



# **THE DISTRICT OF NORTH VANCOUVER**

## **2022 – 2026 FINANCIAL PLAN BYLAW**

### **BYLAW 8560**

Effective Date – April 4, 2022

#### **CONSOLIDATED FOR CONVENIENCE ONLY**

This is a consolidation of the bylaws below. The amending bylaws have been combined with the original bylaw for convenience only. This consolidation is not a legal document. Certified copies of the original bylaws should be consulted for all interpretations and applications of the bylaw on this subject.

#### **Original Bylaw**

Bylaw 8560

#### **Date of Adoption**

April 4, 2022

#### **Amending Bylaw**

Bylaw 8600

#### **Date of Adoption**

December 12, 2022

The bylaw numbers in the margin of this consolidation refer to the bylaws that amended the principal bylaw (2022-2026 Financial Plan Bylaw – Bylaw 8560). The number of any amending bylaw that has been repealed is not referred to in this consolidation.

## **The Corporation of the District of North Vancouver**

### **Bylaw 8560**

A bylaw to approve the 2022 Financial Plan for the five years ending December 31, 2026 pursuant to section 165 of the *Community Charter*

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The Council for The Corporation of the District of North Vancouver enacts as follows:

#### **Citation**

1. This bylaw may be cited as “2022-2026 Financial Plan Bylaw 8560, 2022”.

#### **Approval of Financial Plan**

2. The 2022-2026 Financial Plan, as set out in Schedule A, for the five years ending December 31, 2026 is approved.

#### **Reserve Fund Appropriations**

3. The 2022-2026 Financial Plan Reserve Fund Appropriations, as set out in Schedule C, are approved.

**Schedule A to Bylaw 8560**  
**District of North Vancouver**  
**2022 - 2026 Financial Plan**  
(\$000's)

	2021	2022	2023	2024	2025	2026
<b>Revenue</b>						
Taxation	117,287	122,261	126,711	131,978	138,225	144,227
Sales, Fees, and Other User Charges	105,398	104,776	121,509	127,997	124,919	131,958
Developer Contributions	5,565	9,791	33,352	23,878	18,080	30,403
Grants and Other Contributions	8,466	6,219	9,234	5,471	4,565	7,331
Investment Income	3,521	3,673	4,937	5,255	5,494	5,769
Penalties & Interest on Taxes	870	1,115	1,137	1,160	1,183	1,207
	241,107	247,835	296,880	295,739	292,466	320,895
<b>Proceeds from Borrowing</b>	15,565	9,533	22,474	19,239	3,500	1,544
<b>Appropriations from:</b>						
Operating Reserves	9,809	7,965	3,466	2,283	1,557	1,495
Capital and New Initiatives Reserves	75,944	86,539	73,977	98,090	66,464	102,671
	85,753	94,504	77,443	100,373	68,021	104,166
<b>Source of Funds</b>	<b>\$ 342,425</b>	<b>\$ 351,872</b>	<b>\$ 396,797</b>	<b>\$ 415,351</b>	<b>\$ 363,987</b>	<b>\$ 426,605</b>
<b>Operating Expenditures</b>						
Community Services	43,134	41,961	42,467	43,264	44,134	44,999
Planning and Development	14,744	14,811	14,968	14,995	15,015	15,317
Protective Services	46,153	47,692	48,276	49,227	50,384	51,595
Transportation and Engineering	9,145	9,380	9,107	9,339	9,570	9,811
Utilities	49,796	51,573	56,693	62,702	69,934	76,492
Governance and Admin	17,959	18,727	16,187	15,724	15,069	15,207
	180,931	184,144	187,698	195,251	204,106	213,421
<b>Capital Expenditures</b>	99,525	97,266	102,069	123,652	70,208	98,400
<b>Debt Service</b>	2,762	2,762	3,656	6,340	6,340	8,683
<b>Contributions to:</b>						
Operating Reserves	3,697	1,213	7,224	3,178	391	4,817
Capital and New Initiatives Reserves	55,510	66,487	96,150	86,930	82,942	101,284
	59,207	67,700	103,374	90,108	83,333	106,101
<b>Use of Funds</b>	<b>\$ 342,425</b>	<b>\$ 351,872</b>	<b>\$ 396,797</b>	<b>\$ 415,351</b>	<b>\$ 363,987</b>	<b>\$ 426,605</b>

