



**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@metrovancouver.org or Kelly.Sinowski@metrovancouver.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**

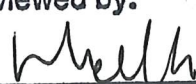
The MVRD Board approved the Contribution Agreement with the Catching the Spirit 2019 Youth Society for a three-year term commencing January 1, 2020 and ending December 31, 2022, with annual contributions of \$75,000 per year.

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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COVID 19 Response Structure

Presented April 20 2020

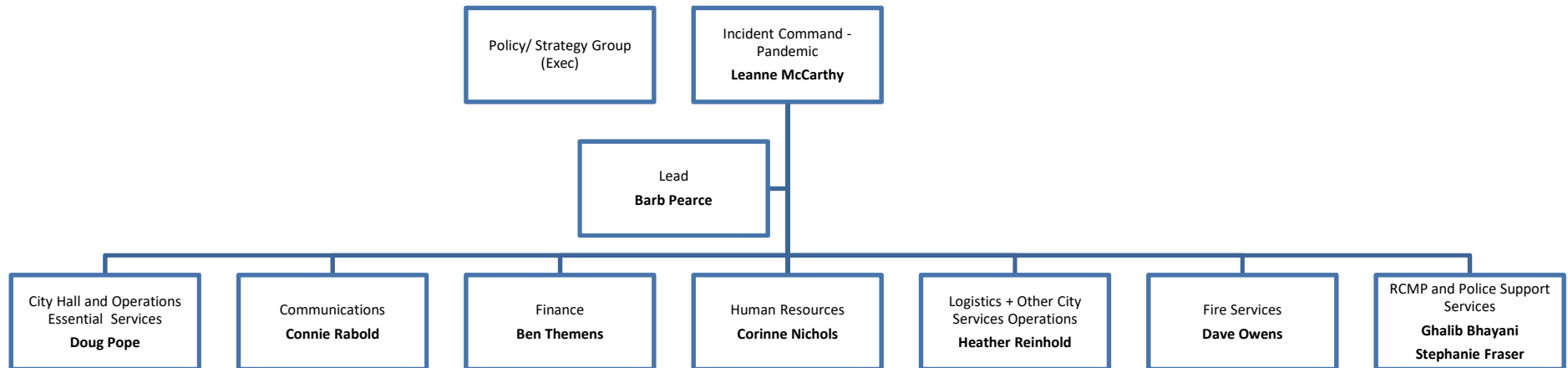
COVID 19 Response Structure

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



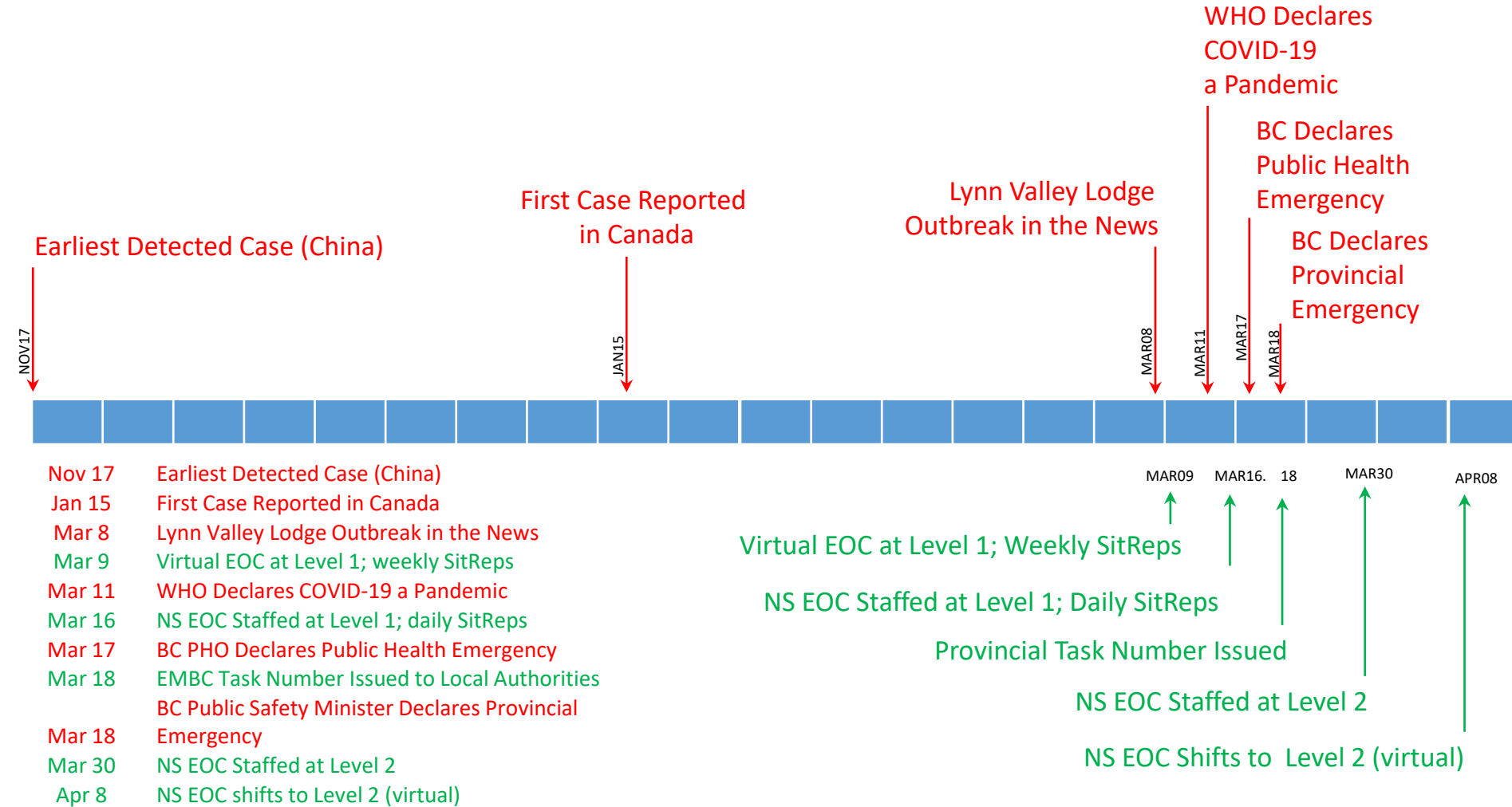
Thank you.

