

2016 – 2025 Financial Plan



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Financial Plan Summary

Introduction

The City of North Vancouver 2016 to 2025 Financial Plan was approved by City Council on May 2, 2016. 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 2016 to 2025 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 2016 overall tax rate increase is 3.9%. This provides for sufficient funding for general operations, increased infrastructure funding, and increased amenity levy 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 Five Year Operating Plan and a Ten Year Project Plan each year. The Financial Plan for 2016 to 2025 focuses not only on the current 2016 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.

To further encourage community engagement in the financial planning process, the City engaged in a consultation process with citizens that informed the City's financial planning process for the Ten Year Financial Plans and the new Official Community Plan: "OCP 2022 and Beyond".

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.

2016 Financial Plan Highlights

The City's 2016 Financial Plan totals \$235.5 million which includes the following.

Financial Plan (millions)	
Capital	\$ 80.4
General Operating	63.0
Reserves	16.2
Water	8.3
Sewer and Drainage	7.1
Refuse and Recycling	4.3
Cemetery	0.3
Depreciation	12.5
Sub-Total	192.1
Payments to Other Authorities	43.4
Total	\$ 235.5

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

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

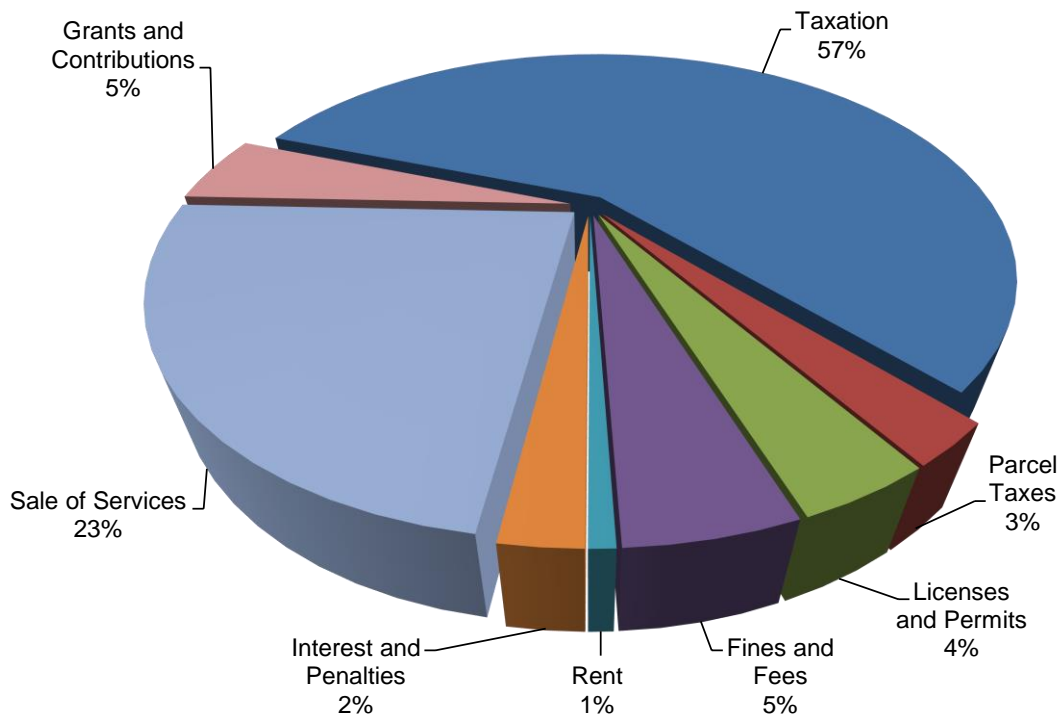
Payments to Other Authorities (000s)	
BC Assessment	\$ 1,221
Metro Vancouver (GVRD)	1,091
Transit	7,557
Municipal Finance Authority	4
Provincial School	33,540
Total	\$ 43,413

Major Revenue by Source

The City has budgeted for \$93,426,000 (excluding collections for other governments) in general, water and sewer operating revenue for 2016 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 2016 Financial Plan.

2016 Budget Revenue - Operating - \$000s		
Taxation	\$	53,811
Parcel Taxes		2,494
Licenses and Permits		3,550
Fines and Fees		4,409
Rent		671
Interest and Penalties		2,090
Sale of Services		21,761
Grants and Contributions		4,640
Total	\$	93,426

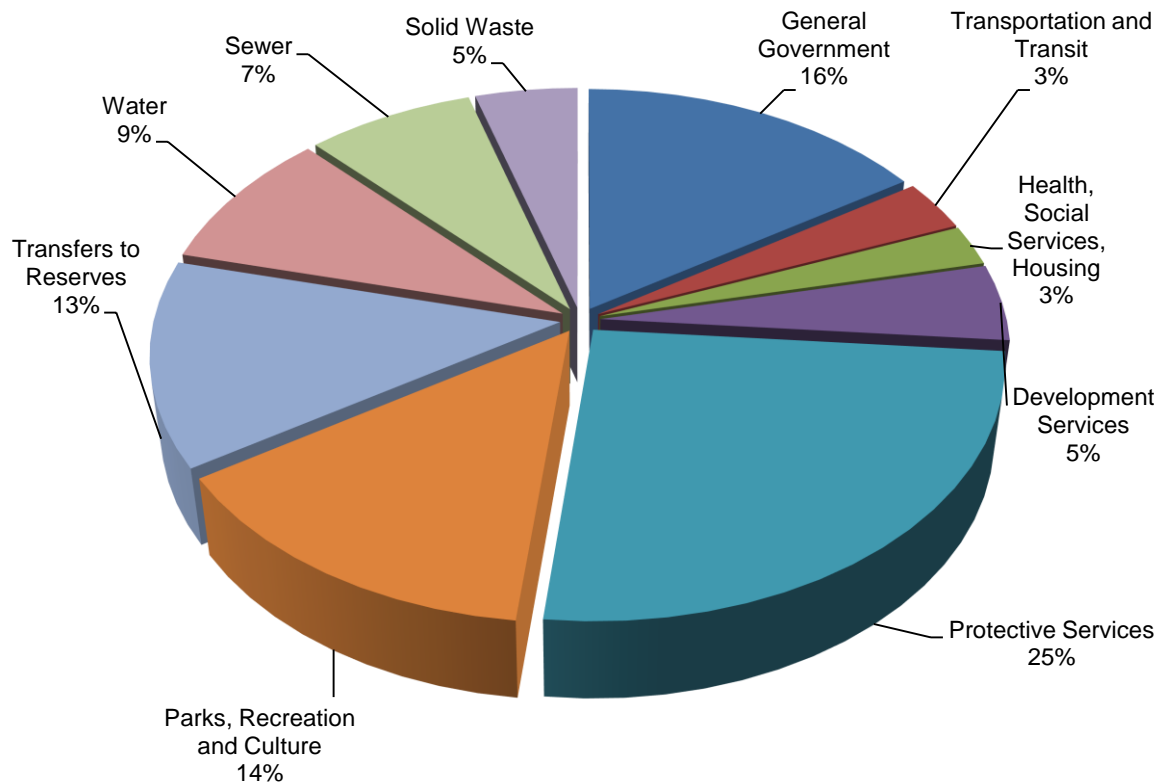


Expenditures by Segment

Total expenditures by service area are \$93,426,000.

The following graph represents each expense source share of our total budget for the 2016 Financial Plan.

