

District of
West Vancouver
British Columbia

FIVE-YEAR
FINANCIAL
PLAN
2019-2023



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AWARD FOR FINANCIAL REPORTING



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

The Corporation of The District of West Vancouver

British Columbia

For the Fiscal Year Beginning

January 1, 2018

Christopher P. Morill

Executive Director



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Corporation of the District of West Vancouver, British Columbia for its annual budget for the fiscal year beginning January 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

This award is valid for a period of one time only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

MESSAGE FROM THE CAO

On behalf of the District of West Vancouver, I am pleased to present the Five-Year Financial Plan for 2019–2023. This plan reflects our ongoing commitment to provide high-quality services and programs to the community in a fiscally responsible manner. This year's budget process addresses the rising costs of providing these services while carefully considering the use of taxpayers' dollars.

As in past years, the Five-Year Financial Plan was created using the Government Finance Officers Association recommended best practices for local government budgeting. Our plan also supports Council's six strategic goals. These are:

- 1. Significantly expand the diversity and supply of housing, including housing that is more affordable*
- 2. Create vital and vibrant commercial centres*
- 3. Protect our natural environment, reduce our impact on it, and adapt to climate change*
- 4. Improve mobility and reduce congestion for people and goods*
- 5. Deliver municipal services efficiently*
- 6. Enhance the social well-being of our community*

Each year, we strive to keep cost increases to a minimum while maintaining the high quality of life enjoyed by residents of West Vancouver. One significant aspect impacting the District's operational costs is the employer health tax that was introduced by the province this year. This annual tax will cost the municipality \$1.2 million in additional tax dollars.

After carefully considering priorities, Council approved a 2.19 per cent increase to the operating budget. We are in the final year of a five-year effort to build up an asset levy to address the maintenance of our aging infrastructure and amenities. This year, in keeping with the capital asset management plan, the asset levy increase is 1.76 per cent.

We are committed to identifying priorities in the District so that costs are balanced with an affordable tax rate. However, it is important to note that, for most West Vancouver families, more than half of the property tax bill is set by other agencies and the municipality only collects these revenues on behalf of the agencies. This includes the Additional School Tax, a new provincial tax that charges homeowners with properties assessed between \$3 and \$4 million an extra 0.2 per cent of the value and 0.4 per cent of the value on properties assessed at \$4 million or more.

I would like to thank all the residents who participated in the budget process earlier this year by attending a public meeting or providing feedback online. Your input was collected and helped us create this Five-Year Financial Plan that addresses Council's strategic goals and the community's vision for West Vancouver.

The tremendous involvement and support of our residents, who volunteer their time, expertise, knowledge and passion, helps shape our community into the great place it is today and into the future.



Nina Leemhuis | Chief Administrative Officer

A handwritten signature in black ink, appearing to read 'Nina Leemhuis'. The signature is fluid and cursive.

Nina Leemhuis
Chief Administrative Officer

MESSAGE FROM THE DIRECTOR OF FINANCIAL SERVICES

In this document, the District is outlining how it has allocated its available resources to achieve Council's priorities while continuing to deliver services at the high level expected by District residents. Staff have prepared the Five-Year Financial Plan 2019–2023 with a focus on Council's established priority of fiscal sustainability at both the operational and capital levels.

The 2019 budget continues with the District's focus on asset management. The District has shown leadership in compiling a comprehensive asset register, and by establishing a series of asset reserves with a dedicated funding source, the Asset Levy. In 2019, the Asset Levy has achieved the level of \$14,500,000 needed to maintain District assets on an ongoing basis. This is a major achievement given that, four years ago, the District had virtually no asset management strategy in place.

Council have also endorsed an asset management framework for evaluation of community proposals for new and enhanced assets, which considers all asset costs on a lifecycle basis, allowing for a strategic evaluation of asset acquisitions before commitments are made. The framework provides for five phases of evaluation before a project is accepted, and in 2019 the first project proposal, from the Evergreen Squash Club, is proceeding through the framework phases.

In 2015, a comprehensive review of fees and charges took place, which resulted in enhanced fee schedules for 2016, 2017 and 2018. In 2019, District operations are being reviewed to identify efficiencies and to search for better ways to maintain delivery of District services. The District's Finance Committee will also be researching additional sources, other than taxes, that may be available to enhance District revenues.

I would like to thank staff in all District departments for their input and contribution to this budget. The planning process undertaken reflects best practices for municipal budget planning and forecasting, but it was greatly improved by the efforts of many staff over a considerable period of time, who contributed invaluable support to make this budget a comprehensive and relevant document.

And, finally, I would like to thank the citizens of West Vancouver who attended budget meetings, participated in budget surveys, and provided many important comments on both the budget itself and the process. This document has benefited from your involvement, but it can always be improved and we welcome your future comments and feedback.

Sincerely Yours,



Isabel Gordon MBA, CPA, CA
Director of Financial Services



Isabel Gordon | Director of Financial Services

CONSOLIDATED 2019 BUDGET EXECUTIVE SUMMARY

Summary of 2019 Budget Impacts

The District's 2019 budget provides for a 3.95 per cent increase in property taxes to continue to build up the asset reserves by an asset levy (1.76 per cent) and to fund the net increase in operating costs (2.19 per cent). The major operating cost pressures are from known or conservatively projected contractual increases for labour and from known energy cost increases.

Asset Management

Much of the District's infrastructure and assets are nearing the end of their useful life. This is a result of significant asset investment during the 1950s and 1960s, which means that these assets are now 60 to 70 years old. Municipalities across Canada face similar issues and resolving the infrastructure gap is a high priority.

The District currently owns over \$1 billion (replacement cost) in total assets. Over the next 20 years, \$290 million needs to be invested to maintain the assets of the General Fund alone (i.e. the non-utility assets). This is an annual average expenditure of \$14.5 million for maintenance, renewal or replacement of assets.

In 2015, when asset investment requirements were first calculated, only \$7.4 million of annual taxation funding was dedicated to general asset replacement. As a result, assets were not being optimally maintained or renewed, meaning higher operating and maintenance costs, risk of failure of assets and higher costs at replacement. At that time, a \$6.5 million annual infrastructure investment gap was identified and needed to be addressed.

An asset levy equivalent to a 5.25 per cent property tax rate increase was implemented in 2016. This increased the annual funding dedicated to asset maintenance from \$7.4 million to \$10.4 million, leaving an annual infrastructure gap of \$3.5 million.

Along with the levy, a system of asset reserves was established in 2016 to ensure that all funding intended for asset management would be used solely for that purpose. All taxation funding for asset management and unspent funding from completed capital works is now held in statutory asset reserves.

In 2017, Council increased the asset levy funding by \$1.5 million to \$11.9 million. In the meantime, assets had further deteriorated and the infrastructure gap widened to \$2.1 million. The 2018 budget included a tax rate increase of 1.56 per cent, providing an additional \$1.05 million and reducing the gap to \$1.5 million.

In 2019, the gap was recalculated to recognize new asset additions and updated replacement costs, which continue to rise until needs are met. The new asset levy calculation indicated that \$14.5 million was required to meet the ongoing asset investment needs, and an asset levy increase of 1.76 per cent was approved to close the gap. With this increase, the asset levy has reached the level needed to meet current needs.

While the asset levy is now sufficient to address ongoing maintenance requirements, there still remains the problem created by having made insufficient maintenance investments in the past. This 'catch-up' problem remains to be solved, in that there are many assets that have deteriorated to the point where replacement is the only option. This has resulted in a shortfall of \$13.7 million to meet the needs coming up in 2020 and 2021, and this is reflected in the District's current 2019-2023 Financial Plan. This shortfall requires a 'one-time' investment to bring assets up to a serviceable level or, alternately, a decision to divest some assets. Staff will be working with Council and the community to explore options to address this catch-up problem.

As asset management principles are embedded in District operations, it is evident that capital replacement costs associated with every asset must be continually evaluated. The initial evaluation of these costs needs to take place prior to acquisition of new assets. Assets require both short and long-term maintenance, so consideration of these costs needs to be built in. The impact of these costs on already established assets must be considered, as the funding gap will never be closed unless the suite of assets stays within available funding. Therefore, adjustments to the suite of assets owned by the District, which may include consolidation of assets in fewer locations, acquiring lower maintenance assets and asset disposal, are also in progress.

Utilities: Water, Sewer & Solid Waste

Utility rates for 2019 were established well in advance, in September 2018, to allow for the implementation of the new utilities funding model developed in 2018. A comprehensive rate review for utility rates was completed in 2017 and resulted in changes to the utility rate structure. The District has approved a stronger user-pay utilities model, which rewards conservation and improves transparency in maintenance costs and expenditures. Within the water and sewer utilities, projected timing and costs of future infrastructure replacements were integrated into long-term operating and funding models. The rate increases for water and sewer are in keeping with these projected funding models.

The District maintains a metered water billing system, so that each resident only pays for what they use. In 2018, the District changed its rate block structure from three to four blocks. A new 'very low use' rate block has been created, which charges the lowest rate to the first 30 cubic metres of water use per month. Also, the District is introducing a change to the leak adjustment provision to further encourage water conservation, as significant revenue was being lost due to leakage in household water systems. The new provisions mandate early and prompt response to leak conditions.

On the sanitary sewer side, the District has now separated out the regional charge for sewer from the charge to maintain the District system. Regional rates are expected to rise substantially in future years due to the construction and operational costs associated with the new North Shore Wastewater Treatment Plant.

The District's solid waste utility manages residential garbage and organics collection for single-family dwellings, residential recycling for both single and multi-family dwellings and waste in the public realm, including parks, streetscapes, public buildings and special events.

Since the launch of the Green Can program, recycling of organic material in West Vancouver has been very good. This has resulted in a decrease in residential garbage and the high level of diversion of compostable waste from the landfill has lowered tipping fees. Regional tipping fees are based on the percentage of compostable material found in the 'garbage.' The lower the percentage, the lower the fee. The solid waste and recycling fee therefore continues to be reduced.

The Horseshoe Bay Streetscape Recycling pilot program initiated in 2017 is being expanded in 2019 to additional commercial areas in Dundarave and Ambleside, as well as to major public parks in the District. It is hoped that recycling in the public realm will soon become as successful as home-based recycling.

Rate increase impacts are as follows:

- **water utility:** a 10 per cent increase translates to an increase of \$63 for the median single-family household
- **sewer utility:** an 11 per cent increase translates to an increase of \$102 for the median single-family household
- **solid waste and recycling:** a one per cent reduction translates to a decrease of \$2 for the median single-family household

COUNCIL STRATEGIC GOALS & OBJECTIVES

Council's Vision

Our goal is to make West Vancouver a complete community; and one that is livable, vibrant and inclusive.

To accomplish this, we need to attract and inspire a full spectrum of people to live, play and work here. A vibrant economy, diverse housing choices and exciting amenities consistent with the Official Community Plan are also part of Council's Vision.



1. Housing

Strategic Goal: Significantly expand the diversity and supply of housing, including housing that is more affordable

West Vancouver has the highest average housing costs in the region for both homeowners and renters. This is amplified by the limited diversity of housing and too many vacant homes in our community. Although housing affordability is driven by a number of factors, including market economics and demand, Council can take action to enable the development of desired forms of housing to increase housing options in our community.

2. Local Economy

Strategic Goal: Create vital and vibrant commercial centres

Our businesses are facing a diminishing local market and are having difficulty attracting and retaining staff due to high housing costs and limited transit options. We want to ensure that our residents retain the commercial services they are accustomed to while maintaining the character of our commercial centres. Council can take action by planning land use to support commercial activities through collaboration with the local business community.

3. Environment

Strategic Goal: Protect our natural environment, reduce our impact on it, and adapt to climate change

Adapting to a changing climate is one of the greatest challenges our community faces. We contribute more greenhouse gas (GHG) emissions per capita than the regional average. These emissions come from three primary sources: burning natural gas for our buildings, fuel to power vehicles and decomposition of solid waste. We are already experiencing the effects of climate change such as shoreline flooding from sea level rise, storm events, wildfires and summer droughts and these will likely continue. Council can support a resilient community through adaptation measures and policy.

4. Mobility

Strategic Goal: Improve mobility and reduce congestion for people and goods

Our community's topography and low-density neighbourhoods give us little opportunity to expand our existing road network and have contributed to a car-dependant community. Three-quarters of our workforce and one-quarter of our students commute into West Vancouver every day while many of our residents commute out of West Vancouver for employment. The resulting congestion impacts residents' quality of life, the ability of employers to attract and retain employees, increases road maintenance costs, creates pedestrian safety concerns and increases GHG emissions. Council will strategically address these challenges by working collaboratively with multiple regional partners and our citizens.

5. Municipal Services

Strategic Goal: Deliver municipal services efficiently

West Vancouver is fortunate to have many residents who contribute their time, expertise and passion in shaping our community, our priorities and our objectives. We also have dedicated and professional staff who are committed to delivering high-quality and efficient programs and services. Council will continue to build on this strong foundation and engage the community to deliver the services that our residents are accustomed to while being fiscally responsible.

6. Social Well-being

Strategic Goal: Enhance the social well-being of our community

Our community recognizes the importance of social inclusion, high-quality public facilities and the valuable services provided by our community organizations. West Vancouver is becoming less age diverse as our population ages while, at the same time, we are becoming more culturally diverse and have opportunities to celebrate our increasing cultural richness. Council supports our residents' well-being through the programs and facilities that contribute to a strong social fabric.

CHALLENGES FOR 2019

The Economy

The Provincial Outlook Economic Forecast¹ published by the Conference Board of Canada identifies the following key trends with respect to the BC economy:

- real GDP growth is expected to decelerate from 2.7 per cent in 2018 to 2.5 per cent in 2019 and 2.4 per cent in 2020—nonetheless, BC will continue to lead the provinces in economic growth over the near term
- beyond 2021, weak growth is expected for BC as construction on the LNG Canada development winds down and expectations for additional fossil fuel mega-projects are low
- solid wage growth, the highest rate of job vacancies and the lowest rate of unemployment continues to point to tightening labour markets in the province
- forest product exports remain a pocket of weakness for BC trade—looming log shortages started to materialize in late 2018, which will drag down growth in real exports
- with a seventh consecutive surplus on its books, the BC government has increased operating and capital spending in the 2019 Budget

This outlook is supported by industry analysts², who point to large scale infrastructure projects, growing manufacturing sales and increases in BC exports as the main drivers of the province's economic development in 2019–2020. While the overall outlook remains positive, experts point out that a lack of labour supply, slowing housing market, trade tensions with the United States and delays in the ratification of the United States-Mexico-Canada Agreement may limit the growth of the BC economy³.

British Columbia's unemployment rate was at a record low level of 4.6 per cent in April 2019, after adding more than 82,000 new jobs in the last 12 months⁴. WorkBC forecasts the addition of 903,000 jobs between 2018 and 2028 and the growing competition for highly qualified workers—77 per cent of future jobs require some form of post-secondary education or training⁵. The shortage of labour in BC is expected to put upward pressure on wages. Average weekly earnings are already four per cent higher than in 2018⁶ and are expected to increase further in 2019–2020. Higher labour costs are reflected in cost increases affecting most labour-intensive products and services, as well as in the highest increase in the Consumer Price Index—2.6 per cent in BC, as compared to the 1.9 per cent national average⁷.

Economic Implications for the District of West Vancouver

The shortage of labour in BC may impact West Vancouver in several ways:

- first, and already noticeable in the District, the tight labour market combined with commuting challenges means that it is becoming increasingly difficult to fill employment positions, which affects operations for the District and for many local businesses.
- secondly, the lack of affordable local housing in the District is creating both labour shortages and traffic congestion issues, as those who work here, but reside elsewhere, commute to and from the North Shore.
- also, there has been a noticeable impact on prices quoted to the District for supply of services, particularly trades services—obtaining trade and contractor commitments to accept work on the North Shore is becoming increasingly problematic, driving up prices as contractors demand a premium to work here. When work at so many more accessible worksites is readily available off the North Shore, prices on the North Shore reflect this.

Real Estate and Construction Activity

The District's permit revenues are tied to construction and new development activity. If activity in the real estate market slows, construction activity may also slow down, leading to fewer construction permits and lower revenues. This is a complex situation with many factors in play, but the District continues to keep a close watch on this area of the District budget.

Provincial Tax Challenges

The provincial government has made a number of taxation changes in 2019 that will affect taxpayers in West Vancouver.

These include:

1. the Additional School Tax (AST)
2. the Speculation and Vacancy Tax (SVT)
3. the Employer Health Tax (EHT)

The AST and SVT are provincial taxes—these funds go directly to the province, and have no effect on the District's budget. The District is required to collect AST and remit it to the province, just as it does the 'regular' school tax. The SVT is a provincial program administered entirely by the province. These new taxes are listed here as challenges for the District because they are new and affect many District homeowners.

Additional School Tax

Starting in 2019, the provincial government will apply this tax to properties assessed at \$3 million and over. As announced in the province's 2018 budget, this Additional School Tax will be applied to all residential properties in the province valued at \$3 million and above, including:

- detached homes
- stratified condominium or townhouse units
- most vacant land

The additional tax rate is:

- 0.2 per cent on the residential portion assessed between \$3 million and \$4 million
- 0.4 per cent on the residential portion assessed at over \$4 million

For mixed-use properties, only the residential portion of the property's assessed value above \$3 million will be taxable.

The District is required to calculate this tax, add it onto the District property tax bill, collect it and remit it to the province. Other than acting as a 'flow-through' agent, the District has no control over this program.

Speculation and Vacancy Tax

The SVT applies to all owners of residential property within a specified geographic area, which includes the District of West Vancouver. Starting in 2019, property owners within the specified area are required to file an annual declaration, which is designed to identify owners whose properties are vacant, unless they qualify for one of a number of vacancy exemptions. The declaration also identifies properties occupied by satellite families (those who earn the majority of their incomes outside the province and pay little or no income tax in BC). Non-exempt properties will be taxed at various rates depending on the resident status of their owners. Almost all other owners will be exempt, although some properties owned by trusts and partnerships may be taxed.

It should be noted that the City of Vancouver has been allowed by the province to establish its own, separate Vacant Homes Tax program, which is over and above the provincial program. No other municipality has been given permission by the Province to establish a Vacant Homes Tax, and the District of West Vancouver does not have such a program.

The District does not administer or control the SVT program, and can offer limited support to residents seeking information on it. Basically, all enquiries must be referred to the province.

Employer Health Tax

The Employer Health Tax (EHT) is an annual tax of 1.95 per cent on all remuneration paid to employees in the calendar year beginning on January 1, 2019.

Introduced to replace the former provincial Medical Services Plan (MSP), the EHT has added a net cost of \$1.2 million to the District's budget. It should be pointed out that while MSP was paid by both employees and employers via a negotiated agreement, EHT is a payroll tax paid solely by employers.

Long-term Asset Management

Asset management is an increasing concern for municipalities across Canada, with estimates of the Canada-wide deficit ranging from \$141 to \$247 billion dollars. Maintenance of existing assets is a priority to support the sustainability of the District of West Vancouver. Assets maintained at the optimal level are the most cost-efficient. The framework for long-term asset management, which includes the use of asset reserves and applying an asset levy to tackle the long-term asset investment infrastructure funding gap, has been a continued focus of the budget process since 2015.

The District owns more than \$1 billion (replacement cost) in capital assets. These assets are comprised of a broad range of facilities, engineering and transportation infrastructure, equipment and other valuable resources that are necessary in order to provide municipal services in West Vancouver. Utilizing these assets in the most cost-effective way requires regular investments in their maintenance and upkeep. Over the past four years, the District has compiled a comprehensive asset inventory, along with a 20-year maintenance cost projection for each asset and associated asset condition and frequency of usage.

Along with its asset inventory, the District has developed and implemented a comprehensive asset management policy, making capital investments one of the key priorities of the annual budget process. The current asset levy of \$14.5 million is sufficient to fund the optimal maintenance of existing assets going forward, even though incremental funding may be required to pay for the remediation of certain deficiencies that have developed in the past, when the funding of capital assets was below the optimal level. Now that the District has a baseline, asset management discussions in 2019 are shifting to what the appropriate suite of assets should be and the appropriateness of new asset investments for the District of West Vancouver.

1. *Provincial Outlook Economic Forecast: British Columbia—Winter 2019*, The Conference Board of Canada, March 2019
2. *RBC, Provincial Outlook, British Columbia, December 2018*; *BDC, '2019 economic outlook: Canada is in a good place'*
3. *Central 1 Credit Union, Economic Analysis of British Columbia, March 2019*
4. *B.C. Employment & Labour Market Data, Labour Market Statistics, Monthly Highlights, April 2019*
5. *WorkBC, B.C.'s Labour Market Outlook, 2018*
6. *RBC, Provincial Outlook, British Columbia, December 2018*
7. *Statistics Canada, Consumer Price Index by Geography, March 2018 to March 2019*

READERS' GUIDE

This budget document encompasses information from the 2019 annual budget process and the Five-Year Financial Plan bylaw for the period from 2019 through to 2023. The document incorporates best practices recommended by the Government Finance Officers Association (GFOA) of the United States and Canada. The document aims to act as:

- a policy document that sets out financial priorities and issues, and outlines the financial policies that will guide the development of the plan
- a financial plan that identifies historical and projected revenues (and their sources) and expenditures for both operating and capital, as well as the rate-setting mechanisms for all funds
- an operations guide that helps staff manage the day-to-day operations of the District by documenting the policies, organizational framework, goals, milestones and resources that are available to provide services to the community
- a communications device that provides contextual and statistical data, along with other summary information, to enable an understanding of the budget process and the basis for the priorities and choices contained in the final Five-Year Financial Plan

THE MATERIAL IS ORGANIZED INTO THE FOLLOWING BROAD SECTIONS:

1. Completed Five-Year Financial Plan, Fund & Reserve Balances	13
The highlights of the budget and the detailed impact to residents by way of tax and other rate increases/decreases along with a consolidated financial plan and fund/reserve projections.	
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An overview of the District of West Vancouver and its history, along with its governing structure.	
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The planning processes within which the District's priorities, objectives and policies are formed.	
4. Financial Planning Framework	51
The process, timing, principles and underlying assumptions of the current-year budget cycle. Important issues that drive municipal costs and recent and projected trends in the District's revenues and expenses. Service level choices are the adjustments made to the budget at each stage of the current process, from initial preparation, to the first formal draft, to final responses relative to residents' comments and Council discussion.	
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Additional details on individual general fund operating departments, staffing and budgets, divisional capital requests, key performance indicators, service level statistics and an accounting of the increase or decrease in net expenditures from year to year. This section also provides details of past year's accomplishments to support Council's Strategic Goals, notable operational accomplishments and plans for the upcoming year's initiatives to support Council's Strategic Goals and operational goals.	
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This section presents the Five-Year Capital Plans for all funds. This section discusses the general approach to capital, principles that guide planning and the detailed projects proposed in each fund.	
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This section presents an overview, namely of the Five-Year Financial Plan and budget highlights, for each of the other funds maintained by the District.	
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The glossary defines terms that are either technical in nature or have a unique meaning for the District.	





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2019 BUDGET HIGHLIGHTS

The 2019 budget incorporates a 3.95 per cent increase in property taxes. The property tax rate increase is allocated in the budget as follows:

	%	(\$000's)
capital	1.76%	\$1,232
operations	2.19%	\$1,534
final tax rate adjustment	3.95%	\$2,766

Highlights of the 2019 budget include the following:

- over the past several years, the District of West Vancouver has experienced substantial development and permit revenue driven by the housing renovation and new construction market. The introduction of the provincial Speculation and Vacancy Tax, along with the provincial Additional School Tax, has impacted the housing market, slowing sales of existing properties and introducing greater risk into the market. This has impacted the market for new housing, and the District is starting to see a slowdown effect on permit requests. The 2019 budget has included a conservative outlook for these revenues by holding the permit revenue budget at the 2018 amount.
- the provincial Employer Health Tax (EHT), introduced to replace the former provincial Medical Services Plan (MSP), has added a net cost of \$1.239 million to the District's budget. It should be pointed out that while MSP was paid by both employees and employers via a negotiated agreement, EHT is a payroll tax paid solely by employers.
- a 1.76 per cent increase to the asset levy has been incorporated to close the asset investment infrastructure funding gap. The budget now will provide \$14.5 million annually to maintain and replace assets at the optimal level based on long-term asset management plans.

Change analysis

	%	\$000's	explanation
REVENUE			
new construction	1.43%	\$1,004	new taxation dollars from development
investment income	1.85%	\$1,295	due to new investment policy and strategy
revenue increase	3.28%	\$2,299	
EXPENSES			
salaries	2.06%	\$1,439	net impact of collective agreement provisions, step adjustments, reorganization changes and additional labour requests
employer health tax	1.77%	\$1,239	provincial Employer Health Tax, incremental cost
non-labour costs	1.05%	\$739	external cost pressures (hydro rate increases, contractual increases, exchange rate impact) and increases in operating initiatives aligned with Council priorities; offset by some operating efficiency savings
revenue reductions	0.21%	\$148	revenues in Parks, Culture & Community Services are falling from previous years' due to competition from the new Delbrook Recreation Centre in the District of North Vancouver. Corresponding expense reductions have been made where possible.
transfer to capital	0.38%	\$267	transferred to asset reserves
asset levy	1.76%	\$1,232	transferred to asset reserves
expenditure increase	7.24%	\$5,065	
APPROVED TAX INCREASE	3.95%	\$2,766	

IMPACTS TO RESIDENTS

Property Taxes

Property taxes in British Columbia are calculated by multiplying the tax rate by the property's assessed value. Tax rates for municipal taxes are determined by Council. Property assessed values are determined annually by the BC Assessment Authority based on fair market values as of the previous July 1. This means that 2019 property assessed values are based on fair market values as of July 1, 2018. When Council sets tax rates for municipal services, changes in the overall property assessed values are taken into consideration. If the overall property assessed values in the community have increased, the rates are adjusted downward to factor out that average increase. What this means is that, on average, taxes are not affected by increases in assessed values.

However, there are two other factors affecting taxes. First, Council may decide to collect more taxes. The rate will then be adjusted upwards to reflect this increase. Secondly, a particular property's assessed value may increase by either more or less than the average increase. Rates are adjusted for the average increase, but properties where values increase more than the average will see taxes shift onto them from properties where the increase was less than the average.

In 2017, in West Vancouver, the changes in property assessed values were much greater in some neighbourhoods than others, resulting in tax shifts between neighbourhoods. In 2018, in contrast, the overall percentage change in values for all residential properties taken as a whole was less than two per cent. However, the change in value for strata properties was 16 per cent. This caused taxes to generally shift from single detached properties onto the strata properties. In 2019, average assessments declined by 9.4 per cent overall, with no noticeable shifts.

Utility User Fees

Utility user fees in water and sewer were approved by Council in September 2018 and are included in the Five-Year Financial Plan.

Water user rates are based on cubic metres of consumption, with quarterly billings based on monthly meter readings. The sewer user rate shadows water consumption and is adjusted for outdoor water use that does not enter the sewer system. The cost to individual users depends on the extent to which conservation practices are followed. The user rate increases will result in the following median single-family household costs:

- **water user rate:** \$695, reflecting an increase of \$63 over 2018
- **sewer user rate:** \$1041, reflecting an increase of \$102 over 2018

Solid waste and recycling fees are set at a flat rate, with additional charges for garbage pickup in excess of an established base level. For 2019, the annual flat rate user fee for a single-family household is \$198, reflecting a decrease of \$2 from 2018.

2017 marked 10 years since the introduction of metered utility consumption measurement and billing in the District. A comprehensive rate review based on 10 years of metered utility data was completed in 2018 and a new rate structure has been introduced in 2019.

FIVE-YEAR FINANCIAL PLAN: CONSOLIDATED

Schedule A to Bylaw #5016.2019

	Five-Year Financial Plan \$000's				
	2019	2020	2021	2022	2023
SOURCE OF FUNDS					
General Taxation	74,671	76,894	79,058	81,292	83,600
Parcel Taxes	20	4	3	3	3
Fees and Charges	58,646	59,888	61,341	64,844	68,402
Licences and Permits	8,018	8,138	8,260	8,384	8,510
Other Revenue	13,774	13,592	13,395	13,561	13,731
Government Grants	1,055	1,055	1,055	1,055	1,055
External Contributions & Partnerships	1,110	993	530	380	380
Transit Reimbursement	18,122	18,485	18,854	19,232	19,616
Business Improvement Area Levy	500	500	500	500	500
Levies Other Governments	74,000	78,000	82,000	86,000	90,000
	249,915	257,550	264,997	275,251	285,798
Reserves					
Asset Reserves	18,954	18,222	17,095	15,165	19,024
Capital Facilities Fund	7,428	7,142	6,702	5,948	7,455
Capital Infrastructure Reserve Fund	6,320	6,062	5,664	4,984	6,345
Capital Equipment Reserve Fund	3,803	3,667	3,459	3,102	3,816
Operational Reserve	1,403	1,351	1,270	1,131	1,408
Prior Year Committed Funds	13,779	0	0	0	0
Amenity Contributions	22,764	21,686	21,686	21,686	21,686
Land Reserve	1,467	1,417	1,417	1,417	1,417
Endowment Fund	12,998	12,998	12,998	12,998	12,998
Other Reserves	8,116	4,600	5,655	8,795	4,495
Development Cost Charges	9,370	5,400	5,585	5,000	5,000
Water Reserves	2,650	2,654	2,650	2,649	2,677
Sewer Reserves	6,607	6,481	7,481	7,481	6,481
Solid Waste Reserve	3,363	3,188	3,415	3,490	3,556
Cemetery Development Reserve	1,923	1,159	1,159	1,159	1,368
Golf Development Fund	7	7	7	7	7
	101,999	77,813	79,148	79,848	78,709
	351,914	335,363	344,145	355,099	364,507
USE OF FUNDS					
General Government	25,525	23,552	24,185	24,832	25,174
Public Safety	34,723	35,837	36,988	38,177	39,407
Engineering and Transportation	4,937	5,057	5,181	5,307	5,437
Planning and Development Services	5,264	5,413	5,567	5,726	5,889
Recreation and Library	25,169	25,832	26,514	27,215	27,936
General Fund Capital	33,647	27,621	19,636	16,961	17,528
Provision for Reserve Expenditures	46,917	46,917	46,917	46,917	46,917
Cemetery	2,998	2,270	2,209	2,269	2,638
Golf	965	978	991	1,004	1,017
Transit	18,122	18,485	18,854	19,232	19,616
Water	17,419	18,195	18,946	19,297	19,939
Sewer	28,066	26,347	29,611	31,835	32,838
Solid Waste	10,178	8,388	6,953	7,028	7,094
Business Improvement Area Levy	500	500	500	500	500
Levies Other Governments	74,000	78,000	82,000	86,000	90,000
	328,432	323,392	325,053	332,299	341,930
Debt Service					
Debt Principal	1,027	1,027	1,027	1,027	1,027
Debt Interest	1,274	1,274	1,274	1,274	1,274
	2,302	2,302	2,302	2,302	2,302
Transfers to Reserves					
Asset Reserves	14,500	14,535	14,535	14,535	14,535
Endowment Fund	404	408	413	417	422
Water Reserves	329	637	715	987	1,548
Sewer Reserves	1,907	595	24	398	547
Cemetery Development Reserve	0	91	158	155	0
Other Transfers	4,041	4,029	4,018	4,006	3,993
	21,181	20,295	19,862	20,498	21,045
	351,914	345,989	347,216	355,099	365,276
SHORTFALL					
	0	-10,626	-3,071	0	-769

Note: Based on currently projected requirements for maintenance, repairs and renewal of assets, there will be a shortfall in funding in 2020, 2021 and 2023. A strategy will need to be developed to address this funding deficit.

REVENUE/TAX DISTRIBUTION: OBJECTIVES & POLICIES

Five-Year Financial Plan Bylaw #5016.2019: Schedule B

The *Community Charter* requires, as part of the consideration and adoption of the Five-Year Financial Plan, the disclosure of municipal objectives and policies regarding each of the following:

- the proportion of total revenue proposed to come from property taxes, parcel taxes, fees, other sources and proceeds of debt
- the distribution of property taxes among the property classes
- the use of permissive tax exemptions

The District of West Vancouver's financial planning objectives and policies can be summarized as:

- user pay is a focus within the District and is maximized where appropriate
- erosion of the assessment base through permissive exemptions is minimized wherever possible
- although property taxation is by far the largest proportion of ongoing revenues, annual rate increases are a revenue of last resort in order to balance budgets
- in order to encourage small business, business property tax class multiples in West Vancouver shall remain among the lowest in Metro Vancouver

Fund Structure

West Vancouver's financial framework is organized around several high-level functional units, called 'funds.' Each fund is a stand-alone business entity that engages in specific service activities and has its own revenues, expenditures, reserves and capital program. Each fund also has its own particular approach to budgeting and rate setting.

The General Fund encompasses all activities not assigned to a specific stand-alone fund. The General Fund has a diverse range of operating and capital activities which include General Government, Public Safety, Engineering & Transportation, Planning & Development Services, and Recreation and Library. It is within this fund that property tax rates are determined as they are the most significant revenue source for the provision of services.

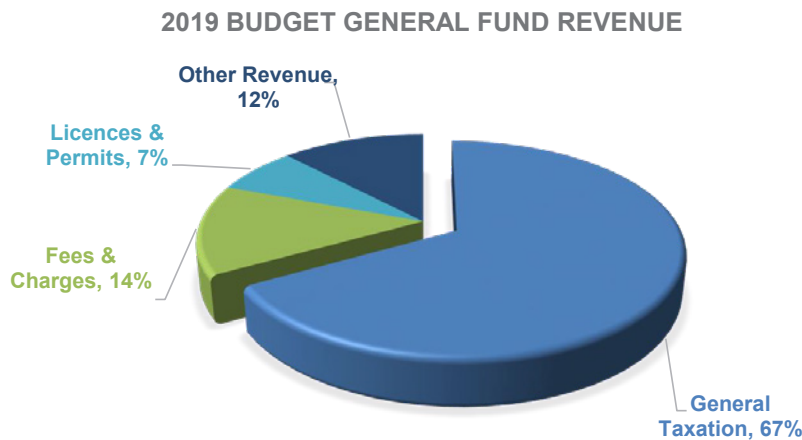
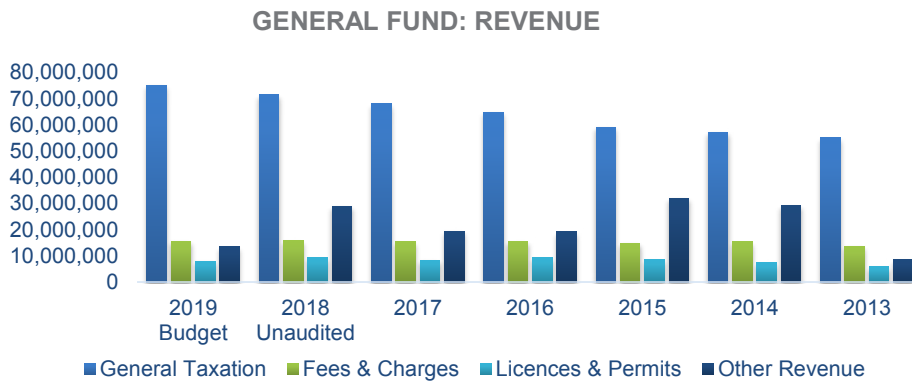
Utility funds comprise the Water Utility, the Sewer & Drainage Utility and the Solid Waste Funds. The Water Utility Fund supplies all residents with potable water on a metered user-pay basis. The Sewer & Drainage Utility Fund provides for the collection and treatment of liquid waste on a user-pay basis. The Solid Waste Fund administers the garbage and recycling contracts on a user-pay basis.

Other stand-alone funds include the Cemetery Fund, the Golf Fund and the Blue Bus Transit operation. The Capilano View Cemetery also operates on a stand-alone basis, with a user rate structure sufficient to fund all expansions and improvements through the Cemetery Fund. Ambleside Par 3 and Gleneagles Golf Course are self-contained businesses that generate a bottom line sufficient to fund golf course operations from the Golf Fund. The Blue Bus service is operated on a contract basis for TransLink, which sets service levels, establishes budgets and reimburses all costs.

REVENUE & PROPERTY TAXATION POLICIES

Revenue Sources

The following charts indicate the trend and relative distribution of each of the District’s major ongoing general revenue sources for the General Fund, excluding transfers in from operating reserves. Funding sources for the annual capital program are not presented here. The significance of property taxation to the District’s operations, as well as the relative stability of the proportions year over year, is illustrated below.



All revenue sources are reviewed annually for potential rate adjustments. In the case of Sewer, Water and Solid Waste utilities, annual user rates are established to cover all operating, capital and debt service costs.

For the other stand-alone funds, such as Golf and Cemetery, user rate structures are established that are sufficient to cover all current costs and to provide development funds for future planned capital replacement and expansions.

Fees and charges in the General Fund are reviewed annually within the context of:

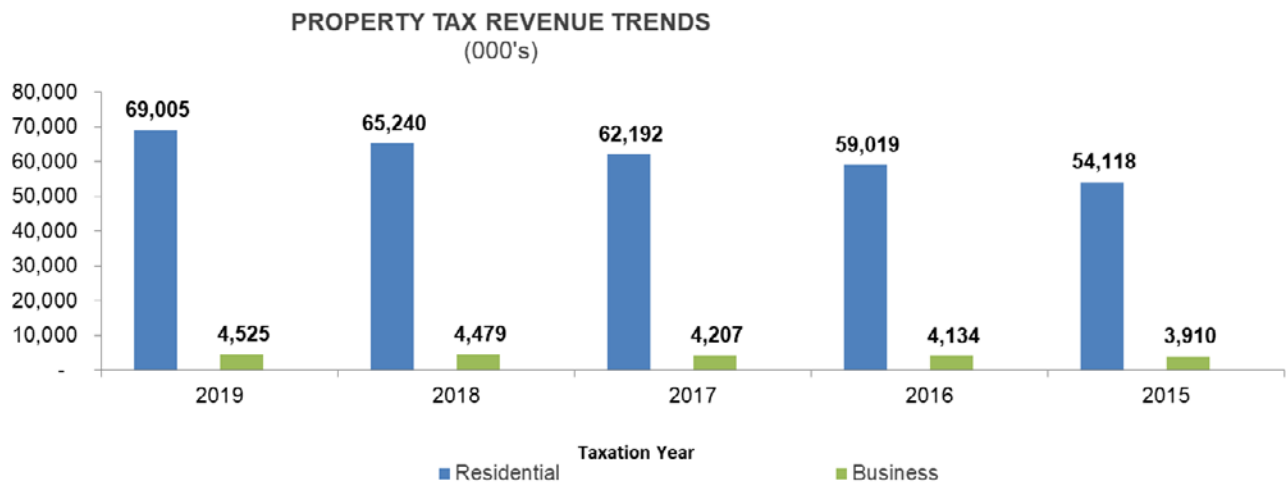
- costs involved in providing a service
- program participation objectives
- special consideration for youth and seniors
- rates as compared to surrounding municipalities
- targeted recovery rates for recreational facilities
- ensuring that new developments pay their own way

The application of user-pay principles is based on the Government Finance Officers Association (GFOA) recommended best practices, feedback from residents and is in accordance with Council's direction. In addition, grants and other contributions, including partnerships, are pursued wherever possible. Property tax increases are considered a revenue of last resort after all other revenue sources have been maximized in order to balance budgets.

Property Taxation

Property taxation is the District's most significant revenue source. Residential properties make up 97 per cent of the assessed values and contribute 93 per cent of the property taxes. Business properties contribute approximately six per cent of property taxes with other property types contributing less than one per cent.

The following chart represents the five-year trend in taxation revenues, from 2015 to 2019, and illustrates that residential taxation is the most significant source of revenue for the District at 93 per cent of the 2019 total.



The increase in general taxation for 2015 to 2018 is primarily due to the implementation of an asset levy for maintenance of the District's capital assets.

Residential & Business Class Property Taxation

The extent to which the business class is taxed at rates greater than the residential class rate is commonly called the Business Class Rate Multiple. In West Vancouver, that multiple has always been kept low in order to encourage small business. A survey of business class property taxation within Metro Vancouver municipalities for 2018 (see chart to the right) indicates that West Vancouver's tax rate multiple is the lowest among comparable municipalities in the region.

RESIDENTIAL & BUSINESS CLASS PROPERTY TAXATION SURVEY

Metro Vancouver municipalities

	RESIDENTIAL			BUSINESS			TAX MULTIPLE
	Assessment	Tax Rate	Tax Dollars	Assessment	Tax Rate	Tax Dollars	
Coquitlam	\$ 46,906,972,055 89.54%	2.0220	\$ 94,845,897 65.47%	\$ 4,841,543,201 9.24%	8.8663	\$ 42,926,574 29.63%	4.38
Burnaby	\$ 85,564,982,198 81.43%	1.5063	\$ 128,886,533 49.27%	\$ 16,599,205,197 15.80%	6.3109	\$ 104,755,924 40.05%	4.19
New Westminster	\$ 19,139,612,253 87.60%	2.5071	\$ 47,984,922 61.78%	\$ 2,428,343,404 11.11%	10.4278	\$ 25,322,279 32.60%	4.16
Vancouver	\$ 339,880,080,731 82.48%	1.2439	\$ 422,787,029 53.28%	\$ 68,780,766,776 16.69%	5.0302	\$ 345,980,325 43.60%	4.04
North Vancouver City	\$ 20,800,538,231 85.54%	1.6834	\$ 35,015,418 56.60%	\$ 3,225,841,700 13.27%	6.4785	\$ 20,898,680 33.78%	3.85
Port Coquitlam	\$ 15,231,040,883 84.49%	2.4401	\$ 37,165,263 58.01%	\$ 2,182,917,701 12.11%	9.1630	\$ 20,002,075 31.22%	3.76
Langley District	\$ 37,444,463,796 86.02%	2.1741	\$ 81,408,009 62.57%	\$ 4,078,396,444 9.37%	8.1502	\$ 33,239,747 25.55%	3.75
North Vancouver District	\$ 43,654,583,031 92.00%	1.5926	\$ 69,522,106 68.91%	\$ 3,059,771,200 6.45%	5.5992	\$ 17,132,149 16.98%	3.52
Pitt Meadows	\$ 4,431,635,625 84.76%	2.7452	\$ 12,165,726 58.62%	\$ 615,280,778 11.77%	9.3294	\$ 5,740,200 27.66%	3.40
Delta	\$ 31,095,435,331 81.30%	2.3170	\$ 72,048,124 52.16%	\$ 4,130,686,709 10.80%	7.7991	\$ 32,215,639 23.32%	3.37
Surrey	\$ 131,373,245,361 87.50%	1.8060	\$ 237,261,395 68.14%	\$ 15,443,063,619 10.29%	5.9532	\$ 91,935,955 26.40%	3.30
Maple Ridge	\$ 21,027,290,153 92.68%	2.9961	\$ 62,999,864 78.46%	\$ 1,306,484,430 5.76%	9.8429	\$ 12,859,596 16.02%	3.29
Richmond	\$ 80,530,838,248 80.66%	1.5152	\$ 122,023,547 56.19%	\$ 15,848,532,643 15.87%	4.8344	\$ 76,618,146 35.28%	3.19
Langley City	\$ 5,196,077,803 74.20%	2.4854	\$ 12,914,332 47.92%	\$ 1,592,008,107 22.73%	7.6775	\$ 12,222,642 45.35%	3.09
Port Moody	\$ 11,096,828,822 90.93%	2.4729	\$ 27,441,348 65.13%	\$ 864,615,706 7.08%	6.9255	\$ 5,987,896 14.21%	2.80
West Vancouver	\$ 52,061,252,030 97.44%	1.2532	\$ 65,243,161 93.11%	\$ 1,293,700,100 2.42%	3.4299	\$ 4,437,262 6.33%	2.74

High	4.38
Median	3.46
Average	3.55
Low	2.74

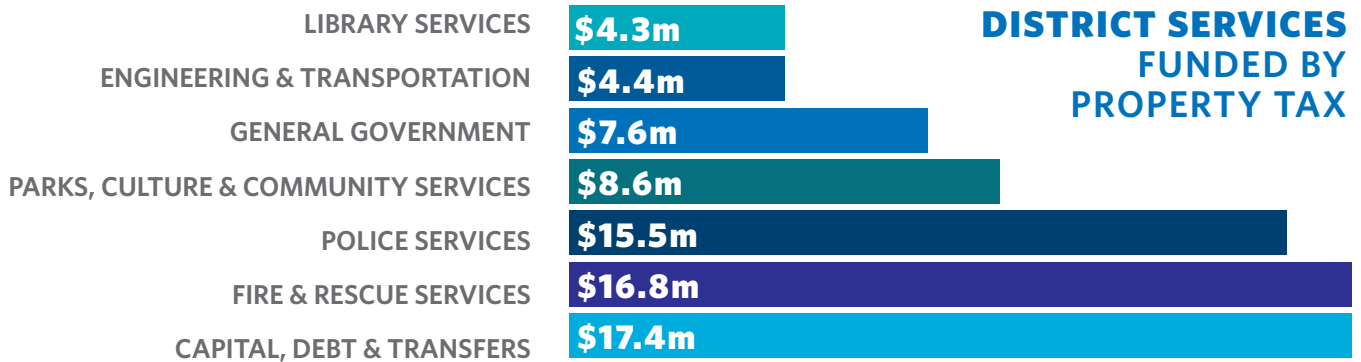
Permissive Tax Exemptions

The *Community Charter* makes provisions for exempting, at Council's discretion, certain categories of property from taxation. In West Vancouver, such exemptions have been tightly controlled in order to constrain erosion of the assessment base. Current policy allows for exemptions only for:

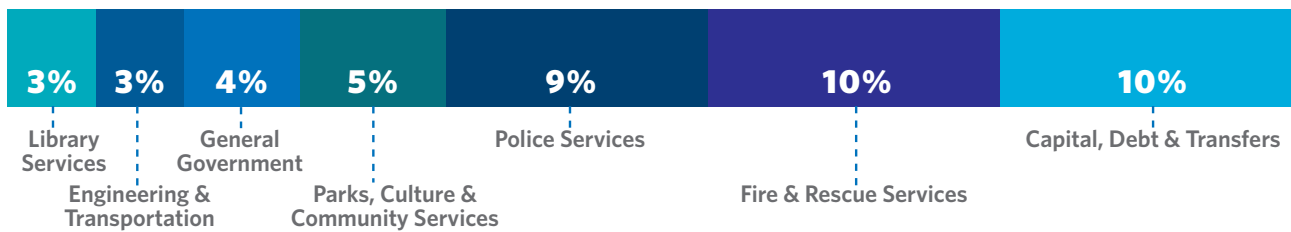
- non-profit organizations
- land surrounding buildings for public worship and other necessary ancillary buildings.