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North Shore Emergency Operations Centre – COVID 19

Presented April 20, 2020

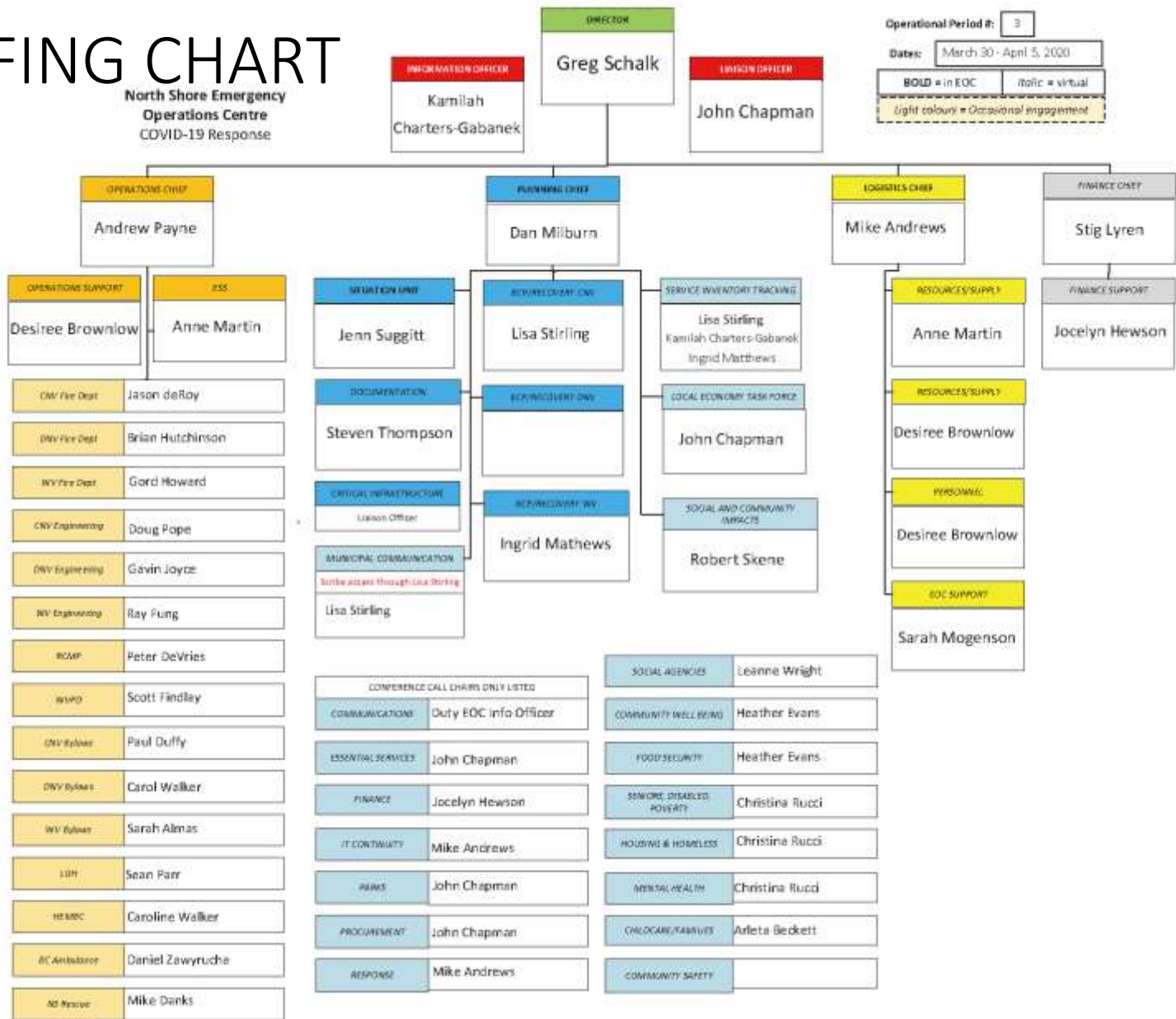
COVID-19 PROGRESSION & RESPONSE TIMELINE



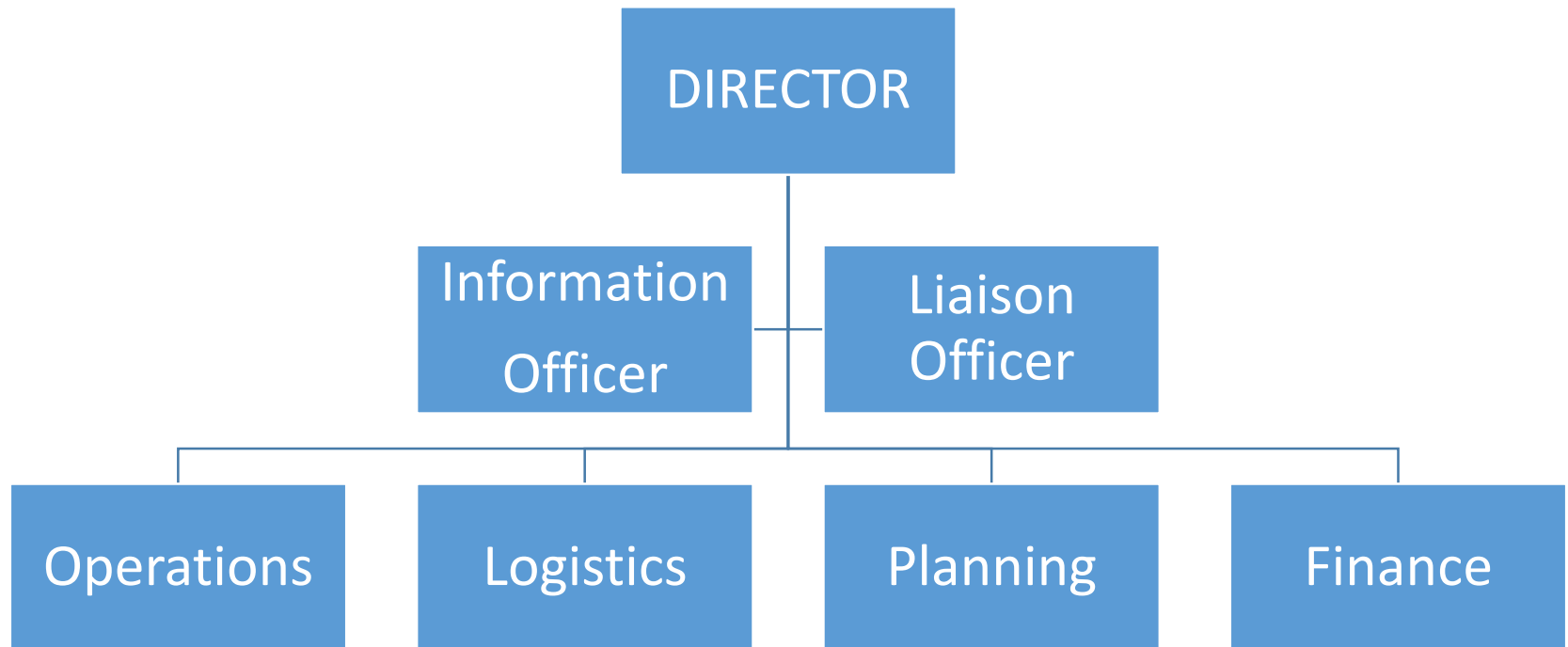
EOC STAFFING CHART

(Current)