**(8600)**

**Schedule B to Bylaw 8560  
District of North Vancouver  
2022 Revenue Disclosure Statement**

**Revenue from each**

**Funding Source**

The proportion of total revenue to be raised from each funding source in 2022 is shown in the table to the right. Property tax is an indirect tax on wealth and accounts for the greatest proportion of

Funding Source	% Revenues	
	2021	2022
Taxation	45.7%	47.7%
Sales, Fees and User Charges	41.1%	40.9%
Other Sources	7.2%	7.7%
Proceeds From Borrowing	6.1%	3.7%
TOTAL	100%	100%

municipal revenues. The system of property taxation is relatively easy to administer and understand. It provides a stable and consistent source of revenue for services that provide general community benefits that can be often difficult to fund on a user-pay basis.

Sales, fees and user charges form the second largest portion of planned revenue. Many municipal services, such as water and sewer usage, can be measured and charged on a user-pay basis. This methodology strives to fairly distribute the costs of a municipal service to those who make use of it. Other services (e.g. recreation) which have both private and community benefits are funded through both user fees and municipal taxes.

Other sources of revenue include developer contributions, government grants and other external contributions. These sources of revenue are difficult to predict and can fluctuate significantly from year to year. In 2022, government grants and developer contributions in the form of community amenity contributions are expected to decrease.

Proceeds from borrowing make up the last source of funding and is used for asset replacement or acquisition of new assets.

Property Class	% Property Tax	
	2021	2022
Residential	72.0%	72.0%
Utilities	0.2%	0.2%
Major Industry	9.9%	10.2%
Light Industry	0.9%	0.9%
Business	16.7%	16.5%
Recreation	0.3%	0.3%
TOTAL	100.0%	100.0%

**Property Tax Burden**

The property tax burden for each property class is shown in the table on the left. The tax distribution detailed for 2022 is consistent with the current tax strategy approved by Council in 2009 that aligns the District tax rates with the average for Metro Vancouver, or the capped rate (if applicable) and relevant Ports

Property Tax Act impacts. This strategy considers some shifting of the tax burden between classes if the tax base for a property class is not sufficient to be corrected by investment alone. It is expected that the competitiveness of the municipality as a place to do business will benefit from this policy. Ensuring policy objectives continue to support the taxpayers, the District continues to work with the Province to achieve solutions to inequalities presented in Provincial Port regulations as well as attaining workable solutions to assessment valuation issues affecting the success of select small businesses. Council's tax strategy is based on the principles of equity, fairness, and responsiveness to community goals. Proportionate relationships

between property classes can be affected by Council's economic policies, provincially legislated tax incentive programs and new permissive and statutory exemptions.

***Permissive Tax Exemptions***

Permissive tax exemptions represent approximately \$457,540 in foregone tax revenues. Council grants permissive tax exemptions based on Section 224 of the Community Charter on "use of property" not based upon the charitable status of the organization as a whole. Organizations that contribute to the well-being of citizens within the municipality by improving their quality of life and effectively enhancing community services are eligible.

**(8600)**

**Schedule C to Bylaw 8560**  
**District of North Vancouver**  
**2022 Capital Plan Reserve Fund Appropriations**  
(\$000's)

