

2017 – 2026 Financial Plan



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Introduction

The City of North Vancouver 2017 to 2026 Financial Plan was approved by City Council on April 10, 2017. This plan will guide the work of the City over the next year and work as a planning tool for future years. The Financial Plan is one of several corporate plans that are used in conjunction with the Official Community Plan, and is the result of extensive public consultation along with management and Council review.

The 2017 to 2026 Financial Plan remains a key component in reaching the City's goals of sustainability and livability. The City faces significant challenges each year in developing a budget that balances the needs of residents, maintains services in light of increasing costs and difficult economic times, and keeps taxes at a reasonable level. To reach this goal, staff have pursued new revenue opportunities and sought out efficiencies and cost savings within existing budgets.

The City remains committed to delivering value for residents and businesses. The 2017 overall tax rate increase is 3.4%. This provides for sufficient funding for general operations, increased infrastructure funding, and increased funding for Harry Jerome project.

Regulatory Requirements

The Community Charter requires that local governments deliver a balanced budget within a five year financial plan by May 15 each year. The City of North Vancouver creates a Ten Year Operating Plan and Project Plan each year. The Financial Plan for 2017 to 2026 focuses not only on the current 2017 issues, but also on longer term issues and needs.

The City's Plan is a forecast, based upon the best available estimates at the time. The amount of specificity is greatest for the earliest years. Beyond that, the estimates become less reliable. The estimates for the 10 Year Project Plan become more "orders of magnitude" beyond five years. Notwithstanding, the Financial Plan is a valuable tool for looking further into the future and allowing the City to prepare and be proactive in meeting infrastructure replacement and other challenges.

Council amends the Five Year Financial Plan annually in the fall of each year, and updates it completely in the early part of every year, thus keeping it updated for five years into the future.

This Financial Plan is linked to the Official Community Plan and reflects the goals and objectives contained therein.

Public Process

The Community Charter requires that Council undertake a process of public consultation prior to the adoption of the Financial Plan. Each year the City actively seeks and encourages public input in the financial planning process to ensure that it reflects the priorities of our citizens.

Each step of the City's planning process is communicated to the public through meeting notices in the local newspapers and on the City's web site to encourage participation, attendance and enhance awareness.

City Services

The City of North Vancouver provides local services to residents. These services include:

- police and fire services
- community land use and social planning
- building and fire inspections
- energy management
- management of traffic, roads, sidewalks, greenways, and parks
- animal control
- greenhouse gas emission reductions
- water distribution and management
- solid waste collection and recycling
- sanitary sewer collection
- storm drainage management
- library and museum services
- recreation and cultural services.

The City also acts as a regulatory body with the provision of licenses and permits for business, building permits and inspection. Arts and social services such as youth and seniors programs, affordable housing, and services for homeless, are provided through community partnerships with other agencies and municipal partners.

2017 Financial Plan Highlights

The City's 2017 Financial Plan totals \$235.4 million which includes the following.

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

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

2017 Financial Plan Highlights

The City's 2017 Financial Plan totals \$235.4 million which includes the following.

Financial Plan (millions)	
Capital	\$ 74.9
Non Capital Projects	2.3
General Operating	62.6
Reserves	17.2
Water	8.6
Sewer and Drainage	7.4
Refuse and Recycling	4.4
Cemetery	0.3
Depreciation	13.6
Sub-Total	191.3
Payments to Other Authorities	44.1
Total	\$ 235.4

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

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

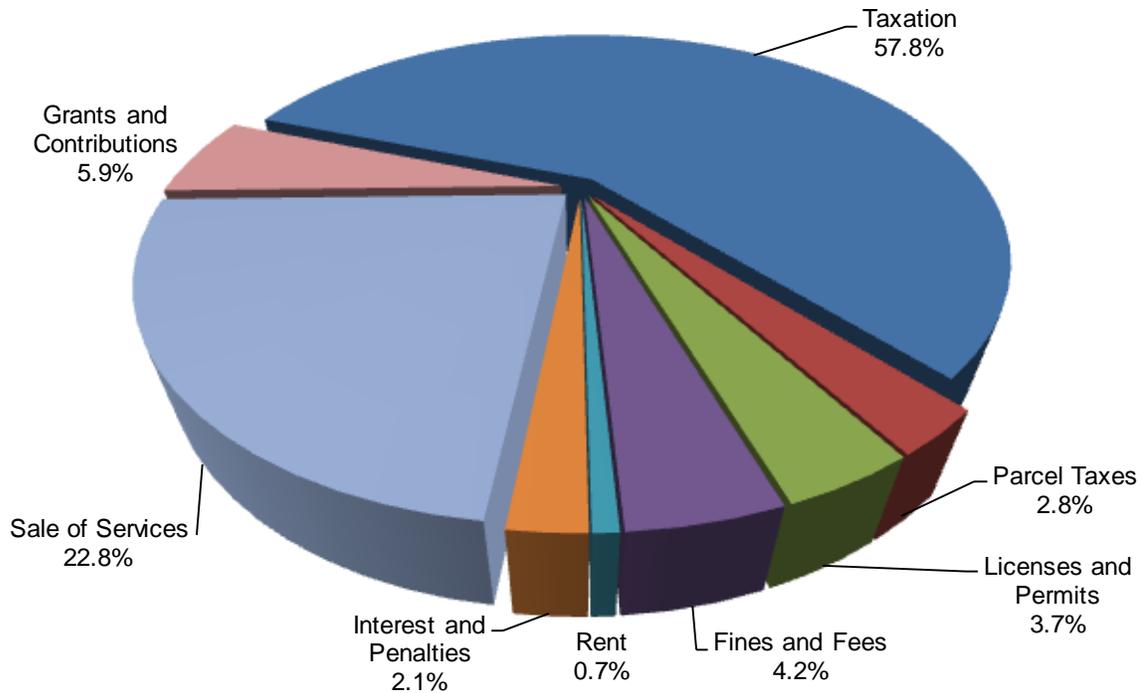
Payments to Other Authorities and Agencies (000s)	
BC Assessment	\$ 1,226
Metro Vancouver (GVRD)	1,116
Translink	7,557
Municipal Finance Authority	4
Provincial School	33,700
Lower Lonsdale BIA	500
Total	\$ 44,103

Major Revenue by Source

The City has budgeted for \$97,292,000 (excluding collections for other authorities and agencies) in general, water and sewer operating revenue for 2017 from various sources including property tax, licenses and permits, fines and fees, interest and penalties, sales of services, grants, contributions, investment income and other sources.

The following graph represents each revenue source share of our total budget for the 2017 Financial Plan.

2017 Budget Revenue - Operating - \$000s		
Taxation	\$	56,216
Parcel Taxes		2,776
Licenses and Permits		3,588
Fines and Fees		4,043
Rent		671
Interest and Penalties		2,081
Sale of Services		22,183
Grants and Contributions		5,734
Total	\$	97,292

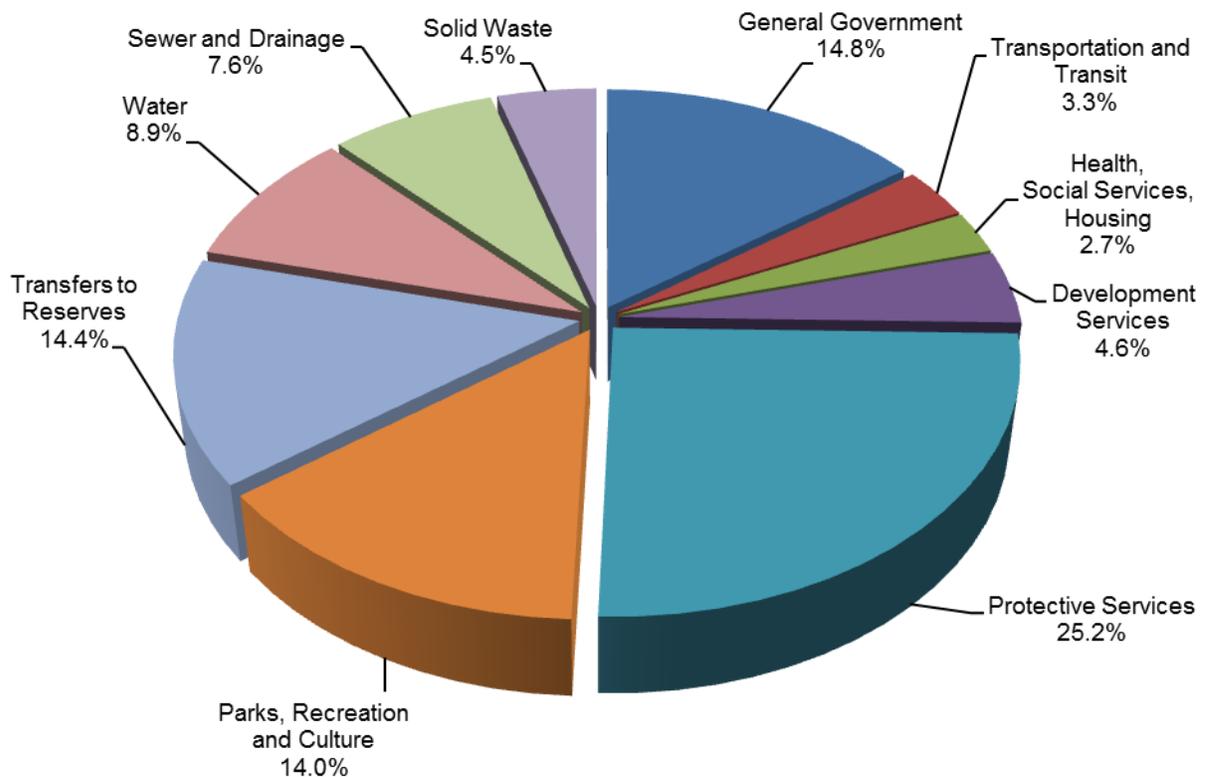


Expenditures by Segment

Total expenditures by service area are \$97,292,000.

The following graph represents each expense source share of our total budget for the 2017 Financial Plan.

2017 Budget Expenses - Operating - \$000s	
General Government	\$ 14,358
Transportation and Transit	3,186
Health, Social Services, Housing	2,612
Development Services	4,513
Protective Services	24,543
Parks, Recreation and Culture	13,660
Reserves	14,037
Water	8,632
Sewer	7,363
Solid Waste	4,388
Total	\$ 97,292



Financial Plan Bylaw No. 8547

The Community Charter requires the preparation and adoption of a Financial Plan covering at least five years, including both operating and capital items, prior to May 15 each year. As well, it is a requirement that public consultation take place during the budget process. All meetings of Council and Finance Committee are available to the public, with materials available for the public beforehand. **The Corporation of the City of North Vancouver, Bylaw No. 8547, Financial Plan for the Years 2017 to 2026** reflects the City's practice of preparing a ten-year financial plan.

The Financial Plan Bylaw meets the requirements of the Community Charter.
The plan must show:

- proposed expenditures, including separate amounts for each of: interest and principal on debt, amounts required for capital purposes, the amount required for a deficiency, and the amount required for other purposes; and
- the proposed funding sources, including separate amounts for each of: revenue from property value taxes, parcel taxes, fees, and other sources, and proceeds from borrowing (other than revenue anticipation borrowing); and
- the proposed transfers between funds, including separate amounts for each reserve fund and accumulated surplus.

In addition, the financial plan cannot show a deficit in any year: proposed expenditures and transfers to other funds for a year cannot exceed the total of the proposed funding sources and transfers from other funds.

The Financial Plan Bylaw also includes explicit revenue and tax policy disclosures:

- Revenue Proportion by Funding Source
- Distribution of Property Taxes Among the Property Classes
- Policy statement on use of Permissive Tax Exemptions

The 2017 – 2026 Financial Plan Bylaw includes funding for all City salary contractual obligations, increased transfer to Capital from operations, RCMP Contract, and external agencies (NV Recreation Commission, City Library, etc.), and utility (water, sewer/drainage) cost increases.

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

THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 8547

Financial Plan for the Years 2017 to 2026

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

1. This Bylaw shall be known and cited for all purposes as “**Financial Plan for the Years 2017 to 2026 Bylaw, 2017, No. 8547**”.
2. Schedule “A” attached hereto is the Financial Plan of The Corporation of the City of North Vancouver for the period commencing January 1, 2017, and ending December 31, 2026.

READ a first time on the 3rd day of April, 2017.

READ a second time on the 3rd day of April, 2017.

READ a third time on the 3rd day of April, 2017.

ADOPTED on the 10th day of April, 2017.