These limited allowable exemptions are estimated to amount to \$212,100 of foregone taxation revenues for 2019.

WHERE DO YOUR TAX DOLLARS GO?



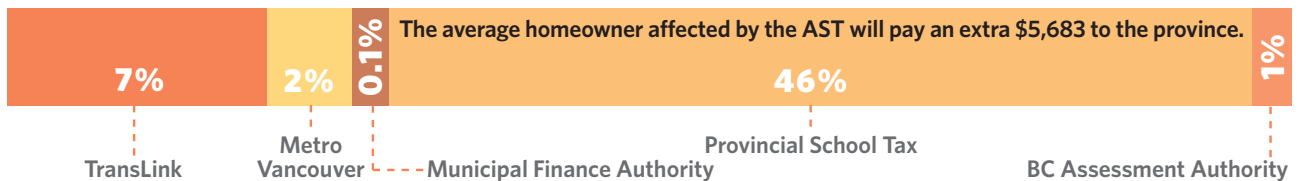
44% OF YOUR TAXES FUND SERVICES PROVIDED BY THE DISTRICT



The 2019 budget provides for a 3.95 per cent increase in property taxes to continue the implementation of an asset levy (1.76 per cent) and to fund the net increase in operating costs (2.19 per cent).

The asset levy supports the maintenance of asset reserves that are required to address infrastructure renewal and replacement. The District owns over \$1 billion in assets that require ongoing maintenance and replacement. For many years, funding has not sufficiently met the infrastructure maintenance and replacement needs of the municipality and, as a result, much of the infrastructure has not been maintained properly. Most municipalities across Canada face the same challenge and many have been proactive in focusing their attention on long-term asset management in recent years.

56% OF YOUR TAXES ARE COLLECTED ON BEHALF OF OTHER AUTHORITIES



The total amount of your tax bill also includes amounts collected on behalf of other taxing authorities. In accordance with provincial legislation, municipalities must collect tax on behalf of the provincial government for school taxes, TransLink, Metro Vancouver, BC Assessment Authority and Municipal Finance Authority. The District has no ability to influence the rates charged by other authorities.

TransLink: 604-953-3333 | Provincial School Tax: 250-387-0555 | BC Assessment Authority: 1-866-825-8322
 Metro Vancouver: 604-432-6200 | Municipal Finance Authority: 250-383-1181

FUND STRUCTURE

The District's financial framework is organized around several high-level functional units, called funds. Each fund is a stand-alone business entity that engages in specific service activities and has its own particular revenues, expenditures, reserves and capital program. Each fund also has its own particular approach to budgeting and rate-setting.

GENERAL FUND

The General Fund encompasses all activities not assigned to a specific stand-alone fund.

This fund has a diverse range of service activities: administration and support to Council, public safety, recreation, culture, community planning, business regulation, traffic, roads, parks and environment.

It is within this fund that property tax rates are determined, as the most significant revenue source to provide these services.

UTILITY FUNDS

WATER UTILITY FUND

This fund supplies all residents with potable water on a metered user-pay basis.

User rates are established in a separate rate setting exercise in late fall.

SEWER & DRAINAGE UTILITY FUND

This fund deals with collection and treatment of liquid waste, on a user-pay basis.

User rates are established in a separate rate setting exercise in late fall.

SOLID WASTE & RECYCLING FUND

This fund administers the garbage & recycling contracts on a user-pay basis.

User rates are established in a separate rate setting exercise in late fall.

OTHER STAND-ALONE FUNDS

CEMETERY FUND

Capilano View Cemetery operates on a stand-alone basis, with a user rate structure sufficient to fund all expansions & improvements.

GOLF FUND

Ambleside Par 3 and Gleneagles Golf Course are self-contained businesses where user fees cover operating expenditures.

BLUE BUS TRANSIT FUND

The Blue Bus service is operated on a contract basis for TransLink, which sets service levels, establishes the budget and reimburses all costs.

SUPPLEMENTAL SCHEDULE: GENERAL FUND CAPITAL

	Five-Year Financial Plan \$000's				
	2019	2020	2021	2022	2023
REVENUE SOURCES					
External Borrowing	0	0	0	0	0
Grants and Partnerships	1,110	993	530	380	380
	<u>1,110</u>	<u>993</u>	<u>530</u>	<u>380</u>	<u>380</u>
TRANSFERS FROM RESERVES					
Asset Reserves	16,310	15,577	14,450	12,521	16,379
Capital Facilities Fund	6,371	6,085	5,645	4,891	6,399
Capital Infrastructure Reserve Fund	5,752	5,494	5,096	4,416	5,777
Capital Equipment Reserve Fund	3,016	2,880	2,672	2,315	3,029
Operational Reserve	1,170	1,118	1,037	898	1,175
Prior Year Committed Funds	13,779	0	0	0	0
Amenity Contributions	1,078	0	0	0	0
Land Reserve	0	0	0	0	0
Endowment Fund	0	0	0	0	0
Other Reserves	1,000	25	1,000	4,060	0
Development Cost Charges	370	400	585	0	0
	<u>32,537</u>	<u>16,002</u>	<u>16,035</u>	<u>16,581</u>	<u>16,379</u>
	<u>33,647</u>	<u>16,996</u>	<u>16,565</u>	<u>16,961</u>	<u>16,759</u>
CAPITAL EXPENDITURES					
Information Technology	2,131	905	850	850	900
Equipment	1,779	1,215	1,464	1,267	3,558
Vehicle Fleet	1,899	1,520	1,781	816	794
Facilities	10,713	14,988	4,782	3,542	5,191
Grounds and Parks	4,763	3,417	4,890	5,610	2,110
Transportation Infrastructure	12,362	5,575	5,870	4,875	4,975
	<u>33,647</u>	<u>27,621</u>	<u>19,636</u>	<u>16,961</u>	<u>17,528</u>
SHORTFALL	<u>0</u>	<u>-10,626</u>	<u>-3,071</u>	<u>0</u>	<u>-769</u>

Based on projected maintenance, repairs and renewal of assets, there will be a shortfall in funding in 2020, 2021 and 2023.

Strategies to address this funding deficit may include postponement of some critical asset replacement if no additional funding can be found.

SUPPLEMENTAL SCHEDULE: UTILITIES

	Five-Year Financial Plan \$000's				
	2019	2020	2021	2022	2023
WATER UTILITY					
Revenue					
User Fees	15,379	16,447	17,262	17,867	19,019
Meter Rental Charges	510	510	510	510	510
Micro Power Generation	18	18	18	18	18
Equipment Recovery	142	149	154	158	163
Other Revenue	27	32	45	59	79
Transfer from Asset Maintenance Reserve	0	4	0	0	27
	<u>16,076</u>	<u>17,160</u>	<u>17,989</u>	<u>18,612</u>	<u>19,816</u>
Expenditure					
GVWD Water Purchases	4,235	4,580	4,952	5,365	5,812
System Operating	4,808	4,898	4,989	5,081	5,176
System Replacements	4,500	4,800	4,896	4,994	5,094
Equipment Replacement	208	250	442	190	190
Debt Service	1,996	1,996	1,996	1,996	1,996
Transfer to Operating Reserve	329	637	715	987	1,548
	<u>16,076</u>	<u>17,160</u>	<u>17,989</u>	<u>18,612</u>	<u>19,816</u>
SEWER UTILITY					
Revenue					
User Fees	19,184	20,276	21,962	24,556	26,705
Equipment Recovery	137	137	137	137	137
Other Revenue	46	48	56	60	62
Development Cost Charges	4,000	0	0	0	0
Transfer from Asset Maintenance Reserve	126	0	1,000	1,000	0
	<u>23,492</u>	<u>20,460</u>	<u>23,154</u>	<u>25,752</u>	<u>26,903</u>
Expenditure					
¹ GVSDD Levy	6,795	8,277	10,603	12,585	13,340
Administration Charge	370	370	370	370	370
Sanitary Operating	1,711	1,746	1,781	1,816	1,853
Storm Operating	885	903	921	940	958
Capital Program	11,560	8,480	9,400	9,588	9,780
Equipment Replacement	263	90	55	55	55
Transfer to Asset Maintenance Reserve	1,907	595	24	398	547
	<u>23,492</u>	<u>20,460</u>	<u>23,154</u>	<u>25,752</u>	<u>26,903</u>
SOLID WASTE					
Revenue					
User Fees Solid Waste	3,174	3,174	3,174	3,174	3,174
User Fees Recycling	2,908	1,652	352	352	352
Sales	734	373	12	12	12
Transfer from Solid Waste Reserve	296	121	348	423	489
	<u>7,111</u>	<u>5,320</u>	<u>3,886</u>	<u>3,961</u>	<u>4,027</u>
Expenditure					
Waste (Garbage & Organics)	2,589	2,632	2,681	2,723	2,766
Public Realm Waste	908	835	872	898	914
Recycling Collection & Processing	3,594	1,853	333	340	347
Capital	20	0	0	0	0
	<u>7,111</u>	<u>5,320</u>	<u>3,886</u>	<u>3,961</u>	<u>4,027</u>

Note:

¹ Includes projected costs for North Shore Wastewater Treatment Plant.

SUPPLEMENTAL SCHEDULE: OTHER FUNDS

	Five-Year Financial Plan \$000's				
	2019	2020	2021	2022	2023
GOLF					
Revenue					
Golf Fees	904	913	925	938	952
Clubhouse Rentals	54	58	58	58	58
	<u>958</u>	<u>971</u>	<u>984</u>	<u>997</u>	<u>1,010</u>
Expenditure					
Pro Shop and Management	170	172	174	177	179
Operations and Maintenance	689	699	709	720	731
Debt Service	100	100	100	100	100
	<u>958</u>	<u>971</u>	<u>984</u>	<u>997</u>	<u>1,010</u>
CEMETERY					
Revenue					
User Fees	932	1,025	1,025	1,076	1,076
Interest Revenue	141	176	182	188	194
External Revenue	2	0	0	0	0
Transfer from Cemetery Development Reserve	764	0	0	0	208
	<u>1,839</u>	<u>1,201</u>	<u>1,207</u>	<u>1,265</u>	<u>1,479</u>
Expenditure					
Operations	523	534	544	555	566
Sales and Use Costs	170	174	177	181	184
Administration Charge	179	179	179	179	179
Capital Program	967	225	150	195	550
Transfer to Cemetery Development Reserve	0	91	158	155	0
	<u>1,839</u>	<u>1,201</u>	<u>1,207</u>	<u>1,265</u>	<u>1,479</u>
TRANSIT					
Revenue					
Transit Reimbursement	<u>18,122</u>	<u>18,485</u>	<u>18,854</u>	<u>19,232</u>	<u>19,616</u>
Expenditure					
Administration	1,715	1,750	1,784	1,820	1,857
Operations	11,382	11,609	11,842	12,078	12,320
Maintenance	5,025	5,126	5,228	5,333	5,439
	<u>18,122</u>	<u>18,485</u>	<u>18,854</u>	<u>19,232</u>	<u>19,616</u>

SUPPLEMENTAL SCHEDULE

Provisional Reserve Transfers and Expenditures

	Five-Year Financial Plan \$000's				
	2019	2020	2021	2022	2023
SOURCE OF FUNDS					
General Fund					
Asset Reserves	2,645	2,645	2,645	2,645	2,645
<i>Capital Facilities Fund</i>	1,057	1,057	1,057	1,057	1,057
<i>Capital Infrastructure Reserve Fund</i>	568	568	568	568	568
<i>Capital Equipment Reserve Fund</i>	787	787	787	787	787
<i>Operational Reserve</i>	233	233	233	233	233
Amenity Contributions Fund	21,686	21,686	21,686	21,686	21,686
<i>Non-Restricted</i>	10,000	10,000	10,000	10,000	10,000
<i>Restricted</i>	6,419	6,419	6,419	6,419	6,419
<i>Affordable Housing</i>	5,267	5,267	5,267	5,267	5,267
Land Reserve Fund	1,417	1,417	1,417	1,417	1,417
Endowment Fund	11,675	11,675	11,675	11,675	11,675
Other Reserves	4,495	4,495	4,495	4,495	4,495
	<u>41,917</u>	<u>41,917</u>	<u>41,917</u>	<u>41,917</u>	<u>41,917</u>
Development Cost Charges	5,000	5,000	5,000	5,000	5,000
Other Funds					
Water Reserve Fund	2,649	2,649	2,649	2,649	2,649
Sewer & Drainage Reserve Fund	6,481	6,481	6,481	6,481	6,481
Solid Waste Reserve Fund	3,067	3,067	3,067	3,067	3,067
Cemetery Development Reserve	1,159	1,159	1,159	1,159	1,159
Golf Development Reserve	7	7	7	7	7
	<u>13,364</u>	<u>13,364</u>	<u>13,364</u>	<u>13,364</u>	<u>13,364</u>
	<u>60,281</u>	<u>60,281</u>	<u>60,281</u>	<u>60,281</u>	<u>60,281</u>
USE OF FUNDS					
Provision for Reserve Expenditures	46,917	46,917	46,917	46,917	46,917
Water	2,649	2,649	2,649	2,649	2,649
Sewer	6,481	6,481	6,481	6,481	6,481
Solid Waste	3,067	3,067	3,067	3,067	3,067
Cemetery	1,159	1,159	1,159	1,159	1,159
Golf	7	7	7	7	7
	<u>60,281</u>	<u>60,281</u>	<u>60,281</u>	<u>60,281</u>	<u>60,281</u>
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

Note:

The District makes extensive use of reserve funds to manage contingent expenditures. These are expenditures, such as snow removal costs, which are likely to happen at some point, but where timing and level of expenditure cannot be predicted. Provisional reserve transfers are included in the financial plan so that if these expenditures arise, they can be funded. Funding is approved by Council resolution.

CHANGE IN FUND BALANCES

	Opening Balance	Budgeted Contributions	Budgeted Expenditures	Closing Balance
General Fund				
Unappropriated Surplus / (Deficit)	(10,646,322)	97,108,507	(96,117,871)	(9,655,686)
Reserve Funds	86,504,174	17,240,025	(34,396,146)	69,348,053
	<u>75,857,852</u>	<u>114,348,532</u>	<u>(130,514,017)</u>	<u>59,692,367</u>
Water Utility				
Unappropriated Surplus / (Deficit)	(8,008,468)	-	-	(8,008,468)
Reserve Funds	2,762,901	4,769,073	(4,882,500)	2,649,474
	<u>(5,245,566)</u>	<u>4,769,073</u>	<u>(4,882,500)</u>	<u>(5,358,993)</u>
Sewer Utility				
Unappropriated Surplus / (Deficit)	2,204,850	-	-	2,204,850
Reserve Funds	6,340,188	11,963,795	(11,822,500)	6,481,484
	<u>8,545,038</u>	<u>11,963,795</u>	<u>(11,822,500)</u>	<u>8,686,334</u>
Solid Waste Utility				
Unappropriated Surplus / (Deficit)	-	7,111,352	(7,111,352)	-
Reserve Funds	3,067,063	-	(295,512)	2,771,551
	<u>3,067,063</u>	<u>7,111,352</u>	<u>(7,406,863)</u>	<u>2,771,551</u>
Golf				
Unappropriated Surplus / (Deficit)	(673,391)	958,443	(958,443)	(673,391)
Reserve Funds	6,789	-	-	6,789
	<u>(666,602)</u>	<u>958,443</u>	<u>(958,443)</u>	<u>(666,602)</u>
Cemetery				
Unappropriated Surplus / (Deficit)	-	1,838,821	(1,838,821)	-
Reserve Funds	2,078,047	46,311	(965,000)	1,159,357
	<u>2,078,047</u>	<u>1,885,132</u>	<u>(2,803,821)</u>	<u>1,159,357</u>
CONSOLIDATED	<u>83,635,831</u>	<u>141,036,326</u>	<u>(158,388,144)</u>	<u>66,284,014</u>

Note:

The District had planned to obtain Municipal Finance Authority debt to fund the construction of the West Vancouver Community Centre, the Eagle Lake Water Treatment Plant and the Gleneagles Clubhouse. Accordingly, the balance to be borrowed had been presented as "Capital to be Financed in Future Years" on the District's Financial Statements. In 2012, a decision was made to fund these projects internally, and the amount that had previously been identified as Capital to be Financed in Future Years was rolled into the District's Unappropriated Surplus.

RESERVE PROJECTIONS

	2019	2020	2021	2022	2023
Capital Facilities Reserve					
Balance, Opening	4,042,985	-	-	-	-
Asset Levy Allocation	6,085,000	6,085,000	6,085,000	6,085,000	6,085,000
Interest Earned	81,124	-	-	-	-
Project Expenditures	(9,152,408)	(15,587,257)	(9,073,695)	(7,776,632)	(7,301,486)
Provision for Reserve Expenditures	(1,056,701)	-	-	-	-
Balance, Closing	-	(9,502,257)	(2,988,695)	(1,691,632)	(1,216,486)
Capital Infrastructure Reserve					
Balance, Opening	5,659,602	-	-	-	-
Asset Levy Allocation	4,090,000	4,090,000	4,090,000	4,090,000	4,090,000
Interest Earned	126,128	-	-	-	-
Project Expenditures	(9,307,657)	(5,493,851)	(5,096,284)	(4,415,803)	(5,776,766)
Provision for Reserve Expenditures	(568,073)	-	-	-	-
Balance, Closing	-	(1,403,851)	(1,006,284)	(325,803)	(1,686,766)
Capital Equipment Reserve					
Balance, Opening	1,726,816	-	343,405	905,279	1,840,508
Asset Levy Allocation	3,220,000	3,220,000	3,220,000	3,220,000	3,220,000
Interest Earned	38,483	3,804	13,830	30,412	43,370
Project Expenditures	(4,198,271)	(2,880,399)	(2,671,956)	(2,315,183)	(3,028,729)
Provision for Reserve Expenditures	(787,028)	-	-	-	-
Balance, Closing	-	343,405	905,279	1,840,508	2,075,148
Operational Reserve					
Balance, Opening	453,541	-	-	18,254	176,926
Asset Levy Allocation	1,055,000	1,055,000	1,055,000	1,055,000	1,055,000
Interest Earned	10,107	-	202	2,162	2,615
Project Expenditures	(1,285,819)	(1,117,842)	(1,036,948)	(898,490)	(1,175,407)
Provision for Reserve Expenditures	(232,829)	-	-	-	-
Balance, Closing	-	(62,842)	18,254	176,926	59,134
SUBTOTAL ASSET RESERVES	-	(10,625,545)	(3,071,446)	-	(768,970)
Endowment Fund					
Balance, Opening	30,322,706	18,404,023	18,404,023	18,404,023	18,404,023
Add-Back Provision	-	11,674,790	11,292,212	10,909,784	10,527,573
Net Rentals/Leases	404,023	408,344	412,729	417,180	421,698
Interest Earned	675,762	532,756	528,520	524,287	520,057
Expenditures	(1,323,678)	(1,323,678)	(1,323,678)	(1,323,678)	(1,323,678)
Provision for Reserve Expenditures	(11,674,790)	(11,292,212)	(10,909,784)	(10,527,573)	(10,145,650)
Balance, Closing	18,404,023	18,404,023	18,404,023	18,404,023	18,404,023
Land Reserve					
Balance, Opening	1,579,061	-	356,211	718,161	1,085,944
Net Proceeds from Land Sales	-	500,000	500,000	500,000	500,000
Interest Earned	35,190	5,600	13,579	21,687	29,925
Acquisition of Land	-	-	-	-	-
Project Expenditures	(197,181)	(149,389)	(151,630)	(153,904)	(156,213)
Provision for Reserve Expenditures	(1,417,071)	-	-	-	-
Balance, Closing	-	356,211	718,161	1,085,944	1,459,656
Amenity Contributions Fund					
Balance, Opening	34,679,726	8,790,181	11,454,409	11,710,988	11,973,314
Developer Contributions	-	2,440,000	-	-	-
Interest Earned	772,861	224,228	256,579	262,326	268,202
Project Expenditures	(4,976,790)	-	-	-	-
Provision for Reserve Expenditures	(21,685,615)	-	-	-	-
Balance, Closing	8,790,181	11,454,409	11,710,988	11,973,314	12,241,516
Operating Reserves ^{various}					
Balance, Opening	5,644,878	80,000	213,248	349,481	165,181
Contributions and Revenues	130,000	210,000	290,000	50,000	130,000
Interest Earned	125,800	3,248	6,233	5,700	5,156
Project Expenditures	(2,620,868)	(80,000)	(160,000)	(240,000)	-
Provision for Reserve Expenditures	(3,199,810)	-	-	-	-
Balance, Closing	80,000	213,248	349,481	165,181	300,337

	2019	2020	2021	2022	2023
Other Reserves <small>various</small>					
Balance, Opening	2,394,860	156,700	478,258	-	-
Contributions and Revenues	337,175	339,526	341,911	344,333	346,791
Interest Earned	53,371	7,033	3,342	-	3,884
Project Expenditures	(1,333,474)	(25,000)	(1,000,000)	(4,060,000)	-
Provision for Reserve Expenditures	(1,295,232)	-	-	-	-
Balance, Closing	156,700	478,258	(176,488)	(3,715,667)	350,675
TOTAL GENERAL FUND	27,430,904	20,280,605	27,934,719	27,912,795	31,987,238
Water Utility Reserve Fund					
Balance, Opening	2,762,901	-	-	-	-
Add-Back Provision	-	2,649,474	2,679,149	-	-
Contributions and Revenues	4,707,500	5,050,000	5,338,000	5,183,920	5,284,000
Interest Earned	61,573	29,674	30,006	-	-
Project Expenditures	(4,882,500)	(5,050,000)	(5,338,000)	(5,183,920)	(5,284,000)
Provision for Reserve Expenditures	(2,649,474)	(2,679,149)	(2,709,155)	-	-
Balance, Closing	-	-	-	-	-
Sewer & Drainage Utility Reserve Fund					
Balance, Opening	6,340,188	-	-	-	-
Add-Back Provision	-	6,481,484	7,155,538	7,260,252	7,744,025
Contributions and Revenues	11,822,500	9,164,800	9,479,300	10,041,000	10,381,500
Interest Earned	141,295	79,254	80,414	85,772	92,854
Project Expenditures	(11,822,500)	(8,570,000)	(9,455,000)	(9,643,000)	(9,835,000)
Provision for Reserve Expenditures	(6,481,484)	(7,155,538)	(7,260,252)	(7,744,025)	(8,383,378)
Balance, Closing	-	-	-	-	-
Solid Waste Reserve Fund					
Balance, Opening	3,067,063	-	-	-	-
Add-Back Provision	-	2,771,551	2,650,160	2,302,126	1,879,508
Contributions and Revenues	-	-	-	-	-
Project Expenditures	(295,512)	(121,391)	(348,035)	(422,618)	(488,718)
Provision for Reserve Expenditures	(2,771,551)	(2,650,160)	(2,302,126)	(1,879,508)	(1,390,790)
Balance, Closing	-	-	-	-	-
TOTAL UTILITIES	-	-	-	-	-
Golf Development Reserve					
Balance, Opening	6,789	-	-	-	-
Contributions and Revenues	-	-	-	-	-
Interest Earned	151	-	-	-	-
Project Expenditures	-	-	-	-	-
Provision for Reserve Expenditures	(6,941)	-	-	-	-
Balance, Closing	-	-	-	-	-
Cemetery Development Reserve					
Balance, Opening	2,078,047	-	-	-	-
Contributions and Revenues	-	90,728	157,528	155,388	-
Interest Earned	46,311	1,016	1,764	1,740	(2,333)
Project Expenditures	(965,000)	-	-	-	(208,312)
Provision for Reserve Expenditures	(1,159,357)	(91,744)	(159,292)	(157,128)	210,645
Balance, Closing	-	-	-	-	-
TOTAL OTHER FUNDS	-	-	-	-	-

Note:

Add-Back Provision: reserve expenditure provisions, if unspent, are carried forward to the following year.

Reserves budget deficits are not carried forward to the following year as reserves cannot be drawn down below zero. The deficits in each year are included to illustrate the mismatch of required investment with available resources. In the first year of the Five-Year Financial Plan, the budget will always be balanced.

CONSOLIDATED BUDGET: THREE-YEAR TREND

2019	2018	2017
Annual Budget	Year End Actual	Year End Actual

CONSOLIDATED REVENUES

General Fund:

General Taxation	75,190,380	71,482,401	68,195,267
Other Revenues & Transfers	41,195,775	56,272,575	45,985,094
General Capital Funding	33,647,458	12,449,903	29,124,800
Provisional Transfers of Reserves	46,917,149	-	-
External Borrowing	-	-	5,694,123
	<u>196,950,761</u>	<u>140,204,879</u>	<u>148,999,284</u>

Utility & Other Funds:

Water Utility Revenues & Transfers	18,725,574	15,414,246	15,866,414
Sewer Utility Revenues & Transfers	29,973,484	16,199,384	16,308,107
Solid Waste Utility Revenues & Transfers	10,178,414	6,809,866	6,701,518
Transit Reimbursements	18,122,273	19,252,447	17,570,414
Golf Fund Revenues & Transfers	965,383	984,093	929,788
Cemetery Fund Revenues & Transfers	2,998,178	1,167,204	962,074
	<u>80,963,307</u>	<u>59,827,239</u>	<u>58,338,315</u>

Tax Levies for Other Governments

74,000,000 63,976,478 65,690,889

TOTAL CONSOLIDATED REVENUES

351,914,068 264,008,597 273,028,488

CONSOLIDATED EXPENDITURES

General Fund:

General Departmental Operating	87,280,905	83,536,286	80,329,164
General Operating Other & Transfers	29,105,249	43,684,951	39,140,115
General Capital Program	33,647,458	12,449,903	29,124,800
Provision for Reserve Expenditures	46,917,149	-	-
	<u>196,950,761</u>	<u>139,671,140</u>	<u>148,594,079</u>

Utility & Other Funds:

Water Utility Operating & Capital	18,725,574	15,414,246	15,866,414
Sewer Utility Operating & Capital	29,973,484	16,199,384	16,308,107
Solid Waste Utility Operating & Capital	10,178,414	6,809,866	6,701,518
Transit Operating	18,122,273	19,252,447	17,570,414
Golf Fund Operating & Capital	965,384	984,093	929,788
Cemetery Fund Operating & Capital	2,998,178	1,167,204	962,074
	<u>80,963,307</u>	<u>59,827,239</u>	<u>58,338,315</u>

Tax Levies for Other Governments

74,000,000 63,976,478 65,690,889

TOTAL CONSOLIDATED EXPENDITURES

351,914,068 263,474,857 272,623,284

CONSOLIDATED SURPLUS

- 533,739 405,204

LONG-TERM DEBT PROJECTIONS

2019	2020	2021	2022	2023
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DEBT PRINCIPAL BALANCES

General Fund

Issued and Outstanding:

Police Services & Municipal Hall - 2016	21,637,081	21,142,622	20,630,856	20,101,179	19,552,963
Police Services & Municipal Hall - 2017	5,451,160	5,324,185	5,193,400	5,058,692	4,919,943
	27,088,241	26,466,806	25,824,256	25,159,871	24,472,906

Water Utility Fund

Issued and Outstanding:

Infrastructure - 2005	879,488	745,218	606,249	462,416	313,548
Universal Metering - 2009	2,402,411	1,958,861	1,497,569	1,017,825	518,891
Eagle Lake Development Plan - 2009	1,372,672	1,258,341	1,139,436	1,015,776	887,169
	4,654,571	3,962,420	3,243,254	2,496,016	1,719,608

Total	31,742,812	30,429,226	29,067,510	27,655,887	26,192,514
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DEBT SERVICE REQUIREMENTS

General Fund

Police Services & Municipal Hall - 2016	1,044,556	1,044,556	1,044,556	1,044,556	1,044,556
Police Services & Municipal Hall - 2017	279,122	279,122	279,122	279,122	279,122
	1,323,678	1,323,678	1,323,678	1,323,678	1,323,678

Water Utility Fund

Infrastructure - 2005	194,262	194,262	194,262	194,262	194,262
Universal Metering - 2009	593,647	593,647	593,647	593,647	593,647
Eagle Lake Development Plan - 2009	189,938	189,938	189,938	189,938	189,938
	977,847	977,847	977,847	977,847	977,847

Total	2,301,524	2,301,524	2,301,524	2,301,524	2,301,524
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DEBT BORROWING CAPACITY

Borrowing capacity is defined in legislation as a function of liability servicing costs, which are determined with reference to prescribed annual revenues. In very general terms, the ceiling on debt servicing costs equals 25 per cent of the prior year's prescribed revenues. In turn, 20 per cent of that amount may be incurred without the assent of electors. The limits on future principal borrowings are then calculated with reference to projected future interest rates and anticipated amortization periods.

Based on 2018 actual and 2019 budget revenues, the District's borrowing capacity is approximately as follows:

	2019		2020	
	Assent Free	Total Capacity	Assent Free	Total Capacity
Liability Servicing Limit	7,494,764	37,473,821	8,034,143	40,170,714
Actual Debt Servicing Costs	2,301,524	2,301,524	2,301,524	2,301,524
Liability Servicing Capacity Available	5,193,240	35,172,297	5,732,619	37,869,190
Estimated Borrowing Capacity, in Millions	57.7	390.8	63.7	420.8



2. West Vancouver Overview

Community Profile 34

West Vancouver: Yesterday & Today 37

Municipal Government Overview 39

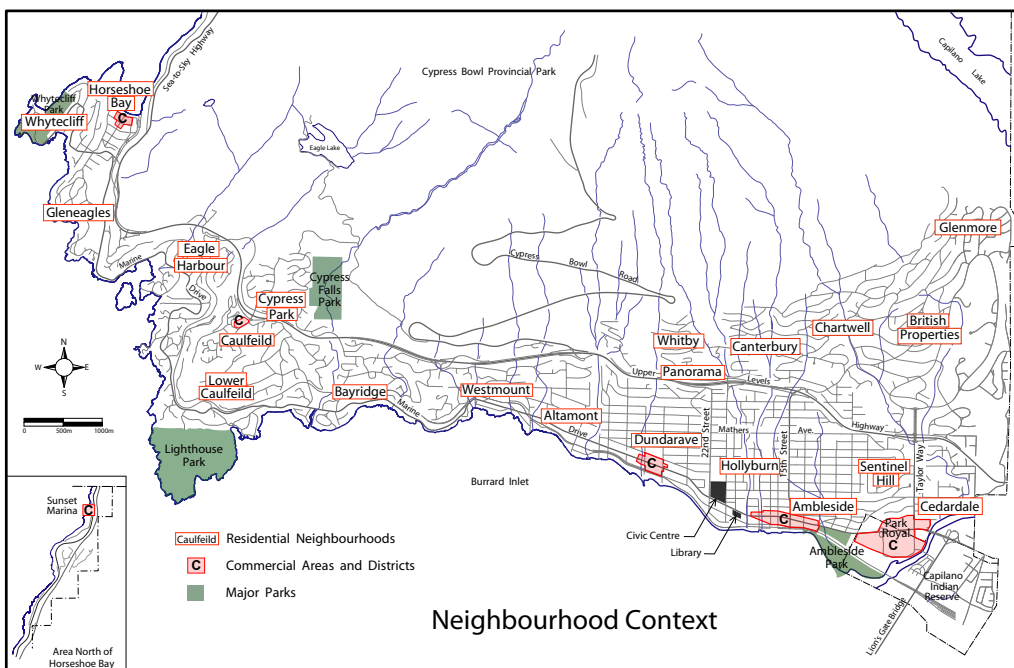
Community Involvement 40

Organizational Chart 43

COMMUNITY PROFILE

West Vancouver is a waterfront community bounded by the mountains to the north, Burrard Inlet and Howe Sound to the south and west, and the Capilano River corridor to the east.

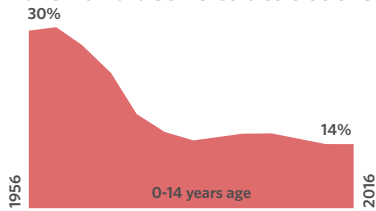
Connections to downtown Vancouver and points east and south from West Vancouver are via the Lions Gate Bridge and through North Vancouver via Highway 1 to the Ironworkers Memorial Bridge. The Upper Levels Highway serves as the major east/west connection to the Horseshoe Bay ferry terminal, Sea to Sky Highway (Highway 99 North) and Whistler to the north, and to the other North Shore municipalities. Marine Drive is the scenic route connecting local neighbourhoods along West Vancouver's waterfront and providing a lower connection to North Vancouver and the Lions Gate Bridge.



COMMUNITY PROFILE

Housing & Neighbourhoods

We have fewer young families and children and desire to attract them



Our residents hope to, but are unable to age in place

33% will move in 5 years
60% pessimistic about staying in West Van

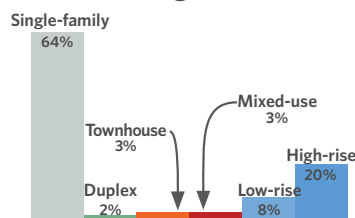
(Vital Signs 2017, West Vancouver Foundation)

Our residents want to live close to amenities

73% parks & trails
55% shops
57% transit
43% schools

(Vital Signs 2017, West Vancouver Foundation)

We have limited housing choices



Our multi-family building stock is aging and need to be regenerated

96% of multi-family units built in the **1960/70s**

We need more rental housing options

0.4% rental vacancy rate (Oct. 2017)
Lowest in the region
 healthy vacancy rate = 2-3%

Local Economy

We have very limited commercial land and tax base

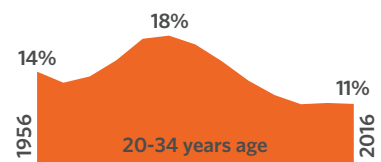
<1% of land is commercial or mixed-use
7% of tax base is commercial

Our jobs base is shrinking



number of jobs per year between 2001-2011

We have a low proportion of young adults in the community to support our local work force

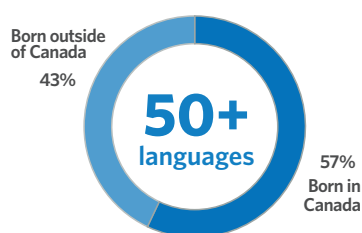


Social Well-being

Our population is aging

28% over 65+ vs. 13% in metro
72% estimated increase by 2041

We are culturally and ethnically diverse



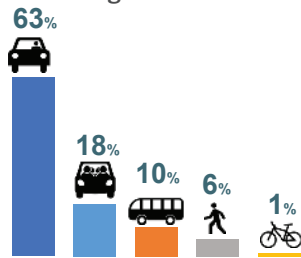
Our local population is in decline

↓0.5% West Vancouver
↑5.0% Regional average

COMMUNITY PROFILE

Transportation & Infrastructure

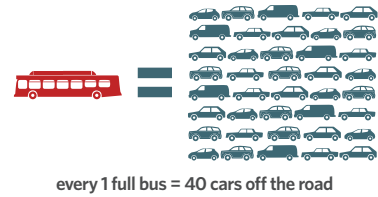
Our residents typically drive to get around



Many of our workers and students commute here



Significant transit investments are occurring

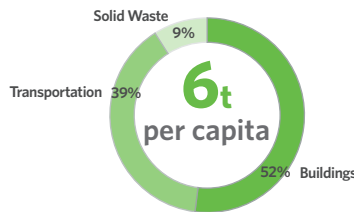


Environment

We value our legacy of stewardship



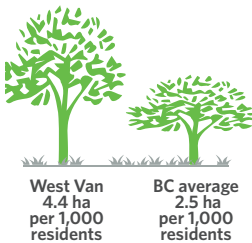
Our per capita GHG emissions are higher than the regional average



We are emitting more GHG over time



Natural assets define our community



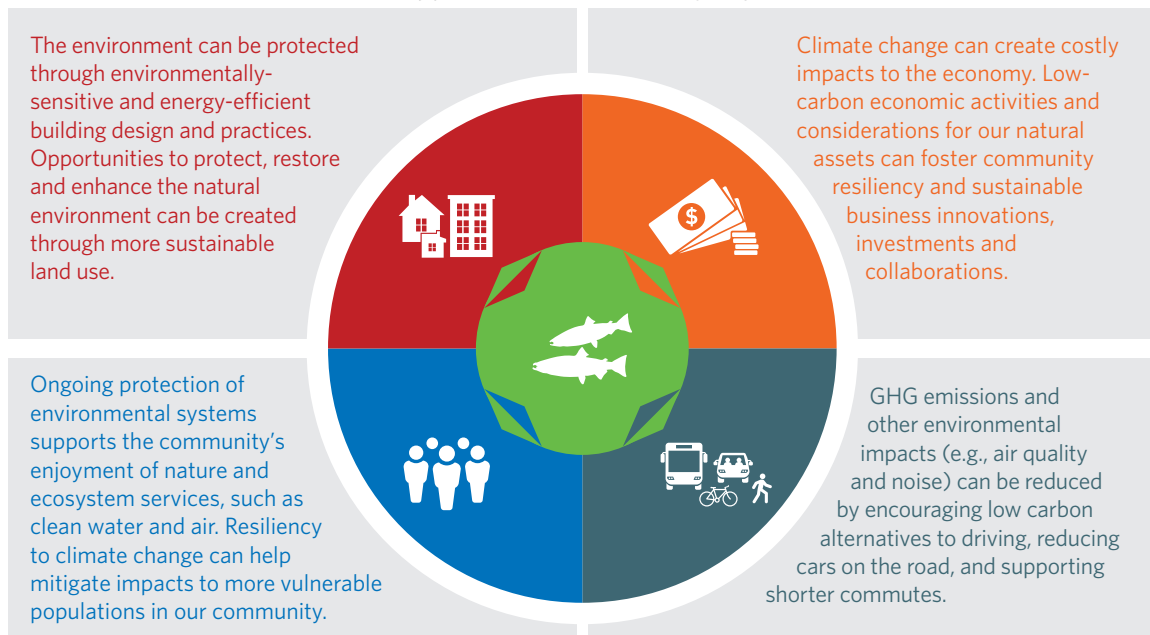
We have an abundance of trails and easy access to nature



Our community enjoys a remarkable supply of parkland



How these environment actions support overall community objectives



* Graphics on pages 35 and 36 are from the District of West Vancouver Official Community Plan.

WEST VANCOUVER: YESTERDAY & TODAY



Chief Joe Matthias at a May Day celebration on May 25, 1936. 179.WVALEY

West Vancouver is located on the traditional and unceded territory of Coast Salish peoples, including the Squamish, Tsleil-Waututh and Musqueam First Nations. Since the incorporation of our municipality in 1912, the District of West Vancouver has grown to become a collection of distinct neighbourhoods set within nature. Together these neighbourhoods form a waterfront community extending along Burrard Inlet from Howe Sound to the Capilano River.

The North Shore mountains define much of our terrain and serve as the backdrop to our community. We share our borders with the District of North Vancouver and the unincorporated area of the regional district.

The Skwxwú7mesh Úxwumixw (Squamish people, villages and community) occupied and governed this territory since time immemorial. The Indigenous village at the mouth of the Capilano River became the Capilano Indian Reserve (Xwemelch'stn) in 1923, a separate legal entity from the District of West Vancouver.

As Vancouver was established in the late 19th century and grew during the 20th century, its residents crossed Burrard Inlet from the city to picnic or camp in West Vancouver. They eventually settled in a string of small self-contained communities, which were oriented to the shoreline and, over time, crept up the mountainside. The natural topography separated the early settlements and eventually came to define West Vancouver's neighbourhoods.

The District of West Vancouver incorporated on March 15, 1912, taking jurisdiction over what had previously been a part of the District of North Vancouver. Apart from logging, the municipality didn't attract much commerce. Determined to turn that into an asset, the first Official Community Plan under the *Town Planning Act* of 1926 banned any new industry and called for building lots that were larger than elsewhere in the Lower Mainland.

That decision attracted a group of British investors led by the Guinness family, which purchased most of the Upper Lands and began to build the British Properties in 1932. The family built the Lions Gate Bridge in the late 1930s to provide the first fixed crossing to Vancouver, and later built the Capilano Golf Course and the north part of Park Royal, one of the first shopping centres in Canada, in the 1950s.

As car ownership became more common after 1945, new neighbourhoods spread across the upper elevations. Altamont is one such neighbourhood, with large lots, mature trees, attractive landscaping and narrow public roads that give its homes the feel of country estates. In 1959, 20 hectares of land were rezoned to permit dozens of



West Vancouver in the summer of 1954. 2150.01.10.DWV

high-density apartment buildings in Ambleside and Hollyburn. The Crescent Apartment, built in 1961, was West Vancouver's first high-rise.

From 1945 to 1975, West Vancouver was a centre of innovative residential design that became known as West Coast Style, which was inspired, to a large extent, by the dramatic landscape and the availability of wood as a building material. Hundreds of West Coast Modern houses were designed by talented architects such as Arthur Erikson, Ron Thom, Charles Edward (Ned) Pratt, Fred Hollingsworth and Barry Downs.

West Vancouver is home to approximately 42,500 people. Within two generations, West Vancouver's demographic profile has shifted from a population of younger families with children, to a more distributed demographic, to the community of today that is primarily older residents. While our community growth rate has fluctuated over time, it has remained relatively low in comparison to the region. This slower growth is related to our aging population, as the community has fewer births and our housing stock has limited options for seniors to downsize or for young families to move here.

Average income levels are higher than in the past, land values have risen dramatically and the population is significantly more diverse. Our community is made up of individuals of diverse background, culture, age, ability, language, socio-economic status, education and religion.

The District continues to have no industry and offers the same attractions that originally drew the first tourists. Our residents enjoy, and are stewards of, many natural features and amenities. We have significant park and conservation areas ranging from shoreline beaches and marinas to hiking trails, cycling and ski areas on Mount Strachan, Black Mountain and Hollyburn Ridge. Extensive Upper Lands wilderness, protected old-growth forests and an array of watercourses contribute to one of the region's highest provisions of parkland per resident.

Ambleside Town Centre is the heart of civic, social, economic and cultural activities in the community. Other notable commercial areas include Park Royal Shopping Centre and Dundarave and Horseshoe Bay Villages. Along with our town and village centres, West Vancouver's many neighbourhoods provide distinct places to live, go to school and enjoy parks or other valued amenities.

These important physical and social characteristics support our community's enjoyment of a high quality of life. Our natural setting has shaped how we have developed and grown over a century, and it will also inform our opportunities and responsibilities as we plan for the future.

MUNICIPAL GOVERNMENT OVERVIEW



The District of West Vancouver is responsible for governing the municipality under the authority of the *Local Government Act* and of the *Community Charter*. The District operates under a Council/CAO system; an elected Council provides policy direction to a professional staff, who then implement Council policy and manage the day-to-day operations of the District. The Mayor is the Chief Executive Officer, chairing regular Council meetings and acting as the key spokesperson between Council and the public.

Here are members of Council who were elected in 2018 and will hold office until October 2022. They are named from left to right: Councillor Marcus Wong, Councillor Sharon Thompson, Councillor Peter Lambur, Mayor Mary-Ann Booth, Councillor Bill Soprovich, Councillor Nora Gambioli and Councillor Craig Cameron.

COMMUNITY INVOLVEMENT

West Vancouver is committed to seeking the advice and tapping into the expertise of residents wishing to contribute to District governance and strategies by serving on boards, committees and working groups.

COMMITTEES

Standing committees of Council are appointed by the Mayor. At least half the members of standing committees must be Council members.

Select committees of Council and advisory committees are appointed by Council. At least one member of a select committee must be a Council member.

2019 Committees and citizen members' names:

Art Museum Advisory Committee

Fiorenza Albert-Howard, Michael Barnes, Diana Becker, Karen Duffek, Harry Greenwood, Bo Helliwell, Rosa Jafari, Desiree LaCas, Fanny Patterson and Massoume Price

Arts & Culture Advisory Committee

Patricia Bowles, Minzhu Cao, Ann Frost, Paddy Macleod, Graham Nicholls, Scott Swan, Deborah Tiffany, Sharon Tsangarakis and Thomas Wardell

Arts Facilities Advisory Committee

Bobbie Burgers, Michael Evans, Eric Fiss, Roz Seyednejad, Paul Tutsch, Jennifer Webb and Jason Wexler

Awards Committee

Amy Badawy, Dolfi Haflovic, Wayne Hansen, Terry Hodgins, Bruce Howlett, Marina Knez and Jason Wright

Community Grants Committee

Thomas Allen, Christine Banham, Lori Cameron, Merv Chia, Brian Hann, Radmila Ionides, Peter Mitchell, Liesje Ryerson, Cathie Sabiston and Alexandra Sawchyn

Community Engagement Committee

Patricia Bowles, Bruce Howlett, Elaine McHarg, Jan Pezarro and Jennifer Roote

Design Review Committee

Frank Ducote, Don Harrison, Jordan Levine, Arno Matis, Jason McDougall, Liane McKenna, Benjamin Nelson, Brad Phillips and Annerieke van Hoek

Finance Committee

David Ayriss, Janine Guenther and Jim MacCallum

Gleneagles Community Centre Advisory Committee

Smita Patel, Judith Berg, Pam Best, Barbara Pettit, Sean Whittall, Scott Hean, Robyn Markham, David Osoba, Alex Doucette, Mitchell Davis, Alf Haley and Mary Jo Campbell

Heritage Advisory Committee

Laura Anderson, Brenda Clark, Michael Geller, Paula Grossman, Paul Hundal, John Mawson and Dana Parr

Lower Caulfeild Advisory Committee

Bo Helliwell, Liane McKenna and Steve Nicholls

Public Art Advisory Committee

James (Jim) Carruthers, Cori Creed, Sue Des Lauriers, Peter Kiss, Sally Michener, David Morton, Patricia Patkau and Don Vaughan

WORKING GROUPS

Working groups tap into the expertise of residents wishing to work on specified projects or issues.

Working groups are chaired by citizens who work to ensure priorities identified by Council receive focused attention.

2019 Working Groups and citizen members' names:

Child Care Services Working Group

Yilu Chen, Polly Evenden, Fran Jones, Lesley McRae, Dani Renouf, Caroline Schier, Janos Stiasny and Claudia Zuniga-Blaney

Coastal Marine Management Plan Working Group

Andrew Allan, Lauren Gill, Bill McAllister, Mahsoo Naderi, Alison Nock, Brian Walker, Gary Wharton and Lori Williams

Neighbourhood Character Working Group

Russell Brink, Susan Chunick, Tom Dodd, Louis Fourie, Herb Locke, Theodore Malapanis, Stephen Nicholls, Nancy Smeal and Patti Ulveland

BOARDS

Boards are created by an enabling statute, and operate in an arms-length capacity on behalf of, or in cooperation with, the municipality.