2016 Budget Expenses - Operating - \$000s		
General Government	\$	14,696
Transportation and Transit		3,004
Health, Social Services, Housing		2,387
Development Services		4,510
Protective Services		23,770
Parks, Recreation and Culture		13,189
Reserves		12,181
Water		8,339
Sewer		7,053
Solid Waste		4,297
Total	\$	93,426



Financial Plan Bylaw No. 8478

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, and Finance Committee meetings are advertised, with materials available for the public beforehand. **The Corporation of the City of North Vancouver, Bylaw No. 8478, Financial Plan for the Years 2016 to 2025** 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 2016 – 2025 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.), utility (water, sewer/drainage) cost increases. The 2016 Financial Plan also provides one-time funding for one-time grants, infrastructure investment and to the RCMP for the Lonsdale Corridor Crime Response project.

The preparation and approval of a Budget which forms part of the Financial Plan is consistent with the requirements of Sustainable Financial Planning. The goal of the City's financial planning strategy is to ensure that sufficient funding is provided over the long-term so that services and infrastructure can be sustained at the required level to maximize value for its citizens.

THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 8478

Financial Plan for the Years 2016 to 2025

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 2016 to 2025 Bylaw, 2016, No. 8478**”.
2. Schedule “A” attached hereto is the Financial Plan of The Corporation of the City of North Vancouver for the period commencing January 1, 2016, and ending December 31, 2025.

READ a first time by the Council on the 11th day of April, 2016.

READ a second time by the Council on the 11th day of April, 2016.

READ a third time and passed by the Council on the 11th day of April, 2016.

ADOPTED by the Council, signed by the Mayor and City Clerk and affixed with the Corporate Seal on the 2nd day of May, 2016.

“Darrell R. Mussatto”

MAYOR

“Karla D. Graham”

CITY CLERK

**SCHEDULE "A" TO BYLAW NO. 8478
CITY OF NORTH VANCOUVER FINANCIAL PLAN
FOR THE YEARS 2016 – 2025**

(1) 2016 – 2025 Financial Plan (000's)

For the year ended December 31	2016	2017	2018	2019	2020	2021-2025
Revenue						
Property Value Tax	53,811	55,931	58,121	60,385	62,724	325,700
Parcel Taxes	2,494	2,569	2,646	2,725	2,807	15,351
Revenue from Fees and Services	32,482	33,409	34,379	35,442	36,565	198,247
Revenue from Other Sources	4,159	4,204	4,250	4,296	4,343	22,012
	<u>92,946</u>	<u>96,113</u>	<u>99,396</u>	<u>102,848</u>	<u>106,439</u>	<u>561,310</u>
Transfers						
Collections for Other Governments	43,413	44,281	45,167	46,070	46,991	239,655
Transfer from Reserves	67,868	32,281	23,813	21,512	20,962	113,496
External Contributions	18,832	2,611	6,964	1,340	1,273	5,107
Depreciation	12,500	12,750	13,005	13,265	13,530	69,005
	<u>142,613</u>	<u>91,923</u>	<u>88,949</u>	<u>82,187</u>	<u>82,756</u>	<u>427,263</u>
Total Revenues	235,559	188,036	188,345	185,035	189,195	988,573
Expenditures						
Operating Expenses						
General Government	18,484	19,038	19,609	20,197	20,803	107,135
Transportation and Transit	5,109	5,262	5,420	5,583	5,750	29,615
Health, Social Services, Housing	2,712	2,794	2,878	2,964	3,053	15,725
Development Services	4,510	4,645	4,784	4,928	5,076	26,140
Protective Services	24,970	25,719	26,491	27,286	28,105	144,740
Parks, Recreation and Culture	18,161	18,705	19,266	19,844	20,439	105,260
Water	9,289	9,668	10,079	10,508	11,112	67,348
Sewer	7,798	8,121	8,486	8,868	9,258	52,545
Solid Waste	4,466	4,597	4,731	4,868	5,011	27,277
	<u>95,499</u>	<u>98,549</u>	<u>101,744</u>	<u>105,046</u>	<u>108,607</u>	<u>575,785</u>
Capital Expenditures						
	80,434	28,783	24,250	16,284	15,149	75,305
Transfers						
Collections for Other Governments	43,413	44,281	45,167	46,070	46,991	239,655
Equity	6,902	6,646	6,845	7,050	7,262	37,400
Reserves	9,311	9,777	10,339	10,585	11,186	60,428
	<u>59,626</u>	<u>60,704</u>	<u>62,351</u>	<u>63,705</u>	<u>65,439</u>	<u>337,483</u>
Total Expenses	235,559	188,036	188,345	185,035	189,195	988,573

**SCHEDULE "A" TO BYLAW NO. 8478
CITY OF NORTH VANCOUVER FINANCIAL PLAN
FOR THE YEARS 2016 – 2025**

(2) Revenue Proportions by Funding Source

(Excluding Transfers from Reserves and Collections for Other Governments)

	(000's)									
	2016	%	2017	%	2018	%	2019	%	2020	%
Property Value Tax	53,811	58	55,931	58	58,121	58	60,385	59	62,724	59
Parcel Taxes	2,494	3	2,569	3	2,646	3	2,725	3	2,807	3
Revenue from Fees	32,482	35	33,409	35	34,379	35	35,442	34	36,565	34
Revenue from other Sources	4,159	4	4,204	4	4,250	4	4,296	4	4,343	4
Total Revenues	92,946	100	96,113	100	99,396	100	102,848	100	106,439	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 %	
	2015	2016
1 Residential	55.12%	55.92%
2 Utilities	0.68%	0.66%
4 Major Industry - Capped	7.17%	7.30%
4 Major Industry - Non capped	0.70%	0.70%
5 Light Industry	0.84%	0.83%
6 Business	35.46%	34.56%
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. 8478
CITY OF NORTH VANCOUVER FINANCIAL PLAN
FOR THE YEARS 2016 – 2025**

(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.

2016 PROPERTY TAX INFORMATION

CNV.ORG/TAX



The City of North Vancouver has delivered a balanced 2016 budget and has established an overall tax rate increase of 3.9%. This tax rate increase remains competitive in the Metro Vancouver region and includes 1.9% for general operating, 1% for infrastructure and 1% for the redevelopment of the Harry Jerome Community Recreation Centre. In 2016, an average Single Detached Residential home assessed at \$1,140,767 will pay \$2,556 in municipal taxes and an average Strata Residence assessed at \$467,700 will pay \$1,048. 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 change in your property value is higher than the average change in your property class your taxes payable may be higher than the approved property tax increase. Similarly, if the change in your property value is lower than the average change in your property class, you may see a reduction in your taxes payable.

AVERAGE 2016 TAX INCREASE

TYPICAL SINGLE DETACHED RESIDENCE				
	2015	2016	CHANGE	%
Average Assessed Value	\$962,308	\$1,140,767	\$178,459	18.5%
CITY OF NORTH VANCOUVER				
Municipal Property Taxes	\$2,310	\$2,556	\$246	10.6%
Municipal Utilities	\$1,091	\$1,128	\$37	3.4%
TOTAL CITY OF NORTH VANCOUVER	\$3,401	\$3,684	\$283	8.3%
OTHER TAXING AUTHORITIES				
School	\$1,385	\$1,485	\$100	7.2%
TransLink	\$305	\$323	\$18	5.9%
All Other	\$113	\$123	\$10	8.8%
TOTAL OTHER TAXING AUTHORITIES	\$1,803	\$1,931	\$128	7.1%
GROSS TAX AND UTILITIES*	\$5,204	\$5,615	\$411	7.9%