“Darrell R. Mussatto”

MAYOR

“Karla D. Graham”

CITY CLERK

**SCHEDULE "A" TO BYLAW NO. 8547
CITY OF NORTH VANCOUVER FINANCIAL PLAN
FOR THE YEARS 2017 – 2026**

(1) 2017 – 2026 Financial Plan (000's)

For the year ended December 31	2017	2018	2019	2020	2021	2022-2026
Revenue						
Property Value Tax	56,216	57,956	59,748	61,589	63,478	327,105
Parcel Taxes	2,776	3,045	3,299	3,452	3,534	19,053
Revenue from Fees and Services	32,566	34,458	35,518	36,663	37,768	212,111
Revenue from Other Sources	4,381	4,428	4,475	4,524	4,573	23,168
	95,939	99,887	103,040	106,228	109,353	581,437
Transfers						
Collections for Other Agencies	44,103	44,985	45,885	46,803	47,739	240,705
Transfer from Reserves	62,734	37,310	25,000	22,794	23,646	122,720
External Contributions	19,020	2,007	4,542	1,866	653	10,599
Depreciation	13,600	13,872	14,149	14,432	14,721	75,075
	139,457	98,174	89,576	85,895	86,759	449,099
Total Revenues	235,396	198,061	192,616	192,123	196,112	1,030,536
Expenditures						
Operating Expenses						
General Government	18,387	18,846	19,317	19,800	20,295	104,010
Transportation and Transit	5,896	6,044	6,195	6,350	6,509	33,360
Health, Social Services, Housing	2,893	2,965	3,039	3,115	3,193	16,365
Development Services	4,513	4,625	4,741	4,860	4,982	25,535
Protective Services	25,743	26,387	27,047	27,723	28,416	145,630
Parks, Recreation and Culture	19,315	19,798	20,293	20,800	21,320	109,265
Water	9,642	9,993	10,461	10,987	11,694	71,171
Sewer	8,208	8,644	9,033	10,708	11,007	62,701
Solid Waste	4,583	4,718	4,859	5,004	5,153	28,110
	99,180	102,020	104,985	109,347	112,569	596,147
Capital Expenditures	74,911	32,240	22,442	16,742	16,723	95,404
Transfers						
Collections for Other Agencies	44,103	44,985	45,885	46,803	47,739	240,705
Equity	7,544	7,628	7,819	8,014	8,214	42,095
Reserves	9,658	11,188	11,485	11,217	10,867	56,185
	61,305	63,801	65,189	66,034	66,820	338,985
Total Expenses	235,396	198,061	192,616	192,123	196,112	1,030,536

**SCHEDULE "A" TO BYLAW NO. 8547
CITY OF NORTH VANCOUVER FINANCIAL PLAN
FOR THE YEARS 2017 – 2026**

(2) Revenue Proportions by Funding Source
(Excluding Transfers from Reserves and Collections for Other Agencies)

	(000's)									
	2017	%	2018	%	2019	%	2020	%	2021	%
Property Value Tax	56,216	59	57,956	58	59,748	58	61,589	58	63,478	58
Parcel Taxes	2,776	3	3,045	3	3,299	3	3,452	3	3,534	3
Revenue from Fees	32,566	34	34,458	35	35,518	35	36,663	35	37,768	35
Revenue from other Sources	4,381	4	4,428	4	4,475	4	4,524	4	4,573	4
Total Revenues	95,939	100	99,887	100	103,040	100	106,228	100	109,353	100

Background: Property Taxes are the City's major source of revenue. The City's reliance on property tax as a source of revenue has increased gradually over the past several years. This is partially due to the lack of access to other types of revenues. Where feasible, the City charges user fees for services, however this is not possible for many services. In preparing the 2016 Financial Plan, the City's goal has been to maintain the current percentage of revenue coming from property taxes; however the City continues to rely heavily on this source of revenue to fund a large portion of City services and infrastructure.

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

(3) Distribution of Property Taxes among the Property Classes

Property Class and Description	Tax Allocation %	
	2016	2017
1 Residential	55.92%	56.32%
2 Utilities	0.66%	0.95%
4 Major Industry - Capped	7.30%	6.97%
4 Major Industry - Non capped	0.70%	0.68%
5 Light Industry	0.83%	0.81%
6 Business	34.56%	34.24%
8 Recreation/Non-Profit	0.03%	0.03%

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

Adjusting down the ratio of the business tax rate to the residential rate (i.e. the tax multiple) continues to be a challenge based on the continued extraordinary growth in the residential sector.

Policy: The City will continue to review the distribution of property tax among the various property classes and consider other measures as a gauge of success.

**SCHEDULE "A" TO BYLAW NO. 8547
CITY OF NORTH VANCOUVER FINANCIAL PLAN
FOR THE YEARS 2017 – 2026**

(4) Use of Permissive Tax Exemptions

Background: Council currently allows permissive tax exemptions to organizations within the City, based on eligibility criteria as defined under the Community Charter. This includes religious institutions, not for profit societies, service organizations and providers of social housing whose services and programs align with the City's goals and objectives.

Policy: The City has adopted a policy along with a set of criteria which are based on linking taxation exemptions to desired community outcomes for the services provided. All existing permissive tax exemptions are reviewed each year and staff will continue to work with all organizations who receive a Permissive Tax Exemption to ensure that their services align with the goals and objectives of the City.

Council will continue to carefully consider the total amount of permissive exemptions granted each year, when reviewing the annual Property Tax Exemption bylaw, giving consideration to the equity of shifting the exempted tax burden to other property owners in the City.

2017 PROPERTY TAX INFORMATION

CNV.ORG/TAX



The City of North Vancouver has delivered a balanced 2017 budget and has established an overall tax rate increase of 3.4%. This tax rate increase remains competitive in the Metro Vancouver region and provides sufficient funding for general operations, infrastructure and the Harry Jerome Recreation Centre project. In 2017, an average Single Detached Residential home assessed at \$1,598,641 will pay \$2,757 in municipal taxes and an average Strata Residence assessed at \$601,173 will pay \$1,037. This excludes utilities and levies from other taxing authorities.

PROPERTY TAX FAQ'S

1. How is my property assessed?

BC Assessment (BCA) is an independent provincial crown corporation that determines the values of all properties in British Columbia. When establishing the market value of a property, BCA considers factors including real estate market, location, size, age and condition of buildings. Your assessment is based on the valuation of your property as of July 1st of the previous year and all owners are mailed their Property Assessment Notice by December 31st of each year.

2. How are Property Taxes calculated?

Property taxes are calculated by dividing the assessment value for your property by 1,000 and multiplying that figure by the tax rate established for your property class.



3. Why does the City collect taxes for other agencies?

The City is required by the Province to collect taxes on behalf of other taxing authorities and in turn remits these taxes directly. These agencies include the Municipal Finance Authority, BC Assessment, Metro Vancouver, TransLink and the Province of B.C. for school taxes. The City has no control over the amounts levied as the agencies determine their own rates based on their own budgetary requirements.

4. What factors affect my property taxes?

There are a number of factors that affect your property taxes on a particular property:

- Changes in assessed value
- Changes in the City's property tax rate
- Changes in other taxing authorities' tax rate

5. Why did my taxes go up more than the approved property tax increase?

If the increase in your property value is higher than the average increase in your property class, your taxes payable may increase more than the Council approved average property tax increase of 3.4%. Similarly, if the increase in your property value is lower than the average increase in your property class, your taxes payable may increase less than the Council approved average property tax increase.

AVERAGE 2017 TAX INCREASE

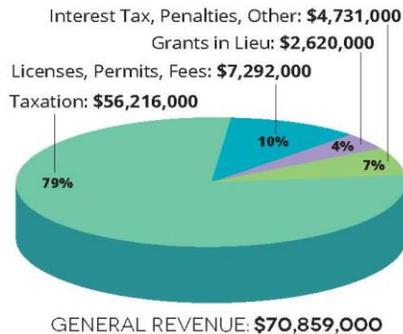
TYPICAL SINGLE DETACHED RESIDENCE				
	2016	2017	CHANGE	%
Average Assessed Value	\$1,140,767	\$1,598,641	\$457,874	40.1%
CITY OF NORTH VANCOUVER				
Municipal Property Taxes	\$2,556	\$2,757	\$201	7.9%
Municipal Utilities	\$1,128	\$1,166	\$38	3.4%
TOTAL CITY OF NORTH VANCOUVER	\$3,684	\$3,923	\$239	6.5%
OTHER TAXING AUTHORITIES				
School	\$1,485	\$1,635	\$150	10.1%
TransLink	\$323	\$351	\$28	8.7%
All Other	\$123	\$139	\$16	13.3%
TOTAL OTHER TAXING AUTHORITIES	\$1,931	\$2,125	\$194	10.1%
GROSS TAX AND UTILITIES*	\$5,615	\$6,048	\$433	7.7%

TYPICAL STRATA RESIDENCE				
	2016	2017	CHANGE	%
Average Assessed Value	\$467,700	\$601,173	\$133,473	28.5%
CITY OF NORTH VANCOUVER				
Municipal Property Taxes	\$1,048	\$1,037	\$(11)	-1.0%
Municipal Utilities	\$541	\$549	\$8	1.5%
TOTAL CITY OF NORTH VANCOUVER	\$1,589	\$1,586	\$(3)	-0.2%
OTHER TAXING AUTHORITIES				
School	\$609	\$615	\$6	1.0%
TransLink	\$132	\$132	\$0	0.0%
All Other	\$51	\$52	\$1	2.0%
TOTAL OTHER TAXING AUTHORITIES	\$792	\$799	\$7	0.9%
GROSS TAX AND UTILITIES*	\$2,381	\$2,385	\$4	0.2%

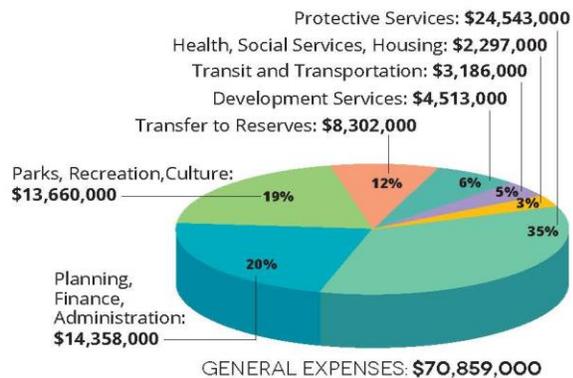
* Before deduction of the Home Owner Grant

2017 GENERAL OPERATING BUDGET

WHERE THE MONEY COMES FROM



WHERE THE MONEY GOES



PAYING YOUR 2017 TAXES

CNV.ORG/TAX



HOW TO PAY YOUR TAXES

DUE TUESDAY, JULY 4, 2017

INTERNET OR PHONE BANKING

Consult with your financial institution to locate the Payee for the City of North Vancouver – Taxes. Use the 9-digit roll number as the account number (you may need to exclude the decimal point). Allow three business days for processing your payment. Claim your Home Owner Grant separately if you are eligible at cnv.org/ehog.

MAIL

Cheques received up to and including July 4, 2017 will be accepted without penalty. Mail early as postmarks are not accepted. Make cheques payable to the City of North Vancouver.

FINANCIAL INSTITUTION

In person or through ATM at your branch. Your 9-digit roll number is your account number. Allow 3 business days to process. Retain receipt for proof of payment date.

Important Note: Financial institutions no longer accept the Home Owner Grant Application. You must send your HOG application to City Hall or claim online by the July 4, 2017 deadline.

IN PERSON (Credit cards are not accepted)

Pay taxes from 8:30am-5:00pm, Mon-Fri at the Finance counter, lower level of City Hall. Pay by cheque, cash or direct debit only. If paying by debit, ensure your daily limit covers the transaction amount.

CITY HALL AFTER HOURS DROP-OFF

After hours, your payment may be left in the drop boxes located outside the north and south entrances of City Hall.

ONLINE TAX ACCOUNT INFORMATION

Visit cnv.org/ptaxinfo. You will need your access code and roll number located on the top front of your Property Tax Notice.

PENALTIES

A 5% penalty will be added to current taxes that are not paid by **July 4, 2017** and an additional 5% will be added to current taxes not paid by **Friday, September 1, 2017**.

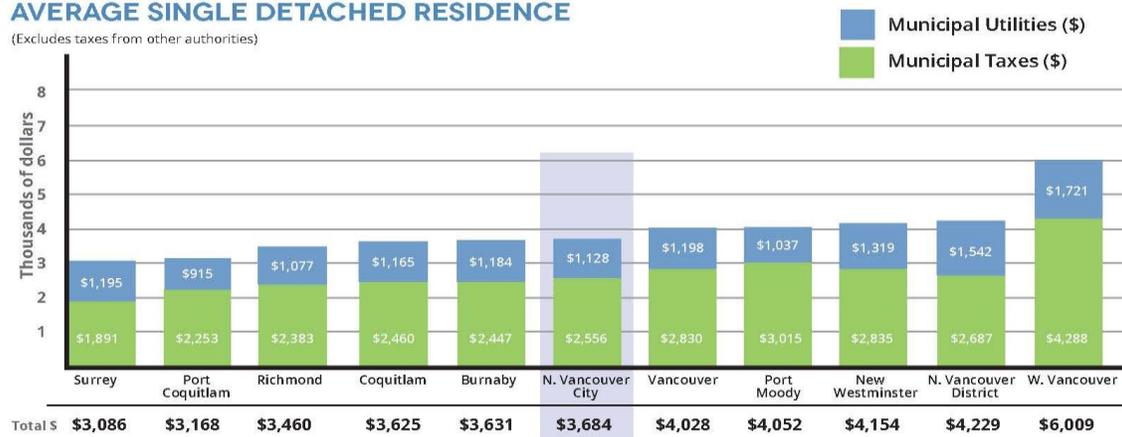
North Vancouver City Hall
141 West 14th Street
North Vancouver, BC V7M 1H9
Tel: 604.983.7316 | Fax: 604.985.1573
cnv.org

Pre-authorized Tax & Utility Payment Plan for 2018 FOR NEW APPLICANTS ONLY. This is a prepayment plan for 2018 taxes and utilities. Complete the enclosed form or complete and email the online fillable form at cnv.org/prepaymentplan.
Note: All 2017 taxes and utilities must be paid in full prior to commencement of the 2018 prepayment plan.

HOW WE COMPARED WITH OTHER LOCAL MUNICIPALITIES IN 2016

AVERAGE SINGLE DETACHED RESIDENCE

(Excludes taxes from other authorities)



PROPERTY TAX DEFERMENT PROGRAM

The B.C. Property Tax Deferment Program is a low interest loan program that assists qualifying B.C. homeowners in paying the annual property taxes on their homes. You must be a Canadian citizen or permanent resident who has lived in B.C. for one year prior to applying. You must own the home, occupy it as your principal place of residence and be 55 years or older, a surviving spouse, or a person with a disability as defined by regulation. The property tax deferment program is also available under The Families with Children (FC) Property Tax Deferment Program for eligible homeowners who are financially supporting a dependent child under the age of 18. Application forms and brochures are available at City Hall. For more information go to gov.bc.ca/propertytaxdeferment.