Seniors' Activity Centre board members and West Vancouver Community Centres Society members are not appointed by Council. The Mayor is Chair of the West Vancouver Police Board, and Council makes a recommendation for one member of the board.

2019 Boards and citizen members' names:

Board of Variance

Amyr Bhayani, Ian Davis, Lesel Radage, Sonja Sanguinetti and Dave Simmons

West Vancouver Memorial Library Board

David Carter, Eric Fiss, Cynthia Garton, Andy Krawczyk, Alistair Nimmons, Koichi Ronald Shimoda, Jillian Stirk, J. Andrew Telford, Tracy Wachmann and Felicia Zhu

Seniors' Activity Centre Advisory Board

Jain Verner (Chair), Dave MacLachlan, Jim Adams, John Watson, Scenery Slater, Nigel Clarke, Brian Hann, Barbara Gillingham, Fiorenza Albert-Howard and Roy Maguire

Finance Committee: Brian Hann (Chair), Janet Morris, Dave MacLachlan, Joan Townsend, John Watson, Barb Gillingham and Bob Birch

Program Committee: Nigel Clarke (Chair), Jim Adams, Mahin Farrokhzad, Elizabeth Hsu, Joanne Milne, Janet Morris, Mel Hess, Linda Weitzel and Jain Verner

Program Committee: Nigel Clarke (Chair), Jim Adams, Mahin Farrokhzad, Elizabeth Hsu, Joanne Milne, Janet Morris, Mel Hess, Linda Weitzel and Jain Verner

Outreach Committee: John Watson (Chair), Lenore Rogers, Sheilah Grant, Bunny Brown, Sydney Lewis, Nick Bell, Erin Black, Christine Leipscher, Melanie Hess, Beth Probert and Jain Verner

Communications Committee: Scenery Slater (Chair), Dave MacLachlan, Hans Krutzen, David Patrick and Valerie Coles

Seniors' Activity Centre Advisory Board, continued...

Volunteer Advisory Committee: Jain Verner (Chair), Fiorenza Albert-Howard, Bunny Brown, Connie Buzunis, Mel Clark, Di Cook, Zheni Gazdova, Elizabeth Hsu, Kathy MacKenzie and Beth Probert

Flea Market Committee: Joan Townsend (Chair), Karen Hardie (Co-Chair), Ralph Townsend, Dave Patrick, Brian Hann and Basil Davis

West Vancouver Community Centres Society Board

Rick Verjee (Chair), Julie Jeffries (Treasurer), Najeeb Hassan (Secretary), Mary Jo Campbell (Vice-Chair), Mike Courtenay (Vice-Chair), Richard Fisher (Vice-Chair), Karen Sander (Vice-Chair), Terri Green, Nicola More, Sara McCracken, Clark Linton, Janine Guenther, Bill Barrie, Navida Suleman, Yang Wang, Joanne McKenna, Peter Katevatis and Roop Mundi

West Vancouver Police Board

Clara Agopian, Shafik Bhalloo, Jack McGee, Carla George and Peter Gibson

ORGANIZATIONAL CHART



¹Police services in West Vancouver are provided by an independent West Vancouver police detachment, which operates under the governance of the Police Board appointed by Council, as per the BC Police Act (RSBC 1996, chapter 367).

²North Shore Emergency Management (NSEM) is an inter-municipal agency providing emergency management services for the District of West Vancouver, City of North Vancouver and District of North Vancouver.

The Chief Administrative Officer (CAO), working with divisional directors, provides corporate leadership and service to realize organizational values and to support Council’s Vision for the community.

- Nina Leemhuis** Chief Administrative Officer
- Donna Powers** Director of Community Relations & Communications
- Mark Chan** Director of Corporate Services
- Raymond Fung** Director of Engineering & Transportation
- Isabel Gordon** Director of Financial Services
- Dave Clark** Chief of Fire & Rescue Services
- Lauren Hughes** Director of Human Resources
- Mark Panneton** Director of Legislative Services / Corporate Officer
- Anne Mooi** Director of Parks, Culture & Community Services
- Jim Bailey** Director of Planning & Development Services
- Jenny Benedict** Director of Library Services
- Len Goerke** Police Chief Constable





3. Planning Environment

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Council Strategic Goals & Objectives 2019-2020 49

OFFICIAL COMMUNITY PLAN POLICIES & STRATEGIES

Meeting long-term, community-wide plan objectives requires the collective efforts of many individuals and organizations. In addition to residents, businesses and workers in our community, stakeholders include senior levels of government, community groups, boards and agencies. Official Community Plan (OCP) policies are implemented through a range of strategies, regulations and plans that are approved through decisions of West Vancouver Council, including local area plans, housing strategies, transportation plans and park management plans. Section 478 of the Act clarifies that an OCP does not commit or authorize a municipality to proceed with any project specified in the plan. However, all bylaws and works must be consistent with the OCP upon its adoption. As the District moves forward with this OCP, Council decisions and community input opportunities can ensure key OCP implementation strategies and plans continue to meet the community’s needs over the coming years.

The relationship between the OCP and other District policies is illustrated below:



OVERARCHING VISION

The OCP includes community-wide policies, which provide a framework of overarching objectives and policies to guide decisions on planning and land use management.

The OCP also houses area-specific policies, built-form guidelines, and environmental permit requirements, which would be updated to provide more detailed guidance to support the implementation of the OCP. Updates to these guidelines would require subsequent OCP amendments.



SECTOR-SPECIFIC IMPLEMENTATION

Policies, plans, and regulatory documents to address sector-specific issues in more detail would be implemented/updated/developed in a manner consistent with the framework set out by the OCP.

Financial Planning Process

Section 477 of the Act requires that when a proposed OCP is prepared it must be considered in conjunction with the municipality’s financial plan. Following adoption, the District’s annual planning and budget process would then be conducted in alignment with this plan.










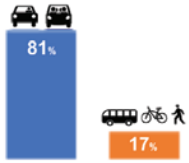

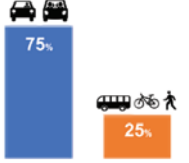




Financing Public Amenities

To manage growth and the associated demand in public amenities and servicing, the *Local Government Act* enables municipalities to collect Development Cost Charges from developers to contribute to off-site infrastructure (e.g., utilities like sewage, water and drainage) to maintain and enhance our municipal services. Growth and development can also lead to additional demand and provide opportunities for other forms of amenities (e.g., community facilities and new or improved public space). The District has an adopted Public Amenity Contribution Policy, which establishes the framework to guide securing amenities as public benefits. Examples of such public amenities include public realm enhancements, arts and cultural facilities, public art, parks and environment, heritage conservation, non-market housing, adaptable design features, child care and similar features or facilities. The District expects to review and update its amenity contribution policy periodically. In addition to District-wide policy, area-specific public benefit strategies will be prepared through local area planning processes to reflect the specific nature of growth, the need for amenities, and the planning objectives of these centres and corridors. Operational and asset management costs of public amenities secured by the District will be incorporated to future financial plans.

Plan Monitoring

The OCP is a long-range planning document with a 2041 planning horizon. In order to monitor our progress toward achieving the District's objectives over the coming decades, a measurable target for each theme is identified on the following 2041 OCP targets table. The District is committed to monitoring these indicators to track the performance of its OCP policies and actions on a regular basis. Although this plan is based on our best understanding of issues today, these considerations will change over time. The ongoing monitoring process will help evaluate current realities against past trends and future directions in order to aid decision-making and help determine whether adjustments are needed in the future.

As a long-term plan, the OCP is not expected to be revised on a frequent basis. However, the OCP is not static. It is a living document to serve the community of West Vancouver, and it is expected that the plan will evolve to address emerging issues and changes in legislative requirements, or to better reflect changing community needs and values from time to time. Official Community Plans are typically reviewed every ten or so years to ensure the ongoing validity of the policies and to track progress towards long-term community objectives.

	Our baselines are ...	We aim to ...	Which means by 2041...
 HOUSING & NEIGHBOURHOODS	 ~ 2/3 detached single-family remaining one-third are multi-family homes (2016)	 ↑30% more diverse housing	 ~ 50-50 split between single-family and multi-family homes
 LOCAL ECONOMY	 33 jobs per 100 residents (2011)	 ↑5% increase in our jobs-to-residents ratio	 38 jobs per 100 residents
 TRANSPORTATION & INFRASTRUCTURE	 81% of trips by car 17% of trips by walking, cycling or transit (2011)	 ↑8% increase in walking, cycling and transit trips	 75% of trips by car 25% of trips by walking, cycling or transit
 PARKS & ENVIRONMENT	Community GHG emissions (2010) =258,000 t CO₂e	 ↓40% GHG emissions from 2010 levels	Community GHG emissions =156,500 t CO₂e
 SOCIAL WELL-BEING	Participation in District services and programs (2017) =1.8 million	 ↑20% greater participation in services and programs	Participation in District services and programs =2.15 million

VISION & MISSION

In 2009, the District launched a comprehensive public engagement process for residents to envision the strongest and most appealing community imaginable 20 to 30 years into the future, and to identify their most important values, key concerns and priorities. The Strategic Planning Working Group was formed to distill the results and directives from the public engagement process into high-level vision and mission statements. These statements provide the context for achieving the public's goals in the present and for the future.

Vision

West Vancouver will inspire excellence and lead by example. Collaborative government and a spirit of personal civic commitment will power the innovations that shape our shared future. The strength of this relationship will secure our treasured quality of life and will be the measure of our success as a community.

Mission

We champion the opportunities that demonstrate our deep commitment to:

- foster a sense of shared and individual responsibility for community well being, inclusion, social unity and respect for our full heritage
- protect, restore and defend our natural environment; legislate efforts to effect positive change
- encourage diversity in housing, land use and innovative infrastructure within our distinct neighbourhoods to meet changing needs
- enrich community vitality, health and understanding through integrating arts, learning, inter-cultural experiences and physical activity into our daily lives
- maximize the potential of our economic base and services, balancing the effective, long-term use of resources for current and future generations

COUNCIL STRATEGIC GOALS & OBJECTIVES 2019-2020

In 2019, District staff will contribute to Council's six strategic goals in the following ways:

1. Housing

Strategic Goal:

Significantly expand the diversity and supply of housing, including housing that is more affordable.

Objectives:

- refine and clarify the number of housing units of each type required in West Vancouver over the next four years
- the focus of these initiatives should be on housing for families with school-aged children, downsizers/empty nesters, and the professional workforce (fire, police, teachers, nurses)
- develop 2195 Gordon to provide housing that is affordable for, among others, our professional workforce
- increase the number of purpose-built rental units and expand the range of rental options
- increase the number of missing middle and infill housing types—coach houses, duplexes and townhouses
- move forward on plans for Cypress Village and develop a phased approach to development to ensure occupancy in first phase by Q2, 2022
- respect and protect neighbourhood character

2. Local Economy

Strategic Goal:

Create vital and vibrant commercial centres.

Objectives:

- complete local area plan for Horseshoe Bay
- initiate local area plan for Ambleside Town Centre
- implement the Economic Development Plan
- collaborate with the business community on mutual priorities such as parking, wayfinding, place-making and commercial tenant mix

3. Environment

Strategic Goal:

Protect our natural environment, reduce our impact on it, and adapt to climate change.

Objectives:

- determine very specific targets to reduce energy use and carbon emissions within the community and district operations as per our emissions plans and provincial initiatives
- address the threats of wildfires and floods
- manage and protect trees on private lands
- protect and improve stewardship of natural capital assets
- reduce community and corporate waste

4. Mobility

Strategic Goal:

Improve mobility and reduce congestion for people and goods.

Objectives:

- participate with our partners in implementing the recommendations of the Integrated North Shore Transportation Planning Project (INSTPP)
- improve public transit
- update our 2012 Strategic Transportation Plan
- improve neighbourhood traffic and safety
- improve school traffic and safety
- diversify and expand active transportation options

5. Municipal Services

Strategic Goal:

Deliver municipal services efficiently.

Objectives:

- review current services to determine which services, if any, can be reduced, eliminated or delivered more efficiently
- continue to attract and retain high quality employees
- improve the effectiveness and efficiency of Council's and the District's engagement and communication with the community
- identify sources of funds, other than property taxes for municipal services and major projects

6. Social Well-being

Strategic Goal:

Enhance the social well-being of our community.

Objectives:

- support the construction of a new track and artificial turf field at West Vancouver Secondary School
- implement the priority items in the Arts & Culture Strategy and complete the Arts & Culture Facilities Plan
- develop an interim and long-term solution for Klee Wyck Park
- acquire the two remaining Ambleside Waterfront properties
- enhance Ambleside Park concession services, including consideration of a bistro
- improve our trails
- find a permanent home for the Adult Day Centre
- continue to develop the long-term plan for the Civic Site
- support a North Shore Integrated Food System



4. Financial Planning Framework

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BUDGET PROCESS TIMING OVERVIEW

Although the specifics of a particular year's budget process may vary from year to year, the following notes describe the components and timing that in most significant respects has been followed in past years.

July 2018

- the performance to date of fees and charges is reviewed, and revenue projections for the coming year are developed
- the fees and charges review is completed and the new fees and charges bylaw is submitted to Council for approval

August 2018

- budget process instructions are sent to all divisions
- a labour model by position based on authorized staffing levels and incorporating both known and estimated collective agreement settlements is developed
- projections of fringe (extended medical/dental, life insurance, etc.) rates and employer paid costs (employment insurance, WorkSafeBC premiums, pension plans, etc.) by union group are updated
- deadline date for budget revisions and requests set at the end of September. Budget requests include:
 - new project (capital) and program (operating) requests which include full-time equivalent (FTE) applications, proposals for service level adjustments, work program details and explanation of how they support Council's priorities
 - business cases for significant projects greater than \$200,000

Asset management occurs throughout the year and supports the capital planning process. At the start of the budget process, a review of all assets is completed to assess the state and condition, which will help identify the critical needs and prioritize the capital requests.

September 2018

High-level discussions occur at the senior management level for an outlook of the following year and confirmation of approach to the budget to guide the submission of budget requests.

The mid-year financial report is a comprehensive review of operating results to June 30. The review is presented to the Finance Committee and to Council, and includes a forecast through to year-end and details of progress on work programs and projects.

If warranted, from the forecast developed from the mid-year review, an amendment to the current year's budget may be required. Also, this report may draw attention to any matters that will need to be addressed in the development of the following year's budget.

October 2018

The comprehensive budget model is assembled:

- divisional submissions are confirmed as being complete and are signed off by directors
- divisional meetings are held to review operating budgets and requests
- all program and project requests are ranked in order of priority

All relevant divisions work to build the infrastructure maintenance and replacement budgets for the five-year capital plan. The Finance Committee is involved and informed throughout the budget process. All financial information is received and examined at Finance Committee prior to submission to Council.

November 2018

The budget model draft goes through a series of reviews and refinements within the senior management group, with the objective of establishing a first draft for public review and discussion.

.....

Financial Services and Engineering & Transportation staff collaborate on establishing Water, Sewer & Drainage and Solid Waste five-year financial plans, and proposed user rate structures for the following year. In most years, utility rate setting bylaws (reviewed by the Finance Committee) are considered by Council and are adopted by the end of December. In 2018, due to the timing of the municipal election in late October, utility rates were considered and adopted in September.

December 2018

An asset management update was provided to the newly elected Council which included:

- long-term projection of life-cycle maintenance and replacement costs on the current suite of District assets
- list of 'low-use, poor-condition' assets for Council to review
- review of framework for evaluation of new assets to be developed
- evaluation of level of the asset levy

January 2019

A preliminary context update was presented to the Finance Committee and Council on the first draft of the budget. This update recapped the financial policies used to develop the budget and emphasized issues and factors driving the changes in the budget from the prior year.

Financial Services and Communications collaborated to publish a high-level framework for the proposed budget document to form the basis of the public engagement process. This document contained an overview summary, draft financial plan, detailed financial schedules, descriptions of proposed work programs and a budget survey.

The public engagement process includes:

- locating appropriate venues and establishing dates for public information meetings. The meetings aim to be informative, inclusive and issues-focused, with an opportunity for feedback and suggestions
- posting of additional information, documentation and issue identification on the District's website
- westvancouverITE, an online interactive survey and discussion board for residents to share their thoughts with Council on funding for specific proposed community amenities

The public consultation process was initiated with the draft proposed budget document posted on the District's website and made available to the public. Three information meetings were conducted to present the proposed budget and financial plan to the public. A comprehensive budget document was made available to Council to review.

February 2019

Financial Services staff organized a budget workshop with Council members to review the budget document and answer any questions relating to the requests or changes to the budget. An update is given to the Finance Committee and Council on the public consultation process and recommended tax levy increases to support the proposed budget. Council provides direction on the tax levy increases and based on their feedback, the Five-Year Financial Plan is finalized. The Finance Committee reviews the Five-Year Financial Plan and the capital funding report, which seeks Council approval for appropriations from the asset reserves for budgeted capital requests. Staff also meet with the District's Community Engagement Committee to receive input on the public engagement process.

March 2019

The Five-Year Financial Plan bylaw is presented to Council for first, second, and third readings and the capital funding report is presented for approval.

April 2019

The Five-Year Financial Plan bylaw is adopted.

BUDGET PRINCIPLES

The following principles guide the development of District operating and capital budgets:

Principles-Based

Guidelines and priorities change from year to year but the broader principles remain consistent over time. Principles, on which there is wide-spread agreement, are more fundamental building blocks than guidelines. The budget process must be guided by a specific set of fundamental principles.

Corporate Approach

The budget should result in a financial plan that furthers the interests of West Vancouver as a whole. Departmental interests and goals are formulated only within the context of promoting the wider corporate interest, in coordination with all departments. The vision, mission and Official Community Plan, adopted by Council in 2018, as well as Council's priorities, provide the overall framework for future budgets.

Broad Involvement and Support

Staff at all levels should be aware of the nature and significance of the budget process, and those with budget responsibilities should participate in discussions and revisions throughout. Communication throughout the process is vital with wide-spread involvement and participation ensuring wide-spread support for final decisions.

Role at Policy Level

Council's role is to set policy and priorities, and to approve overall targets and final tax and utility rates.

Empowerment of Staff

Within an overall resource allocation, and according to approved plans and priorities, departments manage budget line item detail and work programs. Staff initiative, decision-making and problem-solving within administrative guidelines is encouraged.

Commitment to Planning

Planning is central to achieving results and to avoiding unexpected situations. It is a commitment to being strategic, to thinking about context before acting and to being in control. Planning is ongoing and requires appropriate documentation and continuous review.

Long-term Outlook

A long-term outlook ensures that annual work plans and capital investments support the vision and values of the organization, and acknowledges that short-term actions are cumulative in their effect. A long-term outlook is reflected in formal long-term plans: five-year capital plans, five-year operating plans, three-year and longer-term business plans, and 20-year asset management plans. These plans identify investment requirements to support service delivery, along with opportunities to better manage costs.

Results-Oriented

The focus of operational budgets should be on anticipated outputs and desired outcomes, as opposed to the traditional focus of inputs, such as line item detail and specific expenditures. This focus involves comparing West Vancouver's effectiveness with other jurisdictions, and developing appropriate performance measures. The budget ensures that departmental work programs, describing projects and activities beyond normal day-to-day operations, are aligned with Council's goals and priorities to achieve strategic objectives.

Responsibility and Accountability

Throughout the budget process, the onus is on senior staff to accept responsibility for the financial health of the District as a whole, and to be accountable for those resources allocated directly to their departments. Responsibility and accountability assumes that adequate financial systems and interim reporting procedures are in place to facilitate ongoing analysis and timely responses to variances.

Role of Residents

The budget process must provide for informed comment by the public, which assumes that appropriate information is made publicly available, that issues and options for solutions are identified and publicly discussed, and that the appropriate forums are scheduled to receive this input.

FINANCIAL POLICIES

The development of the District's Five-Year Financial Plan requires that staff adhere to the following financial policies:

Compliance with Relevant Legislation and Accounting Principles

The District complies with all legislative requirements contained in the *Local Government Act* and in the *Community Charter*. Significant legislative requirements include:

- the inclusion of a public consultation process
- financial plans that cover a five-year period
- financial plans that are authorized by bylaw within a specific time frame (prior to adoption of tax rate bylaws, which must be adopted no later than May 15)
- financial plans that are subsequently amended only by bylaw
- accounting and financial statement preparation in accordance with Public Sector Accounting Board (PSAB) requirements (also known as GAAP—Generally Accepted Accounting Principles—for the public sector).

GAAP require the accrual method of accounting whereby revenues and expenditures are recognized for the period when they are incurred, not when they are received. The District's budgets and annual financial statements are both prepared according to this method.

PSAB standards for the public sector require that expenditures related to new capital assets be recorded as an increase to tangible capital assets on the Statement of Financial Position, while the Statement of Operations reflect a charge for the orderly amortization of District infrastructure over its estimated useful life.

For budget purposes, the District continues to reflect capital expenditures as funded either on a current basis or through long-term borrowing. Principal repayments of long-term borrowing are reflected as a current expenditure. Direct funding of amortization charges is not included in the budget.

Balanced Budgets

Local governments are required to balance the annual budget, which is the first year of the Five-Year Financial Plan. The subsequent four years may reflect deficits, if projected expenditures exceed projected revenues. This can serve as an 'early warning system' that adjustments will be required in order to bring the annual budget back into balance. For the annual budget, West Vancouver ensures that operating expenditures and infrastructure maintenance programs are funded from current revenues. This funding means that artificial deferral of expenditures to future periods is avoided, and inappropriate use of reserve funds in order to balance budgets is not used to mask funding issues. One-time expenditures may be funded by one-time use of selected reserves. Capital expenditures are funded from long-term sources as required.

Five-Year Planning Horizon

Currently, the 2019–2023 Five-Year Financial Plan is showing deficits in years two, three and five. This is a result of underinvestment in capital assets in prior years. Insufficient funds were invested to maintain optimal levels of service, and some assets became significantly impaired. While current levels of investment are now appropriate to the need, there is still a 'catch-up' investment needed to bring some significant assets back to serviceable levels. This will have to be corrected, by either making additional one-time asset investments, or by divesting assets. District Council will need to consider these alternatives in 2019 to assist in balancing the 2020–2024 Financial Plan.

Operationally, a five-year planning horizon, with an informed outlook on future growth, labour contracts, infrastructure lifecycle costs and the general economic climate, allows for the phasing of expenditures in alignment with resources. In particular, proposed service level adjustments are evaluated based on the likely availability of future resources.

In addition, operating costs associated with capital expenditures are evaluated, and every effort is made to reduce operational and capital maintenance impacts by choosing low maintenance, energy-efficient alternatives. Energy-efficient choices not only reduce costs, but also are key in helping the District meet its greenhouse gas (GHG) reduction targets. Low maintenance choices also reduce costs, especially when considered on a lifecycle basis, helping the District to make the best use of scarce resources.

Asset Management Framework

A five-step asset management framework has been developed to facilitate all aspects of capital planning, including timing and resource requirements for infrastructure maintenance and replacement cycles. The framework captures not only capital investment costs 'up-front,' but also lifecycle costs and operational impacts. Business cases are developed for all capital investment requests, and all financial and operational impacts are quantified, including GHG reduction impacts.

Supporting this framework in 2019, the District is studying and inventorying its natural assets to see, if by preserving and enhancing these assets, costs (such as for stormwater management) can be better controlled. As we move forward to meet the challenges posed by climate change, understanding and working with natural assets will be a key strategy to enhance sustainability.

Investment Strategy

A new investment policy based on best practice has been developed for the District and substantial changes to investment strategy based on this policy have been implemented. Excess cash is now invested directly by staff in a manner that complies with legislative restrictions, ensures cash flow is available as required, capitalizes on investment returns and achieves benchmark targets. Investments are pooled, and interest earnings are allocated to appropriate reserve and other funds based on average balances.

Debt Management

Current practice is to consider tax supported debt on a case-by-case basis, using it only for significant initiatives with a sound business case and a designated source of repayment.

Projects supported by external borrowing include:

- development of the Eagle Lake Water Treatment Plant, repaid through water user rates
- West Vancouver Community Centre partnership, repaid from a long-term lease agreement
- Police Services & Municipal Hall building to be repaid through the Endowment Fund

Internal borrowing has also been used where appropriate. Debt statistics, borrowing capacity calculations and annual servicing requirements are reported annually.

Revenues

All revenue sources are reviewed annually for potential rate adjustments. In the case of sewer, water and solid waste utilities, annual user rates are established to cover all costs (operating, capital, debt service) of these standalone utilities.

Fees and charges are reviewed annually within the context of:

- costs involved in providing the service
- program participation objectives
- special consideration for youth and seniors
- competitive rates compared to surrounding municipalities
- target recovery rates with regard to recreation facilities

In the case of other stand-alone business units, such as golf and cemetery, user rate structures are established to cover all current costs and to provide development reserves for future planned capital replacements/expansions.

Financial Reporting Cycle

Real-time monitoring of financial progress through the enquiry and reporting capabilities of our JD Edwards ERP system is ongoing within all District departments. High-level reports in standard format, for review by Council, are prepared quarterly and are made available to the public. These reports confirm year-end projections within budget targets and comment on significant issues as they emerge. The mid-year operating review comments on work program progress and begins a dialogue on potential budget issues for the subsequent year.

Accountability

Department managers are expected to determine budgets that are reflective of the activity within their areas of responsibility. Reallocation of resources between specific line items to adapt to changing conditions and circumstances is supported with the proviso of no significant changes to program or project scope without specific authority. Divisional accountability extends to the accomplishment of the District's corporate objectives.

Reserves

Reserves are used for setting aside funds for specific purposes and dealing with contingencies. The District has both statutory and non-statutory reserves. A statutory reserve is either mandated under the *Community Charter* or allowed under the Charter to be created by a Council bylaw. Spending from a statutory reserve must be for mandated purposes only, and supported by a Council resolution or bylaw. Non-statutory reserves are created to manage contingent expenses, such as snow removal, which vary from year to year. The annual budgeting process takes into consideration reserves as a source of funding if required for applicable expenditures.

KEY BUDGET ASSUMPTIONS

Economy

Global, national and regional economic performance is assumed to continue in accordance with the Bank of Canada, chartered bank and BC Business Council and provincial government projections. The consequences of expected economic conditions for West Vancouver include the following:

- construction activity is anticipated to remain steady, but will not grow as in past years; staff are monitoring permit activity closely to see if a downward trend is developing
- returns on investments will continue to be impacted by low interest rates, but the new investment strategy will allow the District to take full advantage of what is available
- changes to the assessment base are not expected to be as volatile as in the previous two years

Capital Program

Costs in the capital budget are determined by the useful life, state and condition, and maintenance schedules of assets required to support the delivery of services. In the past, maintenance and investment to ensure that assets perform at an optimal level has been insufficient. The level of funding available in recent years has resulted in the state and condition of many assets deteriorating to a critical point with an increased risk of failure.

As in 2018, the 2019 budget continues to focus on applying long-term financial planning and asset management principles to ensure maintenance and investment occur at the optimal point. While the funding in annual maintenance investments has been addressed, there remains a 'catch up' problem, requiring a one-time investment of approximately \$14 million over the next five years to return assets to the optimal level. This has been identified as a shortfall in the 2019-2023 Financial Plan.

Operating Costs

The 2019 budget includes the following:

- service levels are unchanged
- other than provincial tax impacts, labour cost escalations are in line with collective agreements
- the Employer Health Tax, which replaces the former MSP, has significantly increased District labour costs
- where required, a nominal allowance for increases to divisional non-labour costs has been incorporated
- recovery of costs, as appropriate, through selected increases to certain categories of fees and charges, has been built in to the budget
- in areas where revenues have reduced, such as recreation, related costs have also been reduced as much as possible

COST DRIVERS & SERVICE LEVEL CHOICES

The Five-Year Financial Plan adopted by the District is based on the forecast of the District's revenues, including property tax, utilities and other non-taxation revenue. In the District, General Fund revenues come primarily from general taxation, which accounts for 67 per cent of the overall forecasted 2019 revenue. The remaining 33 per cent include Fees & Charges, Licences and Permits and other revenues. Because utilities are required to be self-balancing, utility rates form the primary source of utility revenues.

The District's expenditures are determined by service level choices, and operational and capital cost drivers. Cost drivers are taken into account as a part of the budget planning process—both with respect to the 2019 financial plan and the long-term projection (2020–2023).

Significant Cost Drivers

Cost drivers can be summarized under two main headings:

- circumstances and features unique to West Vancouver that impact the way services are provided
- cost elements common to most local governments

Cost Drivers Specific to West Vancouver

West Vancouver's geography, topography and population distribution present servicing challenges that significantly add to costs. For example, the District requires four fire halls to achieve acceptable coverage and response times. The City of North Vancouver has a similar population size, but is much more densely populated, and much more compact geographically, and therefore achieves comparable coverage with only a single fire hall.

Due to the operating cost of pumping and distributing water and removing liquid waste in what is basically mountainous terrain, utility infrastructure in West Vancouver is much more expensive to install and to maintain than in other jurisdictions.

In addition, service levels in public safety, recreation and culture are, by design, higher here than in the other North Shore municipalities. These service areas have evolved over the years, and they consistently receive high satisfaction ratings in periodic citizen surveys.

Cost Drivers Common to Metro Vancouver Local Governments

Our most fundamental cost driver is the regional trend in annual labour settlements. These settlements, which historically have been in the range of two to four per cent, impact over 80 per cent of general departmental operating expenditures, and over 65 per cent of consolidated operating expenditures.

Utility operations include levies and allocations from Metro Vancouver for the costly regional infrastructure required as a consequence of both regional growth and significantly increasing health and treatment standards.

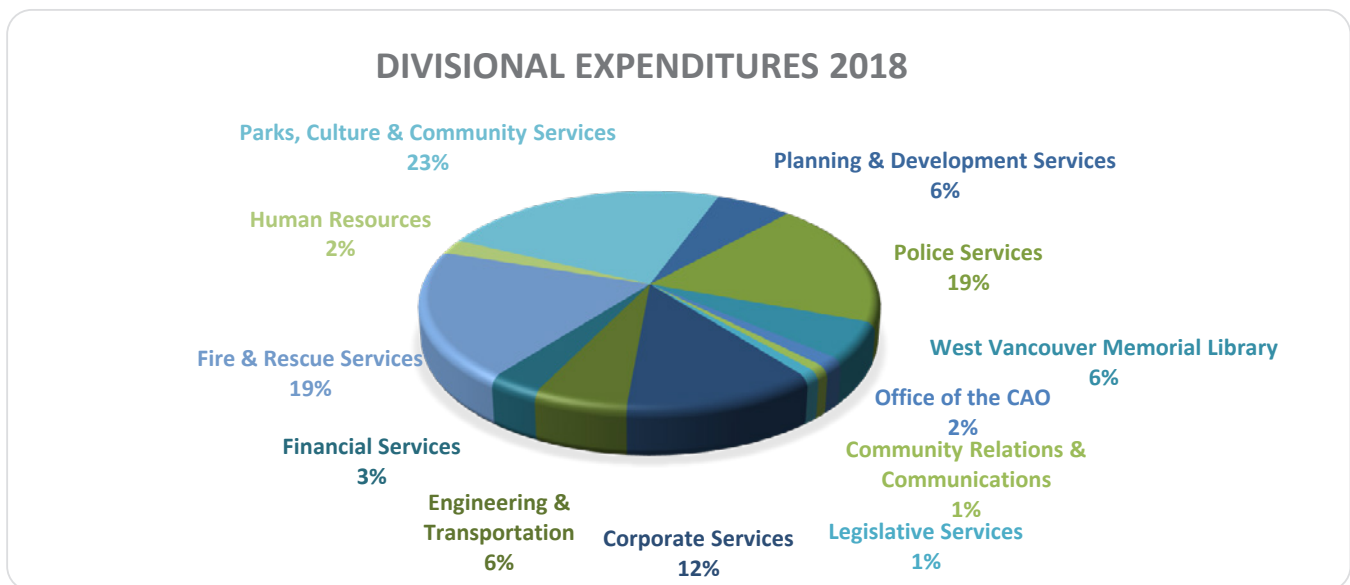
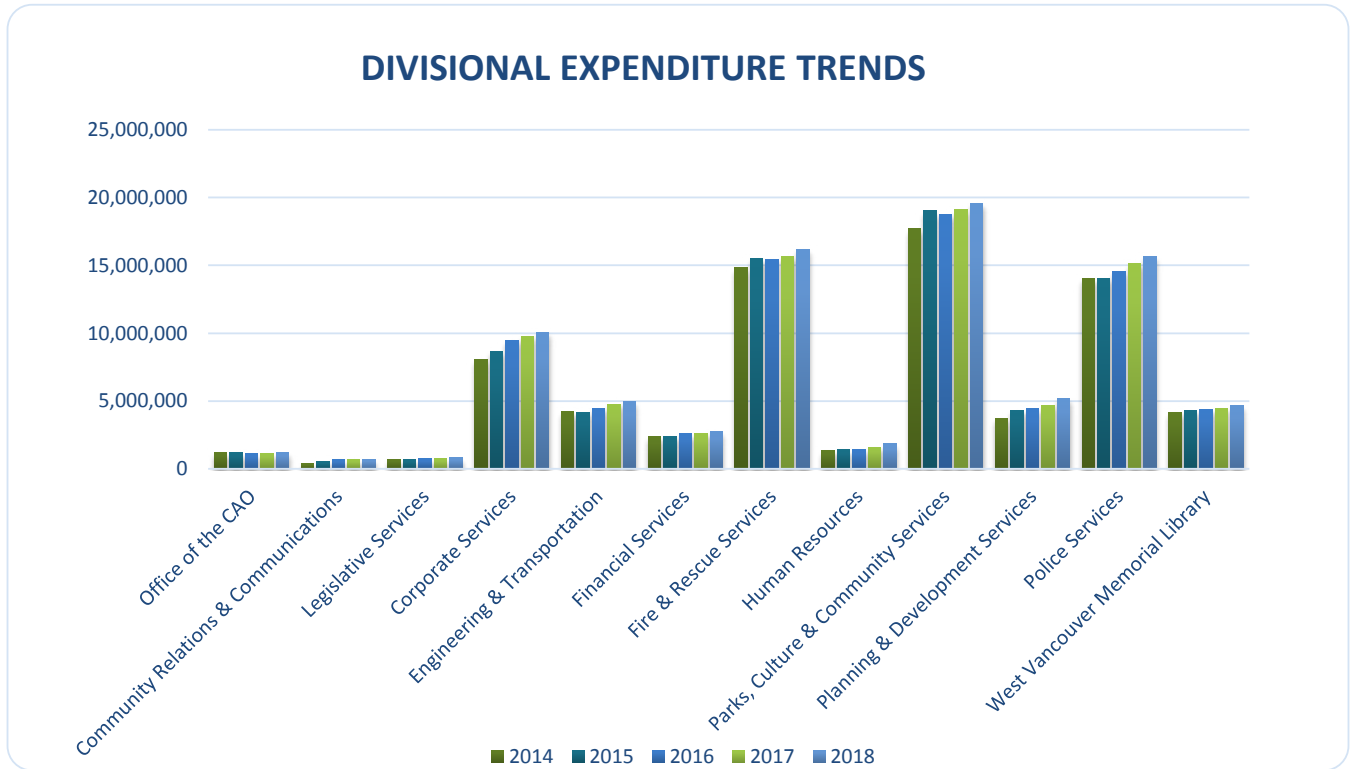
There is growing recognition of the need to determine the future costs and timing to replace aging infrastructure. Of particular focus is the local underground infrastructure in the water and sewer utilities, which has resulted in an acceleration of those capital programs in most Lower Mainland municipalities.

Provincial downloading is also affecting municipal costs and budgets, particularly in the area of affordable housing and daycare for young children. Although housing, and education (of which daycare is a part), are senior government responsibilities, the problems caused by inadequate housing and lack of daycare spaces are local. Therefore, many municipalities, West Vancouver included, are expending considerable resources on trying to provide housing and daycare spaces for underserved groups.

Finally, in 2019, the Province has once again downloaded costs onto the municipal level, this time through direct property and payroll taxation. With the establishment of the provincial Employer Health Tax, Additional School Tax, and Speculation and Vacancy Tax, West Vancouver taxpayers in particular will be impacted by increased taxation.

DIVISIONAL EXPENDITURE TRENDS

The following charts indicate five-year trends in our General Fund divisional operations and the proportionate share for each in 2018.



INITIAL OUTLOOK

Staff provided Council with a budget update at a regular Council meeting in March 2019. At that meeting, staff advised that:

- the 2019 budget would provide for current service and program levels
- the Employer Health Tax was expected to raise District costs by \$1.2 million
- the new investment strategy was expected to increase District revenues by \$1.2 million
- staff were developing an operating budget based on a 2.19 per cent increase and a capital budget based on a 1.76 per cent asset levy increase, for a total 2019 property tax rate increase of 3.95 per cent
- over the past four years, the District has developed a comprehensive listing of assets, has assessed their state and condition, and has compiled information on the probable costs of maintaining and replacing these assets over the next twenty years. Based on this work, an estimated annual level of funding of \$14.5 million is required to maintain the District's current suite of assets.
- as of 2018, \$13.0 million funding was available from the established tax levy for capital maintenance and investment. Therefore, a funding deficit of \$1.5 million per year remained to be addressed. An asset levy increase of 1.76 per cent, if supported in 2019, would address the funding deficit, and complete the process of matching the asset levy to the asset investment requirements

After consideration of the budget update, Council supported staff's recommendation of an operating budget increase of 2.19 per cent and 1.76 per cent asset levy increase.

PUBLIC CONSULTATION

Three budget information meetings for the community were hosted to inform residents about the proposed 2019 budget. Meeting notices were posted on the District’s website and advertised in the North Shore News. The first information session was held in the evening on Tuesday, January 29, at the West Vancouver Memorial Library. The second session was held in the afternoon on Wednesday, January 30 at the Seniors’ Activity Centre. The third session was held in the evening on Thursday, January 31 at the West Vancouver Community Centre. Each session concluded with a question and answer session. The questions and answers were recorded and published on the District’s website.

A postcard was mailed out to all residents to advertise the budget information meetings and to encourage feedback through the Prioritizing Capital Amenity Projects survey, which was online from January 21, 2019 to February 22, 2019. A brief video summarizing West Vancouver’s proposed 2019 Budget was posted to the 2019 Budget page at westvancouverITE.ca/budget.

A westvancouverITE.ca survey was used to solicit feedback from the public on how they would prioritize capital amenity projects for 2019. Residents were asked to prioritize and provide comments on specific capital projects that were community requested and were proposed to be funded using the District’s Community Amenity Contributions, to determine whether residents supported those projects or not. The list of capital projects proposed for amenity funding included:

1. Navy Jack Nature House restoration | \$2,050,000
2. Ferry Building Gallery restoration & washrooms | \$2,000,000
3. Library infrastructure | \$706,000
4. Memorial Park cenotaph accessible ramp | \$75,000
5. Garrow Bay east trail and stair replacement | \$57,000
6. Civic Centre Great Lawn fencing | \$45,000
7. Rutledge Field stairs and railings | \$25,000
8. Lighthouse Park: Juniper Loop accessibility | \$10,000

It should be noted that the westvancouverITE.ca survey is not a random survey that provides results which can be generalized to the total population. Rather, it is simply a consultation tool. As such, the results can be assumed to be heavily weighted by responses concerned with particular projects.

The public engagement results of the survey for amenity projects received approximately 184 responses (not all responders answered all questions). The results are as follows in the table below.

2019 PUBLIC SURVEY RESULTS SUPPORT FOR CAC SPENDING				
Project	Requested Amount	Yes: Support	No: Do not support	No opinion
NAVY JACK NATURE HOUSE	\$2,050,000	50.9%	36.4%	12.7%
FERRY BUILDING GALLERY	\$1M in 2019 & \$1M in 2020	48.3%	37.4%	14.4%
LIBRARY INFRASTRUCTURE	\$706,000	79.2%	13.9%	6.90%
MEMORIAL PARK RAMP	\$75,000	46.0%	34.5%	19.5%
GARROW BAY TRAIL STAIRS	\$57,000	52.3%	32.4%	15.3%
CIVIC SITE GREAT LAWN FENCING	\$45,000	39.7%	46.6%	13.7%
RUTLEDGE FIELD STAIRS	\$25,000	51.7%	32.8%	15.5%
LIGHTHOUSE PARK ACCESSIBILITY	\$10,000	74.4%	12.5%	13.1%

STRONG SUPPORT **WEAK SUPPORT** **SPLIT SUPPORT** **NOT SUPPORTED**

.....

Based on these results, Council supported funding for the following projects, totalling \$92,000:

- Garrow Bay trail stairs | \$57,000
- Rutledge Field stairs | \$25,000
- Lighthouse Park accessibility | \$10,000

Council deferred consideration of the Library Infrastructure Project in order to re-evaluate it in the context of other capital infrastructure projects, and referred the Navy Jack Nature House, Civic Site Great Lawn fencing and Memorial Park ramp projects to further public consultation.

Council had previously supported provision of funding to the Ferry Building Gallery project, dependent upon the outcome of a significant grant application for this project. The outcome of the application should be known by fall 2019.

In addition to the focused public commentary during the budget process, it should be noted that there is significant resident/Council interaction that takes place throughout the year. Residents attend and provide comment at Council meetings. Residents also attend and comment at various committee sessions; at the West Vancouver Memorial Library, West Vancouver Police Department and West Vancouver Community Services Society board meetings; and at special interactions, such as Local Area Plan visioning sessions and through issue-focused working groups, including the Tree Bylaw, Foreshore and Marine Management working groups, and Arts & Culture Facilities Advisory Committee.



5. 2019 General Fund Financial Plan Overview

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GENERAL FUND SUMMARY

General Fund Budget

	2019 Annual Budget	2018 Year End Actual	2017 Year End Actual
REVENUE			
¹ General Taxation	75,190,380	71,482,401	68,195,267
Fees and Charges	15,582,364	15,857,563	15,514,483
Licences and Permits	8,017,870	9,312,036	8,424,514
² Other Revenue	12,545,565	11,650,453	9,959,747
Government Grants	1,055,430	1,120,645	1,119,528
³ Other Transfers	3,994,546	2,144,041	2,610,784
⁴ Provisional Transfers	41,917,149	-	-
⁵ Extraordinary Items	-	16,187,837	8,356,038
	158,303,303	127,754,976	114,180,361
EXPENSES			
⁶ Office of the CAO, Community Relations & Communications, Legislative Services	2,970,390	2,712,155	2,555,550
⁷ Corporate Services	10,563,536	10,082,205	9,788,301
Engineering & Transportation	4,937,363	4,943,675	4,764,368
⁸ Financial Services	3,101,770	2,747,489	2,588,983
Fire & Rescue Services	17,055,160	16,177,106	15,667,107
Human Resources	1,846,905	1,832,466	1,582,143
Parks, Culture & Community Services	20,335,414	19,559,757	19,085,976
Planning & Development Services	5,263,666	5,190,156	4,663,318
Police Services	16,373,194	15,641,571	15,168,402
Library Services	4,833,508	4,649,707	4,465,017
⁹ General Government	14,752,430	14,552,247	13,243,162
	102,033,335	98,088,533	93,572,327
Asset Levy Transfer to Asset Reserves	14,500,000	13,035,859	11,985,900
Extraordinary Items			
Amenity Contribution	-	14,385,743	8,349,801
⁴ Provision for Reserve Expenditures	41,917,149	-	-
Land Sales Costs	(147,181)	(80,199)	(132,871)
Land Sales Transfer to Land Reserve	-	1,791,300	-
	158,303,303	127,221,237	113,775,157
YEAR END (DEFICIT) / SURPLUS	-	533,739	405,204

Proposed Property Tax Increase 2.19%

Proposed Asset Levy Increase 1.76%

¹ General Taxation revenue includes the proposed property tax and asset levy increases and new taxation dollars from development, changes in the local improvement/specified area taxation and changes to payments received from senior governments in lieu of taxation.

² Increase in Investment Interest Revenue due to higher interest rates and more active investment strategy.

³ Includes transfers from various operating reserves to fund for one-time items, emergencies and cyclical events.

⁴ Transfer of available reserve balances as provision for potential reserve expenditures if approved by Council.

⁵ Extraordinary items are non-recurring events such as land sales and amenity contributions. Estimating that there will be no land sales to complete in 2019.

⁶ Increase is due to new Mayor Assistant position (0.60 FTE) to provide administrative support to the Mayor.

⁷ Increase is due to transfer of the Building Maintenance worker position (1.0 FTE) from Police Services to Corporate Services and a new position of Facilities Customer Service and Sustainability Supervisor (1.0 FTE) to enhance customer service to residents and staff.

⁸ Increase is due to new Senior Accountant position (1.00 FTE) to provide enhanced support in internal auditing, control, and risk management and Land, Taxes, and Utilities Clerk position (1.00 FTE) to coordinate and maintain the accuracy and integrity of corporate records for land, taxes and utility services.

⁹ Increase in transfer of interest income earned on reserves due to higher interest rates and more active investment strategy. This transfer creates an expense to the General Fund and revenue to the reserves.

REVENUE SUMMARY

General Fund Budget

	2019 Annual Budget	2018 Year End Actual	2017 Year End Actual
GENERAL TAXATION			
¹ Municipal Taxes	73,761,087	70,078,650	66,789,436
Specified Area	519,663	531,777	519,663
Grants in Lieu	909,630	871,974	886,168
	75,190,380	71,482,401	68,195,267
FEES AND CHARGES			
Police Services	163,750	173,369	161,017
Engineering & Transportation	390,000	747,681	477,611
Parks, Culture & Community Services	11,684,025	11,540,174	11,560,893
Library Services	101,550	88,716	88,973
First Nations Band	2,440,000	2,491,926	2,444,103
Fire & Rescue Services	227,039	269,165	218,932
Parking Tickets	397,500	335,362	372,147
Vehicle Towing	31,500	30,000	30,000
General Admin & Finance Fees	147,000	181,170	160,808
	15,582,364	15,857,563	15,514,483
LICENCES AND PERMITS			
Business Licences	1,316,776	1,373,045	1,333,026
Inspection Permits	5,666,920	6,212,421	5,847,180
Other Permits & Licences	1,034,174	1,726,570	1,244,308
	8,017,870	9,312,036	8,424,514
OTHER REVENUE			
Administration Fees (Translink/Utilities)	969,277	1,055,000	605,000
Interest on Investments	4,667,734	2,567,549	969,088
Tax Penalties & Interest	966,431	906,188	831,420
Library Contributions	248,448	213,715	113,715
Taylor Way Lease	248,388	259,364	248,390
Leases & Rentals	2,038,804	2,032,611	2,072,777
Miscellaneous	858,200	1,113,970	1,369,010
Third Party Contributions	2,548,283	3,502,056	3,750,345
	12,545,565	11,650,453	9,959,747
GOVERNMENT GRANTS			
Provincial Revenue Sharing	654,597	654,745	673,653
Library	142,750	154,902	190,422
Other	258,083	310,998	255,453
	1,055,430	1,120,645	1,119,528
OTHER TRANSFERS			
Provincial Revenue Share, Capital Reserves, One Time's, Election	3,994,546	2,144,041	2,610,784
Provisional Transfers	41,917,149	-	-
	45,911,694	2,144,041	2,610,784
EXTRAORDINARY ITEMS			
Amenity Contribution	-	14,385,743	8,349,801
Land Sales	-	1,802,094	6,237
	-	16,187,837	8,356,038
	158,303,303	127,754,976	114,180,361

¹ General Taxation revenue includes the proposed property tax and asset levy increases and new taxation dollars from development.