TYPICAL STRATA RESIDENCE				
	2015	2016	CHANGE	%
Average Assessed Value	\$441,143	\$467,700	\$26,557	6.0%
CITY OF NORTH VANCOUVER				
Municipal Property Taxes	\$1,059	\$1,048	\$(11)	-1.0%
Municipal Utilities	\$525	\$541	\$16	3.0%
TOTAL CITY OF NORTH VANCOUVER	\$1,584	\$1,589	\$5	0.3%
OTHER TAXING AUTHORITIES				
School	\$635	\$609	\$(26)	-4.1%
TransLink	\$140	\$132	\$(8)	-5.7%
All Other	\$52	\$51	\$(1)	-1.9%
TOTAL OTHER TAXING AUTHORITIES	\$827	\$792	\$(35)	-4.2%
GROSS TAX AND UTILITIES*	\$2,411	\$2,381	\$(30)	-1.2%

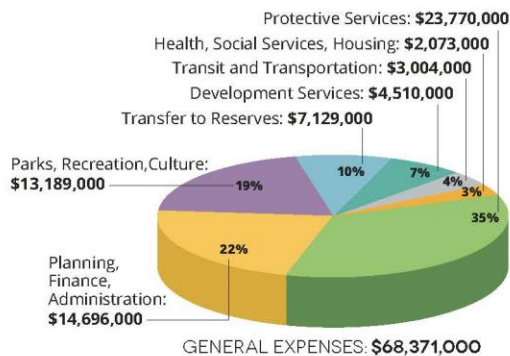
* Before deducting the Home Owner Grant

2016 GENERAL OPERATING BUDGET

WHERE THE MONEY COMES FROM



WHERE THE MONEY GOES



PAYING YOUR 2016 TAXES

CNV.ORG/TAX



HOW TO PAY YOUR TAXES

DUE MONDAY, JULY 4, 2016

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, 2016 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, 2016 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, 2016** and an additional 5% will be added to current taxes not paid by Thursday, **September 1, 2016**.

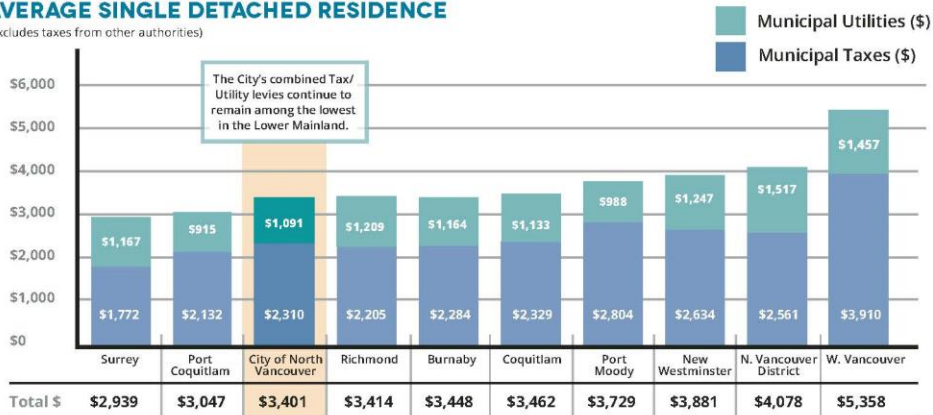
North Vancouver City Hall
141 West 14th Street
North Vancouver, BC V7M 1H9
Tel: 604.983.7316 | Fax: 604.985.1573
cnv.org

Pre-authorized Tax & Utility Payment Plan for 2017 FOR NEW APPLICANTS ONLY. This is a prepayment plan for 2017 taxes and utilities. Complete the enclosed form or complete and email the online fillable form at cnv.org/prepaymentplan.
Note: All 2016 taxes and utilities must be paid in full prior to commencement of the 2017 prepayment plan.

HOW WE COMPARED WITH OTHER LOCAL MUNICIPALITIES IN 2015

AVERAGE SINGLE DETACHED RESIDENCE

(Excludes taxes from other authorities)



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, 2016**. 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 1951 or earlier)/other

You qualify for an unreduced Home Owner Grant if your property has an assessed value of less than \$1,200,000.

The Regular Grant is eliminated on properties assessed at \$1,314,000 or more and the Additional Grant is eliminated on properties assessed at \$1,369,000 or more.

PROPERTY TAX DEFERMENT PROGRAM

The B.C. Property Tax Deferral 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 deferral program is also available under The Families with Children (FC) Property Tax Deferral 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/propertytaxdeferral.

TAX QUESTIONS CALL 604.983.7316 OR EMAIL TAX@CNV.ORG

2016 Operating Program Plan

All Departments Revenue

Programs	2015 Annual Budget	2016 Provisional Budget	Variance 2016 Provisional to 2015 Annual
Property Value Tax	51,206,200	53,810,700	2,604,500
Chief Administrative Officer	1,129,600	1,249,600	120,000
Clerks	40,000	40,000	0
Community Development	4,227,800	4,336,300	108,500
Finance	6,584,200	6,582,000	-2,200
Fire	110,000	120,000	10,000
Police	1,142,000	1,107,000	-35,000
Engineering, Parks & Environment	915,500	1,015,500	100,000
Major External Boards and Commissions	110,000	110,000	0
Total Operating Revenues	65,465,300	68,371,100	2,905,800
Taxes Other Government	43,644,500	43,412,600	-231,900
Water Utility	10,199,500	11,039,400	839,900
Sewer and Drainage Utility	9,100,800	9,076,300	-24,500
Solid Waste Utility	4,872,200	4,592,000	-280,200
Total Utility Revenue	24,172,500	24,707,700	535,200
Cemetery Revenue	329,700	347,500	17,800
Grand Total Revenue	133,612,000	136,838,900	3,226,900

All Departments Expenses

Programs	2015 Annual Budget	2016 Provisional Budget	Variance 2016 Provisional to 2015 Annual
Chief Administrative Officer	6,431,600	6,467,900	36,300
Legislative	719,500	742,700	23,200
Clerks	1,014,200	1,026,500	12,300
Human Resources	1,468,300	1,513,800	45,500
Community Development	6,468,000	6,497,400	29,400
Finance	11,095,900	12,846,700	1,750,800
Fire	9,242,400	9,869,300	626,900
Police	13,000,700	13,053,400	52,700
Engineering, Parks & Environment	7,405,400	7,513,200	107,800
Major External Boards and Commissions	8,619,300	8,840,200	220,900
Total Operating Expenses	65,465,300	68,371,100	2,905,800
Taxes Other Government	43,644,500	43,412,600	-231,900
Water Utility	10,199,500	11,039,400	839,900
Sewer and Drainage Utility	9,100,800	9,076,300	-24,500
Solid Waste Utility	4,872,200	4,592,000	-280,200
Total Utility Operating, Capital, and Transfers	24,172,500	24,707,700	535,200
Cemetery Expenses	329,700	347,500	17,800
Grand Total Expenses	133,612,000	136,838,900	3,226,900

Chief Administrative Officer Revenue

Programs		2015 Annual Budget	2016 Annual Budget	Variance 2016 Annual to 2015 Annual
REAL ESTATE MANAGEMENT				
Parking	1973	425,000	545,000	120,000
Property Management	1971	704,593	704,593	0
Total Real Estate Management		1,129,593	1,249,593	120,000
Total Chief Administrative Officer Revenues				
		1,129,593	1,249,593	120,000

Chief Administrative Officer Expenses

Programs		2015 Annual Budget	2016 Annual Budget	Variance 2016 Annual to 2015 Annual
MANAGEMENT AND SUPPORT				
Management and Support	1110	588,550	588,550	0
CAO Budget Savings	1217	-15,000	-15,000	0
Total Management and Support		573,550	573,550	0
COMMUNICATIONS & PUBLIC RELATIONS				
Comm & Public Relations	1160	369,700	381,000	11,300
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		515,100	526,400	11,300
FACILITIES MANAGEMENT				
Facilities Management	2140	449,921	399,621	-50,300
FM-Grounds	2141	23,000	23,000	0
FM-General Bldg	2142	213,600	213,600	0
FM-HVAC	2143	37,800	37,800	0
FM-Electrical	2144	42,000	42,000	0
FM-Plumbing	2146	11,600	11,600	0
FM-Fire & Safety	2147	34,800	34,800	0
FM-Janitorial	2148	310,200	310,200	0
FM-Security	2149	100,000	100,000	0
FM-Capital OH Recovery	2151	-60,000	-60,000	0
Total FACILITIES MANAGEMENT		1,162,921	1,112,621	-50,300
PROPERTY MANAGEMENT				
City Lands	1960	241,600	223,800	-17,800
Parking	1973	76,200	96,200	20,000
Real Estate	1980	16,020	16,020	0
Property Management	1971	527,715	535,315	7,600
Total Property Management		861,535	871,335	9,800