HOME OWNER GRANT

SAVE TIME – APPLY ONLINE AT CNV.ORG/EHOG

The Home Owner Grant is a provincial government program designed to help home owners reduce their property taxes for the home in which they reside. To determine eligibility, please refer to the Home Owner Grant information on the back of your property tax notice. To avoid penalty, your Home Owner Grant must be claimed by the **tax due date July 4, 2017**. You will not receive the grant if you fail to fully complete the application form either online or on the front portion of your tax notice. To claim your Home Owner Grant online go to cnv.org/ehog. You will need your roll number and personal access code to access your account and apply for the Home Owner Grant online. Both numbers are located on the front of your property tax notice. For more information go to gov.bc.ca/homeownergrant.

THERE ARE TWO CATEGORIES OF GRANTS WHICH MAY REDUCE YOUR PROPERTY TAX AMOUNT:

1. Regular Grant: up to \$570
 2. Additional Grant: up to \$845 for 65 or older (born 1952 or earlier) / other
- You qualify for an unredacted Home Owner Grant if your property has an assessed value of less than \$1,600,000.
- The Regular Grant is eliminated on properties assessed at \$1,714,000 or more and the Additional Grant is eliminated on properties assessed at \$1,769,000 or more.

TAX QUESTIONS CALL 604.983.7316 OR EMAIL TAX@CNV.ORG



2017 Operating Program Plan

All Departments Revenue

Programs	2016 Annual Budget	2017 Annual Budget	Variance 2017 Annual to 2016 Annual
Property Value Tax	53,810,800	56,215,800	2,405,000
Chief Administrative Officer	1,249,600	1,004,600	-245,000
City Clerks	40,000	40,000	0
Community Development	4,336,300	4,453,800	117,500
Finance	6,581,900	6,742,200	160,300
Fire	120,000	120,000	0
Police (RCMP)	1,107,000	1,107,000	0
Engineering, Parks & Environment	1,015,500	1,065,500	50,000
Major External Boards & Commissions	110,000	110,000	0
Total General Revenues	68,371,100	70,858,900	2,487,800
Water Utility	11,039,400	11,519,300	479,900
Sewer and Drainage Utility	9,076,300	10,178,100	1,101,800
Solid Waste Utility	4,592,000	4,387,600	-204,400
Total Utility Revenues	24,707,700	26,085,000	1,377,300
Cemetery Revenues	347,500	348,100	600
Total Operating Revenues	93,426,300	97,292,000	3,865,700
Other Government Agencies	43,412,600	44,103,100	690,500
Grand Total Revenues	136,838,900	141,395,100	4,556,200

2017 Operating Program Plan

All Department Expenses

Programs	2016 Annual Budget	2017 Annual Budget	Variance 2017 Annual to 2016 Annual
Chief Administrative Officer	6,491,900	6,661,000	169,100
Legislative	745,800	741,700	-4,100
City Clerks	1,032,700	1,050,700	18,000
Human Resources	1,530,000	1,520,500	-9,500
Community Development	6,579,100	6,730,200	151,100
Finance	12,674,600	13,618,900	944,300
Fire	9,881,800	10,183,200	301,400
Police (RCMP)	13,057,500	13,430,200	372,700
Engineering, Parks & Environment	7,534,400	7,690,900	156,500
Major External Boards & Commissions	8,843,300	9,231,600	388,300
Total General Expenses	68,371,100	70,858,900	2,487,800
Water Utility	11,039,400	11,519,300	479,900
Sewer and Drainage Utility	9,076,300	10,178,100	1,101,800
Solid Waste Utility	4,592,000	4,387,600	-204,400
Total Utility Expenses	24,707,700	26,085,000	1,377,300
Cemetery Expenses	347,500	348,100	600
Total Operating Expenses	93,426,300	97,292,000	3,865,700
Other Government Agencies	43,412,600	44,103,100	690,500
Grand Total Expenses	136,838,900	141,395,100	4,556,200

Chief Administrative Officer and Legislative

Mission

To carry out and promote Council's policies. To guide City Departments and Department Heads to promote leadership and carry out the City's vision in order to enhance our reputation as the City of Choice.

Chief Administrative Officer Customers

- Council
- General Public
- Business Liaison
- Departments, Department Staff
- Outside Municipal Services
- Committees
- Shared Services

Current Services Provided

- Communications, Facilities, Information Technology
- Oversee the affairs and operations of the City
- Provide guidance to Department Heads
- Provide insight to Mayor and Council
- Act as a sounding board for Mayor and Council
- Act as liaison between City Staff and Mayor and Council

Significant Mandates

Internal Departments:

- City Clerk's Department
- Community Development
- Engineering Department
- Finance Department
- Fire Department
- Human Resources
- Lonsdale Energy Corporation
- Special Projects

External Departments:

- City Library
- North Shore Emergency Management
- North Vancouver Recreation and Culture Commission
- RCMP (Policing)

Chief Administrative Officer and Legislative

Significant Issues and Trends

The City is always looking for new ways to finance its major capital projects and to consider alternative ways of providing facilities for the following services:

- Harry Jerome Recreation Centre
- Presentation House Theatre
- Museum & Archives
- Central Waterfront (Shipyard & Foot of Lonsdale)

Certain significant mandates fall under the umbrella or are overseen by the Chief Administrative Officer:

- Central Waterfront Development/Shipyard Site
- Police Services Review
- Shared Services
- New Lions Gate Wastewater Treatment Plant

Staffing

Approved Complement:

Chief Administrative Office	51.0
Legislative Office	2.0

Chief Administrative Officer Expenses

Programs		2016 Annual Budget	2017 Annual Budget	Variance 2017 Annual to 2016 Annual
MANAGEMENT AND SUPPORT				
Management and Support	1110	596,950	601,550	4,600
CAO Budget Savings	1217	-15,000	-15,000	0
Total Management and Support		581,950	586,550	4,600
COMMUNICATIONS & PUBLIC RELATIONS				
Comm & Public Relations	1160	383,100	386,100	3,000
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		528,500	531,500	3,000
OTHER PROGRAMS				
Admin CAO Corporate	1120	365,500	365,500	0
Civic Engagement	1125	10,000	10,000	0
Total Other Programs		375,500	375,500	0
STRATEGIC INITIATIVES				
Strategic Initiatives	1140	0	61,300	61,300
Total Strategic Initiatives		0	61,300	61,300
FACILITIES MANAGEMENT				
Facilities Management	2140	764,321	791,561	27,240
Janitorial	2148	310,200	315,000	4,800
Security	2149	100,000	100,000	0
Capital Overhead Recovery	2151	-60,000	-60,000	0
Total Facilities Management		1,114,521	1,146,561	32,040
PROPERTY MANAGEMENT				
City Lands	1960	239,820	241,520	1,700
Parking	1973	96,200	96,200	0
Property Management	1971	535,315	531,295	-4,020
Total Property Management		871,335	869,015	-2,320

Chief Administrative Officer Expenses (Continued)

Programs		2016 Annual Budget	2017 Annual Budget	Variance 2017 Annual to 2016 Annual
INFORMATION TECHNOLOGY				
IT Administration	2510	-104,969	-108,069	-3,100
IT Application Services	2530	1,045,450	1,088,224	42,774
IT GIS	2540	293,750	300,374	6,624
IT Technical Services	2545	940,730	956,666	15,936
IT Client Services	2550	568,124	546,524	-21,600
Total Information Technology		2,743,085	2,783,719	40,634
CORPORATE EMERGENCY PROGRAMS				
General Preparedness	3010	30,000	30,000	0
NSEMO-Non Shared	8205	246,978	258,986	12,008
North Shore Rescue	8206	0	17,824	17,824
Total Corporate Emergency Programs		276,978	306,810	29,832
Total Chief Administrative Officer Expenses		6,491,869	6,660,955	169,086

Chief Administrative Officer Revenues

Programs		2016 Annual Budget	2017 Annual Budget	Variance 2017 Annual to 2016 Annual
Parking	1973	545,000	300,000	-245,000
Property Management	1971	704,593	704,593	0
Total Real Estate Management		1,249,593	1,004,593	-245,000
Total Chief Administrative Officer Revenues		1,249,593	1,004,593	-245,000

Legislative Expenses

Programs		2016 Annual Budget	2017 Annual Budget	Variance 2017 Annual to 2016 Annual
MANAGEMENT AND SUPPORT				
Management and Support	2610	235,097	230,997	-4,100
Total Management and Support		235,097	230,997	-4,100
SUPPORT PROGRAMS				
Legislative	2620	490,071	490,071	0
Sister Cities	2631	20,000	20,000	0
Regional Legislative Meetings	3340	643	643	0
		510,714	510,714	0
Total Legislative Expenses		745,811	741,711	-4,100

City Clerks Department

Mission

To Record, Retain and Provide Information

City Clerks Department Customers

- Mayor and Council
- Residents of the community
- General public
- Committees of Council
- City Departments
- Outside agencies, boards and commissions
- Other levels of government

Current Services Provided

- Coordination and delivery of information to Council, Council Committees and City staff in the form of agendas, minutes, bylaws, reports, correspondence, legal agreements, public hearings, meetings and archives
- Provide and deliver information to the public in the form of agendas, minutes, bylaws, reports, public notices, archives and Council meeting videos through the City's website
- Management of City records through policies, procedures, City-wide classification system, and electronic records and document management system to all City departments
- Maintain custody of City bylaws and legal agreements
- Coordination and delivery of information requests from Council and City staff
- Administration of Freedom of Information and Protection of Privacy Act requests
- Administration of the City's privacy program
- Administration of the General Local Election
- Administrative support to Committees and Council members
- City Hall reception and switchboard

Significant Issues and Trends

- Process improvements to digitize Council and Council Committee records
- Development of the City's information privacy program
- Review and development of the City's records management program
- Review and development of the City's policy management processes

Staffing

Approved Complement:
City Clerks 9.0

City Clerks Expenses

Programs		2016 Annual Budget	2017 Annual Budget	Variance 2017 Annual to 2016 Annual
MANAGEMENT AND SUPPORT				
Management and Support	1310	931,616	939,616	8,000
Total Management and Support Expenses		931,616	939,616	8,000
GENERAL PROGRAMS				
Volunteer Appreciation	1341	10,000	10,000	0
Election Administration	1350	40,000	40,000	0
Records Management	1380	0	10,000	10,000
Legal Advertising	1162	44,000	44,000	0
Total General Programs Expenses		94,000	104,000	10,000
OTHER PROGRAMS				
Board of Variance	2750	2,087	2,087	0
LL Road Port Area Cmty Liaison	3333	5,000	5,000	0
Total Other Programs Expenses		7,087	7,087	0
Total City Clerks Expenses		1,032,703	1,050,703	18,000

City Clerks Revenues

Programs		2016 Annual Budget	2017 Annual Budget	Variance 2017 Annual to 2016 Annual
MANAGEMENT AND SUPPORT				
Legal Advertising	1162	40,000	40,000	0
Total General Programs		40,000	40,000	0
Total City Clerks Revenues		40,000	40,000	0

Human Resources Department

Human Resources department provides progressive, responsive and proactive services to attract, develop and retain a talented, results-oriented workforce. The goal is to ensure we have the knowledge, skills and abilities to meet our commitments to the community now and in the future. The services we provide are:

Recruitment and Retention

- Full-cycle recruitment support for all City departments
- Creation and maintenance of job applicant database
- Promotion of municipal employment
- New employee orientation and on-boarding
- Assistance with workforce planning
- Auxiliary clerical pool hiring and administration
- Student work experience program administration
- Employee recognition program administration

Corporate Training and Development

- Facilitation of workplace education programs, courses and training
- Coordination of apprenticeship programs
- Coordination of corporate supervisory and leadership training

Health and Safety

- WorkSafeBC claims management
- Disability management including return to work and accommodation programs
- Safety program implementation, coordination, evaluation and promotion
- Safety inspections and investigations
- Safety training
- Safety Committee coordination and participation
- Interpretation and administration of Workers Compensation Act, OH&S Regulations, and related legislation
- Attendance program support
- Emergency preparedness planning
- Pandemic planning
- Tribunal Process management

Human Resources Department

Labour Relations

- Employee relations support
- Labour and employment legislation interpretation and administration
- Collective Agreement interpretation and administration
- Collective Agreement negotiations with IAFF Local 296 and CUPE Local 389
- Job Evaluation
- Grievance and arbitration management
- Workplace investigations
- Tribunal Process management

Human Resources Research

- Review and research of human resource trends, practices and benchmarking

Administration and System Administration/Reporting

- HR records and human resources information system maintenance and reporting (via PeopleSoft HCM)
- Human Resource policy development, interpretation and administration
- Provide HR assistance to North Vancouver City Library and North Vancouver Museum and Archives

Benefits Administration

- Benefit plan administration
- Negotiation with benefit plan carriers

Employee Wellness

- Administration of Employee Health & Wellness Program
- Administration of Employee and Family Assistance Program (EFAP)

Significant issues and trends

- Continued review of our Human Resources programs, policies and processes to ensure exceptional service to our community through City employees
- To foster a corporate culture that reflects the City's corporate values
- To position the City as a "choice" employer
- To share learning and recommendations regarding emerging issues and trends that may impact the organization

Staffing

Approved Complement:
Regular Full-time 9.0

Human Resources Expenses

Programs		2016 Annual Budget	2017 Annual Budget	Variance 2017 Annual to 2016 Annual
MANAGEMENT AND SUPPORT				
Management and Support	1510	498,700	496,400	-2,300
Total Management and Support		498,700	496,400	-2,300
GENERAL PROGRAMS				
Special Administration	1511	20,450	20,450	0
Recruitment	1520	177,400	178,600	1,200
Benefits Administration	1540	72,400	74,500	2,100
Employee Fitness	1541	4,500	4,500	0
Employee Assistance	1542	23,000	23,000	0
Disability Management	1545	15,000	15,000	0
Employee Recognition	1570	15,563	15,563	0
Labour Relations	1580	241,300	241,900	600
Health & Safety	1590	176,240	165,140	-11,100
Total General Programs		745,853	738,653	-7,200
CORPORATE TRAINING PROGRAMS				
Training Programs	1560-1564	285,480	285,480	0
Total General Programs		285,480	285,480	0
Total Human Resources Expenses		1,530,033	1,520,533	-9,500

Community Development

Mission

The Community Development Department helps Council establish and implement a long range vision (Official Community Plan) for the future of the community. The department then works to achieve that vision through development, as well as support for businesses, social services agencies and the general public. We are committed to a high standard of customer service to support the needs of our applicants and the community at large. Community Development strives to maximize efficiencies and effectiveness by collaborating and integrating our efforts with other departments and external groups.