DIVISIONAL REVENUE SUMMARY

General Fund Budget

	2019 Annual Budget	2018 Year End Actual	2017 Year End Actual
OFFICE OF THE CAO, COMMUNITY RELATIONS & COMMUNICATIONS, LEGISLATIVE SERVICES			
Mayor and Council	-	-	-
Chief Administration Officer	-	-	-
Legislative Services	13,700	17,005	23,211
Communications	-	-	-
	<u>13,700</u>	<u>17,005</u>	<u>23,211</u>
CORPORATE SERVICES			
Facilities Management	1,642,156	1,727,938	1,742,408
Bylaw Enforcement	1,946,276	1,917,838	1,914,463
Lands, Legal and First Nations	-	-	8,806
	<u>3,588,432</u>	<u>3,645,776</u>	<u>3,665,676</u>
ENGINEERING & TRANSPORTATION			
Engineering Services	450,000	1,039,787	636,551
Roads and Traffic	127,300	145,465	156,294
	<u>577,300</u>	<u>1,185,253</u>	<u>792,846</u>
FINANCIAL SERVICES			
Finance	-	4,269	4,909
Taxes and Utilities	65,000	67,870	70,300
Purchasing and Risk Management	-	30,343	35,593
	<u>65,000</u>	<u>102,482</u>	<u>110,802</u>
FIRE & RESCUE SERVICES			
Administrative Support	-	-	418
Fire Prevention	216,039	251,652	196,365
Emergency Services	11,000	17,513	22,149
	<u>227,039</u>	<u>269,165</u>	<u>218,932</u>
PARKS, CULTURE & COMMUNITY SERVICES			
Community Services	9,674,032	9,623,322	9,840,405
Parks Maintenance	904,491	938,552	795,316
Cultural Services	1,147,502	1,022,021	1,125,594
	<u>11,726,025</u>	<u>11,583,894</u>	<u>11,761,315</u>
PLANNING & DEVELOPMENT SERVICES			
Planning and Development	939,274	1,618,430	752,768
Permits and Inspections	5,774,520	6,343,059	5,966,665
	<u>6,713,794</u>	<u>7,961,489</u>	<u>6,719,433</u>
POLICE SERVICES			
Chief Constable's Office	-	-	500
Administration Branch	83,750	98,712	88,408
Operations Branch	812,205	840,866	866,010
	<u>895,955</u>	<u>939,578</u>	<u>954,918</u>
WEST VANCOUVER MEMORIAL LIBRARY			
Administration	269,650	266,928	277,825
Operations Support	400	662	-
External Funding	250,698	221,420	144,454
	<u>520,748</u>	<u>489,010</u>	<u>422,279</u>
	24,327,993	26,193,652	24,669,412
NON DIVISIONAL REVENUE			
General Taxation	75,190,380	71,482,401	68,195,267
Fees and Charges	2,541,500	2,615,004	2,543,466
Other Revenue	10,151,261	8,940,612	7,623,250
Government Grants	180,475	189,191	182,143
Other Transfers	45,911,694	2,144,041	2,610,784
Amenity Contribution	-	14,390,768	8,349,801
Land Sales	-	1,799,307	6,237
	<u>133,975,310</u>	<u>101,561,324</u>	<u>89,510,948</u>
TOTAL REVENUE	158,303,303	127,754,976	114,180,361

DIVISIONAL EXPENSE SUMMARY

General Fund Budget

2019	2018	2017
Annual Budget	Year End Actual	Year End Actual

OFFICE OF THE CAO, COMMUNITY RELATIONS & COMMUNICATIONS, LEGISLATIVE SERVICES

Mayor and Council	478,277	467,212	415,774
Chief Administration Officer	783,066	730,274	720,987
Communications	788,979	712,020	666,049
Legislative Services	920,068	802,648	752,740
	<u>2,970,390</u>	<u>2,712,155</u>	<u>2,555,550</u>

CORPORATE SERVICES

Information Technology	3,844,433	3,618,526	3,666,837
Facilities Management	4,551,006	4,601,689	4,262,888
Emergency Program	298,246	206,851	255,667
Bylaw Enforcement	1,294,780	1,203,833	1,116,845
Lands, Legal and First Nations	575,071	451,305	486,064
	<u>10,563,536</u>	<u>10,082,205</u>	<u>9,788,301</u>

ENGINEERING & TRANSPORTATION

Engineering Services	1,265,549	1,217,876	1,076,573
Roads and Traffic	3,671,813	3,725,799	3,687,795
	<u>4,937,363</u>	<u>4,943,675</u>	<u>4,764,368</u>

FINANCIAL SERVICES

Finance	1,861,252	1,586,015	1,484,270
Taxes and Utilities	509,528	400,420	405,052
Purchasing and Risk Management	730,990	761,054	699,661
	<u>3,101,770</u>	<u>2,747,489</u>	<u>2,588,983</u>

FIRE & RESCUE SERVICES

Administrative Support	813,178	755,932	729,715
Fire Prevention	814,573	752,464	745,687
Emergency Services	15,427,407	14,668,711	14,191,705
	<u>17,055,159</u>	<u>16,177,106</u>	<u>15,667,107</u>

HUMAN RESOURCES

Human Resources	1,410,847	1,425,167	1,241,302
Payroll Services	436,058	407,299	340,841
	<u>1,846,905</u>	<u>1,832,466</u>	<u>1,582,143</u>

PARKS, CULTURE & COMMUNITY SERVICES

Central Administration	613,117	581,749	565,114
Community Services	11,783,748	11,372,803	11,334,921
Parks Maintenance	5,466,081	5,354,320	4,910,134
Cultural Services	2,472,468	2,250,884	2,275,806
	<u>20,335,414</u>	<u>19,559,757</u>	<u>19,085,976</u>

PLANNING & DEVELOPMENT SERVICES

Planning and Development	2,942,133	2,971,084	2,579,650
Permits and Inspections	2,321,533	2,219,071	2,083,668
	<u>5,263,666</u>	<u>5,190,156</u>	<u>4,663,318</u>

DIVISIONAL EXPENSE SUMMARY...continued

General Fund Budget

	2019	2018	2017
	Annual Budget	Year End Actual	Year End Actual
POLICE SERVICES			
Chief Constable's Office	1,166,468	1,106,064	951,033
Administration Branch	4,561,509	4,377,285	3,769,843
Operations Branch	10,645,217	10,158,222	10,447,527
	16,373,194	15,641,571	15,168,402
WEST VANCOUVER MEMORIAL LIBRARY			
Administration	367,113	402,125	398,566
Service Delivery	3,599,082	3,493,343	3,383,241
Operations Support	616,616	532,821	538,755
Third Party	250,698	221,419	144,454
	4,833,508	4,649,707	4,465,017
	87,280,906	83,536,286	80,329,164
GENERAL GOVERNMENT	14,752,430	14,552,247	13,243,162
TOTAL	102,033,335	98,088,533	93,572,327

DEPARTMENTAL NET EXPENSE SUMMARY

General Fund Budget

	2019 Annual Budget			2018	2017
	Expenses	Revenues	Net	Net Actual	Net Actual
Office of the CAO, Community Relations & Communications, Legislative Services	2,970,390	13,700	2,956,690	2,695,150	2,532,339
¹ Corporate Services	10,563,536	3,588,432	6,975,104	6,436,429	6,122,624
Engineering & Transportation	4,937,363	577,300	4,360,063	3,758,422	3,971,522
Financial Services	3,101,770	65,000	3,036,770	2,645,007	2,478,181
Fire & Rescue Services	17,055,159	227,039	16,828,120	15,907,941	15,448,175
Human Resources	1,846,905	-	1,846,905	1,832,466	1,582,143
² Parks, Culture & Community Services	20,335,414	11,726,025	8,609,389	7,975,862	7,324,661
³ Planning & Development Services	5,263,666	6,713,794	(1,450,128)	(2,771,333)	(2,056,115)
Police Services	16,373,194	895,955	15,477,239	14,701,993	14,213,484
West Vancouver Memorial Library	4,833,508	520,748	4,312,760	4,160,697	4,042,737
	87,280,906	24,327,993	62,952,913	57,342,634	55,659,752
General Government	14,752,430	77,558,162	(62,805,732)	(87,009,077)	(76,267,786)
Net Divisional Total	102,033,335	101,886,154	147,181	(29,666,443)	(20,608,034)
Asset Levy Transfer to Asset Reserves	14,500,000	14,500,000	-	13,035,859	11,985,900
Provision for Reserve Expenditures	41,917,149	41,917,149	-	-	-
Extraordinary Items	(147,181)	-	(147,181)	16,096,844	8,216,930
Total	158,303,303	158,303,303	-	(533,739)	(405,204)

¹ Includes Information Technology, Facilities Management, Bylaw & Licensing, First Nations and Land Management.

² Includes Arts & Culture.

³ Includes Permits & Inspections.

GENERAL GOVERNMENT EXPENSES

General Fund Budget

	2019	2018	2017
	Annual Budget	Year End Actual	Year End Actual
GENERAL GOVERNMENT			
Severance and Collective Bargaining	600,000	360,676	202,375
Legal	400,000	565,467	859,395
Property & Liability Insurance	1,015,000	961,210	864,688
Fiscal Services	2,105,883	2,164,656	2,378,796
Grants In Aid	472,824	460,161	435,099
¹ One-time Initiatives	2,438,654	637,507	987,565
² Election	80,000	242,136	1,282
³ Third Party Works	2,548,283	3,501,817	3,750,727
Other Transfers			
Endowment Fund - Taylor Way Lease	248,388	258,664	248,390
Endowment Fund - Wetmore Revenue	116,000	116,000	116,000
Endowment Fund - Physiotherapy Clinic Rent	39,635	39,636	19,051
Debt Retirement Reserve - Community Centre Rentals	789,205	789,231	785,794
Intrafund Debt Retirement	201,431	-	-
Election Reserve	-	147,500	47,500
Engagement Fund	-	-	-
⁴ Interest on Reserves	2,859,952	1,499,911	496,359
UBCM Community Works Funding	180,475	189,191	182,143
Other Transfers	-	1,963,000	1,500,000
Capital Reserves - Artificial Turf	156,700	155,485	153,592
Business Improvement Area	500,000	500,000	500,000
Benefit Costs Savings	-	-	(285,594)
	14,752,430	14,552,247	13,243,162

Notes:

- ¹ 2019 Budget includes carry-over of budget for 2018 one-time initiatives and operational projects funded by the Innovation Fund.
- ² No general local and school election planned in 2019. The budget is kept at the contingency level.
- ³ Adjustment for reduction in third party work expenditures.
- ⁴ Increase in transfer of interest income earned on reserves due to higher interest rates and more active investment strategy.

REVENUE ALLOCATION SUMMARY

General Fund Budget

	2019		
	Annual Budget	Allocated to Departments	Balance Unallocated
GENERAL TAXATION			
Municipal Taxes	73,761,087	-	73,761,087
Specified Area	519,663	-	519,663
Grants in Lieu	909,630	-	909,630
	75,190,380	-	75,190,380
FEES AND CHARGES			
Police Services	163,750	163,750	-
Engineering & Transportation	390,000	390,000	-
Parks, Culture & Community Services	11,684,025	11,684,025	-
Library Services	101,550	101,550	-
First Nations Band	2,440,000	-	2,440,000
Fire & Rescue Services	227,039	227,039	-
Parking Tickets	397,500	397,500	-
Vehicle Towing	31,500	-	31,500
General Admin & Finance Fees	147,000	77,000	70,000
	15,582,364	13,040,864	2,541,500
LICENCES AND PERMITS			
Business Licences	1,316,776	1,316,776	-
Inspection Permits	5,666,920	5,666,920	-
Other Permits & Licences	1,034,174	1,034,174	-
	8,017,870	8,017,870	-
OTHER REVENUE			
Administration Fees (Translink/Utilities)	969,277	-	969,277
Interest on Investments	4,667,734	-	4,667,734
Tax Penalties & Interest	966,431	-	966,431
Library Contributions	248,448	248,448	-
Taylor Way Lease	248,388	-	248,388
Leases & Rentals	2,038,804	1,669,656	369,148
Miscellaneous	858,200	476,200	382,000
Third Party Contributions	2,548,283	-	2,548,283
	12,545,565	2,394,304	10,151,261
GOVERNMENT GRANTS			
Provincial Revenue Sharing	654,597	654,597	-
Library	142,750	142,750	-
Other	258,083	77,608	180,475
	1,055,430	874,955	180,475
OTHER TRANSFERS			
Provincial Revenue Share, Capital Reserves, One Time's, Election	3,994,546	-	3,994,546
Provisional Transfers	41,917,149	-	41,917,149
	45,911,694	-	45,911,694
EXTRAORDINARY ITEMS			
Land Sales	-	-	-
	158,303,303	24,327,993	133,975,310

WAGES & BENEFITS DIVISIONAL SUMMARY

General Fund Budget

	2019			
	Annual Budget	Labour Budget	Non-Labour Budget	Labour %
OFFICE OF THE CAO, COMMUNITY RELATIONS & COMMUNICATIONS, LEGISLATIVE SERVICES				
Mayor and Council	478,277	418,277	60,000	87.45%
Chief Administration Officer	783,066	702,166	80,900	89.67%
Communications	788,979	704,359	84,620	89.27%
Legislative Services	920,068	880,568	39,500	95.71%
	<u>2,970,390</u>	<u>2,705,370</u>	<u>265,020</u>	<u>91.08%</u>
CORPORATE SERVICES				
Information Technology	3,844,433	1,894,278	1,950,155	49.27%
Facilities Management	4,551,006	2,284,333	2,266,673	50.19%
Emergency Planning	298,246	-	298,246	0.00%
Bylaw Enforcement	1,294,780	1,069,230	225,550	82.58%
Lands, Legal and First Nations	575,071	492,706	82,365	85.68%
	<u>10,563,536</u>	<u>5,740,547</u>	<u>4,822,989</u>	<u>54.34%</u>
ENGINEERING & TRANSPORTATION				
Engineering Services	1,265,549	1,204,949	60,600	95.21%
Roads and Traffic	3,671,813	1,858,610	1,813,203	50.62%
	<u>4,937,363</u>	<u>3,063,560</u>	<u>1,873,803</u>	<u>62.05%</u>
FINANCIAL SERVICES				
Finance	1,861,252	1,732,602	128,650	93.09%
Taxes and Utilities	509,528	458,278	51,250	89.94%
¹ Purchasing and Risk Management	730,990	752,090	(21,100)	102.89%
	<u>3,101,770</u>	<u>2,942,970</u>	<u>158,800</u>	<u>94.88%</u>
FIRE & RESCUE SERVICES				
Administrative Support	813,178	743,278	69,900	91.40%
Fire Prevention	814,573	794,873	19,700	97.58%
Emergency Services	15,427,407	14,489,002	938,405	93.92%
	<u>17,055,159</u>	<u>16,027,154</u>	<u>1,028,005</u>	<u>93.97%</u>
HUMAN RESOURCES				
Human Resources	1,410,847	1,176,297	234,550	83.38%
Payroll Services	436,058	436,058	-	100.00%
	<u>1,846,905</u>	<u>1,612,355</u>	<u>234,550</u>	<u>87.30%</u>

¹ The labour budget is greater than the total annual budget because non-labour costs within the Purchasing department include an internal recovery from the Water and Sewer Utilities. This recovery offsets costs to support the operations centre.

WAGES & BENEFITS DIVISIONAL SUMMARY...continued

General Fund Budget

	2019			
	Annual Budget	Labour Budget	Non-Labour Budget	Labour %
PARKS, CULTURE & COMMUNITY SERVICES				
Central Administration	613,117	584,717	28,400	95.37%
Community Services	11,783,748	9,470,570	2,313,178	80.37%
Parks Maintenance	5,466,081	4,059,876	1,406,205	74.27%
Cultural Services	2,472,468	1,219,790	1,252,678	49.33%
	20,335,414	15,334,953	5,000,461	75.41%
PLANNING & DEVELOPMENT SERVICES				
Planning and Development	2,942,133	2,495,198	446,935	84.81%
Permits and Inspections	2,321,533	2,220,383	101,150	95.64%
	5,263,666	4,715,581	548,085	89.59%
POLICE SERVICES				
Chief Constable's Office	1,166,468	917,828	248,640	78.68%
Administration Branch	4,561,509	2,466,896	2,094,613	54.08%
Operations Branch	10,645,217	9,420,557	1,224,660	88.50%
	16,373,194	12,805,281	3,567,913	78.21%
WEST VANCOUVER MEMORIAL LIBRARY				
Administration	367,113	288,313	78,800	78.54%
Service Delivery	3,599,082	3,251,847	347,235	90.35%
Operations Support	616,616	423,706	192,910	68.71%
Third Party	250,698	108,157	142,541	43.14%
	4,833,508	4,072,022	761,486	84.25%
	87,280,906	69,019,793	18,261,112	79.08%

STAFFING SUMMARY

FTE count = Full Time Equivalents

DISTRICT PERMANENT EMPLOYEES	Funding Source	Permanent Full Time			Permanent Part Time			Total		
		Exempt	Union	Total	Exempt	Union	Total	Exempt	Union	Total
GENERAL FUND										
Administration	General Tax Levy	11.00	6.00	17.00	0.60		0.60	11.60	6.00	17.60
Corporate Services	General Tax Levy	10.00	45.00	55.00		1.80	1.80	10.00	46.80	56.80
Engineering & Transportation	General Tax Levy									
▪ Engineering Services & Roads	General Tax Levy	9.06	20.65	29.71				9.06	20.65	29.71
▪ Shared Services	General Tax Levy	2.00	12.00	14.00				2.00	12.00	14.00
Financial Services	General Tax Levy	10.00	15.00	25.00		2.40	2.40	10.00	17.40	27.40
Fire & Rescue Services	General Tax Levy	10.00	102.00	112.00				10.00	102.00	112.00
Human Resources	General Tax Levy	13.00		13.00				13.00	-	13.00
Parks, Culture & Community Services	General Tax Levy	16.00	75.00	91.00	2.00	23.36	25.36	18.00	98.36	116.36
Planning & Development Services	General Tax Levy	14.00	27.00	41.00				14.00	27.00	41.00
West Vancouver Memorial Library	General Tax Levy	8.00	19.00	27.00		15.60	15.60	8.00	34.60	42.60
West Vancouver Police Services	General Tax Levy	15.00	78.00	93.00	1.20		1.20	16.20	78.00	94.20
	General Tax Levy	118.06	399.65	517.71	3.80	43.16	46.96	121.86	442.81	564.67
Parks, Culture & Community Services	Fee-for-service		1.00	1.00		1.40	1.40	-	2.40	2.40
Capital Maintenance	Capital Funding	0.89	7.15	8.04			-	0.89	7.15	8.04
Third Party Works	External Recovery		13.00	13.00			-	-	13.00	13.00
West Vancouver Police	External Recovery						-	-		
▪ Secondments	External Recovery		12.00	12.00			-	-	12.00	12.00
▪ Assignments	External Recovery		5.00	5.00			-	-	5.00	5.00
	External Recovery	-	30.00	30.00	-	-	-	-	30.00	30.00
OTHER FUNDS										
Cemetery	Fee-for-service	0.00	4.00	4.00		0.60	0.60	-	4.60	4.60
Golf	Fee-for-service	0.00	2.00	2.00		1.67	1.67	-	3.67	3.67
Sewer & Drainage Utility	Fee-for-service	3.35	13.60	16.95				3.35	13.60	16.95
Solid Waste Utility	Fee-for-service									
▪ Engineering & Transportation	Fee-for-service	1.85	2.50	4.35				1.85	2.50	4.35
▪ Parks, Culture & Community Services	Fee-for-service		1.00	1.00				-	1.00	1.00
Water Utility	Fee-for-service	1.85	13.10	14.95				1.85	13.10	14.95
	Fee-for-service	7.05	36.20	43.25	-	2.27	2.27	7.05	38.47	45.52
TOTAL DISTRICT PERMANENT EMPLOYEES		126.00	474.00	600.00	3.80	46.83	50.63	129.80	520.83	650.63

DISTRICT CASUAL POOLS	Funding Source	Full Time Equivalent	Salary & Benefits (\$)
GENERAL FUND			
Administration	General Tax Levy	1.08	72,206
Corporate Services	General Tax Levy	1.93	140,188
Financial Services	General Tax Levy	1.55	99,186
Human Resources	General Tax Levy	0.20	13,689
Parks, Culture & Community Services	General Tax Levy	29.72	1,944,578
Planning & Development Services	General Tax Levy	0.50	48,448
West Vancouver Memorial Library	General Tax Levy	4.00	357,910
West Vancouver Police	General Tax Levy	1.95	145,539
	General Tax Levy	40.94	2,821,743
Capital Maintenance	Capital Funding	7.25	465,593
OTHER FUNDS			
Cemetery	Fee-for-service	1.50	121,643
Golf	Fee-for-service	1.55	141,212
Solid Waste Utility	Fee-for-service		
▪ Parks, Culture & Community Services	Fee-for-service	2.02	151,994
Water Utility	Fee-for-service	2.50	110,269
	Fee-for-service	7.57	525,118
TOTAL DISTRICT CASUAL POOLS		55.75	3,812,454

TRANSIT	Funding Source	Exempt	Union	Casual	Total
Permanent Full Time	External Recovery	11.00	125.00		136.00
Permanent Part Time	External Recovery		15.00		15.00
Casual	External Recovery			2.00	2.00
TOTAL TRANSIT EMPLOYEES		11.00	140.00	2.00	153.00

Notes:

- Funding sources:
 - General Tax Levy - taxes levied annually on residential and commercial properties
 - Fee-for-service - non-taxpayer based revenues coming from user-pay services provided by the District (Culture & Community Services programs, Utility services)
 - Capital Funding is part of capital budgets of the respective District departments to cover capital maintenance labour costs
 - External Recovery - costs recovered from other organizations for services provided by the District (TransLink, other Police Agencies, third party developers).
- Staffing FTEs reflect authorized staffing levels, which may not be fully funded in the budget due to assumptions on vacancy rates.
- Shared Services includes fleet, carpentry, signage, dispatch and administration support provided by Engineering to other divisions/funds at the District's Operations Centre on a cost recovery basis.
- Third Party Works are Engineering construction/renovation projects that are fully recovered from third party developers.
- Transit is fully funded by TransLink.
- Full Time Equivalent equals one employee working full time hours.

STAFFING CHANGES

FTE count = Full Time Equivalents

DISTRICT PERMANENT EMPLOYEES		Funding Source	2018	2018 Adjustments		2018	2019 Changes			2019
			Total	Transfers	Other	Revised	Transfers	Other	Total	Total
GENERAL FUND										
Administration	General Tax Levy	17.00		0.60	17.60 ^a				-	17.60
Corporate Services	General Tax Levy	54.80	1.00		55.80 ^b		1.00	1.00 ⁱ		56.80
Engineering & Transportation	General Tax Levy									
▪ Engineering Services & Roads	General Tax Levy	30.71	(1.00)		29.71 ^c				-	29.71
▪ Shared Services	General Tax Levy	13.00	1.00		14.00 ^d				-	14.00
Financial Services	General Tax Levy	25.40		2.00	27.40 ^e				-	27.40
Fire & Rescue Services	General Tax Levy	112.00			112.00				-	112.00
Human Resources	General Tax Levy	13.00			13.00				-	13.00
Parks, Culture & Community Services	General Tax Levy	116.36			116.36				-	116.36
Planning & Development Services	General Tax Levy	41.00			41.00				-	41.00
West Vancouver Memorial Library	General Tax Levy	41.20			41.20		1.40	1.40 ^j		42.60
West Vancouver Police Services	General Tax Levy	95.57	(1.00)	0.63	95.20 ^f	(1.00)		(1.00) ^k		94.20
	General Tax Levy	560.04	-	3.23	563.27	0.40	1.00	1.40		564.67
Parks, Culture & Community Services	Fee-for-service				-		2.40	2.40^l		2.40
Capital Maintenance	Capital Funding	8.04			8.04					8.04
Third Party Works	External Recovery	13.00			13.00					13.00
West Vancouver Police	External Recovery									
▪ Secondments	External Recovery	9.00			9.00		3.00	3.00 ^m		12.00
▪ Assignments	External Recovery	4.00			4.00	1.00		1.00 ⁿ		5.00
	External Recovery	26.00	-	-	26.00	1.00	3.00	4.00		30.00
OTHER FUNDS										
Cemetery	Fee-for-service	4.60			4.60				-	4.60
Golf	Fee-for-service	3.67			3.67				-	3.67
Sewer & Drainage Utility	Fee-for-service	16.65			16.65		0.30	0.30 ^o		16.95
Solid Waste Utility	Fee-for-service									
▪ Engineering & Transportation	Fee-for-service	3.85			3.85		0.50	0.50 ^p		4.35
▪ Parks, Culture & Community Services	Fee-for-service	1.00			1.00				-	1.00
Water Utility	Fee-for-service	14.75			14.75		0.20	0.20 ^q		14.95
	Fee-for-service	44.52	-	-	44.52	-	1.00	1.00		45.52
DISTRICT PERMANENT EMPLOYEES		638.60	-	3.23	641.83	1.40	7.40	8.80		650.63

DISTRICT CASUAL POOLS		Funding Source	2018	2018 Adjustments		2018	2019 Changes			2019
			Total	Transfers	Other	Revised	Transfers	Other	Total	Total
GENERAL FUND										
Administration	General Tax Levy	1.08			1.08				-	1.08
Corporate Services	General Tax Levy	1.43			1.43		0.50	0.50 ^r		1.93
Financial Services	General Tax Levy	1.55			1.55				-	1.55
Human Resources	General Tax Levy	0.20			0.20				-	0.20
Parks, Culture & Community Services	General Tax Levy	29.72			29.72				-	29.72
Planning & Development Services	General Tax Levy	0.66		(0.16)	0.50 ^g				-	0.50
West Vancouver Memorial Library	General Tax Levy	5.40			5.40	(1.40)		(1.40) ^s		4.00
West Vancouver Police	General Tax Levy	1.95			1.95				-	1.95
	General Tax Levy	41.99	-	(0.16)	41.83	(1.40)	0.50	(0.90)		40.93
Capital Maintenance	Capital Funding	7.25			7.25				-	7.25
OTHER FUNDS										
Cemetery	Fee-for-service	1.50			1.50				-	1.50
Golf	Fee-for-service	1.55			1.55				-	1.55
Solid Waste Utility	Fee-for-service									
▪ Parks, Culture & Community Services	Fee-for-service	2.02			2.02				-	2.02
Water Utility	Fee-for-service	2.50			2.50				-	2.50
	Fee-for-service	7.57	-	-	7.57	-	-	-		7.57
DISTRICT CASUAL POOLS		56.81	-	(0.16)	56.65	(1.40)	0.50	(0.90)		55.75
TOTAL DISTRICT		695.41	0.00	3.07	698.48	0.00	7.90	7.90		706.38

TRANSIT BUS		Funding Source	2018	2018 Adjustments		2018	2019 Changes			2019
			Total	Transfers	Other	Revised	Transfers	Other	Total	Total
Permanent	External Recovery	164.77		(13.77)	151.00 ^h					151.00
Casual	External Recovery	2.00			2.00					2.00
TOTAL TRANSIT EMPLOYEES		166.77	-	(13.77)	153.00	-	-	-		153.00

STAFFING CHANGES...continued

2018 Changes:

- a New Mayor Assistant position (0.60 FTE) to provide administrative support to the Mayor.
- b,f Transfer Building Maintenance worker position from Police Services to Corporate Services (1.00 FTE).
- c,d Transfer 1.00 FTE from Engineering Services & Roads to Shared Services due to re-alignment of duties.
- e New Senior Accountant position (1.00 FTE) to provide enhanced support in internal auditing, control, and risk management and Land, Taxes, and Utilities Clerk position (1.00 FTE) to coordinate and maintain the accuracy and integrity of corporate records for land, taxes and utility services.
- f Additional (+0.63 FTE) to the existing Finance Analyst position of 0.37 FTE within the established base operating budget.
- g Elimination of Department Secretary position (0.16 FTE).
- h FTE reduction due to the transfer of Horseshoe Bay Blue Bus Route 257 to TransLink effective Sept 1, 2018.

2019 Changes:

- i New Facilities Customer Service and Sustainability Supervisor position (1.00 FTE) to enhance customer service to residents and staff.
- j,s Reorganization of West Vancouver Memorial Library resulted in an increase of 1.40 FTE. This was accomplished by reduction in casual FTEs with a minimal change to salary expenditures.
- k,n Transfer 1.00 FTE from permanent to assignment position with external funding recovery.
- l Result of reporting change. 2.40 FTE in permanent Gymnastic Staff positions fully funded from program revenue.
- m Additional three secondments to police integrated teams (+3.00 FTE) which are fully recoverable from other Police Agencies.
- o,p,q New Financial Analyst position (1.00 FTE) split between different utility funds. To provide support with complex financial reporting, budgeting and utility rate modeling.
- r Additional Facility Maintenance position (0.50 FTE) due to extension of the ice season at the Ice Arena.

ASSESSMENT & TAXATION ANALYSIS

2019 Revised Roll

Property Class	2018 Values	2019 Values (revised)	Non-market Change - Land	Non-market Change - Improvements	Non-market Change - Total	% Chg Due to Non-market Change	% Chg Due to Market	% Chg
Res Vacant	\$1,058,720,500	\$816,912,300	-\$132,732,600	\$0	-\$132,732,600	-12.54%	-10.30%	-22.84%
Res Single Family	\$44,451,086,500	\$40,040,572,100	\$93,722,000	\$434,870,100	\$528,592,100	1.19%	-11.11%	-9.92%
Res ALR	-	-	-	-	-	-	-	-
Res Farm	-	-	-	-	-	-	-	-
Res Strata	\$5,136,656,000	\$5,530,108,100	\$198,804,000	\$60,136,400	\$258,940,400	5.04%	2.62%	7.66%
Res Other	\$1,415,101,230	\$1,723,574,130	\$43,644,000	\$101,703,000	\$145,347,000	10.27%	11.53%	21.80%
01 - Residential Total	\$52,061,564,230	\$48,111,166,630	\$203,437,400	\$596,709,500	\$800,146,900	1.54%	-9.12%	-7.59%
02 - Utilities	\$16,594,925	\$16,091,335	\$63,900	\$0	\$63,900	0.39%	-3.42%	-3.03%
03 - Supportive Housing	-	-	-	-	-	-	-	-
04 - Major Industry	\$2,211,000	\$2,159,000	\$0	\$0	\$0	0.00%	-2.35%	-2.35%
05 - Light Industry	-	-	-	-	-	-	-	-
06 - Business And Other	\$1,293,700,100	\$1,506,280,400	-\$47,480,000	\$2,357,800	-\$45,122,200	-3.49%	19.92%	16.43%
07 - Managed Forest Land	-	-	-	-	-	-	-	-
08 - Rec/Non Profit	\$55,085,000	\$58,385,100	-\$3,105,000	\$0	-\$3,105,000	-5.64%	11.63%	5.99%
09 - Farm	-	-	-	-	-	-	-	-
S.644LGA/398VC	\$27,664,500	\$29,626,600	\$0	\$166,600	\$166,600	0.60%	6.49%	7.09%
Total All Classes	\$53,456,819,755	\$49,723,709,065	\$152,916,300	\$599,233,900	\$752,150,200	1.41%	-8.39%	-6.98%

MILL RATE CONVERSION	2018 Year End Totals	2018 Mill Rate	2018 Taxation Revenues	2018 Properties at 2019 Values	2019 Equivalent to 2018 Mill Rate	Revenue Proof
01 - Residential Total	\$52,061,564,230	1.253145754	\$65,240,728	\$47,311,019,730	1.378975311	\$65,240,728
02 - Utilities	\$16,594,925	8.238713841	\$136,721	\$16,027,435	8.530425379	\$136,721
03 - Supportive Housing	-	-	-	-	-	-
04 - Major Industry	\$2,211,000	18.64675351	\$41,228	\$2,159,000	19.09586475	\$41,228
05 - Light Industry	-	-	-	-	-	-
06 - Business And Other	\$1,293,700,100	3.429921674	\$4,437,290	\$1,551,402,600	2.860179564	\$4,437,290
07 - Managed Forest Land	-	-	-	-	-	-
08 - Rec/Non Profit	\$55,085,000	3.966240781	\$218,480	\$61,490,100	3.553098359	\$218,480
09 - Farm	-	-	-	-	-	-
S.644LGA/398VC	\$27,664,500	-	-	\$29,460,000	-	-
Total	\$53,456,819,755	-	\$70,074,447	\$48,971,558,865	-	\$70,074,447
Total excl. S.644	\$53,429,155,255	-	\$70,074,447	\$48,942,098,865	-	\$70,074,447

TAXATION ANALYSIS	2019 Taxable Totals	Tax on New Construction at 2018 Equivalent Rate	2018 Equivalent Mill Rate	2019 Revenues @ 2018 Rates Equivalent Rate	2019 2.19 Operating Levy 1.76 Asset Levy	2019 Total Revenues	2019 Mill Rates	Class Multiple	Tax Burden
01 - Residential Total	\$48,111,166,630	\$1,103,383	1.378975311	\$66,344,111	\$2,658,668	\$69,002,779	1.434236241	1.000000	93.45%
02 - Utilities	\$16,091,335	\$545	8.530425379	\$137,266	\$3,006	\$140,272	8.717241695	6.077968	0.19%
03 - Supportive Housing	-	-	-	-	-	-	-	-	-
04 - Major Industry	\$2,159,000	\$0	19.09586475	\$41,228	\$903	\$42,131	19.51406419	13.605893	0.06%
05 - Light Industry	-	-	-	-	-	-	-	-	-
06 - Business And Other	\$1,506,280,400	-\$129,058	2.860179564	\$4,308,232	\$132,100	\$4,440,332	2.947878868	2.055365	6.01%
07 - Managed Forest Land	-	-	-	-	-	-	-	-	-
08 - Rec/Non Profit	\$58,385,100	-\$11,032	3.553098359	\$207,448	\$4,543	\$211,991	3.630911213	2.531599	0.29%
09 - Farm	-	-	-	-	-	-	-	-	-
S.644LGA/398VC	\$29,626,600	-	-	-	-	-	-	-	-
Total excl. S.644	\$49,694,082,465	\$963,838	-	\$71,038,285	\$2,799,220	\$73,837,505	-	-	100%



6. Divisional Operations

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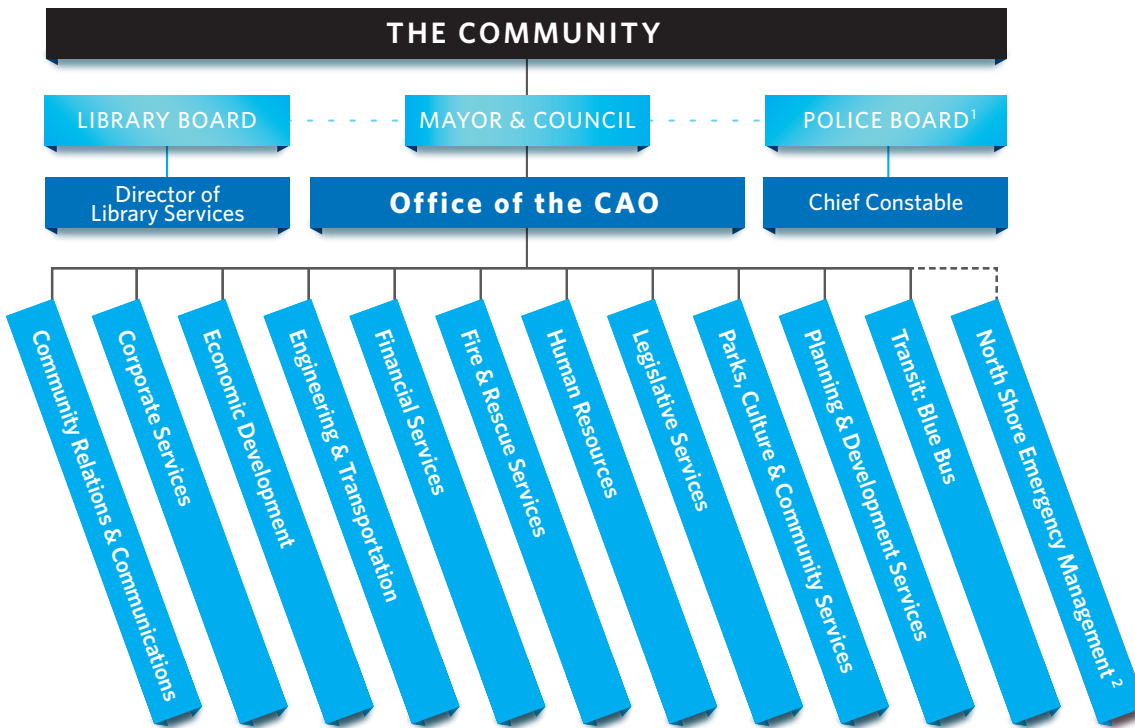
OFFICE OF THE CAO

The Office of the Chief Administrative Officer leads, coordinates and provides oversight for all District divisions to ensure the District is accomplishing Council’s priorities, goals of the community and the District’s vision and mission.

The Chief Administrative Officer (CAO) takes direction from Mayor and Council in their roles as governors of the District of West Vancouver. The CAO serves as a link between Council, which sets priorities, and the executive committee, which implements them. The CAO keeps Mayor and Council informed of corporate policies, plans and financial information, and provides them with analysis, options and recommendations. As administrative head of the District, the CAO provides leadership and direction to executive committee members on development and execution of divisional and departmental work plans, while creating the working environment and procedures to allow the executive committee to successfully fulfill their roles. The CAO personally represents the District at all levels in the community, maintains relationships with community groups and agencies, and manages the District’s interests on intergovernmental issues.



Nina Leemhuis | Chief Administrative Officer



¹Police services in West Vancouver are provided by an independent West Vancouver police detachment, which operates under the governance of the Police Board appointed by Council, as per the BC Police Act (RSBC 1996, chapter 367).

²North Shore Emergency Management (NSEM) is an intermunicipal agency providing emergency management services for the District of West Vancouver, City of North Vancouver and District of North Vancouver.

2018 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

Ambleside: Waterfront & Town Centre

- guided first phase of public consultation and information gathering for the development of the plan

Built Form, Housing & Neighbourhood Character

- provided oversight for the analysis and development of options and recommendations for housing affordability and diversity



Fiscal Sustainability & Municipal Services

- guided development of a funding strategy for the replacement of major municipal facilities

Natural Environment & Climate Action

- provided leadership and direction on implementing corporate and community plans for reducing environmental footprints and creating sustainable operations

Official Community Plan Review

- guided phases of public consultation and information gathering and analysis for the OCP review and update

Arts, Culture & Heritage

- provided oversight to the steering committee guiding development of the Arts & Culture Strategic Action Plan

Police Services & Municipal Hall Project

- provided oversight to the final phases of construction and occupancy plan for continued centralization at Municipal Hall

Traffic & Transportation

- provided leadership and direction for partnerships with other levels of government, including TransLink, to address congestion, improve transit efficiency and improve transportation connections on the North Shore

2018 OPERATIONAL ACCOMPLISHMENTS

- continued to build and foster a service-oriented culture within all District divisions and operations
- led and directed improvements in emergency preparedness, response and resiliency for all divisions and the community
- reviewed community consultation processes to ensure citizen input informs Council and staff decisions on projects and plans effectively and consistently
- directed the development of work plans for all divisions to reflect and execute Council priorities
- oversaw development and implementation of enhanced employee engagement practices
- provided support for the 2018 local government and school election



2019 OPERATIONAL INITIATIVES

- continue to build and foster a service-oriented culture within all District divisions and operations
- lead and direct improvements in emergency preparedness, response and resiliency for all divisions and the community
- direct the development of work plans for all divisions to reflect and execute Council priorities
- ensure continued development and implementation of enhanced employee engagement practices

2019 INITIATIVES TO SUPPORT COUNCIL STRATEGIC GOALS

Housing

- provide oversight to initiatives to significantly expand the diversity and supply of housing, including housing that is more affordable and options for District-owned land

Local Economy

- guide initiatives that create vital and vibrant commercial centres, including the implementation of the Economic Development Plan and development of a Destination Brand and Marketing Plan

Environment

- provide oversight to a suite of measures to protect our natural environment, reduce our impact on it and adapt to climate change, including policies and actions to protect our community from the impacts of climate change

Mobility

- continue to guide initiatives to improve mobility and reduce congestion for people and goods, including working with our partners on the North Shore and in the region, updating strategies and plans that support mobility and focus on community safety

Municipal Services

- continue to deliver municipal services efficiently, including reviewing current services to determine which, if any, can be reduced, eliminated or delivered more efficiently
- continue to ensure community consultation processes are effective
- continue to attract and retain high-quality employees

Social Well-being

- oversee initiatives that support the social well-being of our community by enhancing cultural, health, recreational and socially supportive programs

OFFICE OF THE CAO

Net Divisional Expenses

	Budget 2019		Actual 2018		Actual 2017	
	%	\$	%	\$	%	\$
Revenue						
		-		-		-
Expenses						
Mayor and Council						
Salaries & Benefits	87.45%	418,277	88.05%	411,363	85.57%	355,758
Supplies & Other Expenses	12.55%	60,000	11.95%	55,849	14.43%	60,016
	100.00%	478,277	100.00%	467,212	100.00%	415,774
¹ Office of the CAO						
Salaries & Benefits	89.67%	702,166	90.61%	661,728	91.53%	659,898
Supplies & Other Expenses	9.95%	77,900	8.39%	61,283	8.47%	61,089
Professional & Consulting	0.38%	3,000	0.99%	7,264	0.00%	-
	100.00%	783,066	100.00%	730,274	100.00%	720,987
Net Divisional Expenses						
Mayor and Council	37.92%	(478,277)	39.02%	(467,212)	36.58%	(415,774)
Chief Administrative Officer	62.08%	(783,066)	60.98%	(730,274)	63.42%	(720,987)
	100.00%	(1,261,343)	100.00%	(1,197,486)	100.00%	(1,136,761)

¹ Includes costs for Economic Development office.

OFFICE OF THE CAO

Stats & Trends

TREND OF RESOURCE REQUIREMENTS

	2018	2017	2016	2015	2014
Salaries & Benefits	1,073,090	1,015,656	991,333	1,060,498	1,095,310
Supplies & Other Expenses	117,132	121,106	122,958	128,293	125,568
Professional & Consulting	7,264	-	2,760	-	-
Recoveries & Allocations	-	-	-	-	-
Total Expenditures	1,197,486	1,136,761	1,117,051	1,188,791	1,220,878
Less: Direct Revenues					
Net Expenditures	1,197,486	1,136,761	1,117,051	1,188,791	1,220,878

COMMUNITY RELATIONS & COMMUNICATIONS

The Community Relations & Communications Division creates and administers an integrated communications structure that keeps residents informed of District projects, policies, services and events.

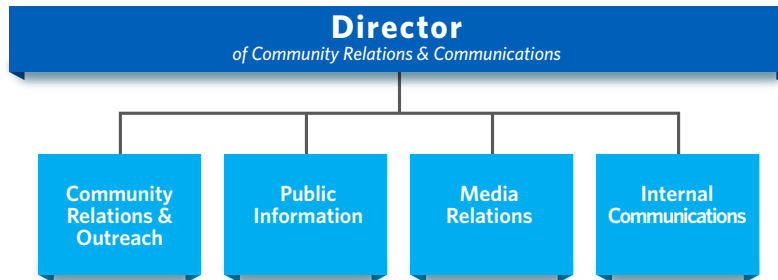
Working with other District divisions, Community Relations identifies and responds to residents' questions and concerns with the goal of providing current information and excellent municipal services. Community Relations acts as a liaison and point of contact between individuals, businesses and organizations and District staff.

Using current best practices, Communications keeps residents and stakeholders informed by planning and administering a suite of District websites and social media channels and by producing printed materials. Communications provides information to print, television, radio and online media and responds to media requests for information and interviews. This department provides graphic design services in support of District community engagement, marketing, events, advertising, online tools and sign plans.

This division is also responsible for communications during emergencies and for the majority of internal staff communications and engagement in support of service delivery excellence.