North Shore Emergency
Operations Centre
COVID-19 Response



PRIMARY EOC FUNCTIONS



MANAGEMENT STAFF

DIRECTOR

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

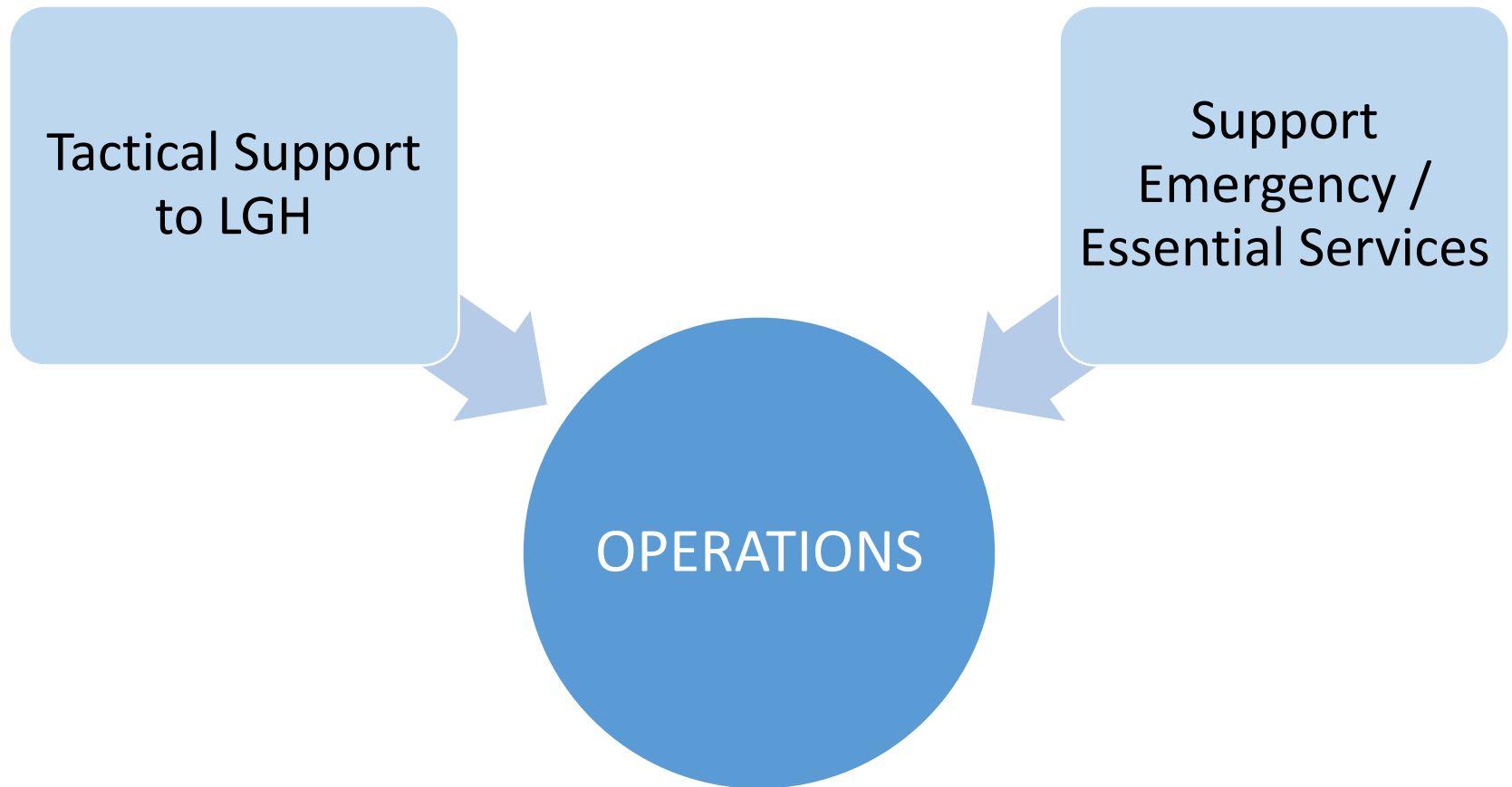
LIAISON OFFICER

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