Community Development Customers

- Mayor and Council
- City Residents
- Business Community
- Development Community
- Chief Administrative Officer
- Other City Departments and Agencies
- Civic Advisory Bodies
- Non-Profit Agencies
- Metro Vancouver
- Other levels of government (other municipalities, NVSD, VCH)

Current Services Provided

The Community Development Department offers the following services through five Divisions, as described below.

Planning Division

Functions include preparing the Official Community Plan, processing land use and development proposals received from City residents and developers, examining options for City-owned lands, completing long range development plans, studies and guidelines, achieving the directives of Mayor and Council, and furthering the goals and objectives of the Official Community Plan.

Community Planning staff deal with a variety of evolving issues and ongoing programs on topics such as: affordable housing, youth development, seniors programs and homelessness. In addition, Community Planning is responsible for long range planning and policy making. Healthy and active living have emerged as new issues which Community Planning staff are working to address through updates to plans and policies. Place-making and place-animation are also part of this division's work, including community activities such as the FunCity Festival.

Community Development

Building Division

This division is accountable for processing applications for building permits and associated trades permits, including electrical, plumbing, and gas permits, amongst others. As part of this process, this division completes all construction activity monitoring according to legislative requirements, regulatory codes and City Bylaws. This division also responds to the directives of Mayor and Council which includes enhanced energy conservation standards. Staff answer questions and queries from residents and business communities, and provide opportunities to educate the local building community.

Business Services Division

The Business Services Division is in charge of managing and optimizing Business Licensing, Economic Development, general business relations and liaison duties, Tourism, Filming, Wharf Management, and Shipyards bookings and programming. The division is also responsible for administering the City's Special Occasion Liquor Licensing Policy and processing Liquor Primary license applications. The division represents business interests on interdepartmental initiatives and special projects such as waterfront development, public space programming and outdoor dining. It provides the City's liaison to the Lower Lonsdale Business Improvement Area.

Bylaw Division

This division undertakes Bylaw Enforcement, Parking Enforcement and Animal Control, and supports other departments on efforts such as environmental protection. Large and problematic construction sites are now monitored by a dedicated position to provide consistent enforcement and communications to minimize the impacts of construction activity on local businesses and residents. The division has improved their response presence by broadening the Bylaw Enforcement Officer coverage during evenings and weekends.

Administration Division

The Director oversees the department. The Deputy Director directly oversees the Planning and Building Divisions. The Administrative Support Group is led by our Office Coordinator that manages front counter clerks and clerical staff. This division is responsible for corporate business processes including financial, safety, administrative, records management and payroll.

Significant Issues and Trends

New Permit/License System

A new Permits & Licensing system is being implemented in 2017. This involves staff from all CD Divisions as well as most departments as we work with the IT Division to build an efficient and effective replacement for the current out of date system. This essential implementation period is drawing staff away from their regular work, making it more challenging to maintain workloads.

Community Development

Housing Action Plan

The process to update the City's Housing Action Plan, which started in March 2015 and was endorsed by Council in October 2016, is a significant effort. It builds on community input, sets Community Development

new policy directions and addresses housing challenges established in the Official Community Plan. Staff are now in the implementation phase of the Housing Action Plan.

Development Planning

There are a number of major rezoning proposals and development permit applications in process or in pre-application discussions. This includes implementing Council's direction in the Moodyville area. The property market has remained active, leading to a general increase in planning applications and inquiries. This, together with several recent land consolidations and sales, are expected to result in larger development applications in Central Lonsdale in 2017.

Construction Activity

Community Development continues to have strong construction activity. 2016 represented a construction value at approx. \$155 million with revenue from permits and development applications at approximately \$2.6 million. The successful Construction Ambassador Program is continuing in the Building Division.

Business Licensing

Business licensing growth saw an increase of over 2% based on the number of new licenses issued from 2015 to 2016. The anticipated commercial and institutional construction activities will help keep the level of business licensing activities constant or growing even in the current economic climate.

Place-making & Public Events

A more focused effort is being made to enhance the liveliness of our public spaces through place-making. The CNV4ME plan is being implemented. The Fun City Festival, Concerts at Shipyards Square and boats docking at the Burrard Dry Dock Pier will be occurring and expanded upon.

Special Projects

There are a number of special projects that staff is involved in including: East of Lonsdale Study, North Shore Neighbourhood House, Harry Jerome Recreation Centre, NV Museum and Archives, Central Waterfront, potential new school in Lower Lonsdale and more.

Staffing

Approved Complement:

Regular Full-time 46.0

Community Development Expenses

Programs	2016 Annual Budget	2017 Annual Budget	Variance 2017 Annual to 2016 Annual	
MANAGEMENT AND SUPPORT				
Management and Support	1710	682,560	686,260	3,700
CD Budget Savings	1717	-15,000	-15,000	0
Total Management and Support Expenses	667,560	671,260	3,700	
PLANNING				
DEVELOPMENT PLANNING				
Development Planning	1720	865,800	888,500	22,700
Heritage Planning	1950	5,250	5,250	0
Total Development Planning Expenses	871,050	893,750	22,700	
COMMUNITY PLANNING				
Community Planning	1920	379,950	371,750	-8,200
Youth Services	8305	19,650	29,650	10,000
Total Community Planning Expenses	399,600	401,400	1,800	
Total Planning Expenses	1,270,650	1,295,150	24,500	
PERMITS & INSPECTIONS				
Permits and Inspections	1760	1,553,364	1,587,721	34,357
Property Use	1820	51,757	0	-51,757
Total Permits and Inspections Expenses	1,605,121	1,587,721	-17,400	
BUSINESS LICENSE & ECONOMIC DEVELOPMENT				
Business Services	1155	272,200	273,200	1,000
Intermunicipal Program	1800	20,700	20,700	0
Business License	1900	88,500	83,100	-5,400
Economic Development	1150	88,000	88,000	0
Pier	1153		20,000	20,000
Filming Administration	1360	35,000	35,000	0
Chamber of Commerce	8500	50,000	30,000	-20,000
Total Business License & Economic Dev Expenses	554,400	550,000	-4,400	
BYLAW MANAGEMENT				
ByLaw Enforcement	1392	870,995	917,695	46,700
ByLaw Dispute Registry	1396	17,700	17,800	100
Animal Control	8210	126,388	127,088	700
VCH-Municipal Services	3350	28,544	28,544	0
Total Bylaw Management Expenses	1,043,627	1,091,127	47,500	
Subtotal Community Development Programs	5,141,358	5,195,258	53,900	

Community Development Expenses (Continued)

Programs		2016 Annual Budget	2017 Annual Budget	Variance 2017 Annual to 2016 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	100,000	180,000	80,000
Advisory Planning	2740	5,582	5,582	0
Heritage Advisory	2760	3,637	3,637	0
Total Advisory Committees Expenses		119,134	199,134	80,000
TASK COMMITTEES				
Substance Abuse Committee	3310	5,000	5,000	0
NV Restorative Justice	3360	30,000	35,000	5,000
Total Task Committees Expenses		35,000	40,000	5,000
SOCIAL PROGRAMS AND OUTSIDE AGENCIES				
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
Family Services of the NS	8112	45,447	45,447	0
Capilano Community Services	8120	12,000	12,000	0
Capilano Cmty Serv - Youth Worker	8121	68,400	68,400	0
NS Community Resources	8125	42,332	43,332	1,000
Silver Harbour Centre	8130	151,500	155,500	4,000
NS Neighbourhood House	8140	64,956	65,604	648
Homeless Prevention Program	8150	71,400	71,400	0
School Anti-Violence	8231	20,000	20,000	0
Child Youth & Family Friendly	8300	17,000	17,000	0
P & P Teens	8311	10,957	11,067	110
Queen Mary School	8312	74,093	74,834	741
Youth Lounge Operating Grant	8313	8,941	9,030	89
Youth Worker - NSNH	8314	109,401	110,495	1,094
Youth Worker - Youth	8317	54,705	55,252	547
NSNH Golden Circle	8318	3,607	3,643	36
NSNH Learning Together	8319	5,427	5,481	54
Queen Mary Community Project	8320	16,185	16,347	162
NSNH Community Schools Program	8321	20,448	20,692	244
NSNH John Braithwaite CC	8604	380,315	383,736	3,421
NS Crisis Services Society	8351	10,000	10,000	0
NS Women's Centre	8352	12,500	12,500	0
Harvest Project	8353	10,000	10,000	0
Youth Initiatives	8360	20,500	20,500	0
Family Events in Civic Plaza	8370	12,500	12,500	0
Total Outside Agencies Expenses		1,283,614	1,295,760	12,146
Subtotal Other Programs Expenses		1,437,748	1,534,894	97,146
Total Community Development Expenses		6,579,106	6,730,152	151,046

Community Development Revenues

Programs	2016 Annual Budget	2017 Annual Budget	Variance 2017 Annual to 2016 Annual	
MANAGEMENT AND SUPPORT				
Management and Support	1710	10,000	10,000	0
COMMUNITY PLANNING				
Community Service/Social Programs	2731	0	80,000	80,000
PERMITS & INSPECTIONS				
Development Approvals	1730	90,000	90,000	0
Permits and Fees	1770	2,000,000	2,000,000	0
Total Permits & Inspections Revenues		2,090,000	2,090,000	0
BUSINESS LICENSE & ECONOMIC DEVELOPMENT				
Business Services	1155	12,000	12,000	0
Intermunicipal Program	1800	40,000	40,000	0
Business License	1900	1,244,300	1,276,800	32,500
Pier	1153	10,000	10,000	0
Filming Administration	1360	120,000	120,000	0
Total Business License & Economic Dev Revenues		1,426,300	1,458,800	32,500
BYLAW MANAGEMENT				
ByLaw Enforcement	1392	750,000	750,000	0
ByLaw Dispute Registry	1396	17,000	17,000	0
Animal Control	8210	43,000	48,000	5,000
Total Bylaw Management Revenues		810,000	815,000	5,000
Total Community Development Revenues		4,336,300	4,453,800	117,500

Finance

Mission

Our mandate is to provide financial and corporate leadership for the City while fulfilling our statutory responsibilities. The Finance Department ensures that Council, City departments and the public receive reliable and relevant financial information, corporate support, and qualitative advice and direction.

Through the use of best practices and sound fiscal policies we strive to safeguard City assets, manage City risks, fulfill our responsibilities under the Local Government Act and Community Charter, meet Public Sector Accounting Board (PSAB) requirements, communicate financial information clearly, and plan for the long-term fiscal sustainability of the City.

Our Guiding Principles

- Meet citizen needs and expectations
- Develop sound financial solutions
- Play a leadership role in the City of North Vancouver
- Strive for excellence, equity, efficiency, and effectiveness
- Encourage and motivate employees
- Set realistic expectations and deadlines within a climate of limited resources
- Maximize the value of all City resources

Finance Department Customers

- Citizens of the City
- Mayor and Council
- Chief Administrators Office
- Departments of the City
- Partners in service delivery, i.e. shared-cost agencies, boards and commissions, and other community agencies
- Senior levels of government: regional, provincial, federal

Current Services Provided

Financial Planning/Budgeting

- 5-Year Operational Program planning
- 10-Year Capital Project planning
- Budgeting for agencies, boards and commissions
- Long Term Financial Plan
- OCP Finance Goals and Objectives alignment and monitoring

Finance

Accounting / Accounts Payable / Taxation / Internal Reporting / Payroll

- Corporate accounting
- Financial record keeping, including agencies, boards and commissions
- Property taxation – policy establishment and monitoring
- Accounting policy development and monitoring of compliance
- Annual financial statements
- Banking and cash management
- Investment policy development and management of invested funds
- Accounts payable and receivable
- Payroll, benefit, and tax remittances
- Property tax collection – information, notices, Home Owner Grants, deferrals, payments
- Water, Sewer, Waste – utility rate modeling, rates collections
- Compliance with Public Sector Accounting Board (PSAB) standards
- Internal audit

Risk Management/ Purchasing/ Pool Vehicle Fleet

- Corporate purchasing
- Purchasing card management
- Risk management
- Insurance claims management
- Management of City pool vehicles

General Government Services

- Support for Directors Team, Civic Projects Team, Major Projects Committee
- Participation in Corporate initiatives and task forces
- Council / Public information requests
- Financial reports
- Joint service delivery agreements
- Departmental HR services - performance reviews, job descriptions, staff support, training and development
- Leadership, management, coordination of departmental work program.

Finance

Special Projects

Long Term Financial Planning for Sustainability

Public Sector Accounting Standards for tangible capital assets required the City to refine its management and financial strategies for identifying resources needed for City infrastructure renewals and maintenance management.