Donna Powers | Director of Community Relations & Communications



2018 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

Ambleside: Waterfront & Town Centre

- provided support for the phased implementation of the Ambleside Waterfront Plan
- supported a comprehensive community engagement plan for the Ambleside Town Centre Plan

Built Form, Housing & Neighbourhood Character

- provided support for the Neighbourhood Character Working Group

Official Community Plan Review

- supported the community engagement process for various phases of the review
- supported implementation of an adopted Official Community Plan

Fiscal Sustainability & Municipal Services

- produced key financial documents and online information pieces to support residents' understanding of District budget and finances



Natural Environment & Climate Action

- supported the Coastal Marine Management Working Group and Interim Tree Bylaw Working Group
- supported foreshore work, implementation of the Community Energy & Emissions Plan, trails plan and Horseshoe Bay Park Revitalization Project

Arts, Culture & Heritage

- provided support for community engagement and development of the Arts & Culture Strategy
- supported Harmony Arts Festival, West Vancouver Art Museum and Ferry Building Gallery
- supported the Community Day Working Group

Traffic & Transportation

- provided support for suite of actions to improve movement of goods and people across the North Shore

2018 OPERATIONAL ACCOMPLISHMENTS

- provided support for the 2018 local government and school election
- provided staff support for, and participated with, the Community Engagement Committee
- expanded support for Engineering & Transportation Division
- implemented new internal communications tools and augmented existing ones
- launched a new mobile application to enhance service to residents in conjunction with Information Technology Services
- upgraded digital platform for westvancouverITE, the District's online engagement portal
- conducted a District-wide employee engagement survey in conjunction with Human Resources and incorporated findings into an updated employee engagement strategy

2019 OPERATIONAL INITIATIVES

- continue to develop and manage a suite of digital communications and engagement platforms
- continue to oversee and develop branded District publications, documents and signage
- provide specialized communications and community relations to stakeholders impacted by District infrastructure works, programs and initiatives
- provide support to all divisions for work plans and unplanned work



- enhance quality and accessibility of District communications using clear language and design
- provide information and respond to requests from media
- continue to enhance internal communications to support staff engagement and job performance
- develop a crisis communications team to support North Shore Emergency Management during an event or emergency
- continue to act as liaison to the Community Engagement Committee

2019 INITIATIVES TO SUPPORT COUNCIL STRATEGIC GOALS

Housing

- continue to support the Neighbourhood Character Working Group
- support community consultation on District-owned property at 2195 Gordon

Local Economy

- support a community engagement process to develop a local area plan for Horseshoe Bay
- support initial foundational engagement to prepare for the development of an Ambleside Local Area Plan

Environment

- support the completion of the District's Natural Assets Inventory

Mobility

- lead the District's public engagement on TransLink's proposed B-Line

Municipal Services

- provide support to all divisions conducting engagement and outreach
- review and update the Community Engagement & Outreach Policy
- continue to build the reach of online information and engagement
- implement new features, build subscribers and fully leverage the opportunities provided by a new online engagement platform

Social Well-being

- support the Emerging Vision Advisory Panel

COMMUNITY RELATIONS & COMMUNICATIONS

Net Divisional Expenses

	Budget 2019		Actual 2018		Actual 2017	
	%	\$	%	\$	%	\$
Revenue						
		-		-		-
Expenses						
Communications						
Salaries & Benefits	89.27%	704,359	92.67%	659,819	93.57%	623,220
Supplies & Other Expenses	8.82%	69,620	7.33%	52,202	6.43%	42,829
Professional & Consulting	1.90%	15,000	0.00%	-	0.00%	-
	98.10%	788,979	100.00%	712,020	100.00%	666,049
Net Divisional Expenses						
Communications	100.00%	(788,979)	100.00%	(712,020)	100.00%	(666,049)
	100.00%	(788,979)	100.00%	(712,020)	100.00%	(666,049)

COMMUNITY RELATIONS & COMMUNICATIONS

Stats & Trends

SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2018	2017	2016	2015	2014
Graphic design requests ¹	1,109	808			
Website content posting requests ¹	1,558	1,393			
Website visitors using mobile ¹	49.1%	46.6%			
Website visitors using PCs ¹	42.4%	44.0%			
Website visitors using tablets ¹	8.5%	9.4%			

¹ Data only available from 2017 onward as this was the first year that Community Relations & Communications was reported in detail.

TREND OF RESOURCE REQUIREMENTS

	2018	2017	2016	2015	2014
Salaries & Benefits	659,819	623,220	637,544	464,771	343,476
Supplies & Other Expenses	52,202	42,829	34,721	42,073	37,526
Professional & Consulting	-	-	-	39,894	8,610
Recoveries & Allocations	-	-	-	-	-
Total Expenditures	712,020	666,049	672,265	546,737	389,612
Less: Direct Revenues					
Net Expenditures	712,020	666,049	672,265	546,737	389,612

COMMUNITY RELATIONS & COMMUNICATIONS

Key Performance Indicators

KEEPING RESIDENTS INFORMED OF DISTRICT PROJECTS, POLICIES, SERVICES, AND EVENTS

SUPPORTING SERVICE PRIORITIES

Community Relations & Outreach	Public Information	Website & Social Media	Media Relations				
	DIVISIONAL GOALS						
	1. Provide support & leadership for comprehensive community engagement						
	2. Ensure that residents receive accurate, timely, and relevant information						
	3. Provide communications support for implementation of District plans & policies						
	DIVISIONAL STRATEGIES						
	A. Lead B-Line engagement and develop enhanced support and tools for engagement across the organization						
	B. Keep area residents informed as municipal projects such as Five Creeks Flood Protection Project moves forward						
	C. Build communications planning, project management and brand management capacity and support						
	D. Build online information & engagement through web & social media. Implement new features, build subscribers and fully leverage new online engagement platform						
	PERFORMANCE MEASURES	BENCHMARK TARGET	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 TARGET	2020 TARGET
# of project information letters to residents	17,000	7,500	12,550	15,000	17,000	18,000	2,3
# of website visitor sessions	1,000,000	750,069	819,427	891,249	950,000	1,000,000	1, 2, 3
# of Twitter impressions	700,000	549,641	593,300	646,500	700,000	700,000	1, 2, 3
# of Facebook impressions	425,000	289,554	198,539	389,213	425,000	500,000	1, 2, 3
# of Instagram impressions	50,000	n/a	21,906	45,063	46,000	55,000	1, 2, 3
# of engagement website visitors	50,000	n/a	n/a	2,100	55,500	60,000	1, 2

LEGISLATIVE SERVICES

The Legislative Services Division is comprised of two departments, Legislative Operations and Records & Privacy.

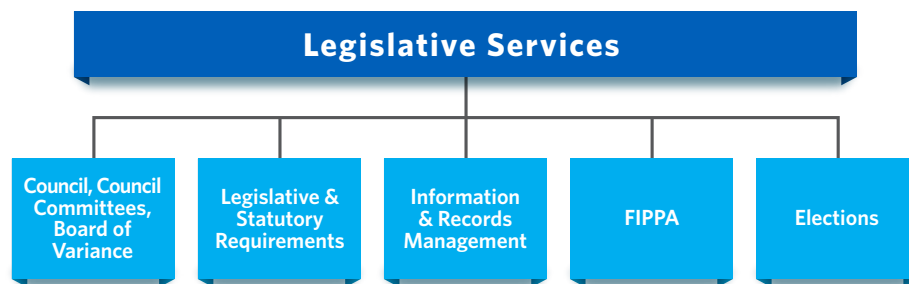
Legislative Operations provides support for legislative matters, including statutory processes and procedures, Council meetings and related decisions, public notifications, Council committees, bylaw and policy processes, document certification and the execution of legal documents on the District's behalf. Legislative Operations also provides a communications link between Council, staff and the public through the provision of the correspondence process.

Records & Privacy manages compliance with the *Freedom of Information and Protection of Privacy Act*. Records & Privacy is responsible for the ongoing development and maintenance of the corporate records and information management program, including archival records, to ensure appropriate access to, and protection of, records and information maintained by the District.

The division also conducts all legislated elector approval processes, by-elections and local government and school elections.



Mark Panneton | Director of Legislative Services / Corporate Officer



2018 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

- provided legislative and other support for Council priorities wherever required

2018 OPERATIONAL ACCOMPLISHMENTS

- conducted the 2018 local government election and associated judicial recount
- performed statutory and other requirements for Council meetings, public hearings, board of variance hearings and statutory notifications
- administered the *Freedom of Information and Protection of Privacy Act* (FIPPA), including processing Freedom of Information requests
- continued to develop updates for records and information management best practices, and continued development of updated corporate records/information management procedures
- processed non-FIPPA information requests from internal and external sources
- provided local government information sessions for students, staff and Council
- coordinated training on FIPPA privacy legislation requirements
- managed corporate agreement, bylaw and policy processing
- continued to review corporate administrative requirements and provide recommendations for updates and implementation
- conducted recruitment for board, committee and working group volunteers



2019 OPERATIONAL INITIATIVES

- continue development and implementation of corporate records/information management procedures and best practices
- increase digital availability of archival records
- fulfill statutory and other requirements for Council meetings, public hearings and board of variance hearings
- conduct statutory development notifications
- administer FIPPA
- process routine requests for information, as well as FIPPA requests
- manage corporate agreement, bylaw and policy processing
- continue to review corporate administrative requirements and provide recommendations for update and implementation
- conduct and enhance the annual recruitment process for volunteers for boards and committees, as well as any additional recruitments as required throughout the year

2019 INITIATIVES TO SUPPORT COUNCIL STRATEGIC GOALS

Municipal Services

- continue to implement technological improvements to deliver services more efficiently, including digital Council agendas

LEGISLATIVE SERVICES

Net Divisional Expenses

	Budget 2019		Actual 2018		Actual 2017	
	%	\$	%	\$	%	\$
Revenue						
Legislative Services	100.00%	13,700	100.00%	17,005	100.00%	23,211
	100.00%	13,700	100.00%	17,005	100.00%	23,211
Expenses						
Legislative Services						
Salaries & Benefits	95.71%	880,568	95.21%	764,209	96.14%	723,656
Supplies & Other Expenses	4.29%	39,500	3.73%	29,964	2.79%	20,976
Professional & Consulting	0.00%	-	1.06%	8,475	1.08%	8,108
	100.00%	920,068	100.00%	802,648	100.00%	752,740
Net Divisional Expenses						
Legislative Services	100.00%	(906,368)	100.00%	(785,644)	100.00%	(729,529)
	100.00%	(906,368)	100.00%	(785,644)	100.00%	(729,529)

LEGISLATIVE SERVICES

Stats & Trends

SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2018	2017	2016	2015	2014
Meetings of Council	36	30	36	34	36
Freedom of Information & Protection of Privacy Act Requests	138	138	138	103	103
Board of Variance Applications	46	38	27	22	34
Board of Variance Hearings	10	9	8	10	6
% Voter Turnout ¹	38.42%	n/a	17.53%	n/a	28.37%

¹ Only applicable in election years

TREND OF RESOURCE REQUIREMENTS

	2018	2017	2016	2015	2014
Salaries & Benefits	764,209	723,656	702,199	639,120	661,241
Supplies & Other Expenses	29,964	20,976	24,938	26,088	37,802
Professional & Consulting	8,475	8,108	2,550	16,601	8,370
Recoveries & Allocations	-	-	-	-	-
Total Expenditures	802,648	752,740	729,686	681,809	707,413
Less: Direct Revenues	(17,005)	(23,211)	(15,069)	(30,577)	(25,682)
Net Expenditures	785,644	729,529	714,618	651,233	681,731

LEGISLATIVE SERVICES

Key Performance Indicators

SUPPORTING COUNCIL AND COUNCIL COMMITTEES AND ENSURING THAT ALL LEGISLATIVE AND STATUTORY REQUIREMENTS ARE MET

SUPPORTING SERVICE PRIORITIES

Legislative and Statutory Requirements	Correspondence	Records and Information Management	Freedom of Information and Protection of Privacy Act (FIPPA)	Elections			
	DIVISIONAL GOALS						
	1. Ensure that statutory and other requirements for all Council and Council committee meetings are met						
	2. Administer FIPPA regulations for the organization and coordinate responses to FIPPA requests for access to records						
	3. Improve Corporate File Plan accessibility						
	4. Ensure integrity of corporate records						
	DIVISIONAL STRATEGIES						
	A. Develop in-house FIPPA training and compliance program						
	B. Coordinate review and updating of all corporate policies						
	C. Provide guidance on records management and retention						
	D. Review and streamline annual volunteer recruitment process						
PERFORMANCE MEASURES	BENCHMARK TARGET	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 TARGET	2020 TARGET	GOAL ALIGNMENT
% Council agenda publication timelines met (internal goal of publication 11 days prior to meeting date)	100%	92%	100%	91%	100%	100%	1
% Council reports and bylaws digitized for online access	100%	98%	100%	100%	100%	100%	1,4
% updated FIPPA training for permanent staff ¹	100%	N/A	85%	100%	N/A	N/A	2
% FIPPA requests processed within legislated timelines	100%	86%	98%	100%	100%	100%	2
% of Corporate File Plan re-written ²	100%	N/A	N/A	7%	44%	70%	3,4

¹ excludes Police (separate public body), Library (separate public body), Fire and Transit staff. The scope of this training will be adjusted in 2019.

² new performance measure chosen to reflect status of major multi-year corporate records initiative. Project commenced in 2018; no historical data is available.

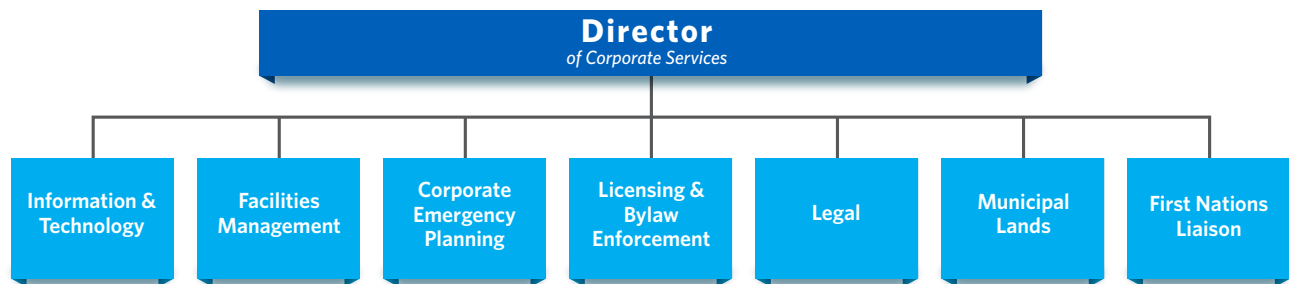
CORPORATE SERVICES

The Corporate Services Division provides support services to the organization and is responsible for Facilities & Asset Management, Municipal Lands, Information Technology Services, Bylaw & Licensing Services, Corporate Emergency Planning, First Nations and Legal Services.

Facilities & Asset Management provides a pan-organizational approach to facilities and asset maintenance, replacement and renewal. The Lands Department administers municipally-owned land and municipal property transactions. Information Technology Services manages computer equipment, applications and technology infrastructure, telephone systems and the wide-area network linking municipal facilities. Bylaw & Licensing Services provides education and enforcement for municipal bylaws, which are rules and regulations designed to keep citizens safe. Emergency Planning works with the tri-municipal North Shore Emergency Management to oversee District plan development, capital improvements and training to move our community toward greater disaster resilience. The division also acts as the municipality's liaison to the Squamish Nation and oversees legal services.



Mark Chan | Director of Corporate Services



2018 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

Ambleside: Waterfront & Town Centre

- negotiated letter of intent to collaborate with CN Rail to resolve the Seawalk legal dispute
- applied for and obtained accretion to increase District-owned land in Dundarave Park area
- developed strategy to acquire final two remaining Argyle Avenue properties

Built Form, Housing & Neighbourhood Character

- commenced planning and identified Council-approved Option for Public Consultation and two possible massing scenarios for District-owned site at 2195 Gordon Avenue
- collaborated with Planning Department on Cypress Village planning process, specifically relating to District-owned lands

Fiscal Sustainability & Municipal Services

- completed sale of underutilized road end at Lot 37 in Rodgers Creek Area to allow development of a new multi-family building and increase District financial reserves

Natural Environment & Climate Action

- continued implementation of District's Corporate Energy & Emissions Plan

Official Community Plan Review

- collaborated with Planning Department with respect to District-owned lands within scope of OCP review

Police Services & Municipal Hall Project

- completed close-out for the new building and began planning the renewal and restoration of existing Municipal Hall, including seismic upgrades



2018 OPERATIONAL ACCOMPLISHMENTS

- completed major upgrade to Ice Arena to replace outdated facility and improve energy efficiency
- completed upgrades to numerous park washrooms and commenced Aquatic Centre change room expansion
- created new financial dashboards to enhance access to business intelligence data
- completed Information Technology Strategic Plan to guide decision-making
- implemented Taleo, a new human resources online recruitment system
- developed and launched the 2018 municipal election website, in partnership with Communications
- developed and implemented West Van app to enable mobile access to municipal information and reporting
- provided First Nations training to all exempt staff and extended training to other District staff
- with the leadership of Mayor Booth, implemented the Acknowledgment of First Nations to be used District-wide
- collaborated with operator of The Beachhouse Restaurant to plan a significant upgrade and renovation to this District-owned building including major accessibility improvements
- pro-actively engaged with construction companies and developers with dedicated Construction Standards Bylaws Officer
- resolved a complex dispute to allow continued operation of a marina and fuel barge in West Vancouver and begin restoration of the docks
- worked with North Shore Emergency Management and Fire & Rescue to establish and implement an Emergency Operations Centre to manage the Whyte Lake wildfire

2019 OPERATIONAL INITIATIVES

- continue planning the renewal and restoration of existing Municipal Hall, including seismic upgrades
- implement seismic upgrades for Fire Hall No. 1
- implement e-apply for building and sprinkler permits and dog licences, and implement e-billing for business and dog licences
- begin implementation of Human Resources and fixed asset modules in District's financial software and create additional financial dashboards to enhance access to business intelligence data
- manage District leases and licences for all District properties



- issue and administer all business licences and dog licences for the District
- recommend additions to further improve fibre optic connectivity

2019 INITIATIVES TO SUPPORT COUNCIL STRATEGIC GOALS

Housing

- complete public consultation for the District-owned property at 2195 Gordon Avenue and proceed as directed by Council
- consider potential housing opportunities for District site in the Rodgers Creek Area
- collaborate with Planning Department on the Cypress Village planning process and in the development of Local Area Plans with respect to District-owned lands

Environment

- continue education and enforcement with respect to the Interim Tree Bylaw, construction related bylaws and other bylaws
- continue to implement Corporate Energy & Emission Plan by identifying energy and carbon emission reduction opportunities in municipal buildings

Municipal Services

- consider disposition of underutilized District lands where appropriate
- continue to implement technological improvements to deliver services more efficiently, including public reporting mobile app, Human Resource Information System, e-apply, e-licensing and digital Council agendas

Social Well-being

- acquire final two remaining Argyle Avenue properties

CORPORATE SERVICES

Net Divisional Expenses

	Budget 2019		Actual 2018		Actual 2017	
	%	\$	%	\$	%	\$
Revenue						
Facilities Management	45.76%	1,642,156	47.40%	1,727,938	47.53%	1,742,408
Bylaw Enforcement	54.24%	1,946,276	52.60%	1,917,838	52.23%	1,914,463
Lands, Legal and First Nations	0.00%	-	0.00%	-	0.24%	8,806
	100.00%	3,588,432	100.00%	3,645,776	100.00%	3,665,676
Expenses						
Information Technology						
Salaries & Benefits	49.27%	1,894,278	50.14%	1,814,449	45.58%	1,671,279
Supplies & Other Expenses	47.81%	1,838,155	47.17%	1,706,889	49.70%	1,822,323
Professional & Consulting	3.12%	120,000	2.91%	105,448	5.06%	185,451
Recoveries & Allocations	-0.21%	(8,000)	-0.23%	(8,260)	-0.33%	(12,216)
	100.00%	3,844,433	100.00%	3,618,526	100.00%	3,666,837
Facilities Management						
Salaries & Benefits	50.19%	2,284,333	47.60%	2,190,315	50.20%	2,139,845
Supplies & Other Expenses	51.54%	2,345,373	53.39%	2,456,874	52.09%	2,220,421
Professional & Consulting	0.00%	-	0.85%	39,168	0.00%	-
Recoveries & Allocations	-1.73%	(78,700)	-1.84%	(84,668)	-2.28%	(97,378)
	100.00%	4,551,006	100.00%	4,601,689	100.00%	4,262,888
Emergency Planning						
Supplies & Other Expenses	100.00%	298,246	100.00%	206,851	100.00%	255,667
	100.00%	298,246	100.00%	206,851	100.00%	255,667
Bylaw Enforcement						
Salaries & Benefits	82.58%	1,069,230	81.19%	977,422	83.08%	927,829
Supplies & Other Expenses	13.04%	168,850	13.98%	168,350	14.26%	159,257
Professional & Consulting	0.00%	-	0.01%	80	0.72%	8,092
Recoveries & Allocations	4.38%	56,700	4.82%	57,981	1.94%	21,666
	100.00%	1,294,780	100.00%	1,203,833	100.00%	1,116,845
Lands, Legal and First Nations						
Salaries & Benefits	38.05%	492,706	32.86%	395,577	41.97%	468,698
Supplies & Other Expenses	2.50%	32,365	4.57%	54,967	1.55%	17,366
Professional & Consulting	3.86%	50,000	0.06%	762	0.00%	-
	44.41%	575,071	37.49%	451,305	43.52%	486,064
Net Divisional Expenses						
Information Technology	55.12%	(3,844,433)	56.22%	(3,618,526)	59.89%	(3,666,837)
Facilities Management	41.70%	(2,908,850)	44.65%	(2,873,751)	41.17%	(2,520,481)
Emergency Planning	4.28%	(298,246)	3.21%	(206,851)	4.18%	(255,667)
Bylaw Enforcement	-9.34%	651,496	-11.09%	714,004	-13.03%	797,618
Lands, Legal and First Nations	8.24%	(575,071)	7.01%	(451,305)	7.79%	(477,257)
	100.00%	(6,975,104)	100.00%	(6,436,429)	100.00%	(6,122,624)

CORPORATE SERVICES

Divisional Capital Requests

	2019 Budget	Funding Source				
		Asset Maintenance Reserves	Land Reserve	External Funding	Community Amenity Contributions	Development Cost Charges
Current Year Projects						
Investment in Existing Assets						
Vehicle Fleet						
Replace van. Unit M011	52,000	49,500	-	2,500 ¹	-	-
	<u>52,000</u>	<u>49,500</u>	<u>-</u>	<u>2,500</u>	<u>-</u>	<u>-</u>
Facilities Maintenance						
Municipal Hall Upgrades and Renewal	2,000,000	2,000,000	-	-	-	-
Multi-Year Facilities Capital Renewal	2,878,220	2,878,220	-	-	-	-
Fire Hall #1 - Seismic Upgrades to the Apparatus Bay Roof	450,000	450,000	-	-	-	-
Youth Centre Demolition	200,000	200,000	-	-	-	-
Gleneagles Community Centre Parking Lot Resurfacing	300,000	300,000	-	-	-	-
Demolition of Whytecliff Park Caretaker House	95,000	95,000	-	-	-	-
Municipal Hall Minor Renovations	70,000	70,000	-	-	-	-
Operations Centre Minor Renovations	60,000	60,000	-	-	-	-
Rental Properties Minor Renovations	60,000	60,000	-	-	-	-
Fire Hall #3 Renovations to Change Room and Shower Facilities	43,000	43,000	-	-	-	-
SAC's 21st Street Storage Facility	30,000	-	-	30,000 ²	-	-
Reconfigure Accessible Change Room in the Aquatic Centre	25,000	25,000	-	-	-	-
	<u>6,211,220</u>	<u>6,181,220</u>	<u>-</u>	<u>30,000</u>	<u>-</u>	<u>-</u>
Information Technology						
IT infrastructure replacement and additions	450,000	450,000	-	-	-	-
JD Edwards enhancements and improvements	136,000	136,000	-	-	-	-
Implementation of Human Resources modules in JD Edwards	77,500	77,500	-	-	-	-
Audio/video equipment replacement and expansion	66,000	66,000	-	-	-	-
Analytics and reporting	50,000	50,000	-	-	-	-
Upgrade Sentinel irrigation software for Parks	40,000	40,000	-	-	-	-
Expansion of Tempest online services	25,000	25,000	-	-	-	-
	<u>844,500</u>	<u>844,500</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Investment in Existing Assets	<u>7,107,720</u>	<u>7,075,220</u>	<u>-</u>	<u>32,500</u>	<u>-</u>	<u>-</u>
Investment in New Assets						
Vehicle Fleet						
Bylaw Handheld Radios	16,190	16,190	-	-	-	-
	<u>16,190</u>	<u>16,190</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Facilities Maintenance						
Ambleside Park Child Care Space: Grant Opportunity	550,000	-	-	500,000 ³	50,000	-
Install Heat Exchanger to Reheat Domestic Water at the Aquatic Centre	50,000	50,000	-	-	-	-
	<u>600,000</u>	<u>50,000</u>	<u>-</u>	<u>500,000</u>	<u>50,000</u>	<u>-</u>
Information Technology						
Municipal fibre installation - Fire Hall No. 2 (Gleneagles) to the Gleneagles Community Centre	70,000	70,000	-	-	-	-
Additional GIS software licensing	27,000	27,000	-	-	-	-
	<u>97,000</u>	<u>97,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Investment in New Assets	<u>713,190</u>	<u>163,190</u>	<u>-</u>	<u>500,000</u>	<u>50,000</u>	<u>-</u>
Current Year Projects Sub-Total	<u>7,820,910</u>	<u>7,238,410</u>	<u>-</u>	<u>532,500</u>	<u>50,000</u>	<u>-</u>

CORPORATE SERVICES

Divisional Capital Requests...continued

	2019 Budget	Funding Source			
		Asset Maintenance Reserves	Land Reserve	External Funding	Community Amenity Contributions
Prior Year Approved Work in Progress					
Facilities Maintenance					
Municipal Hall Upgrades & Renewal	877,685	877,685	-	-	-
Beach House Renovation	700,000	-	-	700,000	-
Aquatic Centre Change Room Expansion	399,854	-	-	399,854	-
Firehall #1 Capital Renewal	379,166	379,166	-	-	-
Seismic Upgrading - Municipal Hall	300,628	300,628	-	-	-
Ice Arena - Capital Renewal	197,321	-	197,321	-	-
Aquatic Centre - Capital Renewal	214,682	214,682	-	-	-
Firehall #1 App Bay Seismic/Roof	180,655	180,655	-	-	-
Balance of 2018 Incomplete Projects	221,352	220,202	-	1,150 ⁴	-
Aquatic Centre Lighting Improvements	68,632	68,632	-	-	-
Pool Interconnection Energy Upgrade	26,750	26,750	-	-	-
Operations Centre - Fire Confined Space Rescue	29,133	29,133	-	-	-
Gleneagles Golf Course Toilet Facility	22,500	-	-	-	22,500
Ferry Building Temporary Portable Space Improvement	-	-	-	-	-
	<u>3,618,358</u>	<u>2,297,533</u>	<u>197,321</u>	<u>1,150</u>	<u>1,099,854</u>
Information Technology					
JDE Security, Fixed Assets Integration & Version Upgrade	176,561	176,561	-	-	-
IT Infrastructure Replacements / Additions	171,240	171,240	-	-	-
HRIS Implementation	146,247	146,247	-	-	-
Tempest Enhancements & Improvements	105,873	105,873	-	-	-
Website Upgrades and Enhancements	50,000	50,000	-	-	-
MS SQL Database Licence True-up	43,671	43,671	-	-	-
GIS Mig or Oracle Spatial - SQL	22,113	22,113	-	-	-
Upgrade of Engineering GPS Equipment	27,500	27,500	-	-	-
End User Device Replacements / Additions	-	-	-	-	-
Maintenance Connection Enhance / Improvements	11,176	11,176	-	-	-
Audio / Visual - Seniors Centre	18,000	-	-	18,000 ²	-
	<u>772,381</u>	<u>754,381</u>	<u>-</u>	<u>18,000</u>	<u>-</u>
Prior Year Approved Work in Progress Sub-Total	<u>4,390,739</u>	<u>3,051,914</u>	<u>197,321</u>	<u>19,150</u>	<u>1,099,854</u>
Total Capital Requests	<u>12,211,649</u>	<u>10,290,324</u>	<u>197,321</u>	<u>551,650</u>	<u>1,149,854</u>

¹ Projected equipment trade in proceeds

² Seniors Activity Centre Advisory Board

³ Federal government, Community Child Care Space Creation Program funding

⁴ Filming revenue donations

CORPORATE SERVICES

Stats & Trends

SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2018	2017	2016	2015	2014
Business Licences Issued	5,838	5,837	5,484	5,058	4,788
Dog Licences Issued	2,800	2,874	2,926	3,053	3,110
Bylaw Calls for Service	3,917	4,251	4,737	4,187	3,127
Bylaw & Parking Tickets Issued	9,266	10,573	10,866	10,602	9,302
IT Service Requests ¹	5,774	8,806	11,102	9,739	6,893

¹ Note that while demands for IT service continue to rise, the reported number has decreased for 2018 as ITS has implemented a new method of tracking requests. This number does not include walk-ins, phone calls or the many significant projects underway.

TREND OF RESOURCE REQUIREMENTS

	2018	2017	2016	2015	2014
Salaries & Benefits	5,377,764	5,207,651	5,029,450	4,521,675	4,111,950
Supplies & Other Expenses	4,593,931	4,475,035	4,210,297	3,793,278	3,611,995
Professional & Consulting	145,458	193,543	262,929	393,463	297,997
Recoveries & Allocations	(34,947)	(87,928)	(62,970)	(66,434)	45,826
Total Expenditures	10,082,205	9,788,301	9,439,706	8,641,983	8,067,768
Less: Direct Revenues	(3,645,776)	(3,665,676)	(3,616,888)	(2,221,427)	(2,091,447)
Net Expenditures	6,436,429	6,122,624	5,822,818	6,420,556	5,976,321

CORPORATE SERVICES

Key Performance Indicators

PROVIDING ORGANIZATIONAL SUPPORT AND SERVICES

SUPPORTING SERVICE PRIORITIES

Information Technology	Lands & Facilities Management	Licensing & Bylaw Enforcement	Corporate Emergency Planning				
	DIVISIONAL GOALS						
	1. Manage District facilities to optimize efficiency and value						
	2. Deliver value-driven technology solutions that align with business objectives						
	3. Provide balanced education and enforcement of municipal bylaws						
	4. Plan for emergency preparedness and resilience for the organization and the community						
	DIVISIONAL STRATEGIES						
	A. Complete acquisition of two remaining Argyle Avenue waterfront sites						
	B. Develop and implement a three-year technology strategic plan, including a roadmap of objectives for each corporate application						
	C. Assess and develop work plan for enhancing municipal emergency preparedness						
	PERFORMANCE MEASURES	BENCHMARK TARGET	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 TARGET	2020 TARGET
total Facilities operating expenses per sq. ft. of District facilities	\$5.86	\$5.55	\$5.47	\$5.49	\$5.95	\$5.75	1
total Information Technology operating expenses per FTE	\$7,075	\$4,260	\$4,303	\$4,198	\$4,750	\$4,750	2
annual bylaw calls for service	3,993	4,519	4,251	3,917	4,300	4,000	3
# of staff attendees at emergency preparedness training per year	80	18	53	301	80	80	4

NORTH SHORE EMERGENCY MANAGEMENT

North Shore Emergency Management (NSEM) ensures that the three North Shore municipalities are resilient and ready to respond to emergencies and disasters.

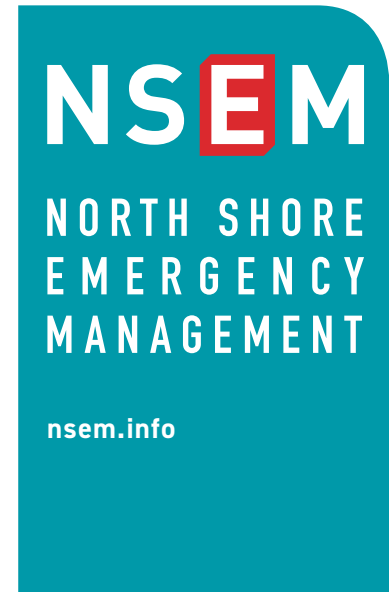
NSEM supports the District of West Vancouver, District of North Vancouver and City of North Vancouver, North Shore residents and businesses in preparing for, responding to and recovering from emergencies and disasters. In the case of a large-scale emergency or disaster on the North Shore, NSEM provides an operationally-ready Emergency Operations Centre at its office in the City of North Vancouver.

Serving the North Shore community through one office provides increased efficiencies and effectiveness for emergency management programs, an increased volunteer pool, and coordinated planning, response and recovery strategies.

During an emergency, trained staff from West Vancouver are supported by staff from the District and City of North Vancouver as well as NSEM staff, all of whom work out of the activated Emergency Operations Centre.

By facilitating and delivering routine emergency exercise and training for staff, NSEM helps to promote collaboration and sharing of municipal resources for the benefit of all North Shore residents.

NSEM also offers free training workshops and events in emergency preparedness for residents and businesses.



NORTH SHORE EMERGENCY MANAGEMENT

Operating Budget

	Budget 2019		DWV 23.4%	Budget 2018		DWV 23.5%
	%	\$	\$	%	\$	\$
Expenses						
Core Operations	18.37%	206,650	48,356	19.88%	202,827	47,664
Emergency Radio Communication	0.23%	2,550	597	0.25%	2,550	599
Emergency Support Services	0.28%	3,200	749	0.31%	3,200	752
Emergency Management Team	0.28%	3,200	749	0.31%	3,200	752
Salaries & Benefits	64.29%	723,315	169,256	69.44%	708,470	166,490
North Shore Rescue Support	0.00%	-	-	0.00%	-	-
Special Projects	16.55%	186,250	62,083	9.80%	100,000	33,333
	100.00%	1,125,165	281,789	100.00%	1,020,247	249,591

Note:

The District's portion of the cost of operating NSEM is incorporated into the Emergency Planning department within Corporate Services.

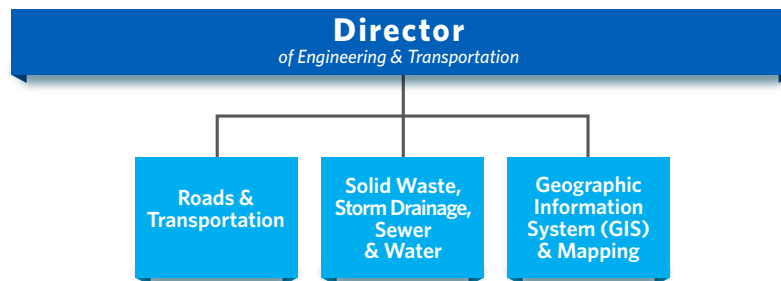
ENGINEERING & TRANSPORTATION

The Engineering & Transportation Division comprises three departments: Roads & Transportation, Utilities and Engineering Services. The Water, Sewer and Solid Waste Utilities are funded by specific funds, while the other services are funded by the General Fund.

The Roads & Transportation Department ensures the safe and efficient movement of people, goods and services within West Vancouver. Functions include providing technical expertise for municipal infrastructure projects, road maintenance, traffic operations and signage. The Engineering Services Department provides Geographical Information Systems and mapping services for the District and public. Functions also include maintenance of fleet and equipment and Operations Centre support, such as Dispatch and the Maintenance Management System.



Raymond Fung | Director of Engineering & Transportation Services



2018 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

Ambleside: Waterfront & Town Centre

- initiated the Dundarave Streetscape Study in consultation with Ambleside Dundarave Business Improvement Association
- completed initial suite of Ambleside wayfinding signage in collaboration with Ambleside Dundarave Business Improvement Association
- completed Customer Parking Habits Survey for Ambleside
- completed Ambleside Off-Street Parking Study
- completed rail crossing upgrade at 13th Street in coordination with CN Rail and Grosvenor

Built Form, Housing & Neighbourhood Character

- supported Planning in reviewing applications for new development, including 303 Marine Drive, 657 Marine Drive and 752 Marine Drive
- supported Planning in the chapter reviews related to the OCP subsequently approved by Council

Natural Environment & Climate Action

- supported Parks in development of Horseshoe Bay Parks Plan

Traffic & Transportation

- collaborated on the Integrated North Shore Transportation Planning Project
- collaborated with TransLink on B-Line bus service planning and design
- participated in ICBC's Taylor Way/Marine Drive Traffic Operational and Safety Review
- participated in regional discussions on mobility pricing led by the Independent Mobility Commission
- represented municipal interests related to development of TransLink Regional Transportation Development Cost Charges

2018 OPERATIONAL ACCOMPLISHMENTS

- completed detailed design of Phase 1 of Horseshoe Bay Streetscape improvements

2019 OPERATIONAL INITIATIVES

- represent division on corporate Asset Management Task Group
- complete rail crossing upgrade at Sharon Drive in consultation with Transport Canada and CN Rail
- complete Annual Roads and Bridges Capital Program for 2019
- demolish and replace Nelson Canyon Bridge, a low-use, poor-condition asset

2019 INITIATIVES TO SUPPORT COUNCIL STRATEGIC GOALS

Environment

- transition corporate efforts in Climate Action Revenue Incentive Program reporting to division
- support Financial Services in completion of District Natural Capital Assets Inventory
- continue to implement Corporate Energy & Emission Plan by identifying energy and carbon emission reduction opportunities in fleet vehicles

Mobility

- support Planning & Development towards developing local area plans for Ambleside Town Centre, Horseshoe Bay and Cypress Village, as it relates to transportation and transit needs
- transition the Integrated North Shore Transportation Planning Project (INSTPP) to ongoing North Shore Staff Transportation Committee
- partner with Park Royal to upgrade their bridge crossing over Capilano River to provide a Spirit Trail linkage
- complete Hugo Ray Multi-Use Pathway Connector
- participate in regional discussions on mobility pricing led by Independent Mobility Commission
- incorporate INSTPP with District's Strategic Transportation Plan into 2019 Strategic Transportation Implementation Plan
- deliver e-bike share pilot across the North Shore in partnership with City and District of North Vancouver
- conduct an Ambleside bike rack design competition in collaboration with Parks, Culture & Community Services Division
- continue to improve the pedestrian environment through implementing Ambleside Streetscape Design
- support School Traffic Safety Plan update by School District 45
- support Community Relations & Communications Division conducting public engagement on TransLink's proposed B-Line

Social Well-being

- support Parks, Culture & Community Services in development of Ambleside Park Master Plan and detailed design of Ambleside Waterfront Plan

ENGINEERING & TRANSPORTATION

Net Divisional Expenses

	Budget 2019		Actual 2018		Actual 2017	
	%	\$	%	\$	%	\$
Revenue						
Engineering Services	77.95%	450,000	87.73%	1,039,787	80.29%	636,551
Roads and Traffic	22.05%	127,300	12.27%	145,465	19.71%	156,294
	100.00%	577,300	100.00%	1,185,253	100.00%	792,846
Expenses						
Engineering Services						
Salaries & Benefits	95.21%	1,204,949	93.54%	1,139,208	95.43%	1,027,423
Supplies & Other Expenses	2.81%	35,600	4.14%	50,403	4.08%	43,873
Professional & Consulting	1.98%	25,000	2.25%	27,379	0.43%	4,610
Recoveries & Allocations	0.00%	-	0.07%	885	0.06%	666
	100.00%	1,265,549	100.00%	1,217,876	100.00%	1,076,573
Roads and Traffic						
Salaries & Benefits	50.62%	1,858,610	52.70%	1,963,339	50.79%	1,873,049
Supplies & Other Expenses	34.54%	1,268,200	38.22%	1,424,050	41.02%	1,512,878
Professional & Consulting	0.00%	-	0.40%	14,903	0.19%	7,000
Recoveries & Allocations	14.84%	545,003	8.68%	323,507	8.00%	294,868
	100.00%	3,671,813	100.00%	3,725,799	100.00%	3,687,795
Net Divisional Expenses						
Engineering Services	18.70%	(815,549)	4.74%	(178,088)	11.08%	(440,022)
Roads and Traffic	81.30%	(3,544,513)	95.26%	(3,580,334)	88.92%	(3,531,501)
	100.00%	(4,360,063)	100.00%	(3,758,422)	100.00%	(3,971,522)

ENGINEERING & TRANSPORTATION

Divisional Capital Requests

	2019 Budget	Funding Source			
		Asset Maintenance Reserves	External Funding	Community Amenity Contributions	Development Cost Charges
Current Year Projects					
Investment in Existing Assets					
Equipment					
Data Acquisition from MVRD's Orthophoto Project	38,000	38,000	-	-	-
Replace tire changer	12,000	11,500	500 ¹	-	-
	<u>50,000</u>	<u>49,500</u>	<u>500</u>	<u>-</u>	<u>-</u>
Vehicle Fleet					
Single axle dump truck. Unit M035.	130,000	126,500	3,500 ¹	-	-
Replace service vehicle. Unit M024.	-	-	- ¹	-	-
Replace asphalt grinder. Unit M069.	28,000	27,000	1,000 ¹	-	-
	<u>158,000</u>	<u>153,500</u>	<u>4,500</u>	<u>-</u>	<u>-</u>
Transportation Infrastructure					
Nelson Canyon Bridge	800,000	800,000	-	-	-
Roads and Pavement Infrastructure	1,660,000	1,660,000	-	-	-
Bridge & Structural Infrastructure	650,000	650,000	-	-	-
Pedestrian Infrastructure	525,000	525,000	-	-	-
Cycling Infrastructure	410,000	410,000	-	-	-
Parking Lots	-	-	-	-	-
Transportation Support Infrastructure	320,000	320,000	-	-	-
Railway Crossing	200,000	100,000	100,000 ²	-	-
Translink - Transit Related Road Infrastructure Program (TRRIP)	150,000	50,000	100,000 ³	-	-
2019 Request for services	50,000	50,000	-	-	-
Pedestrian Letdowns (ICBC)	100,000	75,000	25,000 ⁴	-	-
2019 Advanced Planning & Design	50,000	50,000	-	-	-
2018 Deficiencies	50,000	50,000	-	-	-
2019 Hot Patch Program	50,000	50,000	-	-	-
	<u>5,015,000</u>	<u>4,790,000</u>	<u>225,000</u>	<u>-</u>	<u>-</u>
Total Investment in Existing Assets	<u>5,223,000</u>	<u>4,993,000</u>	<u>230,000</u>	<u>-</u>	<u>-</u>
Investment in New Assets					
Transportation Infrastructure					
Horseshoe Bay Streetscape	800,000	-	-	800,000	-
Spirit Trail	150,000	50,000	100,000 ⁵	-	-
Horseshoe Bay Underground Wiring	60,000	-	20,000 ⁶	-	40,000
	<u>1,010,000</u>	<u>50,000</u>	<u>120,000</u>	<u>800,000</u>	<u>40,000</u>
Total Investment in New Assets	<u>1,010,000</u>	<u>50,000</u>	<u>120,000</u>	<u>800,000</u>	<u>40,000</u>
Current Year Projects Sub-Total	<u>6,233,000</u>	<u>5,043,000</u>	<u>350,000</u>	<u>800,000</u>	<u>40,000</u>

ENGINEERING & TRANSPORTATION

Divisional Capital Requests...continued

	2019 Budget	Funding Source			
		Asset Maintenance Reserves	External Funding	Community Amenity Contributions	Development Cost Charges
Prior Year Approved Work in Progress					
Transportation Infrastructure					
Spirit Trail - Welch Street Bridge	700,000	-	-	700,000	-
Horseshoe Bay Streetscape Improvements	1,213,181	-	-	1,213,181	-
Hydro Poles 2100 blk / 1000 blk Marine Undergrounding	135,000	-	-	-	135,000
Spirit Trail Feasibility Study 18th - 22nd	45,090	-	45,090 ⁵	-	-
BC Hydro Beautification - UG Wiring Design - Royal & Bay HSB	641,346	-	641,346 ⁶	-	-
Mathers Avenue - 29-31st Milling & Paving	270,644	270,644	-	-	-
Marine Drive - WVYC to Gleneagles Resurfacing	350,000	350,000	-	-	-
Queens Avenue from 19th - 15th Sidewalk & Resurfacing	347,011	347,011	-	-	-
16th & Marine - Shoppers Intersection Improvements	300,000	-	300,000 ⁷	-	-
Inglewood Bridge Upgrades	261,586	261,586	-	-	-
Hugo Ray Multi-Use Path Construction	250,000	250,000	-	-	-
Sidewalk south side Marine 15-16th Sidewalk Rehabilitation	250,000	-	250,000 ³	-	-
Rail Crossing Upgrades - 13th / Bellevue	241,538	-	241,538 ²	-	-
15th Street and Queens Ave Intersection Improvements	200,000	200,000	-	-	-
N/S Contributions - INSTPP, Fixed Link & other Feasibility Studies	183,140	183,140	-	-	-
Nelson Canyon Creek Bridge Design	150,000	150,000	-	-	-
LED Streetlight Upgrades	91,124	91,124	-	-	-
14th & Marine - Grosvenor Intersection Improvements	83,819	-	83,819 ⁸	-	-
Piccadilly North Road Widening	75,860	75,860	-	-	-
Pedestrian / Bike Bridge (Design for Erwin Drive)	75,000	75,000	-	-	-
Caulfeild Tunnel Stairway Rehabilitation	75,000	75,000	-	-	-
School Traffic Safety Upgrades	50,000	50,000	-	-	-
Spirit Trail - Ambleside Welch St Improvements	40,000	20,000	20,000 ⁵	-	-
Trail Improvements near Capilano Trail	34,420	34,420	-	-	-
Bike/Ped Signal - Marine & 29th Design	25,000	25,000	-	-	-
Separate Bike Lanes - Marine Drive 25th - 30th Design	22,700	22,700	-	-	-
Eyremount Drive Fairmile to King Georges Way Mill & Paving	135,000	135,000	-	-	-
Pedestrian Wayfinding District-wide to connector trails	20,000	20,000	-	-	-
Hadden Multi Use Path Upgrades - Eastcot Road to Westcot	19,389	19,389	-	-	-
Marine Drive - WVYC to Gleneagles West Van Yacht Club Resurfacing Design	16,202	16,202	-	-	-
Bike Racks Design & Installation	15,000	15,000	-	-	-
Cycling Improvements Pavement Markings / Signage	10,000	10,000	-	-	-
Bicycle Wayfinding - Lions Gate Bridge	10,000	10,000	-	-	-
Prior Year Approved Work in Progress Sub-Total	6,337,050	2,707,076	1,581,793	1,913,181	135,000
Total Capital Requests	12,570,050	7,750,076	1,931,793	2,713,181	175,000

¹ Projected equipment trade in proceeds

² Transport Canada Grade Crossing Improvement Program

³ Translink Major Road Network program

⁴ ICBC Road Improvement Program

⁵ Provincial Localmotion Grant

⁶ BC Hydro

⁷ Shoppers Drug Mart Development

⁸ Grosvenor Properties Development

ENGINEERING & TRANSPORTATION

Stats & Trends

SERVICE LEVEL STATISTICS	Transaction Counts / Activity Levels				
	2018	2017	2016	2015	2014
Requests for Service - Roads	1,284	1,174	1,100	933	1,092
Third Party Works Completed	203	257	404	304	244
Roads - Pavement Quality Index	74.80	74.80	74.80	76.00	76.00

TREND OF RESOURCE REQUIREMENTS	2018	2017	2016	2015	2014
Salaries & Benefits	3,102,547	2,900,472	2,793,201	2,492,262	3,732,088
Supplies & Other Expenses	1,471,407	1,556,750	1,313,059	1,201,404	1,284,571
Professional & Consulting	45,328	11,610	14,756	12,447	321
Recoveries & Allocations	324,392	295,535	361,257	445,393	(804,629)
Total Expenditures	4,943,675	4,764,368	4,482,274	4,151,505	4,212,350
Less: Direct Revenues	(1,185,253)	(792,846)	(780,877)	(634,174)	(596,946)
Net Expenditures	3,758,422	3,971,522	3,701,397	3,517,331	3,615,404

ENGINEERING & TRANSPORTATION

Key Performance Indicators

PROVIDING AND MANAGING SAFE AND EFFICIENT MUNICIPAL INFRASTRUCTURE SERVICES AND ASSETS FOR A STRONGER COMMUNITY

SUPPORTING SERVICE PRIORITIES

Roads and Transportation	Water, Sewage, Storm Drainage, Solid Waste	Geographic Information Systems					
	DIVISIONAL GOALS						
	1. Provide safe and efficient movement of people, goods, and services						
	2. Ensure a supply of clean, potable water						
	3. Provide efficient management of sewage and storm runoff						
	4. Manage solid waste in an efficient and effective manner						
	DIVISIONAL STRATEGIES						
	A. Address mobility issues as a Council objective						
	B. Restructure District metered utility rates to further support conservation						
	C. Represent District interests during construction of the North Shore Wastewater Treatment Plant project						
	D. Maximize compliance to regional solid waste diversion targets						
PERFORMANCE MEASURES	BENCHMARK TARGET	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 TARGET	2020 TARGET	GOAL ALIGNMENT
roads operations & maintenance cost (\$ per lane*km of road)	4,500	4,920	5,045	4,937	4,920	4,920	1
water consumption (litres per capita per day)	550	649	580	592	595	595	2
sewer operations and maintenance cost (\$ per km of main)	3,500	3,518	3,370	4,039	3,950	3,950	3
single family garbage disposed (kg per household per year)	200	228	222	210	208	210	4

FINANCIAL SERVICES

The Financial Services Division supports the District’s service delivery operations by providing financial planning, financial management, risk management and advice to staff and Council to ensure strong fiscal management.