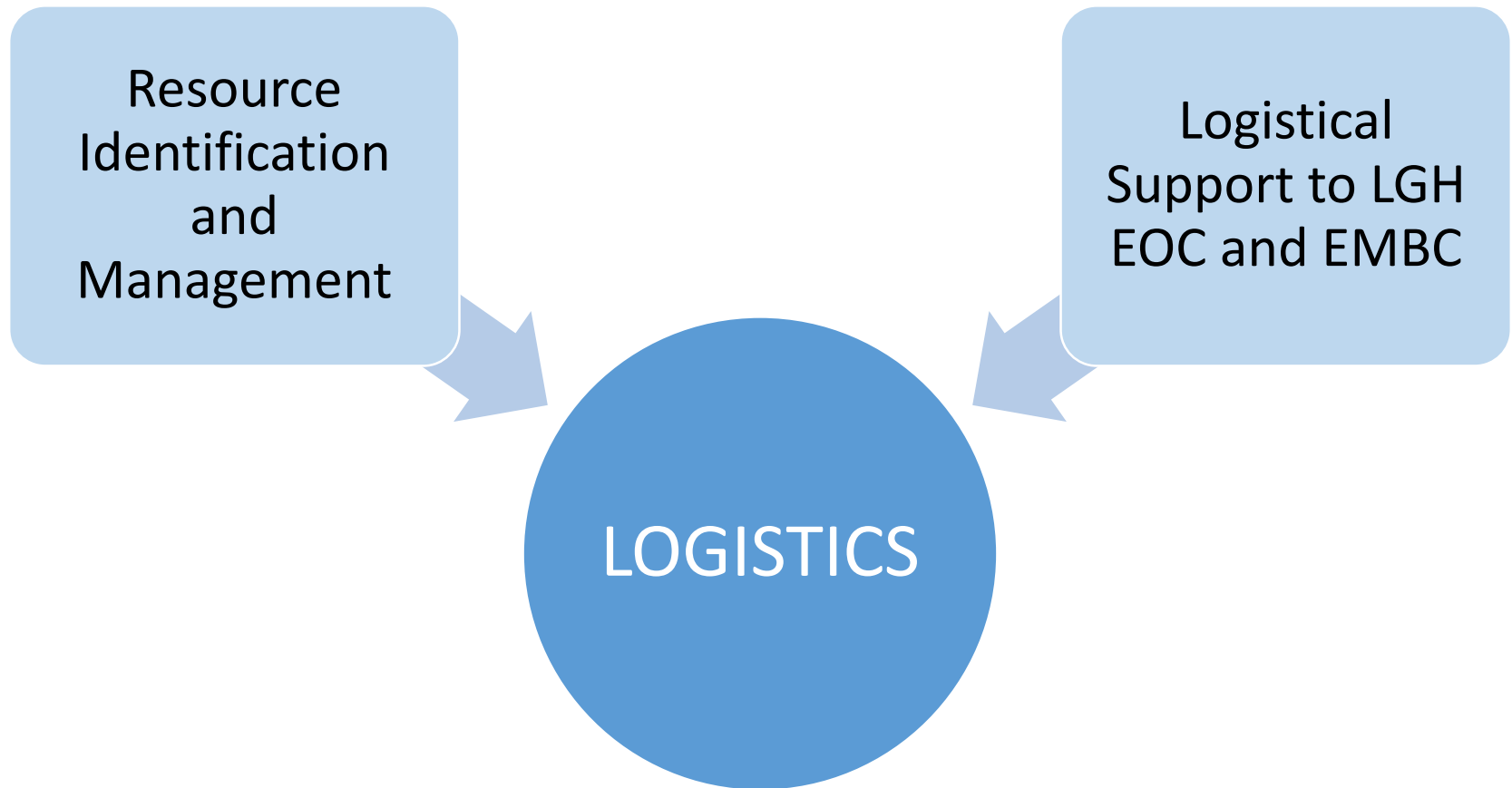
INFORMATION OFFICER

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

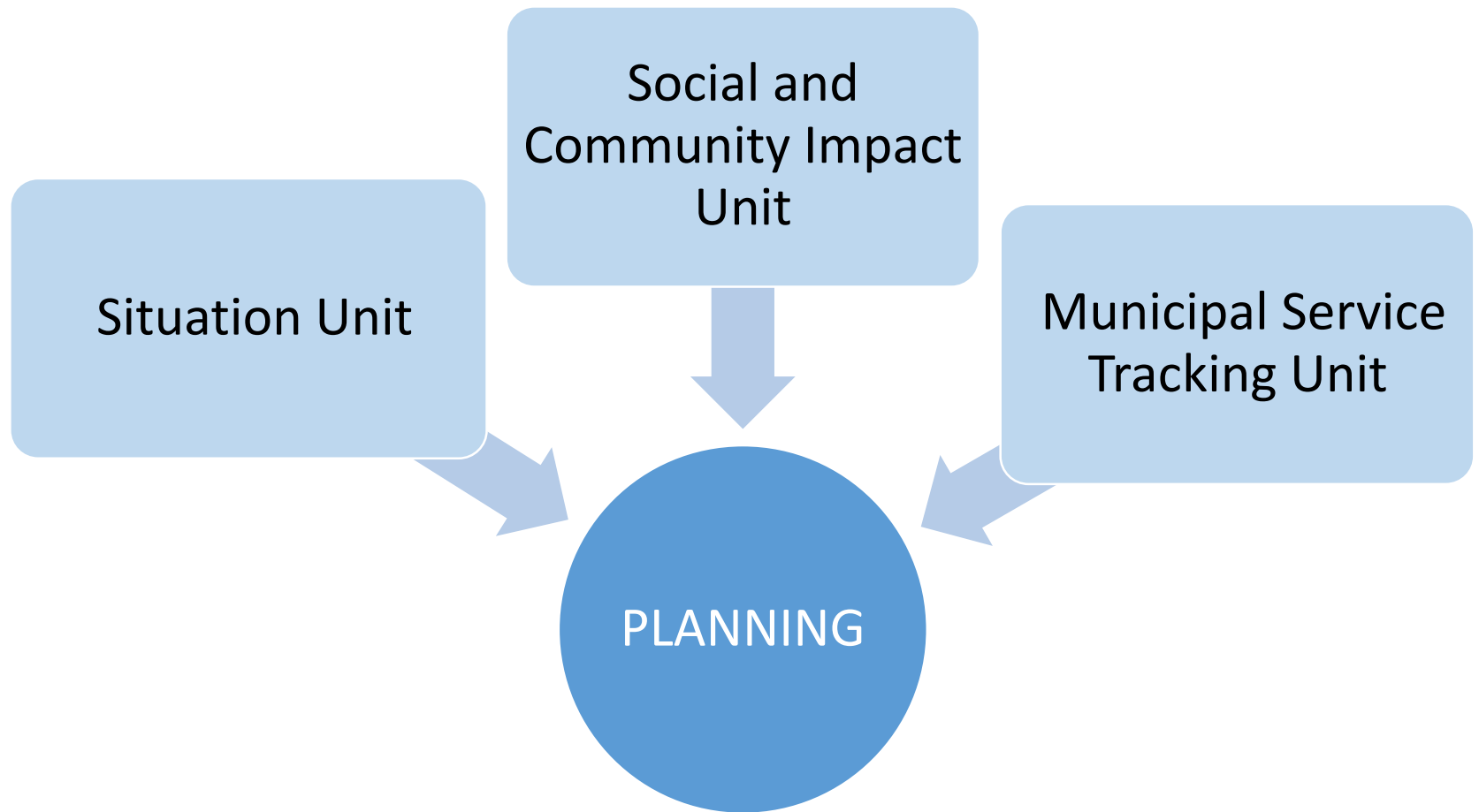
OPERATIONS SECTION



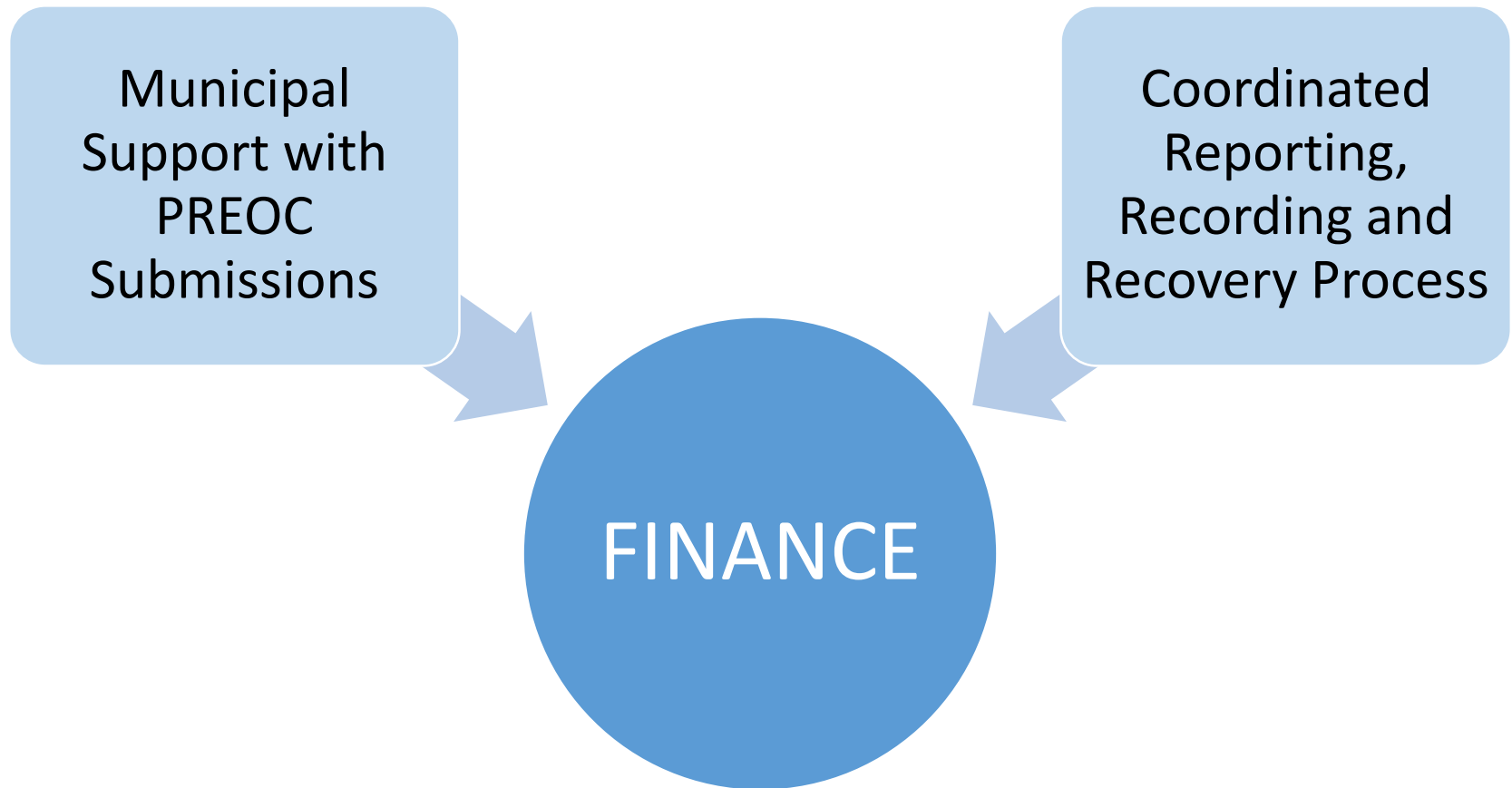
LOGISTICS SECTION



PLANNING SECTION



FINANCE SECTION



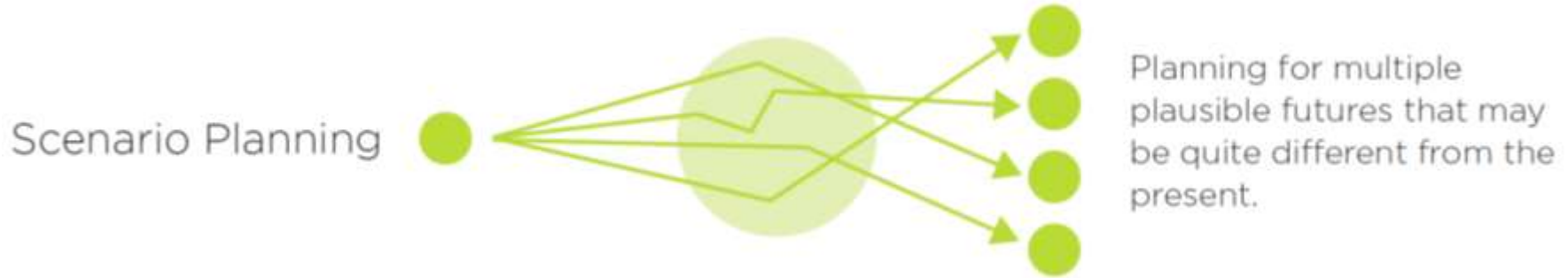