The City implemented the Hansen and Work Management System centered on improving work management plans and cost allocations for labor, materials and equipment. At the same time City assets continue to be accounted for and recorded in compliance with Public Sector Accounting Standards. The City reports its asset listing at \$326 million for the 2015 year end.

The City has numerous public amenity buildings, both recreational and cultural, that are nearing the end of their useful lives and require significant renovation or replacement. With recent growth, the City is also considering the addition of significant new municipal facilities, including the Harry Jerome Recreation Complex and the Waterfront development project. Financing these improvements requires a pragmatic approach to balance revenue and funding sources against ongoing expenditure commitments in an effort to provide City services in a financially sustainable manner.

While the City has an established system of reserves, challenges remain with respect to replacing and maintaining infrastructure on a timely basis. Long term planning strategies guide the Finance Department to implement funding allocation processes that effectively utilize reserve funds coupled with other available revenue sources.

Long Term Tax Strategy

The successful development and implementation of a Long Term Tax Strategy for the City, in coordination with the City's Economic Development and Tourism Strategy, was a major achievement in early 2008.

The goal of this policy was to move the City's tax rates and tax rate multiples to a competitive position within the Metro Vancouver Region, while maintaining principles of fairness and equity.

Adjusting down the ratio of the business tax rate to the residential rate (i.e. the tax multiple) continues to be a challenge based on the continued extraordinary growth in the residential sector.

The City will continue to review the distribution of property tax among the various property classes and consider other measures as a gauge of success.

Finance

Significant Issues and Trends

The City has experienced significant residential construction growth over the past several years, and this trend is expected to continue. Accommodating increased service costs for existing taxpayers and new growth will pose ongoing fiscal challenges for the City in its efforts to meet these demands.

In addition, the Province continues to impose changes on the 'independent' tax assessment system, and these changes have impacted the taxes collectable by the City. Restrictions on taxation of port industrial properties by Provincial legislation are creating significant limitations in the implementation of a local tax policy.

The City is in the process of reviewing its service delivery models, particularly with respect to shared service delivery, and will continue to seek efficiencies in this area. Areas of concern include the cost-sharing formula of policing costs.

As mentioned above, while the City has an established system of reserves, challenges remain with respect to replacing and maintaining infrastructure on a timely basis.

Joint Services

The City is a leader in the negotiation of service delivery arrangements through partnerships and joint service agreements. Whenever we can find common ground, with mutually agreeable goals and objectives for service delivery, consideration is given as to whether a joint service arrangement will benefit the citizens.

The City works with the Districts of North Vancouver and West Vancouver in a myriad of areas, delivering services on a coordinated and cost shared basis. These include:

- North Vancouver Police Detachment;
- North Vancouver Recreation and Culture Commission;
- North Vancouver Museum and Archives Commission;
- North Shore Emergency Management;
- Squamish First Nation Service agreement;
- Fire Boat agreement with Vancouver;
- Shared dispatch agreement among 3 North Shore Fire Departments; and,
- Ecomm radio system agreement.

The City provided the land for the North Shore Homeless Shelter and continues to fund outreach workers through the LookOut Society, who operate the Shelter, and the Salvation Army, to work with the North Shore's homeless population.

The City also partnered with the Squamish Nation to construct sections of the Spirit Trail.

Working with the Chief Administrator's Office, Finance continues to explore areas that may provide mutual benefits and cost savings to the three municipalities.

Staffing

Regular Full Time Positions 29.0
Regular Part Time Positions 1.0
Approved Complement 30.0

Finance Expenses

Programs		2016 Annual Budget	2017 Annual Budget	Variance 2017 Annual to 2016 Annual
MANAGEMENT AND SUPPORT				
Management and Support	2110	443,629	449,929	6,300
Fin Budget Savings	2117	-15,000	-15,000	0
Total Management and Support Expenses		428,629	434,929	6,300
PURCHASING & RISK MANAGEMENT				
Purchasing	2130	189,200	196,500	7,300
Vehicle Fleet Admin	2160	34,800	34,800	0
Risk Liability and Insurance	2150	364,221	363,701	-520
Total Purchasing & Risk Management Expenses		588,221	595,001	6,780
ACCOUNTING & TAXATION				
Financial Accounting	2170	191,744	231,844	40,100
Accounts Payable	2180	119,400	109,300	-10,100
Treasury	2192	81,000	81,000	0
Tax Division	2302	575,200	581,800	6,600
Total Accounting & Taxation Expenses		967,344	1,003,944	36,600
FINANCIAL PLANNING & PAYROLL				
Financial Planning	2400	415,300	350,500	-64,800
Payroll	2200	331,500	335,600	4,100
Total Financial Planning & Payroll Expenses		746,800	686,100	-60,700
Total Finance Programs Expenses		2,730,994	2,719,974	-11,020
FINANCE CORPORATE PROGRAMS				
Finance Corporate	2120	-56,400	-60,900	-4,500
Internal Controls	2195	153,400	128,500	-24,900
Financial Plan Contingency	2401	1,000,000	1,000,000	0
Planning	2420	8,769,148	9,753,849	984,701
Council Grants	8401	50,000	50,000	0
Travel Grants	8410	2,500	2,500	0
District Energy Coordination	2450	25,000	25,000	0
Total Finance Corporate Programs Expenses		9,943,648	10,898,949	955,301
Total Finance Expenses		12,674,642	13,618,923	944,281

Finance Revenues

Programs		2016 Annual Budget	2017 Annual Budget	Variance 2017 Annual to 2016 Annual
PURCHASING & RISK MANAGEMENT				
Purchasing	2130	12,000	16,000	4,000
Risk Liability and Insurance	2150	48,800	48,800	0
Total Purchasing & Risk Management Revenues		60,800	64,800	4,000
ACCOUNTING & TAXATION				
Treasury	2192	1,808,000	1,808,000	0
UTILITY REVENUE LEVY	41210	708,000	694,000	-14,000
GRANTS IN LIEU FEDERAL	41302	125,000	140,000	15,000
GRANTS IN LIEU PROVINCIAL	41306	860,000	1,000,000	140,000
GRANT PROV FOR PORTS PROPERTY	41308	1,460,000	1,480,000	20,000
COMMISSION SCHOOL TAX	43304	34,250	34,500	250
INTEREST TAXES	45102	50,000	40,000	-10,000
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	77,000	80,000	3,000
TFR FROM STAT RES TO OP	49309	5,500	5,000	-500
Other Taxes	2302	3,639,750	3,793,500	153,750
Other Revenue	2303	73,400	75,900	2,500
Total Accounting & Taxation Revenues		5,521,150	5,677,400	156,250
Total Finance Programs Revenues		5,581,950	5,742,200	160,250
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		6,581,950	6,742,200	160,250

Fire Department

Mission

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

Fire Department Customers

- Residents of our community
- Business owners and operators in our community
- Visitors to our community
- Mayor and Council
- All City Departments
- Outside agencies, boards, and commissions
- Other levels of government

Current Services Provided

North Vancouver City Fire Department is a multi-faceted provider of services that include:

Administration

- Manage all Fire Department functions
- Annual Report
- Quarterly Statistical Reports
- Training and Development
- Recruitment of staff
- Payroll entry and recording
- WCB reporting
- Web Site and FireNet coordination
- Fire department policies and procedures
- Assist in Contract negotiations

Fire Apparatus

- Maintenance and repair of all fire apparatus and equipment
- Annual government inspection of apparatus
- Research and input on new apparatus and equipment
- Liaison with Facilities Manager with regards to the Fire Station
- Assisting purchasing with the preparation of tender documents
- Annual testing of breathing air
- Annual testing of ladders and fire hose

Fire Operations

- Firefighting
- Emergency Medical Assistance
- Hazardous Material Spills and Dangerous Goods Incidents

Fire Department

Fire Operations (continued)

- High Angle Rescue
- Motor Vehicle Accidents
- Marine Firefighting
- Coordination and training of all staff, examples are as follows:
 - On-truck computer system
 - Fire Officers Course
 - FSI (Fire Service Instructors Course)
 - Emergency Vehicle Operations Course
 - Auto Extrication Course
 - FMR, AED and Spinal re-certifications
 - On-line training delivered through Target Solutions software

Fire Prevention

Fire Prevention Inspections are conducted through a regular system of inspections of approximately 3,400 occupancies, which is established by the Assistant Chief, Prevention, on behalf of Council, as required by the Fire Services Act (FSA) and modified throughout the year as may be necessary.

- Conduct initial inspection of new business license applications, new building occupancies, and fire protection systems
- Receive, review and comment on plans for new buildings, occupancies, and alterations, modifications and renovations to structures, including Fire Department access, fire protection and life safety systems
- Conduct code and plan reviews for construction projects to address protection of adjacent buildings
- Provide an inspection program that will meet FSA requirements, including the enforcement of fire code violations
- Conduct plan reviews and inspections related to the Fire Alarm Upgrade in 3 Storey Wood Frame Residential Buildings
- Conduct plan reviews and inspections related to the upgrade to Spray Coating Operations
- Conduct initial inspection of complaints, including complaints related to 'hoarding' fire hazards, and life safety concerns
- Conduct follow-up inspections when possible and as necessary
- Continue to develop the inspection program with the Squamish Nation
- Obtain and maintain NFPA 1031 Certified Fire Inspector I and NFPA 1031 Certified Fire Plan Examiner for all Fire Inspectors

Fire Investigations are conducted as per the Fire Services Act to determine origin and cause and to determine if due to accident, negligence or design.

- Conduct fire investigations of all fires within our municipality within three days
- Obtain and maintain NFPA 1033 Level 3 Certification for Fire Investigators for all Fire Prevention Staff
- Continue the North Shore Fire Investigation Training Program, a shared initiative with 3 North Shore Fire Departments and the RCMP

Fire Department

Public Education

- Education is provided to create public awareness and to motivate the proper fire safety behavior. Education is provided to business owners, building owners, elementary school students, new immigrants, and the general public
- Continue to develop and deliver education programs that include Fire Prevention Week, Hot Summer Nights and Fire Extinguisher Training
- Visit public schools in the City of North Vancouver and discuss fire and life safety with the over 2,200 students

Staffing

Approved Complement:

Regular Full-time 69.0

Fire Department Expenses

Programs		2016 Annual Budget	2017 Annual Budget	Variance 2017 Annual to 2016 Annual
MANAGEMENT AND SUPPORT				
Management and Support	4010	1,172,842	1,180,662	7,820
Fire Budget Savings	4017	-15,000	-15,000	0
Total Management and Support Expenses		1,157,842	1,165,662	7,820
SUPPORT PROGRAMS				
Fire Apparatus	4020	382,900	355,500	-27,400
Fire Operations	4030	7,257,429	7,521,429	264,000
Fire Prevention	4040	747,163	799,063	51,900
Dispatch Services	4044	336,500	341,500	5,000
Total Support Programs Expenses		8,723,992	9,017,492	293,500
Total Fire Department Expenses		9,881,834	10,183,154	301,320

Fire Department Revenues

Programs		2016 Annual Budget	2017 Annual Budget	Variance 2017 Annual to 2016 Annual
SUPPORT PROGRAMS				
Fire Prevention	4040	120,000	120,000	0
Total Support Programs Revenues		120,000	120,000	0
Total Fire Department Revenues		120,000	120,000	0

Royal Canadian Mounted Police (RCMP) – North Vancouver Detachment

Mission

The RCMP is Canada's national police service. Proud of our traditions and confident in meeting future challenges, we commit to preserve the peace, uphold the law and provide quality service in partnership with our communities.

Vision

We will:

- Be a progressive, proactive and innovative organization;
- Provide the highest quality service through dynamic leadership, education and technology in partnership with the diverse communities we serve;
- Be accountable and efficient through shared decision-making;
- Ensure a healthy work environment that encourages team building, open communication and mutual respect;
- Promote safe communities; and,
- Demonstrate leadership in the pursuit of excellence.

Core Values of the RCMP

Recognizing the dedication of all employees, we will create and maintain an environment of individual safety, well-being and development.

We are guided by:

- Accountability
- Respect
- Professionalism
- Honesty
- Compassion
- Integrity

RCMP Detachment Clients

- Residents and businesses of North Vancouver (City, District and First Nations)
- Mayors and Councils
- Community groups, agencies and stakeholders
- Visitors and tourists to North Vancouver
- RCMP 'E' Division Headquarters
- Other police services
- Other levels of government

Current Services Provided

- Enforcement and Investigation (Provincial and Federal Statutes / Legislation and Municipal By-laws)
- Crime Prevention/Youth Intervention
- Services to Victims of Crime

Royal Canadian Mounted Police (RCMP) – North Vancouver Detachment

Significant Issues and Trends

The North Vancouver RCMP Detachment is following their 2016 to 2018 Service Plan (“Service Plan”). The strategic planning process is used to identify the primary areas of concern (issues and trends) for North Vancouver. These issues were identified by soliciting ongoing, formal and informal feedback from elected officials, the community, youth, police officers at this Detachment, and both First Nations.

Through consultation, the Service Plan aligns the goals and objectives of the detachment with those of the City and District of North Vancouver. The goals are clearly articulated in the Service Plan and are measurable allowing for the detachment to gauge progress, successes and identify areas requiring more attention.