Chief Administrative Officer Expenses (continued)

Programs		2015 Annual Budget	2016 Annual Budget	Variance 2016 Annual to 2015 Annual
INFORMATION TECHNOLOGY				
IT Administration	2510	-89,047	-109,445	-20,398
IT Application Services	2530	1,018,750	1,043,950	25,200
IT GIS	2540	283,750	293,250	9,500
IT Technical Services	2545	940,730	939,730	-1,000
IT Client Services	2550	516,800	564,000	47,200
Total Information Technology		2,670,983	2,731,485	60,502
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
CORPORATE EMERGENCY PROGRAMS				
General Preparedness	3010	30,000	30,000	0
NSEMO-Non Shared	8205	241,990	246,978	4,988
Total Corporate Emergency Programs		271,990	276,978	4,988
Total Chief Administrative Officer Expenses		6,431,579	6,467,869	36,290

Legislative Expenses

Programs		2015 Annual Budget	2016 Annual Budget	Variance 2016 Annual to 2015 Annual
MANAGEMENT AND SUPPORT				
Management and Support	2610	226,597	231,997	5,400
Total Management and Support		226,597	231,997	5,400
SUPPORT PROGRAMS				
Legislative	2620	472,271	490,071	17,800
Sister Cities	2631	20,000	20,000	0
Regional Meetings	3340	643	643	0
Total Support Programs		492,914	510,714	17,800
Total Legislative Expenses		719,511	742,711	23,200

City Clerks Revenue

Programs	2015 Annual Budget	2016 Annual Budget	Variance 2016 Annual to 2015 Annual
MANAGEMENT AND SUPPORT			
Legal Advertising	1162	40,000	0
Total General Programs	40,000	40,000	0
Total City Clerks Revenues	40,000	40,000	0

City Clerks Expenses

Programs	2015 Annual Budget	2016 Annual Budget	Variance 2016 Annual to 2015 Annual
MANAGEMENT AND SUPPORT			
Management and Support	1310	913,116	12,300
Total Management and Support	913,116	925,416	12,300
GENERAL PROGRAMS			
Volunteer Appreciation	1341	10,000	0
Election Administration	1350	40,000	0
Legal Advertising	1162	44,000	0
Total General Programs	94,000	94,000	0
OTHER PROGRAMS			
Board of Variance	2750	2,087	0
LL Road Port Area Community Liaison	3333	5,000	0
Total Other Programs	7,087	7,087	0
Total City Clerks Expenses	1,014,203	1,026,503	12,300

Human Resources Expenses

Programs		2015 Annual Budget	2016 Annual Budget	Variance 2016 Annual to 2015 Annual
HR PROGRAMS				
Management and Support	1510	451,600	491,400	39,800
Special Administration	1511	20,450	20,450	0
Recruitment	1520	175,200	175,200	0
Benefits Administration	1540	81,100	71,300	-9,800
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	236,200	237,700	1,500
Health & Safety	1590	160,240	174,240	14,000
Total HR Programs		1,182,853	1,228,353	45,500
CORPORATE TRAINING PROGRAMS				
Training Programs	1560-1564	285,480	285,480	0
Total Human Resources Expenses		1,468,333	1,513,833	45,500

Community Development Revenue

Programs	2015 Annual Budget	2016 Annual Budget	Variance 2016 Annual to 2015 Annual	
MANAGEMENT AND SUPPORT				
Management and Support	1710	10,000	10,000	0
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				
Community Venues	1155	0	12,000	12,000
Intermunicipal Business Licenses	1800	40,000	40,000	0
Business License	1900	1,172,800	1,244,300	71,500
Pier	1153	10,000	10,000	0
Filming Fees and Permits	1360	95,000	120,000	25,000
Total Business License & Economic Dev Revenues		1,317,800	1,426,300	108,500
BYLAW MANAGEMENT				
Bylaw Enforcement	1392	750,000	750,000	0
Bylaw Dispute Registry	1396	17,000	17,000	0
Animal Control	8210	43,000	43,000	0
Total Bylaw Management Revenues		810,000	810,000	0
Total Community Development Revenues		4,227,800	4,336,300	108,500

Community Development Expenses

Programs	2015 Annual Budget	2016 Annual Budget	Variance 2016 Annual to 2015 Annual	
MANAGEMENT AND SUPPORT				
Management and Support	1710	419,660	674,960	255,300
CD Budget Savings	1717	-15,000	-15,000	0
Total Management and Support Expenses		404,660	659,960	255,300
PLANNING				
DEVELOPMENT PLANNING				
Development Planning	1720	819,700	863,600	43,900
Heritage Planning	1950	5,250	5,250	0
Total Development Planning Expenses		824,950	868,850	43,900
COMMUNITY PLANNING				
Community Planning	1920	803,350	379,950	-423,400
Youth Services	8305	19,650	19,650	0
Total Community Planning Expenses		823,000	399,600	-423,400
Total Planning Expenses		1,647,950	1,268,450	-379,500
PERMITS & INSPECTIONS				
Permits and Inspections	1760	1,369,264	1,548,764	179,500
Property Use	1820	51,757	51,757	0
Total Permits and Inspections Expenses		1,421,021	1,600,521	179,500
BUSINESS LICENSE & ECONOMIC DEVELOPMENT				
Business Services	1155	163,400	269,700	106,300
Intermunicipal Program	1800	20,700	20,700	0
Business License	1900	137,600	88,500	-49,100
Economic Development	1150	88,000	88,000	0
Filming Administration	1360	134,100	35,000	-99,100
Chamber of Commerce	8500	50,000	50,000	0
Total Business License & Economic Dev Expenses		593,800	551,900	-41,900
BYLAW MANAGEMENT				
Bylaw Enforcement	1392	805,995	834,295	28,300
Bylaw Dispute Registry	1396	17,700	17,700	0
Animal Control	8210	151,488	126,388	-25,100
VCH-Municipal Services	3350	28,398	28,398	0
Total Bylaw Management Expenses		1,003,581	1,006,781	3,200
Advisory Committees		119,280	119,280	0
Task Committees		30,000	30,000	0
Outside Agencies		1,247,699	1,260,486	12,787
Total Other Programs Expenses		1,396,979	1,409,766	12,787
Total Community Development Expenses		6,467,991	6,497,378	29,387

Finance Revenue

Programs		2015 Annual Budget	2016 Annual Budget	Variance 2016 Annual to 2015 Annual
PURCHASING & RISK MANAGEMENT				
Purchasing	2130	12,000	12,000	0
Risk Liability and Insurance	2150	48,800	48,800	0
Total Purchasing & Risk Management Revenues		60,800	60,800	0
ACCOUNTING & TAXATION				
Treasury	2192	1,858,000	1,808,000	-50,000
Taxes	2302	3,609,000	3,639,750	30,750
Other Revenue	2303	56,400	73,400	17,000
Total Accounting & Taxation Revenues		5,523,400	5,521,150	-2,250
Total Finance Programs Revenues		5,584,200	5,581,950	-2,250
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		6,584,200	6,581,950	-2,250