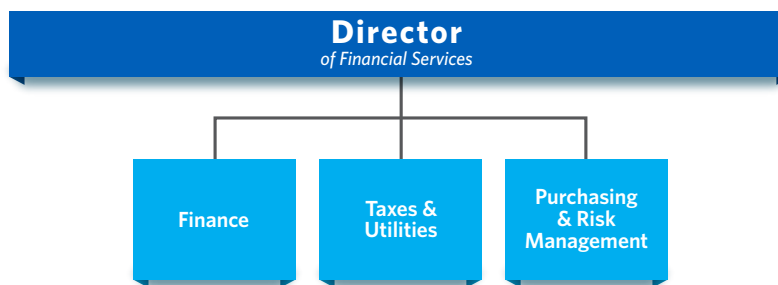
Financial Services is responsible for accounting, reporting, budgeting and forecasting functions, as well as revenue collection, cash management and investments. It also supports the strategic planning and decision making process of the District by identifying financial implications and assessing and mitigating risk.

The Taxes & Utilities Department is responsible for rate-setting, utility and tax billing and utility and tax collection. The Purchasing Department provides contracting, procurement, risk management and insurance services.

The Municipal Services Centre provides a single point of access to District services such as permits and inspections, bylaw licensing and ticketing, and tax and utility billings.



Isabel Gordon | Director of Financial Services



2018 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

Fiscal Sustainability & Municipal Services

- updated Permissive Tax Exemption Policy and procedures; concluded 16 agreements with permissive tax exemption recipients for provision of community access
- initiated development of a funding strategy for major facilities in poor condition
- initiated review of the District’s Development Cost Charge Bylaw
- implemented new District online budget consultation for community projects

Natural Capital Assets Inventory

- initiated compilation of the District Natural Capital Assets Inventory

2018 OPERATIONAL ACCOMPLISHMENTS

- updated sponsorships, partnerships and naming policy
- supported implementation of the Human Resources Information System
- initiated implementation of the JDE Fixed Asset system
- redesigned District utility bill to provide enhanced customer consumption information
- worked with Utilities staff to redesign utility pricing structure to support water conservation
- established new five-year agreement for mobile phone service



- completed Request for Proposal for banking services and actuarial services, and established new banking and actuarial relationships
- worked with Parks, Culture & Community Services to support first application of the new framework for Evaluating Community Proposals for the Evergreen Squash Club proposal
- received Government Finance Officers Association (GFOA) award for Financial Planning and for Financial Reporting

2019 OPERATIONAL INITIATIVES

- support creation of a Public Benefits Strategy for use of community amenity contributions
- establish policy on use of one-time revenues, including surplus
- establish form of payments policy
- complete 2019–2023 Five-Year Financial Plan and 2018 Annual Report to GFOA award standards
- implement Employer Health Tax
- implement collection of Additional School Tax
- streamline Chart of Accounts in JDE financial system
- complete funding of asset levy to maintenance level

2019 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

Environment

- complete natural capital inventory and valuation, including a tree canopy survey and develop next steps for management of natural capital assets

Municipal Services

- implement new investments strategy
- work with West Vancouver Foundation to develop electronic donation receipting portal
- update District donations policy

Social Well-being

- support the Emerging Vision Advisory Panel

FINANCIAL SERVICES

Net Divisional Expenses

	Budget 2019		Actual 2018		Actual 2017	
	%	\$	%	\$	%	\$
Revenue						
Finance	0.00%	-	4.17%	4,269	4.43%	4,909
Taxes and Utilities	100.00%	65,000	66.23%	67,870	63.45%	70,300
Purchasing and Risk Management	0.00%	-	29.61%	30,343	32.12%	35,593
	100.00%	65,000	100.00%	102,482	100.00%	110,802
Expenses						
Finance						
Salaries & Benefits	93.09%	1,732,602	93.55%	1,483,749	93.85%	1,393,019
Supplies & Other Expenses	3.39%	63,050	3.23%	51,216	3.66%	54,254
Professional & Consulting	3.79%	70,600	3.53%	56,051	2.83%	41,998
Recoveries & Allocations	-0.27%	(5,000)	-0.32%	(5,000)	-0.34%	(5,000)
	100.00%	1,861,252	100.00%	1,586,015	100.00%	1,484,270
Taxes and Utilities						
Salaries & Benefits	89.94%	458,278	88.67%	355,064	89.92%	364,241
Supplies & Other Expenses	10.06%	51,250	11.33%	45,356	10.08%	40,811
	100.00%	509,528	100.00%	400,420	100.00%	405,052
Purchasing and Risk Management						
Salaries & Benefits	102.89%	752,090	104.40%	794,549	107.20%	750,021
Supplies & Other Expenses	4.59%	33,550	2.77%	21,108	3.37%	23,554
Recoveries & Allocations	-7.48%	(54,650)	-7.17%	(54,602)	-10.56%	(73,914)
	100.00%	730,990	100.00%	761,054	100.00%	699,661
Net Divisional Expenses						
Finance	61.29%	(1,861,252)	59.80%	(1,581,746)	59.70%	(1,479,361)
Taxes and Utilities	14.64%	(444,528)	12.57%	(332,550)	13.51%	(334,752)
Purchasing and Risk Management	24.07%	(730,990)	27.63%	(730,711)	26.80%	(664,068)
	100.00%	(3,036,770)	100.00%	(2,645,007)	100.00%	(2,478,181)

FINANCIAL SERVICES

Stats & Trends

SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2018	2017	2016	2015	2014
Tax Payment Transactions	15,822	15,396	15,511	15,266	14,856
Utility Payment Transactions	32,314	32,872	33,730	34,318	34,571
Purchase Orders Over \$5,000	1,843	2,402	1,970	2,205	1,925
Quotes Over \$5,000	266	278	194	162	169
Tenders Over \$50,000	31	31	25	26	16
Requests for Proposal (RFPs)	103	93	96	85	93
Cheques Issued	12,539	12,836	12,857	12,850	12,533
Purchase Card Dollar Value	1,665,016	1,588,937	1,231,597	1,322,402	1,247,439

TREND OF RESOURCE REQUIREMENTS

	2018	2017	2016	2015	2014
Salaries & Benefits	2,633,361	2,507,281	2,460,156	2,327,758	2,271,850
Supplies & Other Expenses	117,679	118,619	91,043	94,212	108,085
Professional & Consulting	56,051	41,998	75,844	56,143	67,057
Recoveries & Allocations	(59,602)	(78,914)	(57,096)	(59,324)	(58,883)
Total Expenditures	2,747,489	2,588,983	2,569,947	2,418,789	2,388,108
Less: Direct Revenues	(102,482)	(110,802)	(130,086)	(117,328)	(113,591)
Net Expenditures	2,645,007	2,478,181	2,439,860	2,301,461	2,274,517

FINANCIAL SERVICES

Key Performance Indicators

SUPPORTING BUSINESS OPERATIONS WITH STRONG FISCAL MANAGEMENT TO ENSURE FINANCIAL INTEGRITY AND SUSTAINABILITY

SUPPORTING SERVICE PRIORITIES

Financial Planning	Taxes and Utilities	Purchasing and Risk Management	Recording and Reporting Financial Results				
	DIVISIONAL GOALS						
	1. Develop and incorporate strategies to improve the financial position of the District						
	2. Increase Financial Services and District productivity						
	3. Provide up-to-date financial policies						
	4. Appropriately manage assets and debt						
	DIVISIONAL STRATEGIES						
	A. Use technology, where appropriate, to reduce transaction processing costs						
	B. Securely, efficiently, and effectively manage cash receipts, receivables and licensing functions						
	C. Monitor debt to keep it within defined parameters						
	PERFORMANCE MEASURES	BENCHMARK TARGET	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 TARGET	2020 TARGET
% of general revenue from property taxes	62%	64%	67%	66%	64%	62%	1
average days from invoice receipt to payment	<30.0	24.6	30.9	24.7	24.0	<30	2
# of financial policy updates	2	2	5	6	6	6	3
outstanding general obligation debt per capita	\$749	\$699	\$806	\$777	\$747	\$716	4

FIRE & RESCUE SERVICES

The mission of Fire & Rescue Services is to prevent or minimize the impacts of emergency incidents through:

- provision of exceptional public safety by delivering prompt and effective response to fire, rescue and medical emergencies
- ensuring the protection of life, property and the environment
- delivery of fire prevention and education services to the public
- enforcement of regulations including the Fire Code, and building and municipal bylaws

Fire & Rescue Services is comprised of six functions: Administration, Emergency Response, Fire Prevention, Public Education, Mechanical and Training.

Fire & Rescue Services works jointly with both the City of North Vancouver and District of North Vancouver fire departments to provide shared services across the North Shore with the goals of:

- improving fire and rescue service levels to residents, businesses and industry
- improving the safety of responders at mutual aid incidents
- improving resource coordination between the three departments



Dave Clark | Fire Chief



2018 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

Fiscal Sustainability & Municipal Services

- provided financial reporting and analysis of departmental expenditures and key performance indicators

Official Community Plan Review

- continued planning discussions regarding a dedicated fifth fire hall and relocation of existing training facility

2018 OPERATIONAL ACCOMPLISHMENTS

- completed annual Commercial Vehicle Inspections Program, pump, aerial ladder and ground ladder testing to comply with industry standards
- completed Fire Underwriters Survey Report
- reviewed and updated Fire & Rescue information on the District website
- provided plan check training to Fire Prevention Officers
- continued the process of succession planning for Chief Officers



- implemented high-risk construction guidelines during extreme fire ratings
- enhanced public outreach initiatives targeting vulnerable and diverse demographic groups in the community
- implemented Fire Safety Plan Program—compliance is ongoing
- continued to monitor pending *Fire Safety Act* changes
- evaluated 2017 Entonox Pilot Project
- educated all staff in the importance of resilience training in the area of mental health
- completed initial Position Manual Workbook—updates are ongoing

2019 OPERATIONAL INITIATIVES

- complete fire engine procurement
- initiate Request for Proposal process for tower truck procurement
- participate in discussions regarding Cypress Village fire protection and response area
- commence pre-planning for digital mobile vehicle repeaters
- continue to develop pre-planning software
- update confined space training for all staff and work with North Shore fire departments on a joint response protocol
- enhance public outreach program targeting vulnerable demographic groups in the community
- review Fire Underwriters Survey report and investigate proposed recommendations
- initiate Request for Proposal for Dispatch and Records Management Services
- implement Community Wildfire Protection Plan recommendations

2019 INITIATIVES TO SUPPORT COUNCIL STRATEGIC GOALS

Environment

- complete Community Wildfire Protection Plan and implement recommendations

Municipal Services

- complete an Officers' Development Program, certifying 10 officer-qualified staff
- educate all staff in the importance of resilience training in the area of mental health

FIRE & RESCUE SERVICES

Net Divisional Expenses

	Budget 2019		Actual 2018		Actual 2017	
	%	\$	%	\$	%	\$
Revenue						
Administrative Support Fire	0.00%	-	0.00%	-	0.19%	418
Fire Prevention	95.16%	216,039	93.49%	251,652	89.69%	196,365
Emergency Services	4.84%	11,000	6.51%	17,513	10.12%	22,149
	100.00%	227,039	100.00%	269,165	100.00%	218,932
Expenses						
Administrative Support Fire						
Salaries & Benefits	91.40%	743,278	93.72%	708,431	92.73%	676,700
Supplies & Other Expenses	8.60%	69,900	6.28%	47,500	7.27%	53,015
	100.00%	813,178	100.00%	755,932	100.00%	729,715
Fire Prevention						
Salaries & Benefits	97.58%	794,873	98.07%	737,974	98.30%	733,000
Supplies & Other Expenses	2.42%	19,700	1.93%	14,490	1.65%	12,290
Recoveries & Allocations	0.00%	-	0.00%	-	0.05%	397
	100.00%	814,573	100.00%	752,464	100.00%	745,687
Emergency Services						
Salaries & Benefits	93.92%	14,489,002	93.64%	13,735,562	94.14%	13,360,478
Supplies & Other Expenses	6.08%	938,405	6.36%	933,149	6.52%	925,211
Recoveries & Allocations	0.00%	-	0.00%	-	-0.66%	(93,984)
	100.00%	15,427,407	100.00%	14,668,711	100.00%	14,191,705
Net Divisional Expenses						
Administrative Support Fire	4.83%	(813,178)	4.75%	(755,932)	4.72%	(729,297)
Fire Prevention	3.56%	(598,534)	3.15%	(500,812)	3.56%	(549,323)
Emergency Services	91.61%	(15,416,407)	92.10%	(14,651,198)	91.72%	(14,169,556)
	100.00%	(16,828,120)	100.00%	(15,907,941)	100.00%	(15,448,175)

FIRE & RESCUE SERVICES

Divisional Capital Requests

	2019 Budget	Funding Source	
		Asset Maintenance Reserves	External Funding
Current Year Projects			
Investment in Existing Assets			
Equipment			
Personal Protective Equipment	78,000	78,000	-
Auto Extrication & Heavy Rescue Equipment	70,500	70,500	-
Technical Rescue Equipment	60,000	60,000	-
Respiratory Protection	33,000	33,000	-
SCBA Respirator Fit Tester	28,000	28,000	-
Fire Hose & Nozzles	11,000	11,000	-
Fire Extinguisher Training Unit	9,100	9,100	-
DVRS Visual Indicators	4,000	4,000	-
	<u>293,600</u>	<u>293,600</u>	<u>-</u>
Vehicle Fleet			
Fire Truck -F045	930,000	910,000	20,000 ¹
Replace Fire FPO Investigation Unit F032	-	-	-
Replace Fire FPO Inspection Unit F046	-	-	-
	<u>930,000</u>	<u>910,000</u>	<u>20,000</u>
Total Investment in Existing Assets	<u>1,223,600</u>	<u>1,203,600</u>	<u>20,000</u>
Current Year Projects Sub-Total	<u>1,223,600</u>	<u>1,203,600</u>	<u>20,000</u>
Prior Year Approved Work in Progress			
Auto Extric & Heavy Rescue Equipment	4,544	4,544	-
Technical Rescue Equipment	27,670	27,670	-
Prior Year Approved Work in Progress Sub-Total	<u>32,214</u>	<u>32,214</u>	<u>-</u>
Total Capital Requests	<u>1,255,814</u>	<u>1,235,814</u>	<u>20,000</u>

¹ Projected equipment trade in proceeds

FIRE & RESCUE SERVICES

Stats & Trends

SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2018	2017	2016	2015	2014
Emergency Calls					
Fire Calls	205	218	180	261	152
Medical / Rescue	1,565	2,015	2,084	2,014	1,662
Motor Vehicle Incidents	298	310	331	290	220
Hazardous Materials	49	61	72	62	76
Alarm Activations	562	539	502	482	489
Total Emergency Calls	2,679	3,143	3,169	3,109	2,599
Non-Emergency Calls					
Public Assistance / Service	353	425	438	357	309
Investigations	97	131	84	144	65
Standbys	162	85	154	126	46
Total Non-Emergency Calls	612	641	676	627	420
Total Calls	3,291	3,784	3,845	3,736	3,019
Fire Prevention & Education Services					
Inspections	1,390	1,472	1,430	1,642	1,528
Number of Education Programs	74	93	88	102	108
Number of Education Participants	4,381	4,309	2,231	2,155	2,695
Property \$ Loss	2,138,813	1,128,426	512,967	2,705,919	1,461,515
Training Hours					
Fire & Rescue	9,790	9,385	9,952	6,971	4,654
First Responder	1,100	745	745	987	3,353
Total Training Hours	10,890	10,130	10,697	7,958	8,007

TREND OF RESOURCE REQUIREMENTS

	2018	2017	2016	2015	2014
Salaries & Benefits	15,181,968	14,770,178	14,419,249	14,551,539	13,721,810
Supplies & Other Expenses	993,620	990,517	1,112,419	939,087	1,079,344
Professional & Consulting	-	-	-	-	-
Recoveries & Allocations	1,519	(93,588)	(75,283)	1,033	10,790
Total Expenditures	16,177,106	15,667,107	15,456,385	15,491,659	14,811,944
Less: Direct Revenues	(269,165)	(218,932)	(216,794)	(247,010)	(221,963)
Net Expenditures	15,907,941	15,448,175	15,239,592	15,244,649	14,589,981

FIRE & RESCUE SERVICES

Key Performance Indicators

PREVENTING EMERGENCY INCIDENTS WHERE POSSIBLE AND MINIMIZING THE IMPACTS OF INCIDENTS THAT DO OCCUR

SUPPORTING SERVICE PRIORITIES

Fire Suppression	Fire Prevention	Emergency Response Services	Fire Training and Records Management				
	DIVISIONAL GOALS						
	1. Serve the community by providing effective emergency and public service responses						
	2. Prevent fires wherever possible through public education, planning, and inspections						
	3. Deliver fire prevention and education services to the public, and enforce regulations including Fire and Building codes						
	4. Ensure Fire personnel training is fully compliant to provincial standards						
	DIVISIONAL STRATEGIES						
	A. Provide comprehensive life safety, property conservation and environmental protection to the community						
	B. Continue to seek opportunities for shared service alignment between the three North Shore Fire departments						
	C. Review, develop and deliver innovative fire and life safety public education programs						
	D. Maintain all legal and legislative requirements of a full service fire department						
PERFORMANCE MEASURES	BENCHMARK TARGET	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 TARGET	2020 TARGET	GOAL ALIGNMENT
property loss \$	<\$3M	\$512,967	\$1,128,426	\$2,138,813	\$2,500,000	\$2,500,000	1
emergency incident response time*	<9 min	9:19 min	9:52 min	9:12 min	9:25 min	9:25 min	1
fire inspections**	>1,475	1,430	1,472	1,390	1,383	1,383	2
Fire and Life Safety Program clients served	>4,000	2,231	4,309	4,381	4,200	4,200	3
training hours completed	>9,000	10,697	10,130	10,890	9,250	9,250	4

* 90th percentile emergency response times in West Vancouver for first responding WVFR apparatus only

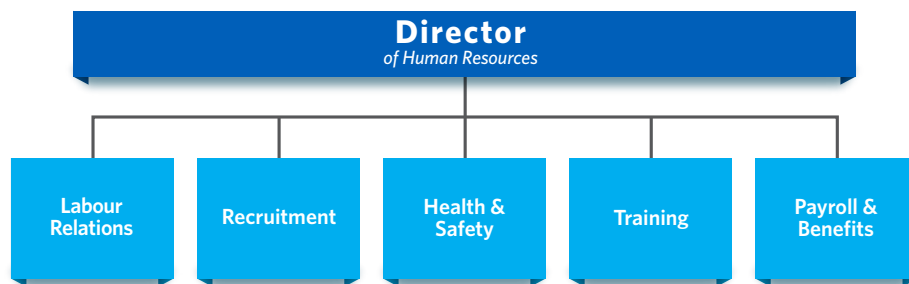
** completed inspections of required occupancies

HUMAN RESOURCES

Human Resources provides direct, operational and strategic support to District divisions for all human resource activities and all employees. The division is responsible for employee and labour relations activities, including bargaining of six collective agreements; training, leadership development and succession planning; recruitment and selection; payroll and benefits administration; disability, health and safety programs; and employee recognition and engagement programs. Human Resources both leads, and is part of, many organization-wide initiatives that build organizational culture, find efficiencies, reduce costs and, most importantly, recognize and support employees.



Lauren Hughes | Director of Human Resources



2018 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

- as a division that provides support and service to all other District divisions, Human Resources accomplishments and support for Council priorities is intrinsically reflected in the accomplishments of all other divisions

2018 OPERATIONAL ACCOMPLISHMENTS

- conducted a District-wide Employee Engagement Survey in conjunction with Community Relations & Communications and incorporated findings into an updated employee engagement strategy
- launched a new online career portal that streamlined recruitment, onboarding and employee records
- reviewed all Human Resources policies to ensure best practices are met
- updated and revised District class specifications and job profiles
- implemented best practices in employee performance evaluations
- initiated the first phase of implementing Position Control and scheduling/timekeeping modules of Human Resource Information System
- reviewed current practices for recruitment and explored opportunities to streamline the full cycle recruitment process

2019 OPERATIONAL INITIATIVES

- implement additional modules of Human Resource Information System
- prepare for collective bargaining of collective agreements expiring in 2019
- implement improved employee records system with electronic systems for employee and labour relations files
- ensure the District meets current human resource and labour relations best practices and relevant legislative requirements

2019 INITIATIVES TO SUPPORT COUNCIL STRATEGIC GOALS

Municipal Services

- continue professional development and succession planning across the organization
- expand the Corporate Training Program to develop career path opportunities and provide an enhanced leadership development program
- explore partnerships with a variety of organizations to address recruitment and retention challenges

HUMAN RESOURCES

Net Divisional Expenses

	Budget 2019		Actual 2018		Actual 2017	
	%	\$	%	\$	%	\$
Revenue						
		-		-		-
Expenses						
Human Resources						
Salaries & Benefits	83.38%	1,176,297	87.89%	1,252,597	86.24%	1,070,506
Supplies & Other Expenses	16.62%	234,550	11.38%	162,248	13.67%	169,734
Professional & Consulting	0.00%	-	0.72%	10,323	0.09%	1,063
	100.00%	1,410,847	100.00%	1,425,167	100.00%	1,241,302
Payroll Services						
Salaries & Benefits		436,058	100.00%	407,299		340,841
	100.00%	436,058	100.00%	407,299	100.00%	340,841
Net Divisional Expenses						
Human Resources	76.39%	(1,410,847)	77.77%	(1,425,167)	78.46%	(1,241,302)
Payroll Services	23.61%	(436,058)	22.23%	(407,299)	21.54%	(340,841)
	100.00%	(1,846,905)	100.00%	(1,832,466)	100.00%	(1,582,143)

HUMAN RESOURCES

Stats & Trends

SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2018	2017	2016	2015	2014
Corporate Training Hours	226	182	161	233	261
Corporate Training Participants	947	622	286	248	263
Permanent Employee Turnover	82	48	52	40	35
WCB Claims Filed	100	33	38	28	39
WCB Claim Duration (days)	14	24	32	29	49
Paycheques Issued	34,456	33,957	33,333	32,984	32,513
Job Applications Received	9,669	8,366	10,129	10,867	9,435
Positions Filled	226	82	81	80	87

TREND OF RESOURCE REQUIREMENTS

	2018	2017	2016	2015	2014
Salaries & Benefits	1,659,895	1,411,346	1,251,127	1,260,114	1,229,343
Supplies & Other Expenses	162,248	169,734	136,176	130,869	110,800
Professional & Consulting	10,323	1,063	9,650	1,994	984
Recoveries & Allocations	-	-	-	-	-
Total Expenditures	1,832,466	1,582,143	1,396,953	1,392,977	1,341,126
Less: Direct Revenues	-	-	-	-	(580)
Net Expenditures	1,832,466	1,582,143	1,396,953	1,392,977	1,340,547

HUMAN RESOURCES

Key Performance Indicators

SUPPORTING DISTRICT DIVISIONS AND ALL EMPLOYEES IN HUMAN RESOURCES ACTIVITIES

SUPPORTING SERVICE PRIORITIES

Labour Relations	Recruitment	Health and Safety	Training
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	DIVISIONAL GOALS						
	1. To obtain WorkSafeBC Certificate of Recognition						
	2. To recruit the best possible employees for the District						
	3. To incorporate Human Resources best practices into all we do						
	4. To support employee health, welfare, and engagement						
	DIVISIONAL STRATEGIES						
	A. Conduct Workplace Safety Awareness Survey as a component of WorkSafeBC Certificate of Recognition						
	B. Implement the position control module of the JDE HRIS system						
	C. Update and revise all District job profiles						
	D. Conduct a 2018 Employee Engagement Survey and implement recommendations						

PERFORMANCE MEASURES	BENCHMARK TARGET	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 TARGET	2020 TARGET	GOAL ALIGNMENT
% of successful recruitments on first round	98%	94%	93%	94%	95%	95%	2
employee turnover rate	10.0%	10.9%	13.4%	10.7%	10.5%	10%	3
% of job specs updated	20%	19%	18%	22%	20%	21%	4
WCB time loss incidents	25	25	33	37	25	23	4
WCB medical aid incidents	25	38	17	19	20	25	4

WEST VANCOUVER MEMORIAL LIBRARY

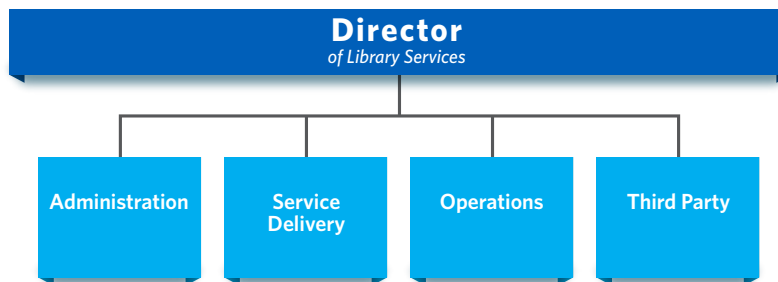
The West Vancouver Memorial Library is governed by the *BC Library Act* and managed by the Council-appointed West Vancouver Memorial Library Board.

Our Mission: Open and welcoming to all, our Library connects people with information, the world of imagination and each other.

Our Vision: Where wonder sparks, possibilities emerge, and minds thrive. Our Library inspires people to grow in a dynamic world.



Jenny Benedict | Director of Library Services



2018 ACCOMPLISHMENTS

Support 21st Century Learning

- expanded programming in The Lab, West Vancouver’s new digital learning place, to build digital literacy skills and increase awareness of new technologies
- initiated planning on Tell Your Story program for kids and teens to create their own story books
- developed youth badges and reading challenges to increase personalized, interest-based learning
- increased community awareness of Honouring Reconciliation through programming and book discussions
- hosted opportunities for older adults to have meaningful connections with books and each other through Library Bound Book Discussion Clubs

Deepen and Extend Community Collaboration

- conducted research for a Long-Term Library Infrastructure Strategy
- created volunteer program to record audiobooks for the visually impaired
- expanded collaborations with West Vancouver schools through an annual intake process for new West Vancouver Memorial Library cards and opportunities for students to showcase and share their learning at the library
- supported the implementation of the action plan for the North Shore Settlement and Integration Strategic Plan

Sustain and Enhance our Physical Space

- updated emergency systems, including lighting, fire alarm systems, and security and detection systems
- explored options for renovating the south block



Develop and Integrate our Digital Platform

- planned refresh of architecture and navigation to extend the life of the library website and prepare for content management software migration
- increased selection and availability of popular e-books and e-audiobooks

2019 OPERATIONAL INITIATIVES

Support 21st Century Learning

- expand programming in The Lab to support active, hands-on learning experiences for adults and youth in the Share It, Create It, Develop It and Imagine It program
- launch Tell Your Story program for youth to create their own stories
- host Honouring Reconciliation activities to increase knowledge and understanding of Indigenous culture
- develop and deliver adult learning programs on conducting consumer health research
- support adults to make meaningful connections and develop a greater sense of belonging through intercultural programming

Deepen and Extend Community Collaboration

- launch the North Shore author collection and program in collaboration with the North Vancouver City Library and North Vancouver District Public Library
- collaborate with West Vancouver schools on a school visit program in The Lab
- partner with the West Vancouver Historical Society to deliver culture and learning programs for and by local community members
- support the implementation of the action plan for the North Shore Settlement and Integration Strategic Plan
- conduct community engagement and in-depth research for the 2021-2026 Strategic Plan

Sustain and Enhance our Physical Space

- plan south block renovation
- renew components of building infrastructure due for replacement—gas generator, chiller, cooling tower, perimeter heat tubes, second floor washrooms and domestic water lines, lighting equipment on the main floor and basement, basement carpet and network cabling
- improve alignment of physical collections with circulation trends and community needs

Develop and Integrate our Digital Platform

- complete architectural, navigation and design planning in preparation for website migration
- explore feasibility of expanding website functionality to support local publishing platform and personalized learning
- implement personalized communications at key touch points for cardholders
- increase selection and availability of e-audiobooks

WEST VANCOUVER MEMORIAL LIBRARY

Net Divisional Expenses

	Budget 2019		Actual 2018		Actual 2017	
	%	\$	%	\$	%	\$
Revenue						
Administration	51.78%	269,650	54.59%	266,928	65.79%	277,825
Operations Support	0.08%	400	0.14%	662	0.00%	-
Third Party	48.14%	250,698	45.28%	221,420	34.21%	144,454
	100.00%	520,748	100.00%	489,010	100.00%	422,279
Expenses						
Administration						
Salaries & Benefits	78.54%	288,313	73.43%	295,274	69.84%	278,377
Supplies & Other Expenses	15.47%	56,800	22.06%	88,712	26.19%	104,394
Professional & Consulting	1.36%	5,000	0.41%	1,632	0.55%	2,206
Recoveries & Allocations	4.63%	17,000	4.10%	16,506	3.41%	13,589
	100.00%	367,113	100.00%	402,125	100.00%	398,566
Service Delivery						
Salaries & Benefits	90.35%	3,251,847	89.44%	3,124,315	89.80%	3,038,060
Supplies & Other Expenses	9.65%	347,235	10.56%	369,028	10.20%	345,181
	100.00%	3,599,082	100.00%	3,493,343	100.00%	3,383,241
Operations Support						
Salaries & Benefits	68.71%	423,706	74.71%	398,089	73.07%	393,651
Supplies & Other Expenses	30.39%	187,410	24.13%	128,553	25.89%	139,484
Recoveries & Allocations	0.89%	5,500	1.16%	6,179	1.04%	5,619
	100.00%	616,616	100.00%	532,821	100.00%	538,755
Third Party						
Salaries & Benefits	43.14%	108,157	53.83%	119,198	24.23%	35,004
Supplies & Other Expenses	56.86%	142,541	45.81%	101,439	74.84%	108,112
Recoveries & Allocations	0.00%	-	0.35%	782	0.93%	1,338
	100.00%	250,698	100.00%	221,419	100.00%	144,454
Net Divisional Expenses						
Administration	2.26%	(97,463)	3.25%	(135,196)	2.99%	(120,741)
Service Delivery	83.45%	(3,599,082)	83.96%	(3,493,343)	83.69%	(3,383,241)
Operations Support	14.29%	(616,216)	12.79%	(532,159)	13.33%	(538,755)
	100.00%	(4,312,760)	100.00%	(4,160,697)	100.00%	(4,042,737)

WEST VANCOUVER MEMORIAL LIBRARY

Divisional Capital Requests

	2019 Budget	Funding Source	
		Asset Maintenance Reserves	External Funding
Current Year Projects			
Investment in Existing Assets			
Equipment			
Library Collections - Core	291,399	291,399	-
Library Collections - Enhanced	51,020	-	51,020 ¹
AMH Bin Replacement	14,000	14,000	-
Viewscan Replacement	12,500	12,500	-
	<u>368,919</u>	<u>317,899</u>	<u>51,020</u>
Information Technology			
Library Website Renewal	46,000	46,000	-
Library Network Renewal	21,000	21,000	-
	<u>67,000</u>	<u>67,000</u>	<u>-</u>
Total Investment in Existing Assets	<u>435,919</u>	<u>384,899</u>	<u>51,020</u>
Current Year Projects Sub-Total	<u>435,919</u>	<u>384,899</u>	<u>51,020</u>
Prior Year Approved Work in Progress			
Facilities Maintenance			
Library - Emergency & Security Systems	483,655	483,655	-
	<u>483,655</u>	<u>483,655</u>	<u>-</u>
Information Technology			
Library Website Renewal	29,300	29,300	-
Computer Equipment	4,376	-	4,376 ²
	<u>33,676</u>	<u>29,300</u>	<u>4,376</u>
Equipment			
Materials--Adult	14,659	14,659	-
Materials--Youth	2,697	2,697	-
	<u>17,356</u>	<u>17,356</u>	<u>-</u>
Prior Year Approved Work in Progress Sub-Total	<u>534,687</u>	<u>530,311</u>	<u>4,376</u>
Total Capital Requests	<u>970,606</u>	<u>915,210</u>	<u>55,396</u>

¹ West Vancouver Memorial Library Foundation, Friends of the Library and various grants

² West Vancouver Memorial Library Foundation

WEST VANCOUVER MEMORIAL LIBRARY

Stats & Trends

SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2018	2017	2016	2015	2014
Questions Answered	194,615	178,215	184,852	186,513	190,153
Program Attendance/Participation	34,965	30,252	30,271	28,876	26,960
Circulation per Capita	20	19.1	20.6	21.7	21.2
Circulation (physical material)	819,104	862,247	923,754	948,823	925,173
Circulation (e-books, e-music)	80,374	70,750	68,729	62,522	56,692
Database Use	129,967	128,158	115,765	110,517	104,813
New Library Cards	3,799	4,227	5,744	3,994	3,928
Hours Open	3,207	3,215	3,220	3,203	3,221
Library Visits	517,193	509,354	492,823	504,843	510,266
Home Page Visits	399,723	342,953	322,288	236,022	237,170
Catalogue Visits	254,403	249,332	259,433	252,495	232,184

TREND OF RESOURCE REQUIREMENTS

	2018	2017	2016	2015	2014
Salaries & Benefits	3,936,875	3,745,093	3,635,627	3,601,514	3,474,146
Supplies & Other Expenses	687,732	697,171	696,165	670,241	696,252
Professional & Consulting	1,632	2,206	6,129	-	1,281
Recoveries & Allocations	23,468	20,547	18,581	19,461	15,964
Total Expenditures	4,649,707	4,465,017	4,356,502	4,291,216	4,187,643
Less: Direct Revenues & Fundraising	(489,010)	(422,279)	(472,650)	(454,519)	(491,061)
Net Expenditures	4,160,697	4,042,737	3,883,853	3,836,697	3,696,581

PARKS, CULTURE & COMMUNITY SERVICES

Parks, Culture & Community Services provides a broad continuum of services and programs.

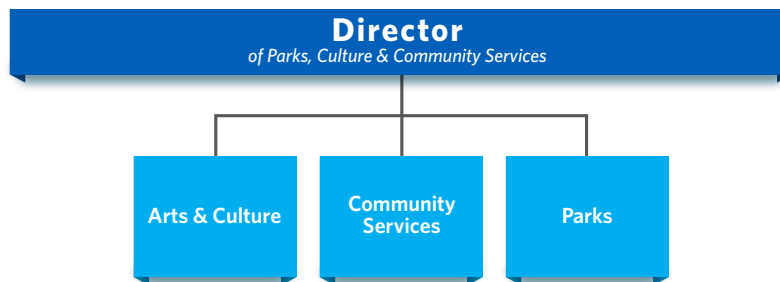
The Parks Department manages over 140 parks, natural areas, sports amenities, playgrounds, play courts, beaches, Centennial Seawalk, over 135 kilometres of trails, Ambleside Par 3 Golf Course, Gleneagles Golf Course and Capilano View Cemetery, and is responsible for environmental management of public lands.

The Cultural Services Department offers exhibitions at the Ferry Building Gallery and West Vancouver Art Museum, as well as cultural and art education programs at various District locations and West Vancouver schools. This department oversees public art and collections and offers visual arts programming and events. Special Events & Filming facilitates approximately 100 special events and issues approximately 100 film permits annually.

The Community Services Department offers health, fitness and leisure programs at the West Vancouver Community Centre, Aquatic Centre, Gleneagles Community Centre, Ice Arena and Seniors' Activity Centre. This department also oversees Access & Inclusion, the West Vancouver Child & Family Hub, specialized leisure services, the Community Grants Program, child care and family services and youth and seniors' outreach services.



Anne Mooi | Director of Parks, Culture & Community Services



2018 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

Ambleside: Waterfront & Town Centre

- detailed drawings for Ambleside Waterfront Concept Plan are in development based on stakeholder input
- developed three-year winter season street dressing plan with Ambleside Dundarave Business Improvement Association

Fiscal Sustainability & Municipal Services

- replaced failed Ice Arena floor, allowing the option of ice for up to 12 months per year
- renewed Joint Operating Agreement between West Vancouver Community Centres Society and the District for further five years
- initiated Framework for Evaluating Community Group Proposals with Evergreen Squash Club of West Vancouver

Natural Environment & Climate Action

- Council adopted Plan for Trails on Public Land
- public consultation for Horseshoe Bay Park revitalization and preferred concept plan developed
- established Coastal Marine Management Working Group
- implemented year three of Invasive Plants Strategy involving restoration efforts



Arts, Culture & Heritage

- completed Arts & Culture Strategy and five-year Prioritization and Phasing Action Plan
- initiated public art project at Municipal Hall through enhanced public art reserve fund
- established Arts & Culture Advisory Committee
- established Arts Facilities Advisory Committee
- Art Museum Advisory Committee became a formal committee of Council
- created inaugural Indigenous showcase at the Harmony Arts Festival
- initiated plans for a new Community Day celebration for 2019 with Community Day Event Planning Working Group

2018 OPERATIONAL ACCOMPLISHMENTS

- reorganized the Parks Department's structure to increase efficiency and effectiveness
- renamed Ambleside B Field to the Fred Jopson Field
- amended agreement with the Capilano Rugby Club
- preliminary operating model for Navy Jack Nature House developed in collaboration with West Vancouver Streamkeeper Society's proposal to enhance Lawson Creek ecological habitat
- issued approximately 100 filming permits
- explored opportunities for expanded ice with the community and developed a new spring ice schedule for 2019
- initiated work on the District's new child care plan
- implemented the tri-municipal North Shore Dementia-Friendly Action Plan, including training more than 500 District staff
- hosted, in partnership with North Shore Family Services, the Proud 2 Be Youth Conference
- received Council approval for the Respectful Behaviour Bylaw

2019 OPERATIONAL INITIATIVES

- continue to develop the District's 10-year Child Care Plan
- continue to implement tri-municipal North Shore Dementia-Friendly Action Plan
- continue to support filming opportunities in West Vancouver

-
- participate in regional film portal for film permit applications
 - undertake two new initiatives with Indigenous communities
 - initiate the Navvy Jack Nature House project
 - review and update Ice Allocation Policy
 - continue to seek innovative opportunities and resources to be able to grow the Frail and Elderly Program
 - re-create annual Community Day to transform into two-day multicultural festival
 - prepare detailed drawings, detailed cost estimates and phasing plan for Horseshoe Bay Park redevelopment
 - undertake environmental scan of municipal Upper Land
 - continue to work on expansion plan with Evergreen Squash Club of West Vancouver through Framework for Evaluating Community Group Proposals
 - complete public art at Municipal Hall
 - develop a banner and street dressing policy
 - develop the District's child care facility at 752 Marine Drive
 - focus the District's health and fitness programs on rehabilitation and pre-habilitation programs and services
 - develop a process to record outcomes related to the Districts' Blueprint for Social Responsibility

2019 INITIATIVES TO SUPPORT COUNCIL STRATEGIC GOALS

Environment

- support Financial Services in completion of District Natural Capital Assets Inventory
- implement year one of Plan for Trails on Public Land

Municipal Services

- explore further collaboration with the West Vancouver Foundation for mutually beneficial objectives
- update donations policy and public art and municipal art collection procedures to align with new Sponsorships, Partnerships and Naming Rights Policy

Social Well-being

- continue to work with West Vancouver Schools and West Vancouver Foundation to move Place for Sport initiative forward
- establish steering committee for District-led Emerging Vision consultation
- complete Arts & Culture facilities plan for Council approval
- work with North Shore Food Charter signatories to support initiatives such as school and community gardens, food recovery, local food procurement and food literacy
- develop potential options to enhance Ambleside Park concession services, including consideration of a bistro
- develop recommendations for Klee Wyck for Council as part of Arts & Culture facilities plan

PARKS, CULTURE & COMMUNITY SERVICES

Net Divisional Expenses

	Budget 2019		Actual 2018		Actual 2017	
	%	\$	%	\$	%	\$
Revenue						
Community Services	82.50%	9,674,032	83.08%	9,623,322	83.67%	9,840,405
Parks Maintenance	7.71%	904,491	8.10%	938,552	6.76%	795,316
Cultural Services	9.79%	1,147,502	8.82%	1,022,021	9.57%	1,125,594
	100.00%	11,726,025	100.00%	11,583,894	100.00%	11,761,315
Expenses						
Central Administration						
Salaries & Benefits	95.37%	584,717	97.36%	566,378	96.87%	547,406
Supplies & Other Expenses	4.63%	28,400	2.64%	15,371	3.13%	17,708
	100.00%	613,117	100.00%	581,749	100.00%	565,114
Community Services						
Salaries & Benefits	80.37%	9,470,570	81.02%	9,214,021	80.78%	9,156,265
Supplies & Other Expenses	18.05%	2,126,755	17.28%	1,964,835	17.95%	2,034,200
Professional & Consulting	0.30%	35,700	0.30%	34,383	0.01%	938
Recoveries & Allocations	1.28%	150,723	1.40%	159,564	1.27%	143,518
	100.00%	11,783,748	100.00%	11,372,803	100.00%	11,334,921
Parks Maintenance						
Salaries & Benefits	74.27%	4,059,876	71.95%	3,852,612	70.54%	3,463,582
Supplies & Other Expenses	27.80%	1,519,309	29.52%	1,580,439	31.38%	1,540,668
Professional & Consulting	0.18%	10,000	0.28%	15,027	0.04%	2,038
Recoveries & Allocations	-2.25%	(123,104)	-1.75%	(93,758)	-1.96%	(96,154)
	100.00%	5,466,081	100.00%	5,354,320	100.00%	4,910,134
Cultural Services						
Salaries & Benefits	49.33%	1,219,790	52.34%	1,178,051	50.46%	1,148,360
Supplies & Other Expenses	48.81%	1,206,728	44.56%	1,002,886	42.93%	976,979
Professional & Consulting	0.00%	-	0.00%	-	0.01%	300
Recoveries & Allocations	1.86%	45,950	3.11%	69,948	6.60%	150,167
	100.00%	2,472,468	100.00%	2,250,884	100.00%	2,275,806
Net Divisional Expenses						
Central Administration	7.12%	(613,117)	7.29%	(581,749)	7.72%	(565,114)
Community Services	24.50%	(2,109,716)	21.93%	(1,749,482)	20.40%	(1,494,516)
Parks Maintenance	52.98%	(4,561,590)	55.36%	(4,415,769)	56.18%	(4,114,818)
Cultural Services	15.39%	(1,324,966)	15.41%	(1,228,863)	15.70%	(1,150,213)
	100.00%	(8,609,389)	100.00%	(7,975,862)	100.00%	(7,324,661)

PARKS, CULTURE & COMMUNITY SERVICES

Divisional Capital Requests

	2019 Budget	Funding Source				
		Asset Maintenance Reserves	Other Reserves	External Funding	Community Amenity Contributions	Development Cost Charges
Current Year Projects						
Investment in Existing Assets						
Equipment						
Furniture & Fixtures Replacement	132,200	112,200	-	20,000 ¹	-	-
Aquatic Centre Weight Room Equipment Replacement	75,000	75,000	-	-	-	-
Culture & Special Event Staging, Sound System and Street Dressing Replacement	30,000	30,000	-	-	-	-
Major Appliance, Program and Kitchen Equipment Replacement	15,000	15,000	-	-	-	-
Gymnastics Equipment Replacement	19,000	19,000	-	-	-	-
Gleneagles Community Centre Weight Room Equipment Replacement	17,000	17,000	-	-	-	-
	<u>288,200</u>	<u>268,200</u>	<u>-</u>	<u>20,000</u>	<u>-</u>	<u>-</u>
Vehicle Fleet						
Replace Senior's activity bus. Unit R027.	158,000	154,000	-	4,000 ²	-	-
Replace Youth Outreach van. Unit R030.	60,000	57,000	-	3,000 ²	-	-
Replace ride-on mower. Unit PP10.	55,000	53,000	-	2,000 ²	-	-
Replace ride-on mower. Unit A001.	52,000	50,000	-	2,000 ²	-	-
Replace 3/4 ton pick-up. Unit P046.	50,000	46,800	-	3,200 ²	-	-
Replace ride-on mower. Unit GL39.	50,000	48,500	-	1,500 ²	-	-
Replace utility vehicle. Unit GL00.	23,000	21,500	-	1,500 ²	-	-
	<u>448,000</u>	<u>430,800</u>	<u>-</u>	<u>17,200</u>	<u>-</u>	<u>-</u>
Grounds and Parks						
Artificial Turf Field Replacement	750,000	-	750,000	-	-	-
Sport Field Drainage and Irrigation Replacement	286,000	16,000	-	-	-	270,000
Continue Funding for Waterfront Park Pier Repair	196,105	196,105	-	-	-	-
Trail and Trail Structure Replacement	140,000	140,000	-	-	-	-
Sport Court Replacement	125,000	125,000	-	-	-	-
Parking Area Replacement	115,000	115,000	-	-	-	-
Playground Renewal and Replacement	80,000	20,000	-	-	-	60,000
Continue funding for Ambleside Waterfront Concept Plan Implementation	68,522	-	-	-	68,522	-
Continue funding for Horseshoe Bay Park - Design	67,733	-	-	-	67,733	-
Sport Field Lights, Fencing and Backstops Replacement	65,000	65,000	-	-	-	-
Failing Park Structures Replacement	60,000	60,000	-	-	-	-
Garrow Bay East Trail and Stair Replacement	57,000	-	-	-	57,000	-
Golf Courses	50,000	50,000	-	-	-	-
Larson Bay Tennis Court Removal	40,000	40,000	-	-	-	-
Park Irrigation and Drainage Replacement	30,000	30,000	-	-	-	-
Park Furniture Replacement	25,000	25,000	-	-	-	-
Golf Course Safety Netting, Fencing and Pathway Replacement	20,000	20,000	-	-	-	-
Replacement of Information Kiosks, Power Kiosks, and Interpretive Signs in Parks	20,000	20,000	-	-	-	-
	<u>2,195,360</u>	<u>922,105</u>	<u>750,000</u>	<u>-</u>	<u>193,255</u>	<u>330,000</u>
Total Investment in Existing Assets	2,931,560	1,621,105	750,000	37,200	193,255	330,000
Investment in New Assets						
Equipment						
Seasonal Pier Lighting	31,000	31,000	-	-	-	-
Snow plough and salt spreader	21,000	21,000	-	-	-	-
Roll on dump box	20,000	20,000	-	-	-	-
	<u>72,000</u>	<u>72,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Grounds and Parks						
Continue funding for SD45 Track & Artificial Field	250,000	-	250,000	-	-	-
BBQ Area at Rutledge Field	50,000	-	-	50,000 ³	-	-
Transfer Annual Amount of \$50K to Public Art Reserve	50,000	50,000	-	-	-	-
Continue funding for Rodgers Creek Trail Development	40,000	-	-	40,000 ⁴	-	-
Lighthouse Park Accessibility Improvements to Juniper Loop	30,000	-	-	20,000 ⁵	10,000	-
Access Stairs & Railings from Marine Drive to Rutledge Field	25,000	-	-	-	25,000	-
Gleneagles Golf Course Ground Water Investigation	25,000	25,000	-	-	-	-
	<u>470,000</u>	<u>75,000</u>	<u>250,000</u>	<u>110,000</u>	<u>35,000</u>	<u>-</u>
Total Investment in New Assets	542,000	147,000	250,000	110,000	35,000	-
Current Year Projects Sub-Total	3,473,560	1,768,105	1,000,000	147,200	228,255	330,000