North Vancouver Detachment Strategic Directions 2016-2018

Will continue to promote and deliver strategic crime reduction and safety enhancement through:

- Increase visibility and enhance service
- Demonstrate accountability through effective engagement
- Optimize use of resources to ensure operational readiness

Staffing

Police services are shared between the City and District of North Vancouver. As a result, the City and District jointly establish the maximum Regular Member complement for each budget year. Reductions are made to the maximum complement each year to determine resources available to the detachment. Reductions are made for: a) the Regular Members previously allocated to the Lower Mainland Regional Police Service Integrated Services (and funded separately by the City/District); and, b) the current vacancy rate jointly deemed to align the cost of police services with the current budget. The City’s Approved (maximum) Complement is shown below:

RCMP Approved Complement	64.0
Civilian Approved Complement:	
Regular Full-time	81.0
Regular Part-time	2.0

Police (RCMP) Expenses

Programs		2016 Annual Budget	2017 Annual Budget	Variance 2017 Annual to 2016 Annual
MUNICIPAL SHARED PROGRAMS				
BUILDING				
GBB Facility Operations	4600	509,470	515,110	5,640
Total Building Expenses		509,470	515,110	5,640
ADMINISTRATION				
Administration	4610	1,062,785	1,067,685	4,900
Total Administration Expenses		1,062,785	1,067,685	4,900
RECORDS AND INFORMATION				
Records & Information	4615	1,332,600	1,195,600	-137,000
Total Records and Information Expenses		1,332,600	1,195,600	-137,000
TELECOM				
Telecom	4620	2,331,700	2,545,500	213,800
North Shore Dispatch	4621	183,800	183,800	0
Total Telecom Expenses		2,515,500	2,729,300	213,800
CLIENT SERVICES				
Client Services Support	4640	1,101,300	1,099,800	-1,500
Keep of Prisoners	4630	350,200	353,700	3,500
Victim Services	4641	295,980	305,780	9,800
Crime Prevention	4642	80,610	81,110	500
Block Watch	4643	75,050	75,550	500
Auxiliary Police	4644	87,400	87,800	400
False Alarm Reduction	4646	8,000	8,000	0
Total Client Services Expenses		1,998,540	2,011,740	13,200
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	101,800	103,800	2,000
Total Police Programs Expenses		134,050	136,050	2,000
Total Shared Programs		7,552,945	7,655,485	102,540
Recovery for Shared Costs	4701	-4,078,700	-4,134,000	-55,300
Administration Non-Shared	4710	-272,100	-276,300	-4,200
Total Recoveries for Shared Programs Expenses		-4,350,800	-4,410,300	-59,500
Net City Shared Programs Expenses		3,202,145	3,245,185	43,040

Police (RCMP) Expenses (Continued)

Programs		2016 Annual Budget	2017 Annual Budget	Variance 2017 Annual to 2016 Annual
NON-SHARED (CITY ONLY) PROGRAMS				
CNV Community Policing	4720	113,145	116,545	3,400
Crimestoppers	8220	5,200	5,500	300
Total Non-Shared (City Only) Expenses		118,345	122,045	3,700
POLICE CONTRACT				
Total Police RCMP Contract (City Only)	4700	9,737,000	10,063,000	326,000
Total City Only Programs Expenses		9,855,345	10,185,045	329,700
Total Police (RCMP) Expenses		13,057,490	13,430,230	372,740

Police (RCMP) Revenues

Programs		2016 Annual Budget	2017 Annual Budget	Variance 2017 Annual to 2016 Annual
NON-SHARED (CITY ONLY) PROGRAMS				
MUNICIPAL TICKETS	43101	625,000	625,000	0
FALSE ALARMS	43103	20,000	20,000	0
FEES RCMP	43211	43,000	43,000	0
CRIMINAL RECORD SEARCH	46105	44,000	44,000	0
Admin Police Non-Shared	4710	732,000	732,000	0
Total Non-Shared (City Only) Programs Revenues		732,000	732,000	0
POLICE CONTRACT				
Police Contract Reserve	4700	375,000	375,000	0
Total Police RCMP Contract		375,000	375,000	0
Total Police (RCMP) Revenues		1,107,000	1,107,000	0

Engineering, Parks and Environment

Mission

To care for our Community's natural and built public realm.

Services Provided

Services are delivered through five Divisions:

1. Transportation & Streetscapes
2. Engineering Operations
3. Engineering Planning, Design & Development
4. Parks & Environment
5. Administration

Transportation & Streetscapes Division

Programs:

Transportation provides planning and administration for:

- Sustainable transportation initiatives
- Mobility of people, services and goods
- On-street parking
- Traffic signals, signage and street lighting
- Traffic calming
- Transportation demand management planning

Streetscapes provides:

- Streetscape planning and design
- Integration of transportation with land use, parks & greenways and development planning

Engineering Operations Division

Programs:

Streets Operations provides:

Maintenance of:

- 136 kilometres of streets
- 50 kilometres of lanes
- 179 kilometres of sidewalks
- 53 traffic signals
- 1700 streetlights
- 7 major bridges

Engineering, Parks and Environment

Work includes:

- Sidewalk maintenance
- Pavement maintenance
- Street cleaning and litter control
- Ice and snow control
- Lane maintenance
- Street sign fabrication and maintenance
- Pavement marking
- Vegetation control in rights of way
- Street light and traffic signal maintenance
- Graffiti and vandalism repair on City public property

Utility Operations provides:

- Potable water distribution
- Sanitary sewage collection
- Storm drainage collection
- Solid waste collection

Work includes:

- Construction and renewal of water, sanitary and storm drainage infrastructure
- Operation, maintenance and repair of water, sanitary and storm systems
- Installation of new service connections to all new building and land developments throughout the City
- Collection and disposal of refuse and yard trimmings

Fleet Operations provides:

- Management and maintenance of vehicles and equipment for Operations, Parks, Bylaws and City pool vehicles

Work includes:

- Fleet management including inventory, fuel efficiency, cost-effectiveness and safety/regulatory compliance
- Fleet maintenance
- Fleet asset management and replacement

Operations Administration provides:

- Processing of payroll and Operations Management System (OMS) data
- Response to citizen and internal requests and inquiries
- Dispatch of crews to respond to service requests
- Information and assistance for infrastructure maintenance and service request response
- Budget tracking and analysis for Operations

Operations Facility provides:

- Effective workplace facilities and storage for tools, equipment, materials and belongings
- Appropriate emergency equipment for Operations
- Maintenance of Operations facility to meet needs

Engineering, Parks and Environment

Programs

Planning & Design provides:

- Public infrastructure records management including as-built drawings
- Infrastructure condition assessment
- Planning of advanced asset management of infrastructure
- Water, sewer and drainage system administration, planning, design and construction contract administration
- Streets design
- Lonsdale Energy system underground piping network design
- Topographic survey for infrastructure projects and spatial location
- Field data collection for traffic, rainfall, etc.

Development provides:

- Subdivision application processing
- Coordination and review of all development applications for public infrastructure impacts
- Regulation of City right of way use and access
- Liaison with private utility companies including BC Hydro, Telus, Fortis, Shaw Cable, etc.

Parks & Environment Division

Programs

Parks provides planning, design, maintenance and regulation of:

- Parks, greenways and open space
- Environmentally sensitive areas and natural areas
- Trees on public lands
- Ornamental horticulture on public lands
- Turf grass maintenance on public lands
- Park sports field maintenance
- Park playground maintenance
- Operational support for community events in parks
- Integration of parks and open space planning with land use, transportation and development
- Public engagement for stewardship of the City's cultural and natural heritage within parks and environmentally sensitive areas
- Park facility maintenance on park lands
- Maintenance of the North Vancouver Cemetery

Environment provides:

- Climate action and energy management planning, coordination, and reporting
- Civic operations environmental performance improvements
- Environmental policy planning and implementation

Engineering, Parks and Environment

Parks & Environment Division (continued)

- Environmental education, public engagement, and stewardship
- Habitat protection and restoration
- Invasive species management
- Contaminated sites management
- Pesticide use reduction
- Solid waste policy planning and waste reduction
- Recycling contract administration
- Liaison with external agencies (Fisheries and Oceans Canada, Environment Canada, Ministry of Environment, Metro Vancouver, Port Metro Vancouver, Multi-Material BC)

Administration

Administration provides:

- Departmental leadership & direction
- Inter-departmental and intra-departmental teamwork and coordination
- Administrative, clerical and secretarial support
- Short range and long range strategic planning
- Alignment of budget and staff resources with City priorities
- Provision of technical support for planning, design and construction of the Lonsdale Energy Corporation district heating system
- Liaison with relevant external agencies including Metro Vancouver, TransLink, Federal Government, Provincial Government, other Local Governments, First Nations

Project Management Office provides:

- Major project delivery from planning through to construction management
- Primary interface to the public through consultation
- Co-ordination of all internal and external forces for major projects

Significant Issues & Trends

External

- **Asset Management** – The Public Sector Accounting Board requirements coupled with emphasis on pro-active management of infrastructure assets including pavement, park structures, sewers, and water system requires asset condition assessment, financial analysis, rate setting and in many cases increased maintenance and rate of replacement of the asset.
- **Severe Weather** – Extreme weather events including high winds, snow and heavy rain is raising need for staff response at all hours and greater emphasis on emergency preparedness and infrastructure resiliency.

Engineering, Parks and Environment

Significant Issues & Trends, External (continued)

External

- **Major Project Delivery** – Completion of the Spirit Trail and Green Necklace networks by 2018 requires a co-ordinated approach in order to meet the deadlines.
- **Land Development Activity** - Major developments plus many small developments drives demand for design review, inspection, response to neighbourhood concerns and installation of new services such as water, sewer and storm connections.
- **Climate Change** – The City has adopted greenhouse gas reduction targets and is implementing a number of programs to reduce energy use and emissions. The City is also preparing for potential climate change impacts (e.g. increased storm and heavy rain events) and is working to adapt to these changes through more resilient infrastructure.
- **Integrated Liquid Waste & Resource Management Plan** – Staff will continue active participation as a stakeholder in the process to replace the Lions Gate Wastewater Treatment Plant by 2020.
- **Transportation** – Implementation of our Long Term Transportation Plan including improving cycling, pedestrian and transit facilities is key to keeping our City livable.

Internal

- **Succession** – An aging workforce and external opportunities are causing high competition for qualified Engineering and Public Works staff. This trend will continue, placing demands on remaining staff. The aging workforce is also a factor for injuries related to strenuous work and for vacation coverage for senior workers.
- **Enhanced Teamwork** – Delivering the City’s Vision in a sustainable way requires enhanced teamwork and a great workplace climate so that seemingly conflicting priorities can be reconciled. This requires enhanced understanding of the City’s Vision as articulated in the OCP and enhanced communication skills by leaders such as managers and supervisors. This places new demands on all staff to improve communication and understanding.

Staffing

Approved Complement:

City Hall	37.0
Operations	<u>88.0</u>
	125.0

Engineering, Parks & Environment Expenses

Programs	2016 Annual Budget	2017 Annual Budget	Variance 2017 Annual to 2016 Annual	
MANAGEMENT AND SUPPORT				
Management and Support	5010	21,724	21,724	0
Engr Budget Savings	5017	-30,000	-30,000	0
Total Management and Support Expenses		-8,276	-8,276	0
DEPUTY ENGINEER				
Design - Survey	5170	26,031	26,031	0
Total Design Expenses		26,031	26,031	0
Development - Public Process	1315	4,854	4,854	0
Total Development Expenses		4,854	4,854	0
Traffic & Transportation				
Public Transportation Alternative	1543	7,500	7,500	0
NS Transportation Advisory Cmt	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 Traffic & Transportation Expenses		155,501	155,501	0
Total Deputy Engineer Expenses		186,386	186,386	0
OPERATIONS DIVISION - STREETS AND PARKS				
Streets Operations	5160	1,703,385	1,793,069	89,684
Streets Admin	5165	1,281,728	1,292,398	10,670
Total Streets and Transportation Expenses		2,985,113	3,085,467	100,354
Environmental Stewardship	5040	83,780	83,780	0
Parks Operations	5070	2,154,635	2,194,835	40,200
Special Events Support	5071	75,895	75,895	0
Sport Field Users	5073	214,150	214,150	0
Streetscapes & Greenways	5074	713,950	713,950	0
Parks Admin	5075	1,179,336	1,195,346	16,010
Total Parks and Environment Expenses		4,421,746	4,477,956	56,210
Total Operations Division Expenses		7,406,859	7,563,423	156,564
COMMITTEES				
Moodyville Park Task Force	2815	8,809	8,809	0
Integrated Transportation	2805	8,800	8,800	0
Advisory Cmte Disability Issues	3120	6,267	6,267	0
Joint Use	2910	500	500	0
Total Committees Expenses		24,376	24,376	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		7,534,345	7,690,909	156,564

Engineering, Parks & Environment Revenues

Programs		2016 Annual Budget	2017 Annual Budget	Variance 2017 Annual to 2016 Annual
MANAGEMENT AND SUPPORT				
Management and Support	5010	355,000	355,000	0
Total Management and Support Revenues		355,000	355,000	0
DEPUTY ENGINEER				
Traffic & Transportation				
Commercial Bike Racks	3260	3,500	3,500	0
Total Traffic & Transportation Revenues		3,500	3,500	0
Total Deputy Engineer Revenues		3,500	3,500	0
OPERATIONS DIVISION				
Streets				
Streets Operations	5160	295,000	345,000	50,000
Streets Admin	5165	225,028	225,028	0
Total Streets and Transportation Revenues		520,028	570,028	50,000
Parks				
Parks Operations	5070	50,000	50,000	0
Sport Field Users	5073	52,000	52,000	0
Parks Admin	5075	35,000	35,000	0
Total Parks and Environment Revenues		137,000	137,000	0
Total Operations Division Revenues		657,028	707,028	50,000
Total Engineering General Revenues		1,015,528	1,065,528	50,000

Major External Boards and Commissions

Overview

The City delivers programs and services to the community not only through internal departments, but also through external Agencies, Boards and Commissions (also known as ABCs). 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		2016 Annual Budget	2017 Annual Budget	Variance 2017 Annual to 2016 Annual
MAJOR EXTERNAL BOARDS AND COMMISSIONS				
City Library	8601	3,614,142	3,684,970	70,828
Museum & Archives	8602	524,325	530,816	6,491
NV Recreation and Culture	8603	4,704,854	5,015,848	310,994
Total Boards and Commissions		8,843,321	9,231,634	388,313
Total Major Ext Boards and Commissions Expenses		8,843,321	9,231,634	388,313

Major External Boards and Commissions Revenues

Programs		2016 Annual Budget	2017 Annual Budget	Variance 2017 Annual to 2016 Annual
MAJOR EXTERNAL BOARDS AND COMMISSIONS				
Rent Cultural Facilities		109,983	109,983	0
Total Boards and Commissions		109,983	109,983	0
Total Major Ext Boards and Commissions Revenues		109,983	109,983	0

Utilities

Overview

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

Water

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

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

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

Sewerage and Drainage

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

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

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

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

Utilities

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

Solid Waste

The City provides curbside garbage, recycling and Green Can (food scraps and yard trimmings) collection to more than 44,000 residents, moving tonnes of waste materials each year. Garbage is transported to the North Shore Transfer Station, recycling is delivered to a private recycling processing yard, and food scraps and yard trimmings are brought to a private composting facility.

