,000	450,000
4 - 32	Ann. Budget	Irrigation System Upgrades	34,000	34,000	34,000	34,000	34,000	170,000	340,000
4 - 33	Ann. Budget	Park & Greenways Trail Resurfacing	10,000	10,000	10,000	10,000	10,000	50,000	100,000
4 - 34	Ann. Budget	Parks Furnishings and Signage	35,000	35,000	35,000	35,000	35,000	175,000	350,000
4 - 35	Ann. Budget	Parks Master Plan Update	-	200,000	-	-	-	-	200,000
Total - City Wide Programs			\$ 359,000	\$ 559,000	\$ 324,000	\$ 224,000	\$ 154,000	\$ 470,000	\$ 2,090,000

TOTAL FUNDING REQUESTED IN PROJECT SHEETS	\$ 4,084,000	\$ 2,609,000	\$ 5,724,000	\$ 5,911,500	\$ 3,354,000	\$ 7,360,000	\$ 29,042,500
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TOTAL CONTRIBUTIONS	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000
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TOTAL CONTRIBUTIONS - DCC FUNDING	\$ 569,250	\$ 643,500	\$ 2,598,750	\$ 2,475,000	\$ -	\$ 618,750	\$ 6,905,250
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NET FUNDING REQUESTED	\$ 3,474,750	\$ 1,965,500	\$ 3,125,250	\$ 3,436,500	\$ 3,354,000	\$ 6,741,250	\$ 22,097,250
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Base Program
DCC's Fund
Dedicated Fund
New Initiatives

**2020-2029 PROJECT PLAN
PUBLIC ART**

Page	Funding Source		2020	2021	2022	2023	2024	2025-2029	Total
5 - 2	General Bud.	Civic Public Art Program	85,000	85,000	85,000	85,000	85,000	425,000	850,000
5 - 3	Public Art	Provisions of 1% of revenue from LL Land Sales to Public Art Projects	86,822	-	-	-	-	-	86,822
TOTAL FUNDING REQUESTED IN PROJECT SHEETS			\$ 171,822	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 425,000	\$ 936,822
NET FUNDING REQUESTED			\$ 171,822	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 425,000	\$ 936,822

**2020-2029 PROJECT PLAN
EQUIPMENT SUMMARY**

	2020	2021	2022	2023	2024	2025-2029	Total
Summary of Equipment Projects							
FUNDING REQUESTED IN PROJECT SHEETS							
General Equipment	575,000	568,950	652,000	660,950	758,300	2,139,100	5,354,300
Information Technology Equipment	1,248,953	860,700	1,320,500	1,215,000	1,157,450	4,719,950	10,522,553
Engineering Equipment	468,000	876,000	681,000	665,000	505,000	3,709,000	6,904,000
Fire Equipment	1,115,000	1,690,000	215,000	590,000	70,000	2,770,000	6,450,000
Block Funding & Other Projects	2,946,590	1,917,217	1,541,217	1,135,217	960,217	5,511,085	14,011,543
TOTAL FUNDING REQUESTED	\$ 6,353,543	\$ 5,912,867	\$ 4,409,717	\$ 4,266,167	\$ 3,450,967	\$ 18,849,135	\$ 43,242,396
CONTRIBUTIONS							
General Equipment	92,134	164,134	97,651	167,858	97,651	454,191	1,073,619
Information Technology Equipment	75,350	45,350	63,750	4,500	155,725	77,475	422,150
Engineering Equipment	-	-	-	-	-	-	-
Fire Equipment	-	-	-	-	-	-	-
Block Funding & Other Projects	563,565	229,565	221,565	123,565	73,565	367,826	1,579,652
TOTAL CONTRIBUTIONS	\$ 731,049	\$ 439,049	\$ 382,966	\$ 295,924	\$ 326,941	\$ 899,492	\$ 3,075,421
NET FUNDING REQUESTED							
General Equipment	482,866	404,816	554,349	493,092	660,649	1,684,909	4,280,681
Information Technology Equipment	1,173,603	815,350	1,256,750	1,210,500	1,001,725	4,642,475	10,100,403
Engineering Equipment	468,000	876,000	681,000	665,000	505,000	3,709,000	6,904,000
Fire Equipment	1,115,000	1,690,000	215,000	590,000	70,000	2,770,000	6,450,000
Block Funding & Other Projects	2,383,025	1,687,652	1,319,652	1,011,652	886,652	5,143,259	12,431,891
TOTAL CITY FUNDING REQUESTED	\$ 5,622,494	\$ 5,473,818	\$ 4,026,751	\$ 3,970,243	\$ 3,124,026	\$ 17,949,643	\$ 40,166,975

**2020-209 PROJECT PLAN
GENERAL EQUIPMENT**

Page	Funding Source		2020	2021	2022	2023	2024	2025-2029	Total
6 - 2	Annual Bud	Furniture and Equipment	107,000	90,950	107,000	90,950	96,300	246,100	738,300
6 - 4	Gen Equip	Gerry Brewer Furniture	47,968	47,968	47,968	47,968	47,968	143,904	383,745
6 - 4	External	Gerry Brewer Furniture - Required Outside Funding	59,032	59,032	59,032	59,032	59,032	177,096	472,255
6 - 6	Annual Bud	Pool Vehicle Replacement	50,000	5,000	50,000	50,000	40,000	155,000	350,000
6 - 8	Annual Bud	Police Pool Vehicle Replacement	26,898	26,898	31,381	20,174	31,381	156,905	293,637
6 - 8	External	Police Pool Vehicles Repl - Required outside Funding	33,102	33,102	38,619	24,827	38,619	193,095	361,364
6 - 9	Annual Bud	Bylaw Vehicles Replacement	-	-	45,000	-	-	-	45,000
6 - 10	Annual Bud	NVRC Maintenance Vehicles	-	36,000	-	42,000	-	42,000	120,000
6 - 10	External	NVRC Maintenance Vehicles - Required Outside Funding	-	72,000	-	84,000	-	84,000	240,000
6 - 12	Annual Bud	NVRC Recreation Program Equipment	183,000	130,000	155,000	225,000	445,000	695,000	1,833,000
6 - 14	Annual Bud	Automated Materials Handling & RFID System Replacements	18,000	18,000	68,000	17,000	-	196,000	317,000
6 - 16	Annual Bud	Self-Service Payment Renewal	-	-	-	-	-	20,000	20,000
6 - 17	Annual Bud	A/V Systems Renewal	-	-	-	-	-	30,000	30,000
6 - 18	Annual Bud	Automated Traffic Counters	50,000	50,000	50,000	-	-	-	150,000
TOTAL FUNDING REQUESTED IN PROJECT SHEETS			\$ 575,000	\$ 568,950	\$ 652,000	\$ 660,950	\$ 758,300	\$ 2,139,100	\$ 5,354,300
TOTAL CONTRIBUTIONS			\$ 92,134	\$ 164,134	\$ 97,651	\$ 167,858	\$ 97,651	\$ 454,191	\$ 1,073,619
NET FUNDING REQUESTED			\$ 482,866	\$ 404,816	\$ 554,349	\$ 493,092	\$ 660,649	\$ 1,684,909	\$ 4,280,681

**2020-2029 PROJECT PLAN
INFORMATION TECHNOLOGY**

Page	Funding Source		2020	2021	2022	2023	2024	2025-2029	Total
I.T. Department									
7 - 3	Annual Bud / Comp Equip.	User Device Replacements	150,000	150,000	150,000	150,000	150,000	750,000	1,500,000
7 - 4	Annual Bud	Data Centre Infrastructure	125,000	50,000	350,000	250,000	150,000	875,000	1,800,000
7 - 5	Annual Bud	Fibre Infrastructure Improvement	50,000	50,000	50,000	50,000	50,000	250,000	500,000
7 - 6	General Bud. - NEW	Enhanced VOIP Solutions	200,000	-	-	-	-	-	200,000
7 - 7	General Bud. - NEW	Open Data & GIS 3D Modeling	120,000	100,000	100,000	-	-	200,000	520,000
7 - 8	General Bud. - NEW	Business Intelligence & Reporting	150,000	100,000	-	-	-	-	250,000
7 - 9	Annual Bud	CNV Website Refresh	50,000	-	75,000	-	200,000	650,000	975,000
7 - 10	Annual Bud - NEW	Parks IPS Asset Management	-	-	125,000	125,000	-	-	250,000
7 - 11	Annual Bud	Data and Workflow Improvements	92,253	-	-	-	-	-	92,253
7 - 12	Annual Bud - NEW	Permits Clerk	65,000	68,000	-	-	-	-	133,000
7 - 13	Annual Bud	Engineering Business Process Owner	100,000	-	-	-	-	-	100,000
7 - 14	Annual Bud - NEW	Enterprise Application Lifecycle Planning	-	120,000	350,000	550,000	350,000	1,600,000	2,970,000
Total - I.T. Department			\$ 1,102,253	\$ 638,000	\$ 1,200,000	\$ 1,125,000	\$ 900,000	\$ 4,325,000	\$ 9,290,253
Library									
7 - 16	Annual Bud - NEW	Integrated Library System (ILS) Renewal	-	50,000	-	-	-	-	50,000
7 - 17	Annual Bud	Library Website Renewal	5,000	80,000	-	-	-	85,000	170,000
Total - Library			\$ 5,000	\$ 130,000	\$ -	\$ -	\$ -	\$ 85,000	\$ 220,000
North Vancouver Museum & Archives									
7 - 18	Annual Bud	IT Refresh	15,350	7,350	7,750	4,500	5,725	37,475	78,150
7 - 18	External	Museum & Archives Technology Refresh - Required Outside Funding	15,350	7,350	7,750	4,500	5,725	37,475	78,150
Total - North Vancouver Museum & Archives			\$ 30,700	\$ 14,700	\$ 15,500	\$ 9,000	\$ 11,450	\$ 74,950	\$ 156,300

**2020-2029 PROJECT PLAN
INFORMATION TECHNOLOGY**

Page	Funding Source		2020	2021	2022	2023	2024	2025-2029	Total
North Vancouver Recreation & Culture Commission									
7 - 19	Annual Bud	Facility Desktop Hardware Refresh	21,000	21,000	21,000	21,000	21,000	105,000	210,000
7 - 21	Annual Bud	Perfect Mind Implementation: Integration Project	10,000	10,000	10,000	-	10,000	20,000	60,000
7 - 21	External	Perfect Mind Implementation: Integration Project - ROF	20,000	20,000	20,000	-	20,000	40,000	120,000
7 - 22	Annual Bud	Network Hardware Replacements	-	-	-	30,000	-	35,000	65,000
7 - 23	Annual Bud	Public Wifi Replacement	-	-	-	30,000	-	35,000	65,000
7 - 24	Annual Bud - NEW	Mobile Device Applications	-	9,000	18,000	-	-	-	27,000
7 - 24	External	Mobile Device Applications - ROF	-	18,000	36,000	-	-	-	54,000
7 - 25	Annual Bud	VOIP Phone System Replacement	-	-	-	-	65,000	-	65,000
7 - 25	External	VOIP Phone System Replacement - Required Outside Funding	-	-	-	-	130,000	-	130,000
7 - 26	Annual Bud	Website Content Management Replacement	13,000	-	-	-	-	-	13,000
7 - 26	External	Website Content Management Program Upgrade - ROF	26,000	-	-	-	-	-	26,000
7 - 27	Annual Bud - NEW	Digital Tools Development Plan	7,000	-	-	-	-	-	7,000
7 - 27	External	Digital Tools Development Plan - ROF	14,000	-	-	-	-	-	14,000
Total - North Vancouver Recreation Commission			\$ 111,000	\$ 78,000	\$ 105,000	\$ 81,000	\$ 246,000	\$ 235,000	\$ 856,000
TOTAL FUNDING REQUESTED IN PROJECT SHEETS			\$ 1,248,953	\$ 860,700	\$ 1,320,500	\$ 1,215,000	\$ 1,157,450	\$ 4,719,950	\$ 10,522,553
TOTAL CONTRIBUTIONS			\$ 75,350	\$ 45,350	\$ 63,750	\$ 4,500	\$ 155,725	\$ 77,475	\$ 422,150
NET FUNDING REQUESTED			\$ 1,173,603	\$ 815,350	\$ 1,256,750	\$ 1,210,500	\$ 1,001,725	\$ 4,642,475	\$ 10,100,403
Base Program									
DCC's Fund									
Dedicated Fund									
New Initiatives									

**2020-2029 PROJECT PLAN
ENGINEERING EQUIPMENT**

Page	Funding Source	2020	2021	2022	2023	2024	2025-2029	Total
8 - 2	Eng Equip	468,000	876,000	681,000	665,000	505,000	3,709,000	6,904,000
TOTAL FUNDING REQUESTED IN PROJECT SHEETS		\$ 468,000	\$ 876,000	\$ 681,000	\$ 665,000	\$ 505,000	\$ 3,709,000	\$ 6,904,000
TOTAL CONTRIBUTIONS								
NET FUNDING REQUESTED		\$ 468,000	\$ 876,000	\$ 681,000	\$ 665,000	\$ 505,000	\$ 3,709,000	\$ 6,904,000

**2020-209 PROJECT PLAN
FIRE EQUIPMENT**

Page	Funding Source	2020	2021	2022	2023	2024	2025-2029	Total
9 - 2	Fire Equip & Gen Bud	1,115,000	1,690,000	215,000	590,000	70,000	2,770,000	6,450,000
TOTAL FUNDING REQUESTED IN PROJECT SHEETS		\$ 1,115,000	\$ 1,690,000	\$ 215,000	\$ 590,000	\$ 70,000	\$ 2,770,000	\$ 6,450,000
TOTAL CONTRIBUTIONS								
NET FUNDING REQUESTED		\$ 1,115,000	\$ 1,690,000	\$ 215,000	\$ 590,000	\$ 70,000	\$ 2,770,000	\$ 6,450,000

**2020-2029 PROJECT PLAN
BLOCK FUNDS, ONGOING PROGRAMS AND OTHER PROJECTS**

Page	Funding Source		2020	2021	2022	2023	2024	2025-2029	Total
Block Funds									
10 - 3	Annual Bud.	Block Funding - City Used Buildings	100,000	100,000	100,000	100,000	100,000	500,000	1,000,000
10 - 4	Annual Bud.	Block Funding - Non-City Used Building	100,000	100,000	100,000	100,000	100,000	500,000	1,000,000
10 - 5	Annual Bud.	Block Funding - Gerry Brewer Building	29,237	29,237	29,237	29,237	29,237	146,184	292,368
10 - 5	External	Gerry Brewer Building - Required Outside Funding	35,980	35,980	35,980	35,980	35,980	179,901	359,802
10 - 6	Annual Bud.	Block Funding - Information Technology	100,000	100,000	100,000	100,000	100,000	500,000	1,000,000
10 - 7	Annual Bud.	Block Funding - Parks Infrastructure	75,000	75,000	75,000	75,000	75,000	375,000	750,000
10 - 8	Annual Bud.	Block Funding - Transportation	30,000	30,000	30,000	30,000	30,000	150,000	300,000
10 - 9	Annual Bud.	Block Funding - Engineering Equipment	50,000	50,000	50,000	50,000	50,000	250,000	500,000
10 - 10	Annual Bud.	Block Funding - Waterfront Asset Infrastructure	50,000	50,000	50,000	50,000	50,000	250,000	500,000
10 - 11	Annual Bud.	Block Funding - Shipyards Waterfront	25,000	25,000	50,000	50,000	50,000	250,000	450,000
10 - 12	Annual Bud.	Block Funding - Planning & Development	10,000	10,000	10,000	10,000	10,000	50,000	100,000
10 - 13	Annual Bud.	Block Funding - Fire Department	50,000	50,000	50,000	50,000	50,000	250,000	500,000
10 - 13	Annual Bud.	Block Funding - Police Equipment	22,415	22,415	22,415	22,415	22,415	112,075	224,150
10 - 14	External	Block Funding - Police Equipment - Required Outside Funding	27,585	27,585	27,585	27,585	27,585	137,925	275,850
10 - 15	Annual Bud.	Block Funding - Library Equipment	20,000	20,000	20,000	20,000	20,000	100,000	200,000
10 - 15	Annual Bud.	Block Funding - Museum and Archives	10,000	10,000	10,000	10,000	10,000	50,000	100,000
10 - 16	External	Museum & Archives - Required Outside Funding	10,000	10,000	10,000	10,000	10,000	50,000	100,000
10 - 17	Annual Bud.	Block Funding - NVRC	75,000	75,000	75,000	80,000	80,000	410,000	795,000
10 - 18	Annual Bud.	NVRC Emergency Capital Replacement Fund	30,000	30,000	30,000	35,000	35,000	185,000	345,000
TOTAL - BLOCK FUNDS			\$ 850,217	\$ 850,217	\$ 875,217	\$ 885,217	\$ 885,217	\$ 4,446,085	\$ 8,792,170
On-Going Programs									
10 - 19	CCCIF	Child Care Capital Improvement Fund	9,323	-	-	-	-	-	9,323
TOTAL - ON-GOING PROGRAMS			\$ 9,323	\$ -	\$ 9,323				
Other Projects									
10 - 21	General Bud. - NEW	Economic Development Strategy	70,000	-	-	-	-	-	70,000
10 - 22		Economic Impact Assessment of Fixed Link Rapid Transit to North Shore	-	-	-	-	-	-	-
10 - 22	External	Economic Impact Assessment of FLR - Required Outside Funding	200,000	-	-	-	-	-	200,000
10 - 23	General Bud. - NEW	City Plaza Programming	25,000	25,000	25,000	-	-	-	75,000
10 - 24	TSL Int	City Studio Partnership with CapU	30,000	36,000	48,000	50,000	-	-	164,000
10 - 24	External	City Studio Partnership - Required Outside Funding	30,000	36,000	48,000	50,000	-	-	164,000
10 - 25	TSL Int	Placemaking	40,000	40,000	-	-	-	-	80,000

**2020-2029 PROJECT PLAN
BLOCK FUNDS, ONGOING PROGRAMS AND OTHER PROJECTS**

Page	Funding Source		2020	2021	2022	2023	2024	2025-2029	Total
10 - 27	TSL Int	CNV4ME - School The City Implementation	15,000	15,000	-	-	-	-	30,000
10 - 28	TSL Int - NEW	Community Engagement	160,000	-	-	-	-	-	160,000
10 - 29	General Bud. - NEW	Library Services for Lower Lonsdale	-	200,000	-	-	-	-	200,000
10 - 30	General Bud. - NEW	Child Minding for Council Meetings	25,000	25,000	25,000	25,000	25,000	125,000	250,000
10 - 31	General Bud. - NEW	Child Care Strategy Implementation Projects	40,000	-	-	-	-	-	40,000
10 - 32	General Bud. - NEW	Land Use Studies - OCP Review	-	-	-	-	50,000	900,000	950,000
10 - 33	General Bud. - NEW TSL Int / Annual Bud.	Special Study, Site Planning and Development	-	-	100,000	100,000	-	-	200,000
10 - 34	NEW	Environmental Strategy Implementation	225,000	125,000	125,000	-	-	-	475,000
10 - 34	External	Environmental Strategy Implementation - Required Outside Funding	-	50,000	50,000	-	-	-	100,000
10 - 35	Carbon Fund - NEW & Gen Bud.	Electric Vehicle Strategy Implementation	205,050	135,000	-	-	-	-	340,050
10 - 35	External	Electric Vehicle Strategy - Required Outside Funding	100,000	20,000	-	-	-	-	120,000
10 - 36	General Bud. - NEW	E-Bike and Micromobility Coordinator	75,000	25,000	25,000	25,000	-	-	150,000
10 - 36	External	E-Bike and Micromobility Coordinator - ROF	50,000	-	-	-	-	-	50,000
10 - 37	Enviro Steward / Annual Bud.	Corporate Climate Action Implementation	150,000	150,000	150,000	-	-	-	450,000
10 - 37	External	Corporate Climate Action Implementation - Required Outside Funding	50,000	50,000	50,000	-	-	-	150,000
10 - 38	Annual Bud. - NEW	COR (Certificate of Recognition)	60,000	-	20,000	-	-	40,000	120,000
10 - 39	Annual Bud.	Strategic & Corporate Planning	100,000	100,000	-	-	-	-	200,000
10 - 40	TSL Int	Community Recreation Strategy	67,000	35,000	-	-	-	-	102,000
10 - 41	General Bud. - NEW	Review of Human Resources Policy Manual	120,000	-	-	-	-	-	120,000
10 - 42	TSL Int - NEW	Exempt Compensation Market Review	40,000	-	-	-	-	-	40,000
10 - 44	General Bud. - NEW	Lonsdale Energy Corporation Renewable Energy Strategy	100,000	-	-	-	-	-	100,000
10 - 45	General Bud. - NEW	Where Matters 2.0 - Measuring Health Impacts of Built Environment and Policy	25,000	-	-	-	-	-	25,000
10 - 46	General Bud. - NEW	CleanBC Better Homes and Home Renovation Rebate Program - Municipal Top-Up Rebates	25,000	-	-	-	-	-	25,000
10 - 46	External	CleanBC Better Homes and Home Renovation Rebate Program - Municipal Top-Up Rebates -Required Outside Funding	60,000	-	-	-	-	-	60,000
TOTAL - OTHER PROJECTS			\$ 2,087,050	\$ 1,067,000	\$ 666,000	\$ 250,000	\$ 75,000	\$ 1,065,000	\$ 5,210,050
TOTAL FUNDING REQUESTED IN PROJECT SHEETS			\$ 2,946,590	\$ 1,917,217	\$ 1,541,217	\$ 1,135,217	\$ 960,217	\$ 5,511,085	\$ 14,011,543
TOTAL CONTRIBUTIONS			\$ 563,565	\$ 229,565	\$ 221,565	\$ 123,565	\$ 73,565	\$ 367,826	\$ 1,579,652
NET FUNDING REQUESTED			\$ 2,383,025	\$ 1,687,652	\$ 1,319,652	\$ 1,011,652	\$ 886,652	\$ 5,143,259	\$ 12,431,891

2020-2029 PROJECT PLAN

RESERVES AND OTHER FUNDING

Average for the Year **3.00%** **3.00%** **3.00%** **3.00%** **3.00%** **3.00%**

Each year an amount is transferred from the annual budget to fund various capital projects. These funds are unrestricted and can be used for any capital project. Approximately 15% of the City's annual tax levy is transferred to capital projects or to fund capital reserves.

	2020	2021	2022	2023	2024	2025-2029	Total
Tax Levy	\$ 9,953,800	10,503,800	11,053,800	11,603,800	12,153,800	\$ 69,019,000	\$ 124,288,000
Total Available	\$ 9,953,800	10,503,800	\$ 11,053,800	\$ 11,603,800	\$ 12,153,800	\$ 69,019,000	\$ 124,288,000
Allocated to :							
Tax Sale Land						-	-
Civic Amenity HJCRC	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	-	13,000,000
General Building						-	-
General Equipment						-	-
Fire Equipment		1,690,000	350,000	455,000	350,000	2,573,239	5,418,239
Computer Equipment						-	-
General Reserve	667,302	566,782	2,986,513	4,171,108	3,463,620	45,810,294	57,665,619
TSLI		116,670	3,795			-	120,465
Public Art		85,000	85,000	85,000	85,000	425,000	765,000
Affordable Housing						-	-
Sustainable Transportation		87,500	87,500	87,500	87,500	437,500	787,500
Carbon Fund		65,000	65,000	65,000	65,000	325,001	585,001
Total to Reserves	3,267,302	5,210,952	6,177,808	7,463,608	6,651,120	49,571,034	78,341,824
Transfer to Annual Budget	\$ 6,686,498	5,292,848	\$ 4,875,992	\$ 4,140,192	\$ 5,502,680	\$ 24,950,646	\$ 45,946,176

ANNUAL BUDGET - Direct Transfer to Capital

	2020	2021	2022	2023	2024	2025-2029	Total
	\$ 6,686,498	5,292,848	\$ 4,875,992	\$ 4,140,192	\$ 5,502,680	19,447,966	45,946,176
Available Balance	\$ 6,686,498	5,292,848	\$ 4,875,992	\$ 4,140,192	\$ 5,502,680	\$ 19,447,966	\$ 45,946,176
Withdrawals							
Base							
Buildings							
Capital Maintenance	1,730,801	2,156,993	1,599,241	1,030,949	846,708	2,980,323	10,345,015
Fire Hall Vestibule	100,000	-	-	-	-	-	100,000
Structures							
Traffic & Transportation							
Fell Avenue: Slope stability and Retaining Walls	-	750,000	-	-	-	-	750,000
Traffic Signal LED Replacement	-	300,000	-	-	-	-	300,000
200 East 2nd Street - Parking & Streetscape improvements	-	-	-	-	50,500	-	50,500
100 East 2nd Street - Parking & Streetscape Improvements	-	-	-	-	-	227,250	227,250
100 East 1st Street - Streetscape Improvements	-	-	-	-	-	353,500	353,500
Living City Tree Planting Program	23,927	120,000	120,000	120,000	120,000	600,000	1,103,927
Great Streets - Corridor Studies	-	-	150,000	-	-	-	150,000
Pavement Management: Streets and Lanes	(0)	-	-	-	-	-	(0)
Parks & Environment							
City Wide Programs	359,000	559,000	324,000	224,000	154,000	470,000	2,090,000
Sutherland Field Renovation	1,600,000	-	-	-	-	-	1,600,000
Replacements and Restoration Projects	550,000	-	-	250,000	1,900,000	4,571,250	7,271,250
Equipment							
Over \$10,000							
General	434,898	341,317	554,349	493,092	639,013	1,684,909	4,147,578
IT	640,917	288,886	1,156,750	1,210,500	980,807	4,442,475	8,720,335
Block Funding							
One-time studies/projects							
Ongoing Programs	776,652	776,652	801,652	811,652	811,652	4,078,259	8,056,518
COR (Certificate of Recognition)	60,000	-	20,000	-	-	40,000	120,000
Strategic & Corporate Planning	100,000	-	-	-	-	-	100,000
Corporate Climate Action Implementation	117,158	-	150,000	-	-	-	267,158
Environmental Strategy Implementation	193,146	-	-	-	-	-	193,146
Total Expended	\$ 6,686,498	\$ 5,292,848	\$ 4,875,992	\$ 4,140,192	\$ 5,502,680	\$ 19,447,966	\$ 45,946,177
Closing Balance	\$ (0)	\$ -	(0)				

2020-2029 PROJECT PLAN

RESERVES AND OTHER FUNDING

TAX SALE LAND Principal

The Tax Sale Lands Fund is made up of the proceeds of sale of all lands sold by the City which originally became City property through non-payment of taxes. Most of this land came to the City in the 1930's, during the Great Depression. The balance in the Tax Sale Land reserve is used to invest in projects that have a prospective rate of return equal to or greater than the City's benchmark rate of return; to invest in infrastructure and land management, in order to enhance the marketability and increase the value of marketed lands, or to invest in the purchase of land assets to be held by the City. By long-standing Council policy, Tax Sale Land principal is not used to fund depreciable assets such as civic buildings, infrastructure or equipment.

	2020	2021	2022	2023	2024	2025-2029	Total
Opening Balance (unappropriated)	\$ 31,387,774	27,937,774	\$ 27,987,774	\$ 71,510,524	\$ 91,560,524	\$ 91,610,524	\$ 31,387,774
Loan repayments:						-	-
-AT Field User Fee rpmt	50,000	50,000	50,000	50,000	50,000	250,000	500,000
Proceeds of Sale:			62,375,000			-	62,375,000
-Land Sales - LL						-	-
-Land Sales - Alder Str		-	22,347,750			-	22,347,750
Loans/Transfers						-	-
-Transfer to CAF HJFUND			(20,000,000)	20,000,000		-	-
-Land Sale			(21,250,000)			-	(21,250,000)
Available Balance	\$ 31,437,774	\$ 27,987,774	\$ 71,510,524	\$ 91,560,524	\$ 91,610,524	\$ 91,860,524	\$ 95,360,524
-Purchases						-	-
Strategic Land Purchase	3,500,000	-	-	-	-	-	3,500,000
Other Sites	-	-	-	-	-	-	-
	\$ 3,500,000	\$ -	\$ 3,500,000				
-Other Withdrawals - Capital Funding						-	-
	\$ -						
Total Expenditures	\$ 3,500,000	\$ -	\$ 3,500,000				
Closing Balance	\$ 27,937,774	\$ 27,987,774	\$ 71,510,524	\$ 91,560,524	\$ 91,610,524	\$ 91,860,524	\$ 91,860,524

TAX SALE LANDS interest

The previous year's earned interest of the Tax Sales Land reserve is unrestricted and is used to fund various projects. Along with the Annual Budget tax levy, this is the major unrestricted source that the City has for funding capital projects.

	2020	2021	2022	2023	2024	2025-2029	Total
Opening Balance	\$ 1,572,880	889,883	838,883	1,492,474	2,446,066	\$ 13,752,829	\$ 20,993,015
Transfer from Annual	-	116,670	3,795				120,465
Transfer to General				(704,328)	(1,685,148)	(10,199,914)	(12,589,390)
Interest for the year				20,514	49,082	297,085	366,681
Available Balance	1,572,880	1,006,553	842,678	808,661	810,000	3,850,000	8,890,772
Withdrawals							
Streets and Transportation						-	-
Pavement and Bridge Management	235,000	250,000	200,000	200,000	250,000	1,050,000	2,185,000
Existing Infrastructure Safety Improvements	300,000		390,000	390,000	390,000	1,950,000	3,420,000
Sidewalk Infill & Reconstruction	118,970	160,553	169,678	168,660	170,000	850,000	1,637,862
Cloverley Access Management Adjustments	30,000					-	30,000
Living City Tree Planting Program	96,073					-	96,073
Great Streets - Corridor Studies	150,000					-	150,000
Pavement Management: Streets and Lanes	258,983	596,000				-	854,983
	\$ 1,189,026	\$ 1,006,553	\$ 759,678	\$ 758,660	\$ 810,000	\$ 3,850,000	\$ 8,373,918
Block Funding						-	-
Placemaking	40,000					-	40,000
CNV4ME - School The City Implementation	15,000					-	15,000
Community Engagement	160,000					-	160,000
Community Recreation Strategy	67,000					-	67,000
City Studio Partnership with CapU	30,000		48,000	50,000		-	128,000
Environmental Strategy Implementation	31,854		35,000			-	66,854
Exempt Compensation Market Review	40,000					-	40,000
	\$ 383,854	\$ -	\$ 83,000	\$ 50,000	\$ -	\$ -	\$ 516,854
Total Expended	\$ 1,572,880	\$ 1,006,553	\$ 842,678	\$ 808,660	\$ 810,000	\$ 3,850,000	\$ 8,890,772
Closing Balance	\$ -	\$ (0)	\$ -	\$ 0	\$ 0	\$ 0	\$ 0

2020-2029 PROJECT PLAN

RESERVES AND OTHER FUNDING

CIVIC AMENITY - HARRY JEROME FUND

The CAF HJF is specifically dedicated to fund Harry Jerome Recreation Centre and Lands capital projects . In 2013, Council approved a 1% tax rate increase to be set aside for the Harry Jerome Recreation Centre project. This provided \$400,000 in annual funding for this purpose. Council approved similar increases in following years bringing the annual amount set aside for the Harry Jerome Recreation Project to \$2.6million.