Finance Expenses

Programs		2015 Annual Budget	2016 Annual Budget	Variance 2016 Annual to 2015 Annual
MANAGEMENT AND SUPPORT				
Management and Support	2110	437,185	440,385	3,200
Fin Budget Savings	2117	-15,000	-15,000	0
Total Management and Support Expenses		422,185	425,385	3,200
PURCHASING & RISK MANAGEMENT				
Purchasing	2130	185,800	188,000	2,200
Vehicle Fleet Admin	2160	34,800	34,800	0
Risk Liability and Insurance	2150	361,121	363,021	1,900
Total Purchasing & Risk Management Expenses		581,721	585,821	4,100
ACCOUNTING & TAXATION				
Financial Accounting	2170	440,944	438,544	-2,400
Accounts Payable	2180	136,400	127,900	-8,500
Treasury	2192	81,000	81,000	0
Taxation	2302	529,400	523,300	-6,100
Total Accounting & Taxation Expenses		1,187,744	1,170,744	-17,000
FINANCIAL PLANNING & PAYROLL				
Financial Planning	2400	244,800	241,500	-3,300
Payroll	2200	285,600	292,700	7,100
Total Financial Planning & Payroll Expenses		530,400	534,200	3,800
Total Finance Programs Expenses		2,722,050	2,716,150	-5,900
FINANCE CORPORATE PROGRAMS				
Finance Corporate	2120	-48,000	-56,400	-8,400
Internal Controls	2195	45,000	151,200	106,200
Financial Plan Contingency	2401	1,000,000	1,000,000	0
Planning	2420	7,299,340	8,958,200	1,658,860
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		8,373,840	10,130,500	1,756,660
Total Finance Expenses		11,095,890	12,846,650	1,750,760

Fire Department Revenue

Programs		2015 Annual Budget	2016 Annual Budget	Variance 2016 Annual to 2015 Annual
SUPPORT PROGRAMS				
Fire Prevention	4040	110,000	120,000	10,000
Total Support Programs Revenue		110,000	120,000	10,000
Total Fire Department Revenue		110,000	120,000	10,000

Fire Department Expenses

Programs		2015 Annual Budget	2016 Annual Budget	Variance 2016 Annual to 2015 Annual
MANAGEMENT AND SUPPORT				
Management and Support	4010	1,134,142	1,160,342	26,200
Fire Budget Savings	4017	-15,000	-15,000	0
Total Management and Support Expenses		1,119,142	1,145,342	26,200
SUPPORT PROGRAMS				
Fire Apparatus	4020	375,900	382,900	7,000
Fire Operations	4030	6,767,229	7,257,429	490,200
Fire Prevention	4040	685,163	747,163	62,000
Dispatch Services	4044	295,000	336,500	41,500
Total Support Programs Expenses		8,123,292	8,723,992	600,700
Total Fire Department Expenses		9,242,434	9,869,334	626,900

Police Department (RCMP) Revenue

Programs	2015 Annual Budget	2016 Annual Budget	Variance 2016 Annual to 2015 Annual	
NON-SHARED (CITY ONLY) PROGRAMS				
Admin Police Non-Shared	4710	767,000	732,000	-35,000
Total Non-Shared (City Only) Programs Revenues	767,000	732,000	-35,000	
POLICE CONTRACT				
Police Contract	4700	375,000	375,000	0
Total Police Contract	375,000	375,000	0	
Total Police (RCMP) Revenues	1,142,000	1,107,000	-35,000	

Police Department (RCMP) Expenses

Programs	2015 Annual Budget	2016 Annual Budget	Variance 2016 Annual to 2015 Annual	
MUNICIPAL SHARED PROGRAMS				
BUILDING				
GBB Facility Operations	4600	517,370	516,270	-1,100
Total Building Expenses	517,370	516,270	-1,100	
ADMINISTRATION				
Administration	4610	856,250	854,285	-1,965
Total Administration Expenses	856,250	854,285	-1,965	
RECORDS AND INFORMATION				
Records & Information	4615	1,970,900	1,968,900	-2,000
Total Records and Information Expenses	1,970,900	1,968,900	-2,000	
TELECOM				
Telecom	4620	2,339,100	2,330,000	-9,100
North Shore Dispatch	4621	183,800	183,800	0
Total Telecom Expenses	2,522,900	2,513,800	-9,100	

Police Department (RCMP) Expenses (continued)

Programs	2015 Annual Budget	2016 Annual Budget	Variance 2016 Annual to 2015 Annual	
CLIENT SERVICES				
Client Services Support	4640	644,800	659,300	14,500
Keep of Prisoners	4630	348,900	350,200	1,300
Victim Services	4641	311,180	295,980	-15,200
Crime Prevention	4642	80,610	80,610	0
Block Watch	4643	75,050	75,050	0
Auxiliary Police	4644	87,400	87,400	0
False Alarm Reduction	4646	8,000	8,000	0
Total Client Services Expenses		1,555,940	1,556,540	600
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	101,800	0
Total Police Programs Expenses		134,050	134,050	0
Total Shared Programs		7,557,410	7,543,845	-13,565
Recovery for Shared Costs	4701	-4,081,000	-4,073,700	7,300
Administration Non-Shared	4710	-267,400	-272,100	-4,700
Total Recoveries for Shared Programs Expenses		-4,348,400	-4,345,800	2,600
Net City Shared Programs Expenses		3,209,010	3,198,045	-10,965
NON-SHARED (CITY ONLY) PROGRAMS				
CNV Community Policing	4720	110,445	113,145	2,700
Crimestoppers	8220	5,200	5,200	0
Total Non-Shared (City Only) Expenses		115,645	118,345	2,700
POLICE CONTRACT				
Total Police RCMP Contract (City Only)	4700	9,676,000	9,737,000	61,000
Total City Only Programs Expenses		9,791,645	9,855,345	63,700
Total Police (RCMP) Expenses		13,000,655	13,053,390	52,735

Engineering, Parks and Environment Revenue

Programs		2015 Annual Budget	2016 Annual Budget	Variance 2016 Annual to 2015 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	295,000	0
Streets Admin	5165	125,028	225,028	100,000
Total Streets Revenues		420,028	520,028	100,000
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 Revenues		137,000	137,000	0
Total Operations Division Revenues		557,028	657,028	100,000
Total Engineering General Revenues		915,528	1,015,528	100,000

Engineering, Parks and Environment Expenses

Programs		2015 Annual Budget	2016 Annual Budget	Variance 2016 Annual to 2015 Annual
MANAGEMENT AND SUPPORT				
Management and Support	5010	21,724	21,724	0
Engineering 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 Operations	5160	1,683,860	1,705,660	21,800
Streets Admin	5165	1,248,728	1,275,328	26,600
Total Streets Expenses		2,932,588	2,980,988	48,400
Environmental Stewardship	5040	83,780	83,780	0
Parks Operations	5070	2,144,469	2,150,635	6,166
Special Events Support	5071	70,895	75,895	5,000
Sport Field Users	5073	214,150	214,150	0
Streetscapes & Greenways	5074	656,025	708,175	52,150
Parks Admin	5075	1,176,036	1,172,136	-3,900
Total Parks & Environment Expenses		4,345,355	4,404,771	59,416
Total Operations Division Expenses		7,277,943	7,385,759	107,816
COMMITTEES				
Parks Environmental Adv	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		7,405,429	7,513,245	107,816

Major External Boards and Commissions Revenue

Programs	2015 Annual Budget	2016 Annual Budget	Variance 2016 Annual to 2015 Annual
MAJOR EXTERNAL BOARDS & COMMISSIONS			
Total Boards & Commissions	-109,983	-109,983	0
Total Major Boards and Commissions Revenue			
	-109,983	-109,983	0