Thank you.

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



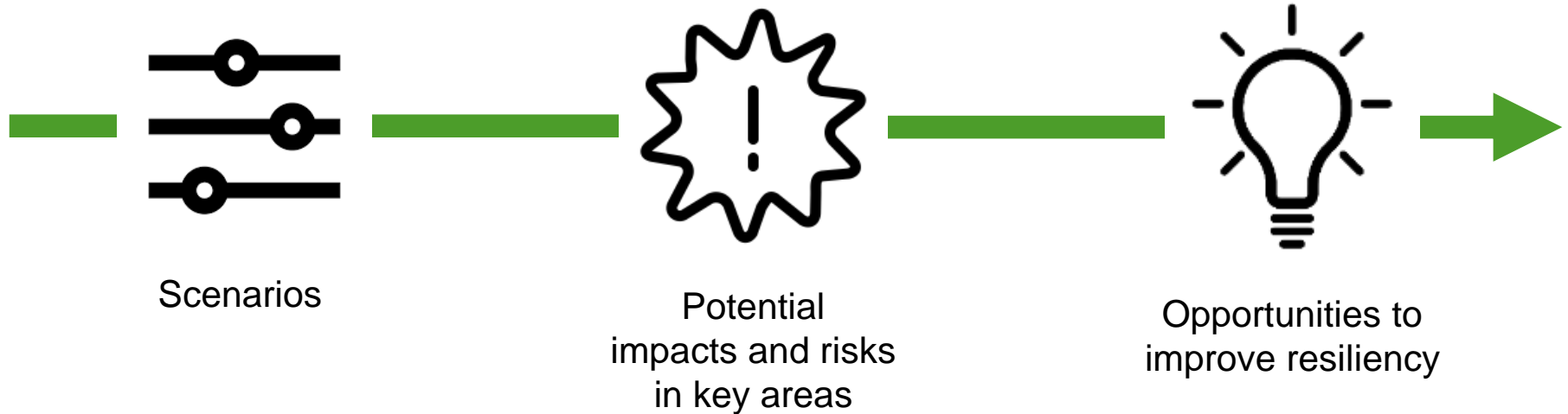
Economic Factors

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



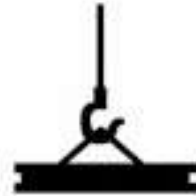
Impact and resiliency analysis focused on four key dimensions