	2020	2021	2022	2023	2024	2025-2029	Total
Opening Balance	\$ 10,540,058	-	-	\$ 69,145,344	\$ 65,359,344	\$ 14,065,389	\$ 10,540,058
Completed Projects						-	-
Early Appropriations						-	-
Contributions:						-	-
- Amenity Levy	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	-	13,000,000
Land lease - HJNL		68,434,861	87,587,444		37,296,845	-	193,319,150
Transfer from TSL						-	-
MFA debt		90,000,000			(90,000,000)	-	-
Interest for the year						-	-
Available Balance	\$ 13,140,058	\$ 161,034,861	\$ 90,187,444	\$ 71,745,344	\$ 15,256,189	\$ 14,065,389	\$ 216,859,208
Withdrawals							
Harry Jerome Community Recreation Centre	10,825,058	161,034,861	21,042,100	6,386,000	1,190,800	-	200,478,819
Harry Jerome Neighbourhood Lands Site Development Plan	150,000	-	-	-	-	-	150,000
HJ Precinct Related Relocation Expenses	2,165,000	-	-	-	-	-	2,165,000
						-	-
Total Expended	13,140,058	161,034,861	21,042,100	6,386,000	1,190,800	-	202,793,819
Closing Balance	\$ -	\$ -	\$ 69,145,344	\$ 65,359,344	\$ 14,065,389	\$ 14,065,389	\$ 14,065,389

2020-2029 PROJECT PLAN

RESERVES AND OTHER FUNDING

CIVIC AMENITY

The City also owns land that was acquired through purchase, i.e., not through tax defaults. Such property is considered as being a non-Tax Sale land property. The proceeds of sale are placed in the City Amenity fund. The CAF is specifically dedicated to fund capital projects which will enhance the use and enjoyment of the City by members of the public, such as parks, recreation centers, libraries, plazas, and other community amenities.

	2020	2021	2022	2023	2024	2025-2029	Total
	\$ 8,877,563	3,738,030	\$ -	\$ 23,514,643	\$ 11,465,077	\$ 8,336,642	\$ 8,877,563
Opening Balance							
Completed Projects	204,000						204,000
Early Appropriations							-
Contributions:							
- CAC estimate		200,000	800,000	800,000	800,000	4,000,000	6,600,000
- Land sales - Lower Lonsdale							-
- Land sales - Alder Str			7,449,250				7,449,250
- Centennial Seat Surcharge	35,000	35,000	35,000	35,000	35,000	175,000	350,000
- West 23rd							1,680,000
- Northmount Medical	5,147,558	1,680,000					5,147,558
Land Sale			21,250,000				21,250,000
1% of LL Land Sales to Public Art							-
Interest for the year	108,875		684,893	333,934	242,815		1,370,516
Available Balance	\$ 14,372,996	\$ 5,653,030	\$ 30,219,143	\$ 24,683,577	\$ 12,542,892	\$ 12,511,642	\$ 52,928,888
Withdrawals							
Buildings							
Shipyards Commons Site Improvements	85,000	50,000	50,000				185,000
Shipyards Commons Branding and Marketing Start Up	25,000						25,000
Lonsdale Quay Public Realm		480,000					480,000
2025 New North Shore Neighborhood House Facility						5,456,892	5,456,892
Burrard Dry Dock Electrical Building							-
PGE Station Provision							-
Child Care Capital Program (City Facilities)	2,500,000	2,500,000					5,000,000
Civic Centre 13th Street Forecourt Improvements	100,000						100,000
Parks							
Temporary Dog Off leash Facilities	200,000						200,000
Mahon Park Beach Volleyball	35,000						35,000
Hamersley Park Improvements	353,500						353,500
Waterfront Park Master Plan & Implementation	218,373		2,525,000	2,525,000			5,268,373
1600 Eastern Avenue Park		555,500					555,500
Green Necklace Outdoor Fitness Equipment Stations							-
Victoria Park Washroom		200,000					200,000
St. Andrews Park Washrooms		101,000					101,000
Sunrise Park Trail Improvements			126,250				126,250
Casano Park Trail & Habitat Improvements				400,000			400,000
Park Picnic Shelters					850,000		850,000
High Place Park Development					250,000		250,000
Gravel Sports Field Turf Conversion					200,000	1,700,000	1,900,000
Public School Playground Funding	150,000	150,000	150,000	37,500			487,500
Streets and Transportation							
New Sidewalks to Complete Pedestrian Network	151,500		252,500	252,500	252,500	1,262,500	2,171,500
New Sidewalks on East side St Andrews: Keith Road to 13th Str	220,000						220,000
New Pedestrian Crossing Facilities	300,000	685,000	745,000	670,000	500,000	1,500,000	4,400,000
New Sidewalks 400 Block E 2nd Street							-
Active Transportation Wayfinding Program	150,000	16,030	30,000	30,000	30,000	150,000	406,030
Semisch Greenway (W3rd to Semisch Park)	50,500	151,500					202,000
Priority Mobility Network Improvements	850,000	227,250	883,750	2,146,250	656,500		4,763,750
East Keith Road Multi-Modal Corridor Improvements, East Grand to Brooksbank				300,000			300,000
Covered Bike Shelter & Secured Bike Parking			25,000	50,000	50,000	40,000	165,000
Micro Mobility (E-Bike Docking)	50,000	50,000					100,000
Active & Safe Routes to School Implementation	200,000		50,000	50,000	50,000	250,000	600,000
Casano Loutet Overpass	847,726						847,726
Upper Levels Greenway - Lonsdale to Lynn Valley Road	50,500						50,500
Upper Levels Greenway - Lonsdale to Westview			505,000				505,000
Queensbury Avenue Greenway Connection				350,000			350,000
Installation of Accessible Pedestrian Signal Units	35,000	35,000	35,000	35,000	35,000	175,000	350,000
Pedestrian Scale Lighting - Green Necklace	250,000						250,000
Pedestrian and Roadway Lighting Implementation	151,500	26,750	202,000	227,250	227,250	562,250	1,397,000
City Transit Shelter Program			40,000	20,000	20,000	40,000	120,000
Moodyville Traffic Signals	121,200						121,200
New Street Activation	25,000	75,000	75,000	75,000	75,000	375,000	700,000
Sidewalk Patios - Lower Lonsdale							-
Mosquito Creek Bridge	2,390,167						2,390,167
Marine Drive Bridge Replacement over Mackay Creek				1,010,000			1,010,000
Lonsdale Corridor Transit & Safety Improvements (Esplanade to 29th)				1,400,000			1,400,000
Marine-Main Corridor Improvements		350,000		2,600,000			2,950,000
Pedestrian Scale Lighting - Green Necklace							-
Esplanade Complete Streets	100,000						100,000
Central Lonsdale Wayfinding	30,000						30,000
New Traffic Signals	995,000		1,010,000	1,040,000	1,010,000	1,000,000	5,055,000
Total Expended	10,634,966	5,653,030	6,704,500	13,218,500	4,206,250	12,511,642	52,928,888
Closing Balance	\$ 3,738,030	\$ -	\$ 23,514,643	\$ 11,465,077	\$ 8,336,642	\$ -	-

2020-2029 PROJECT PLAN

RESERVES AND OTHER FUNDING

LOWER LONSDALE AMENITY

The LLAF was originally created to set aside funds from non-Tax Sale land or density transfer in Lower Lonsdale. Funding from this source was to be used with respect to capital projects in the Lower Lonsdale area relating to the provision of affordable and adaptable rental housing, a community arts gallery, a photographic and media arts gallery, a museum, a 150-200 seat theatre, a multi-purpose activity centre, and other Lower Lonsdale amenities. In 2011, Council adopted a bylaw that requires all land sales to be consolidated into one reserve, the Civic Amenity Reserve Fund. While no new funding will be set aside in the LLAF, funds that are in place will be used toward the construction of Lower Lonsdale amenities as it was originally intended.

	2020	2021	2022	2023	2024	2025-2029	Total
Opening Balance	\$ 8,877	-	\$ -	\$ -	\$ -	\$ -	8,877
Contributions:							
- Other							
- Completed Projects							
Interest for the year							
Available Balance	\$ 8,877	-	\$ -	\$ -	\$ -	\$ -	8,877
Withdrawals							
Waterfront Park Master Plan & Implementation	8,877						8,877
Total Expended	\$ 8,877	-	\$ -	\$ -	\$ -	\$ -	8,877
Closing Balance							

MARINE DRIVE AMENITY

This reserve originally aimed to set aside proceeds from land sales of non-Tax Sale properties in the Marine Drive area for the purpose of funding projects in the area. In 2011, Council adopted a bylaw that requires all land sales to be consolidated into one reserve, the Civic Amenity Reserve Fund. While no new funding will be set aside in this reserve, funds that are in place will be used toward projects in the Marine Drive area.

	2020	2021	2022	2023	2024	2025-2029	Total
Opening Balance	\$ 9,833	-	\$ -	\$ -	\$ -	\$ -	9,833
Contributions:							
Interest for the year							
Available Balance	\$ 9,833	-	\$ -	\$ -	\$ -	\$ -	9,833
Withdrawals							
Mosquito Creek Bridge	9,833						9,833
Closing Balance	\$ -	-	\$ -	\$ -	\$ -	\$ -	-

GENERAL BUILDING

The General Building Reserve is used for capital building maintenance, renovation, and building replacement. The City owns in excess of \$100m in buildings. The GB reserve was established in 1995 to begin the process of setting aside sufficient funds to replace these buildings as required.

	2020	2021	2022	2023	2024	2025-2029	Total
Opening Balance	\$ 86,505	(0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	86,505
- Budgeted							
Completed projects							
Interest for the year							
Available Balance	\$ 86,505	(0)	\$ (0)	\$ (0)	\$ (0)	\$ (1)	86,504
Withdrawals							
Capital Maintenance	86,505						86,505
Total Expended	\$ 86,505	\$ -	\$ -	\$ -	\$ -	\$ -	86,505
Closing Balance	\$ (0)	(0)	\$ (0)	\$ (0)	\$ (0)	\$ (1)	(1)

JUSTICE ADMINISTRATION BUILDING

The Justice Administration Building Reserve is used for capital building maintenance, renovation, and replacement of the Gerry Brewer Building. Because the Justice Administration (Gerry Brewer) Building is co-owned with the District of North Vancouver, it has its own replacement reserve.

	2020	2021	2022	2023	2024	2025-2029	Total
Opening Balance	\$ 43,486	4,346	\$ 0	\$ 0	\$ 0	\$ 0	43,486
Contributions:							
- Completed projects							
Interest for the year							
Available Balance	\$ 43,486	4,346	\$ 0	\$ 0	\$ 0	\$ 0	43,486
Withdrawals							
GB Building	39,140	4,346					43,486
Total Expended	\$ 39,140	\$ 4,346	\$ -	\$ -	\$ -	\$ -	43,486
Closing Balance	\$ 4,346	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0

2020-2029 PROJECT PLAN

RESERVES AND OTHER FUNDING

INFRASTRUCTURE

The Infrastructure Reserve funds engineering infrastructure replacement projects such as those included in the category "Structures". A long term goal for the fund would be to more closely match the amount transferred each year to this reserve from the annual budget with the City's infrastructure maintenance requirements. This would be achievable only over many years, because the value of the required infrastructure reinvestment is high.

	2020	2021	2022	2023	2024	2025-2029	Total
Opening Balance	\$ 312,108	-	-	-	-	-	\$ 312,108
Gas Tax	313,000	313,000	313,000	313,000	313,000	1,565,000	3,130,000
MRN Capital	300,000	300,000	300,000	300,000	-	-	1,200,000
Contributions:							
- Budgeted	-	-	-	-	-	-	-
- Levy	-	-	-	-	-	-	-
Interest for the year	-	-	-	-	-	-	-
Available Balance	\$ 925,108	\$ 613,000	\$ 613,000	\$ 613,000	\$ 313,000	\$ 1,565,000	\$ 4,642,108
Withdrawals							
Pavement Management: Streets and Lanes	925,108	613,000	613,000	613,000	313,000	1,565,000	4,642,108
Total Expended	\$ 925,108	\$ 613,000	\$ 613,000	\$ 613,000	\$ 313,000	\$ 1,565,000	\$ 4,642,108
Closing Balance	\$ -	\$ -					

GENERAL EQUIPMENT

Used for general equipment and machinery replacement including office equipment, and pool and bylaw vehicles.

	2020	2021	2022	2023	2024	2025-2029	Total
Opening Balance	\$ 48,277	6,789	\$ (0)	\$ 7,220	\$ 14,863	\$ 537	\$ 48,277
Completed Projects	-	-	-	-	-	-	-
Contributions:							
- Budgeted	-	-	-	-	-	-	-
- Eq. Sales proceeds	6,250	6,710	7,010	7,210	7,310	36,550	71,040
Interest for the year	230	-	210	433	-	3,510	4,383
Available Balance	\$ 54,757	\$ 13,499	\$ 7,220	\$ 14,863	\$ 22,173	\$ 40,596	\$ 123,699
Withdrawals							
Furniture and Equipment	47,968	13,499	-	-	21,636	-	83,103
Total Expended	47,968	13,499	-	-	21,636	-	83,103
Closing Balance	\$ 6,789	(0)	\$ 7,220	\$ 14,863	\$ 537	\$ 40,596	\$ 40,596

FIRE EQUIPMENT

Used for fire equipment, and replacement and upgrades.

	2020	2021	2022	2023	2024	2025-2029	Total
Opening Balance	\$ 685,198	(0)	(0)	\$ 139,050	\$ 4,171	\$ 292,697	\$ 685,198
Closed projects	-	-	-	-	-	-	-
Contributions:							
- Budgeted	-	1,690,000	350,000	455,000	350,000	2,573,239	5,418,239
Interest for the year	-	-	4,050	121	8,525	22,514	35,211
Available Balance	\$ 685,198	\$ 1,690,000	\$ 354,050	\$ 594,171	\$ 362,697	\$ 2,888,450	\$ 6,138,648
Withdrawals							
Equipment and Vehicles	685,198	1,690,000	215,000	590,000	70,000	2,770,000	6,020,198
Closing Balance	\$ (0)	(0)	\$ 139,050	\$ 4,171	\$ 292,697	\$ 118,450	\$ 118,450

COMPUTER EQUIPMENT

Used for computer equipment replacement and upgrades.

	2020	2021	2022	2023	2024	2025-2029	Total
Opening Balance	\$ 62,686	-	-	\$ 8,718	\$ 17,697	\$ 5,401	\$ 62,686
Closed Projects	-	-	-	-	-	-	-
Contributions:							
- Budgeted	-	8,464	8,464	8,464	8,464	42,320	76,176
Interest for the year	-	-	254	515	157	4,825	5,751
Available Balance	\$ 62,686	\$ 8,464	\$ 8,718	\$ 17,697	\$ 26,319	\$ 52,545	\$ 144,614
Withdrawals							
User Device Replacements	62,686	8,464	-	-	20,918	-	92,068
Closing Balance	\$ -	\$ -	\$ 8,718	\$ 17,697	\$ 5,401	\$ 52,545	\$ 52,545

2020-2029 PROJECT PLAN

RESERVES AND OTHER FUNDING

ENGINEERING EQUIPMENT

Used for engineering equipment and vehicle replacement. Engineering has a fleet of several vehicles. Contributions to the Reserve are based on the hourly rates charged to the different projects and programs using the vehicles.

	2020	2021	2022	2023	2024	2025-2029	Total
Opening Balance	\$ 1,396,708	1,368,570	\$ 919,347	\$ 708,997	\$ 508,817	\$ 518,932	\$ 1,396,708
Closed Projects						-	-
Contributions:							
- Budgeted	400,000	400,000	450,000	450,000	500,000	3,369,077	5,569,077
Interest for the year	39,861	26,777	20,650	14,820	15,115	70,992	188,215
Available Balance	\$ 1,836,570	1,795,347	\$ 1,389,997	\$ 1,173,817	\$ 1,023,932	\$ 3,959,000	\$ 7,154,000
Withdrawals							
Vehicles	468,000	876,000	681,000	665,000	505,000	3,709,000	6,904,000
Closing Balance	\$ 1,368,570	\$ 919,347	\$ 708,997	\$ 508,817	\$ 518,932	\$ 250,000	\$ 250,000

LOCAL AREA SERVICES

Local Area Services (LAS) Projects, formerly called Local Improvement Projects, are jointly funded by the City and the benefiting property owner. The Community Charter requires that LAS Reserve funds be used only to fund the city share of new local area services projects.

	2020	2021	2022	2023	2024	2025-2029	Total
Opening Balance	\$ 721,163	227,798	\$ 234,632	\$ 241,671	\$ 248,921	\$ 256,389	\$ 721,163
Contributions:							
- Levies from Property Owners							
- Other							
Interest for the year	6,635	6,834	7,039	7,250.12	7,468	40,836	76,062
Available Balance	\$ 727,798	\$ 234,632	\$ 241,671	\$ 248,921	\$ 256,389	\$ 297,225	\$ 797,225
Withdrawals							
City Share of LAS Projects	500,000	-	-	-	-	-	500,000
Closing Balance	\$ 227,798	234,632	\$ 241,671	\$ 248,921	\$ 256,389	\$ 297,225	\$ 297,225

PARKING

This reserve has been funded from parking revenues from 1998-2002. Moneys in the fund and any interest thereon shall be expended for purchase, acquisition, construction, installation or improvement of new and existing on and off-street parking spaces.

	2020	2021	2022	2023	2024	2025-2029	Total
Opening Balance	\$ 145,178	149,534	\$ 154,020	\$ 158,640	\$ 163,399	\$ 168,300	\$ 145,178
Completed Projects							
Contributions:							
- Pay in lieu of Parking							
Interest for the year	4,355	4,486	4,621	4,759	4,902	26,806	49,929
Available Balance	\$ 149,534	154,020	\$ 158,640	\$ 163,399	\$ 168,300	\$ 195,105	\$ 195,107
Withdrawals							
Total Expended	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance	\$ 149,534	154,020	\$ 158,640	\$ 163,399	\$ 168,300	\$ 195,105	\$ 195,107

2020-2029 PROJECT PLAN

RESERVES AND OTHER FUNDING

PARKS DCC

The Parks DCC fund can only be used to fund the purchase of parkland and certain specific parks improvements. DCC's in general are to be used to create capital works required due to growth, therefore the City plans to use these funds to provide parks and improvements in areas impacted by growth.

	2020	2021	2022	2023	2024	2025-2029	Total
Opening Balance	\$ 13,363,426	\$ 3,809,390	\$ 4,201,256	\$ 2,158,629	\$ 102,618	\$ 1,791,549	\$ 13,363,426
Contributions:							
- Lease revenue 15 Chesterfield							
- Levy	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	9,000,000	18,000,000
- Completed projects							
Loan to Transportation DCC	(896,740)	(243,500)	(811,750)	(1,384,000)	(163,250)		(3,499,240)
Repayment from Transportation DCC						8,853,820	8,853,820
Interest for the year	110,953	122,367	62,873	2,989	52,181	1,597,366	1,948,729
Available Balance	\$ 14,377,640	\$ 5,488,256	\$ 5,252,379	\$ 2,577,618	\$ 1,791,549	\$ 21,242,735	\$ 38,666,735
Withdrawals							
New Parks	9,900,000	-	-	-	-	-	9,900,000
Hamersley Park Improvements - DCC	346,500	-	-	-	-	-	346,500
Waterfront Park Master Plan & Implementation - DCC	222,750	-	2,475,000	2,475,000	-	-	5,172,750
1600 Eastern Avenue Park - DCC	-	544,500	-	-	-	-	544,500
St. Andrews Park Washrooms - DCC	-	99,000	-	-	-	-	99,000
Sunrise Park Trail Improvements - DCC	-	-	123,750	-	-	-	123,750
Derek Inman Park Renovations - DCC	-	-	-	-	-	618,750	618,750
Semisch Greenway (W3rd to Semisch Park) - DCC	49,500	148,500	-	-	-	-	198,000
Upper Levels Greenway - Lonsdale to Lynn Valley Road - DCC	49,500	495,000	-	-	-	-	544,500
Upper Levels Greenway - Lonsdale to Westview - DCC	-	-	495,000	-	-	-	495,000
Total Expended	\$ 10,568,250	\$ 1,287,000	\$ 3,093,750	\$ 2,475,000	\$ -	\$ 618,750	\$ 18,042,750
Closing Balance	\$ 3,809,390	\$ 4,201,256	\$ 2,158,629	\$ 102,618	\$ 1,791,549	\$ 20,623,985	\$ 20,623,985

TRANSPORTATION DCC

Transportation DCC's are to be used for transportation projects required due to growth.

	2020	2021	2022	2023	2024	2025-2029	Total
Opening Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Levy	350,000	400,000	500,000	750,000	1,000,000	10,363,570	13,363,570
Repayment to Parks DCC						(8,853,820)	(8,853,820)
Loan from Parks DCC	896,740	243,500	811,750	1,384,000	163,250		3,499,240
Available Balance	\$ 1,246,740	\$ 643,500	\$ 1,311,750	\$ 2,134,000	\$ 1,163,250	\$ 1,509,750	\$ 8,008,990
Withdrawals							
New Sidewalks to Complete Pedestrian Network-DCC	148,500	247,500	247,500	247,500	247,500	495,000	1,633,500
Casano Loutet Overpass - DCC	830,940	-	-	-	-	-	830,940
Pedestrian and Roadway Lighting Implementation - DCC	148,500	173,250	198,000	222,750	222,750	445,500	1,410,750
Moodyville Traffic Signals - DCC	118,800	-	-	-	-	-	118,800
Priority Mobility Network Improvements - DCC	-	222,750	866,250	673,750	643,500	-	2,406,250
Marine Drive Bridge Replacement over Mackay Creek - DCC	-	-	-	990,000	-	-	990,000
200 East 2nd Street - Parking & Streetscape improvements-DCC	-	-	-	-	49,500	-	49,500
100 East 2nd Street - Parking & Streetscape Improvements-DCC	-	-	-	-	-	222,750	222,750
100 East 1st Street - Streetscape Improvements - DCC	-	-	-	-	-	346,500	346,500
Closing Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020-2029 PROJECT PLAN

RESERVES AND OTHER FUNDING

AFFORDABLE HOUSING

The Affordable Housing Reserve had been funded by a contribution from taxes collected set at \$260,000 per year - this was suspended once the reserve fund balance exceeded \$2.5M. As of the adoption of the revised Community Benefits Policy in 2015, the reserve is funded by a 20% allocation of the Community Benefit Cash Contributions received by the City. The fund is to be used for the provision of new non-market and special needs housing units.

	2020	2021	2022	2023	2024	2025-2029	Total
Opening Balance	\$ 4,401,911	(0)	\$ -	\$ -	\$ -	\$ -	4,401,911
Contributions:							
- Levy	-	50,000	200,000	200,000	200,000	1,000,000	1,650,000
- Northmount Medical	1,286,890						1,286,890
Interest for the year							
Available Balance	\$ 5,688,801	50,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000	7,338,801
Withdrawals							
Projects & Grants	5,688,801	50,000	200,000	200,000	200,000	1,000,000	7,338,801
Total expended	\$ 5,688,801	50,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000	7,338,801
Closing Balance	\$ (0)	\$ -	\$ -	\$ -	\$ -	\$ -	-

SUSTAINABLE TRANSPORTATION

Created in 2008, The Sustainable Transportation Reserve Fund sets aside funding for the implementation of sustainable transportation initiatives included in the City's Transportation Plan.

	2020	2021	2022	2023	2024	2025-2029	Total
Opening Balance	\$ 156,360	68,860	\$ 0	\$ 7,725	\$ 15,682	\$ 23,877	156,360
Contributions:							
- Annual	-	87,500	87,500	87,500	87,500	437,500	787,500
- Budgeted							
Interest for the year			225	457	695	44,789	46,166
	\$ 156,360	\$ 156,360	\$ 87,725	\$ 95,682	\$ 103,877	\$ 506,166	990,026
Mobility Plan Implementation - Curbside Management	-	-	80,000	80,000	80,000	-	240,000
Electric Vehicle Strategy Implementation		19,570					19,570
INSTPP Implementation (Previously known as North Shore Transportation Improvements)	87,500	136,790					224,290
Total expended	\$ 87,500	\$ 156,360	\$ 80,000	\$ 80,000	\$ 80,000	\$ -	483,860
Closing Balance	\$ 68,860	0	\$ 7,725	\$ 15,682	\$ 23,877	\$ 506,166	506,166

PUBLIC ART

This reserve is funded by a contribution from taxes collected, currently set at \$85,000 annually. It is used to fund public art projects as recommended to Council by the Public Art program Steering Committee.

	2020	2021	2022	2023	2024	2025-2029	Total
Opening Balance	\$ 291,577	210,898	\$ 217,225	\$ 223,742	\$ 230,454	\$ 237,367	291,577
Closed Projects							
Contributions:							
- Budgeted	-	85,000	85,000	85,000	85,000	425,000	765,000
Transfer from TSL							
Interest for the year	6,143	6,327	6,517	6,712	6,914	37,806	70,419
Available Balance	\$ 297,720	302,225	\$ 308,742	\$ 315,454	\$ 322,367	\$ 700,174	1,126,996
Withdrawals							
Public Art Projects	-	85,000	85,000	85,000	85,000	425,000	765,000
Public Art - 1% of LL Land Sales	86,822						86,822
Total expended	\$ 86,822	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 425,000	851,822
Closing Balance	\$ 210,898	\$ 217,225	\$ 223,742	\$ 230,454	\$ 237,367	\$ 275,174	275,174

2020-2029 PROJECT PLAN

RESERVES AND OTHER FUNDING

OTHER FUNDING SOURCES

Cemetery Development Fund

The Cemetery Development Fund is a non-statutory reserve which is used to fund capital improvement projects in the city's cemetery. It is generally funded by net cemetery revenues. In 2004, the Cemetery Fund also received a contribution of \$954,000 from the GVRD because of the impact of the Region's watermain project on the cemetery

	2020	2021	2022	2023	2024	2025-2029	Total
Opening Balance	\$ 1,107,600	809,828	\$ 731,123	\$ 650,056	\$ 566,558	\$ 480,555	\$ 1,107,600
Contributions:							
Interest for the year	27,228	21,295	18,934	16,501.69	13,997	29,699	127,654
Available Balance	\$ 1,134,828	831,123	\$ 750,056	\$ 666,558	\$ 580,555	\$ 510,254	\$ 1,235,254
Withdrawals							
Cemetery Accessible Public Restroom and Staff Facility	125,000	-	-	-	-	-	125,000
Cemetery Provision	200,000	100,000	100,000	100,000	100,000	500,000	1,100,000
Closing Balance	\$ 809,828	\$ 731,123	\$ 650,056	\$ 566,558	\$ 480,555	\$ 10,254	\$ 135,254

Child Care Capital Improvement Fund

The Child Care Capital Improvement Fund is a non-statutory reserve used to provide grants to child care services in the City. It was created in 1997 with a \$150,000 sale of density transfer from the old library site to a developers. Over the years, it has provided grants to Heywood House, St. Andrew's Daycare, Mahon Park Child Care, North Shore Neighbourhood House and Lonsdale Creek Daycare.

	2020	2021	2022	2023	2024	2025-2029	Total
Opening Balance	\$ 9,323	-	\$ -	\$ -	\$ -	\$ -	\$ 9,323
Contributions:							
Available Balance	\$ 9,323	-	\$ -	\$ -	\$ -	\$ -	\$ 9,323
Child Care Capital Improvement Fund	9,323	-	-	-	-	-	9,323
Closing Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Carbon Fund

The Carbon Fund is to be used for greenhouse gas emissions reducing initiatives within the City of North Vancouver, such as sustainable transportation initiatives, building energy retrofits, solar hot water, geo-exchange, fleet conversion, urban forestry and other emissions-reducing improvements. Funding is provided by an annual budget contribution as well as the Climate Action Revenue Incentive Program (CARIP).

	2020	2021	2022	2023	2024	2025-2029	Total
Opening Balance	\$ 117,192	2,142	\$ (0)	\$ (0)	\$ 90,000	\$ 180,000	\$ 117,192
Early Appropriations							
Contributions:							
CARIP	25,000	25,000	25,000	25,000	25,000	125,001	250,001
Annual Budget	-	65,000	65,000	65,000	65,000	325,001	585,001
Available Balance	\$ 142,192	92,142	\$ 90,000	\$ 90,000	\$ 180,000	\$ 630,002	\$ 952,194
Withdrawals							
Environmental Strategy Implementation			90,000	-	-	-	90,000
Electric Vehicle Strategy Implementation	140,050	92,142	-	-	-	-	232,192
Closing Balance	\$ 2,142	\$ (0)	\$ (0)	\$ 90,000	\$ 180,000	\$ 630,002	\$ 630,002

Heritage Reserve

The Heritage Reserve Fund was established in 1994 and received additional funding from the sale of Hammersley House in 1998. The purpose of the Reserve Fund is to fund projects on an as-needed basis that support the City's Heritage Program and goals in the Official Community Plan related to the conservation of heritage resources on the Heritage Register.

	2020	2021	2022	2023	2024	2025-2029	Total
Opening Balance	\$ 92,053	2,569	\$ 2,646	\$ 2,725	\$ 2,807	\$ 2,891	\$ 92,053
Contributions:							
Interest for the year	75	77	79	82	84	447	760
Available Balance	\$ 92,128	2,646	\$ 2,725	\$ 2,807	\$ 2,891	\$ 3,338	\$ 92,813
Withdrawals							
Heritage Reserve Fund	89,559	-	-	-	-	-	89,559
Closing Balance	\$ 2,569	\$ 2,646	\$ 2,725	\$ 2,807	\$ 2,891	\$ 3,338	\$ 3,254

Environmental Stewardship Fund

Fund originated from unused projects(s) related to Environmental cleanup, and has been balanced and maintained by the City since.