Major External Boards and Commissions Expenses

Programs	2015 Annual Budget	2016 Annual Budget	Variance 2016 Annual to 2015 Annual	
MAJOR EXTERNAL BOARDS & COMMISSIONS				
City Library	8601	3,569,678	3,611,018	41,340
Museum & Archives	8602	522,194	524,325	2,131
NV Recreation & Culture	8603	4,527,407	4,704,854	177,447
Total Boards & Commissions		8,619,279	8,840,197	220,918
Total Major Boards and Commissions Expenses				
		8,619,279	8,840,197	220,918

Utilities Revenue

Programs		2015 Annual Budget	2016 Annual Budget	Variance 2016 Annual to 2015 Annual
WATER UTILITY				
Water Operations	5190	266,818	741,784	474,966
Water Admin	5195	9,463,576	10,197,593	734,017
Transfers	5199	469,121	100,000	-369,121
Total Water Revenue		10,199,515	11,039,377	839,862
SEWER AND DRAINAGE UTILITY				
Sanitary Operations	5100	298,882	335,000	36,118
Sanitary Admin	5105	6,572,850	6,803,423	230,573
Storm Operations	5110	432,261	193,724	-238,537
Storm Admin	5115	1,685,237	1,744,155	58,918
Transfers	5119	111,532	0	-111,532
Total Drainage Division Revenue		9,100,762	9,076,302	-24,460
SOLID WASTE UTILITY				
Recycling & Yard Trimming Admin	5085	3,319,623	3,104,544	-215,079
Refuse	5090	14,500	9,000	-5,500
Refuse Admin	5095	786,096	728,458	-57,638
Eco Levy Programs	5092	752,000	750,000	-2,000
Total Solid Waste Revenue		4,872,219	4,592,002	-280,217
Total Utilities Revenue		24,172,496	24,707,681	535,185

Utilities Expenses

Programs		2015 Annual Budget	2016 Annual Budget	Variance 2016 Annual to 2015 Annual
WATER UTILITY				
Water Operations	5190	542,500	552,500	10,000
Water Admin	5195	7,602,220	7,819,643	217,423
Sub Total Water Operating		8,144,720	8,372,143	227,423
OHead Water Capital	5197	-33,000	-33,000	0
Capital and Transfers	5199	2,087,795	2,700,234	612,439
Total Water Division Expenses		10,199,515	11,039,377	839,862
SEWER AND DRAINAGE UTILITY				
Sanitary Operations	5100	180,000	185,000	5,000
Sanitary Admin	5105	5,774,050	5,972,957	198,907
Storm Operations	5110	195,000	195,000	0
Storm Admin	5115	702,812	751,660	48,848
Sub-Total Drainage Division		6,851,862	7,104,617	252,755
OHead Sewer Capital	5107	-29,000	-29,000	0
OHead Drainage Capital	5117	-23,000	-23,000	0
Capital and Transfers	5119	2,300,900	2,023,685	-277,215
Total Drainage Division Expenses		9,100,762	9,076,302	-24,460
SOLID WASTE UTILITY				
Recycling	5080	1,631,766	1,220,000	-411,766
Recycling & Yard Trimming Admin	5085	246,854	644,760	397,906
Zero Waste Challenge	5086	259,000	250,000	-9,000
Refuse	5090	475,000	453,000	-22,000
Refuse Admin	5095	286,110	350,750	64,640
Yard Trimmings	5091	555,000	628,000	73,000
Eco Levy Programs	5092	750,900	750,000	-900
Capital and Transfers	5099	667,589	295,492	-372,097
Total Solid Waste Expenses		4,872,219	4,592,002	-280,217
Total Utilities Expenses		24,172,496	24,707,681	535,185

City Cemetery Revenue

Programs		2015 Annual Budget	2016 Annual Budget	Variance 2016 Annual to 2015 Annual
CEMETERY DIVISION				
Cemetery Administration	1330	324,717	342,517	17,800
Filming Cemetery	1360	5,000	5,000	0
Total Cemetery Revenue		329,717	347,517	17,800

City Cemetery Expenses

Programs		2015 Annual Budget	2016 Annual Budget	Variance 2016 Annual to 2015 Annual
CEMETERY DIVISION				
Cemetery Administration	1330	96,099	113,899	17,800
Cemetery Advisory Committee	2860	1,000	1,000	0
Cemetery Operations	5020	232,618	232,618	0
Total Cemetery Expenses		329,717	347,517	17,800

Staff Count by Department

City of North Vancouver	
Staff Count by Department	
	2016
DEPARTMENT	Approved Complement
Chief Administrative Officer	50
Legislative	2
Clerk's Office	9
Human Resources	9
Community Development	46
Finance	30
Fire Department	69
Police Department - Civilian	81
RCMP Members - City	64
Engineering Parks & Environment	119
	<hr/>
	479
	<hr/>

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

2016 – 2025 Capital 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 (includes Block Funding and One-Time Studies). 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 2016 projects in the 2016 Project Budget. In the 2016-2025 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 2016 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

It is the City's long-standing policy to place the maintenance of existing infrastructure as a first priority and to only take on new facilities and programs when both an operating and capital source of funds sufficient to ensure successful completion and maintenance of facilities and ongoing program delivery can be

identified. Based on this premise, and given the fact that there is generally little discretion about funding basic maintenance projects, the projects identified as “Maintenance & Replacement” are considered as being part of the Base Program.

Also included in the Base Program are ongoing programs such as the Lower Lonsdale Legacy Grants. 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 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 is approximately \$0.83 million of unfunded projects in the 2016-2025 Project Plan.

Shortfalls in the Plan are permissible, especially if they occur in the latter portion of the Plan. The shortfalls indicate areas where funding is insufficient, and provide a signal for the need to make future adjustments such as deferral of projects, reduction of project scope, or identification of new sources of funding. The 2016-2025 Project Plan has a shortfall in years 2017 to 2025. It is important to note that the 2016 Project Plan is “balanced”, with no shortfall.

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.

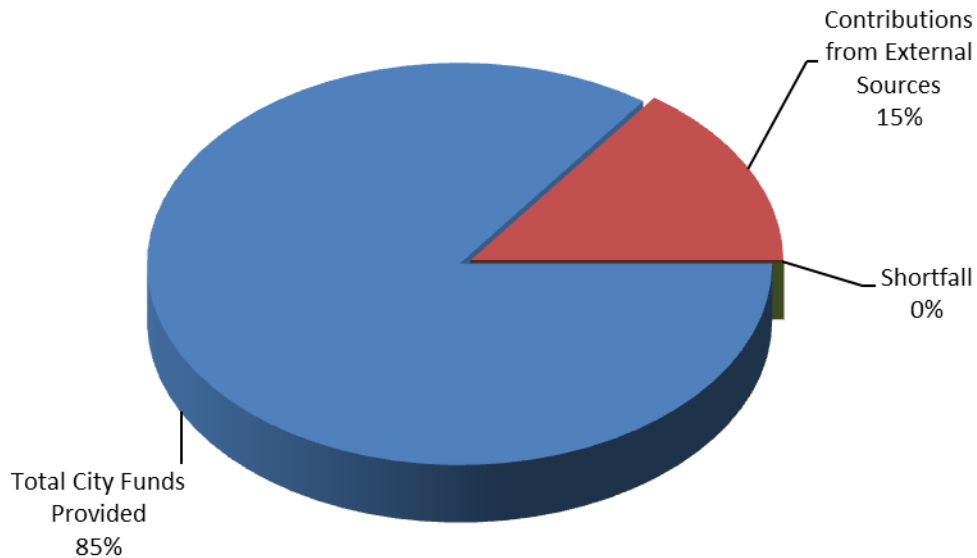
The preparation and review of the Plan provides several benefits:

- 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.