Program	Cost	DISTRICT RESERVES								DEVELOPER / PRIVATE			OTHERS		
		EXISTING CAPITAL			LAND AND HOUSING		NEW CAPITAL			Develop. Cost Charges	Community Amenity Contrib.	Offsite/ Private	Borrowing	Grants	General Surplus
		Infrastr. Reserve	Fleet & Equipment	Utilities	Land	Housing	Transp. & Mobility	Community Health & Safety	Climate and Innovation						
<b>NEW CAPITAL AND INITIATIVES</b>															
Affordable Housing															
Social Housing															
Affordable Housing Amenity	329	-	-	-	-	329	-	-	-	-	-	-	-	-	-
<b>Child and Seniors Care</b>															
Child Care															
Eldon Park Childcare	264	-	-	-	-	-	-	-	-	-	-	-	-	264	-
<b>Civic Facilities &amp; Equipment</b>															
Operations Facilities & Equipment															
Fire Truck Replacement / Upgrade	340	-	340	-	-	-	-	-	-	-	-	-	-	-	-
Fleet & Equipment Additions	65	-	-	-	-	-	-	65	-	-	-	-	-	-	-
<b>Climate Adaptation, Mitigation &amp; Natural Hazards</b>															
Adaptation															
Channel Upgrades - Percy Creek & Mathews Brook	35	-	-	50	-	-	-	-	-	-	-	(15)	-	-	-
Kilmer Creek Daylighting	2,775	-	-	1,692	-	-	-	-	-	333	-	-	-	750	-
Wildfire Program	1,095	-	-	-	-	-	-	425	175	-	-	-	-	109	386
Mitigation															
Electric Vehicle Charging Stations (RCMP)	33	33	-	-	-	-	-	-	-	-	-	-	-	-	-
Public Electric Vehicle Charging Stations	540	-	-	-	-	-	-	-	350	-	-	-	-	190	-
<b>Community Facilities, Arts &amp; Culture</b>															
Community Facilities															
Lynn Creek Community Centre	1,230	410	-	-	-	-	-	820	-	-	-	-	-	-	-
Old Delbrook Decommission	435	735	-	-	-	-	-	(300)	-	-	-	-	-	-	-
Library, Archives & Exhibits															
Library IT Digital Workspace	150	75	-	-	-	-	-	75	-	-	-	-	-	-	-
Lynn Creek Opening Collection	50	-	-	-	-	-	-	-	-	-	50	-	-	-	-
Lynn Creek Technology Equipment	50	-	-	-	-	-	-	-	-	-	50	-	-	-	-
Lynn Valley Furnishings Upgrade	110	77	-	-	-	-	-	33	-	-	-	-	-	-	-
Parkgate Furnishings Upgrade	175	123	-	-	-	-	-	52	-	-	-	-	-	-	-
Public Art & Heritage															
Lions Gate Public Art	500	-	-	-	-	-	-	-	-	-	500	-	-	-	-
Lynn Creek Public Art	1,100	-	-	-	-	-	-	-	-	-	1,100	-	-	-	-
Lynn Valley Public Art	600	-	-	-	-	-	-	-	-	-	600	-	-	-	-
Maplewood Village Public Art	100	-	-	-	-	-	-	-	-	-	100	-	-	-	-