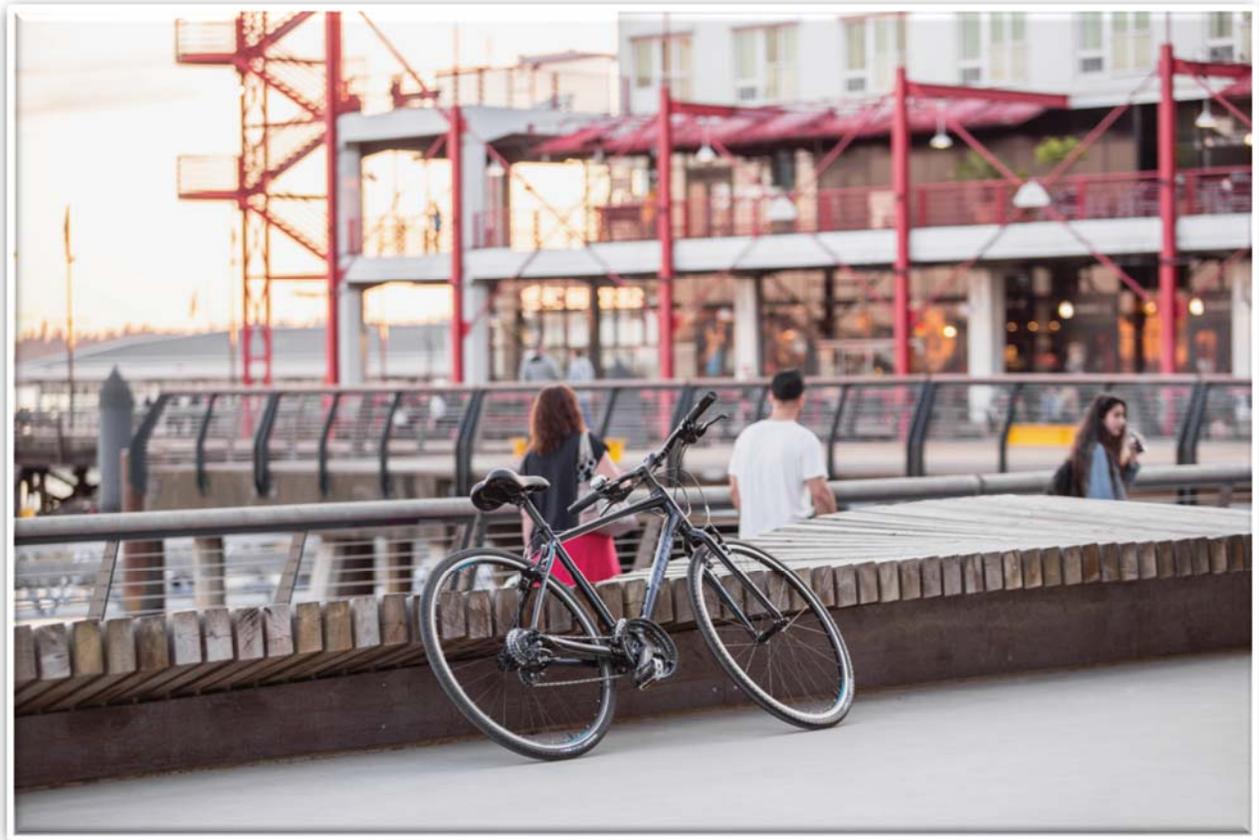
	2020	2021	2022	2023	2024	2025-2029	Total
Opening Balance	\$ 32,842	(0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ 32,842
Contributions:							
Interest for the year							
Available Balance	\$ 32,842	(0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ 32,842
Withdrawals							
Corporate Climate Action Implementation	32,842	-	-	-	-	-	32,842
Closing Balance	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)

2020-2029 PROJECT PLAN

RESERVES AND OTHER FUNDING

General Reserve

	2020	2021	2022	2023	2024	2025-2029	Total
Opening Balance	\$ 4,225,108	\$ 104,868	\$ (0)	\$ 0	\$ (0)	\$ 2,522,367	\$ 4,225,108
Contributions:							
2019 Revised Budget	208,400						208,400
Transfer from Annual Budget	667,302	566,782	2,986,513	4,171,108	3,463,620	45,810,294	57,665,619
Transfer from TSLI				704,328.33	1,685,147.68	10,199,914	12,589,390
Waterfront Revenue	1,000,000						1,000,000
Available Balance	\$ 6,100,810	\$ 671,650	\$ 2,986,513	\$ 4,875,436	\$ 5,148,767	\$ 58,532,574	\$ 75,688,516
Fire							
Equipment and Vehicles	429,802						429,802
INSTPP Implementation (Previously known as North Shore Transportation Improvements)	87,500						87,500
Electric Vehicle Strategy Implementation	65,000						65,000
Public Art Projects	85,000						85,000
Land Acquisition 1% Municip Assist	100,000						100,000
Harry Jerome Complex - Major Repairs	200,000	200,000					400,000
IT							
Enhanced VOIP Solutions	200,000						200,000
Open Data & GIS 3D Modeling	120,000		100,000			200,000	420,000
Business Intelligence & Reporting	150,000						150,000
Buildings							
Civic Centre Addition Feasibility Study				980,111			980,111
Civic Centre Improvements	331,700		21,400	21,400	21,400	107,000	502,900
Replacement of City Hall Single Glazed Windows	50,000		600,000	600,000			1,250,000
Shipyards & Waterfront Operations (previously known as Central Waterfront Public Realm)	2,020,000						2,020,000
2025 New North Shore Neighborhood House Facility	115,000					6,000,000	6,115,000
Shipyard Commons Branding and Marketing Start Up							
Streets, Traffic and Transportation							
Pavement Management: Streets and Lanes	115,909	177,204	1,387,000	1,387,000	1,687,000	8,435,000	13,189,113
Sidewalk Infill & Reconstruction	51,030	9,447	322	1,340			62,138
Street Banner And Furnishing Program	60,000	35,000	60,000	35,000	60,000	225,000	475,000
Seasonal Decorations - Lonsdale Street Light Poles						85,000	85,000
Esplanade Complete Streets							
Transit Stop Improvements	65,000		65,000	65,000	65,000	325,000	585,000
Bus Speed and Reliability	50,000		50,000	50,000	50,000	250,000	450,000
Traffic Signal Pre-Emption for Fire Emergency Vehicles	80,000		80,000				160,000
Street Light and Traffic Signal Aging Pole Replacement	350,000	100,000	50,000	50,000	50,000	500,000	1,100,000
City-Wide LED Streetlight upgrade	150,000		4,791				154,791
Street Lighting Central Management System							
Traffic Signal System Upgrades	250,000			300,000	300,000	2,500,000	3,350,000
Priority Mobility Network Improvements				910,586			910,586
New Sidewalks to Complete Pedestrian Network-DCC						742,500	742,500
Pedestrian and Roadway Lighting Implementation - DCC						668,250	668,250
Planning and Development							
Rapid Transit Planning Office			150,000	150,000	150,000	750,000	1,200,000
INSTPP Implementation (Previously known as North Shore Transportation Improvements)			75,000	75,000	75,000	375,000	600,000
Community & School Active Travel Planning	175,000		168,000	100,000	93,000	479,000	1,015,000
Mobility Plan	100,000						100,000
Great Streets - Corridor Studies							
Bicycle Master Plan Update & Bicycle Route Conceptual Design	90,000						90,000
Block							
Land Use Studies - OCP Review					50,000	900,000	950,000
Special Study, Site Planning and Development			100,000	100,000			200,000
Environmental Strategy Implementation							
Review of Human Resources Policy Manual	120,000						120,000
Economic Development Strategy	70,000						70,000
City Plaza Programming	25,000		25,000				50,000
Library Services for Lower Lonsdale							
Child Minding for Council Meetings	25,000		25,000	25,000	25,000	125,000	225,000
Child Care Strategy Implementation Projects	40,000						40,000
Electric Vehicle Strategy Implementation							
E-Bike and Micromobility Coordinator	75,000		25,000	25,000			125,000
Lonsdale Energy Corporation Renewable Energy Strategy	100,000						100,000
Where Matters 2.0 - Measuring Health Impacts of Built Environment and Policy	25,000						25,000
CleanBC Better Homes and Home Renovation Rebate Program - Municipal Top-Up Rebates	25,000						25,000
Total expended	\$ 5,995,941	\$ 671,650	\$ 2,986,513	\$ 4,875,437	\$ 2,626,400	\$ 22,666,750	\$ 39,822,692
Closing Balance	\$ 104,868	\$ (0)	\$ 0	\$ (0)	\$ 2,522,367	\$ 35,865,824	\$ 35,865,824



city
of north
vancouver

141 West 14th Street
North Vancouver, BC
V7M 1H9

T. 604.985.7761
F. 604.985.9417

cnv.org
info@cnv.org

MINUTES OF THE REGULAR MEETING OF COUNCIL HELD IN THE COUNCIL CHAMBER, CITY HALL, 141 WEST 14TH STREET, NORTH VANCOUVER, BC, ON MONDAY, JANUARY 27, 2020

PRESENTATION

Draft 2020 Program Plan – Director, Finance

The Director, Finance, provided a PowerPoint presentation regarding the “Draft 2020 Program Plan” and staff and partner agency representatives responded to questions of Council.

REPORT

7. Draft 2020 Program Plan – File: 05-1715-20-0001/2020

Report: Director, Finance, January 15, 2020

Moved by Councillor Bell, seconded by Councillor Valente

PURSUANT to the report of the Director, Finance, dated January 15, 2020, entitled “Draft 2020 Program Plan”:

THAT Council provide input on the Draft 2020 Program Plan that reflects a baseline tax rate increase of 4.58%, which includes 2.87% for the program plan (operating), 1.00% for infrastructure reserves and 0.71% for requested new items;

AND THAT the Draft 2020 Program Plan be adjusted on the basis of the feedback received and submitted to Council for consideration.

CARRIED UNANIMOUSLY



Department Manager	Director	CAO
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The Corporation of **THE CITY OF NORTH VANCOUVER**
FINANCE DEPARTMENT

REPORT

To: Mayor Linda Buchanan and Members of Council

From: Ben Themens, Director of Finance

Subject: DRAFT 2020 PROGRAM PLAN

Date: January 15, 2020 File No: 05-1715-20-0001/2020

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

RECOMMENDATION:

PURSUANT to the report of the Deputy Director of Finance, dated January 15, 2020, entitled "Draft 2020 Program Plan":

THAT Council provide input on the Draft 2020 Program Plan that reflects a baseline tax rate increase of 4.58%, which includes 2.87% for the program plan (operating), and 1.00% for infrastructure reserves, and 0.71% for requested new items;

AND THAT the Draft 2020 Program Plan be adjusted on the basis of the feedback received and submitted to Council for consideration.

ATTACHMENTS:

- A. 2020 Draft Program Plan (CityDoc #1868715)
- B. Planning Review of 2020 Core Funding (CityDoc #1868142)
- C. 2020 New Items Requests (CityDoc #1868810)

DISCUSSION:

The purpose of this report is to provide highlights of the 2020 Draft Program Plan (Operating Budget) being presented to Council on January 27, 2020.

The City's ten-year Financial Plan includes a Program Plan (Operating), Project Plan, and a Utility Plan. The City strives to develop a plan that balances the needs of residents, maintains services in light of increasing costs, and keeps taxes at a reasonable level.

The Financial Plan is a forecast, addressing current issues, as well as longer term issues and needs. The amount of specificity is greatest for the earliest years, yet the Plan remains a valuable tool for allowing the City 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. For many years, the City has exceeded this requirement by producing ten-year Project and Utility Plans. The Program Plan addresses the annual operations of the City.

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 the City’s budget objectives which 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. We have reviewed and held all non-salary program cost increases to a minimum.

The Draft 2020 Program Plan (**Attachment A**) includes ongoing provisions for increases in City wages and benefits, RCMP contract, agencies, new capital cost impacts, and other cost adjustments. The following table provides a high level summary:

Current Overall Increases and Decreases from 2019 to 2020

	\$ (000's)	Tax Impact
2020 General Operating Program Increase (1)		
Salary and Other Provisions	1,461	2.8%
RCMP Contract	847	1.6%
Major Agencies and Core Funded Agencies	419	0.8%
New Capital Cost Impacts	133	0.3%
Decrease in Non-Tax Revenues	86	0.2%
Other Items (various)	59	0.1%
Tax Role Growth	(1,500)	(2.9%)
2020 Net Operating Program Increase	1,505	2.9%
Annual Tax Levy Increase for Infrastructure (2)	525	1.0%
2020 Proposed Baseline Tax Rate Increase	2,030	3.9%
New Items – Operating (3)	373	0.7%
2020 Proposed Overall Tax Rate Increase	2,403	4.6%

(A 1% tax rate increase generates approximately \$525,000 in tax revenue for the City)

1. General Operating Program Increases: 2.87%

Salary Contractual and Other Wage Provisions - \$1,461,000 increase

The Draft 2020 Program Budget provides for 2020 contractual (settled and unsettled) commitments, benefit premiums and other corporate provisions. This amount includes \$577,900 resulting from staff additions in the previous year (2019 New Items).

RCMP Contract and Sharing Formula - \$847,000 increase

RCMP Contract and Civilian Costs - \$569,000 increase:

The 2020 RCMP Contract is projected to increase from \$11.14 million to \$11.71 million, which equates to a 5.1% increase. This provides for the RCMP member costs, division administration, and continued funding for the Lower Lonsdale Crime Response Unit.

The practice of using a Police Contract Reserve to fund part of the contract (thus relieving the tax rate increase) is being continued for 2020. While the City must fully fund the budget request of the RCMP in its annual budget, past invoicing from the RCMP has usually fallen short of the RCMP budget request. If the full amount was to be funded from taxes, this would result in having a surplus each year at the expense of the taxpayers. To minimize the impact of including an amount that is not expected to be incurred during the year, an amount of \$375,000 of the RCMP budget request is funded from the Police Contract Reserve. The reserve is maintained so that part of the RCMP budget request is funded with no impact to the taxpayers which in turn minimizes the likelihood of repeated revenue surpluses.

RCMP Cost Sharing Formula - \$278,000 increase:

The RCMP Contract and Civilian costs are split between the City of North Vancouver and the District of North Vancouver based on a 5-year rolling average calculation that incorporates Criminal Code Offences, Calls for Service, and Population. This calculation was last updated 3 years ago, and since that time, all three components have shifted towards the City of North Vancouver. This has resulted in the City's share of costs increasing from 44.06% to 44.94%.

Major Agencies and Core Funded Agencies - \$419,000 increase

The increase in funding is mainly due to contractual wage obligations for City shared-cost and core-funded agencies, which the City has traditionally funded. The net Agencies are summarized as follows:

North Vancouver Recreation and Culture ¹	\$ 250,100
City Library	100,100
North Shore Emergency Management	25,400
North Vancouver Museum and Archives	20,000

Core Funded Community Agencies ²	<u>23,300</u>
Total	\$418,900

¹ The North Vancouver Recreation and Culture Commissions operating costs are split between the City of North Vancouver 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. While the basis for cost-sharing has been a subject of discussion between the City, District and Commission recently, no agreement has been reached on a new system. In accordance with the historical methodology, the City's percentage of the shared operating costs will increase in 2020 from 33.33% to 33.94%, resulting in an increase of \$84,213.

²For more information on the Core Funded Community Agencies, please see **Attachment B**.

New Capital Infrastructure Maintenance - \$133,000 increase

It is the City's practice to provide funding for substantiated increased maintenance costs to support enhanced infrastructure and equipment, after the projects have been completed and implemented. The 2020 increase can be summarized as follow:

Information Technology Programs	\$ 72,000
Parks Infrastructure	36,400
Streets Infrastructure	<u>25,000</u>
Total	\$133,400

Non-Tax Revenue - \$86,100 decrease

Building Permit Revenue ¹	\$ 400,000
RCMP Fees for Taxi Drivers ²	43,000
Other revenue decreases	<u>10,500</u>
Non-Tax Revenue Decrease:	\$453,500

Non-Tax Revenue Increases:

Parking Revenue ³	\$ 196,500
Finance Revenues ⁴	120,600
Facilities Revenues ⁵ (net)	<u>50,300</u>
Non-Tax Revenue Increase:	\$367,400

Total Non-Tax Revenue Decrease (net)	\$86,100
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¹ Building Permit revenue budgets are held at conservative levels to prevent pressure should the City experience an economic downturn. For 2020, the Permit revenues are decreased by \$400,000, to \$2.4 million annually. This is a conservative historical approach based on the average of the lowest three revenue values received over the past 6 years.

² Due to ride sharing being introduced to BC in late-2019, taxi licenses and related revenue will be centralized by the province, resulting in a reduction to budgeted municipal revenues.

³ Parking revenue is budgeted to increase by \$196,500 in 2020 due to the opening of the Polygon Promenade (\$121,800), as well as rate increases in lots on East 1st Street (\$45,000) and at 132 W Esplanade (\$29,700).

⁴ Finance revenue is budgeted to increase by \$120,600 in 2020 due to grants in lieu from the Federal and Provincial governments (\$70,000 net) and a Provincial grant for Port Properties (\$39,000), as well minor increases for School Tax commission (\$3,500), Squamish Band Service Agreements (\$2,600) and the 1% Levy relating to FortisBC and BC Hydro charges (\$5,500).

⁵ Facilities revenue is budgeted to increase by \$50,300 in 2020 due to Commercial leases (\$37,900) the largest contributor being 141 W 14th Street (LEC), License to Use fees (\$20,000), offset by decreased residential revenue (-\$7,600) due to 2 city owned properties being permanently vacated.

Other Items - \$59,000 increase

The other items include various other areas of inflationary non-wage expenses, summarized below:

IT inflationary cost for equipment and programs	\$ 77,600
Polygon Promenade Parking Lot	48,000
Enhanced Street Cleaning (2019 New Item)	30,000
Properties and Utilities (Heat, Hydro and Gas)	9,400
Insurance	7,600
Other non-wage adjustments ¹	<u>17,100</u>
Total Inflationary non-wage expenses:	\$189,700

Savings and Recoveries:

Legal Savings (in-house Municipal Solicitor)	\$87,600
IT Recovery from LEC	<u>43,400</u>
Total Savings and Recoveries	\$131,000

Total Increase (net) \$58,700

¹ 2020 increased other costs are largely due to legislative costs and contingency for the CAO's office.

Tax Roll Growth: - \$1,500,000 increase

Staff forecast that the City will receive at least \$1.5 million in taxes from new growth in 2020. This is an estimate based on the BC Assessment completed roll, and may change once the City receives the final revised roll in the spring.

Based on information received recently, the 2020 tax roll growth is estimated at \$2.0 million. However, over half of this increase relates to a single major industrial property. In an abundance of caution, staff have elected to recognize a tax roll growth of \$1.5 million at this time, until publication of the revised roll in March.

The newly announced provincial business property tax relief legislation introduces also some uncertainty, as potential impact on tax revenue is undetermined at this time.

This being said, once the above-mentioned uncertainties are clarified, there could be potential for increased growth to be recognized when the 2020-2029 Financial Plan is brought to Council for approval in March. The projected amount in additional revenue could allow for an approximate 0.5% reduction of the tax rate increase at that time.

2. Annual Tax Levy Increase for Infrastructure: 1.00%

The recommended transfer from General Program Plan to General Project Plan represents a 5% (\$525,000) increase in the annual transfer to the Project Plan, bringing the 2020 funding to \$10,478,800. This represents approximately 16% of the City's annual tax levy. It has been Council policy to prioritize funding for projects that aim to maintain base infrastructure, and this funding transfer aims to address increasing costs for infrastructure, as well as make up for a decade of low interest rates on reserve balances.

While the latest version of the Project Plan provides a balanced 2020 budget, the Plan includes a shortfall of \$9.2M from 2021 to 2023. This shortfall assumes that the proposed 1.0% tax levy increase is adopted by Council. The exclusion of the proposed increase would add approximately \$2.0 million to the shortfall. The shortfall included in the Project Plan will need to be addressed in the coming year by potentially deferring some of the projects included in 2021 to 2023. While not recommended in the current report, a further increase of the amount of annual tax levy for infrastructure would reduce the shortfall and provide more flexibility.

3. New Items Listing: 0.71%

The following is a listing of new item requests that have been reviewed and recommended by the City's Leadership Team, summarized by three types of requests:

1. Staffing consists of new position requests that look forward in our five year financial plan and recognize efforts needed to mitigate the effects of several redevelopment projects and growth occurring in the City.

2. Programs requests are made to create new program funding or to increase funding for existing programs.
3. Major Agencies and Core Funded Agencies requests are from our major funded agencies, such as the City Library, as well as requests from our Core Funded Community Agencies. **Attachment B** comments on the requests from the Core Funded Community Agencies.

Attachment C provides detailed information on each of the requested items.

2020 NEW ITEMS LISTING

Key:

CPE = Community & Partner Engagement

SCS = Strategic & Corporate Services

Item	Department	Description	Annual Amount	2020 Amount	Tax Draw* %
1. Staffing					
1	CPE <i>Administration</i>	RFT Administrative Coordinator	-	-	0.00%
2	CPE <i>Communications</i>	RFT Communications Officer	131,700	65,900	0.13%
3	SCS <i>Information Technology</i>	RFT Systems Analyst	108,500	54,300	0.10%
4	Library	RPT Community Library Services for Seniors	22,600	11,300	0.02%
5	Planning & Dev	RFT Environmental Sustainability Specialist	108,500	54,300	0.10%
Sub-Total Staffing			371,300	185,800	0.35%
2. Programs					
6	SCS <i>Human Resources</i>	Career Development	10,000	10,000	0.02%
7	Engineering	Separated Bike Lane Maintenance	12,800	6,400	0.01%
8	CAO	Smart City	50,000	50,000	0.10%
9	CAO	Neighborhood Resilience	100,000	100,000	0.19%
Sub-Total Programs			172,800	166,400	0.32%
3. Major Agencies and Core Funded Agencies					
10	Planning	Family Service of the North Shore - Thrive Family Centre Lonsdale Quay	20,800	20,800	0.04%
Sub-Total Major Agencies and Core Funded Agencies			20,800	20,800	0.04%
Total Requests			\$564,900	\$373,000	0.71%

* Tax Draw is calculated where 1% is equal to \$525,000

2021 Incremental Cost is \$191,900 which equals 0.37% tax draw

Tax Rate Options

The City's property tax rate increases for the past 5 years have been the following:

Year	Operating Plan	Project Plan	Total*
2015	1.9%	2.0%	3.9%
2016	1.9%	2.0%	3.9%
2017	1.4%	2.0%	3.4%
2018	1.5%	1.0%	2.5%
2019	2.3%	2.0%	4.3%
Average	1.8%	1.8%	3.6%

Notes:

2018 included a 1% increase for HJRC

2015, 2016 and 2017 included a 1% increase for additional infrastructure and a 1% increase for HJRC

2019 included a 2% increase for additional infrastructure, and a 1.3% increase for the Provincial Employer Health Tax.

The following tax rate increase options for balancing the 2020 Financial Plan are presented for Council's consideration:

Option A	Program Plan (Operating)	2.87%
	Infrastructure Investment	1.00%
	Funding for New Items	<u>0.71%</u>
		4.58%
Option B	Program Plan (Operating)	2.87%
	Infrastructure Investment	1.00%
	Funding for New Items	<u>0.00%</u>
		3.87%

Option A 4.58% overall tax rate increase (2.87% Operating + 1.00% Infrastructure + 0.71% New Items)

The total tax rate increase under this option is 4.58%. This option includes the base tax rate increase that is required to provide for the City's operation increases, provides infrastructure investment, and includes funding for new items requested to be added to the program plan for operations.

Option B 3.87% overall tax rate increase (2.87% Operating + 1.00% Infrastructure + 0.0% New Items)

The total tax rate increase under this option is 3.87%. This option includes the base tax rate increase that is required to provide for the City's operation increases and provides for infrastructure investment. This option does not include funding for new items requested to be added to the program plan for operations.

FINANCIAL IMPLICATIONS:

Based on the program revenue and expenditure changes in the report, the City's Draft 2020 Program Plan Expenditures totals \$82.3 million, including requested new items. This budget is funded mainly by property taxation revenue (80%) and partially by other non-tax revenue sources.

INTER-DEPARTMENTAL IMPLICATIONS:

The Draft 2020 Program Plan is a reflection of the policies of the City, and the work plans of all City departments. In developing this budget, Finance staff rely on their close working relationship with staff in other departments and the City's shared-cost agencies.

2020 is shaping up to be an exciting year for the City, and the challenges facing the City are impacted in the City's budget process, requiring reconsideration of all that we do. Finance wishes to thank all the members of staff who are contributing so much of their time and effort to provide leadership and cooperation to this ongoing process.

CORPORATE PLAN AND/OR POLICY IMPLICATIONS:

The preparation and approval of a Program Plan is consistent with the requirements of the Community Charter, with the 2020 Program Plan Objectives, with several of the objectives of the City's 2014 Official Community Plan and was prepared with consideration of the 2018-2022 Council Strategic Plan.

RESPECTFULLY SUBMITTED:



Ben Themens
Director, Finance

2020 PROGRAM PLAN

JANUARY 27, 2020 | FINANCE DEPARTMENT

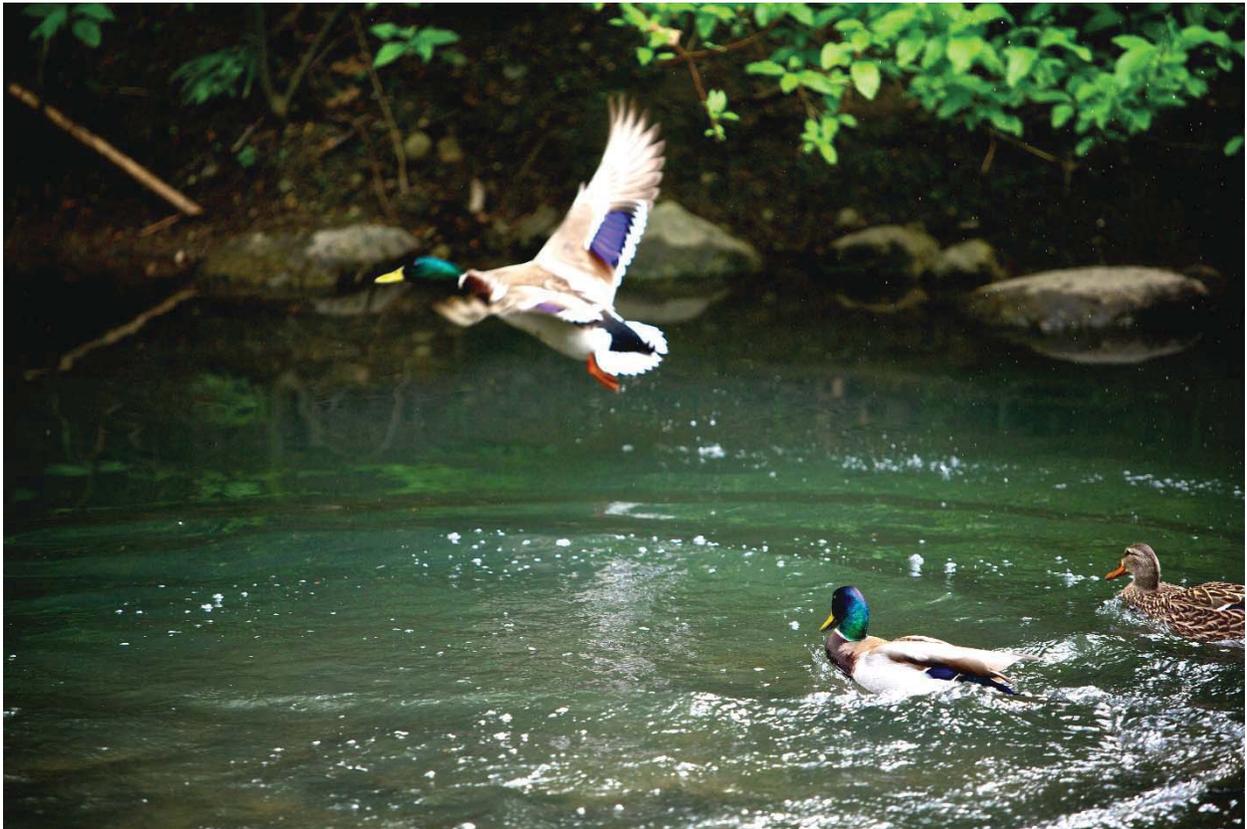


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ALL DEPARTMENTS FINANCIAL SUMMARY

Programs	2019 Annual Budget	2020 Annual Budget	Variance 2020 Annual to 2019 Annual
EXPENSES			
CAO, City Clerk's and Mayor's (Legislative)	3,311,000	3,427,700	116,700
Strategic and Corporate Services	7,362,700	7,446,500	83,800
Community and Partner Engagement	2,976,600	2,988,700	12,100
Planning and Development	5,942,400	6,222,500	280,100
Finance	14,262,400	15,404,400	1,142,000
Fire	11,546,500	11,714,900	168,400
Police (RCMP)	14,627,500	15,541,700	914,200
Engineering, Parks & Environment	8,299,600	8,505,200	205,600
Shared Corporate Training Programs	285,500	285,500	0
Major External Boards & Commissions	9,971,100	10,370,900	399,800
Total Operating Expenses	78,585,300	81,908,000	3,322,700

REVENUES			
CAO, City Clerk's and Mayor's (Legislative)	15,000	5,000	-10,000
Strategic and Corporate Services	1,226,900	1,315,700	88,800
Community and Partner Engagement	2,267,800	2,267,800	0
Planning and Development	3,023,900	2,623,900	-400,000
Finance	6,828,700	6,948,800	120,100
Fire	150,000	187,100	37,100
Police (RCMP)	1,012,000	969,000	-43,000
Engineering, Parks & Environment	1,368,000	1,368,000	0
Major External Boards & Commissions	94,300	94,300	0
Total Operating Revenues	15,986,600	15,779,600	-207,000
Net Operating Program Plan	62,598,700	66,128,400	3,529,700

Chief Administrative Officer, City Clerk's, and Mayor's Office

The Chief Administrative Officer provides organization leadership to all City staff and its divisions provide critical support services for the organization.