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 |
|---|---|--|

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:

| | 2020 (Only) | Total 2020-2029 |
|---------------------------|--------------------|------------------------|
| 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



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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 |
| <u>GENERAL CAPITAL TOTALS</u> | | | | | | | |
| 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 | 13,140,058 | 161,034,861 | 21,042,100 | 6,386,000 | 1,190,800 | - | 202,793,819 |
| Building Reserve | - | - | - | - | - | - | - |
| 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 | Semisich Greenway (W3rd to Semisich Park) | 50,500 | 151,500 | - | - | - | - | 202,000 |
| 3 - 14 | DCC | Semisich Greenway (W3rd to Semisich 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 |
| TOTAL CONTRIBUTIONS | \$ 40,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 40,000 |
| TOTAL CONTRIBUTIONS - DCC FUNDING | \$ 569,250 | \$ 643,500 | \$ 2,598,750 | \$ 2,475,000 | \$ - | \$ 618,750 | \$ 6,905,250 |
| NET FUNDING REQUESTED | \$ 3,474,750 | \$ 1,965,500 | \$ 3,125,250 | \$ 3,436,500 | \$ 3,354,000 | \$ 6,741,250 | \$ 22,097,250 |

| |
|-----------------|
| 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 | Engineering, Parks and Environment Operations Vehicle/Equipment Replacement Program | 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 | Fire Equipment Replacement Program | 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 | Special Study, Site Planning and Development | - | - | 100,000 | 100,000 | - | - | 200,000 |
| | TLS Int / Annual Bud. | | | | | | | | |
| 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 |
| | Carbon Fund - NEW | | | | | | | | |
| 10 - 35 | & 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 |
| | Enviro Steward / | | | | | | | | |
| 10 - 37 | 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 |
|---|----------------------|---------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Opening Balance | \$ 8,877,563 | \$ 3,738,030 | \$ - | \$ 23,514,643 | \$ 11,465,077 | \$ 8,336,642 | \$ 8,877,563 |
| 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 | | | | | 1,680,000 |
| - Northmount Medical | 5,147,558 | | | | | | 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 LLAFF 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 LLAFF, 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 | | | | | | | (0) |
| 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 | | | | | | | 0 |
| 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 | | | 225 | 457 | 695 | 44,789 | 46,166 |
| Interest for the year | | | | | | | - |
| | \$ 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 |
| 2019 Revised Budget | 208,400 | | | | | - | 208,400 |
| Contributions: | | | | | | | |
| 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 |
|-----------------------|----------|-----|

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 |
|---|-----------------|

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

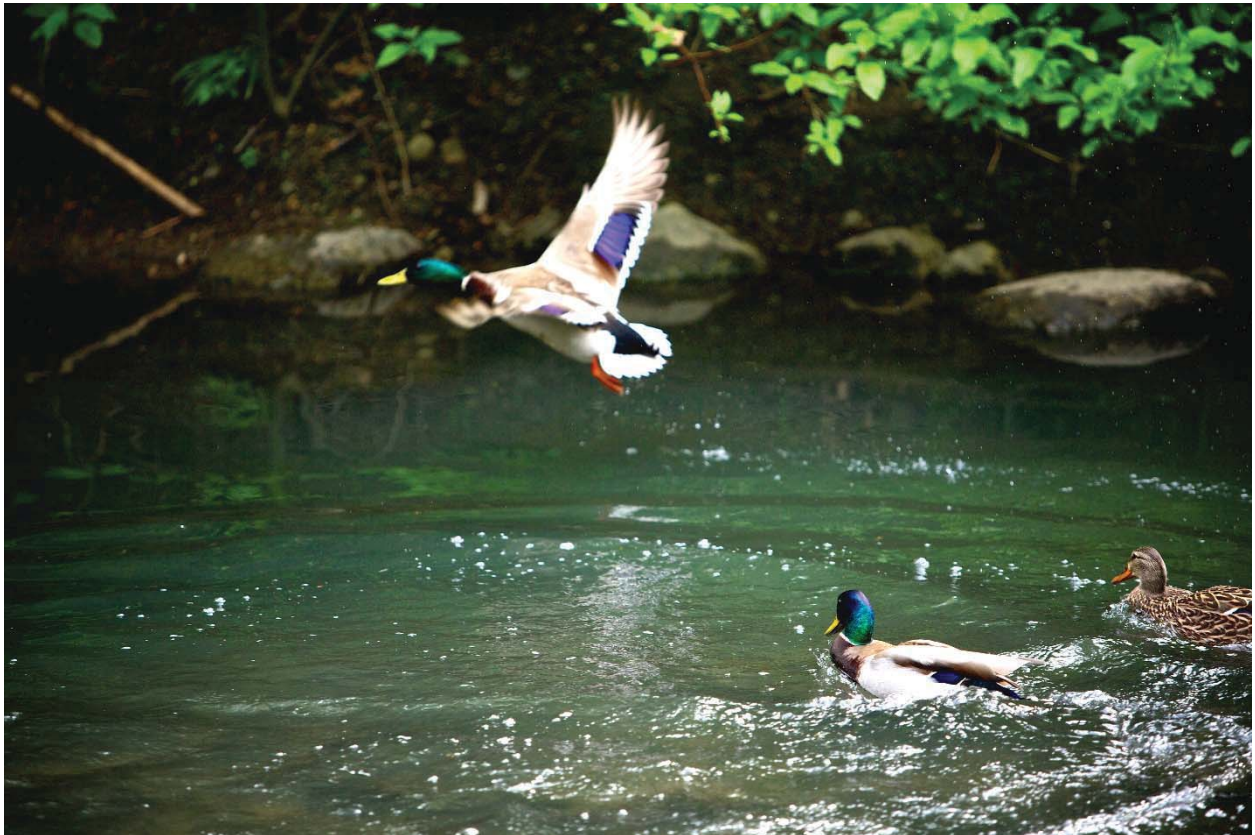


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ALL DEPARTMENTS FINANCIAL SUMMARY