		DISTRICT RESERVES									DEVELOPER / PRIVATE			OTHERS		
Program	Cost	EXISTING CAPITAL			LAND AND HOUSING		NEW CAPITAL			Develop. Cost Charges	Community Amenity Contrib.	Offsite/ Private	Borrowing	Grants	General Surplus	
		Infrast Reserve	Fleet & Equipment	Utilities	Land	Housing	Transp. & Mobility	Community Health & Safety	Climate and Innovation							
NEW CAPITAL AND INITIATIVES																
Parks & Open Spaces																
Community Parks																
Hastings Creek Park Upgrade	100	-	-	-	-	-	-	100	-	-	-	-	-	-	-	-
Parks Fleet Addition - Field Arborist	236	-	-	-	-	-	-	236	-	-	-	-	-	-	-	-
Pickleball Courts	200	-	-	-	-	-	-	200	-	-	-	-	-	-	-	-
Seylynn Park Phase 1 (return of surplus)	(523)	-	-	-	-	-	-	-	-	(304)	(219)	-	-	-	-	-
Neighbourhood Parks																
New Delbrook Park	2,335	1,492	-	-	-	-	-	79	-	280	484	-	-	-	-	-
District Level Parks																
Cates Park Facility Expansion	(2,665)	(2,348)	-	-	-	-	-	-	-	(317)	-	-	-	-	-	-
Sport Fields																
Argyle Artificial Turf Field	820	-	-	-	-	-	-	470	-	-	-	-	350	-	-	-
Delbrook Park Fieldhouse	160	100	-	-	-	-	-	60	-	-	-	-	-	-	-	-
Eldon Park Fieldhouse	88	-	-	-	-	-	-	-	-	-	-	-	-	88	-	-
Inter River Artificial Turf Field	1,830	695	-	-	-	-	-	-	-	220	-	-	915	-	-	-
Inter River Fieldhouse North	375	-	-	-	-	-	-	337	-	-	-	38	-	-	-	-
William Griffin Artificial Turf Field	1,700	1,700	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public Safety																
Fire & Rescue																
Maplewood Fire & Rescue Centre	8,267	-	-	-	-	-	-	-	-	-	-	-	8,267	-	-	-
Fire Equipment	225	-	-	-	-	-	-	225	-	-	-	-	-	-	-	-
Technology																
Applications & Hardware																
Council Chambers AV	30	30	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cyber Security	300	-	-	-	-	-	-	-	-	-	-	-	-	-	-	300
Library IT Integration	150	-	-	-	-	-	-	-	-	-	-	-	-	-	-	150
Fibre Optic Network																
Fibre Optic Network Expansion	190	-	-	-	-	-	-	190	-	-	-	-	-	-	-	-
Transportation																
Active Transportation																
Cycling Routes																
Cycling - Edgemont- Lions Gate	50	-	-	-	-	-	50	-	-	-	-	-	-	-	-	-
Cycling - Equipment (reduced carryforward)	(25)	-	-	-	-	-	(25)	-	-	-	-	-	-	-	-	-
Cycling - LVTC - LCTC (East)	100	-	-	-	-	-	100	-	-	-	-	-	-	-	-	-
Lions Gate Village-CNV Border (return of surplus)	(460)	-	-	-	-	-	(310)	-	-	-	-	-	-	(150)	-	-
LVTC to Queensdale Connection	67	-	-	-	-	-	67	-	-	-	-	-	-	-	-	-
Mountain Hwy Cycling Link: Arborlynn to Hwy 1 Ramp	1,500	-	-	-	-	-	750	-	-	-	-	-	-	750	-	-
Urban Trails																
Safe Routes to School	70	-	-	-	-	-	70	-	-	-	-	-	-	-	-	-
Sidewalks Capilano	25	-	-	-	-	-	25	-	-	-	-	-	-	-	-	-
Spirit Trail (Central)	150	-	-	-	-	-	-	-	-	(64)	214	-	-	-	-	-
Traffic Safety	200	-	-	-	-	-	200	-	-	-	-	-	-	-	-	-
Roads & Bridges																
Lions Gate Crossroads Land Purchase	3,650	-	-	-	-	-	-	-	-	3,650	-	-	-	-	-	-
LV Road Mtn Hwy to Peters (return of surplus)	(100)	-	-	-	-	-	(100)	-	-	-	-	-	-	-	-	-
Livable Deep Cove	140	-	-	-	-	-	40	-	-	-	100	-	-	-	-	-
MOTI Partnership Project - Lower Lynn	4,070	2,000	-	-	-	-	2,070	-	-	-	-	-	-	-	-	-
Street Lighting Upgrade	100	50	-	-	-	-	50	-	-	-	-	-	-	-	-	-
Traffic Safety - Railway X-ing (reduced carryforward)	(45)	-	-	-	-	-	(45)	-	-	-	-	-	-	-	-	-
Traffic Safety and monitoring	525	-	-	-	-	-	525	-	-	-	-	-	-	-	-	-
Transit																
Accessible Transit Stops	305	-	-	-	-	-	150	-	-	-	-	-	-	155	-	-