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

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

KEY RESPONSIBILITIES

- Liaison between Mayor, Council, and City staff
- Oversee the affairs and operations of the City and its departments
- Deliver information to Council and Council Committees
- Administer corporate records management services
- Provide information and records to the public regarding Council business
- Respond to requests for information under the *Freedom of Information and Protection of Privacy Act*
- Administer the general local elections
- Coordinate the Mayor's schedule, commitments and speaking engagements
- Prepare media communications and presentations
- Provide administrative support to the Office of the Mayor



Staffing

Approved Complement:

Chief Administrative Office	4.0
City Clerk's	9.0
Legislative (Mayor's)	<u>2.0</u>
	15.0

2020 Budget Analysis Chief Administrative Officer, City Clerk's, Mayor's Office

2019 Expenditure Budget	3,310,950	
2020 Salaries Obligation	154,300	
Legal Savings	(87,600)	
Special Projects	40,000	
Conferences & Memberships	10,000	
2020 Expenditure Budget	<u>3,427,650</u>	
2020 Expenditure Budget Increase (Decrease)	<u>116,700</u>	3.52%
2019 Revenue Budget	15,000	
Legal Advertising Revenue	(10,000)	
2020 Revenue Budget	<u>5,000</u>	
2020 Revenue Budget Increase (Decrease)	<u>(10,000)</u>	-66.67%
2020 Net Tax Draw \$ Increase (Decrease)	126,700	
2020 Overall Tax Impact (assuming 1% tax increase = \$525K)	0.24%	

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

Programs		2019 Annual Budget	2020 Annual Budget	Variance 2020 Annual to 2019 Annual
CAO MANAGEMENT AND SUPPORT				
Management and Support	1110	646,550	840,850	194,300
Total Management and Support		646,550	840,850	194,300
CAO CORPORATE PROGRAMS				
Admin CAO Corporate	1120	603,100	515,500	-87,600
Civic Engagement	1125	10,000	10,000	0
Total Other Programs		613,100	525,500	-87,600
Total CAO Expenses		1,259,650	1,366,350	106,700
CLERK'S MANAGEMENT AND SUPPORT				
Management and Support	1310	1,092,616	1,092,616	0
Total Management and Support Expenses		1,092,616	1,092,616	0
CLERK'S GENERAL PROGRAMS				
Volunteer Appreciation	1341	10,000	10,000	0
Election Administration	1350	40,000	40,000	0
Records Management	1380	18,400	18,400	0
Legal Advertising	1162	44,000	44,000	0
Total General Programs Expenses		112,400	112,400	0
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		1,207,103	1,207,103	0
LEGISLATIVE MANAGEMENT AND SUPPORT				
Management and Support	2610	249,397	249,397	0
Total Management and Support Expenses		249,397	249,397	0
LEGISLATIVE SUPPORT PROGRAMS				
Legislative	2620	574,171	584,171	10,000
Sister Cities	2631	20,000	20,000	0
Regional Legislative Meetings	3340	643	643	0
Total Support Programs		594,814	604,814	10,000
Total Legislative Expenses		844,211	854,211	10,000
Total CAO, Clerk's & Legislative Expenses		3,310,964	3,427,664	116,700

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

Programs		2019 Annual Budget	2020 Annual Budget	Variance 2020 Annual to 2019 Annual
CLERK'S GENERAL PROGRAMS				
Legal Advertising	1162	15,000	5,000	-10,000
Total General Programs		15,000	5,000	-10,000
Total City Clerk's Revenues		15,000	5,000	-10,000
Total Admin, Clerk's & Legislative Revenues		15,000	5,000	-10,000

Strategic and Corporate Services

The Strategic and Corporate Services Department is dedicated to creating and maintaining critical support services for the organization, and delivering spaces 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
- Facilities & Real Estate
- Human Resources
- Information Technology

Staffing

Approved Complement:

Strategic & Corporate Services 53.0

2020 Budget Analysis Strategic & Corporate Services

2019 Expenditure Budget	7,362,700	
2020 Salaries Obligation	113,200	
Property related costs	3,900	
Property changes - offset in Revenue	(158,000)	
Parking Lot additions	48,000	
Software & Hardware contracts	77,600	
Completed capital costs for Information Technology	72,000	
Recoveries for Information Technology	(72,900)	
2020 Expenditure Budget	<u>7,446,500</u>	
2020 Expenditure Budget Increase (Decrease)	<u>83,800</u>	1.14%
2019 Revenue Budget	1,226,900	
Property Revenue	50,300	
Property changes - offset to Expenses	(158,000)	
Parking Lot additions	196,500	
2020 Revenue Budget	<u>1,315,700</u>	
2020 Revenue Budget Increase (Decrease)	<u>88,800</u>	7.24%
2020 Net Tax Draw \$ Increase (Decrease)	(5,000)	
2020 Overall Tax Impact (assuming 1% tax increase = \$525K)	-0.01%	

STRATEGIC & CORPORATE SERVICES EXPENSES

Programs		2019 Annual Budget	2020 Annual Budget	Variance 2020 Annual to 2019 Annual
STRATEGIC INITIATIVES				
Strategic Initiatives	1140	171,000	243,200	72,200
Budget Savings	1217	-15,000	-15,000	0
Total Strategic Initiatives		156,000	228,200	72,200
HUMAN RESOURCES				
HR Management & Support	1510	604,900	466,900	-138,000
Special Administration	1511	20,450	20,450	0
Recruitment	1520	246,600	432,300	185,700
Benefits Administration	1540	77,300	77,400	100
Employee Fitness	1541	4,500	4,500	0
Employee Assistance	1542	23,000	23,000	0
Disability Management	1545	49,400	49,500	100
Employee Recognition	1570	25,563	25,563	0
Labour Relations	1580	205,300	138,800	-66,500
Health & Safety	1590	183,140	183,140	0
Total HUMAN RESOURCES		1,440,153	1,421,553	-18,600
FACILITIES MANAGEMENT				
Facilities Management	2140 2135	854,521	873,721	19,200
FM-Janitorial	2148	339,100	339,100	0
FM-Security	2149	100,000	100,000	0
FM-Capital OH Recovery	2151	-60,000	-60,000	0
Total FACILITIES MANAGEMENT		1,233,621	1,252,821	19,200
PROPERTY MANAGEMENT				
City Lands	1960	260,720	260,720	0
Parking	1973	95,500	143,500	48,000
Property Management	1971	800,850	640,050	-160,800
Total Property Management		1,157,070	1,044,270	-112,800
INFORMATION TECHNOLOGY				
IT Administration	2510	-150,040	-196,316	-46,276
IT Application Services	2530	1,152,400	1,304,400	152,000
IT GIS	2540	540,400	556,900	16,500
IT Client Services	2550	1,833,101	1,834,701	1,600
Total Information Technology		3,375,861	3,499,685	123,824
Total Strategic & Corporate Services Expenses		7,362,705	7,446,529	83,824

STRATEGIC & CORPORATE SERVICES REVENUES

Programs	2019 Annual Budget	2020 Annual Budget	Variance 2020 Annual to 2019 Annual	
REAL ESTATE MANAGEMENT				
Parking	1973	330,000	526,500	196,500
Property Management	1971	896,850	789,150	-107,700
Total Real Estate Management	1,226,850	1,315,650	88,800	
Total Strategic & Corporate Services Revenues	1,226,850	1,315,650	88,800	

Community and Partner Engagement

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

KEY RESPONSIBILITIES

- Liaison between the City and news media, managing external communications and City website
- Assists City departments with public engagement processes
- Business licensing and compliance
- Economic and tourism development
- Place-making and events
- Liaison between City and film industry
- Parking and bylaw enforcement
- Shipyards skate plaza and splash park
- Shipyards and Waterfront programming and events
- Department management and administration



DIVISIONS

- Business and Community Partnerships
- Communications
- Bylaws
- Shipyards and Waterfront
- Administration

Staffing

Approved Complement:

Community & Partner Engagement 26.0

2020 Budget Analysis Community & Partner Engagement

2019 Expenditure Budget Community & Partner Engagement	2,976,600	
2020 Salaries Obligation	12,100	
2020 Expenditure Budget	<u>2,988,700</u>	
2020 Expenditure Budget Increase (Decrease)	<u>12,100</u>	0.41%
2019 Revenue Budget Community & Partner Engagement	2,267,800	
2020 Revenue Budget	<u>2,267,800</u>	
2020 Revenue Budget Increase (Decrease)	<u>-</u>	0.00%
2020 Net Tax Draw \$ Increase (Decrease)	12,100	
2020 Overall Tax Impact (assuming 1% tax increase = \$525K)	0.02%	

COMMUNITY & PARTNER ENGAGEMENT (CPE) EXPENSES

Programs	2019 Annual Budget	2020 Annual Budget	Variance 2020 Annual to 2019 Annual	
MANAGEMENT AND SUPPORT				
Management and Support	1710	425,755	428,955	3,200
CD Budget Savings	1717	-15,000	-15,000	0
Total Management and Support Expenses	410,755	413,955	3,200	
COMMUNICATIONS & PUBLIC RELATIONS				
Comm & Public Relations	1160	438,600	438,700	100
Publications	1161	26,500	26,500	0
Community Advertising	1163	89,500	89,500	0
Community Report	1164	8,800	8,800	0
Web Management	1165	20,600	20,600	0
Total Communications & Public Relations	584,000	584,100	100	
BUSINESS LICENSE & ECONOMIC DEVELOPMENT				
Business Services	1155	373,600	373,500	-100
Intermunicipal Program	1800	20,700	20,700	0
Business License	1900	96,900	100,400	3,500
Economic Development	1150	88,000	88,000	0
Tourism	1151	20,000	20,000	0
Filming Administration	1360	35,000	35,000	0
Chamber of Commerce	8500	30,000	30,000	0
Total Business License & Economic Dev Expenses	664,200	667,600	3,400	
BYLAW MANAGEMENT				
ByLaw Enforcement	1392	1,000,795	1,006,195	5,400
ByLaw Dispute Registry	1396	6,000	6,000	0
Animal Control	8210	135,688	135,688	0
VCH-Municipal Services	3350	25,544	25,544	0
Total Bylaw Management Expenses	1,168,027	1,173,427	5,400	
Total CPE Programs Expenses	2,826,982	2,839,082	12,100	
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	2,976,632	2,988,732	12,100	

COMMUNITY & PARTNER ENGAGEMENT (CPE) REVENUES

Programs		2019 Annual Budget	2020 Annual Budget	Variance 2020 Annual to 2019 Annual
MANAGEMENT AND SUPPORT				
Management and Support	1710	6,000	6,000	0
BUSINESS LICENSE & ECONOMIC DEVELOPMENT				
Business Services	1155	12,000	12,000	0
Intermunicipal Program	1800	40,000	40,000	0
Business License	1900	1,276,800	1,276,800	0
Pier	1153	10,000	10,000	0
Filming Administration	1360	125,000	125,000	0
Total Business License & Economic Dev Revenues		1,463,800	1,463,800	0
BYLAW MANAGEMENT				
ByLaw Enforcement	1392	750,000	750,000	0
ByLaw Dispute Registry	1396	0	0	0
Animal Control	8210	48,000	48,000	0
Total Bylaw Management Revenues		798,000	798,000	0
Total CPE Revenues		2,267,800	2,267,800	0

Planning and Development

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

KEY RESPONSIBILITIES

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

DIVISIONS

- Building
- Planning
- Transportation
- Environmental Sustainability
- Administration



Staffing

Approved Complement:

Planning & Development 40.0

2020 Budget Analysis Planning & Development

2019 Expenditure Budget	5,942,400	
2020 Salaries Obligation	256,800	
Social Agencies - cost of living increases	23,300	
2020 Expenditure Budget	<u>6,222,500</u>	
2020 Expenditure Budget Increase (Decrease)	<u>280,100</u>	4.71%
2019 Revenue Budget	3,023,900	
Building Permit Revenue reduction	(400,000)	
2020 Revenue Budget	<u>2,623,900</u>	
2020 Revenue Budget Increase (Decrease)	<u>(400,000)</u>	-13.23%
2020 Net Tax Draw \$ Increase (Decrease)	680,100	
2020 Overall Tax Impact (assuming 1% tax increase = \$525K)	1.30%	

PLANNING & DEVELOPMENT (PD) EXPENSES

Programs		2019 Annual Budget	2020 Annual Budget	Variance 2020 Annual to 2019 Annual
MANAGEMENT AND SUPPORT				
Management and Support	1910	891,610	962,010	70,400
Total Management and Support Expenses		891,610	962,010	70,400
PERMITS & INSPECTIONS				
Inspections	1760	1,625,621	1,746,221	120,600
Total Development Planning Expenses		1,625,621	1,746,221	120,600
DEVELOPMENT PLANNING				
Development Planning	1720	881,200	914,200	33,000
Heritage Planning	1950	5,250	5,250	0
Total Development Planning Expenses		886,450	919,450	33,000
COMMUNITY PLANNING				
Community Planning	1920	367,250	367,250	0
Total Community Planning Expenses		367,250	367,250	0
TRANSPORTATION				
Transportation	1930	342,500	325,300	-17,200
Public Transp Alternatives	1543	7,500	7,500	0
Integrated Transp Cmte	2805	8,800	8,800	0
NS Transp Advisory Cmte	2845	700	700	0
Commercial Bike Racks	3260	3,500	3,500	0
Bicycle Promotions	3261	1,970	1,970	0
Traffic & Transp Ops	5180	48,031	48,031	0
School Crossing Guards	8232	93,800	93,800	0
Total Transportation Expenses		506,801	489,601	-17,200
ENVIRONMENT				
Environmental Sustainability	1940	169,200	219,200	50,000
Environment Stewardship	5040	53,780	53,780	0
Total Environment Expenses		222,980	272,980	50,000
Total PD Programs Expenses		4,500,712	4,757,512	256,800

PLANNING & DEVELOPMENT (PD) EXPENSES (continued)

Programs		2019 Annual Budget	2020 Annual Budget	Variance 2020 Annual to 2019 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	176,423	176,423	0
Advisory Planning	2740	5,582	5,582	0
Heritage Advisory	2760	3,637	3,637	0
Total Advisory Committees Expenses		195,557	195,557	0
SOCIAL PROGRAMS				
Homeless Prevention Program	8150	76,400	76,400	0
Substance Abuse Committee	3310	5,000	5,000	0
Total Social Programs		81,400	81,400	0
CORE FUNDED AGENCIES				
NSNH Operating & Ed Garden	8140	68,255	69,620	1,365
NSNH Youth Worker (YW)	8314	114,959	117,259	2,300
NSNH P & P Teens	8311	11,514	11,744	230
NSNH YW at Youth Lounge	8317	57,484	58,634	1,150
NSNH Queen Mary School	8312	77,857	79,414	1,557
NSNH QM Comm Project	8320	17,007	17,347	340
NSNH Comm Schools Prog	8321	21,528	21,958	430
NSNH Youth Lounge Op	8313	9,395	9,583	188
NSNH Golden Circle	8318	3,790	3,866	76
NSNH Learning Together	8319	5,703	5,817	114
NSNH John Braithwaite CC	8604	359,465	366,654	7,189
Silver Harbour Centre	8130	161,670	164,903	3,233
Family Services of the NS	8112	50,955	51,974	1,019
Capilano Community Services	8120	12,240	12,485	245
Capilano Cmty Serv - Youth Worker	8121	69,768	71,163	1,395
NS Community Resources	8125	54,324	55,411	1,087
NS Crisis Services Society	8351	10,200	10,404	204
NS Women's Centre	8352	12,750	13,005	255
Harvest Project	8353	10,200	10,404	204
Restorative Justice	3360	35,700	36,414	714
Total Core Funded Agencies		1,164,764	1,188,059	23,295
Total Other Programs Expenses		1,441,721	1,465,016	23,295
Total Planning & Development Expenses		5,942,433	6,222,528	280,095

PLANNING & DEVELOPMENT REVENUES

Programs	2019 Annual Budget	2020 Annual Budget	Variance 2020 Annual to 2019 Annual
PLANNING REVENUES			
Management and Support	1910	4,000	0
Permits & Fees	1770	2,800,000	-400,000
Community Service Grants	2731	76,423	0
Development Approvals	1730	140,000	0
Total Planning Revenues	3,020,423	2,620,423	-400,000
TRANSPORTATION			
Commercial Bike Racks	3260	3,500	0
Total Transportation Revenues	3,500	3,500	0
Total Planning & Development Revenues	3,023,923	2,623,923	-400,000

Finance

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

KEY RESPONSIBILITIES

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



Staffing

Approved Complement:

Finance 31.0

2020 Budget Analysis Finance

2020 Expenditure Budget	14,262,400	
Corporate Salaries Provisions	564,400	
Increase Transfer to Capital and Reserves	525,000	
2020 Salaries Obligation	70,000	
Net Insurance Costs	(6,500)	
Other expense decreases	(10,900)	
2020 Expenditure Budget	<u>15,404,400</u>	
2020 Expenditure Budget Increase (Decrease)	<u>1,142,000</u>	8.01%
2020 Revenue Budget	6,828,700	
Grants in Lieu, Federal and Provincial	70,000	
Provincial Grant for Port Properties	39,000	
Other Revenue increases	11,100	
2020 Revenue Budget	<u>6,948,800</u>	
2020 Revenue Budget Increase (Decrease)	<u>120,100</u>	1.76%
2020 Net Tax Draw \$ Increase (Decrease)	1,021,900	
2020 Overall Tax Impact (assuming 1% tax increase = \$525,000)	1.95%	

FINANCE EXPENSES

Programs		2019 Annual Budget	2020 Annual Budget	Variance 2020 Annual to 2019 Annual
MANAGEMENT AND SUPPORT				
Management and Support	2110	441,629	437,429	-4,200
Fin Budget Savings	2117	-15,000	-15,000	0
Total Management and Support Expenses		426,629	422,429	-4,200
PURCHASING & RISK MANAGEMENT				
Purchasing	2130	258,600	260,600	2,000
Vehicle Fleet Admin	2160	34,800	34,900	100
Risk Liability and Insurance	2150	297,200	306,500	9,300
Total Purchasing & Risk Management Expenses		590,600	602,000	11,400
ACCOUNTING & TAXATION				
Financial Accounting	2170	284,944	281,544	-3,400
Accounts Payable	2180	135,300	129,300	-6,000
Treasury	2192	81,000	81,000	0
Taxation	2302	597,200	596,600	-600
Total Accounting & Taxation Expenses		1,098,444	1,088,444	-10,000
FINANCIAL PLANNING & PAYROLL				
Financial Planning	2400	529,500	573,500	44,000
Payroll	2200	332,500	336,900	4,400
Total Financial Planning & Payroll Expenses		862,000	910,400	48,400
Total Finance Programs Expenses		2,977,673	3,023,273	45,600
FINANCE CORPORATE PROGRAMS				
Finance Corporate	2120	-67,300	-49,800	17,500
Internal Controls	2195	153,900	153,900	0
Financial Plan Contingency	2401	1,000,000	1,000,000	0
Planning	2420	10,079,619	11,158,519	1,078,900
Council Grants	8401	50,000	50,000	0
Travel Grants	8410	2,500	2,500	0
Public Art Admin	8031	6,000	6,000	0
Public Art Maintenance	8032	20,000	20,000	0
Community Art Program	8040	15,000	15,000	0
District Energy Coordination	2450	25,000	25,000	0
Total Finance Corporate Programs Expenses		11,284,719	12,381,119	1,096,400
Total Finance Expenses		14,262,392	15,404,392	1,142,000

FINANCE REVENUES

Programs		2019 Annual Budget	2020 Annual Budget	Variance 2020 Annual to 2019 Annual
PURCHASING & RISK MANAGEMENT				
Purchasing	2130	16,000	16,000	0
Risk Liability and Insurance	2150	48,800	48,800	0
Total Purchasing & Risk Management Revenues		64,800	64,800	0
ACCOUNTING & TAXATION				
Treasury	2192	1,808,000	1,808,000	0
UTILITY REVENUE LEVY	41210	729,000	734,500	5,500
GRANTS IN LIEU FEDERAL	41302	120,000	90,000	-30,000
GRANTS IN LIEU PROVINCIAL	41306	1,000,000	1,100,000	100,000
GRANT PROV FOR PORTS PROPERTY	41308	1,540,000	1,579,000	39,000
COMMISSION SCHOOL TAX	43304	40,000	43,500	3,500
INTEREST TAXES	45102	40,000	40,000	0
PENALTIES TAXES	45201	210,000	210,000	0
TAX CERTIFICATES	46106	80,000	80,000	0
SQUAMISH BAND	46118	30,000	30,000	0
SQUAMISH BAND FIRE SERVICE AGR	46131	86,000	88,600	2,600
TFR FROM STAT RES TO OP	49309	5,000	4,500	-500
Other Taxes	2302	3,880,000	4,000,100	120,100
Other Revenue	2303	75,900	75,900	0
Total Accounting & Taxation Revenues		5,763,900	5,884,000	120,100
Total Finance Programs Revenues		5,828,700	5,948,800	120,100
FINANCE CORPORATE PROGRAMS				
Financial Planning Contingency	2401	1,000,000	1,000,000	0
Total Finance Corporate Programs Revenues		1,000,000	1,000,000	0
Total Finance Programs Revenues		6,828,700	6,948,800	120,100

Fire Department

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

KEY RESPONSIBILITIES

- Administration
- Operations and Support
- Fire prevention and public education
- Emergency management and planning



Staffing

Approved Complement:

Fire and Rescue 74.0

2020 Budget Analysis Fire Department

2019 Expenditure Budget	11,546,500	
2020 Salaries Obligation	106,100	
Surrey Dispatch Agreement	(9,500)	
Utilities - Heat, Hydro, Gas, Water & Sewer	2,500	
Insurance	6,800	
North Shore Emergency Management (NSEM)	25,400	
NSEM Special Projects	37,100	
2020 Expenditure Budget	<u>11,714,900</u>	
2020 Expenditure Budget Increase (Decrease)	<u>168,400</u>	1.46%
2019 Revenue Budget	150,000	
NSEM Special Projects	37,100	
2020 Revenue Budget	<u>187,100</u>	
2020 Revenue Budget Increase (Decrease)	<u>37,100</u>	24.73%
2020 Net Tax Draw \$ Increase (Decrease)	131,300	
2020 Overall Tax Impact (assuming 1% tax increase = \$525K)	0.25%	

FIRE DEPARTMENT EXPENSES

Programs		2019 Annual Budget	2020 Annual Budget	Variance 2020 Annual to 2019 Annual
MANAGEMENT AND SUPPORT				
Management and Support	4010	1,243,742	1,257,942	14,200
Fire Budget Savings	4017	-15,000	-15,000	0
Total Management and Support Expenses		1,228,742	1,242,942	14,200
SUPPORT PROGRAMS				
Fire Apparatus	4020	364,900	365,200	300
Fire Operations	4030	8,380,429	8,511,629	131,200
Fire Prevention	4040	845,863	815,563	-30,300
Dispatch Services	4044	352,900	343,410	-9,490
Total Support Programs Expenses		9,944,092	10,035,802	91,710
CORPORATE EMERGENCY PROGRAMS				
General Preparedness	3010	30,000	30,000	0
North Shore Emergency Management	8205	324,380	386,850	62,470
North Shore Rescue	8208	19,301	19,301	0
Total Corporate Emergency Programs		373,681	436,151	62,470
Total Fire Department Expenses		11,546,515	11,714,895	168,380

FIRE DEPARTMENT REVENUES

Programs		2019 Annual Budget	2020 Annual Budget	Variance 2020 Annual to 2019 Annual
SUPPORT PROGRAMS				
Fire Prevention	4040	150,000	187,100	37,100
Total Support Programs Revenues		150,000	187,100	37,100
Total Fire Department Revenues		150,000	187,100	37,100

Police, RCMP

The RCMP serves and protects citizens of the City.

KEY RESPONSIBILITIES

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



Staffing

Approved Complement:

RCMP Approved Members	68.0
Civilian Staff	<u>83.0</u>
	151.0

2020 Budget Analysis Police, RCMP

2019 Expenditure Budget	14,627,500	
Net Shared Civilian costs	136,700	
Total Community Policing costs	1,200	
Total Civilian Programs	137,900	
City RCMP Contract	776,300	
2020 Expenditure Budget	15,541,700	
2020 Expenditure Budget Increase (Decrease)	914,200	6.2%
2019 Police Civilian Revenue	637,000	
2019 Operating Reserve	375,000	
	1,012,000	
RCMP Fees revenue	(43,000)	
2020 Revenue Budget	969,000	
2020 Revenue Budget Increase (Decrease)	(43,000)	-6.8%
2020 Net Tax Draw \$ Increase (Decrease)	957,200	
2020 Overall Tax Impact (assuming 1% tax increase = \$525K)	1.82%	

POLICE (RCMP) EXPENSES

Programs		2019 Annual Budget	2020 Annual Budget	Variance 2020 Annual to 2019 Annual
MUNICIPAL SHARED PROGRAMS				
BUILDING				
GBB Facility Operations	4600	555,470	604,670	49,200
Total Building Expenses		555,470	604,670	49,200
ADMINISTRATION				
Administration	4610	1,156,985	1,198,785	41,800
Total Administration Expenses		1,156,985	1,198,785	41,800
RECORDS AND INFORMATION				
Records & Information	4615	1,312,800	1,328,900	16,100
Total Records and Information Expenses		1,312,800	1,328,900	16,100
TELECOM				
Telecom	4620	2,757,100	2,758,500	1,400
North Shore Dispatch	4621	183,800	183,800	0
Total Telecom Expenses		2,940,900	2,942,300	1,400
CLIENT SERVICES				
Client Services Support	4640	1,231,100	1,276,900	45,800
Keep of Prisoners	4630	372,800	374,200	1,400
Victim Services	4641	335,580	326,580	-9,000
Crime Prevention	4642	98,310	99,710	1,400
Block Watch	4643	82,850	83,950	1,100
Auxiliary Police	4644	86,400	87,200	800
False Alarm Reduction	4646	8,000	8,000	0
NV Citizen Patrol	4647	0	0	0
Total Client Services Expenses		2,215,040	2,256,540	41,500
POLICE PROGRAMS				
Bicycle Patrol	4645	15,000	15,000	0
D.A.R.E.(Drug Resistance)	4653	7,250	7,250	0
Spurs Cadet Program	4655	10,000	10,000	0
Fleet Vehicles	4660	111,200	130,700	19,500
Total Police Programs Expenses		143,450	162,950	19,500
Total Shared Programs		8,324,645	8,494,145	169,500
Recovery for Shared Costs	4701	-4,657,630	-4,686,220	-28,590
Administration Non-Shared	4710	-310,300	-314,500	-4,200
Total Recoveries for Shared Programs Expenses		-4,967,930	-5,000,720	-32,790
Net City Shared Programs Expenses		3,356,715	3,493,425	136,710

POLICE (RCMP) EXPENSES (continued)

Programs		2019 Annual Budget	2020 Annual Budget	Variance 2020 Annual to 2019 Annual
NON-SHARED (CITY ONLY) PROGRAMS				
CNV Community Policing	4720	122,945	124,145	1,200
Crimestoppers	8220	6,000	6,000	0
Total Non-Shared (City Only) Expenses		128,945	130,145	1,200
POLICE CONTRACT				
Police Contract	4700	11,141,800	11,918,100	776,300
Total Contract (City Only) Expenses		11,141,800	11,918,100	776,300
Total City Only Programs Expenses		11,270,745	12,048,245	777,500
Total Police (RCMP) Expenses		14,627,460	15,541,670	914,210

POLICE (RCMP) REVENUES

Programs		2019 Annual Budget	2020 Annual Budget	Variance 2020 Annual to 2019 Annual
NON-SHARED (CITY ONLY) PROGRAMS				
Admin Police Non-Shared	4710	637,000	594,000	-43,000
Total Non-Shared (City Only) Programs Revenues		637,000	594,000	-43,000
POLICE CONTRACT				
Transfer from Reserves	4700	375,000	375,000	0
Total Police Contract		375,000	375,000	0
Total City Only Programs Revenues		1,012,000	969,000	-43,000
Total Police (RCMP) Revenues		1,012,000	969,000	-43,000

Engineering, Parks and Environment

Engineering, Parks and Environment provide and maintain essential municipal services, public spaces and infrastructure.