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

Utilities Expenses

Programs		2016 Annual Budget	2017 Annual Budget	Variance 2017 Annual to 2016 Annual
WATER EXPENSES				
Water Operations	5190	552,500	562,500	10,000
Water Admin	5195	7,819,643	8,102,400	282,757
OHead Water Capital	5197	-33,000	-33,000	0
Transfers	5199	2,700,234	2,887,370	187,136
Total Water Expenses		11,039,377	11,519,270	479,893
SEWER AND STORM EXPENSES				
Sanitary Operations	5100	185,000	200,000	15,000
Sanitary Admin	5105	5,972,957	6,229,600	256,643
Storm Operations	5110	195,000	195,000	0
Storm Admin	5115	751,660	790,400	38,740
OHead Sewer Capital	5107	-29,000	-29,000	0
OHead Drainage Capital	5117	-23,000	-23,000	0
Sewer and Storm Transfers	5119	2,023,685	2,815,110	791,425
Total Sewer and Storm Expenses		9,076,302	10,178,110	1,101,808
SOLID WASTE EXPENSES				
Recycling	5080	1,220,000	1,224,000	4,000
Recycling & Yard Trimming	5085	644,760	699,750	54,990
Zero Waste Challenge	5086	250,000	250,000	0
Refuse	5090	453,000	455,000	2,000
Refuse Admin	5095	350,750	357,850	7,100
Yard Trimmings	5091	628,000	651,000	23,000
Eco Levy Programs	5092	750,000	750,000	0
Transfers	5099	295,492	0	-295,492
Total Solid Waste Expenses		4,592,002	4,387,600	-204,402
Total Utilities Expenses		24,707,681	26,084,980	1,377,299

Utilities Revenues

Programs		2016 Annual Budget	2017 Annual Budget	Variance 2017 Annual to 2016 Annual
WATER REVENUE				
Water Operations	5190	741,784	572,150	-169,634
Water Admin	5195	10,197,593	10,505,920	308,327
Transfers	5199	100,000	441,200	341,200
Total Water Revenue		11,039,377	11,519,270	479,893
SEWER AND STORM REVENUES				
Sanitary Operations	5100	335,000	442,700	107,700
Sanitary Admin	5105	6,803,423	7,110,500	307,077
Sanitary Operating Projects	5106	0	0	0
Storm Operations	5110	193,724	149,110	-44,614
Storm Admin	5115	1,744,155	2,025,800	281,645
Storm Operating Projects	5116	0	0	0
Sewer and Storm Transfers	5119	0	450,000	450,000
Total Sewer and Storm Revenue		9,076,302	10,178,110	1,101,808
SOLID WASTE REVENUE				
Recycling & Yard Trimming	5085	3,104,544	2,826,600	-277,944
Refuse	5090	9,000	12,500	3,500
Refuse Admin	5095	728,458	796,400	67,942
Eco Levy Programs	5092	750,000	750,000	0
Transfers	5099	0	2,100	2,100
Total Solid Waste Revenue		4,592,002	4,387,600	-204,402
Total Utility Revenues		24,707,681	26,084,980	1,377,299

Cemetery

Overview

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

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

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

City Cemetery Expenses

Programs		2016 Annual Budget	2017 Annual Budget	Variance 2017 Annual to 2016 Annual
CEMETERY DIVISION				
Cemetery Administration	1330	113,899	114,499	600
Cemetery Advisory Committee	2860	1,000	1,000	0
Cemetery Operations	5020	232,618	232,618	0
Total Cemetery Expenses		347,517	348,117	600

City Cemetery Revenues

Programs		2016 Annual Budget	2017 Annual Budget	Variance 2017 Annual to 2016 Annual
CEMETERY DIVISION				
Cemetery Administration	1330	342,517	343,117	600
Filming Cemetery	1360	5,000	5,000	0
Total Cemetery Revenues		347,517	348,117	600

Staff Count by Department

City of North Vancouver	
Staff Count by Department	
DEPARTMENT	2017 Approved Complement
Chief Administrative Officer	51
Legislative	2
Clerk's Office	9
Human Resources	9
Community Development	46
Finance	30
Fire Department	69
Police Department - Civilian	83
RCMP Members - City	64
Engineering Parks & Environment	125
	<u>488</u>

Approved Complement consists of Council approved regular full-time and regular part-time positions, as at May 15, 2017

2017 – 2026 Project Plan

Introduction

The 10-year Project Plan provides a framework to organize capital projects for the construction of new facilities and infrastructure in the City, the maintenance and replacement of existing capital assets, and various one-time studies. The capital projects are defined as those which will generate assets with a useful life of more than one year. One-time studies are studies with a beginning and an end date and support the City's strategic objectives.

While the Community Charter requires a 5-year planning period, the City has determined that a 10-year horizon is preferable for infrastructure planning to allow the review of large capital projects scheduled for implementation during that period. The Project Plan includes the projects that are to be funded by the City as well as the portion of funding to be provided by external sources such as contributions, grants or fund raising campaigns.

Each project of \$10,000 or more is presented separately with its cost estimate. Projects are grouped in the following categories: Land and Major Investments; Buildings; Structures (Streets and Traffic, Parks and Environment, and Public Arts); Equipment (General, IT, Engineering and Fire); Block Funding, On-Going Programs and Other Projects. Block Funding is used to provide funds to various departments for projects with a value of less than \$10,000.

The source of funds is identified for each of the 2017 projects in the 2017 Project Budget. In the 2017-2026 Project Plan, for simplicity, some projects of the same category may be grouped together on a yearly basis when identifying the source of funds.

The Water, Sewerage and Drainage projects are also presented in the Plan. These projects are funded from the Utility Operating Budget.

Basis of Budgeting

The amounts included in the Project Plan are provided on a provisional basis. The fact that a project is mentioned in the 2017 budget or in the 10-year plan is not sufficient to allow the appropriation of the funds. A Council bylaw or resolution is necessary to appropriate the funds. The amounts included in the Plan are based on the year that the funds should be appropriated to allow proper financing of the project and for the purpose of entering into various contractual agreements. In most cases, the cash disbursement will occur in the years that follow the appropriation.

Projects are grouped into six project types:

- Maintenance and Replacement
- Ongoing Program
- Provision
- Major Renovation
- New Capital Asset
- One-Time Studies

2017 – 2026 Project Plan

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

Also included in the Base Program are provisions to provide Council with some flexibility to fund projects from various designated sources of funds. Such provisions can only be appropriated after a project has been identified and approved by Council.

Projects in the Major Renovation, New Capital Assets, and One-Time Studies and Other projects categories would provide new facilities and/or new levels of service to the community. These projects are considered New Initiatives. Many of these projects have a dedicated source of funding in conformity with the terms of reference of the reserve bylaws. Others in this category do not have a dedicated source of funding and for which a source of funding remains to be identified. There are no unfunded projects in the 2017-2026 Project Plan.

Underlying Project Planning Principles, Objectives and Benefits

The 10-Year Project Plan is a model that presents concepts and ideas for discussion purposes. Costs are orders of magnitude, the more so for projects scheduled in the latter years of the plan.

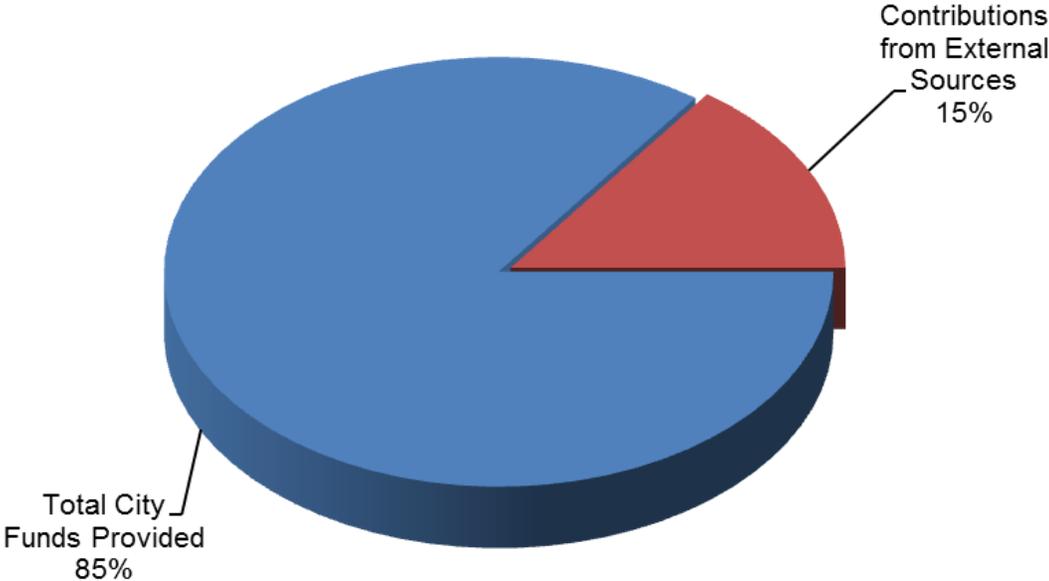
The preparation and review of the Plan provides several benefits:

- Informs Council and the public of project scheduling and prioritization which allows for significant feedback;
- Allows for optimal use of financing from various reserves;
- Ensures that funding is set aside for repair, maintenance, and replacement of existing capital assets; and
- Allows for consideration of environmental impact, population growth, and the Official Community Plan.

2017 – 2026 Project Plan

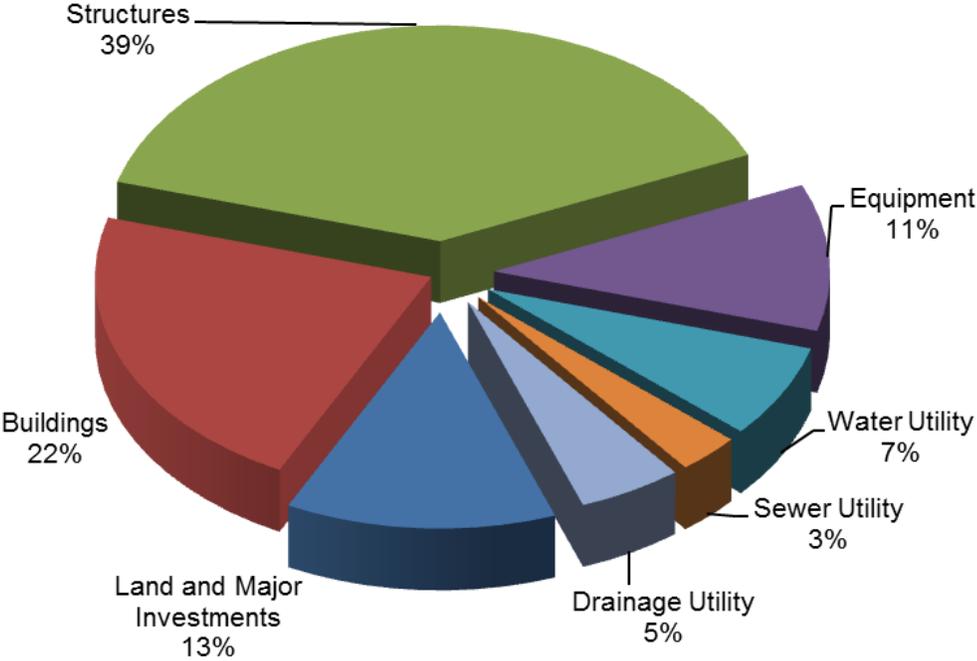
The Project Plan includes only the projects for which the appropriation of funds could be necessary for expenditure in 2017 and forward. “Work in Progress” funding from prior years is not included in the Project Plan.

Summary of 2017 - 2026 Project Plan - \$000's			
Total City Funds Provided	85%	\$	222,108
Contributions from External Sources	15%		38,687
Total		\$	260,795



2017 – 2026 Project Plan

2017 - 2026 Funded Project Categories - \$000's			
Land and Major Investments	13%	\$	34,120
Buildings	22%		56,646
Structures	39%		100,725
Equipment	11%		29,750
Water Utility	7%		19,042
Sewer Utility	3%		8,274
Drainage Utility	5%		12,238
Total		\$	260,795



Major Projects in the 10-year Plan

Harry Jerome Redevelopment Study and Building Renewal - \$32.8 million

This is a comprehensive assessment of renewal and/or replacement options, with extensive public input, and an exploration of the financial implications of the various scenarios, resulting in a council resolution on the preferred redevelopment option. Facility renewal leading to increased attendance and participation in recreation and other complementary programs leading to improved activity, health and wellness and customer satisfaction.

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

Marine Drive Bridge over Mosquito Creek and Marine Drive Bridge over Mackay Creek replacements - \$10.4 million (\$3.6 million City Funding)

The 65 years old Marine Drive Bridge over Mosquito Creek is at the end of the life cycle and in need of replacement. Given the age of the structure as well as the uncertainty of the condition, replacement of the bridge is recommended in the next three to five years.