		DISTRICT RESERVES								DEVELOPER / PRIVATE			OTHERS			
Program	Cost	EXISTING CAPITAL			LAND AND HOUSING		NEW CAPITAL			Develop. Cost Charges	Community Amenity Contrib.	Offsite/ Private	Borrowing	Grants	General Surplus	
		Infrastr. Reserve	Fleet & Equipment	Utilities	Land	Housing	Transp. & Mobility	Community Health & Safety	Climate and Innovation							
NEW CAPITAL AND INITIATIVES																
Utilities																
Storm Water Utility																
Major Culvert Replacement (deferred)	(445)			(392)						(53)						
Gallant Storm Sewer Upgrades (return of surplus)	(550)			(485)						(65)						
Utility Mains																
MOTI Partnership Project - Utility Mains	4,000			4,000												
Reduction of Inflow & Infiltration Program (RIIP)	1,025	-	-	109	-	-	-	-	-	-	-	-	-	916	-	
Sewer Main Upgrades Town Centres	4,987			4,345						642				-	-	
Storm Main Upgrades Town Centres	2,905	-	-	30	-	-	-	-	-	3,000	-	-	-	(125)	-	
Urban Park Structures (return of surplus)	(235)			(207)						(28)						
Upper Seymour River Flood Risk Assessment	125			-										125		
Water Main Upgrades Town Centres	725	-	-	-	-	-	-	-	-	725	-	-	-	-	-	
Contingency																
Capital Plan Contingency - General	5,078	2,073	35	-	-	-	668	682	-	1,007	313	300	-	-	-	
Capital Plan Contingency - Sewer	1,455			1,372						83						
Capital Plan Contingency - Water	235	-	-	207	-	-	-	-	-	28	-	-	-	-	-	
Land & Real Estate																
Strategic Land Acquisition																
Lions Gate Crossroads Development Site	5,450	-	-	-	5,450		-	-	-	-	-	-	-	-	-	
New Capital and Initiatives Total		58,870	7,245	375	10,721	5,450	329	4,285	3,748	525	9,137	3,292	323	9,532	3,072	836
EXISTING CAPITAL																
Civic Facilities & Equipment																
General Provision - All Facilities																
Facility Maintenance Block Funding	2,169	2,070	-	-	-	-	-	99	-	-	-	-	-	-	-	
Operations Facilities & Equipment																
DNV Municipal Hall	2,070	2,070	-	-	-	-	-	-	-	-	-	-	-	-	-	
Fleet Services	1,680	-	1,680	-	-	-	-	-	-	-	-	-	-	-	-	
Garbage Compacting Containers	50	-	-	50	-	-	-	-	-	-	-	-	-	-	-	
Inter River Park Biobed	140	-	-	140	-	-	-	-	-	-	-	-	-	-	-	
Operations Centre Expansion (reduced scope)	(160)	(160)	-	-	-	-	-	-	-	-	-	-	-	-	-	
Operations Centre	2,413	2,413	-	-	-	-	-	-	-	-	-	-	-	-	-	
Overhead	542	542	-	-	-	-	-	-	-	-	-	-	-	-	-	
Community Facilities, Arts & Culture																
Community Facilities																
Deep Cove Cultural Centre	25	25	-	-	-	-	-	-	-	-	-	-	-	-	-	
Lynn Valley Preschool	60	60	-	-	-	-	-	-	-	-	-	-	-	-	-	
Mollie Nye House	25	25	-	-	-	-	-	-	-	-	-	-	-	-	-	
Pemberton Community Centre	72	72	-	-	-	-	-	-	-	-	-	-	-	-	-	
Recreation Equipment	375	375	-	-	-	-	-	-	-	-	-	-	-	-	-	
Recreation Facilities	1,789	1,789	-	-	-	-	-	-	-	-	-	-	-	-	-	
Recreation Technology	268	268	-	-	-	-	-	-	-	-	-	-	-	-	-	
Seymour Youth Centre	18	18	-	-	-	-	-	-	-	-	-	-	-	-	-	
Library, Archives & Exhibits																
Library Collection	617	617	-	-	-	-	-	-	-	-	-	-	-	-	-	
Library Facilities & Equipment	445	445	-	-	-	-	-	-	-	-	-	-	-	-	-	
Library Technology	50	50	-	-	-	-	-	-	-	-	-	-	-	-	-	
Museum Facilities & Equipment	94	94	-	-	-	-	-	-	-	-	-	-	-	-	-	
Public Art & Heritage																
Public Art	50	50	-	-	-	-	-	-	-	-	-	-	-	-	-	
Lands & Real Estate																
Other Lands																
Commercial Buildings Provision	30	30	-	-	-	-	-	-	-	-	-	-	-	-	-	
Lynn Valley Village	84	-	-	-	-	-	-	-	-	-	-	84	-	-	-	