KEY RESPONSIBILITIES

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

DIVISIONS

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



Staffing

Approved Complement:

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

2020 Budget Analysis Engineering Parks and Environment

2019 Expenditure Budget	8,299,600	
2020 Salaries Obligation	107,900	
Utilities, Hydro and Gas	(1,000)	
Insurance Increases	7,300	
Completed Capital cost impacts	61,400	
Street Cleaning	30,000	
2020 Expenditure Budget	<u>8,505,200</u>	
2020 Expenditure Budget Increase (Decrease)	<u>205,600</u>	2.48%
2019 Revenue Budget	1,368,000	
2020 Revenue Budget	<u>1,368,000</u>	
2020 Revenue Budget Increase (Decrease)	<u>-</u>	0.00%
2020 Net Tax Draw \$ Increase (Decrease)	205,600	
2020 Overall Tax Impact (assuming 1% tax increase = \$525K)	0.39%	

ENGINEERING, PARKS & ENVIRONMENT EXPENSES

Programs		2019 Annual Budget	2020 Annual Budget	Variance 2020 Annual to 2019 Annual
MANAGEMENT AND SUPPORT				
Management and Support	5010	311,819	341,119	29,300
Engr Budget Savings	5017	-30,000	-30,000	0
Total Management and Support Expenses		281,819	311,119	29,300
DEPUTY ENGINEER				
Design				
Survey	5170	26,031	26,031	0
Total Design Expenses		26,031	26,031	0
Development				
Development Services	1725	263,600	0	-263,600
Public Process	1315	4,854	4,854	0
Total Development Expenses		268,454	4,854	-263,600
Total Deputy Engineer Expenses		294,485	30,885	-263,600
OPERATIONS DIVISION				
Streets				
Streets Operations	5160	2,127,951	2,182,949	54,998
Streets Admin	5165	1,158,708	1,403,108	244,400
Total Streets Expenses		3,286,659	3,586,057	299,398
Parks & Environment				
Parks Operations	5070	2,331,171	2,345,881	14,710
Special Events Support	5071	79,451	79,451	0
Sport Field Users	5073	227,656	227,656	0
Streetscapes & Greenways	5074	758,707	780,407	21,700
Parks Admin	5075	1,107,906	1,212,006	104,100
Total Parks Expenses		4,504,891	4,645,401	140,510
Total Operations Division Expenses		7,791,550	8,231,458	439,908
COMMITTEES				
Advisory Cmte Disability Issues	3120	6,267	6,267	0
Joint Use	2910	500	500	0
Total Committees Expenses		6,767	6,767	0
OVERHEAD CAPITAL				
Parks Overhead Capital	5077	-15,000	-15,000	0
Streets Overhead Capital	5167	-60,000	-60,000	0
Total Overhead Capital		-75,000	-75,000	0
Total Engineering General Expenses		8,299,621	8,505,229	205,608

ENGINEERING, PARKS & ENVIRONMENT REVENUES

Programs		2019 Annual Budget	2020 Annual Budget	Variance 2020 Annual to 2019 Annual
MANAGEMENT AND SUPPORT				
Management and Support	5010	4,000	4,000	0
Total Management and Support Revenues		4,000	4,000	0
DEPUTY ENGINEER				
Development Services	1725	351,000	351,000	0
Total Deputy Engineer		351,000	351,000	0
OPERATIONS DIVISION				
Streets				
Streets Operations	5160	422,000	422,000	0
Streets Admin	5165	400,000	400,000	0
Total Streets Revenues		822,000	822,000	0
Parks				
Parks Operations	5070	100,000	100,000	0
Sport Field Users	5073	56,000	56,000	0
Parks Admin	5075	35,000	35,000	0
Total Parks Revenues		191,000	191,000	0
Total Operations Division Revenues		1,013,000	1,013,000	0
Total Engineering General Revenues		1,368,000	1,368,000	0

Major External Boards and Commissions

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

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



MAJOR EXTERNAL BOARDS AND COMMISSIONS EXPENSES

Programs		2019 Annual Budget	2020 Annual Budget	Variance 2020 Annual to 2019 Annual
MAJOR EXTERNAL BOARDS AND COMMISSIONS				
City Library	8601	4,037,902	4,167,537	129,635
Museum & Archives	8602	567,926	587,969	20,043
NV Recreation and Culture	8603	5,365,295	5,615,442	250,147
Total Boards and Commissions		9,971,123	10,370,948	399,825
Total Major Ext Boards/Commissions Exp		9,971,123	10,370,948	399,825

MAJOR EXTERNAL BOARDS AND COMMISSIONS REVENUES

Programs		2019 Annual Budget	2020 Annual Budget	Variance 2020 Annual to 2019 Annual
MAJOR EXTERNAL BOARDS AND COMMISSIONS				
Rent Cultural Facilities		94,252	94,252	0
Total Boards and Commissions		94,252	94,252	0
Total Major Ext Boards/Commissions Rev		94,252	94,252	0

North Vancouver City Library

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

KEY RESPONSIBILITIES

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

Staffing

Full Time Equivalents:

Full Time & Part Time FTE total 36.6



2020 Budget Analysis Library

2019 City Contributions for Operations	4,037,900	
Expenditure Changes		
Eliminate Overdue Fines	9,500	
2020 Salaries Obligation	68,700	
Non Wage Expenses	50,100	
Total Expenditure Increase (Decrease)	<u>128,300</u>	3.2%
Revenue Changes		
Decrease Provincial Grant Revenue	(1,300)	
Total Revenues Increase (Decrease)	<u>(1,300)</u>	0.0%
2020 City Contribution for Operations	<u>4,167,500</u>	
2020 City Contribution Increase (Decrease)	<u>129,600</u>	3.21%
2020 Net Tax Draw \$ Increase (Decrease)	129,600	
2020 Overall Tax Impact (assuming 1% tax increase = \$525K)	0.25%	

LIBRARY EXPENSES

Programs		2019 Annual Budget	2020 Annual Budget	Variance 2020 Annual to 2019 Annual
LIBRARY PROGRAMS				
Administrative Library	7511	673,925	513,150	(160,775)
Library Board	7512	10,440	10,440	0
Operations	7513	383,548	587,013	203,465
Communications	7514	47,250	20,450	(26,800)
Employee Recognition	7515	2,800	2,800	0
Public Service	7520	1,212,600	1,334,400	121,800
Customer Experience	7521	0	357,900	357,900
Materials Handling	7531	443,700	242,100	(201,600)
Acquisitions	7532	754,235	678,725	(75,510)
Systems	7533	201,376	475,950	274,574
Digital Services	7534	539,000	137,220	(401,780)
Total Library Programs Expenses		4,268,874	4,360,148	91,274
Total Library Expenses		4,268,874	4,360,148	91,274

LIBRARY REVENUES

Programs		2019 Annual Budget	2020 Annual Budget	Variance 2020 Annual to 2019 Annual
MUNICIPAL CONTRIBUTION				
City of North Vancouver	48101	4,037,902	4,167,537	129,635
Total Municipal Contribution		4,037,902	4,167,537	129,635
LIBRARY GRANTS				
GRANTS PROVINCIAL	48301	117,172	115,811	-1,361
DONATIONS	49701	5,000	5,000	0
Total Grants Revenues		122,172	120,811	(1,361)
LIBRARY PROGRAMS				
FINES	43104	50,600	2,600	-48,000
RECOVERY LOST DAMAGED BOOKS	58014	4,000	4,000	0
FEES MEMBERSHIP	43232	200	200	0
INTEREST OTHER	45103	9,000	16,000	7,000
PHOTO COPIES	46115	3,000	5,000	2,000
ROOM RENTAL	46116	17,000	17,000	0
DOCUMENTS	46120	14,000	16,000	2,000
BOOK SALES	46125	10,000	10,000	0
MERCHANDISE SALES	46130	1,000	1,000	0
Total Library Programs Revenues		108,800	71,800	(37,000)
Library Revenues (excluding municipal contribution)		230,972	192,611	-38,361
Total Library Revenues		4,268,874	4,360,148	91,274

North Vancouver Museum and Archives Commission

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

KEY RESPONSIBILITIES

- Manages and preserves artifacts and records of municipal, historical and cultural significance to the community
- Develops and delivers engaging and compelling interpretative, educational programs and exhibits
- Works with the local community to identify, document and preserve local history and bring it to life



Staffing

Full Time Equivalents:

Full Time	7.0
Part Time	<u>2.2</u>
	9.2

2020 Budget Analysis Museum and Archives

	<i>Museum Budget</i>	<i>City Share</i>	
2019 Municipal Contribution	1,135,800	567,900	
Expenditure Changes			
2020 Salaries	34,500	17,300	
Inflationary increases to Services and Utilities	5,500	2,700	
2020 Municipal Contribution	1,175,800	587,900	
2020 Municipal Contribution Increase (Decrease)	40,000	20,000	3.52%
2020 Net Tax Draw \$ Increase (Decrease)	40,000	20,000	
2020 Overall Tax Impact (assuming 1% tax increase = \$525K)		0.04%	

MUSEUM AND ARCHIVES EXPENSES

Programs	2019 Annual Budget	2020 Annual Budget	Variance 2020 Annual to 2019 Annual	
ADMINISTRATION				
Total Administration	7810	530,466	598,634	68,168
COLLECTIONS				
Collections	7820	187,315	139,004	(48,311)
Museum	7830	3,810	3,810	0
Total Collections		191,125	142,814	(48,311)
ARCHIVES				
Archives	7840	181,331	197,931	16,600
Total Archives		181,331	197,931	16,600
EXHIBITS AND PROGRAMS				
Museum Programs	7850	244,240	247,869	3,629
School Programs	7851	5,570	5,570	0
Public Programs	7852	9,165	9,165	0
Exhibitits	7853	18,310	18,310	0
Extension Exhibits	7854	9,460	9,460	0
Total Administration		286,745	290,374	3,629
Total Museum Expenses		1,189,667	1,229,753	40,086

MUSEUM AND ARCHIVES REVENUES

Programs	2019 Annual Budget	2020 Annual Budget	Variance 2020 Annual to 2019 Annual	
MUNICIPAL CONTRIBUTION				
City of North Vancouver	48101	567,926	587,969	20,043
District of North Vancouver	48501	567,926	587,969	20,043
Total Municipal Contribution		1,135,852	1,175,938	40,086
GRANTS				
Total Grants Revenues		40,000	40,000	0
EARNED INCOME				
Total Earned Income Revenues		9,565	9,565	0
DONATIONS				
Total Donations		4,250	4,250	0
Museum Revenues (excluding municipal contrib)		53,815	53,815	0
Total Museum Revenues		1,189,667	1,229,753	40,086

North Vancouver Recreation and Culture Commission

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

KEY RESPONSIBILITIES

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



Staffing

Approximately 302 Full Time Equivalents (FTEs) including full-time, auxiliary, and contract employees.

2020 Budget Analysis North Vancouver Recreation and Culture Commission

	<i>NVRC Budget (000s)</i>	<i>City Share *</i>
2019 Municipal Contribution	15,907,900	5,365,300
Expenditure Changes Increase/(Decrease)		
Building Utilities	20,500	13,600
Salaries Obligations and Provisions	347,700	116,600
Programs, Operations, and Other Expenses	1,080,900	347,600
Base Rate Change CNV from 33.33% to 33.94%		84,200
	1,449,100	562,000
Revenue Changes Increase/(Decrease)		
Membership, Programs, Rentals and other	929,000	311,800
	929,000	311,800
2020 Total Municipal Contribution	16,428,000	5,615,500
2020 Total Increase in Municipal Contribution	520,100	250,200
2020 Overall Tax Impact (assuming 1% tax increase = \$525K)		0.48%

* Notes on CNV Share

- CNV contribution is displayed at 33.33% - change to 33.94% is represented in Base Rate Change item
- CNV contribution for Pinnacle Pool is 100%
- CNV contribution for Cultural Services is 50%
- CNV contribution for Building Utilities is by building ownership

NORTH VANCOUVER RECREATION AND CULTURE COMMISSION

Programs	2019 Annual Budget	2020 Annual Budget	Variance 2020 Annual to 2019 Annual
OPERATING			
Expenditure	29,597,328	31,199,060	1,601,732
Revenues	13,801,011	14,771,101	970,090
Net Total	15,796,317	16,427,959	631,642
MUNICIPAL CONTRIBUTIONS			
City of North Vancouver	5,365,295	5,615,442	250,147
District of North Vancouver	10,431,022	10,812,517	381,495
Total Municipal Contributions	15,796,317	16,427,959	631,642

City of North Vancouver Staff Count by Department	
2020 Approved Complement	
Chief Administrative Officer	4
City Clerk's	9
Legislative	2
Strategic and Corporate Services	53
Community & Partner Engagement	26
Planning & Development	40
Finance	31
Fire Department	74
Police Department - Civilian	84
RCMP Members - City	68
Engineering Parks & Environment <i>(including Utilities Staff)</i>	126
Total Staff by Department	517

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

Community Agencies Core Funding Summary

The City's Core Funded Agencies are requested to annually submit a financial plan that meets the requirements of the City of North Vancouver Core Funding Policy. Annual funding and reporting requirements are specified in section 4.0, which is partially excerpted here:

- “...the agency being considered for core funding designation will also be required to provide the following:
- description of target population;
 - evidence of ongoing, active volunteer involvement;
 - proof of financial responsibility and accountability” ...

Below is a financial summary of the financial plans received and reviewed by Finance, which include a 2% cost of living increase for each agency. Requests for additional funding must be requested separately as a New Item, also listed below.

The following memo (next page) from Planning provides a detailed review and analysis of the Core Funded Agencies, and their work in the community. It also provides commentary and recommendations related to the additional funding requested as New Items.

Agencies	2019 Total Funded	2020 Increase	2020 Total Funded	2020 % Increase Funded
North Shore Neighbourhood House (includes JBCC)	\$ 746,957	\$ 14,939	\$ 761,896	2.0%
Silver Harbour Centre	161,670	3,233	164,903	2.0%
Family Services of the North Shore	50,955	1,019	51,974	2.0%
Capilano Community Services	82,008	1,640	83,648	2.0%
North Shore Community Resources	54,324	1,087	55,411	2.0%
North Shore Crisis Services	10,200	204	10,404	2.0%
North Shore Womens Centre	12,750	255	13,005	2.0%
Harvest Project	10,200	204	10,404	2.0%
North Shore Restorative Justice Society	35,700	714	36,414	2.0%
Total	\$ 1,164,764	\$ 23,295	\$ 1,188,059	2.0%

New Items Requested:	% incr of base bgt
NS Family Service - Volunteer Initiative	22,836 44.8%
NS Family Service - Thrive Family Services	20,772 162.9%
NS Family Service - Child & Youth Counselling & Prevention	30,166 84.5%
Total New Items Requested	\$ 73,774

**PLANNING DEPARTMENT**

CITY OF NORTH VANCOUVER
141 WEST 14TH STREET
NORTH VANCOUVER
BC / CANADA / V7M 1H9

T 604 983 7357
F 604 985 0576
PLANNING@CNV.ORG
CNV.ORG

Memo

To: Debbie Cameron, Budget Analyst II, Finance Department
From: Heather Evans, Community Planner, Planning and Development Department
Cc: Sean Galloway, Manager of Planning, Planning and Development Department
Date: December 2, 2019
Re: Planning Review of 2020 Core Funding, Including Additional Item Requests

Attachments

1. Supporting information from Family Services of the North Shore for 2020 new items requests ([#1855561](#))

Introduction and Purpose

Core funding is provided to non-profit agencies based on a principle of partnerships. Core funding is one way in which the City seeks to meet the long range goals and objectives of the Official Community Plan, Social Plan, CNV4ME, other policies and objectives that work toward maintaining, improving and building the City's social infrastructure and well being. The City of North Vancouver provides annual funding to nine core funded non-profit agencies that deliver a range of community social services to City residents.

As per the Core Funding Policy, Planning staff review and comment on the annual funding applications received by the City from core funded agencies that contribute to the social infrastructure of the City, with particular attention to new item requests from the agencies.

Overall Comments

From a staff perspective core funding is a time-efficient and cost-efficient means of supporting community service agencies that are contributing to meeting social needs. From a receiving agency's perspective, core funding reduces the administrative costs and staff resources required to make multiple applications for different streams of City funding. It also provides a stable funding base from which they are able to develop and deliver their programs, as well as to leverage additional financial support from other funders.

2% Increase for Cost of Living and Negotiated Wage Settlement

Planning staff are supportive of the City including a 2% increase on each core funded agency's 2020 base budget for negotiated wage settlements and other cost of living increases (approximately 2%). Staff note that these increases have been included within core funded agencies' 2020 base budgets, and that the financial implication of this 2% increase is \$23,295 for the nine core funded agencies.

Core Funded Agencies' New Item Requests for 2020 Budget

Core-funded agencies' requests for new items are generally requested in response to community need with new programming or additional programming, which augments the community services that the City already supports in the base budget to the agency.

Core funding carries a commitment by the City to provide funding on an ongoing basis, subject to annual review and approval, and is included as part of the City's Five Year Financial Plan (updated annually). Therefore, additional funding requests carry cumulative and ongoing multi-year commitment for funding by the City.

The Core Funding Policy does not provide specific criteria or direction for considering additional item requests from core-funded agencies. In keeping with the Core Funding Policy's general principles and guidance the additional funds should be serving City residents, responding to residents' and community's needs, and achieving objectives in the Social Plan and/or the Official Community Plan.

2020 New Item Requests – Summary

One of the nine core funded agencies, Family Services of the North Shore, has submitted new item requests (i.e. requests on top of the base budget amounts) for 2020 for the City's consideration totaling \$73,774.

Table 1. Summary of 2020 Additional Item Requests from Core Funded Agencies

<i>Agency</i>	<i>2020 base budget amount</i>	<i>2020 new item request amount</i>	<i>Summary of request</i>
Family Services of the North Shore	\$51,974	Total new items: \$73,774 \$22,836 + \$20,772 + \$30,166	Expanding volunteer engagement – Volunteer Coordinator Thrive Family Services (formerly called iHope Family Services) Child and youth counselling and prevention

Family Services of the North Shore is a community-based agency in operation for over 60 years that offers counselling, support, education and volunteer engagement opportunities to

people throughout their lifecycle. Programs and services are offered in the following areas: counselling, family programs, youth support, LGBTQ2S+ support, seniors and caregivers support, end of life and grief support, gender-based violence, trauma and abuse support, eating disorders program, and Christmas bureau.

Family Services of the North Shore receives \$51,974 (2020 base budget) from the City of North Vancouver in core funding. This agency reports an annual budget of \$4.2 million. Approximately \$1.8 million of the agency's budget is funded by federal and provincial government sources. \$1.6 million comes from other sources including fundraising, professional services, gaming, foundations, etc. Currently about 4% of the agency's annual budget is funded by municipal sources (1.2% of the budget from City of North Vancouver). Family Services of the North Shore has 39 full time employee equivalents (FTEs). The new item requests from Family Services of the North Shore are in the context of permanent elimination of support from United Way of the Lower Mainland's core funding to community agencies. The elimination of this funding source (\$181,000) directly affects the delivery of services and programs, including the Thrive Family Centres and counselling for children and youth.

In the last 5 years Family Services of the North Shore requested and received one increase through a new item request: \$3,636 in 2018.

The following is a summary of each of the three new item requests from Family Service of the North Shore, and the Planning Department's comments and recommendations.

The agency is requesting \$73,774 in new item requests. If the new items are approved this agency's total amount of core funding for 2020 would be \$125,748.

The agency is making new item requests in order to receive an ongoing increased level support from the City in implementing the strategic plan for the organization. The three new items that are requested are:

- Funding for a Volunteer Coordinator: \$22,836. Partial funding for this position is being requested from the City, with requests out to other agencies for additional funding. If the requested funding from the City is not received, the agency will not be able to expand volunteer engagement.
- Funding for the Thrive Family Centre at Lonsdale Quay: \$20,772. Partial funding for this position is requested from the City in proportion to the number of city residents served at the centre, with commensurate requests out to other agencies for additional funding. If the requested funding from the City is not received, the sessions will be reduced to once per week, and the impact will be reduced service and support to vulnerable families.
- Funding for child and youth counselling: \$30,166. The funding would ensure that the current service level is maintained. If the requested funding from the City is not received, counselling staff will be reduced and the impact will be longer waitlists for youth counselling services.

New Item Requests – Planning Department Recommendation

The Planning Department recommends support for the new item for programming at the Thrive Family Centre (\$20,772). The reason for recommending support is that the funds would be allocated to ongoing and specific programs that directly serve CNV families, which support

early childhood development and families in the community, particularly those who are most vulnerable. The services are offered at no cost anyone can participate. The Thrive Family Centre and its programming already exists, and the funding would allow for continuation services that are known to be meaningful and effective for families.

The Planning Department recommends that consideration of the volunteer coordinator and youth counselling requests for Family Services of the North Shore be deferred to next year (\$53,002 total). Family Services of the North Shore's requests could be brought forward by the agency for consideration in the 2021 budget year.

Policy Review

The new item requests will be addressed and informed by the Core Funding Policy review and Community Well Being Strategy projects, which are targeted for completion by end of 2020. The upcoming policy work will seek to clarify the City's emphasis and areas of most effective investments across core-funded agencies. In the meantime agency representatives will have involvement and input into the Core Funding Policy review process and the Community Well Being Strategy project.

Core Funded Agencies Summary Profiles

The following pages provides a high level overview of the planned services and community impacts that each of the core funded agencies plans to deliver in 2020. The source of this information is core funded agencies' detailed submissions to the City for 2020 core funding.

North Shore Neighbourhood House (NSNH)

NSNH base budget for 2020 core funding is \$761,896, including funding for both programs and operations. The base budget includes an increase of \$14,939 for negotiated wage settlements and cost of living increases. North Shore Neighbourhood House did not request funding for new items.

2020 Service Goals & Use of CNV Funds	Target Population Groups	Noted Community Needs Challenges, Trends	Noted Partnerships and Collaboration
North Shore Neighbourhood House – Lonsdale Youth Lounge (at Harry Jerome Community Centre)			
<p>2020 Goals:</p> <ul style="list-style-type: none"> • Increase participation to 1000+ youth and pre-teens • Increase youth workers' connections to the youth lounge to increase awareness of resources. • Youth volunteer opportunities <p>Grant will be used to cover supplies, out-trips, activities & special event costs. Grant will also support promotion of inclusive and accessible volunteer opportunities</p>	<p>Youth and pre-teens, ages 10 to 18</p>	<ul style="list-style-type: none"> • Youth and teens need safe and inclusive places • Youth and teens need greater sense of connectedness to community 	<ul style="list-style-type: none"> • North Vancouver Recreation & Culture Commission • Lynn Valley Youth Outreach Workers • Collaboration with Queen Mary Community Coordinator
North Shore Neighbourhood House – Youth Outreach Workers			
<p>2020 Goals:</p> <ul style="list-style-type: none"> • One to one support for youth: 200+ clients • Outreach and engagement programming for youth to create strong relationships: 	<p>Youth, ages 13 to 24</p>	<ul style="list-style-type: none"> • Increases to clients and involvement in programs due to new Foundry North Shore youth hub partnership 	<ul style="list-style-type: none"> • Foundry North Shore (VCH) • School District 44 • North Shore Multicultural Society • Capilano Services • Parkgate Community Services • West Vancouver Community Services • Committee

2020 Service Goals & Use of CNV Funds	Target Population Groups	Noted Community Needs Challenges, Trends	Noted Partnerships and Collaboration
<p>6000+ outreach contacts</p> <ul style="list-style-type: none"> • Volunteer opportunities for youth: 50+ youth volunteers <p>Grant will be used to achieve 5000 contacts with youth, and support youth outreach workers.</p>			<p>participation includes: Connect for Kids, IYOS, steering, Youth Coalition, Safe House Advisory</p>
<i>North Shore Neighbourhood House – Preteen Youth Worker</i>			
<p>2020 Goals:</p> <p>Prevention and programming support:</p> <ul style="list-style-type: none"> • 1 to 1 support to 30+ pre-teens • Involve participants in social and recreation programs (1500+ preteens), • Support preteen volunteer experiences in the community (e.g. City Fest, Slide the City, Edible Garden Project) <p>Grant provides opportunity for the Pre-Teen Outreach Worker to focus on prevention and intervention support for pre-teens.</p>	<p>Pre-teens (10 to 13 years old)</p>	<ul style="list-style-type: none"> • Mental health, bullying, early substance use, social media, peer issues, parenting issues • Referrals for pre-teen support work continue to increase 	<ul style="list-style-type: none"> • Foundry North Shore (VCH) • North Vancouver Recreation Commission • City Library • North Shore Multicultural Society • School District 44 • District of North Vancouver • Collaboration with Queen Mary Community Coordinator
<i>North Shore Neighbourhood House – Community Schools Program</i>			
<p>2020 Goals:</p> <ul style="list-style-type: none"> • Deliver programs and strengthen 	<p>School age children and parents, targeting</p>	<ul style="list-style-type: none"> • Multicultural presence and many languages spoken in neighbourhoods 	<ul style="list-style-type: none"> • North Vancouver City Library • John Braithwaite Community Centre

2020 Service Goals & Use of CNV Funds	Target Population Groups	Noted Community Needs Challenges, Trends	Noted Partnerships and Collaboration
<p>relationships and involvement at Queen Mary, Westview and Ridgeway Schools and Parent Advisory Councils</p> <ul style="list-style-type: none"> • Connect people to resources that promote programs, foster social connection, empower families, reduce isolation • Foster existing relationships with stakeholders <p>Grant will be used for programming: support to 100+ school age children and 1000+ parents</p>	vulnerable populations	<p>the program is involved in</p> <ul style="list-style-type: none"> • Increase in grandparents being primary caregivers • Parents identify stresses from limited budget, and challenges with finding child care and affordable housing • Increase in student populations at the schools have resulted in limited space and storage for after school programs. 	<ul style="list-style-type: none"> • North Vancouver Recreation and Culture Commission • St. John's Church • School Parent Advisory Committees • Capilano University • North Shore Multicultural Society • North Shore Community Resources • Connect for Kids
<i>North Shore Neighbourhood House – Young Parents Program</i>			
<p>2020 Goals:</p> <ul style="list-style-type: none"> • Priority placement in child care programs for young parents • Child care and programming, educational opportunities • Support young parents with support systems (housing, mental health, etc.) <p>Grant will support young parents to complete high school education or upgrades. Includes childcare programs</p>	Young parents and their children	<ul style="list-style-type: none"> • Affordable housing for young parents • Mental Health Issues • Food security 	<ul style="list-style-type: none"> • Building partnerships with YWCA, Lions Club, BC Housing to help parents find affordable housing • Ministry for Children and Families, North and West Vancouver School Districts, Vancouver Coastal Health, Kiwanis Club of North Vancouver, Lions Club of North Vancouver, Soroptimists, Quest Food Services, Supported Child Development Program, The Foundry, and the Greater Vancouver Food Bank.

2020 Service Goals & Use of CNV Funds	Target Population Groups	Noted Community Needs Challenges, Trends	Noted Partnerships and Collaboration
while parents attend school.			
<i>North Shore Neighbourhood House – Edible Garden Project</i>			
<p>2020 Goals:</p> <ul style="list-style-type: none"> • Increase sustainability of farming practice. • Distribution of vegetables to vulnerable populations • Education about land and food systems, gardening and farming • Deepen partnerships with community stakeholders <p>Grant funds coordinator and support staff, who deliver workshops, host community events, and partner with schools for garden based education to students.</p>	<p>Low income residents – food distribution and All residents – community connection, education</p>	<ul style="list-style-type: none"> • Growing interest in food and food security; demand of locally grown produce • Broad interest in the farm’s activities and objectives • Pride and volunteerism at the farm – intergenerational activity 	<ul style="list-style-type: none"> • Harvest Project • Greater Vancouver Food Bank • Turning Point Recovery House • Sage Women’s House • Lookout Shelter • Vancouver Coastal Health • Lynn Valley Ecology Centre • North Shore Community Garden Society • Table Matters Network • City Library • Evergreen • Environmental Youth Alliance • North Vancouver School District
<i>North Shore Neighbourhood House – Learning Together Mountainside (Mountainside Daycare)</i>			
<p>2020 Goals:</p> <ul style="list-style-type: none"> • Support young parents to complete high school education • Provide child care and programming for 15 families • Work with young parents to meet ongoing needs 	<p>Young parents that have not completed high school education</p>	<ul style="list-style-type: none"> • Issues for young parents on the north shore include housing, food security, transportation, and mental health issues 	<ul style="list-style-type: none"> • Ministry for Children and Families • North Vancouver and West Vancouver School Districts • Kiwanis Club • Lions Club • Soroptimist • VanCity • Greater Vancouver Food Bank • Vancouver Coastal

2020 Service Goals & Use of CNV Funds	Target Population Groups	Noted Community Needs Challenges, Trends	Noted Partnerships and Collaboration
Grant supports parents to complete high school education, and supports child care program for their children			Health
<i>North Shore Neighbourhood House – John Braithwaite Community Centre (JBCC)</i>			
<p>2020 Goals:</p> <ul style="list-style-type: none"> • Accessible, creative and inclusive programming at JBCC • Hub for community resources and programs that complement programs, and cross-promote. <p>Grant will provide social programming services at JBCC for target populations</p>	Families with young children, fathers, youth, pre-teens, seniors, volunteers	<ul style="list-style-type: none"> • Demand for space in family resource and seniors rooms • Creating inclusive spaces for all ages • Need to meet aging seniors' needs and programs for at-risk and pre-teens – working with partner agencies. 	<ul style="list-style-type: none"> • North Vancouver Recreation and Culture Commission with regards to the operation of JBCC • Middle Childhood Matters • WECAN • Seniors Coalition • Inter-agency • Homelessness Task Force • Local law enforcement agencies • North Shore Restorative Justice Society • North Shore Multicultural Society • NSNH staff participation on many committees pertaining to social issues
<i>North Shore Neighbourhood House – Golden Circle</i>			
<p>2020 Goals:</p> <ul style="list-style-type: none"> • Programs for seniors, with focus on older adults who are frail and at risk of social isolation. • Outreach to seniors re awareness of social opportunities in 	Seniors especially frail, at risk of social isolation	<ul style="list-style-type: none"> • Aging seniors vulnerable to frailty (cognitive and physical) • Increase in social isolation and caregiving burden • Increasing risk of seniors social isolation due to: cultural and financial barriers, lack of affordable 	<ul style="list-style-type: none"> • Vancouver Coastal Health • North Vancouver Recreation and Culture Commission • North Vancouver Libraries • Alzheimer's Society • Silver Harbour Centre • Family Services of the North Shore • North Shore

2020 Service Goals & Use of CNV Funds	Target Population Groups	Noted Community Needs Challenges, Trends	Noted Partnerships and Collaboration
<p>the community to keep them living well and independently</p> <p>Funding is for a program worker, facilitators, supplies and food</p>		<p>housing and food security, mobility challenges, unaffordable home support services.</p>	<p>Multicultural Services</p> <ul style="list-style-type: none"> • Burnaby Neighbourhood House • Gordon Neighbourhood House • Older Adult Mental Health • Greater Vancouver Foodbank • Presentation House Theatre • United Way of the Lower Mainland • IGA • BC Gaming • Quest • Stroke Recovery • Keep Well
<i>North Shore Neighbourhood House – Operating</i>			
<p>Core operating funds are used for the operation and administration of the North Shore Neighbourhood House.</p> <p>2020 projects include</p> <ul style="list-style-type: none"> • New furniture for lobby entrances • Repair/replace drawers in gymnasium • Paint interior sections of building 	<p>Multiple target groups use NSNH facility</p>	<ul style="list-style-type: none"> • Increase in demand for rentals by variety of community and nonprofit users, as well as private demand for events • NSNH has been engaged for emergency response events (fire, flood, cold weather) 	<ul style="list-style-type: none"> • Highlands Church • Greater Vancouver Food Bank • BC and Federal Elections • CNV, NVRC & NSNH • Family Services of the North Shore • BC Heart & Stroke • Keep Well Society • Centre for Ability • North Shore Stroke Recovery • Lower Lonsdale Community Garden • UBC Law Clinic • Revenue Canada Low Income Tax Clinic • Lookout Connect Days

Silver Harbour Seniors Activity Centre

Silver Harbour Seniors Activity Centre's base budget for 2020 core funding is \$164,903. The base budget includes a requested increase of \$3,233 for negotiated wage settlements and cost of living increases. Silver Harbour Seniors Activity Centre did not request funding for new items.