| 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 | 4,000 |
| Permits & Fees | 1770 | 2,800,000 | 2,400,000 |
| Community Service Grants | 2731 | 76,423 | 76,423 |
| Development Approvals | 1730 | 140,000 | 140,000 |
| Total Planning Revenues | 3,020,423 | 2,620,423 | -400,000 |
| TRANSPORTATION | | | |
| Commercial Bike Racks | 3260 | 3,500 | 3,500 |
| 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 | 11,714,900 | |
| 2020 Expenditure Budget Increase (Decrease) | 168,400 | 1.46% |
| 2019 Revenue Budget | 150,000 | |
| NSEM Special Projects | 37,100 | |
| 2020 Revenue Budget | 187,100 | |
| 2020 Revenue Budget Increase (Decrease) | 37,100 | 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**4,167,500****2020 City Contribution Increase (Decrease)****129,600 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 |
| | <hr/> 1,449,100 | <hr/> 562,000 |
| Revenue Changes Increase/(Decrease) | | |
| Membership, Programs, Rentals and other | 929,000 | 311,800 |
| | <hr/> 929,000 | <hr/> 311,800 |
| 2020 Total Municipal Contribution | <u>16,428,000</u> | <u>5,615,500</u> |
| 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 (including Utilities Staff) | 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 |
|--|---|--|--|
| <i>North Shore Neighbourhood House – Lonsdale Youth Lounge (at Harry Jerome Community Centre)</i> | | | |
| <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 |
| <i>North Shore Neighbourhood House – Youth Outreach Workers</i> | | | |
| <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> |
| North Shore Neighbourhood House – Preteen Youth Worker | | | |
| <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 |
| North Shore Neighbourhood House – Community Schools Program | | | |
| <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> | <p>vulnerable populations</p> | <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 |
| North Shore Neighbourhood House – Young Parents Program | | | |
| <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> | <p>Young parents and their children</p> | <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 |
| North Shore Neighbourhood House – John Braithwaite Community Centre (JBCC) | | | |
| <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 |
| North Shore Neighbourhood House – Golden Circle | | | |
| <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> | Adults 55 years and older | <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 |
|---|--------------------------------|--|---|
| <p>Community Centre</p> <p>Grant funds seniors outreach, youth programs in community, and continuation of Red Cross equipment loan program.</p> | | <p>number of people needing to borrow medical equipment.</p> | |

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"/> X New Service <input type="checkbox"/> Greater Cost for Same Service <input type="checkbox"/> | The request is consistent with the long range implementation as outlined in Chapter 9 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% | |
| 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. |
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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="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 |

[illegible]

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. |
| |
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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 |

| | |
|---|--|
| 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"/> | 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 |

| | |
|--|---------------|
| 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 |
| | |
| | |
| | |
| | |
| | |
| Total | 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 |

| |
|---|
| Explanation/Justification |
| 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. |
| 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. |
| 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. |
| 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. |

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="checked" type="checkbox"/> | This position supports implementation of Environment goals and objectives in Chapter 4 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% | \$ |
| 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 |

[illegible]

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"/> | select and type over |
| New Service | <input type="checkbox"/> | |
| Greater Cost for Same Service | <input checked="" 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% | \$ |
| | 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 | - |

[illegible]

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 |

[illegible]

NEW ITEM Program Budget Change Request Form

2020 Operating Financial Plan

| | | | |
|-------------------------------------|-----------------|---|-------------------------------|
| Smart City - North Vancouver | | Department | CAO, Clerk and Mayor's office |
| Program # | New | Date | 1/16/2020 |
| Program Name | Smart City | Submitted By | Leanne McCarthy |
| Program Manager | Leanne McCarthy | Director Approval Approved By | Leanne McCarthy |

| Reason for Budget Change: Place an "X" in box | | Alignment with the Official Community Plan |
|--|-------------------------------------|---|
| New Staff | <input type="checkbox"/> | Goal 2.1: Prioritize walking, cycling, transit and goods movement over single-occupancy vehicles. |
| 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% | \$ |
| | |
| Costs for creation, implementation of strategy, and program delivery. | 50,000 |
| | |
| | |
| | |
| | |
| | 50,000 |

| Coding | | | | | Full Cost | 2020 Pro-Rated Cost | 2021 Incremental |
|--------|-----------|--------------|-----------|--------------|--------------|---------------------------|---------------------|
| Fund | Account # | Account Name | Op Unit # | Op Unit Name | | | |
| 101 | 53800 | Services | | | 50,000 | 50,000 | - |
| | | | | | | | - |
| | | | | | | | - |
| | | | | | | | - |
| | | | | | | | - |
| Total | | | | | 50,000 | 50,000 | - |

[illegible]

NEW ITEM Program Budget Change Request Form

2020 Operating Financial Plan

| | | | |
|---------------------------------|--------------------------|---|-------------------------------|
| Neighbourhood Resilience | | Department | CAO, Clerk and Mayor's office |
| Program # | New | Date | 1/16/2020 |
| Program Name | Neighbourhood Resilience | Submitted By | Leanne McCarthy |
| Program Manager | Robert Skene | Director Approval Approved By | Leanne McCarthy |

| Reason for Budget Change: Place an "X" in box | | Alignment with the Official Community Plan |
|--|--------------------------|---|
| New Staff | <input type="checkbox"/> | Goal 3.1: Enhance well-being and quality of life for all community members. |
| 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% | \$ |
| | |
| Costs will be for services to achieve program goals | 100,000 |
| | |
| | |
| | |
| | |
| | 100,000 |

| Coding | | | | | Full Cost | 2020 Pro-Rated Cost | 2021 Incremental |
|--------|-----------|--------------|-----------|--------------|-----------|---------------------|------------------|
| Fund | Account # | Account Name | Op Unit # | Op Unit Name | | | |
| 101 | 53800 | Services | | | 100,000 | 100,000 | - |
| | | | | | | | - |
| | | | | | | | - |
| | | | | | | | - |
| | | | | | | | - |
| Total | | | | | 100,000 | 100,000 | - |

[illegible]

NEW ITEM Program Budget Change Request Form
2020 Operating Financial Plan

| | | | |
|---|-----------------------------|----------------------------------|-----------------|
| North Shore Family Services Thrive Family Centre Lonsdale Quay | | Department | Planning |
| Program # | 8112 | Date | 10/8/2019 |
| Program Name | North Shore Family Services | Submitted By | Family Services |
| Program Manager | Heather Evans | Director Approval Approved By | |

| | |
|---|---|
| Reason for Budget Change: Place an "x" in box | Alignment with the Official Community Plan |
| <div style="display: flex; justify-content: space-between;"> <div style="width: 80%;"> New Staff <input type="checkbox"/> New Service <input type="checkbox"/> Greater Cost for Same Service <input checked="" type="checkbox"/> </div> <div style="width: 15%; text-align: center;"> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> </div> </div> | Goal 3.1: Enhance well-being and quality of life for all community members. |

| | |
|--|---------------|
| Full Cost | |
| List Wages, Benefits, Contracts, etc.; subtract and list savings or revenue if expected. | |
| Please note: 2020 Fringe Benefits rates are 27% | |
| Operating Grant | \$ 20,772 |
| | |
| | |
| | |
| | |
| | |
| | 20,772 |

| Coding | | | | | Full Cost | 2020 Pro-Rated Cost | 2021 Incremental |
|--------------|-----------|--------------|-----------|--------------|---------------|---------------------------|---------------------|
| Fund | Account # | Account Name | Op Unit # | Op Unit Name | | | |
| 101 | 54001 | Grant | | | 20,772 | 20,772 | - |
| | | | | | | | - |
| | | | | | | | - |
| | | | | | | | - |
| | | | | | | | - |
| Total | | | | | 20,772 | 20,772 | - |

| |
|---|
| Explanation/Justification |
| This request is to have secure funding to continue the Thrive Family Centre (formerly named I Hope Family Centre) program at Lonsdale Quay. |
| 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. |
| 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. |
| 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. |