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

These projects support the several goals within the following OCP chapters: Transportation, Mobility & Access; Municipal Services and Infrastructure; Community Well-being.

Marine-Main - Transit & Active Transportation Improvements (MacKay to Brooksbank) \$5.5 million (\$4.5 million City Funding)

The implementation of Transit improvements on the Marine/3rd/Cotton corridor in accordance with TransLink's North Shore Area Transit Plan, and the Mayor's 10-year plan. This strategy includes rapid transit priority measures, improved & new cycling facilities and various safety and reliability developments.

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

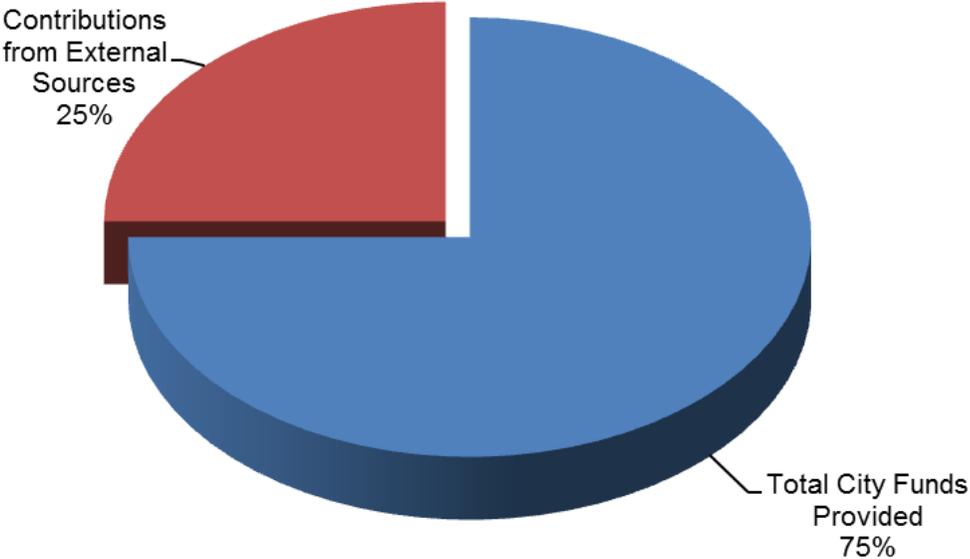
Casano / Loutet Pedestrian and Cyclist Overpass - \$3.3 million (\$1.3 million City Funding)

The project encompasses design and construction of a pedestrian and cyclist overpass across Highway 1 to connect the Casano and Loutet neighborhoods and also connects to the AAA routes south of Highway 1. It will offer convenient sustainable transportation choices for current and future citizens and will support the City's sustainable transportation goals.

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

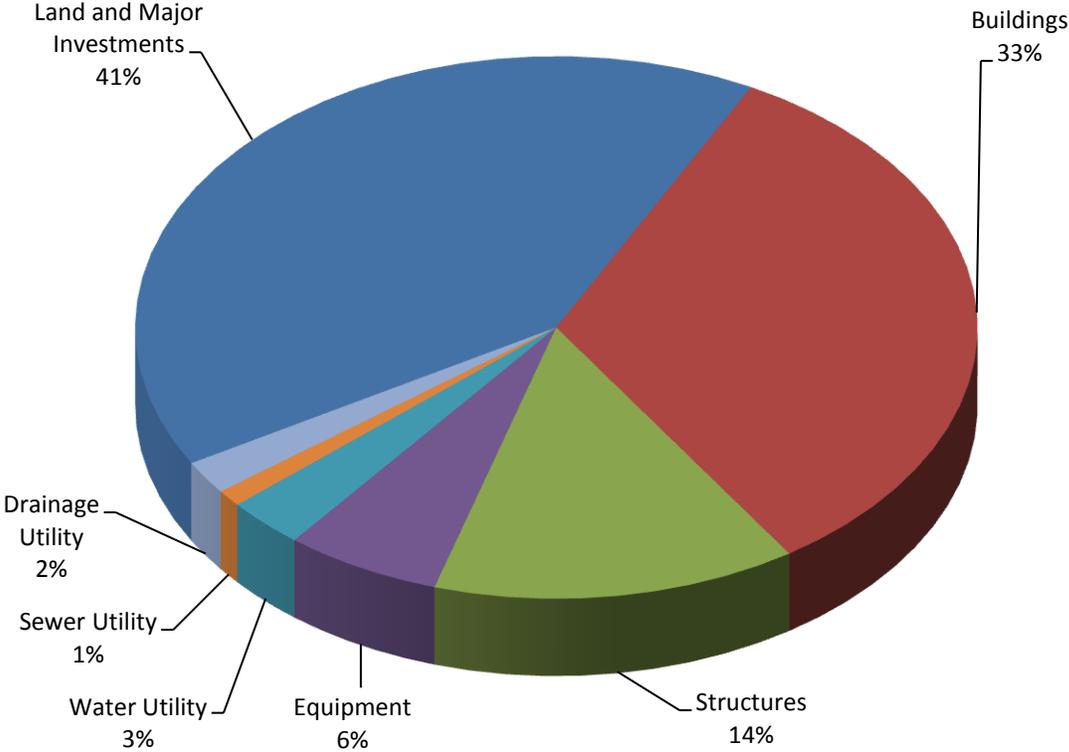
2017 Project Plan

Summary of 2017 Project Plan - \$000's			
Total City Funds Provided	75%	\$	58,217
Contributions from External Sources	25%		19,020
Total		\$	77,237



2017 Project Plan

2017 Funded Project Categories - \$000's			
Land and Major Investments	41%	\$	32,320
Buildings	33%		25,256
Structures	14%		10,557
Equipment	6%		4,873
Water Utility	3%		2,435
Sewer Utility	1%		566
Drainage Utility	2%		1,230
Total		\$	77,237



Major Projects included in the 2017 Project Budget

In addition to the previously mentioned major projects included in the 10-year plan, the following 2017 projects are also worth mentioning.

Lot 5 Development - \$3.9 million

This project will continue to advance the development of a vibrant and connected Central Waterfront area; improve public access to the waterfront; incorporate the Spirit Trail; enhance community satisfaction by increasing waterfront vibrancy and accessibility; maximizing use of existing City-owned properties; and providing a variety of experiences and uses along our waterfront.

This project aligns with several goals within the following OCP chapters: Transportation, Mobility & Access, Community Well-being, Parks, Recreation and Open Space, Arts, Culture & Heritage and Economic Development.

New Museum at Promenade at the Quay – \$3.1 million (\$0.72 million City Funding)

The purpose of the project is to create a modern museum that will strengthen community partnerships with organizations, community groups, businesses and educational institutions. Its intent is to become a community hub rooted in diversity, creativity, innovation and excellence. The facility will be a tenant in the proposed 16,000 sf community amenity space, located at Site 8 within the recently approved Polygon - "Promenade at the Quay" development.

This project aligns with several goals within the following OCP chapters: Community Well-being, Arts, Culture & Heritage.

Green Necklace Greenways: W 21st (Jones to Lonsdale) and 21st & Lonsdale to 19th and Grand Blvd. - \$2.2 million

The Green Necklace project is a 7km long urban greenway that surrounds the Central Lonsdale Town Centre in the City. This project makes use of existing infrastructure to link components of the City's park and open space system in a contiguous network of recreational and ecologically planned spaces providing safe, alternative transportation routes. These last 2 sections will conclude the construction of the Green Necklace.

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

Major Projects included in the 2017 Project Budget

Pavement Management – Streets & Lanes - \$2.0 million

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

Projects include:

- West Keith: Marine to Chesterfield
- St. Georges: Esplanade to Keith
- West 17th: Lonsdale to Jones
- Fell: 1st to Marine Drive

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

Spirit Trail Greenway – Sunrise Park Section – \$1.2 million

This is the easternmost section of the City's portion of the Spirit Trail to be completed and will represent one more step in the City of North Vancouver's commitment to the Spirit Trail's success. From Heywood Street, the trail will link to Kennard Avenue alongside the sports field on E4th Street, cross Brooksbank and then connect with the District of North Vancouver in Lynnmouth Park.

This project aligns with several goals within the following OCP chapters: Transportation, Mobility & Access, Community Well-being, Parks, Recreation and Open Space, Arts, Culture & Heritage and Economic Development.

2017 - 2026 Project Plan Summary

	2017	2018	2019	2020	2021	2022-2026	TOTAL
LAND/MAJOR INVESTMENTS							
Funding Requested	32,320,000	200,000	200,000	200,000	200,000	\$1,000,000	\$34,120,000
City Funding	17,320,000	200,000	200,000	200,000	200,000	1,000,000	19,120,000
Contributions	15,000,000	-	-	-	-	-	15,000,000
Funded Amount	32,320,000	200,000	200,000	200,000	200,000	1,000,000	34,120,000
Funding Excess (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
BUILDINGS							
Funding Requested	\$ 25,256,474	\$ 8,559,455	\$ 4,311,335	\$ 3,241,505	\$ 2,467,395	\$12,809,920	\$56,646,084
City Funding	22,373,236	7,302,217	3,362,497	2,994,167	2,433,357	12,511,208	50,976,681
Contributions	2,883,238	1,257,238	948,838	247,338	34,038	298,712	5,669,404
Funded Amount	25,256,474	8,559,455	4,311,335	3,241,505	2,467,395	12,809,920	56,646,084
Funding Excess (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
STRUCTURES							
Funding Requested	\$ 10,557,000	\$ 16,227,000	\$ 10,552,000	\$ 7,157,000	\$ 6,537,000	\$49,695,000	\$100,725,000
City Funding	9,962,000	15,797,000	7,147,000	5,687,000	6,137,000	40,395,000	85,125,000
Contributions	595,000	430,000	3,405,000	1,470,000	400,000	9,300,000	15,600,000
Funded Amount	10,557,000	16,227,000	10,552,000	7,157,000	6,537,000	49,695,000	100,725,000
Funding Excess (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EQUIPMENT							
Funding Requested	\$ 4,872,529	\$ 3,580,900	\$ 3,346,317	\$ 2,341,417	\$ 3,727,317	\$ 11,881,663	\$ 29,750,143
City Funding	4,330,488	3,261,575	3,157,800	2,192,650	3,508,450	10,881,228	27,332,191
Contributions	542,041	319,325	188,517	148,767	218,867	1,000,435	2,417,952
Funded Amount	4,872,529	3,580,900	3,346,317	2,341,417	3,727,317	11,881,663	29,750,143
Funding Excess (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
GENERAL CAPITAL TOTALS							
FUNDING REQUESTED	\$ 73,006,003	\$28,567,355	\$18,409,652	\$12,939,922	\$12,931,712	\$75,386,583	\$221,241,227
CITY FUNDING	53,985,723	26,560,792	13,867,297	11,073,817	12,278,807	64,787,436	182,553,871
CONTRIBUTIONS	19,020,279	2,006,563	4,542,355	1,866,105	652,905	10,599,147	38,687,356
FUNDING EXCESS (SHORTFALL)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
WATER UTILITY							
Funding Requested	\$ 2,434,500	\$ 1,973,000	\$ 2,189,250	\$ 1,959,250	\$ 1,870,000	\$ 8,615,500	\$ 19,041,500
City Funding	2,434,500	1,973,000	2,189,250	1,959,250	1,870,000	8,615,500	19,041,500
Contributions	-	-	-	-	-	-	-
Funded Amount	2,434,500	1,973,000	2,189,250	1,959,250	1,870,000	8,615,500	19,041,500
Unfunded	0	0	0	0	0	0	0
Funding Excess (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
SEWER UTILITY							
Funding Requested	\$ 566,000	\$ 621,000	\$ 711,000	\$ 621,000	\$ 746,750	\$ 5,008,500	\$ 8,274,250
City Funding	566,000	621,000	711,000	621,000	746,750	5,008,500	8,274,250
Contributions	-	-	-	-	-	-	-
Funded Amount	566,000	621,000	711,000	621,000	746,750	5,008,500	8,274,250
Unfunded	0	0	0	0	0	0	0
Funding Excess (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DRAINAGE UTILITY							
Funding Requested	\$ 1,230,000	\$ 1,079,000	\$ 1,134,000	\$ 1,222,500	\$ 1,175,000	\$ 6,397,500	\$ 12,238,000
City Funding	1,230,000	1,079,000	1,134,000	1,222,500	1,175,000	6,397,500	12,238,000
Contributions	-	-	-	-	-	-	-
Funded Amount	1,230,000	1,079,000	1,134,000	1,222,500	1,175,000	6,397,500	12,238,000
Unfunded	0	0	0	0	0	0	0
Funding Excess (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
UTILITY CAPITAL TOTALS							
FUNDING REQUESTED	\$ 4,230,500	\$ 3,673,000	\$ 4,034,250	\$ 3,802,750	\$ 3,791,750	\$ 20,021,500	\$ 39,553,750
CITY FUNDING	4,230,500	3,673,000	4,034,250	3,802,750	3,791,750	20,021,500	39,553,750
CONTRIBUTIONS	-	-	-	-	-	-	-
FUNDING EXCESS (SHORTFALL)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTALS							
FUNDING REQUESTED	\$ 77,236,503	\$ 32,240,355	\$ 22,443,902	\$ 16,742,672	\$ 16,723,462	\$95,408,083	\$260,794,977
CITY FUNDING	58,216,223	30,233,792	17,901,547	14,876,567	16,070,557	84,808,936	222,107,621
CONTRIBUTIONS	19,020,279	2,006,563	4,542,355	1,866,105	652,905	10,599,147	38,687,356
FUNDING EXCESS (SHORTFALL)	\$0	\$0	\$0	\$0	\$0	\$0	\$0