2020 Service Goals & Use of CNV Funds	Target Population Groups	Noted Community Needs Challenges, Trends	Noted Partnerships and Collaboration
Silver Harbour Seniors Activity Centre			
<p>2020 Goals:</p> <ul style="list-style-type: none"> • Ensure a well functioning building • Variety of programs and services to meet seniors' needs • Develop paid and volunteer human resources • Stability and growth of financial resources to support programs and services • Community and regional leadership on seniors' issues • Assess environmental responsibility in operations <p>Grant is for staffing, building operations, program expenses, office expenses, and promotion.</p>	<p>Adults 55 years and older</p>	<ul style="list-style-type: none"> • Research demonstrates the key role of seniors centres in wellness, resilience etc., and associated costs savings • The centre particularly supports seniors who have barriers to participation (mobility, English as second language, low income) to include them. • Currently collecting recommendations from various cultural groups to learn how to reduce barriers to participation in community and seniors programming 	<ul style="list-style-type: none"> • BC Alzheimer's Society • GLUU Technology Society • Lionsview Seniors Planning Society • Lynn Valley Seniors Association • North Shore Multicultural Society • North Vancouver City Library • Vancouver Coastal Health • West Vancouver Seniors' Activity Centre

Family Services of the North Shore

Family Services of the North Shore base budget for 2020 core funding is \$51,974. The base budget includes a requested increase of \$1,019 for negotiated wage settlements and cost of living increases.

In addition to the base budget, Family Services of the North Shore has submitted a request for two new items totalling \$73,774. The new items request is described above under “New Item Requests”.

2020 Service Goals & Use of CNV Funds	Target Population Groups	Noted Community Needs Challenges, Trends	Noted Partnerships and Collaboration
Family Services of the North Shore			
<p>2020 Goals:</p> <ul style="list-style-type: none"> • Low barrier counselling to vulnerable clients • Offer accessible, affordable support to new parents at Thrive Family Centres • Expand volunteer engagement and impact <p>Grant will fund free drop in programs at Thrive Family Centre, will ensure that counselling is available at low/no cost to 160 CNV residents, and will support volunteers.</p>	<p>Various target groups including fathers, children, youth, adults and seniors, couples, families</p>	<ul style="list-style-type: none"> • Parents have stress, isolation, and housing affordability challenges. • Limited access to mental health services for vulnerable people. • LGBTQ2S+ suicide and discrimination • Residents feel isolated and need social connections. 	<ul style="list-style-type: none"> • North Shore Multicultural Services Society • Westcoast Family Centres • North Shore Disabilities Resource Centre • North Shore Neighbourhood House • Parkgate Community Services • The Foundry • Child & Youth Mental Health • Ministry for Children & Family Development • Infant Development Program • CMHA • BC Partners for Mental Health & Addiction Information • North Shore Community Resources Society • Vancouver Coastal Health (Community Health Nurses, Speech & Language Pathologists, Nutritionists, Dental Hygienists) • Allies in Aging • North Shore Women's Centre • North Shore Crisis Services Society • Tsleil-Waututh Nation

Capilano Community Services

Capilano Community Services base budget for 2020 core funding is \$83,648. The base budget includes a requested increase of \$1,640 for negotiated wage settlements and cost of living increases. Capilano Community Services did not request funding for new items.

2020 Service Goals & Use of CNV Funds	Target Population Groups	Noted Community Needs Challenges, Trends	Noted Partnerships and Collaboration
Capilano Community Services			
<p>2020 Goals:</p> <p>Youth Outreach Program:</p> <ul style="list-style-type: none"> • Out-reach programs and in-reach programs including at the new Lions Gate Community Centre • Purchase capital assets to assist with program delivery <p>Seniors' Hub Outreach Program:</p> <ul style="list-style-type: none"> • Support frail and isolated seniors • Provide transportation to seniors • Offer in-reach programs for seniors at the new Lions Gate Community Centre <p>Red Cross Medical Equipment Loan Program goals:</p> <ul style="list-style-type: none"> • Transition to computer documentation • Recruit and train new volunteers (multiple languages) • Provide service at new Lions Gate 	<p>Youth ages 10 to 24</p> <p>Seniors</p>	<ul style="list-style-type: none"> • Youth - anxiety increasing in prevalence and at a younger age • Youth - social media, substance abuse, apathy, bullying • Vulnerable youth populations (e.g. LGBTQ) need extra support • Seniors - isolation and loneliness, homelessness and fear of homelessness, lack of affordable housing, lack of transportation lack of family and caregiver support, financial hardships due to the rising cost of living. • Significant increase in 	<ul style="list-style-type: none"> • School District 44 • North Shore Neighbourhood House • Hollyburn Family Services • Highlands United Church • Woodcroft • Ustlahn Social Society • Kiwanis • Lions Club • North Shore Restorative Justice • Youth Safe House • West Vancouver Ambleside Youth Centre • Kids Up Front • Work BC • Youth Coalition • Libraries • NVRC • North Shore Multicultural Society • Vancouver Coastal Health • Silver Harbour Seniors Activity Centre • Parkgate Community Centre • Keep Well • North Shore Community Resources • Lionsview Seniors • Silver Harbour • Lions Gate Hospital • Pacific Arbour Group Retirement Communities (PARC)

2020 Service Goals & Use of CNV Funds	Target Population Groups	Noted Community Needs Challenges, Trends	Noted Partnerships and Collaboration
Community Centre Grant funds seniors outreach, youth programs in community, and continuation of Red Cross equipment loan program.		number of people needing to borrow medical equipment.	

North Shore Community Resources

North Shore Community Resources base budget for 2020 core funding is \$55,411. This includes a requested increase of \$1,087 for negotiated wage settlements and cost of living increases. North Shore Community Resources did not request funding for new items.

2020 Service Goals & Use of CNV Funds	Target Population Groups	Noted Community Needs Challenges, Trends	Noted Partnerships and Collaboration
North Shore Community Resources			
<p>2020 Goals:</p> <p>Implementation of core administration and multiple programs including:</p> <ul style="list-style-type: none"> • Implementation of new strategic plan • Revamping website • Interagency Network (networking, information clearing house) • Housing North Shore and Community Housing Advisory Council (assist residents with housing, CHAC review of housing development, CHAC capacity development) • Parent and Child Resource Program (Municipal Child Care Consultant, ECEBC collaboration, Truth and Reconciliation awareness, child care program enhancements, 	<p>Various groups according to the focus of NSCR programs: Seniors, families, children, etc.</p>	<ul style="list-style-type: none"> • Many clients with issues related to low income and who can't afford basic services and assistance they need • Unaffordable housing, and the high cost of living places pressure on people who are out of work or employed in low paying jobs • Seniors with complex and multi-faceted needs and requests. • Seniors have challenges with basic living needs exacerbated by loneliness and isolation. • Provincial commitment to improving quality, accessibility and affordability of child care. 	<ul style="list-style-type: none"> • Family Services of the North Shore • John Braithwaite Community Centre • Lions View Seniors' Planning • Homelessness Task Force • North Shore Neighbourhood House • North Shore Multicultural Society • North Shore Immigrant Inclusion Partnership • North Shore Seniors Coalition • North Shore Disability Resource Centre • Parkgate Community Services • North Shore Women's Centre • North Vancouver Recreation and Culture Commission • Capilano University • University Women's Club • Vancouver Coastal Health • Canadian Mental Health Association • School Districts 44 and 45 • BC Centre for Elder Advocacy and Support • Public libraries • Neptune Terminals • North Shore Chamber of Commerce • Landlord BC • Darwin

2020 Service Goals & Use of CNV Funds	Target Population Groups	Noted Community Needs Challenges, Trends	Noted Partnerships and Collaboration
<p>host and collaborate with pedagogist for ECEs)</p> <ul style="list-style-type: none"> • Information North Shore (online information services, outreach) • Volunteer North Shore (new Volunteer Outreach Specialist role, event(s) with community influencers and new Canadians) • Community Legal Services Program (scale up and integrate new Family Law Advocate service program, public legal education and outreach) • Democracy Café (Explore further Young Citizens Forum cohorts, support voice of young citizens, explore feasibility of Grade 12 workshops) 			<ul style="list-style-type: none"> • VanCity • Arc'Teryx • Organizations outside N. Shore (e.g. UBC Centre for Study of Democratic Institutions, West Coast Child Care Resource & Referral, CityHive, etc.)

North Shore Crisis Services

North Shore Crisis Services base budget for 2020 core funding is \$10,404. This includes a requested increase of \$204 for negotiated wage settlements and cost of living increases. North Shore Crisis Services did not request funding for new items.

2020 Service Goals & Use of CNV Funds	Target Population Groups	Noted Community Needs Challenges, Trends	Noted Partnerships and Collaboration
North Shore Crisis Services			
<p>2020 goals:</p> <ul style="list-style-type: none"> • Pursuing second stage housing development • Increase hours for community programs including Multicultural Outreach, Adolescent and Children's Empowerment , Outreach Services • Increase counsellors' hours in schools with the Violence is Preventable program <p>Grant funds are essential for funding necessary administrative and operating costs for direct services. (Many other funds received are restricted for direct service.)</p>	<ul style="list-style-type: none"> • Vulnerable women and children 	<ul style="list-style-type: none"> • Women and children who are leaving an abusive relationship need safe and affordable housing; many clients struggle with poverty, mental health, addictions and they need a variety of resources • Waitlists continue to be a huge challenge for many women and children leaving abusive relationships 	<ul style="list-style-type: none"> • Good Stuff Connection Clothing program (includes 15 agencies) • North Shore Homelessness Task Force • Violence Against Women in Relationships • North Shore Connect Day

North Shore Women's Centre

North Shore Women's Centre base budget for 2020 core funding is \$13,005. The base budget includes a requested increase of \$255 for negotiated wage settlements and cost of living increases. North Shore Women's Centre did not request funding for new items.

2020 Service Goals & Use of CNV Funds	Target Population Groups	Noted Community Needs Challenges, Trends	Noted Partnerships and Collaboration
North Shore Women's Centre			
<p>2020 Goals:</p> <ul style="list-style-type: none"> • Expand and tailor youth programming to serve whole spectrum of young women • Redesign the drop in centre to maximize space and usability of resources • Develop piloted separation support program into an ongoing program. <p>Grant funds are used for the core operations (staffing, insurance, communications, supplies, etc.) and service goals.</p>	<ul style="list-style-type: none"> • Seniors, youth, people with disabilities and members of culturally diverse communities • People with low income • People who are homeless • People who are marginalized and under-represented 	<ul style="list-style-type: none"> • Lack of affordable housing. An increasing number of women are facing homelessness and needing various types of support. • Many women seeking cheaper housing. • Needing to assist with expenses other than housing including groceries, transportation, emergency food and supplies. 	<ul style="list-style-type: none"> • North Shore Neighbourhood House • Family Services of the North Shore • North Shore Law • NS VAWIR Committee • Canadian Cancer Society's Look Good Feel Better Program • Harvest Project

North Shore Restorative Justice

North Shore Restorative Justice base budget for 2020 core funding is \$36,414. The base budget includes a requested increase of \$714 for negotiated wage settlements and cost of living increases. North Shore Restorative Justice did not request funding for new items.

2020 Service Goals & Use of CNV Funds	Target Population Groups	Noted Community Needs Challenges, Trends	Noted Partnerships and Collaboration
North Shore Restorative Justice			
<p>2020 goals include:</p> <ul style="list-style-type: none"> • Strengthen relationship with Squamish Nation • Increase outreach to newcomer community • Complete a memorandum of understanding with Crown Counsel, to increase support to the community <p>Funds are used for program delivery and operations.</p>	<ul style="list-style-type: none"> • Many files involve youth • Strengthening relationships with Squamish Nation, Tsleil-Waututh Nation, and Musqueam Nation. 	<ul style="list-style-type: none"> • Receiving more complex assault files including sexual assault files, which places new demands on staff. • Police are being required to look at alternative measures such as restorative justice when youth commit a crime 	<ul style="list-style-type: none"> • North Vancouver RCMP • Integrated First Nations Unit • Youth Intervention Unit • North Shore Multicultural Society • North Vancouver School District • Mountainside Secondary School • Equitas • The Foundry • Squamish Nation

Harvest Project

Harvest Project base budget for 2020 core funding is \$10,404. This includes a requested increase of \$204 for negotiated wage settlements and cost of living increases. Harvest Project did not request funding for new items.

2020 Service Goals & Use of CNV Funds	Target Population Groups	Noted Community Needs Challenges, Trends	Noted Partnerships and Collaboration
Harvest Project			
<p>2020 goals:</p> <ul style="list-style-type: none"> • Coordinate coaching, mentoring, social and health improvements through case management to at risk individuals and their families • Create a robust, sustainable ecosystem for the agency • Apply 2019 Canada Food Guide recommendations and increase intake of fresh produce. <p>Grant funds are used to operate programs that benefit clients.</p>	<p>Marginalized North Shore residents who are experiencing challenging life circumstances and desire to improve their situations; mostly lone-parent families and new Canadians</p>	<ul style="list-style-type: none"> • Food insecurity • Concurrent social, financial and health challenges within family units • Need for local job opportunities • Lack of affordable housing and child care 	<ul style="list-style-type: none"> • North Shore municipalities • Port Gala supporters • North Shore Table Matters • Edible Garden Project • Spectrum Mothers Support Society • Local grocery retailers

Additional Funding / Investment Requested:

Attachment B

1. Expanding Volunteer Engagement: \$22,835.95

We want to thank you for recommending this increase in funding in last year's budget cycle.

We are part of a caring and generous community where people of all ages are moved to pay it forward to support the community they love. We engaged over 300 volunteers last year but have been unable to expand our impact because we have not previously had a dedicated Agency wide Volunteer Coordinator in place. Volunteering is a very healthy activity and reduces isolation, increases positive connections, and deepens a sense of belonging in our community. It is also a cost saving measure that expands support to programs with minimal overall investment. We expect to reach over 5000 people within 5 years through volunteer support. This new request is a pro-rated portion of the full time role – with other asks to the DNV, DWV and individual donors in process.

****Note on next two requests: The United Way of the Lower Mainland has eliminated core funding for all community based Agencies. The impact on our organization = \$181,000 in funding reductions per year directly impacting our Thrive Family Centres and Child and Youth Counselling (no or low fee) services. We are asking for increases to our CNV core funding as a result of these permanent reductions so that the impact on CNV residents is reduced. We are making the same funding request to all three Municipalities (pro-rated based on population served) and evaluating other funding opportunities as well. We explain the expected impacts below.**

2. Thrive Family Centre – Lonsdale Quay: \$20,771.67

Our Thrive Family Centre at the Lonsdale Quay (formerly named I hope family centre) is a free, drop-in program for parents with children from birth to six-years of age where they can play, learn and connect with each other while enjoying child-led play, crafts, songs and stories. Parents, grandparents, and caregivers come together and also receive support, resources, and referrals to ensure all children have a healthy start in life. We run three sessions per week and have a total of 2,847 visits per year (23 families per session) at our Lonsdale Quay location.

Positive / Negative Impact: Additional funding from the City of North Vancouver would ensure that we can continue to receive 1,898 visits from vulnerable parents each year. Without funding, we must reduce our sessions to 1x per week = 949 visits.

3. Child and Youth Counselling: \$30,165.74

Our experienced, Masters-level counsellors provided 2,483 sessions (pro-rate 45% to CNV) to children and youth, aged 3-19, to help them heal and recover from abuse, trauma, and mental health issues. Last year, 75% of these children and youth experienced a "meaningful and reliable improvement" in their goal areas on the Child and Adolescent Functional Assessment Scale (CAFAS). Children who participate in child and youth counselling learn new ways of coping, understand how to reach out for help, and build on healthy ways to deal with life's struggles.

One in 3 girls and 1 in 6 boys have experienced sexual abuse. Agency counsellors, in partnership with children and their trusted adults, work to relieve their distress, build resiliency, create safety plans, and nurture hope.

Positive / Negative Impact: Additional funding from the City of North Vancouver would ensure that we can serve children at our current service level. Without funding for this program we will need to reduce our counselling staff by 1 person (from 3 currently). This would mean 21-25 children and youth would lose their counsellor, be put back on the waitlist, and our overall waitlist would balloon to 30-40 children.

We trust that presenting a clear picture of the opportunities and challenges we are facing honours our partnership and deepens the shared understanding we have of the needs of vulnerable people in the City of North Vancouver. We understand that there are always difficult choices to be made when trying to solve complex social problems. We continue to feel hopeful with the vision of the Mayor and Council of the City of North Vancouver and look forward to being a part of ongoing discussions to deepen our commitment to those who need us.

Thank you again for your support over many decades and for working with us on our shared vision of a healthy community where everyone can live full and meaningful lives.

If you have any questions please do not hesitate to contact me at jsfrench@familyservices.bc.ca or call 604-988-5281.

Sincerely,

Julia Staub-French
Executive Director
Family Services of the North Shore

Encl.



We recognize the continuing contribution of the City of North Vancouver, District of West Vancouver, District of North Vancouver and the financial assistance of the Province of British Columbia.

Suite 203 – 1111 Lonsdale Ave.
North Vancouver, BC
V7M 2H4
604.988.5281

www.familyservices.bc.ca

2020 NEW ITEMS LISTING

Key:

CPE = Community & Partner Engagement

SCS = Strategic & Corporate Services

Item	Department	Description	Annual Amount	2020 Amount	Tax Draw* %
Staffing					
1	CPE <i>Administration</i>	RFT Administrative Coordinator	-	-	0.00%
2	CPE <i>Communications</i>	RFT Communications Officer	131,700	65,900	0.13%
3	SCS <i>Information Technology</i>	RFT Systems Analyst	108,500	54,300	0.10%
4	Library	RPT Community Library Services for Seniors	22,600	11,300	0.02%
5	Planning & Dev	RFT Environmental Sustainability Specialist	108,500	54,300	0.10%
Sub-Total Staffing			371,300	185,800	0.35%
Programs					
6	SCS <i>Human Resources</i>	Career Development	10,000	10,000	0.02%
7	Engineering	Separated Bike Lane Maintenance	12,800	6,400	0.02%
8	CAO	Smart City	50,000	50,000	0.10%
9	CAO	Neighbourhood Resilience	100,000	100,000	0.20%
Sub-Total Programs			172,800	166,400	0.32%
Major Agencies and Core Funded Agencies			<i>rounded</i>	<i>rounded</i>	
10	Planning	Family Service of the North Shore - Thrive Family Centre Lonsdale Quay	20,800	20,800	0.04%
Sub-Total Programs			20,800	20,800	0.04%
Total Requests			564,900	373,000	0.71%

* Tax Draw is calculated where 1% is equal to \$525,000

2021 Incremental Cost is \$191,900 which equals 0.37% tax draw

**NEW ITEM Program Budget Change Request Form
2020 Operating Financial Plan**

TFT To RFT Administrative Coordinator Conversion		Department	Community & Partner Engagement
Program #	1710	Date	9/9/2019
Program Name	Administration	Submitted By	Robert Skene
Program Manager	Robert Skene	Director Approval Approved By	Robert Skene

Reason for Budget Change: Place an "x" in box	Alignment with the Official Community Plan
New Staff <input checked="" type="checkbox"/>	The request is consistent with the long range implementation as outlined in Chapter 9 of the OCP.
New Service <input type="checkbox"/>	
Greater Cost for Same Service <input type="checkbox"/>	

Full Cost	
List Wages, Benefits, Contracts, etc.; subtract and list savings or revenue if expected.	
Please note: 2020 Fringe Benefits rates are 27%	
	\$
RFT Administrative Coordinator II - Pay Grade 21.3	63,910
Fringe Benefits 27%	17,256
Existing Wages & Benefits Funding	(81,166)
	(0)

Coding					Full Cost	2020 Pro-Rated Cost	2021 Incremental
Fund	Account #	Account Name	Op Unit #	Op Unit Name			
101	51111	Wages			63,900	32,000	31,900
101	51103	Fringe Benefits			17,300	8,700	8,600
		Use Existing Funds			(81,200)	(40,700)	(40,500)
Total					-	-	-

Explanation/Justification

This TFT position was originally created in late 2017 to support the newly created Planning Department. Funding for the position covered from program 1910. In March 2019, the position shifted to the newly created Community & Partner Engagement Department and is now funded entirely through program 1710.

This position is responsible for department administration including but not limited to calendar management, meeting organization, establishing/amending dept office procedures and functions, budget tracking, staff communications, staff supervision, payroll administration, council report coordination and submission, and other departmental project work as assigned by Director or Division Managers. Due to the operational needs of the department this position needs to be considered as a part of the RFT complement.

It is proposed that this position be shifted from TFT to RFT and continue to be funded through program 1710.

**NEW ITEM Program Budget Change Request Form
2020 Operating Financial Plan**

RFT Communications Officer		Department	Community and Partner Engagement
Program #	1160	Date	7/25/2019
Program Name	Communications & Engagement	Submitted By	Connie Rabold
Program Manager	Connie Rabold	Director Approval Approved By	Robert Skene

Reason for Budget Change: Place an "x" in box	Alignment with the Official Community Plan
New Staff <input checked="" type="checkbox"/>	Aligned with Council Strategic Plan re Public Engagement
New Service <input type="checkbox"/>	
Greater Cost for Same Service <input type="checkbox"/>	

Full Cost	
List Wages, Benefits, Contracts, etc.; subtract and list savings or revenue if expected.	
Please note: 2020 Fringe Benefits rates are 27%	
	\$
RFT Communications Officer	103,704
Fringe Benefits 27%	28,000
	131,704

Coding					Full Cost	2020 Pro-Rated Cost	2021 Incremental
Fund	Account #	Account Name	Op Unit #	Op Unit Name			
101	51111	Wages		Communications	103,700	51,900	51,800
101	51103	Benefits		Communications	28,000	14,000	14,000
							-
							-
							-
Total					131,700	65,900	65,800

Explanation/Justification

Small communications office has not expanded in almost a decade, while work and service requests, demands and expectations both internally and externally have increased dramatically and continue to do so throughout the year. This position will assist the Communications office to continue to meet the demands as well as take on greater levels of engagement with the community and service internal demands from all City departments. This position also assists in moving the City towards communication staffing levels comparable to our North Shore municipal neighbours, who do not deliver the output levels nor experience the demands and requests for internal communications support as does the City.

Additionally, council's commitment to public engagement requires greater staffing support.

**NEW ITEM Program Budget Change Request Form
2020 Operating Financial Plan**

RFT Systems Analyst		Department	IT
Program #	2530	Date	7/19/2019
Program Name	Application Services	Submitted By	Ed Sweeney
Program Manager	Ed Sweeney	Director Approval Approved By	B Pearce

Reason for Budget Change: Place an "X" in box	Alignment with the Official Community Plan
New Staff <input checked="" type="checkbox"/>	Aligns with OCP: 8.2: Employ a proactive approach to infrastructure maintenance and upgrades.
New Service <input type="checkbox"/>	
Greater Cost for Same Service <input type="checkbox"/>	

Full Cost	
List Wages, Benefits, Contracts, etc.; subtract and list savings or revenue if expected.	
Please note: 2020 Fringe Benefits rates are 27%	
	\$
Wages (PG 26, Step 5)	85,412
Fringe benefits (27%)	23,061
	108,473

Coding					Full Cost	2020 Pro-Rated Cost	2021 Incremental
Fund	Account #	Account Name	Op Unit #	Op Unit Name			
101		Wages		Application Services	85,400	42,700	42,700
101		Benefits		Application Services	23,100	11,600	11,500
							-
							-
							-
Total					108,500	54,300	54,200

Explanation/Justification

This position is requested to support the IPS Asset and CDR systems resulting from the CityPAL and CityWorks projects. The CityPAL and CityWorks projects reflect a transformative re-engineering of the City's business processes. Previous support was provided by 2 RFT Analysts, and 20% of a 3rd Analyst. These are existing positions in the IT division. During the project process, an additional TFT Analyst was employed.

Subsequent to the project development, there is a greater requirement to support the expanded business processes. Current support is provided by 3 RFT Analyst. To accommodate the support level, an additional RFT Analyst is requested.

Retaining the expertise developed by the project TFT for on-going maintenance and support is also a key objective. Expertise and competency in delivering quality business solutions is necessary in order to sustain the level of service that is now expected from our internal and external customers. The successful candidate will be expected to maintain and enhance our data architecture, data quality, process architecture and process quality at an expert level. Increasing expectations for advanced reporting and business intelligence solutions will also require this additional resourcing.

NEW ITEM Program Budget Change Request Form 2020 Operating Financial Plan

Community Library Services for Seniors		Department	City Library
Program #	7520	Date	9/10/2019
Program Name	Library - Public Services	Submitted By	Deb Hutchison Koep
Program Manager	Mikale Fenton	Director Approval Approved By	Deb Hutchison Koep

<p>Reason for Budget Change: Place an "x" in box</p> <p>New Staff <input checked="" type="checkbox"/></p> <p>New Service <input type="checkbox"/></p> <p>Greater Cost for Same Service <input type="checkbox"/></p>	<p style="text-align: center;">Alignment with the Official Community Plan</p> <p>1.4.2 Implement age-friendly projects and policies that respond to the needs of older individuals; 3.1.2 Maximize opportunities for people with disabilities to be full and active members of the community; 3.5 Support the independence and well-being of older City residents</p>
--	--

Full Cost	
List Wages, Benefits, Contracts, etc.; subtract and list savings or revenue if expected.	
Please note: 2020 Fringe Benefits rates are 27%	
Wages (2019 rates)	\$ 17,800
Benefits	4,800
	22,600

Coding					Full Cost	2020 Pro-Rated Cost	2021 Incremental
Fund	Account #	Account Name	Op Unit #	Op Unit Name			
401	51111	Wages	7520	Library - public services	17,800	8,900	8,900
401	51103	Fringe Benefits	7520	Library - public services	4,800	2,400	2,400
							-
							-
							-
Total					22,600	11,300	11,300

<p>Explanation/Justification</p> <p>These funds will support 1.5 days/week of staff time to provide direct library service to seniors, including additional home delivery service for homebound individuals and monthly deliveries to each of the City's seniors' residences, together with community-based programming.</p> <p>The City's population of adults 65 years of age and older increased over 25% from 2011 to 2016, accounting for over 8,500 City residents. As people age, changes to income, housing, transportation, mobility, and mental and physical health can impact their ability to access and use library services. Accessible formats like audiobooks, large print and digital books, home delivery service for homebound individuals, and community-based programming can help people remain engaged, feel connected to their community, and continue to enjoy the pleasure of reading, despite mobility challenges, visual disabilities and other challenges.</p> <p>Currently, library staff deliver materials to approximately 30 individuals and visit local seniors' residences once a year. This funding will enable us to double home deliveries, visit seniors' residences monthly, and deliver programming with partner agencies in the community, closer to home.</p> <p>This request is consistent with Council's strategic priority to be "A City for People" because it facilitates access to a key community service and supports healthy aging. It is also driven by the Library's strategic priority to enhance access and inclusion, recognizing that connectedness and engagement are vital to the well-being of our community.</p>

**NEW ITEM Program Budget Change Request Form
2020 Operating Financial Plan**

RFT Environmental Sustainability Specialist		Department	Planning and Development
Program #	5040	Date	11/6/2019
Program Name	Environment	Submitted By	Caroline Jackson
Program Manager	Caroline Jackson	Director Approval Approved By	Michael Epp

Reason for Budget Change: Place an "x" in box	Alignment with the Official Community Plan
New Staff <input checked="" type="checkbox"/> X New Service <input type="checkbox"/> Greater Cost for Same Service <input type="checkbox"/>	This position supports implementation of Environment goals and objectives in Chapter 4 of the OCP.

Full Cost	
List Wages, Benefits, Contracts, etc.; subtract and list savings or revenue if expected.	
Please note: 2020 Fringe Benefits rates are 27%	
	\$
TFT to RFT conversion for Environmental Sustainability Specialist through Operating Budget	
Wages	85,400
27% Fringe	23,100
	108,500

Coding					Full Cost	2020 Pro-Rated Cost	2021 Incremental
Fund	Account #	Account Name	Op Unit #	Op Unit Name			
101	1940	Wages			85,400	42,700	42,700
		Fringe			23,100	11,600	11,500
							-
							-
							-
Total					108,500	54,300	54,200

Explanation/Justification
 This TFT position has been funded through temporary funding allocations through the Project Plan and other sources. The position is responsible for the delivery of a number of critical and increasingly complex environmental sustainability programs including the City's electric vehicle policies and incentives, low carbon building policies and programs, carbon disclosure reporting, and community climate action partnerships. In the current labour market, the continued ongoing use of TFT positions within the Environment Division puts at risk the City's ability to deliver its Livable City priorities as it becomes increasingly challenging to recruit and retain talented and knowledgeable staff to deliver Council priorities.

**NEW ITEM Program Budget Change Request Form
2020 Operating Financial Plan**

Career Development		Department	HR
Program #	1564	Date	8/12/2019
Program Name	Career Development	Submitted By	Corinne Nichols
Program Manager	Corinne Nichols	Director Approval Approved By	Bpearce

Reason for Budget Change: Place an "x" in box	Alignment with the Official Community Plan
New Staff <input type="checkbox"/> New Service <input type="checkbox"/> Greater Cost for Same Service <input checked="" type="checkbox"/>	select and type over

Full Cost	
List Wages, Benefits, Contracts, etc.; subtract and list savings or revenue if expected.	
Please note: 2020 Fringe Benefits rates are 27%	
	\$
	10,000
	10,000

Coding					Full Cost	2020 Pro-Rated Cost	2021 Incremental
Fund	Account #	Account Name	Op Unit #	Op Unit Name			
101	52002	Career Development	12	SCS - HR	10,000	10,000	-
							-
							-
							-
							-
Total					10,000	10,000	-

Explanation/Justification
 Due to an increasing number of applications received for the Career Development Program (April annual application process) we are looking to increase the current budget of \$25000 to \$35000.