2016 – 2025 Project Plan

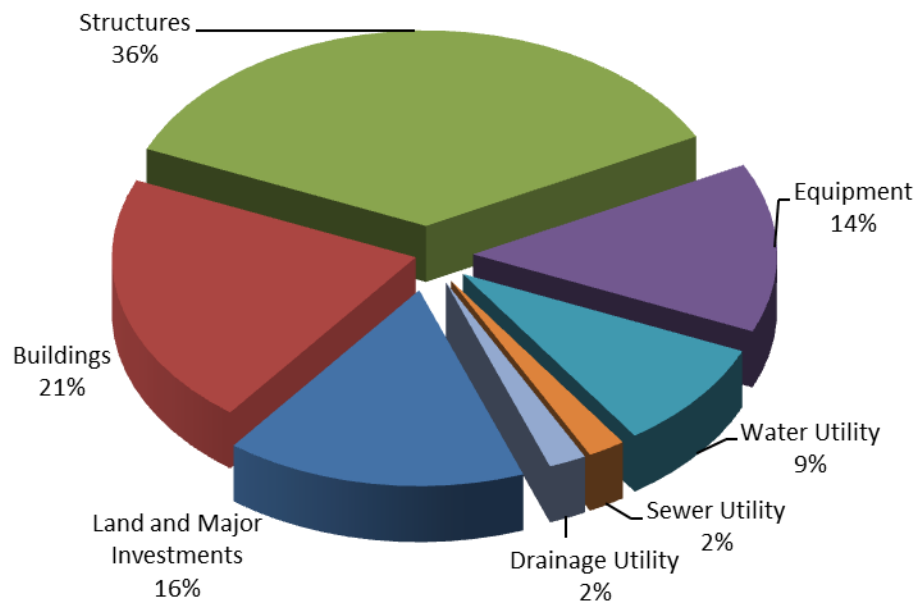
The Project Plan includes only the projects for which the appropriation of funds could be necessary for expenditure in 2016 and forward. “Work in Progress” funding from prior years is not included in the Project Plan. It is important to note that due to funding restrictions, there are an additional \$0.83 million of projects in the 10-year Plan which are “unfunded” and not shown below.

Summary of 2016 - 2025 Project Plan - \$000's			
Total City Funds Provided	85%	\$	205,459
Contributions from External Sources	15%		36,127
Shortfall	0%		834
Total		\$	242,420



2016 – 2025 Project Plan (continued)

2016 - 2025 Funded Project Categories - \$000's		
Land and Major Investments	16%	\$ 39,300
Buildings	21%	50,217
Structures	36%	85,786
Equipment	14%	34,513
Water Utility	9%	21,575
Sewer Utility	2%	5,530
Drainage Utility	2%	4,665
Total		\$ 241,586



Major Projects in the 10-year Plan

Harry Jerome Redevelopment Study and Building Renewal - \$22.2 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.

Green Necklace Greenway - \$5.4 million (\$3.61 million City Funding)

The City's Green Necklace is an urban greenway that will link parks, public spaces, and natural habitats and provide safe, alternative transportation options and recreation opportunities for people of all ages and abilities.

Based on a vision outlined in the City's original 1907 town plan, the Green Necklace will form a continuous green loop around the Central Lonsdale area, stretching 7km long when complete. The project builds upon existing infrastructure and integrates innovative recreational, ecological and sustainable best practices. For example, storm water management features such as bio swales and rain gardens help to improve water quality, protect fish bearing streams, and reduce the impact of urban runoff.

This project supports the goals and objectives of Chapters 2, 4 and 5 of the OCP. Greenways enhance the walkability of the City, connecting people to parks and other amenities, while providing enhanced recreational opportunities, promoting safe, alternative means of transportation, and reducing greenhouse gas emissions.

Permitting & Ticketing Software Replacement - \$2.5 million

The City currently uses Tidemark Advantage for permitting and licensing and AutoIssue for parking tickets. As these systems are aging and reaching end of life they must be replaced. Additionally, demand has increased for online services such as electronic plan submission, tracking of application status, immediate parking ticket payment and more.

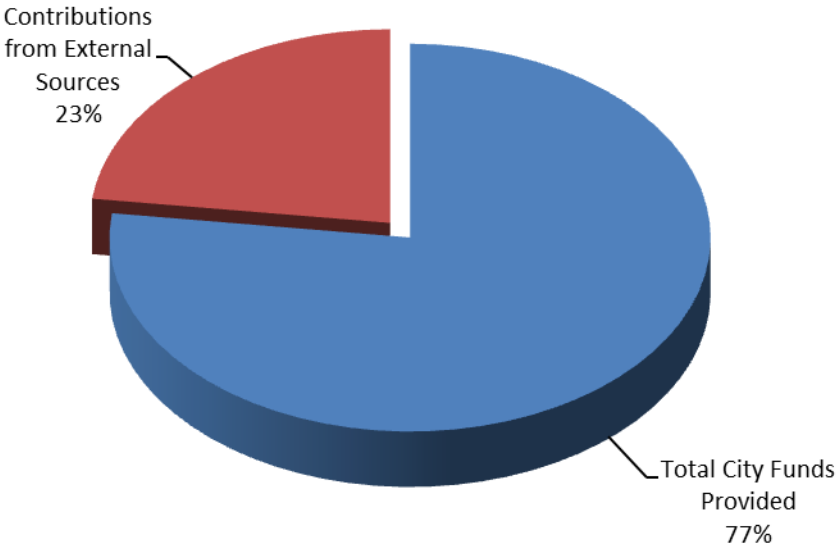
This project is replacing permitting, licensing, and ticketing system, including infrastructure and handhelds, with a modern system capable of offering modern online services. This project is being funded over three years (2015-2017).

This upgrade will deliver enhanced processes for permitting, planning, and business licenses, automated plan checking, and the review and replacement of the parking ticketing system. The new product would enable the public to submit permit applications together with plans online, monitor the progress of these applications, and make payments via the Internet. As well, the new business system would provide more functionality for Bylaw enforcement and complaints tracking. Furthermore it would allow City staff access to mobile functionality in the field.

This project aligns with several goals within the OCP Chapter 8 Municipal Services and Infrastructure.

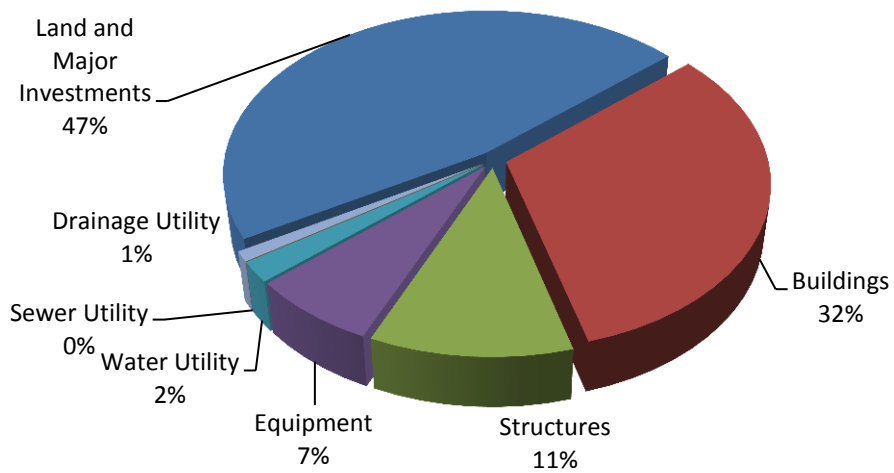
2016 Project Plan

Summary of 2016 Project Plan - \$000's			
Total City Funds Provided	77%	\$	63,806
Contributions from External Sources	23%		18,833
Total		\$	82,639



2016 Project Plan (continued)

2016 Funded Project Categories - \$000's			
Land and Major Investments	47%	\$	39,300
Buildings	32%		26,384
Structures	11%		8,724
Equipment	7%		5,407
Water Utility	2%		1,963
Sewer Utility	0%		326
Drainage Utility	1%		535
Total		\$	82,639



Major Projects included in the 2016 Project Budget

In addition to the previously mentioned major projects included in the 10-year plan, the following 2016 projects are also worth mentioning.