PARKS, CULTURE & COMMUNITY SERVICES

Divisional Capital Requests...continued

	2019 Budget	Funding Source				
		Asset Maintenance Reserves	Other Reserves	External Funding	Community Amenity Contributions	Development Cost Charges
Prior Year Approved Work in Progress						
Equipment						
Kay Meek Accessible Elevator	250,000	-	-	-	250,000	-
Access Equipment Replacement	10,000	10,000	-	-	-	-
Major Appliance Replacement	578	578	-	-	-	-
	<u>260,578</u>	<u>10,578</u>	<u>-</u>	<u>-</u>	<u>250,000</u>	<u>-</u>
Park Infrastructure Replacement / Improvement						
Horseshoe Bay Park Revitalization	300,000	-	-	-	300,000	-
Navy Jack Park Improvements	300,000	-	-	-	300,000	-
Implementation of Shoreline Protection Projects	180,000	180,000	-	-	-	-
Waterfront Park Pier Repairs	175,000	175,000	-	-	-	-
Ambleside Waterfront Plan	150,000	-	-	-	-	150,000
Brother's Creek Pedestrian Trail Bridge Replacement	171,050	171,050	-	-	-	-
Brissenden Park	100,653	-	100,653	-	-	-
Tennis & Outdoor Court Replacement	125,000	125,000	-	-	-	-
Public Art for Police Services Municipal Hall Building	71,000	-	35,500	-	35,500	-
Parking Areas Renewal	64,650	64,650	-	-	-	-
GC Safety Netting, Fencing, Paths	48,230	48,230	-	-	-	-
Rutledge Field Carpet Replacement Design	30,000	30,000	-	-	-	-
Trail Signage Replacement	27,340	27,340	-	-	-	-
Parks Irrigation & Drainage	28,805	28,805	-	-	-	-
Safety Repair LHP Park Lot	5,900	5,900	-	-	-	-
Sport Field Lights, Fence & Backstop	19,841	19,841	-	-	-	-
	<u>1,797,469</u>	<u>875,816</u>	<u>136,153</u>	<u>-</u>	<u>635,500</u>	<u>150,000</u>
Prior Year Approved Work in Progress Sub-Total	<u>2,058,047</u>	<u>886,394</u>	<u>136,153</u>	<u>-</u>	<u>885,500</u>	<u>150,000</u>
Total Capital Requests	<u>5,531,607</u>	<u>2,654,499</u>	<u>1,136,153</u>	<u>147,200</u>	<u>1,113,755</u>	<u>480,000</u>

¹ Seniors Activity Centre Advisory Board

² Projected equipment trade in proceeds

³ West Vancouver Field Hockey Club

⁴ British Pacific Properties

⁵ Rick Hansen Foundation

PARKS, CULTURE & COMMUNITY SERVICES

Stats & Trends

SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2018	2017	2016	2015	2014
Community Services Attendance					
Aquatic Centre	770,000	839,000	909,400	815,400	802,300
Community Centre	612,300	619,100	579,500	490,400	496,500
Gleneagles Community Centre	137,600	131,800	124,500	122,900	125,600
Ice Arena	100,400	103,800	114,900	109,500	119,100
Seniors' Activity Centre	308,900	297,900	269,700	258,000	267,900
Ambleside Youth Centre	10,100	10,100	8,100	8,200	8,500
Cultural Services Attendance					
Cultural Events & Facility Use	90,500	69,300	69,700	70,400	76,029
Special Event Participation	132,300	133,300	137,440	152,400	94,602
Harmony Arts Festival Participation	140,000	138,000	130,000	130,000	130,000
Total Participation	2,302,100	2,342,300	2,343,240	2,157,200	2,120,531
Parks Requests for Service					
General	646	427	451	265	315
Tree Related	144	160	n/a	n/a	n/a
Environmental Development Permits Issued	57	39	40	27	30
Riparian Habitat Regained (square metres)	778	828	794	590	1,806

TREND OF RESOURCE REQUIREMENTS

	2018	2017	2016	2015	2014
Salaries & Benefits	14,811,062	14,315,613	14,377,725	14,071,507	13,269,318
Supplies & Other Expenses	4,563,531	4,569,555	4,240,819	4,249,425	3,756,902
Professional & Consulting	49,410	3,276	14,682	66,324	30,295
Recoveries & Allocations	135,753	197,531	122,537	634,352	634,724
Total Expenditures	19,559,757	19,085,976	18,755,763	19,021,608	17,691,240
Less: Direct Revenues	(11,583,894)	(11,761,315)	(11,738,231)	(11,438,831)	(11,260,844)
Net Expenditures	7,975,862	7,324,661	7,017,533	7,582,777	6,430,396

PARKS, CULTURE & COMMUNITY SERVICES

Key Performance Indicators

SUPPORTING HEALTH, FITNESS, LEISURE, AND CULTURE, FOR A VIBRANT COMMUNITY

SUPPORTING SERVICE PRIORITIES							
Community Services	Parks		Arts & Culture		Special Events		
	DIVISIONAL GOALS						
	1. Offer an unparalleled range of amenities, features, and attributes through community facilities and parks						
	2. Enrich community vitality through integrating arts, learning, inter-cultural experiences, and physical activities into daily life						
	3. Produce a broad range of services of the highest quality that are accessible and affordable to all District residents						
	4. Work closely with community boards, advisory groups, committees and sports groups to understand the needs of the community						
	DIVISIONAL STRATEGIES						
	A. Implement the District's Arts & Culture Strategy						
	B. Implement the District's Trails Plan						
	C. Complete the District's Ten-Year Child Care Plan						
	D. Continue to generate revenue through supporting filming opportunities						
PERFORMANCE MEASURES	BENCHMARK TARGET	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 TARGET	2020 TARGET	GOAL ALIGNMENT
# of visits to 6 key trails	1,390,600	1,390,000	1,285,000	1,202,000	1,300,000	1,390,600	1, 2, 4
# of volunteer hours	93,000	92,500	93,700	82,000	82,000	82,000	1, 2, 3, 4
# of visits to community facilities and events	2,343,200	2,343,200	2,342,300	2,302,100	2,343,200	2,343,200	1, 2, 4
% recovery of divisional expenses	60.0%	63.0%	61.7%	59.5%	58.3%	60.0%	3

PLANNING & DEVELOPMENT SERVICES

The Planning & Development Services Division works with residents, stakeholders and Council to guide change and help shape a sustainable future for our community.

Community Planning & Sustainability develops long-range plans and policies to meet housing needs, protect the environment, address climate action and fulfill other community land use objectives.

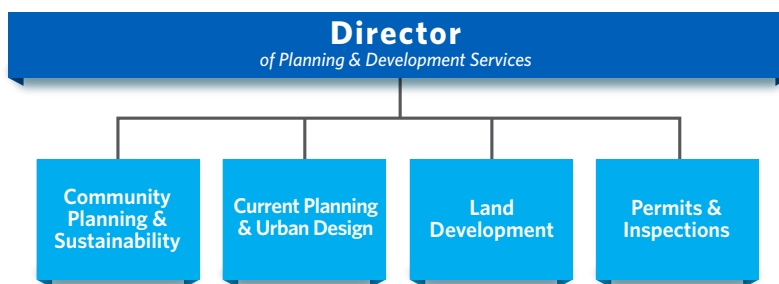
Current Planning & Urban Design processes rezoning applications, development permits and Official Community Plan amendments, and prepares guidelines and policies that shape the look and feel of our built environment and public realm.

Land Development Engineering reviews and approves engineering and infrastructure servicing requirements related to development, and ensures that environmental and creek protection measures for development are implemented.

Permits & Inspections reviews and issues building, electrical, plumbing and signage permits, and provides inspection services to ensure compliance and safety.



Jim Bailey | Director of Planning & Development Services



2018 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

Ambleside: Waterfront & Town Centre

- completed Phase 1 engagement of the Ambleside Town Centre planning process, which included a launch event, a community profile, surveys and citizen-led walking tours of Ambleside, as guided by the Ambleside Engagement Team
- supported Parks in ongoing implementation of the Waterfront Concept Plan

Built Form, Housing & Neighbourhood Character

- carried forward existing built form guidelines in the new Official Community Plan (OCP) with policies to enable future updates as necessary
- established new housing targets for greater housing diversity and options, as well as housing policies to incentivize new market and non-market rental housing supply in the new OCP
- formed the Neighbourhood Character Working Group, confirmed terms of reference and continued to support the working group as it explores key questions and issues
- supported the Interim Tree Bylaw Working Group in forming their draft recommendations and related public consultation



Fiscal Sustainability & Municipal Services

- continued to work on fees and charges to address adequate cost recovery
- monitored and assessed impacts of provincial/federal legislation and policy changes on development and permit applications

Natural Environment & Climate Action

- new BC Energy Step Code adopted by Council, meaning West Vancouver has among the highest energy requirements in the region
- sustainable building policy to require a higher Energy Step, electric vehicle charging infrastructure and bike parking for all development requiring rezoning adopted by Council
- continued implementation of the Community Energy and Emissions Plan
- integrated natural environment and climate considerations in new OCP
- continued work on review and update of District regulations related to watercourses and flood construction levels

Official Community Plan Review

- concluded extensive community engagement process to present and refine a new OCP
- initiated and concluded Council's adoption of the new OCP bylaw
- worked with Metro Vancouver for regional board's review and acceptance of the new Regional Context Statement
- through the OCP, established greater clarity in future implementation of local area planning and housing directions
- advanced the planning process and guiding policies for Cypress Village

Arts, Culture & Heritage

- integrated Arts, Culture & Heritage considerations in the new OCP
- established new Heritage Advisory Committee to support heritage policy and conservation across the District

Traffic & Transportation

- integrated land use and transportation planning considerations during current development planning reviews and in the new OCP
- supported ongoing regional consideration of improved North Shore transit service
- ameliorated approach to construction traffic management for significant development sites, integrating interdepartmental staff review and feedback
- collaborated with Community Relations and Bylaws to manage communications and mitigate neighbourhood impacts resulting from development activities



2018 OPERATIONAL ACCOMPLISHMENTS

- continued to respond to externally-driven planning legislative changes (e.g. retail cannabis)
- continued to act as liaison in regional coordination initiatives, including North Shore Advisory Committee on Disability Issues, Metro Vancouver Regional Planning Advisory Committee and Housing Subcommittee, North Shore Community Resources, BC Hydro and TransLink
- continued to act as liaison for Council committees and working groups including the Design Review Committee, Heritage Advisory Committee, Lower Caulfeild Advisory Committee, Neighbourhood Character Working Group and the Interim Tree Bylaw Working Group
- processed a significant volume of development applications (Heritage Revitalization Agreements, rezonings, development permits, Temporary Use Permits, etc.), including 24 projects considered by Council and 94 projects considered by the director
- processed a significant volume of building permits (approximately 660) and reduced processing times
- moved into new building without any disruption in daily work load

2019 OPERATIONAL INITIATIVES

- process a significant volume of development applications, including Heritage Revitalization Agreements, re-zonings, development permits and Temporary Use Permits
- process a significant volume of building permits
- continue to act as liaison for Council committees and working groups, including the Design Review Committee, Heritage Advisory Committee, Lower Caulfeild Advisory Committee, Neighbourhood Character Working Group and the Interim Tree Bylaw Working Group
- continue to act as liaison in regional coordination initiatives, including North Shore Advisory Committee on Disability Issues, Metro Vancouver Regional Planning Advisory Committee and Housing Subcommittee, North Shore Community Resources, BC Hydro and TransLink
- continue to respond to externally-driven planning legislative changes
- apply the new 2018 BC Building and Plumbing Code to all new building permit applications
- continue process improvement related to development planning, permits and inspections and land development functions



2019 INITIATIVES TO SUPPORT COUNCIL STRATEGIC GOALS

Housing

- provide Council with mid-term report from Neighbourhood Character Working Group and request an extension to the working group's term to bring forward options for community consultation and Council's consideration
- launch and advance the local area planning and engagement process for Horseshoe Bay
- provide Council options to facilitate the uptake of priority housing forms, such as rental and "missing middle" options (like townhouses, duplexes and coach houses)
- follow new provincial requirements to prepare a Housing Needs Report for Council's consideration
- move forward on plans for Cypress Village and develop a phased approach to development
- continue to process development applications in accordance with the District's housing objectives and policies of the Official Community Plan

Local Economy

- support local businesses through economic considerations in the local area planning process for Horseshoe Bay and the provision of housing options close to commercial centres

Environment

- develop an approach to tree regulation on private property for Council's consideration
- continue to implement Community Energy and Emission Plan with focus on increased multi-family housing built to higher energy standards close to shops, amenities and transit in commercial centres through local area plans
- prepare Foreshore Development Permit Area guidelines and an updated Flood Construction Level Bylaw to respond to sea level rise and flooding risks for Council's consideration
- prepare Wildfire Hazard Development Permit Area guidelines to respond to wildfire risks for Council's consideration

Mobility

- integrate land use planning strategies into updated transportation or mobility plans
- work to reduce vehicular transportation demand in neighbourhoods, improve streetscapes, public realm and non-vehicular connectivity through housing and local area plan initiatives

PLANNING & DEVELOPMENT SERVICES

Net Divisional Expenses

	Budget 2019		Actual 2018		Actual 2017	
	%	\$	%	\$	%	\$
Revenue						
Planning and Development	13.99%	939,274	20.33%	1,618,430	11.20%	752,768
Permits and Inspections	86.01%	5,774,520	79.67%	6,343,059	88.80%	5,966,665
	100.00%	6,713,794	100.00%	7,961,489	100.00%	6,719,433
Expenses						
Planning and Development						
Salaries & Benefits	84.81%	2,495,198	80.43%	2,389,516	89.17%	2,300,401
Supplies & Other Expenses	14.91%	438,635	18.08%	537,220	10.02%	258,391
Professional & Consulting	0.10%	3,000	1.26%	37,287	0.76%	19,548
Recoveries & Allocations	0.18%	5,300	0.24%	7,062	0.05%	1,311
	100.00%	2,942,133	100.00%	2,971,084	100.00%	2,579,650
Permits and Inspections						
Salaries & Benefits	95.64%	2,220,383	95.59%	2,121,207	96.34%	2,007,446
Supplies & Other Expenses	4.36%	101,150	4.41%	97,864	3.66%	76,222
	100.00%	2,321,533	100.00%	2,219,071	100.00%	2,083,668
Net Divisional Expenses						
Planning and Development	-138.12%	(2,002,859)	-48.81%	(1,352,654)	-88.85%	(1,826,882)
Permits and Inspections	238.12%	3,452,987	148.81%	4,123,987	188.85%	3,882,997
	100.00%	1,450,128	100.00%	2,771,333	100.00%	2,056,115

PLANNING & DEVELOPMENT SERVICES

Stats & Trends

SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2018	2017	2016	2015	2014
Development Applications					
Rezoning & Major Development Permits	11	3	13	11	11
Watercourse Permits	48	47	37	35	34
Environmental Development Permit - Trees	25	29	12	-	-
Development Permit - Detached Secondary Suites	2	2	4	-	-
Development Permit - Duplex	2	2	3	-	-
Private Tree Cutting Permits	100	106	58	-	-
Development Permit - Steep Terrain	1	3	2	4	-
Minor Development Permit	-	3	2	6	3
Development Variance Permit	1	4	8	15	4
Development Permit - Exempt	29	14	9	2	14
Development Permit - Other	-	-	12	11	3
Heritage Alternation Permit	2	3	3	3	2
Heritage Revitalization Permit	1	3	-	1	-
Temporary Use Permit	1	1	6	3	-
Subdivisions	1	16	10	7	8
Blasting Permit Applications	27	51	71	53	34
Building Permit Applications	477	594	752	793	904
Building Permit Inspections	12,591	13,615	14,307	13,173	12,369
Building Permits - Number	562	660	825	744	751
Building Permits - \$ Revenue	4,812,169	4,229,835	5,129,287	4,367,603	3,895,047
Plumbing Permits - Number	908	1,043	1,192	1,096	1,008
Plumbing Permits - \$ Revenue	415,105	493,517	546,054	511,838	370,015
Electrical Permits - Number	986	1,108	1,239	1,100	1,070
Electrical Permits - \$ Revenue	831,412	892,689	909,041	732,343	634,321

TREND OF RESOURCE REQUIREMENTS

	2018	2017	2016	2015	2014
Salaries & Benefits	4,510,723	4,307,847	4,134,366	3,834,594	3,411,223
Supplies & Other Expenses	635,084	334,612	228,258	455,477	275,160
Professional & Consulting	37,287	19,548	57,535	16,899	38,961
Recoveries & Allocations	7,062	1,311	100	1,124	545
Total Expenditures	5,190,156	4,663,318	4,420,259	4,308,094	3,725,889
Less: Direct Revenues	(7,961,489)	(6,719,433)	(7,905,150)	(7,552,767)	(6,194,980)
Net Expenditures	(2,771,333)	(2,056,115)	(3,484,890)	(3,244,673)	(2,469,091)

PLANNING & DEVELOPMENT SERVICES

Key Performance Indicators

PROVIDING PLANNING AND DEVELOPMENT EXPERTISE TO RESIDENTS, STAKEHOLDERS, AND COUNCIL TO CREATE A SUSTAINABLE FUTURE FOR OUR COMMUNITY

SUPPORTING SERVICE PRIORITIES

Community Planning & Sustainability	Land Development	Current Planning & Urban Design	Permits & Inspections				
	DIVISIONAL GOALS						
	1. Incorporate sustainability into planning work						
	2. Provide community with timely and efficient planning services						
	3. Deliver permits and inspections on a timely basis						
	4. Plan for increased housing affordability and diversity						
	DIVISIONAL STRATEGIES						
	A. Review scale and character of new single family homes with the Neighbourhood Character Working Group						
	B. Commence Horseshoe Bay Local Area planning and engagement process						
	C. Move forward on plans for Cypress Village and develop a phased approach to development						
	D. Prepare development permit area guidelines and flood construction bylaws to respond to climate change						
PERFORMANCE MEASURES	BENCHMARK TARGET	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 TARGET	2020 TARGET	GOAL ALIGNMENT
% of planning reports incorporating sustainability	100%	100%	100%	100%	100%	100%	1
average # of days from rezoning application to 1st Council report	365	500	375	212	365	365	2, 3
average # of weeks from permit application to permit review	7	11	10	9 – 10 weeks	7	7	2, 3

POLICE SERVICES

The West Vancouver Police Department (WVPD) is governed by, and reports to, the West Vancouver Police Board. The Mayor is the Chair of the Police Board. The WVPD's jurisdiction includes the District of West Vancouver and Xwemelch'stn Uxwumixw. The mission of the WVPD is Making West Vancouver Safe Today and Safer Tomorrow. The three goals we have adopted to guide our decisions and actions as we work to achieve our mission and live our values are:

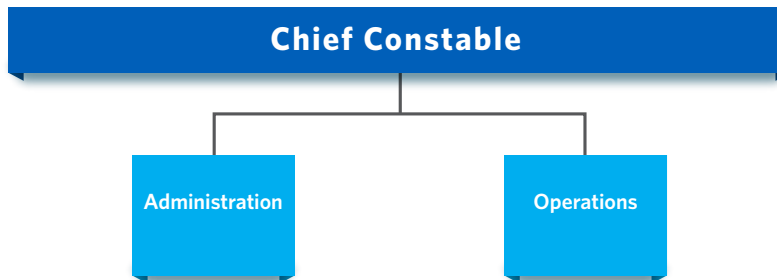
1. Enhance community safety
2. Promote operational excellence
3. Improve organizational practices

Because circumstances are always changing in the profession of policing, our plan was built to be flexible. Annual business plans allow us to react quickly to the changing needs of the communities we serve while providing exceptional service and staying at the forefront of policing and public safety.



Len Goerke | Chief Constable

2018 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES



Fiscal Sustainability & Municipal Services

- realigned WVPD's organizational structure to further enhance the efficiency and effectiveness of staff deployment
- augmented the Victim Services Unit staffing to support effective service delivery
- identified an Enterprise Resource Planning system, including scheduling, Human Resource management, asset management, procurement and police specific applications to enable significant enhancements to staff efficiency and effectiveness

Traffic & Transportation

- reorganized Traffic unit to align with patrol shifts, which enabled longer and more consistent application of traffic enforcement services and increased available operational support when it was required
- continued participation in the District of West Vancouver's Traffic Safety Advisory Committee and School Traffic Safety Advisory Committee, resulting in multiple initiatives that improved or enhanced traffic safety for District residents



2018 OPERATIONAL ACCOMPLISHMENTS

- completed approximately 75 per cent of the 2018 Annual Business Plan Initiatives, including:
 - received results of the focused citizen satisfaction survey for residents who have recently arrived in Canada. The survey revealed that 88 per cent of recent arrivals were satisfied or very satisfied with the WVPD's service and 94 per cent agreed or strongly agreed that the WVPD treats everyone with respect
 - following the survey, the WVPD held a community safety forum for the Asian-Canadian community in West Vancouver. This was well attended and has led to a series of events being planned for 2019
 - launched the Naloxone kit program involving issuance of Naloxone kits to prisoners who may be suffering from substance abuse issues
 - trained Officers in Autism Awareness through the Pacific Autism Family Network

2019 OPERATIONAL INITIATIVES

- continue to implement the WVPD 2016–2019 Strategic Plan, including:
 - execute a progressive stakeholder engagement plan, including restorative justice for greater engagement, civil forfeiture to support crime reduction strategies, and work with Ministry of Transportation and Engineering & Transportation on high-collision areas
 - enhance our online and social media presence via all platforms
 - hold additional community events for residents who have recently arrived in Canada
 - support our staff via training in legal authorities, financial management, coaching and performance development
 - begin implementation of the Enterprise Resource Planning system, including the scheduling and human resource management components of the system
 - continue participation in, and contribution to, the Traffic Safety Advisory and School Traffic Advisory Safety committees with a focus on road safety improvements
 - continue to focus on enforcement, school and pedestrian safety, and strive for a three per cent reduction in collisions that result in injury or death
 - increase our ratio of members who are Drug Recognition Experts, and the number of members who are qualified to conduct Standardized Field Sobriety Testing

POLICE SERVICES

Net Divisional Expenses

	Budget 2019		Actual 2018		Actual 2017	
	%	\$	%	\$	%	\$
Revenue						
Chief Constable's Office	0.00%	-	0.00%	-	0.05%	500
Administration Branch	9.35%	83,750	10.51%	98,712	9.26%	88,408
Operations Branch	90.65%	812,205	89.49%	840,866	90.69%	866,010
	100.00%	895,955	100.00%	939,578	100.00%	954,918
Expenses						
Chief Constable's Office						
Salaries & Benefits	78.68%	917,828	84.25%	931,825	91.86%	873,626
Supplies & Other Expenses	4.12%	48,040	6.25%	69,137	4.32%	41,098
Professional & Consulting	17.20%	200,600	9.50%	105,102	3.82%	36,309
	100.00%	1,166,468	100.00%	1,106,064	100.00%	951,033
Administration Branch						
Salaries & Benefits	54.08%	2,466,896	48.48%	2,122,236	44.02%	1,659,350
Supplies & Other Expenses	45.92%	2,094,613	52.53%	2,299,300	55.75%	2,101,743
Professional & Consulting	0.00%	-	0.02%	1,000	0.23%	8,555
Recoveries & Allocations	0.00%	-	-1.03%	(45,251)	0.01%	195
	100.00%	4,561,509	100.00%	4,377,285	100.00%	3,769,843
Operations Branch						
Salaries & Benefits	88.50%	9,420,557	209.62%	9,175,573	91.77%	9,588,164
Supplies & Other Expenses	8.24%	877,560	16.89%	739,169	7.17%	748,911
Recoveries & Allocations	3.26%	347,100	5.56%	243,480	1.06%	110,451
	100.00%	10,645,217	232.07%	10,158,222	100.00%	10,447,527
Net Divisional Expenses						
Chief Constable's Office	7.54%	(1,166,468)	7.52%	(1,106,064)	6.69%	(950,533)
Administration Branch	28.93%	(4,477,759)	29.10%	(4,278,573)	25.90%	(3,681,435)
Operations Branch	63.53%	(9,833,012)	63.37%	(9,317,355)	67.41%	(9,581,516)
	100.00%	(15,477,239)	100.00%	(14,701,993)	100.00%	(14,213,484)

POLICE SERVICES

Divisional Capital Requests

	2019 Budget	Funding Source	
		Asset Maintenance Reserves	External Funding
Current Year Projects			
Investment in Existing Assets			
Equipment			
Firearms and Ballistic Protection Evergreening	130,000	130,000	-
Ongoing Capital - Kit & Clothing	85,000	85,000	-
High Density Shelving	60,000	60,000	-
	<u>275,000</u>	<u>275,000</u>	<u>-</u>
Facilities			
Police Front Counter Area Renovations	75,000	75,000	-
Police Building Meeting Room Renovations	25,000	25,000	-
	<u>100,000</u>	<u>100,000</u>	<u>-</u>
Information Technology			
Replacement Server - Gleneagles	10,000	10,000	-
	<u>10,000</u>	<u>10,000</u>	<u>-</u>
Vehicle Fleet			
Police Operational Vehicle - V055	62,000	60,000	2,000 ¹
Police Operational Vehicle - V056	62,000	60,000	2,000 ¹
Police Operational Vehicle - V063	62,000	60,000	2,000 ¹
Replace BMW 1200 Motorcycle Unit V061	40,000	36,500	3,500 ¹
	<u>226,000</u>	<u>216,500</u>	<u>9,500</u>
Total Investment in Existing Assets	<u>611,000</u>	<u>601,500</u>	<u>9,500</u>
Investment in New Assets			
Equipment			
Building Security - Key Management	50,000	50,000	-
Asset Management (Wisetrack)	20,000	20,000	-
	<u>70,000</u>	<u>70,000</u>	<u>-</u>
Total Investment in New Assets	<u>70,000</u>	<u>70,000</u>	<u>-</u>
Current Year Projects Sub-Total	<u>681,000</u>	<u>671,500</u>	<u>9,500</u>
Prior Year Approved Work in Progress			
Police IT Capital 2018	306,499	306,499	-
Police Operational Vehicle - V003	59,996	59,996	-
Police Operational Vehicle - V073	20,822	20,822	-
Replacement of chairs	27,942	27,942	-
Setup costs for new hires	7,317	7,317	-
Police Operational Vehicle - V035	4,156	4,156	-
Prior Year Approved Work in Progress Sub-Total	<u>426,732</u>	<u>426,732</u>	<u>-</u>
Total Capital Requests	<u>1,107,732</u>	<u>1,098,232</u>	<u>9,500</u>

¹ Projected equipment trade in proceeds

POLICE SERVICES

Stats & Trends

SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2018	2017	2016	2015	2014
Property Crimes					
Break and Enter ¹	252	209	224	174	177
Theft of Motor Vehicle	38	30	25	27	22
Theft from Motor Vehicle	424	411	363	307	243
Other Theft	171	177	199	163	186
Mischief	199	183	225	187	238
Bike Theft	49	43	55	48	32
Shoplifting	321	292	411	318	247
Fraud	199	183	148	128	136
Total Property Crimes ²	1,728	1,663	1,698	1,409	1,317
Violent Crimes ³	281	270	252	293	247
Fatal & Injury Motor Vehicle Accidents ⁴	61	95	119	98	82

¹ Includes Residential, Commercial & Other

² Includes all crimes against Property as defined by Criminal Code of Canada

³ Includes all crimes against Persons as defined by Criminal Code of Canada

⁴ Replaced previously used "Motor Vehicle Accidents", which included all minor accidents

TREND OF RESOURCE REQUIREMENTS

	2018	2017	2016	2015	2014
Salaries & Benefits	12,229,634	12,121,140	11,390,937	11,070,693	11,402,128
Supplies & Other Expenses	3,107,606	2,891,753	2,621,143	2,521,365	2,106,686
Professional & Consulting	106,102	44,864	208,093	141,435	140,453
Recoveries & Allocations	198,228	110,646	327,823	333,276	416,312
Total Expenditures	15,641,571	15,168,402	14,547,996	14,066,769	14,065,580
Less: Direct Revenues	(939,578)	(954,918)	(936,554)	(978,215)	(760,935)
Net Expenditures	14,701,993	14,213,484	13,611,442	13,088,555	13,304,644

POLICE SERVICES

Key Performance Indicators

MAKING WEST VANCOUVER SAFE TODAY AND SAFER TOMORROW

SUPPORTING SERVICE PRIORITIES

Accountability	Collaboration	Integrity	Professionalism					
	DIVISIONAL GOALS							
	1. Enhance community safety							
	2. Promote operational excellence							
	3. Improve organizational practices							
	DIVISIONAL STRATEGIES							
	A. Reduce property crime, violent crime, and injury/fatal collisions							
	B. Engage stakeholders, improve business analytics, and leverage technology and infrastructure							
	C. Strengthen internal communication, support employee wellness and be a preferred employer							
	PERFORMANCE MEASURES ⁴	BENCHMARK TARGET ¹	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 TARGET	2020 TARGET	GOAL ALIGNMENT
	property crime rate ²	-4% / year	1698 +21% YOY ³	1663 -2% YOY ³	1728 +4% YOY ³	1197	1197	1
violent crime rate ²	-3% / year	252 -14% YOY ³	270 +7% YOY ³	281 +4% YOY ³	259	259	1	
injury/fatal collisions	-3% / year	119 +21% YOY ³	95 -20% YOY ³	61 -35% YOY ³	87	87	1	
crime severity index	<BC Av.	52.7	53.1	1 year lag	<BC Av.	<BC Av.	1	
Police response time	<9 min	7:28	7:40	7:51	<9 min	<9 min	2	
file clearance rates	>BC Av.	26.4	27.4	1 year lag	>BC Av.	>BC Av.	2	
citizen satisfaction survey	feeling of safety	95%	-	-	>80%	>80%	2	
employee health assessments	high participation	63%	76%	70%	>80%	>80%	3	
employee engagement survey	high engagement	71	-	-	>64	>64	3	

¹ The Benchmark rates were set in 2016 using 2015 actuals and remain for the duration of the 2016-2019 Strategic Plan. Crime reduction goals are based on 2015 crime rates.

² Crime rates are represented in total annual incidents.

³ YOY means "year-over-year".

⁴ Statistics are collected and tabulated by the WVPD Crime Analyst from police databases, the Canadian Centre for Justice Statistics, PRIME BC, and STATSCAN; however, due to regular audits and new data received by ongoing police work, events may be re-scored for accuracy and totals may change.



7. Capital Program

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INTRODUCTION TO CAPITAL PROGRAMS

Introduction to Capital Programs

Capital planning and budgeting are conducted within relevant Funds—the General Fund, Sewer Utility Fund, Water Utility Fund, Cemetery Fund and Golf Fund. As each Fund is a self-contained entity, each capital plan is subject to the available resources and rate structures within that particular fund.

Capital planning is further broken down within each fund between maintenance of existing infrastructure and new infrastructure/major replacements:

- maintenance of existing infrastructure is best viewed as ongoing and operational in nature. Such expenditures are appropriately embedded within the relevant annual rate structure (property tax, utility user fees, etc.)
- new infrastructure/major replacements are longer-term in nature, and are appropriately funded from longer term resources such as reserve funds, grants, developer contributions, long-term borrowing, etc.

Direction of Capital Planning

Capital planning continues to be guided by the asset management framework and linked to the Council priorities.

Consideration of a much longer planning horizon has been introduced through the asset management program and condition assessments of District owned facilities are updated annually. This work has allowed the District to move to planning horizons that encompass five-, 10- and 20-year cycles.

The asset management program includes the following:

- maintaining current inventories of all categories of District assets
- estimating condition and remaining life of those assets
- defining appropriate maintenance standards for all categories of assets
- determining the ongoing costs of those maintenance standards
- forming appropriate replacement cycles and replacement costs
- establishing a system of asset reserves to address required investment to maintain asset performance at optimal levels
- evaluating efficiency and effectiveness of assets

Comprehensive documentation of infrastructure across all District operations was updated in 2015 in the Fiscal Sustainability Review. This documentation has brought together all preceding information to demonstrate the requirements for short-term maintenance programs and for long-term replacement cycles. The review also highlights how decisions made now may have significant infrastructure obligations. As well, projections of timing, costs and funding sources for new facilities and infrastructure required by future growth capital planning will be linked with business planning, visualizing long-term outcomes, performance measurement and operational improvements within the principles of sustainability.

CAPITAL PROGRAM PRINCIPLES

The following principles guide the development of District capital programs:

Planning is Paramount

Our approach to capital expenditure programming for any given period is predicated on appropriate planning. Planning presumes agreement on assumptions, the availability of relevant data and follow-through to clear and comprehensive documentation.

Corporate Stewardship

Acquisition, maintenance, renewal and eventual replacement of all categories of infrastructure are subject to corporate policies, standards and best practice guides, irrespective of which department has use and/or custody.

Long-Term Outlook

A long-term outlook is necessary to demonstrate long-term affordability. This principle presumes active management of growth and identification of the timing of future significant replacement/acquisition requirements.

Assets are Liabilities

Future obligations accompany asset acquisition decisions. Those decisions must be accompanied by formal provisions for ongoing maintenance and eventual renewal/replacement.

Commitment to Ongoing Maintenance

Management of infrastructure requires an understanding of life-cycle events and a commitment to ongoing standards of maintenance that maximizes the useful life of the infrastructure, and thereby minimizes the average annual cost.

Commitment to Managing Ongoing Costs

This principle assumes that the maintenance requirements of a life-cycle cost approach are integrated into annual budgets, and that charge-out rate structure design is appropriate. This principle also assumes that infrastructure acquisition decisions are made within a context of overall ongoing maintenance-affordability targets.

Integration of Capital and Operating Costs

This principle recognizes that operating and capital costs are at opposite ends of a continuum of costs, and that planning practices must integrate the two distinct budgets.

Commitment to Pay-As-You-Go Where Possible

The management and planning of future infrastructure costs ensure no artificial deferral of necessary maintenance/replacements, and further ensure that funds are available when required, to avoid debt or spikes in annual rate setting.

Specialized Expertise

This principle recognizes the need to apply specialized expertise such as fleet management techniques, facility component analysis, condition assessments and approaches to risk management.

Funding Sources

The funding requirements of capital plans can be substantial and careful planning and exploration of a range of strategies is therefore essential. This principle includes an appropriate financial framework overall, formal surplus and reserve policies, openness to realistic business-case scenarios and development of partnership opportunities wherever possible. The availability of government grants and stimulus programs may influence the timing of specific capital projects.

Capitalization Policy

The capital program includes the infrastructure maintenance program and capitalization of individual expenditures follows the guidelines for Tangible Capital Assets as prescribed in Public Sector Accounting Board (PSAB) 3150:

- dollar thresholds are established by category of asset/improvement
- replacements/improvements must, in addition, meet a test of increasing service capacity, extending asset life or improving the quality of the asset's output

CAPITAL BUDGETING PROCESS

All divisions submit their capital requests to the Financial Services Division. The divisions must prepare a one-page executive summary for each capital request, as well as a business case for all significant projects. The executive summary and business case include a description of the project, situational analysis, benefits analysis, a risk assessment, a financial summary and a communications plan. The financial summary identifies the preferred funding sources, includes the details of any ongoing operating and maintenance costs necessary to service the project and quantifies any expected operational savings.

The capital requests are consolidated to determine the total value of the projects. All members of the executive committee (made up of the District's directors and the Chief Administrative Officer) receive a package that includes all of the capital requests, executive summaries and business cases. Projects are reviewed to determine which will be included in the proposed capital budget that will be presented to Council. As part of this review, the projects are ranked based on the following criteria:

CRITICAL: projects that are essential to operations on a daily basis to carry out the business of the District, including a piece of equipment or other infrastructure item that is in risk of failure if not maintained or replaced jeopardizing the District's ability to function if not acquired

REQUIRED: projects that have a significant impact on the District's ability to achieve its annual strategic goals and objectives in meeting service levels, or Council Priorities, in a cost effective and timely manner

IMPROVEMENTS: projects that would improve the efficiency or functionality of the District or enhance service levels but would not have a major impact on the operations of the District if they were deferred to a subsequent year

In addition, projects are identified as either infrastructure or community related. Infrastructure projects are for the maintenance, replacement or addition of assets that are deemed necessary to provide services for the public. Projects identified as community related are initiated in response to community requests. These requests are received through previous board, committee or community group approval.

The capital budgeting process concludes with a final list of approved projects included in the proposed budget that is presented to Council.

Capital budgets include all of the costs required to complete a capital project. Some of these costs may not fall within the Public Sector Accounting Board's (PSAB) definition of a tangible capital asset. They are, however, included in the capital budget to facilitate tracking and analysis of total project costs. At year end, those expenditures that do not meet the PSAB definition of a tangible capital asset are reported as an operating expenditure in the financial statements.

FIVE-YEAR CAPITAL PLAN

Consolidated Summary

	2019	2020	2021	2022	2023
PROJECT COSTS					
General Fund	19,867,989	27,621,057	19,636,446	16,960,563	17,528,407
General Fund - Prior Year Approved Work In Progress	13,779,469	-	-	-	-
Water Utility Fund	4,707,500	5,050,000	5,338,000	5,183,920	5,284,000
Water Fund - Prior Year Approved Work In Progress	175,000	-	-	-	-
Sewer Utility Fund	11,822,500	8,570,000	9,455,000	9,643,000	9,835,000
Sewer Fund - Prior Year Approved Work In Progress	-	-	-	-	-
Solid Waste Utility Fund	20,000	-	-	-	-
Cemetery Fund	967,000	225,000	150,000	195,000	550,000
Golf Fund	-	-	-	-	-
	51,339,458	41,466,057	34,579,446	31,982,483	33,197,407
FUNDING SOURCES					
General Fund Resources					
Asset Maintenance Reserves	16,309,514	15,577,260	14,450,000	12,520,563	16,379,437
Prior Year Committed Funds	13,779,469	-	-	-	-
Land Reserve	-	-	-	-	-
Community Amenity Contributions	1,078,255	-	-	-	-
Endowment Fund	-	-	-	-	-
Other Reserves	1,000,000	25,000	1,000,000	4,060,000	-
Development Cost Charges	370,000	400,000	585,000	-	-
External Borrowing	-	-	-	-	-
External Funding	1,110,220	993,252	530,000	380,000	380,000
	33,647,458	16,995,512	16,565,000	16,960,563	16,759,437
Water Fund Resources					
Operations	4,546,426	5,050,000	5,338,000	5,183,920	5,284,000
Internal Vehicle Recoveries	142,000	-	-	-	-
Asset Maintenance Reserve	74	-	-	-	-
External Funding	19,000	-	-	-	-
Prior Year Committed Funds	175,000	-	-	-	-
	4,882,500	5,050,000	5,338,000	5,183,920	5,284,000
Sewer Fund Resources					
Operations	7,535,000	8,570,000	9,455,000	9,643,000	9,835,000
Internal Vehicle Recoveries	136,500	-	-	-	-
Development Cost Charges	4,000,000	-	-	-	-
Asset Maintenance Reserve	126,000	-	-	-	-
External Funding	25,000	-	-	-	-
Prior Year Committed Funds	-	-	-	-	-
	11,822,500	8,570,000	9,455,000	9,643,000	9,835,000
Solid Waste Fund Resources					
Operations	20,000	-	-	-	-
	20,000	-	-	-	-
Cemetery Fund Resources					
Operations	201,119	225,000	150,000	350,388	341,688
Cemetery Development Fund	763,881	-	-	(155,388)	208,312
External Funding	2,000	-	-	-	-
	967,000	225,000	150,000	195,000	550,000
	51,339,458	30,840,512	31,508,000	31,982,483	32,428,437
SHORTFALL	-	(10,625,545)	(3,071,446)	-	(768,970)

Note: Based on projected maintenance, repairs and renewal of assets, there will be a shortfall in funding in 2020, 2021 and 2023. A strategy will need to be developed to address this funding deficit.

FIVE-YEAR CAPITAL PLAN

General Fund Projects

	2019	2020	2021	2022	2023
Information Technology					
Prior Year Approved Work In Progress	1,018,500	905,000	850,000	850,000	900,000
	1,112,556	-	-	-	-
	2,131,056	905,000	850,000	850,000	900,000
Equipment					
Prior Year Approved Work In Progress	1,433,909	1,215,330	1,463,858	1,267,224	3,558,164
	345,407	-	-	-	-
	1,779,316	1,215,330	1,463,858	1,267,224	3,558,164
Vehicle Fleet					
Prior Year Approved Work In Progress	1,814,000	1,520,000	1,781,000	816,000	794,000
	84,974	-	-	-	-
	1,898,974	1,520,000	1,781,000	816,000	794,000
Facilities					
Other Facility Renewal	590,000	180,000	180,000	180,000	180,000
Prior Year Approved Work In Progress	4,102,013	-	-	-	-
Major Projects	-	-	-	-	-
Municipal Hall Upgrades and Renewal	2,000,000	4,099,780	4,367,375	3,024,987	3,874,947
Multi Year Facilities Capital Renewal	2,878,220	10,208,695	201,213	332,352	1,136,296
Navy Jack Nature House	-	-	-	-	-
Ferry Building Restoration and Washrooms	-	-	-	-	-
Aquatic Centre Change Room Expansion	-	-	-	-	-
Library Infrastructure Renewal	-	-	-	-	-
Ambleside Park Child Care Space: Grant Opportunity	550,000	500,000	-	-	-
Fire Facilities	493,000	-	33,000	5,000	-
Police Facilities	100,000	-	-	-	-
	10,713,233	14,988,475	4,781,588	3,542,339	5,191,243
Grounds and Parks					
Major Projects					
Artificial Turf Field Replacement	750,000	25,000	-	750,000	-
Geneagles Community Centre Parking Lot Resurfacing	300,000	-	-	-	-
Sports Field Drainage and Irrigation Replacement	286,000	359,000	250,000	100,000	500,000
SD45 Track & Artificial Turf Fields	250,000	-	-	-	-
Continue Funding for Waterfront Park Pier Repair	196,105	45,000	45,000	300,000	45,000
Trail and Trail Structure Replacement	140,000	130,000	130,000	130,000	130,000
Tennis Court and Outdoor Court Replacement	125,000	120,000	710,000	80,000	280,000
Playground Renewal and Replacement	80,000	150,000	600,000	200,000	140,000
Horseshoe Bay Park Revitalization	67,733	1,605,000	2,085,000	3,310,000	-
Other Projects	770,522	983,252	1,070,000	740,000	1,015,000
Prior Year Approved Work In Progress	1,797,469	-	-	-	-
	4,762,829	3,417,252	4,890,000	5,610,000	2,110,000
Transportation Infrastructure					
Road and Pavement Infrastructure	1,660,000	1,900,000	1,900,000	1,950,000	2,000,000
Bridge and Structural Infrastructure	650,000	700,000	650,000	650,000	650,000
Pedestrian Infrastructure	625,000	575,000	575,000	600,000	600,000
Cycling Infrastructure	410,000	500,000	610,000	600,000	650,000
Transportation Support Infrastructure	320,000	400,000	410,000	400,000	400,000
Major Projects					
Nelson Canyon Bridge	800,000	-	-	-	-
Horseshoe Bay Streetscape	800,000	875,000	1,050,000	-	-
Parking Lots	-	-	-	-	-
Railway Crossing	200,000	325,000	375,000	375,000	375,000
Translink - Transit Related Road Infrastructure Program (TRRIP)	150,000	200,000	200,000	200,000	200,000
Spirit Trail	150,000	-	-	-	-
Other Projects	260,000	100,000	100,000	100,000	100,000
Prior Year Approved Work In Progress	6,337,050	-	-	-	-
	12,362,050	5,575,000	5,870,000	4,875,000	4,975,000
	33,647,458	27,621,057	19,636,446	16,960,563	17,528,407
FUNDING SOURCES					
Asset Maintenance Reserves	16,309,514	15,577,260	14,450,000	12,520,563	16,379,437
Prior Year Committed Funds	13,779,469	-	-	-	-
Community Amenity Contributions	1,078,255	-	-	-	-
Land Reserve	-	-	-	-	-
Endowment Fund	-	-	-	-	-
Other Reserves	1,000,000	25,000	1,000,000	4,060,000	-
Development Cost Charges	370,000	400,000	585,000	-	-
External Borrowing	-	-	-	-	-
External Funding	1,110,220	993,252	530,000	380,000	380,000
	33,647,458	16,995,512	16,565,000	16,960,563	16,759,437
SHORTFALL					
	-	(10,625,545)	(3,071,446)	-	(768,970)

Note: Based on projected maintenance, repairs and renewal of assets, there will be a shortfall in funding in 2020, 2021 and 2023. A strategy will need to be developed to address this funding deficit.