**NEW ITEM Program Budget Change Request Form
2020 Operating Financial Plan**

Separated Bike Lane Maintenance		Department	Engineering, Parks & Environment
Program #	5160	Date	9/16/2019
Program Name	Streets Operating	Submitted By	Darrin White
Program Manager	Darrin White	Director Approval Approved By	K. Magnusson/D. Pope

Reason for Budget Change: Place an "X" in box	Alignment with the Official Community Plan
New Staff <input type="checkbox"/>	A Connected City: increase kilometres of protected bike lanes
New Service <input checked="" type="checkbox"/>	
Greater Cost for Same Service <input type="checkbox"/>	

Full Cost	
List Wages, Benefits, Contracts, etc.; subtract and list savings or revenue if expected.	
Please note: 2020 Fringe Benefits rates are 27%	
	\$
Wage & Equipment Charges For Bike lane Street Sweeping	2,500
\$78 per Delineator Labour and vehicle costs \$25 per install	10,300
100 delineators repaired or replaced per year	
	12,800

Coding					Full Cost	2020 Pro-Rated Cost	2021 Incremental
Fund	Account #	Account Name	Op Unit #	Op Unit Name			
101	5160	Street sweeping	61013	MRN Road 1	2,500	1,250	1,250
101	5160	Bike Lane Delineation	61009	Signs and Markings	10,300	5,150	5,150
							-
							-
							-
Total					12,800	6,400	6,400

Explanation/Justification

These funds will be used to provide additional street sweeping service levels generated by increasing separated bike lanes throughout the City and will also be used to replace damaged delineators. We are estimating requiring to replace upto 100 delineators per year. If delineators go unrepaired or unreplaced the effectiveness of the seperation will be significantly diminished which will increase the hazard for cyclists and reduce the attractiveness to newer cyclists.



2020 Draft Program Plan

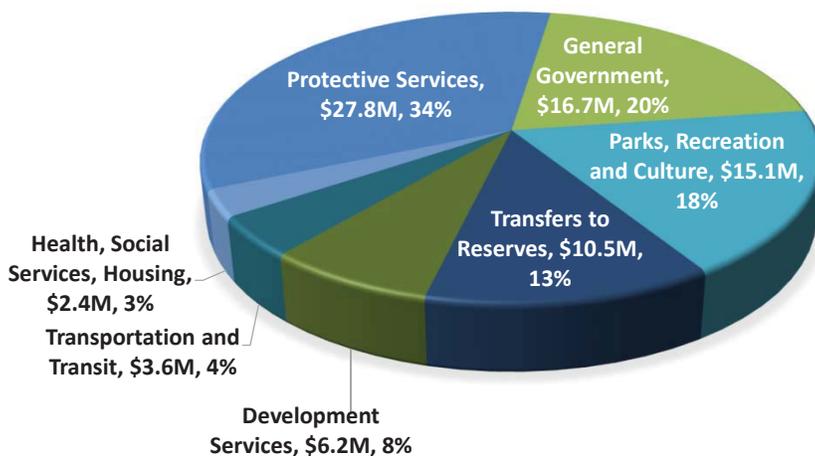
Presented January 27, 2020
Finance



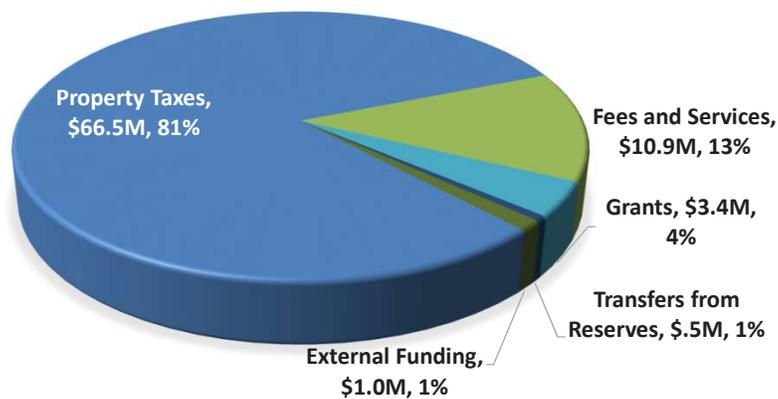
2020-2029 Financial Plan Process/Schedule

Date	Items for Discussion
November 4, 2019	2020-2029 Draft Preliminary Project Plan
December 2, 2019	2020-2029 Preliminary Project Plan
December 2, 2019	2020-2029 Utility Operations & Rates Model (Water, Sewer, Storm, Refuse, Recycling)
January 27, 2020	Draft 2020 Program Plan (Operating Budget)
March 9, 2020	Final 2020-2029 Financial Plan (Project and Program)
April 6, 2020	Tax Rate Distribution Options

Where the Money Goes, \$82.3M (including new items)



Where the Money Comes From, \$82.3M



2020 Proposed Overall Tax Rate Increase

2020 Expense and Revenue Changes	\$(000's)	Tax %
Salary Contractual and other provisions	1,461	2.8%
RCMP Contract (including contract settlement provisions)	847	1.6%
Major Agencies & Core Funded Agencies	419	0.8%
New Capital Infrastructure Maintenance	133	0.3%
Other Items – Various	59	0.2%
Decrease in Non-Tax Revenue	86	0.1%
Tax Roll Growth	(1,500)	(2.9%)
2020 Net Operating Program Increase	1,505	2.9%
Annual Tax Levy for Infrastructure	525	1.0%
2020 Proposed Base Tax Rate Increase	2,030	3.9%
New Items (Operating)	373	0.7%
2020 Proposed Overall Tax Rate Increase	2,403	4.6%

*1% tax rate increase generates \$525,000

2020 Proposed New Items

Item	Department	Description	Annual Amount	2020 Amount	Tax Draw %
1. Staffing					
1	CPE <i>Administration</i>	RFT Administrative Coordinator	-	-	0.00%
2	CPE <i>Communications</i>	RFT Communications Officer	131,700	65,900	0.13%
3	SCS <i>Information Technology</i>	RFT Systems Analyst	108,500	54,300	0.10%
4	Library	RPT Community Library Services for Seniors	22,600	11,300	0.02%
5	Planning & Dev	RFT Environmental Sustainability Specialist	108,500	54,300	0.10%
	Sub-Total Staffing		371,300	185,800	0.35%

2020 Proposed New Items (con't)

Item	Department	Description	Annual Amount	2020 Amount	Tax Draw %
2. Programs					
6	SCS <i>Human Resources</i>	Career Development	10,000	10,000	0.02%
7	Engineering	Separated Bike Lane Maintenance	12,800	6,400	0.01%
8	CAO	Smart City	50,000	50,000	0.10%
9	CAO	Neighborhood Resilience	100,000	100,000	0.19%
Sub-Total Programs			172,800	166,400	0.32%
3. Major Agencies and Core Funded Agencies					
10	Planning	Family Service of the North Shore - Thrive Family Centre Lonsdale Quay	20,800	20,800	0.04%
Sub-Total Major & Core Funded Agencies			20,800	20,800	0.04%
Total Requests			\$564,900	\$373,000	0.71%

2020 Tax Rate Increase

Baseline	Program Plan (Operating)	2.87%
	Minimum Infrastructure Investment	<u>1.00%</u>
		3.87%
New Items	Staffing (5 positions)	0.35%
	Programs (4 new programs)	0.32%
	Major Agencies (1 increase)	0.04%
Total	Increase prior to any additional Initiatives	4.58%

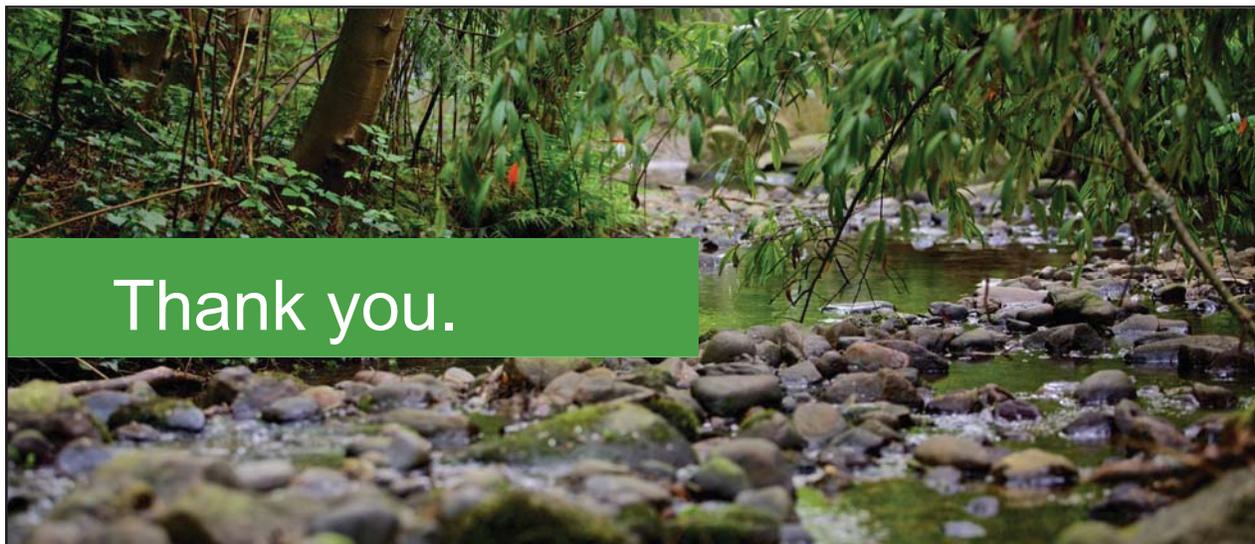
Average projected tax rate increase in the region is estimated to be 3.94% ranging from 7.0% to 0.48%

Tax Rate History for the past 5 year:

Year	Operating Programs	Project Plan	Total
2015	1.90%	2.00%*	3.90%
2016	1.90%	2.00%*	3.90%
2017	1.40%	2.00%*	3.40%
2018	1.50%	1.00%*	2.50%
2019	2.25%	2.00%	4.25%
2020	3.58%	1.00%	4.58%

2020-2029 Financial Plan Next Steps

- March 9th Council Meeting:
 - 2020 Program Plan Update
 - Final 2020-2029 Project Plan



Thank you.



Department Manager	Director	CAO
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The Corporation of **THE CITY OF NORTH VANCOUVER**
FINANCE DEPARTMENT

REPORT

To: Mayor Linda Buchanan and Members of Council

From: Ben Themens, Director of Finance

Subject: 2020 UTILITY RATES

Date: November 20, 2019

File No: 05-1820-01-0001/2020

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

RECOMMENDATION:

PURSUANT to the report of the Director of Finance, dated November 20, 2019, entitled "2020 Utility Rates":

THAT "Water Utility Bylaw, 1994, No. 6417, Amendment Bylaw, 2019, No. 8739" be considered;

THAT "Sewerage and Drainage Utility Bylaw 1995, No. 6746, Amendment Bylaw, 2019, No. 8740" be considered;

AND THAT "Solid Waste Management Service, Bylaw 1997, No. 6920, Amendment Bylaw, 2019, No. 8741" be considered.

ATTACHMENTS:

1. Rates and Levies Summary (CD #1842572)
2. 2020 Water Budget (CD# 1847295)
3. 2020 Sewerage and Drainage Budget (CD# 1847295)
4. 2020 Solid Waste Budget (CD# 1847295)
5. Water Utility Bylaw, 1994, No. 6417, Amendment Bylaw, 2019, No. 8739 (CD #1847144)
6. Sewerage and Drainage Utility Bylaw 1995, No. 6746, Amendment Bylaw, 2019, No. 8740 (CD #1847171)
7. Solid Waste Management Service, Bylaw 1997, No. 6920, Amendment Bylaw, 2019, No. 8741 (CD #1847136)

PURPOSE:

The purpose of this report is to provide Council with the financial impact and recommended bylaw amendments for the 2020 Utility Rates.

BACKGROUND:

The City's Utility Rate Setting Process typically occurs in fall each year in order to allow preparation of utility bills for mailing in January.

Detailed information regarding the programs and projects considered in the various utility plans is provided in information reports prepared by the City's Engineering, Parks and Environment (EPE) Department which are also included in the Regular Council Agenda Package.

DISCUSSION:

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

Council adopted the "Development Cost Charges Bylaw, 2016, No. 8471" on July 25, 2016. The bylaw provides for the collection of DCC's for the water, sanitary sewer and drainage utilities. The fees collected under the bylaw are an important funding source for the utilities as the systems are upgraded and expanded to meet increasing service demands. Due to timing differences between DCC collection and project requirements, other reserves within the utilities may be borrowed against for the DCC portion of project costs.

The City's proposed 2020 flat rate water and sewer utility fees vary by dwelling type (Single Unit Dwelling, Duplex, and Multi-Unit Dwelling). The City has historically offered a discount program to encourage payment by the due date. This has been a successful program with approximately 95% of customers taking advantage of it. However, it lacked transparency, particularly for multi-unit strata owners, as to whether or not the discount was taken. The 2020 rates are designed to increase transparency by assuming a 5% discount for all customers. The rate stated in the bylaw will be the rate paid by customers paying by the due date. As some strata's and rental building owners have begun to rebill utilities to individual units the change will allow individual unit owners/renters to easily verify the per unit rate charged to the strata. To be consistent, the 2020 metered water and sewer rates are designed assuming a 2% discount and the practice of providing a 2% discount to metered customers will also be discontinued. As an estimated 95% of customers take advantage of the discount the change is expected to be fairly revenue neutral to the City. In line with property tax invoicing practices, a late charge will apply if payment is not received by the due date.

The proposed 2020 flat rate utility fees for a **single unit dwelling** are as follows:

Flat Rate Utility Fees Single Unit Dwelling	2020	2019	Net Change \$	Net Change %
Water Water (2019 is net of 5% discount)	489.00	469.30	19.70	4.2%
Sewerage & Drainage Sewer (2019 is net of 5% discount) Storm Drainage (average)*	411.00 <u>107.86</u>	383.80 <u>103.71</u>		
Net Sewerage & Drainage	518.86	487.51	31.35	6.4%
Solid Waste Refuse Green Can Recycling Eco Levy (average) *	115.00 125.00 0.00 <u>45.90</u>	111.00 118.00 23.50 <u>34.43</u>		
Net Solid Waste	285.90	286.92	(1.03)	(0.4%)
Total Flat Rate Utility Fee	1,293.76	1,243.74	50.02	4.0%

The proposed 2020 flat rate utility fees for a **multi-unit dwelling** are as follows:

Flat Rate Utility Fees Multi-Unit Dwelling	2020	2019	Net Change \$	Net Change %
Water Water (2019 is net of 5% discount)	286.00	274.55	11.45	4.2%
Sewerage & Drainage Sewer (2019 is net of 5% discount) Storm Drainage (average)*	256.00 <u>48.83</u>	239.40 <u>46.95</u>		
Net Sewerage & Drainage	304.83	286.35	18.48	6.5%
Solid Waste Recycling Eco Levy (average) *	0.00 <u>22.00</u>	18.00 <u>16.20</u>		
Net Solid Waste	22.00	34.50	(12.50)	(36.2%)
Total Flat Rate Utility Fee	612.83	595.40	17.43	2.9%

* The Storm Drainage and Eco Levy are estimated. The amount is levied based on taxable assessment.

The table below shows a five year utility rate increase history for single unit dwellings:

2015	2016	2017	2018	2019	Average
2.9%	2.8%	2.9%	2.9%	4.9%	3.3%

Attachment #1 provides a summary of the proposed 2020 utility rates and levies by dwelling types. The summary also includes current year comparisons between the North Shore municipalities. It should be noted that the City’s utility rates are the lowest on the North Shore and continue to be competitive through the region.

Water Utility Fund

The Water Utility provides a water distribution system for the citizens and businesses of the City of North Vancouver. The water is purchased from Metro Vancouver’s Greater Vancouver Water District.

The City’s 2020 Water budget is \$13.2 million, a \$0.75 million decrease over 2019.

	2019	2020	Change	%
Water Operations	\$577,500	\$573,000	(\$4,500)	(0.8%)
Water Admin	1,863,700	1,901,600	37,900	2.0%
Water Purchases	7,028,500	7,274,000	245,500	3.5%
Capital Projects	2,971,000	1,535,000	(1,436,000)	(48.3%)
Ongoing Capital Programs	726,000	766,000	40,000	5.5%
Transfers to Reserves	161,000	183,500	22,500	14.0%
Other	617,000	957,700	340,700	55.2%
	\$13,944,700	\$13,190,800	(\$753,900)	(5.4%)

Bulk Water purchases from the Greater Vancouver Water District (GVWD) account for approximately 55% of total and 70% of operating expenses of the water utility. The price of bulk water is set to increase 6.0% over 2019, but do to forecast reduced volumes and a shift between peak and non-peak water purchases, the budgeted cost of water is estimated to increasing by only 3.5%.

2019 capital projects included a significant project (\$2.2M) to upgrade water services to the Moodyville area which was partially funded by a transfer from the Waterworks Reserve. Capital funding for 2020 is returning to a normalized level.

Significant capital projects included in the plan include:

- \$450,000: Watermain Replacement: 100 West 6th
- \$300,000: Watermain Replacement: 100 East 15th
- \$210,000: Watermain Replacement: 2200 St. Georges
- \$190,000: Watermain Replacement: 2100 St. Georges
- \$190,000: Watermain Replacement: 200 Block East 24th

The City’s 2020 Water revenue sources consist of flat rate utility fees, metered charges, use of reserves and other fees (intergovernmental, connection fees, severance fees etc.). The \$0.75 million reduction in funding requirement will be provided by:

	2019	2020	Change	%
Flat Rate Sales	\$7,237,500	\$7,561,400	\$323,900	4.5%
Metered Sales	4,135,300	4,320,400	185,100	4.5%
Other	933,000	1,284,300	351,300	37.7%
Transfers from Reserves	1,638,900	24,700	(1,614,200)	(98.5%)
	\$13,944,700	13,190,800	(\$753,900)	(5.4%)

The rates recommended in this report reflect the City's requirements for ongoing operations, capital programs, reserves and the GVWD's long range projection for water-related services.

The City utilizes seasonal metered water rates to be consistent with Metro Vancouver's model for selling their bulk water to all member municipalities by charging a higher rate from June 1 to September 30 each year. Seasonal rates are designed to create a pricing strategy that values water more in the summer when alpine lake storage is most stressed. The Water utility model assumes 35% in peak water usage and 65% in non-peak periods. The blended rate increase is consistent with the increases to other user groups.

The 2020 proposed seasonal rates are the following:

Period	Rate per cubic meter
Jan1 to May 31	1.2212
June 1 to Sept 30	1.5265
Oct 1 to Dec 31	1.2212
2020 Blended Rate	1.3281
2019 Blended Rate	1.2820
Annual Net Change %	3.6%

Attachment #2 provides a summary of the 2020 Water Utility Budget.

Sewerage & Drainage Utility Fund

The Sewerage & Drainage Utility provides a sanitary and storm water collection system for the citizens and businesses of the City of North Vancouver. This report recommends rates and transfers from reserves to meet EPE's funding requirements for ongoing operations and capital programs.

The City's 2020 combined Sewerage & Drainage budget is approximately \$13.1 million, a \$0.3 million increase over 2019. The Sewerage & Drainage Utility includes a provision for the new North Shore Wastewater Treatment Plant (NSWWTP) of \$400,000 which is decreased by \$200,000 from 2019. This provision aimed to set aside funds to smooth out future rate increases associated with the construction of the NSWWTP. The current amount of funds set aside to date for the NSWWTP is \$3.0 million. Considering the GVS&DD Levy increase, a reduction of \$200,000 to the amount set aside each year, will smoothen the impact of this year's increase.

	2019	2020	Change	%
Sanitary & Drainage Operations	\$410,000	\$516,000	\$106,000	25.9%
Sanitary & Drainage Admin	2,021,900	2,123,000	101,100	5.0%
GVS&DD Levy	6,184,900	6,771,700	586,800	9.5%
Capital Projects	1,891,000	1,560,000	(331,000)	(17.5%)
Ongoing Capital Programs	701,000	636,000	(65,000)	(9.3%)
Transfer to Reserves for NSWWTP	600,000	400,000	(200,000)	(33.3%)
Transfer to Reserves	283,600	276,500	(7,100)	(2.5%)
Other	765,200	855,100	89,900	11.7%
	\$12,857,600	\$13,138,300	\$280,700	2.2%

The Greater Vancouver Sewer and Drainage District (GVS&DD) levy accounts for approximately 50% of total and 70% of operating expenses of the sewerage and drainage utility. The levy is budgeted to increase 9.5% over 2019.

Significant capital work included in the plan includes:

- \$350,000 – Stormmain – Development Supported Infill
- \$175,000 – St. David's – 1st to 3rd – sanitary sewer main replacement
- \$150,000 – East 12th - Lonsdale to East Lane – sanitary sewer main replacement
- \$150,000 – Stormmain - Lonsdale @ Keith Road

In addition to the capital construction projects the plan also includes additional funding for ongoing capital programs which include:

- \$200,000 – Sanitary Renewal/Replacement by Area
- \$200,000 – Stormwater Treatment Facilities
- \$100,000 – Sanitary IC and Connection Rehab Program

The City's 2020 Sewer and Drainage revenue sources consist of sanitary sewerage flat rate and metered charges, storm drainage levy, use of reserves and other fees (intergovernmental, connection fees, severance fees etc.). The \$281K additional funding requirement will be provided by:

	2019	2020	Change	%
Flat Rate Sales	\$6,206,300	\$6,660,300	\$454,000	7.3%
Metered Sales	2,741,600	2,953,900	212,300	7.7%
Storm Drainage Levy	2,337,000	2,430,500	93,500	4.0%
Transfers	648,700	75,000	(573,700)	(88.4%)
Other	924,000	1,018,600	94,600	10.2%
	\$12,857,600	\$13,138,300	\$280,700	2.2%

The City uses a single rate billing system for metered sewer, which is consistent with user pay pricing strategy. The proposed metered sewer rate for 2020 is \$1.6781 per cubic meter, which is a 5.7% increase over the 2019 rate of \$1.5876 per cubic meter.

Attachment #3 provides a summary of the 2020 Sewerage & Drainage Budget.

Solid Waste Utility Fund

The Solid Waste Utility provides for refuse, green can, eco levy and recycling collection services for the citizens of the City of North Vancouver. The rates recommended in this report are used to operate and maintain these services.

The City's 2020 combined Solid Waste budget is approximately \$3.9 million. Over the last few years the Solid Waste Utility has experienced savings due to the agreement signed with Recycle BC and the renewed tri-municipal recycling contract which has resulted in increased reserves totalling \$3.2 million. The 2020 recommended rates increase Refuse and Green Can rate by 3.6% and 5.9%, respectively, while decreasing Recycling rates by 100% resulting in overall solid waste fee decreases of 0.4% for single unit dwellings and 35.3% for multi unit dwellings. It should be noted that multi unit dwellings are responsible for their own Refuse and Green Can disposal through third party entities. This overall reduction in solid waste rates utilizes \$681K funding from these reserves to balance the plan.

Single Unit Solid Waste Rates	<u>2020</u>	<u>2019</u>		
Refuse	115.00	111.00		
Green Can	125.00	118.00		
Recycling	0.00	23.50		
Eco Levy (average) *	<u>45.90</u>	<u>34.43</u>		
Net Solid Waste	285.90	286.93	(1.03)	(0.4%)

Multi Unit Solid Waste Rates	<u>2020</u>	<u>2019</u>		
Recycling	0.00	18.00		
Eco Levy (average) *	<u>22.00</u>	<u>16.50</u>		
Net Solid Waste	22.00	34.50	(12.50)	(36.2%)

Attachment #4 provides a summary of the 2020 Solid Waste Budget.

FINANCIAL IMPLICATIONS:

To summarize, the proposed 2020 flat rate utility fees by dwelling type are the following:

Dwelling Type	2020 Net Flat Rate (proposed)	2019 Net Flat Rate	Net Change \$
Single Unit	1,293.76	1,243.74	50.02
Duplex	1,085.57	1,039.05	46.52
Multi-Unit	612.83	595.40	17.43

This translates in a total annual utility charge increase of 4.0% for single unit dwellings and 2.9% for multi-unit dwellings. The City's utility rates continue to be among the lowest in the region.

It should be noted that significant regional cost increases are anticipated in the coming years, driven predominately by Metro Vancouver's expanding capital programs. The following table indicates the latest forecast percentage increases to regional rates over the next four years.

	2021	2022	2023	2024
Bulk Water	6.1%	8.8%	9.9%	10.1%
GVS&DD Levy	12.2%	18.2%	13.1%	14.1%
Tipping Fees	6.2%	5.8%	5.5%	5.2%

While the City has been planning to buffer the impacts of the NSWWTP coming on-line, if the above increases materialize it is likely that significant future rate increases, estimated at 7% to 12%, will be required in order for the City to reach the capital renewal and rehabilitation goals discussed in the accompanying information reports from the City Engineer.

Option:

The current recommendation proposes rate adjustments that provide for all programs/projects listed in EPE's 2020 budget request. The request translates in a total annual utility rate increase of 4.0% for single unit dwellings and 2.9% for multi-unit dwellings.

Alternatively, Council could instruct staff to review options to reduce the proposed increases. It should be noted that funding is included in the proposed budget to enhance asset management efforts for the purpose of generating information that will assist in better forecasting asset maintenance needs in future years.

The City has a long-standing policy of prioritizing the maintenance of existing assets over the construction of new ones. The current list of projects includes replacement and upgrade projects as well as additional new infrastructure projects. Council could request staff to review the various projects to determine if any could be postponed to future years. As an example, Council could adopt a resolution requesting staff to prioritize capital

projects included in the plan to provide options to Council to reduce the total annual Utility rate increase to a certain percentage.

INTER-DEPARTMENTAL IMPLICATIONS:

This report has been prepared with the input and participation of the EPE department and should be read in conjunction with the information reports provided by EPE regarding each utility. The Leadership Team reviewed and commented on the report at its November 19, 2019 meeting.

CORPORATE PLAN AND/OR POLICY IMPLICATIONS:

The recommended rates provide the funding to support the following goals and objectives of the 2014 Official Community Plan:

- 8.1.3 Consider stormwater management opportunities in streets, laneways and open spaces where appropriate;
- 8.1.4 Improve financial models to include cash flow projections that meet capital asset replacement needs;
- 8.1.8 Complete work underway to meet the objective of the Metro Vancouver Integrated Solid Waste and Resource Management Plan (ISWRMP) of an average 70% diversion rate by 2015 and 80% by 2020, as well as meet the requirement of the regional Liquid Waste Management Plan for a municipal Integrated Stormwater Management Plan (ISMP) by 2015;
- 8.1.9 Pursue the reduction of waste throughout the full lifecycle of production, consumption, recycling and disposal to achieve local and regional waste management goals;
- 8.2.1 Maintain or improve service levels related to water supply, sewers, transportation, communication and energy infrastructure;
- 8.2.2 Identify and monitor the condition of our infrastructure on a regular basis in order to identify the remaining operational life of individual elements, and to identify and rectify weaknesses before failure, thereby optimizing capital and maintenance program expenditures;

STRATEGIC PLAN IMPLICATIONS:

The proposed utility rates support Council's commitment to being "fiscally responsible" through rates that balance operational and capital renewal needs with the impact on the ratepayer.