Program	Cost	DISTRICT RESERVES								DEVELOPER / PRIVATE			OTHERS		
		EXISTING CAPITAL			LAND AND HOUSING		NEW CAPITAL			Develop. Cost Charges	Community Amenity Contrib.	Offsite/Private	Borrowing	Grants	General Surplus
		Infrast. Reserve	Fleet & Equipment	Utilities	Land	Housing	Transp. & Mobility	Community Health & Safety	Climate and Innovation						
<b>EXISTING CAPITAL</b>															
<b>Parks &amp; Open Spaces</b>															
Community Parks															
Maplewood Farm	55	55	-	-	-	-	-	-	-	-	-	-	-	-	-
Overhead	32	32	-	-	-	-	-	-	-	-	-	-	-	-	-
Public Golf	1,159	1,159	-	-	-	-	-	-	-	-	-	-	-	-	-
Urban Parkland	746	746	-	-	-	-	-	-	-	-	-	-	-	-	-
Wharves	18	18	-	-	-	-	-	-	-	-	-	-	-	-	-
District Level Parks															
Lynn Canyon Park	150	150	-	-	-	-	-	-	-	-	-	-	-	-	-
Natural Parkland & Alpine Trails															
Natural Parkland	800	800	-	-	-	-	-	-	-	-	-	-	-	-	-
Overhead	34	34	-	-	-	-	-	-	-	-	-	-	-	-	-
Sport Fields															
Sport Fields	145	145	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Public Safety</b>															
Fire & Rescue															
Fire Facilities & Equipment	770	567	203	-	-	-	-	-	-	-	-	-	-	-	-
Police Services															
Police Facilities & Equipment	291	291	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Technology</b>															
Applications & Hardware															
Application Enhancements	400	400	-	-	-	-	-	-	-	-	-	-	-	-	-
Business Systems Specialists	330	330	-	-	-	-	-	-	-	-	-	-	-	-	-
Corporate Hardware Refresh	616	600	16	-	-	-	-	-	-	-	-	-	-	-	-
Digital Transformation	1,100	1,100	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Transportation</b>															
Active Transportation															
Cycling Equipment	14	-	14	-	-	-	-	-	-	-	-	-	-	-	-
Sidewalks	450	450	-	-	-	-	-	-	-	-	-	-	-	-	-
Roads & Bridges															
Overhead	497	497	-	-	-	-	-	-	-	-	-	-	-	-	-
Road Network - Other	262	262	-	-	-	-	-	-	-	-	-	-	-	-	-
Road Network - Paving	4,600	3,885	-	-	-	-	-	10	-	-	-	-	-	705	-
Road/Utility Development Opportunities	290	290	-	-	-	-	-	-	-	-	-	-	-	-	-
Street Lighting	190	190	-	-	-	-	-	-	-	-	-	-	-	-	-
Traffic Operations	468	468	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Utilities</b>															
Storm Water Utility															
Overhead	132	-	-	116	-	-	-	-	-	16	-	-	-	-	-
Special Watercourses	1,596	-	-	1,295	-	-	-	-	-	181	-	-	-	120	-
Storm Main	1,050	-	-	925	-	-	-	-	-	125	-	-	-	-	-
Utility Mains															
Equipment	200	-	-	200	-	-	-	-	-	-	-	-	-	-	-
Overhead	1,085	-	-	956	-	-	-	-	-	129	-	-	-	-	-
Lift Stations	695	-	-	177	-	-	-	-	-	518	-	-	-	-	-
PRV Stations	20	-	-	3	-	-	-	-	-	17	-	-	-	-	-
Pump Stations	465	-	-	410	-	-	-	-	-	55	-	-	-	-	-
Sewer Main	300	-	-	264	-	-	-	-	-	36	-	-	-	-	-
Water Main	6,255	-	-	5,512	-	-	-	-	-	743	-	-	-	-	-
Water Reservoirs	200	-	-	46	-	-	-	-	-	154	-	-	-	-	-
<b>Overhead</b>															
Unallocated Overhead	77	77	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Existing Capital Total</b>	<b>38,396</b>	<b>23,398</b>	<b>1,913</b>	<b>10,094</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>109</b>	<b>-</b>	<b>1,974</b>	<b>-</b>	<b>84</b>	<b>-</b>	<b>825</b>	<b>-</b>
<b>2022 Capital Budget</b>	<b>97,266</b>	<b>30,643</b>	<b>2,288</b>	<b>20,815</b>	<b>5,450</b>	<b>329</b>	<b>4,285</b>	<b>3,857</b>	<b>525</b>	<b>11,111</b>	<b>3,292</b>	<b>407</b>	<b>9,532</b>	<b>3,897</b>	<b>836</b>

(8600)