2020 Draft Program Plan

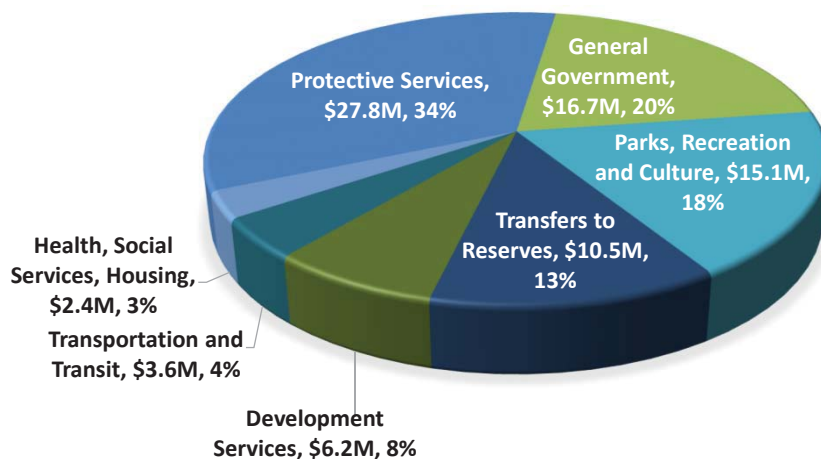
Presented January 27, 2020
Finance



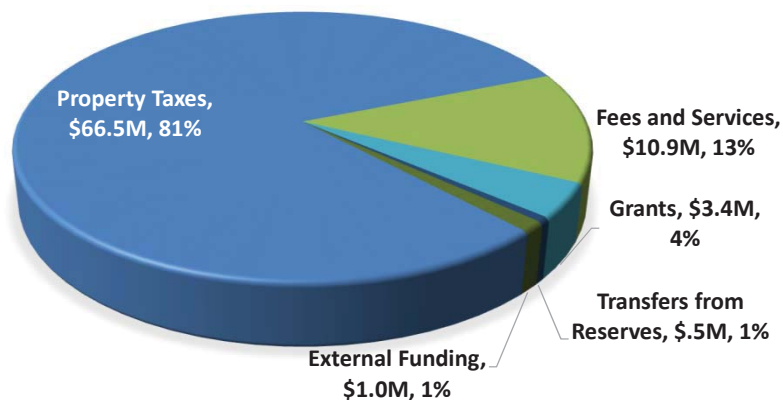
2020-2029 Financial Plan Process/Schedule

| 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% |

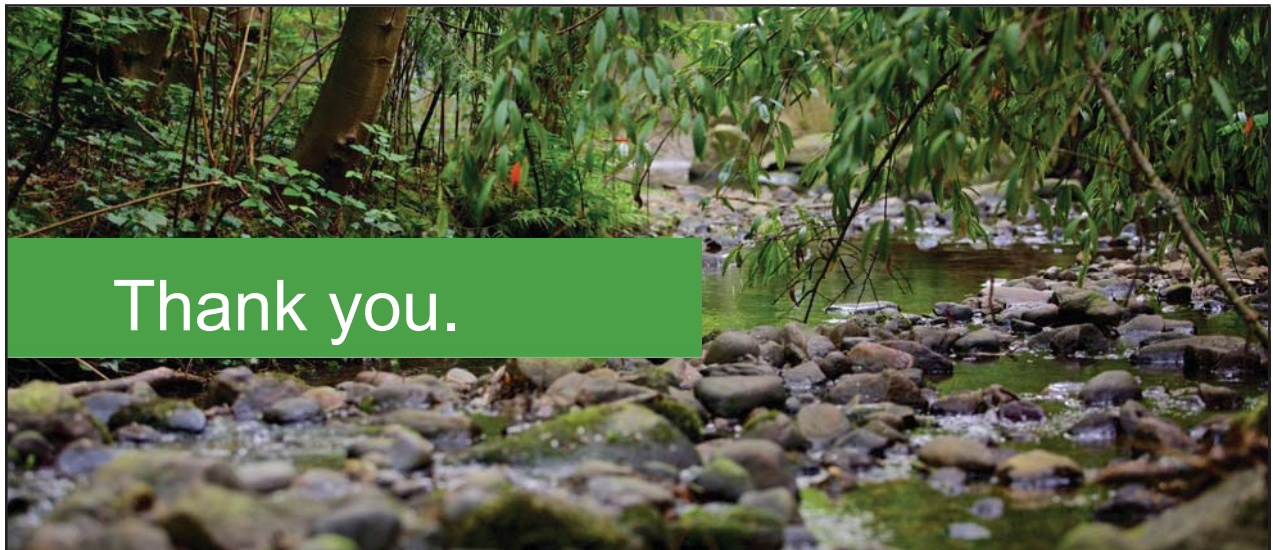
Average projected tax rate increase in the region is estimated to be 3.94% ranging from 7.0% to 0.48%

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



city
of north
vancouver



| | | |
|-----------------------|----------|-----|
| Department Manager | Director | CAO |
|-----------------------|----------|-----|

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 GVWD | 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

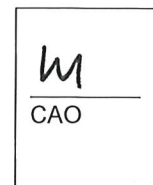
1. A 5% penalty will be added to the balance owed if unpaid by the end of the first working day in July, and a further 5% penalty will be added to the balance owed if unpaid by the first working day of September.

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.

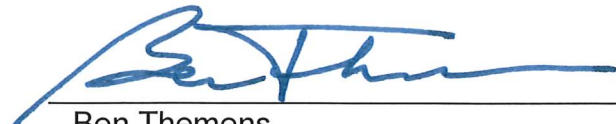
It is important to consider that Cities cannot run operating budget deficits, i.e. municipalities must balance their budget each year. In light of the unprecedented COVID-19 pandemic and the social-isolation order, cities are experiencing two types of financial challenges: 1) funding gap arising from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