RESPECTFULLY SUBMITTED:



Ben Themens
Director of Finance

The City of North Vancouver
Rates and Levies Summary

	2019 **DWV	2019 ***DNV	2019 CNV	2020 CNV	Increase	
					\$	%
SINGLE UNIT DWELLING						
Flat Rate Water	\$ 934.00	\$ 703.50	\$ 494.00	\$ 489.00		
5% Discount			(24.70)	-		
Single Unit Net Water	934.00	703.50	469.30	489.00	19.70	4.2%
Flat Rate Sanitary Sewer	1,051.00	669.00	404.00	\$ 411.00		
5% Discount			(20.20)	-		
Single Unit Net Sewer	1,051.00	669.00	383.80	411.00	27.20	7.1%
Storm Drainage Levy (estimate)	468.56		103.71	107.86 *	4.11	4.0%
Total Single Unit Water/Sanitary/Storm	\$ 2,453.56	\$ 1,372.50	\$ 956.81	\$ 1,007.86	\$ 51.01	5.3%
Other Rates						
Refuse	\$ 200.96	\$ 272.75	\$ 111.00	\$ 115.00	4.00	3.6%
Green Can			118.00	\$ 125.00	7.00	5.9%
Recycling - Single Unit	20.00	32.40	23.50	\$ -	(23.50)	-100.0%
Eco Levy (estimate)	47.24		34.43	\$ 45.90 *	11.47	33.3%
Total Single Unit Solid Waste	\$ 268.20	\$ 305.15	\$ 286.93	\$ 285.90	\$ (1.03)	-0.4%
TOTAL SINGLE UNIT ALL LEVIES	\$ 2,721.76	\$ 1,677.65	\$ 1,243.74	\$ 1,293.76	\$ 50.02	4.0%
DUPLEX Including Infills & Strata SFD)						
Flat Rate Water	\$ 784.00	\$ 599.25	\$ 414.00	\$ 410.00		
5% Discount			(20.70)	-		
Duplex Net Water	784.00	599.25	393.30	410.00	16.70	4.2%
Flat Rate Sanitary Sewer	873.00	\$ 556.50	374.00	\$ 380.00		
5% Discount			(18.70)	-		
Duplex Net Sewer	873.00	556.50	355.30	380.00	24.70	7.0%
Storm Drainage Levy (estimate)	468.56		94.02	97.78 *	3.76	4.0%
Total Duplex Water/Sanitary/Storm	\$ 2,125.56	\$ 1,155.75	\$ 842.62	\$ 887.78	\$ 45.16	5.4%
Other Rates						
Refuse	\$ 200.96	\$ 272.75	74.00	\$ 77.00	3.00	4.1%
Green Can			70.00	75.00	5.00	7.1%
Recycling - Duplex	20.00	32.40	18.00	-	(18.00)	-100.0%
Eco Levy (estimate)	47.24		34.43	45.79 *	11.36	33.0%
Total Duplex Solid Waste	\$ 268.20	\$ 305.15	\$ 196.43	\$ 197.79	\$ 1.36	0.7%
TOTAL DUPLEX ALL LEVIES	\$ 2,393.76	\$ 1,460.90	\$ 1,039.05	\$ 1,085.57	\$ 46.52	4.6%
MULTI-UNIT DWELLING						
Flat Rate Water	\$ 369.00	\$ 599.25	\$ 289.00	\$ 286.00		
5% Discount			(14.45)	-		
Multi-Unit Net Water	369.00	599.25	274.55	286.00	11.45	4.2%
Flat Rate Sanitary Sewer	386.00	556.50	252.00	\$ 256.00		
5% Discount			(12.60)	-		
Multi-Unit Net Sewer	386.00	556.50	239.40	256.00	16.60	6.9%
Storm Drainage Levy (estimate)	468.56		46.95	48.83 *	1.88	4.0%
Total Multi Unit Water/Sanitary/Storm	\$ 1,223.56	\$ 1,155.75	\$ 560.90	\$ 590.83	\$ 29.93	5.3%
Recycling - Multi Unit	20.00	23.40	18.00	-	(18.00)	-100.0%
Eco Levy (estimate)	47.24		16.50	22.00 *	5.50	33.3%
Total Multi Family Solid Waste	\$ 67.24	\$ 23.40	\$ 34.50	\$ 22.00	(12.50)	-36.2%
TOTAL MULTI-UNIT ALL LEVIES	\$ 1,290.80	\$ 1,179.15	\$ 595.40	\$ 612.83	\$ 17.43	2.9%

* Average storm and eco levy based on average property assessment, plus overall increase for 2019

** DWV fully metered; therefore, the water and sewer rates are estimates based on average usages of SUD - 350 CUM, Duplex - 280 CUM, MUD - 150 cum;

** DWV MUD estimates are based on a 50 unit building with a 100mm connection

*** DNV does not have a separate storm drainage levy

2020 WATER BUDGET

Programs	2019 Annual Budget	2020 Annual Budget	Variance 2020 Annual to 2019 Annual	% Variance	Notes
WATER REVENUE					
PERMITS SPRINKLER	1,000	1,000	0		
FEES CONNECTION-WATER/SANITARY	650,000	990,700	340,700		Increased to reflect projected actuals - offset against expenses
FEES CONSTRUCTION SITE	20,000	20,700	700		
FEES SEVERANCE	60,000	61,800	1,800		
WATER CONNECTION REUSE	46,600	49,200	2,600		
Water Operations	777,600	1,123,400	345,800	44.5%	
FLAT RATE SALES	7,594,400	7,561,391	-33,009		Consistent with proposed rate increase
DISCOUNTS FLAT RATE	-356,900	0	356,900		Consistent with proposed rate increase
METERED SALES	4,212,800	4,320,362	107,562		Consistent with proposed rate increase
DISCOUNTS METERED	-77,500	0	77,500		Consistent with proposed rate increase
PENALTIES FLAT RATE	13,400	13,900	500		
TRANSFER FROM DNV	142,000	147,000	5,000		
Water Admin	11,528,200	12,042,653	514,453	4.5%	
TRANSFER FROM STATUTORY RESERVE	1,638,894	24,750	-1,614,144		2019 included \$1,085,000 borrowing for DCC related projects
Transfers	1,638,894	24,750	-1,614,144	-98.5%	
Total Water Revenue	13,944,694	13,190,803	-753,891	-5.4%	
WATER EXPENSES					
WAGES AND BENEFITS	404,600	401,450	-3,150		
GOODS AND SUPPLIES	69,800	69,260	-540		
SERVICES	47,700	47,330	-370		
FINANCIAL SERVICES	55,400	54,970	-430		
Water Operations	577,500	573,000	-4,500	-0.8%	
WAGES AND BENEFITS	703,550	955,434	251,884		Decrease due to changes made to allocation from internal re-org
GOODS	5,000	5,000	0		
WATER PURCHASES DNV	238,000	245,100	7,100		
WATER PURCHASES GWWD	6,790,500	7,028,900	238,400		6% increase in regional cost of bulk water - 50% of total utility budget
SERVICES	75,500	105,500	30,000		
FINANCIAL SERVICES	1,079,600	835,700	-243,900		Decrease due to changes made to allocation from internal re-org
Water Admin	8,892,150	9,175,634	283,484	3.2%	
Sub Total Water Operating	9,469,650	9,748,634	278,984	2.9%	
OHead Water Capital	-33,000	-33,000	0	0.0%	
TRANSFER TO CAPITAL	3,697,000	2,301,000	-1,396,000		Decrease in capital project requirements
THIRD PART CONNECTIONS	650,000	990,700	340,700		Increased to reflect projected actuals
RESERVE FOR FUTURE EXPENDITURES	0	50,000	50,000		
TRANSFER TO STATUTORY RESERVE	120,000	120,000	0		
TRANSFER TO UN/APPROPRIATED EQUITY	41,044	13,469	-27,575		
Transfers	4,508,044	3,475,169	-1,032,875	-22.9%	
Total Water Expenses	13,944,694	13,190,803	-753,891	-5.4%	

2020 SEWERAGE AND DRAINAGE BUDGET

Programs	2019 Annual Budget	2020 Annual Budget	Variance 2020 Annual to 2019 Annual	% Variance	Notes
SEWER AND STORM REVENUES					
FEES CONNECTION-WATER/SANITARY	380,000	384,000	4,000		
FEES SEVERANCE	55,000	57,800	2,800		
MISCELLANEOUS	15,000	15,500	500		
Sanitary Operations	450,000	457,300	7,300	1.6%	
FLAT RATE SALES	6,515,800	6,660,300	144,500		Consistent with proposed rate increase
DISCOUNTS FLAT RATE	-309,500	0	309,500		Consistent with proposed rate increase
METERED SALES	2,794,700	2,953,908	159,208		Consistent with proposed rate increase
DISCOUNTS METERED	-53,100	0	53,100		Consistent with proposed rate increase
PENALTIES FLAT RATE	9,000	9,300	300		
Sanitary Admin	8,956,900	9,623,508	666,608	7.4%	
FEES STORM CONNECTION	430,000	515,200	85,200		Increased to reflect projected actuals - offset against expenses
FEES SEVERANCE STORM	35,000	36,800	1,800		
Storm Operations	465,000	552,000	87,000	18.7%	
STORM DRAINAGE LEVY	2,337,000	2,430,500	93,500		Consistent with proposed rate increase
Storm Admin	2,337,000	2,430,500	93,500	4.0%	
Sub-Total Operating Revenues	12,208,900	13,063,308	854,408	7.0%	
TRANSFER FROM APPROPRIATED EQUITY	648,720	75,000	-573,720		\$75K from Capital Reserves for future expenditures
Sewer and Storm Transfers	648,720	75,000	-573,720	-88.4%	
Total Sewer and Storm Revenue	12,857,620	13,138,308	280,688	2.2%	
SEWER AND STORM EXPENSES					
WAGES AND BENEFITS	105,000	122,600	17,600		Due to increased maintenance requirements on aging infrastructure
CONFERENCES, EDUCATION, TRAVEL	0	0	0		
GOODS AND SUPPLIES	15,400	17,980	2,580		
SERVICES	45,000	52,540	7,540		
FINANCIAL SERVICES	19,600	22,880	3,280		
Sanitary Operations	185,000	216,000	31,000	16.8%	
WAGES AND BENEFITS	372,500	482,664	110,164		Decrease due to changes made to allocation from internal re-org
GOODS AND SUPPLIES	5,000	5,300	300		
SERVICE EXPENSES AND FEES	120,000	145,000	25,000		
GVS&DD LEVY	6,184,868	6,771,696	586,828		9.5% GVS&DD Sewer levy increase - 50% of total utility budget
GVRD GEOSPATIAL LEVY	7,200	7,900	700		
FINANCIAL SERVICES	569,950	476,250	-93,700		Decrease due to changes made to allocation from internal re-org
Sanitary Admin	7,259,518	7,888,810	629,292	8.7%	
WAGES AND BENEFITS	115,400	153,870	38,470		Increase due to addition of Spill Response
GOODS AND SUPPLIES	17,700	23,600	5,900		
SERVICES	68,500	91,330	22,830		
FINANCIAL SERVICES	23,400	31,200	7,800		
Storm Operations	225,000	300,000	75,000	33.3%	
WAGES AND BENEFITS	413,000	505,206	92,206		Decrease due to changes made to allocation from internal re-org
GOODS AND SUPPLIES	5,000	5,300	300		
SERVICES	135,000	195,000	60,000		
FINANCIAL SERVICES	401,450	308,250	-93,200		Decrease due to changes made to allocation from internal re-org
Storm Admin	954,450	1,013,756	59,306	6.2%	
Sub-Total Sewer and Storm Expenses	8,623,968	9,418,566	794,598	9.2%	
FINANCIAL SERVICES	-29,000	-29,000	0		
OHead Sewer Capital	-29,000	-29,000	0		
FINANCIAL SERVICES	-23,000	-23,000	0		
OHead Drainage Capital	-23,000	-23,000	0		
Sub-Total Sewer and Storm Recoveries	-52,000	-52,000	0	0.0%	
TRANSFER TO CAPITAL	2,592,000	2,196,000	-396,000		Decrease in capital project requirements
THIRD PARTY CONNECTIONS	810,000	899,200	89,200		Adjusted to reflect projected actuals - offset against revenues
TRANSFER TO STATUTORY RESERVE	218,000	218,000	0		
TFR SAME FUND TO PROJ TRKG	0	0	0		
TRANSFER TO APPROPRIATED EQUITY	665,652	458,542	-207,110		Decreased reserve contribution for LGWWTP
TRANSFER TO UNAPPROPRIATED EQUITY	0	0	0		
Sewer and Storm Transfers	4,285,652	3,771,742	-513,910	-12.0%	
Total Sewer and Storm Expenses	12,857,620	13,138,308	280,688	2.2%	

2020 SOLID WASTE BUDGET

Programs	2019 Annual Budget	2020 Annual Budget	Variance 2020 Annual to 2019 Annual	% Variance	Notes
SOLID WASTE REVENUE					
RECYCLING LEVY/GREEN CAN	1,322,800	876,000	-446,800		Reduced due to transition to Recycle BC for Recycling services
PPP PROGRAM INCENTIVE	670,000	335,000	-335,000		
Recycling & Green Can	1,992,800	1,211,000	-781,800	-39.2%	
REFUSE TAGS COMMERCIAL	3,500	3,500	0		
REFUSE TAGS RESIDENTIAL	9,000	9,000	0		
Refuse	12,500	12,500	0	0.0%	
REFUSE LEVY	789,200	828,932	39,732		
Refuse Admin	789,200	828,932	39,732	5.0%	
ECO LEVY	825,000	1,100,000	275,000		Consistent with proposed rate increase
Eco Levy Programs	825,000	1,100,000	275,000	33.3%	
TRANSFER FROM APPROPRIATED EQUITY	533,740	707,720	173,980		Increase in transfer to mitigate rates
Transfers	533,740	707,720	173,980		
Total Solid Waste Revenue	4,153,240	3,860,152	-293,088	-7.1%	
SOLID WASTE EXPENSES					
SERVICES	1,192,540	649,670	-542,870		Reduced due to transition to Recycle BC for Recycling services
Recycling	1,192,540	649,670	-542,870	-45.5%	
WAGES AND BENEFITS	69,800	71,200	1,400		
GOODS AND SUPPLIES	2,100	2,200	100		
SERVICES	70,000	70,000	0		
FINANCIAL SERVICES	181,700	196,650	14,950		
Recycling & Green Can Admin	323,600	340,050	16,450	5.1%	
GOODS AND SUPPLIES	155,700	125,000	-30,700		\$125K of the Zero Waste costs being moved to the Eco Levy Program
FINANCIAL SERVICES	94,300	0	-94,300		
Zero Waste Challenge	250,000	125,000	-125,000	-50.0%	
WAGES AND BENEFITS	157,100	157,100	0		
SERVICES	231,500	231,500	0		
FINANCIAL SERVICES	69,400	69,400	0		
Refuse	458,000	458,000	0	0.0%	
WAGES AND BENEFITS	144,200	158,400	14,200		
GOODS AND SUPPLIES	2,000	2,000	0		
FINANCIAL SERVICES	212,900	218,750	5,850		
TRANSFER TO APPROPRIATED EQUITY	0	4,282	4,282		
Refuse Admin	359,100	383,432	24,332	6.8%	
WAGES AND BENEFITS	212,400	221,600	9,200		
SERVICES	532,600	555,600	23,000		
Green Can	745,000	777,200	32,200	4.3%	
WAGES AND BENEFITS	721,000	960,600	239,600		Increase due to the growth of the Eco Levy Program
GOODS AND SUPPLIES	15,400	125,000	109,600		\$125K of the Zero Waste costs being moved to the Eco Levy Program
SERVICES	34,900	0	-34,900		
FINANCIAL SERVICES	53,700	41,200	-12,500		
Eco Levy Programs	825,000	1,126,800	301,800	36.6%	
Total Solid Waste Expenses	4,153,240	3,860,152	-293,088	-7.1%	

THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 8739

A Bylaw to Amend “Water Utility Bylaw, 1994, No. 6417”

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

1. This Bylaw shall be known and cited for all purposes as **“Water Utility Bylaw, 1994, No. 6417, Amendment Bylaw, 2019, No. 8739”**.
2. “Water Utility Bylaw, 1994, No. 6417” is amended as follows:
 - A. Delete Section 706 – Date of Payment, Discounts and Penalties in its entirety and replace with the following:

Section 706 – Date of Payment, Discounts and Penalties

 1. The date of payment, discounts and penalties are listed in Schedule “B” of this bylaw.
 - B. SCHEDULES:
 - (1) Delete Schedule “A” in its entirety and replace with the new Schedule “A” attached to this bylaw.
 - (2) Delete Schedule “B” in its entirety and replace with the new Schedule “B” attached to this bylaw.
3. This Bylaw shall be effective as of the 1st day of January, 2020.

READ a first time on the <> day of <>, 2019.

READ a second time on the <> day of <>, 2019.

READ a third time on the <> day of <>, 2019.

ADOPTED on the <> day of <>, 2019.

MAYOR

CITY CLERK

SCHEDULE A

Water Services

2020 CONNECTIONS AND SEVERANCE RATES

1. Water Service Connections

Size	Fee
Standard 19 mm	\$5100
>19 mm	At Cost, with a minimum charge equal to the standard fee.

2. Water Service Severance

For Standard 19 mm Replacement	\$1100
>19 mm service replacement	At Cost, with a minimum charge equal to the standard fee.

3. Water Connection Reuse \$2500

4. Turn on/off \$50

5. Flat fee for installation and removal of temporary meter \$400

A 50% rebate is available for standard 19mm water service replacements that are installed less than 2 years in advance of a City initiated programmed replacement of water services within the block.

SCHEDULE B

2020 Water Use Rates

1. WATER RATES

1. For Temporary Service during construction

Building Size (Total Floor Area)

46 sq. m to 460 sq. m	\$165
Over 460 sq. m but not exceeding 4,600 sq. m	\$325
Over 4,600 sq. m but not exceeding 23,000 sq. m	\$540
Over 23,000 sq. m	\$860

2. Flat Rates (un-metered premises)

Single Unit Dwelling	\$489 per year
Duplexes (including infills) per unit	\$410 per year
Multiple Unit Dwellings (including extra living units within single unit dwellings, apartments, condominiums, garden apartments and coach houses) for each dwelling	\$286 per year
Stores, offices, other commercial premises not elsewhere designated; Churches and Public Halls per fixture	\$115 per year
Water Cooling Units	\$800 per year
Schools per Classroom	\$369 per year
Minimum charge for any service	\$489 per year

2. METERED WATER RATES

For commercial and industrial properties, hospitals and schools served by water meters the following scale of charges shall apply:

1.	January 1 to May 31	\$ 1.2212 per cubic metre
	June 1 to September 30	\$ 1.5265 per cubic metre
	October 1 to December 31	\$ 1.2212 per cubic metre

A minimum bill for 30 cubic metres per month will be charged if a lesser quantity or no water is consumed.

2. Metered Charges for Mixed Use Premises

The charge for Mixed Use Premises on metered rates shall be the greater of the flat rate for Multiple Dwelling Units provided in this Schedule times the number of dwelling units or the metered rates.

3. MISCELLANEOUS CHARGES

1. Testing a Meter as Provided in Section 703

For meters 50 mm and smaller	\$115
For meters over 50 mm	\$225

4. DATE OF PAYMENT AND PENALTIES

1. FOR FLAT RATE (un-metered premises)

1. Rates set out above shall be due on the last business day in February each year.
2. A penalty of five percent (5%) shall be added to rates which are not paid on or before the last business day of February and a further penalty of five percent (5%) shall be added to rates which are not paid before the last business day of April in the year which the rates are due.

2. FOR METERED PREMISES

1. A penalty of five percent (5%) shall be added to rates which are not paid on or before the due date as indicated on metered account bills.

THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 8740

A Bylaw to Amend “Sewerage and Drainage Utility Bylaw, 1995, No. 6746”

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

1. This Bylaw shall be known and cited for all purposes as **“Sewerage and Drainage Utility Bylaw, 1995, No. 6746, Amendment Bylaw, 2019, No. 8740”**.
2. “Sewerage and Drainage Utility Bylaw, 1995, No. 6746” is amended as follows:
 - A. SCHEDULES:
 - (1) Delete Schedule “A” in its entirety and replace with the new Schedule “A” attached to this bylaw.
 - (2) Delete Schedule “B” in its entirety and replace with the new Schedule “B” attached to this bylaw.

READ a first time on the <> day of <>, 2019.

READ a second time on the <> day of <>, 2019.

READ a third time on the <> day of <>, 2019.

ADOPTED on the <> day of <>, 2019.

MAYOR

CITY CLERK

SCHEDULE A

Sewer and Drainage Services

2020 CONNECTION AND SEVERANCE FEES

1. SANITARY CONNECTION

Size	Fee
Standard 100mm Replacement or Relining	\$5,100
>100mm	At Cost, with a minimum charge equal to the standard fee
Inspection Chamber	\$2,500
Private Sewer Connection Inspection and Certification Deposit	\$2,500
Sanitary Severance	\$1,100

2. STORM CONNECTION

Size	Fee
Standard 150mm Replacement or Relining	\$4,800
>150mm	At Cost, with a minimum charge equal to the standard fee
Storm Sewer Extension and Connection for Single Unit Developments exceeding \$150,000 and excluding subdivision	\$1,100 per linear metre based on the total width of the lot serviced
Storm Severance	\$1,100
Off-Site Stormwater Management Facility Fees	\$30 per square metre of premises lot area or at cost to provide works on public property
Storm Collection System Ditch Culvert	\$250 per linear metre based on Construction the length of the culvert pipe

SCHEDULE B

2020 Sewer and Drainage Rates

The following rates shall apply to all real property used for one or more of the following purposes and from which there is a connection to the sewer systems of the City:

1. SANITARY SEWER 2020 Rates

1. **Annual Sewer Parcel Tax** \$ 0 per year

2. **Flat Rates (un-metered premises)**

Single Unit Dwelling \$411 per year

Duplexes (including infills) per unit..... \$380 per year

Multiple Unit Dwellings (including extra living units
within single unit dwellings, apartments,
condominiums, garden apartments and coach houses)
for each dwelling \$256 per year

Stores, offices, other commercial premises
not elsewhere designated; Churches and Public Halls
per fixture \$107 per year

Minimum charge for any service is..... \$411 per year

3. Metered Rates

For commercial and industrial properties, hospitals and schools served by water meters the following scale of charges shall apply:

\$1.6781 per cubic metre

A minimum bill for 30 cubic metres per month will be charged if a lesser quantity or no water is consumed.

4. GVS & DD Special Industrial User Charge

Where the owner or occupier of a parcel of real property is a special industrial user, that owner or occupier shall pay to the municipality for the use of the sewerage system the greater of:

- A. the charges payable under Schedule B, subsections .1, .2, and .3, or
- B. the GVS & DD special industrial user charge as determined by the GVS & DD for that owner or occupier, prorated if necessary for monthly or quarterly billings.

5. Charges for Contaminated Groundwater Discharges to Sanitary Sewer

Ground Water Discharges \$0.33/m³, or as determined by the GVS & DD.

6. Metered Charges for Mixed Use Premises

The charge for Mixed Use Premises on metered rates shall be the greater of the flat rate for Multiple Dwelling Units provided in this Schedule times the number of dwelling units or the metered rates.

7. Sewer Use Charges

Users having a metered water service, who return less than 40% of water purchased to the sanitary sewer system, may make application to the Director of Finance for a Flat Rate Sewer charge based on their number of plumbing fixtures discharging into the sewer outlet of the premises, together with a charge of \$400 per million dollars of taxable assessment.

Applications for flat rate sewer charges must be received prior to December 1 of the year of application, and must include a full description of water usage and the total number of fixtures on the property, as described in Schedule "B" of this Bylaw.

The Director of Finance will examine each application and the supporting documentation and may visit the site to ensure that the conditions described are representative of a complete year's usage and that the total number of fixtures is accurate.

The Director of Finance will either reject the application providing reasons, or approve a Flat Rate charge. This charge, if approved, will be billed annually.

Any user rate so adjusted will be subject to periodic review by the Director of Finance and may, at any time, be returned to a user rate based on metered water consumption and the applicant so notified.

In no case shall the annual charge for a sewer-user having a metered water connection be less than the rate for a Single Unit Dwelling.

8. Date of Payment and Penalties

A. FOR FLAT RATE (un-metered premises)

- 1) Rates set out above shall be due on the last business day in February each year.
- 2) A penalty of five percent (5%) shall be added to rates which are not paid on or before the last business day of February and a further penalty of five percent (5%) shall be added to rates which are not paid on or before the last business day of April in the year which the rates are due.

B. FOR METERED PREMISES

- 1) A penalty of five percent (5%) shall be added to rates which are not paid on or before the due date as indicated on metered account bills.

2. STORM DRAINAGE

1. The Storm Drainage Levy is based on the taxable assessment of a property and is charged on the following classes per thousand dollars of taxable assessment based on the BC Assessment assessed value of:

- Residential
- Utility
- Major Industry
- Light Industry
- Business
- Recreation/non-profit

and is included on the Property Tax Notice payable annually in July of each year as set by Council.

2. Storm Drainage Charges

A user, who is aggrieved by the application of Schedule B 2.1 to a specific parcel, may make application to the City Engineer, in writing, stating the basis for the complaint. The City Engineer will respond, in writing, to the applicant's concern outlining any appropriate adjustment that may be authorized.

3. Penalty

A 5% penalty will be added to the balance owed if unpaid by the end of the first working day in July, and a further 5% penalty will be added to the balance owed if unpaid by the first working day of September.

THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 8741

A Bylaw to Amend “Solid Waste Management Service Bylaw, 1997, No. 6920”

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

1. This Bylaw shall be known and cited for all purposes as “**Solid Waste Management Service Bylaw, 1997, No. 6920, Amendment Bylaw, 2019, No. 8741**”.
2. “Solid Waste Management Service Bylaw, 1997, No. 6920” is amended as follows:
 - A. Delete Sections 704 and 705 in Part 7 – Containers in their entirety and replace with the following:

704 Location and Placement of Containers

1. All users of the Solid Waste Management Service shall ensure that containers for garbage, yard trimmings, food scraps, and recyclable materials are:
 - (a) Stored on private property in such a manner that they do not rest on, encroach upon or project over any highway (which includes streets, lanes, and boulevards) or other public place and do not impede or endanger vehicle or pedestrian traffic on any street or other public place;
 - (b) Placed at the property line, at the level of the adjacent lane, or if no lane exists, the adjoining street at the curb or pavement area, clear of the traveled pavement area, no earlier than 5:30 a.m. and no later than 7:30 a.m. on the designated collection day, and returned to private property by no later than 9:00 p.m. the same day.

705 Maintenance of Containers and Enclosures

1. Any enclosures for the storage of garbage, yard trimmings and or recyclable material containers shall be located within private property, built to comply with the Building Bylaw, and prevent access by domestic or wild animals, birds, rodents or other pests;
2. All garbage containers and bulk garbage containers for household garbage, commercial garbage, yard trimmings, food scraps, and or recyclable materials, and any enclosure used to store the containers shall be stored in a tidy manner on private property, and maintained in good condition. The City Engineer may identify containers or enclosure which are unfit for their purpose and inform the Owner that the containers or enclosures shall no longer be used. Each Owner of a container or enclosure so identified shall forthwith replace, modify, or repair the container to the satisfaction of the City Engineer.

B. PART 11 – SCHEDULES:

- (1) Delete Schedule “A” in its entirety and replace with the new Schedule “A” attached to this bylaw;
 - (2) Delete Schedule “E” in its entirety and replace with the new Schedule “E” attached to this bylaw.
3. This Bylaw shall be effective as of the 1st day of January, 2020.

READ a first time on the <> day of <>, 2019.

READ a second time on the <> day of <>, 2019.

READ a third time on the <> day of <>, 2019.

ADOPTED on the <> day of <>, 2019.

MAYOR

CITY CLERK

PART 11 – SCHEDULES

**SCHEDULE “A”
SCHEDULE OF USER CHARGES
FOR SOLID WASTE MANAGEMENT SERVICE**

1101 DEFINITIONS

1. *Standard Residential Service* = A maximum of two (2) garbage containers per dwelling unit collected every other week.
2. *Commercial Service* = As arranged.
3. *Recycling Service* = Weekly collection of recyclables and an unlimited number of Green Can designated containers, kraft bags and/or tied bundles of yard trimmings.

1102 ANNUAL USER CHARGE

GARBAGE	2020
1. Per dwelling unit for single unit dwelling, duplex and infill	\$115.00
2. Per dwelling unit for secondary suite, coach house and multi-unit dwellings greater than 2 units	\$77.00
3. Per Residential garbage tag	\$4.00
4. Per Commercial garbage tag	\$4.50
GREEN CAN	2020
1. Per dwelling unit for single unit dwelling, duplex and infill	\$125.00
2. Per dwelling unit for secondary suite, coach house and multi-unit dwellings greater than 2 units	\$75.00
ECO LEVY	
<p>The Eco Levy is based on the taxable assessment of a property and is charged on the following classes per thousand dollars of taxable assessment based on the BC Assessment assessed value of:</p> <ul style="list-style-type: none"> • Residential • Utility • Major Industry • Light Industry • Business • Recreation / non-profit <p>and is included on the Property Tax Notice payable annually in July of each year as set by Council.</p>	

1103 PENALTY

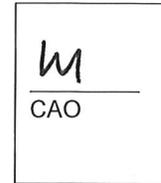
1. A 5% penalty will be added to the balance owed if unpaid by the end of the first working day in July, and a further 5% penalty will be added to the balance owed if unpaid by the first working day of September.

SCHEDULE "E"

1107 RECYCLABLE MATERIALS COLLECTED BY THE SOLID WASTE MANAGEMENT SERVICE

Packaging and Paper Products (PPP)

1. Mixed Paper Recyclables	Newspaper, flyers, writing/home office paper, magazines, catalogues, boxboard boxes, molded boxboard, corrugated cardboard, multi-layer paper bags, paper bags, non-foil gift-wrap, greeting cards, telephone books, shredded paper. Paper which is soiled, food contaminated, or wet should be placed into containers intended for organic material collection.
2. Glass Containers Recyclables	All clear or coloured glass food and beverage bottles or jars.
3. Non-glass Mixed Container Recyclables	All hard plastic containers, steel containers, aluminum foil and containers, cold drink cups, paper cups, gable top cartons, aseptic containers, spiral wound paper cans, empty aerosol cans, frozen dessert boxes



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

INFORMATION REPORT

To: Mayor Linda Buchanan and Members of Council

From: Ben Themens, Director of Finance

SUBJECT: COVID-19 IMPACT ON FINANCIAL PLANNING PROCESS

Date: April 15, 2020 File No: <05-1610-01-0001/2020>

This report discusses the Financial Plan preparation process to date and anticipated COVID-19 related future adjustments.

Two of the purposes of the Financial Plan being presented to Council on April 20, 2020 are to provide Council with the most up-to-date financial information and allow the City to set a tax rate in the coming weeks so that the City meets provincial statutory deadlines stipulating that a municipality must adopt its Financial Plan and set its tax rates by May 15th each year.

In order to meet statutory deadlines, the document does not address all potential COVID-19 related cash flow and funding gap issues that are currently being assessed by staff. The Plan considers the information submitted by the various City departments over the past several months. The review of all the projects and programs considered in the Plan is underway and specific departmental funding requests are and will continue to be assessed until the COVID-19 crisis has subsided.

The current version of the plan suggests some early adjustments that staff has readily identified such as cancellation of all proposed New Items and increase in the transfer to Project funding that were identified in earlier versions of the Plan. With those modifications the Plan proposes a tax increase of 2%. The plan also considers some but not all potential revenue shortfalls.

At this time, staff expects that further adjustments will be required during the coming year. While the current Plan will allow the City to meet regulatory deadlines and provide a tax rate increase that is reasonable and somewhat in line with past inflation, given current unpredictable circumstances, it is impossible to consider all potential impacts on expense and revenue that the COVID-19 pandemic will have on the City financial position.

It is anticipated that in the coming months, adjustments through the adoption by Council of revised budget(s) will be required. It should be noted that to maximize flexibility, with the exception of \$2.6 million allocated to the Civic Amenity Reserve Fund for the Harry Jerome project, no funding has been allocated to statutory reserves this year. All 2020 operating funding allocated to projects is allocated directly to a project or through the General Reserve. This means that a funding allocation (prior to appropriation) may be reversed if additional operating funding is required during the year.

It is important to consider that Cities cannot run operating budget deficits, i.e. municipalities must balance their budget each year. In light of the unprecedented COVID-19 pandemic and the social-isolation order, cities are experiencing two types of financial challenges: 1) funding gap arising from loss of revenue and 2) short to mid-term cash flow issues.

To address funding gap arising from significant reduction in variable revenues (e.g. parking, permits, facility rental, recreation programs), most cities will have to tap into rainy day reserves and/or repurpose special-purpose reserves that are not legally encumbered. That means programs/projects that are supposed to be funded from those special-purpose reserves may have to be postponed.

To address short to mid-term cash flow issues arising from delay in tax/utility fee collection, some cities have access to standing line of credit and short term borrowing from regional agencies such as MFABC. This can be done based on the expectation that cities can repay such loans when tax/fees are collected. Following Council's approval, the City standing line of credit is being increased from \$5 million to \$35 million. Arrangements with our banking institution are currently being completed. This line of credit is extremely important as the City is considering reducing the July tax payment penalty in order to reduce potential tax payment burden by making it more affordable to those who need to defer payment until September 2nd, 2020.

While in previous years, the approval of a financial plan was immediately followed by funding appropriation of a significant number of the projects included in the plan, this year, those appropriations will be delayed and phased over the coming months by appropriating funding for only essential projects as they are identified by staff. This should reduce financial pressure until information and forecasting allows a better assessment of potential COVID-19 related revenue and expenditure impacts.

RESPECTFULLY SUBMITTED:



Ben Themens
Director of Finance