Relocation of Presentation House Gallery - \$4.1 million (\$1.6 million City funding)

The construction of a fully professional Public Art Gallery on the North Shore that will provide access to all visitors, environmental controls necessary to the display and preservation of artworks, as well as space and resources for public programming and educational outreach. This use in the Central Waterfront area will contribute to the City's waterfront vision which is to create a vibrant destination for the community and visitors.

A new facility for Presentation House Gallery in the Central Waterfront area is aligned with, and is a significant realization of, the goals within the Arts, Culture & Heritage and Economic Development chapters of the OCP.

Central Waterfront Capital Project coordination and oversight– \$3.2 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.

Foot of Lonsdale Open Space – \$1.9 million

This is the completion of construction of the Foot of Lonsdale open space project; including Phase Two features comprising of the Spirit Trail, water feature, plaza area and Carrie Cates Court frontage, as well as Cates Deck open space and foreshore treatment. It includes post construction remediation monitoring and habitat compensation bank monitoring.

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.

Pavement Management – Streets & Lanes - \$1.7 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:

- 23rd Street : Westview to Chesterfield
- Larson: Westview to 23rd Avenue
- Chesterfield: 15th to 23rd
- East Grand Boulevard: Keith to 13th

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

City of North Vancouver 2016-2025 Project Planning Summary

	2016	2017	2018	2019	2020	2021-2025	TOTAL
LAND/MAJOR INVESTMENTS							
Funding Requested	39,300,000	-	-	-	-	\$0	\$39,300,000
City Funding	24,300,000	-	-	-	-	-	24,300,000
Contributions	15,000,000	-	-	-	-	-	15,000,000
Funded Amount	39,300,000	0	0	0	0	0	39,300,000
Funding Excess (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
BUILDINGS							
Funding Requested	\$ 26,384,234	\$ 9,219,106	\$ 2,867,651	\$ 2,300,936	\$ 1,545,021	\$7,899,543	\$50,216,491
City Funding	23,687,782	7,140,135	2,679,866	2,040,926	1,533,465	9,445,346	46,527,520
Contributions	2,696,452	346,538	187,785	260,010	11,556	186,629	3,688,971
Funded Amount	26,384,234	7,486,673	2,867,651	2,300,936	1,545,021	9,631,976	50,216,491
Funding Excess (Shortfall)	\$0	(\$1,732,433)	\$0	\$0	\$0	\$1,732,433	\$0
STRUCTURES							
Funding Requested	\$ 8,723,750	\$ 11,851,750	\$ 15,371,750	\$ 6,881,750	\$ 7,096,750	\$36,694,912	\$86,620,662
City Funding	7,956,750	7,558,367	5,124,120	5,371,736	6,191,220	38,947,126	71,149,319
Contributions	767,000	1,875,000	6,511,667	820,000	1,005,000	3,658,333	14,637,000
Funded Amount	8,723,750	9,433,367	11,635,787	6,191,736	7,196,220	42,605,459	85,786,319
Funding Excess (Shortfall)	\$0	(\$2,418,383)	(\$3,735,963)	(\$690,014)	\$99,470	\$5,910,547	(\$834,343)
EQUIPMENT							
Funding Requested	\$ 5,407,094	\$ 4,598,831	\$ 3,148,563	\$ 4,109,367	\$ 3,425,467	\$ 13,823,847	\$ 34,513,169
City Funding	5,038,402	3,873,610	2,884,098	3,849,450	3,504,652	12,561,631	31,711,843
Contributions	368,692	389,219	264,465	259,917	256,817	1,262,216	2,801,326
Funded Amount	5,407,094	4,262,829	3,148,563	4,109,367	3,761,469	13,823,847	34,513,169
Funding Excess (Shortfall)	\$0	(\$336,002)	\$0	\$0	\$336,002	\$0	\$0
GENERAL CAPITAL TOTALS							
FUNDING REQUESTED	\$ 79,815,078	\$25,669,687	\$21,387,964	\$13,292,053	\$12,067,238	\$58,418,302	\$210,650,322
CITY FUNDING	60,982,934	18,572,112	10,688,084	11,262,112	11,229,337	60,954,103	173,688,682
CONTRIBUTIONS	18,832,144	2,610,757	6,963,917	1,339,927	1,273,373	5,107,178	36,127,297
FUNDING EXCESS (SHORTFALL)	\$0	(\$4,486,818)	(\$3,735,963)	(\$690,014)	\$435,472	\$7,642,980	(\$834,343)
WATER UTILITY							
Funding Requested	\$ 1,962,500	\$ 2,042,500	\$ 1,842,500	\$ 1,972,500	\$ 2,042,500	\$ 11,712,500	\$ 21,575,000
City Funding	1,962,500	2,042,500	1,842,500	1,972,500	2,042,500	11,712,500	21,575,000
Contributions	-	-	-	-	-	-	-
Funded Amount	1,962,500	2,042,500	1,842,500	1,972,500	2,042,500	11,712,500	21,575,000
Unfunded	0	0	0	0	0	0	0
Funding Excess (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
SEWER UTILITY							
Funding Requested	\$ 326,000	\$ 556,000	\$ 556,000	\$ 556,000	\$ 556,000	\$ 2,980,000	\$ 5,530,000
City Funding	326,000	556,000	556,000	556,000	556,000	2,980,000	5,530,000
Contributions	-	-	-	-	-	-	-
Funded Amount	326,000	556,000	556,000	556,000	556,000	2,980,000	5,530,000
Unfunded	0	0	0	0	0	0	0
Funding Excess (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DRAINAGE UTILITY							
Funding Requested	\$ 535,000	\$ 515,000	\$ 465,000	\$ 465,000	\$ 485,000	\$ 2,200,000	\$ 4,665,000
City Funding	535,000	515,000	465,000	465,000	485,000	2,200,000	4,665,000
Contributions	-	-	-	-	-	-	-
Funded Amount	535,000	515,000	465,000	465,000	485,000	2,200,000	4,665,000
Unfunded	0	0	0	0	0	0	0
Funding Excess (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
UTILITY CAPITAL TOTALS							
FUNDING REQUESTED	\$ 2,823,500	\$ 3,113,500	\$ 2,863,500	\$ 2,993,500	\$ 3,083,500	\$ 16,892,500	\$ 31,770,000
CITY FUNDING	2,823,500	3,113,500	2,863,500	2,993,500	3,083,500	16,892,500	31,770,000
CONTRIBUTIONS	-	-	-	-	-	-	-
FUNDING EXCESS (SHORTFALL)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTALS							
FUNDING REQUESTED	\$ 82,638,578	\$ 28,783,187	\$ 24,251,464	\$ 16,285,553	\$ 15,150,738	\$75,310,802	\$242,420,322
CITY FUNDING	63,806,434	21,685,612	13,551,584	14,255,612	14,312,837	77,846,603	205,458,682
CONTRIBUTIONS	18,832,144	2,610,757	6,963,917	1,339,927	1,273,373	5,107,178	36,127,297
FUNDING EXCESS (SHORTFALL)	\$0	(\$4,486,818)	(\$3,735,963)	(\$690,014)	\$435,472	\$7,642,980	(\$834,343)