FIVE-YEAR CAPITAL PLAN

Water, Sewer, Solid Waste & Cemetery

	2019	2020	2021	2022	2023
WATER UTILITY FUND					
Project Costs					
Annual Replacements Program	4,500,000	5,050,000	5,338,000	5,183,920	5,284,000
Prior Year Approved Work in Progress	175,000	-	-	-	-
Equipment Replacement	207,500	-	-	-	-
	4,882,500	5,050,000	5,338,000	5,183,920	5,284,000
Funding Sources					
Operations	4,546,426	5,050,000	5,338,000	5,183,920	5,284,000
Internal Vehicle Recoveries	142,000	-	-	-	-
Asset Maintenance Reserve	74	-	-	-	-
External Funding	19,000	-	-	-	-
Prior Year Committed Funds	175,000	-	-	-	-
	4,882,500	5,050,000	5,338,000	5,183,920	5,284,000
SEWER UTILITY FUND					
Project Costs					
Sanitary Replacements	3,720,000	4,250,000	4,655,000	4,747,000	4,841,000
Storm Improvements	7,840,000	4,320,000	4,800,000	4,896,000	4,994,000
Equipment Replacement	262,500	-	-	-	-
	11,822,500	8,570,000	9,455,000	9,643,000	9,835,000
Funding Sources					
Operations	7,535,000	8,570,000	9,455,000	9,643,000	9,835,000
Internal Vehicle Recoveries	136,500	-	-	-	-
Development Cost Charges	4,000,000	-	-	-	-
External Funding	25,000	-	-	-	-
Asset Maintenance Reserve	126,000	-	-	-	-
	11,822,500	8,570,000	9,455,000	9,643,000	9,835,000
SOLID WASTE UTILITY FUND					
Project Costs					
Eagle Island Waste Enclosure	20,000	-	-	-	-
	20,000	-	-	-	-
Funding Sources					
Operations	20,000	-	-	-	-
	20,000	-	-	-	-
CEMETERY FUND					
Project Costs					
Annual Renewal Program	50,000	125,000	50,000	50,000	50,000
Vehicles and Equipment	52,000	-	-	45,000	-
Ongoing Site Development	865,000	100,000	100,000	100,000	500,000
	967,000	225,000	150,000	195,000	550,000
Funding Sources					
Operations	201,119	225,000	150,000	350,388	341,688
Cemetery Development Fund	763,881	-	-	(155,388)	208,312
External Funding	2,000	-	-	-	-
	967,000	225,000	150,000	195,000	550,000

INFRASTRUCTURE MAINTENANCE

The infrastructure maintenance program represents a high-profile commitment to maintain existing infrastructure through ongoing funding for each of six asset categories.

Funding is a combination of asset reserves and grant funding. Budget requests are prepared departmentally and aggregated corporately into broad asset categories for consistent treatment across the organization.

Many of these projects are operational in nature (and thus are appropriately funded from within the operating budget). However, due to our commitment to maintain infrastructure, coordinating the diverse categories and projects is more effectively carried out within a capital planning framework. This approach is designed to isolate infrastructure maintenance provisions, as much as is practicable, from being compromised during departmental budget considerations.

THE PROGRAM FOR CURRENT YEAR IS AS FOLLOWS:

ASSET CATEGORY	\$
information technology	1,018,500
equipment	1,433,909
vehicle fleet	1,814,000
facilities maintenance	6,611,220
grounds & parks	2,965,360
transportation infrastructure	6,025,000
	19,867,989

Information Technology

This category includes the following:

- the replacement of servers and peripherals, such as printers and scanners as required
- annual development and periodic upgrades to core software applications: JD Edwards, ActiveNet, Tempest, GIS, eDOCS and the Microsoft Office suite
- specialized technology upgrades and replacements for Police and Fire that are not part of the District-wide network

Equipment

A substantial portion of this budget is utilized by the Parks, Culture & Community Services division in the cyclical replacement of equipment for fitness, recreation programs, cultural and special event programs and park maintenance. The balance is used for Police and Fire operational equipment and other ad hoc equipment requirements.

Vehicle Fleet

The District currently maintains a fleet of vehicles and other motorized equipment (excluding Transit) at over 200 units. The fleet is maintained according to best practices recommended in a Fleet Management Review conducted in 2006. Replacement cycles average nine to ten years for cars, trucks and vans; three to four years for front-line police vehicles; eight to 15 years for dump trucks and other heavy equipment; and 20 years for fire pumpers, 15 years as a first response vehicle and five years as a reserve. Actual replacement is subject to an individual case assessment, inspection and review of historical maintenance costs by the Fleet Manager.

Facilities Maintenance

Facilities maintenance is an essential component of the District's ability to deliver services to residents. This budget is used to upkeep District facilities based on a maintenance/replacement schedule from actual facility condition assessments. Maintenance, testing and inspection schedules are required to ensure that each facility is operating safely and efficiently.

Grounds and Parks

Generally speaking, Grounds and Parks is broken into sub-categories of infrastructure such as trails, playgrounds, sport fields, park landscaping and park furniture. Each sub-category has a five-year and 20-year planning horizon. Projects are prioritized according to safety issues, degree of deterioration and level of usage.

Transportation Infrastructure

West Vancouver's Roads Maintenance Program is based on Road Matrix, a state-of-the-art pavement management system. Stantec Engineering physically tests representative road structures every three to five years and provides the District with a condition assessment. Engineering staff then uses this information to plan future years' capital pavement rehabilitation.

West Vancouver's Bridge Maintenance Program is derived from bridge inspections performed annually by AECOM and is reported in their most recent Bridge Inspection Report, which outlines condition of the bridge and suggests priority of rehabilitation.

2019 CAPITAL PROGRAM

Program Summary

	2019 Budget		Funding Source				
	Asset Maintenance Reserves	Land Reserve	Other Reserves	External Funding	Community Amenity Contributions	Development Cost Charges	
CAPITAL PROGRAM							
Information Technology	2,131,056	2,108,680	-	-	22,376	-	-
Current Year Projects	1,018,500	1,018,500	-	-	-	-	-
Prior Year Approved Work in Progress	1,112,556	1,090,180	-	-	22,376	-	-
Equipment	1,779,316	1,457,796	-	-	71,520	250,000	-
Current Year Projects	1,433,909	1,362,389	-	-	71,520	-	-
Prior Year Approved Work in Progress	345,407	95,407	-	-	-	250,000	-
Vehicle Fleet	1,898,974	1,845,274	-	-	53,700	-	-
Current Year Projects	1,814,000	1,760,300	-	-	53,700	-	-
Prior Year Approved Work in Progress	84,974	84,974	-	-	-	-	-
Facilities Maintenance	10,713,233	8,812,408	197,321	-	531,150	1,149,854	22,500
Current Year Projects	6,611,220	6,031,220	-	-	530,000	50,000	-
Prior Year Approved Work in Progress	4,102,013	2,781,188	197,321	-	1,150	1,099,854	22,500
Grounds and Parks	4,762,829	2,172,921	-	1,136,153	110,000	863,755	480,000
Current Year Projects	2,965,360	1,297,105	-	1,000,000	110,000	228,255	330,000
Prior Year Approved Work in Progress	1,797,469	875,816	-	136,153	-	635,500	150,000
Transportation Infrastructure	12,362,050	7,547,076	-	-	1,926,793	2,713,181	175,000
Current Year Projects	6,025,000	4,840,000	-	-	345,000	800,000	40,000
Prior Year Approved Work in Progress	6,337,050	2,707,076	-	-	1,581,793	1,913,181	135,000
Total							
Current Year Projects	19,867,989	16,309,514	-	1,000,000	1,110,220	1,078,255	370,000
Prior Year Approved Work in Progress	13,779,469	7,634,641	197,321	136,153	1,605,319	3,898,535	307,500
	33,647,458	23,944,155	197,321	1,136,153	2,715,539	4,976,790	677,500

2019 CAPITAL PROGRAM

Equipment

	2019 Budget	Funding Source		
		Asset Maintenance Reserves	External Funding	Community Amenity Contributions
Current Year Projects				
Investment in Existing Assets				
Fire & Rescue Services				
Personal Protective Equipment	78,000	78,000	-	-
Auto Extrication & Heavy Rescue Equipment	70,500	70,500	-	-
Technical Rescue Equipment	60,000	60,000	-	-
Respiratory Protection	33,000	33,000	-	-
SCBA Respirator Fit Tester	28,000	28,000	-	-
Fire Hose & Nozzles	11,000	11,000	-	-
Fire Extinguisher Training Unit	9,100	9,100	-	-
DVRS Visual Indicators	4,000	4,000	-	-
	<u>293,600</u>	<u>293,600</u>	<u>-</u>	<u>-</u>
Engineering & Transportation				
Replace tire changer	12,000	11,500	500	-
	<u>12,000</u>	<u>11,500</u>	<u>500</u>	<u>-</u>
Parks, Culture & Community Services				
Furniture & Fixtures Replacement	132,200	112,200	20,000	-
Aquatic Centre Weight Room Equipment Replacement	75,000	75,000	-	-
Culture & Special Event Staging, Sound System and Street Dressing Replacement	30,000	30,000	-	-
Major Appliance, Program and Kitchen Equipment Replacement	15,000	15,000	-	-
Gymnastics Equipment Replacement	19,000	19,000	-	-
Gleneagles Community Centre Weight Room Equipment Replacement	17,000	17,000	-	-
	<u>288,200</u>	<u>268,200</u>	<u>20,000</u>	<u>-</u>
Police Services				
Firearms and Ballistic Protection Evergreening	130,000	130,000	-	-
Ongoing Capital - Kit & Clothing	85,000	85,000	-	-
High Density Shelving	60,000	60,000	-	-
	<u>275,000</u>	<u>275,000</u>	<u>-</u>	<u>-</u>
Library Services				
Library Collections - Core	291,399	291,399	-	-
Library Collections - Enhanced	51,020	-	51,020	-
AMH Bin Replacement	14,000	14,000	-	-
Viewscan Replacement	12,500	12,500	-	-
	<u>368,919</u>	<u>317,899</u>	<u>51,020</u>	<u>-</u>
Total Investment in Existing Assets	<u>1,237,719</u>	<u>1,166,199</u>	<u>71,520</u>	<u>-</u>
Investment in New Assets				
Corporate Services				
Bylaw Handheld Radios	16,190	16,190	-	-
	<u>16,190</u>	<u>16,190</u>	<u>-</u>	<u>-</u>
Engineering & Transportation				
Data Acquisition from MVRD's Orthophoto Project	38,000	38,000	-	-
	<u>38,000</u>	<u>38,000</u>	<u>-</u>	<u>-</u>
Parks, Culture & Community Services				
Seasonal Pier Lighting	31,000	31,000	-	-
Snow plough and salt spreader	21,000	21,000	-	-
Roll on dump box	20,000	20,000	-	-
	<u>72,000</u>	<u>72,000</u>	<u>-</u>	<u>-</u>
Police Services				
Building Security - Key Management	50,000	50,000	-	-
Asset Management (Wisetrack)	20,000	20,000	-	-
	<u>70,000</u>	<u>70,000</u>	<u>-</u>	<u>-</u>
Total Investment in New Assets	<u>196,190</u>	<u>196,190</u>	<u>-</u>	<u>-</u>
Current Year Projects Sub-Total	<u>1,433,909</u>	<u>1,362,389</u>	<u>71,520</u>	<u>-</u>

2019 CAPITAL PROGRAM

Equipment...continued

	2019 Budget	Funding Source		
		Asset Maintenance Reserves	External Funding	Community Amenity Contributions
Prior Year Approved Work in Progress				
Fire & Rescue Services				
Auto Extric & Heavy Rescue Equipment	4,544	4,544	-	-
Technical Rescue Equipment	27,670	27,670	-	-
	<u>32,214</u>	<u>32,214</u>	-	-
Parks, Culture & Community Services				
Kay Meek Accessible Elevator	250,000	-	-	250,000
Access Equipment Replacement	10,000	10,000	-	-
Major Appliance Replacement	578	578	-	-
	<u>260,578</u>	<u>10,578</u>	-	<u>250,000</u>
Police Services				
Replacement of chairs	27,942	27,942	-	-
Setup costs for new hires	7,317	7,317	-	-
	<u>35,259</u>	<u>35,259</u>	-	-
Library Services				
Materials--Adult	14,659	14,659	-	-
Materials--Youth	2,697	2,697	-	-
	<u>17,356</u>	<u>17,356</u>	-	-
Prior Year Approved Work in Progress Sub-Total	<u>345,407</u>	<u>95,407</u>	-	<u>250,000</u>
Total	<u>1,779,316</u>	<u>1,457,796</u>	<u>71,520</u>	<u>250,000</u>

2019 CAPITAL PROGRAM

Information Technology

	2019 Budget	Funding Source	
		Asset Maintenance Reserves	External Funding
Current Year Projects			
Investment in Existing Assets			
Corporate Services			
IT infrastructure replacement and additions	450,000	450,000	-
JD Edwards enhancements and improvements	136,000	136,000	-
Implementation of Human Resources modules in JD Edwards	77,500	77,500	-
Audio/video equipment replacement and expansion	66,000	66,000	-
Analytics and reporting	50,000	50,000	-
Upgrade Sentinel irrigation software for Parks	40,000	40,000	-
Expansion of Tempest online services	25,000	25,000	-
	<u>844,500</u>	<u>844,500</u>	<u>-</u>
Police Services			
Replacement Server - Gleneagles	10,000	10,000	-
	<u>10,000</u>	<u>10,000</u>	<u>-</u>
Library Services			
Library Website Renewal	46,000	46,000	-
Library Network Renewal	21,000	21,000	-
	<u>67,000</u>	<u>67,000</u>	<u>-</u>
Total Investment in Existing Assets	<u>921,500</u>	<u>921,500</u>	<u>-</u>
Investment in New Assets			
Corporate Services			
Municipal fibre installation - Fire Hall No. 2 (Gleneagles) to the Gleneagles Community Centre	70,000	70,000	-
Additional GIS software licensing	27,000	27,000	-
	<u>97,000</u>	<u>97,000</u>	<u>-</u>
Total Investment in New Assets	<u>97,000</u>	<u>97,000</u>	<u>-</u>
Current Year Projects Sub-Total	<u>1,018,500</u>	<u>1,018,500</u>	<u>-</u>
Prior Year Approved Work in Progress			
Corporate Services			
JDE Security, Fixed Assets Integration & Version Upgrade	176,561	176,561	-
IT Infrastructure Replacements / Additions	171,240	171,240	-
HRIS Implementation	146,247	146,247	-
Tempest Enhancements & Improvements	105,873	105,873	-
Website Upgrades and Enhancements	50,000	50,000	-
MS SQL Database Licence True-up	43,671	43,671	-
GIS Mig or Oracle Spatial - SQL	22,113	22,113	-
Upgrade of Engineering GPS Equipment	27,500	27,500	-
Maintenance Connection Enhance / Improvements	11,176	11,176	-
Audio / Visual - Seniors Centre	18,000	-	18,000
	<u>772,381</u>	<u>754,381</u>	<u>18,000</u>
Police Services			
Police IT Capital 2018	306,499	306,499	-
	<u>306,499</u>	<u>306,499</u>	<u>-</u>
Library Services			
Library Website Renewal	29,300	29,300	-
Computer Equipment	4,376	-	4,376
	<u>33,676</u>	<u>29,300</u>	<u>4,376</u>
Prior Year Approved Work in Progress Sub-Total	<u>1,112,556</u>	<u>1,090,180</u>	<u>22,376</u>
Total	<u>2,131,056</u>	<u>2,108,680</u>	<u>22,376</u>

2019 CAPITAL PROGRAM

Vehicle Fleet

	2019 Budget	Funding Source	
		Asset Maintenance Reserves	External Funding
Current Year Projects			
Investment in Existing Assets			
Corporate Services			
Replace van Unit M011	52,000	49,500	2,500
	<u>52,000</u>	<u>49,500</u>	<u>2,500</u>
Fire & Rescue Services			
Fire Truck - F045	930,000	910,000	20,000
	<u>930,000</u>	<u>910,000</u>	<u>20,000</u>
Engineering & Transportation			
Single axle dump truck Unit M035	130,000	126,500	3,500
Replace asphalt grinder Unit M069	28,000	27,000	1,000
	<u>158,000</u>	<u>153,500</u>	<u>4,500</u>
Parks, Culture & Community Services			
Replace Senior's Activity Bus Unit R027	158,000	154,000	4,000
Replace Youth Outreach Van Unit R030	60,000	57,000	3,000
Replace 3/4 ton pick-up Unit P046	50,000	46,800	3,200
Replace ride-on mower Unit A001	52,000	50,000	2,000
Replace utility vehicle Unit GL00	23,000	21,500	1,500
Replace ride-on mower Unit GL39	50,000	48,500	1,500
Replace ride-on mower Unit PP10	55,000	53,000	2,000
	<u>448,000</u>	<u>430,800</u>	<u>17,200</u>
Police Services			
Police Operational Vehicle - V055	62,000	60,000	2,000
Police Operational Vehicle - V056	62,000	60,000	2,000
Police Operational Vehicle - V063	62,000	60,000	2,000
Replace BMW 1200 Motorcycle Unit V061	40,000	36,500	3,500
	<u>226,000</u>	<u>216,500</u>	<u>9,500</u>
Total Investment in Existing Assets	<u>1,814,000</u>	<u>1,760,300</u>	<u>53,700</u>
Current Year Projects Sub-Total	<u>1,814,000</u>	<u>1,760,300</u>	<u>53,700</u>
Prior Year Approved Work in Progress			
Police Services			
Police Operational Vehicle - V003	59,996	59,996	-
Police Operational Vehicle - V073	20,822	20,822	-
Police Operational Vehicle - V035	4,156	4,156	-
	<u>84,974</u>	<u>84,974</u>	<u>-</u>
Prior Year Approved Work in Progress Sub-Total	<u>84,974</u>	<u>84,974</u>	<u>-</u>
Total	<u>1,898,974</u>	<u>1,845,274</u>	<u>53,700</u>

2019 CAPITAL PROGRAM

Facilities Maintenance

	2019 Budget	Funding Source				
		Asset Maintenance Reserves	Land Reserve	External Funding	Community Amenity Contributions	Development Cost Charges
Current Year Projects						
Investment in Existing Assets						
Facilities Maintenance						
Corporate Services						
Municipal Hall Upgrades and Renewal	2,000,000	2,000,000	-	-	-	-
Multi-Year Facilities Capital Renewal	2,878,220	2,878,220	-	-	-	-
Youth Centre Demolition	200,000	200,000	-	-	-	-
Demolition of Whytecliff Park Caretaker House	95,000	95,000	-	-	-	-
Municipal Hall Minor Renovations	70,000	70,000	-	-	-	-
Operations Centre Minor Renovations	60,000	60,000	-	-	-	-
Rental Properties Minor Renovations	60,000	60,000	-	-	-	-
SAC's 21st Street Storage Facility	30,000	-	-	30,000	-	-
Reconfigure Accessible Change Room in the Aquatic Centre	25,000	25,000	-	-	-	-
	<u>5,418,220</u>	<u>5,388,220</u>	<u>-</u>	<u>30,000</u>	<u>-</u>	<u>-</u>
Fire & Rescue Services						
Fire Hall #1 - Seismic Upgrades to the Apparatus Bay Roof	450,000	450,000	-	-	-	-
Fire Hall #3 Renovations to Change Room and Shower Facilities	43,000	43,000	-	-	-	-
	<u>493,000</u>	<u>493,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Police Services						
Police Front Counter Area Renovations	75,000	75,000	-	-	-	-
Police Building Meeting room Renovations	25,000	25,000	-	-	-	-
	<u>100,000</u>	<u>100,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Investment in Existing Assets	<u>6,011,220</u>	<u>5,981,220</u>	<u>-</u>	<u>30,000</u>	<u>-</u>	<u>-</u>
Investment in New Assets						
Facilities Maintenance						
Corporate Services						
Ambleside Park Child Care Space: Grant Opportunity	550,000	-	-	500,000	50,000	-
Install Heat Exchanger to Reheat Domestic Water at the Aquatic Centre	50,000	50,000	-	-	-	-
	<u>600,000</u>	<u>50,000</u>	<u>-</u>	<u>500,000</u>	<u>50,000</u>	<u>-</u>
Total Investment in New Assets	<u>600,000</u>	<u>50,000</u>	<u>-</u>	<u>500,000</u>	<u>50,000</u>	<u>-</u>
Current Year Projects Sub-Total	<u>6,611,220</u>	<u>6,031,220</u>	<u>-</u>	<u>530,000</u>	<u>50,000</u>	<u>-</u>
Prior Year Approved Work in Progress						
Facility Maintenance						
Corporate Services						
Municipal Hall Upgrades & Renewal	877,685	877,685	-	-	-	-
Seismic Upgrading - Municipal Hall	300,628	300,628	-	-	-	-
Balance of 2018 Incomplete Projects	221,352	220,202	-	1,150	-	-
Operations Centre - Fire Confined Space Rescue	29,133	29,133	-	-	-	-
	<u>1,428,798</u>	<u>1,427,648</u>	<u>-</u>	<u>1,150</u>	<u>-</u>	<u>-</u>
Fire & Rescue Services						
Firehall #1 Capital Renewal	379,166	379,166	-	-	-	-
Firehall #1 Apparatus Bay Seismic/Roof	180,655	180,655	-	-	-	-
	<u>559,821</u>	<u>559,821</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Parks, Culture & Community Services						
Beach House Renovation	700,000	-	-	-	700,000	-
Aquatic Centre Change Room Expansion	399,854	-	-	-	399,854	-
Ice Arena - Capital Renewal	197,321	-	197,321	-	-	-
Aquatic Centre - Capital Renewal	214,682	214,682	-	-	-	-
Aquatic Centre Lighting Improvements	68,632	68,632	-	-	-	-
Pool Interconnection Energy Upgrade	26,750	26,750	-	-	-	-
Gleneagles Golf Course Toilet Facility	22,500	-	-	-	-	22,500
	<u>1,629,739</u>	<u>310,064</u>	<u>197,321</u>	<u>-</u>	<u>1,099,854</u>	<u>22,500</u>
Library Services						
Library - Emergency & Security Systems	483,655	483,655	-	-	-	-
	<u>483,655</u>	<u>483,655</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Prior Year Approved Work in Progress Sub-Total	<u>4,102,013</u>	<u>2,781,188</u>	<u>197,321</u>	<u>1,150</u>	<u>1,099,854</u>	<u>22,500</u>
Total	<u>10,713,233</u>	<u>8,812,408</u>	<u>197,321</u>	<u>531,150</u>	<u>1,149,854</u>	<u>22,500</u>

2019 CAPITAL PROGRAM

Grounds & Parks

	2019 Budget	Funding Source				
		Asset Maintenance Reserves	Other Reserves	External Funding	Community Amenity Contributions	Development Cost Charges
Current Year Projects						
Investment in Existing Assets						
Parks, Culture & Community Services						
Artificial Turf Field Replacement	750,000	-	750,000	-	-	-
Gleneagles Community Centre Parking Lot Resurfacing	300,000	300,000	-	-	-	-
Sport Field Drainage and Irrigation Replacement	286,000	16,000	-	-	-	270,000
Continue Funding for Waterfront Park Pier Repair	196,105	196,105	-	-	-	-
Trail and Trail Structure Replacement	140,000	140,000	-	-	-	-
Sport Court Replacement	125,000	125,000	-	-	-	-
Parking Area Replacement	115,000	115,000	-	-	-	-
Playground Renewal and Replacement	80,000	20,000	-	-	-	60,000
Continue funding for Ambleside Waterfront Concept Plan Implementation	68,522	-	-	-	68,522	-
Continue funding for Horseshoe Bay Park - Design	67,733	-	-	-	67,733	-
Sport Field Lights, Fencing and Backstops Replacement	65,000	65,000	-	-	-	-
Failing Park Structures Replacement	60,000	60,000	-	-	-	-
Garrow Bay East Trail and Stair Replacement	57,000	-	-	-	57,000	-
Golf Course Irrigation and Drainage, Tees & Greens Replacement at Golf Courses	50,000	50,000	-	-	-	-
Larson Bay Tennis Court Removal	40,000	40,000	-	-	-	-
Park Irrigation and Drainage Replacement	30,000	30,000	-	-	-	-
Park Furniture Replacement	25,000	25,000	-	-	-	-
Golf Course Safety Netting, Fencing and Pathway Replacement	20,000	20,000	-	-	-	-
Replacement of Information Kiosks, Power Kiosks, and Interpretive Signs in Parks	20,000	20,000	-	-	-	-
	<u>2,495,360</u>	<u>1,222,105</u>	<u>750,000</u>	<u>-</u>	<u>193,255</u>	<u>330,000</u>
Total Investment in Existing Assets	2,495,360	1,222,105	750,000	-	193,255	330,000
Investment in New Assets						
Parks, Culture & Community Services						
Continue funding for SD45 Track & Artificial Field	250,000	-	250,000	-	-	-
BBQ Area at Rutledge Field	50,000	-	-	50,000	-	-
Transfer Annual Amount of \$50K to Public Art Reserve	50,000	50,000	-	-	-	-
Continue funding for Rodgers Creek Trail Development	40,000	-	-	40,000	-	-
Lighthouse Park Accessibility Improvements to Juniper Loop	30,000	-	-	20,000	10,000	-
Access Stairs & Railings from Marine Drive to Rutledge Field	25,000	-	-	-	25,000	-
Gleneagles Golf Course Ground Water Investigation	25,000	25,000	-	-	-	-
	<u>470,000</u>	<u>75,000</u>	<u>250,000</u>	<u>110,000</u>	<u>35,000</u>	<u>-</u>
Total Investment in New Assets	470,000	75,000	250,000	110,000	35,000	-
Current Year Projects Sub-Total	2,965,360	1,297,105	1,000,000	110,000	228,255	330,000
Prior Year Approved Work in Progress						
Parks, Culture & Community Services						
Horseshoe Bay Park Revitalization	300,000	-	-	-	300,000	-
Navy Jack Park Improvements	300,000	-	-	-	300,000	-
Implementation of Shoreline Protection Projects	180,000	180,000	-	-	-	-
Waterfront Park Pier Repairs	175,000	175,000	-	-	-	-
Ambleside Waterfront Plan	150,000	-	-	-	-	150,000
Brother's Creek Pedestrian Trail Bridge Replacement	171,050	171,050	-	-	-	-
Brissenden Park	100,653	-	100,653	-	-	-
Tennis & Outdoor Court Replacement	125,000	125,000	-	-	-	-
Public Art for Police Services Municipal Hall Building	71,000	-	35,500	-	35,500	-
Parking Areas Renewal	64,650	64,650	-	-	-	-
Rutledge Field Carpet Replacement Design	30,000	30,000	-	-	-	-
GC Safety Netting, Fencing, Paths	48,230	48,230	-	-	-	-
Trail Signage Replacement	27,340	27,340	-	-	-	-
Parks Irrigation & Drainage	28,805	28,805	-	-	-	-
Safety Repair LHP Park Lot	5,900	5,900	-	-	-	-
Sport Field Lights, Fence & Backstop	19,841	19,841	-	-	-	-
	<u>1,797,469</u>	<u>875,816</u>	<u>136,153</u>	<u>-</u>	<u>635,500</u>	<u>150,000</u>
Prior Year Approved Work in Progress Sub-Total	1,797,469	875,816	136,153	-	635,500	150,000
Total	4,762,829	2,172,921	1,136,153	110,000	863,755	480,000

2019 CAPITAL PROGRAM

Transportation Infrastructure

	2019 Budget	Funding Source			
		Asset Maintenance Reserves	External Funding	Community Amenity Contributions	Development Cost Charges
Current Year Projects					
Investment in Existing Assets					
Renewal of Existing Infrastructure					
Roads and Pavement Infrastructure	1,660,000	1,660,000	-	-	-
Bridge & Structural Infrastructure	650,000	650,000	-	-	-
Pedestrian Infrastructure	525,000	525,000	-	-	-
Cycling Infrastructure	410,000	410,000	-	-	-
Transportation Support Infrastructure	320,000	320,000	-	-	-
2019 Request for services	50,000	50,000	-	-	-
2019 Advanced Planning & Design	50,000	50,000	-	-	-
2018 Deficiencies	50,000	50,000	-	-	-
2019 Hot Patch Program	50,000	50,000	-	-	-
	<u>3,765,000</u>	<u>3,765,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
Other Projects					
Nelson Canyon Bridge	800,000	800,000	-	-	-
Railway Crossing	200,000	100,000	100,000	-	-
Translink - Transit Related Road Infrastructure Program (TRRIP)	150,000	50,000	100,000	-	-
Pedestrian Letdowns (ICBC)	100,000	75,000	25,000	-	-
	<u>1,250,000</u>	<u>1,025,000</u>	<u>225,000</u>	<u>-</u>	<u>-</u>
Total Investment in Existing Assets	<u>5,015,000</u>	<u>4,790,000</u>	<u>225,000</u>	<u>-</u>	<u>-</u>
Investment in New Assets					
Other Projects					
Horseshoe Bay Streetscape	800,000	-	-	800,000	-
Spirit Trail	150,000	50,000	100,000	-	-
Horseshoe Bay Underground Wiring	60,000	-	20,000	-	40,000
	<u>1,010,000</u>	<u>50,000</u>	<u>120,000</u>	<u>800,000</u>	<u>40,000</u>
Total Investment in New Assets	<u>1,010,000</u>	<u>50,000</u>	<u>120,000</u>	<u>800,000</u>	<u>40,000</u>
Current Year Projects Sub-Total	<u>6,025,000</u>	<u>4,840,000</u>	<u>345,000</u>	<u>800,000</u>	<u>40,000</u>
Prior Year Approved Work in Progress					
Spirit Trail - Welch Street Bridge	700,000	-	-	700,000	-
Horseshoe Bay Streetscape Improvements	1,213,181	-	-	1,213,181	-
Hydro Poles 2100 blk / 1000 blk Marine Undergrounding	135,000	-	-	-	135,000
Spirit Trail Feasibility Study 18th - 22nd	45,090	-	45,090	-	-
BC Hydro Beautification - UG Wiring Design - Royal & Bay HSB	641,346	-	641,346	-	-
Mathers Avenue - 29-31st Milling & Paving	270,644	270,644	-	-	-
Marine Drive - WVYC to Gleneagles Resurfacing	350,000	350,000	-	-	-
Queens Avenue from 19th - 15th Sidewalk & Resurfacing	347,011	347,011	-	-	-
16th & Marine - Shoppers Intersection Improvements	300,000	-	300,000	-	-
Inglewood Bridge Upgrades	261,586	261,586	-	-	-
Hugo Ray Multi-Use Path Construction	250,000	250,000	-	-	-
Sidewalk south side Marine 15-16th Sidewalk Rehabilitation	250,000	-	250,000	-	-
Rail Crossing Upgrades - 13th / Bellevue	241,538	-	241,538	-	-
15th Street and Queens Ave Intersection Improvements	200,000	200,000	-	-	-
N/S Contributions - INSTPP, Fixed Link & other Feasibility Studies	183,140	183,140	-	-	-
Nelson Canyon Creek Bridge Design	150,000	150,000	-	-	-
LED Streetlight Upgrades	91,124	91,124	-	-	-
14th & Marine - Grosvenor Intersection Improvements	83,819	-	83,819	-	-
Piccadilly North Road Widening	75,860	75,860	-	-	-
Pedestrian / Bike Bridge (Design for Erwin Drive)	75,000	75,000	-	-	-
Caulfeild Tunnel Stairway Rehabilitation	75,000	75,000	-	-	-
School Traffic Safety Upgrades	50,000	50,000	-	-	-
Spirit Trail - Ambleside Welch St Improvements	40,000	20,000	20,000	-	-
Trail Improvements near Capilano Trail	34,420	34,420	-	-	-
Bike/Ped Signal - Marine & 29th Design	25,000	25,000	-	-	-
Separate Bike Lanes - Marine Drive 25th - 30th Design	22,700	22,700	-	-	-
Eyremount Drive Fairmile to King Georges Way Mill & Paving	135,000	135,000	-	-	-
Pedestrian Wayfinding District-wide to connector trails	20,000	20,000	-	-	-
Hadden Multi Use Path Upgrades - Eastcot Road to Westcot	19,389	19,389	-	-	-
Marine Drive - WVYC to Gleneagles West Van Yacht Club Resurfacing Design	16,202	16,202	-	-	-
Bike Racks Design & Installation	15,000	15,000	-	-	-
Cycling Improvements Pavement Markings / Signage	10,000	10,000	-	-	-
Bicycle Wayfinding - Lions Gate Bridge	10,000	10,000	-	-	-
Prior Year Approved Work in Progress Sub-Total	<u>6,337,050</u>	<u>2,707,076</u>	<u>1,581,793</u>	<u>1,913,181</u>	<u>135,000</u>
Total	<u>12,362,050</u>	<u>7,547,076</u>	<u>1,926,793</u>	<u>2,713,181</u>	<u>175,000</u>

CAPITAL PROJECT DESCRIPTIONS

General Fund Projects (>\$200,000)

INFORMATION TECHNOLOGY

IT Infrastructure Replacement and Additions (\$450,000)

This project will allow for the replacement and ongoing support of end-of-life back-office IT infrastructure equipment and cyber security upgrades. Equipment to be replaced includes network switches, corporate data storage system, data centre equipment, and cyber security systems. This equipment is critical to maintaining the foundation of the District's technology services

EQUIPMENT

Library Materials - Core (\$291,399)

This annual request is for the purchase of new materials (books and audiovisual) for the library.

FLEET

Fire Truck - F045 (\$930,000)

Fire and Rescue Services requires \$930,000 for the replacement of a first response fire apparatus vehicle F045. Vehicle F045 is the oldest pumper style first response apparatus currently in operation in the Fire & Rescue Services Division. Procuring a new pumper style first response apparatus will enable the Fire & Rescue Services Division to continue to standardize its fleet, improve safety of the crews and public, increase interoperability with the department and with the shared service agreement on the North Shore. Current best practice recommendations by the National Fire Protection Association and Underwriters Laboratories of Canada Standards outline that first response emergency vehicles must be maintained to the recommended standard and replaced after 20 years of service.

FACILITIES MAINTENANCE

Fire Hall No.1 Renewal (\$504,257)

replace roof, office and lounge area flooring, HVAC

Fire Hall No.4 Renewal (\$228,072)

replace overhead doors, roof, water heater and associated plumbing pipes

Operations Centre Renewal (\$516,453)

replace interior ceilings, exhaust, lighting, fire alarm and exit signs and complete interior painting

Aquatic Centre Renewal (\$384,375)

replace plumbing pipe and washroom fixtures, and rooftop units

Seniors' Activity Centre Renewal (\$675,831)

replace floor finishes, water heater and rooftop units, electrical system and lighting

Fire Hall No.1 Seismic Upgrades to the Apparatus Bay Roof (\$450,000)

seismic upgrade to the apparatus bay roof at Fire Hall No.1

Municipal Hall Upgrades and Renewal (\$2,000,000)

Municipal Hall is over 50 years old and needs to be modernized and upgraded to current building codes with respect to life safety, seismic upgrades and energy efficiency. This is a multi-year project which will be phased over a number of years. The work entails seismic upgrades, building envelope upgrades (including roof, glazing and exterior wall system), HVAC, sprinklers, domestic water and drainage, elevator, electrical system, lighting, emergency power, fire alarm and functional space design. The 2019 funds will pay for a portion of the required seismic upgrades to the building. Additional funding in 2020 will be required to complete the seismic portion of the work. Moreover, funding for the other required work will be requested in subsequent years.

Ambleside Child Care Space (\$550,000)

This request will enable the District to apply for a grant in the newly announced Community Child Care Space Creation Program to increase the number of spaces available at the Ambleside Park Child Care facility. Elements of the project include addition of new space, renovations to existing space for multipurpose use, playground space and the addition of an outdoor washroom. A renovated centre would be inclusive of children with different abilities and increase the number of spots for children under 30 months and also addresses local child care priorities. This initiative is supported by the Child Care Services Working Group and aligns with work done through the District and Vancouver Coastal Health's Healthy Communities Partnership and strategies within the Blueprint for Social Responsibility and Change.

GROUNDS & PARKS

Artificial Turf Field Replacement (\$750,000)

Rutledge Field is a multi-use artificial turf sports field used primarily for field hockey and soccer located within Ambleside Park. The artificial turf playing surface, that more resembles a carpet than artificial grass, has reached the end of its expected life span and now needs to be replaced. The surface has been experiencing increasingly problematic drainage issues over the last couple of years which has resulted in the cancellation of several games. The goals of this project are to replace an asset that has reached the end of its expected life with a new updated surface, to purchase a machine to clean and maintain the carpet in order to prolong the use of the overall asset, and to provide a safe playing surface for all users.

Gleneagles Community Centre Parking Lot Resurfacing (\$300,000)

The Gleneagles Community Centre Parking Lot north of the community centre needs to be resurfaced as it requires constant maintenance to level surfaces of trip hazards caused by potholes and cannot be ploughed during heavy snow. The new paving will be permeable as the facilities geothermal grid is under the lot and requires the conductivity of water movement.

Sport Field Drainage and Irrigation Replacement (\$286,000)

This project is part of a multi-year program of implementing key priorities from the Sport Field Master Plan Implementation Strategy to improve the playability of fields with the most critical need of replacing failing irrigation and drainage lines. In 2019 the request is to replace the Lower Klahanie Park sport field by the stadium, highly used by Capilano Rugby Club.

School District Track and Artificial Turf Fields (\$250,000)

The project funding is to support School District 45 Track and Artificial Turf Field upgrades. District funding is contingent upon full project funding from other sources.

TRANSPORTATION INFRASTRUCTURE

Nelson Canyon Bridge (\$800,000)

Nelson Canyon Bridge is a decommissioned vehicle bridge being used as a pedestrian bridge and is a part of the TransCanada Trail Network. The bridge replacement structure is required to ensure safety of its users and to continue supporting the existing water main, which is crucial to the District. The 2019 budget is to design and build a new structure, as well as to plan the demolition of the old bridge. The costs for the demolition will be included in the 2020 capital budget.

Horseshoe Bay Streetscape (\$800,000)

The Horseshoe Bay Streetscape Design was initiated to improve the quality of the public realm through the development of a cohesive and unified streetscape design strategy for Horseshoe Bay Village. The intention is to enhance livability, bolster economic activity, and enable local businesses to compete with other retail centres. The streetscape work will also help foster a unique and distinct sense of place, create public space for programming, prioritize pedestrian and cycling use, increase safety for vulnerable road users, and exemplify the District of West Vancouver's commitment to sustainable transportation and development.

Rail Crossing Upgrades (\$200,000)

In 2008, CN Rail released new Regulations that stated all railway crossings must be upgraded for safety reasons by 2021. The District of West Vancouver is legally required to implement significant upgrades at both vehicular and pedestrian rail crossings throughout the municipality in order to meet these new regulations. The Engineering & Transportation Division began these improvements at the crossing with the highest need as identified by CN Rail and the District. District staff have undertaken detailed assessment of all railway crossings to determine the highest priority for improvements. The plan for 2019 is to design crossing safety works at the 15th Street and Bellevue Avenue crossing, with construction to take place in 2020.

CAPITAL PROJECT DESCRIPTIONS

Utility & Other Funds

WATER UTILITY FUND

Annual Replacement Program (\$4,500,000)

Work within the water annual asset management program is in support of the Water Asset Management Plan. The annual work plan includes mainline rehabilitation, Supervisory Control and Data Acquisitions (SCADA) system rehabilitation and upgrades to water treatment facilities, as well as continued asset design and condition assessments.

Equipment Replacement (\$207,500)

This represents the water utility fund portion of replacement of fleet vehicles and equipment primarily used in utility construction and operations (a tandem dump truck and a backhoe/loader shared with the Sewer Utility).

SEWER UTILITY FUND

Sanitary Replacements (\$3,720,000)

Work within the sewer annual asset management program is in support of the Sewer Asset Management Plan. The annual work plan includes mainline rehabilitation, SCADA system rehabilitation, and upgrades to sewer treatment facilities and lift station replacements, as well as continued asset design and condition assessments.

Storm Improvements (\$7,840,000)

Work within the storm annual asset management program is in support of the Stormwater Asset Management Plan. The annual work plan includes mainline rehabilitation, culvert replacement and upgrades, as well as continued asset design and condition assessments.

Equipment Replacement (\$262,500)

This represents the Sewer Utility Fund portion of replacement of fleet vehicles and equipment primarily used in utility construction and operations (a tandem dump truck and a backhoe/loader shared with the Water Utility).

SOLID WASTE UTILITY FUND

Eagle Island Waste Enclosure Improvements (\$20,000)

Capital funding has been set aside to enhance the Solid Waste collection location for Eagle Island. The project will proceed subject to completion of the Metro Vancouver sewer rehabilitation in that area.

CEMETERY FUND

Ongoing Site Development (\$865,000)

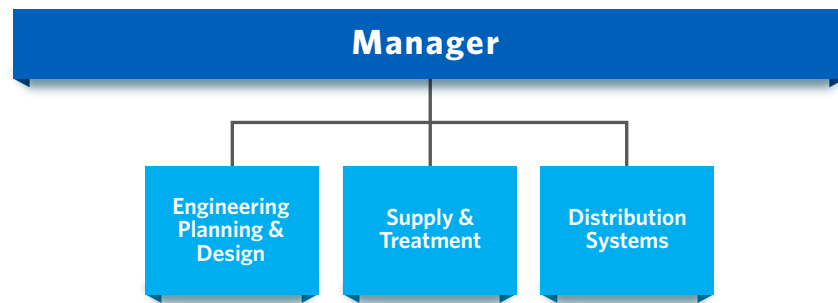
The plan for 2019 is to continue the in-ground expansion of earth burials which includes approximately 600 full casket graves and 100 double cremation graves. It is expected that the expansion will meet demand for the next five years. The work involves leveling the land with low retaining walls; installing road access and drainage and installing some features to facilitate a further future expansion.



8. Utility & Other Funds

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WATER UTILITY



The Water Utility provides for a safe and continuous supply of drinking water to residents by constructing and maintaining water mains, valves, reservoirs and pump stations. This utility includes the operation of the District's state-of-the-art Eagle Lake and Montizambert Creek membrane filtration facilities. The District supplements its own water sources by purchasing bulk treated water from Metro Vancouver.

2018 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

Built Form, Housing & Neighbourhood Character

- supported Planning in reviewing applications for new development, including 303 Marine Drive, 657 Marine Drive and 752 Marine Drive

Fiscal Sustainability & Municipal Services

- completed Annual Water System Capital Replacement/Renewal programs
- established Water Utility rates for 2019

2018 OPERATIONAL ACCOMPLISHMENTS

- completed Annual Drinking Water Quality Report for Vancouver Coastal Health Authority approval

2019 OPERATIONAL INITIATIVES

- complete Annual Water System Capital Replacement/Renewal programs
- establish Water Utility rates for 2020
- complete Annual Drinking Water Quality Report for Vancouver Coastal Health Authority approval
- continue with long-term replacement planning for water assets as identified in the Water Master Servicing Study
- complete Eagle Lake Drawdown Study

WATER UTILITY

Statement of Operations

	Budget 2019		Actual 2018		Actual 2017	
	%	\$	%	\$	%	\$
Revenue						
User Fees	95.67%	15,379,226	96.05%	14,805,716	81.37%	12,910,112
Meter Rental Charges	3.17%	510,000	3.31%	509,817	3.26%	516,551
Micro Power Generation	0.11%	18,000	0.14%	20,830	0.21%	33,609
Developer Contributions	0.00%	-	0.00%	-	10.84%	1,720,373
Internal Recoveries	0.88%	142,000	0.38%	58,033	0.57%	90,616
Other Revenue	0.17%	26,800	0.13%	19,849	0.31%	49,262
Asset Maintenance Reserve	0.00%	74	0.00%	-	3.44%	545,892
	100.00%	16,076,100	100.00%	15,414,246	100.00%	15,866,414
Expenses						
Water Purchases	26.35%	4,235,335	25.75%	3,969,603	26.08%	4,137,589
Administration Charge	2.18%	350,000	2.14%	330,000	1.26%	200,000
Operations and Maintenance	27.73%	4,458,465	25.78%	3,973,216	25.65%	4,069,779
Capital Program	29.28%	4,707,500	16.80%	2,590,329	33.99%	5,392,311
Debt Service	12.41%	1,995,700	12.95%	1,995,687	13.03%	2,066,735
Transfer to Operating Reserve	2.05%	329,100	16.58%	2,555,410	0.00%	-
	100.00%	16,076,100	100.00%	15,414,246	100.00%	15,866,414

WATER UTILITY

Rate Setting Model

Revenue Requirements	Water Utility Fees Report					
	2018	2019	2020	2021	2022	2023
	Actual	Budgeted	Projected	Projected	Projected	Projected
Revenues						
Utility Fee Revenue	14,805,716	15,379,226	16,446,600	17,262,400	17,866,800	19,018,500
Meter Rental Charges	509,817	510,000	510,000	510,000	510,000	510,000
Micro Power Generation	20,830	18,000	18,000	18,000	18,000	18,000
Internal Recoveries	58,033	142,000	149,100	153,600	158,200	162,900
Other Revenue	19,849	26,800	26,800	26,800	26,800	26,800
Transfers In	-	74	9,478	18,282	32,500	79,300
Total Revenues	15,414,246	16,076,100	17,159,978	17,989,082	18,612,300	19,815,500
Expenses						
Operating Expenses	8,272,819	9,043,800	9,477,400	9,940,600	10,446,000	10,987,600
Equipment Replacement	186,855	207,500	250,000	442,000	190,000	190,000
Debt Service	1,995,687	1,995,700	1,995,700	1,995,700	1,995,700	1,995,700
Infrastructure Management Program	2,403,474	4,500,000	4,800,000	4,896,000	4,993,920	5,094,000
Total Expenses	12,858,836	15,747,000	16,523,100	17,274,300	17,625,620	18,267,300
Annual Surplus / (Deficiency)	2,555,410	329,100	636,878	714,782	986,680	1,548,200
Annual Rate Revenue Requirement		10.0%	7.0%	5.0%	5.0%	5.0%
Metro Vancouver Rate Increases		5.9%	7.7%	7.7%	7.9%	7.9%

Operating Expenses	2018	2019	2020	2021	2022	2023
Water Consumed @ GVRD Rate	6,975,103	6,831,185	7,386,615	7,987,206	8,652,668	9,373,573
Less Water Consumed Own Source	3,005,500	2,595,850	2,806,914	3,035,139	3,288,014	3,561,958
Water Purchased from GVRD	3,969,603	4,235,335	4,579,701	4,952,067	5,364,654	5,811,615
Administration Fee	330,000	350,000	350,000	350,000	350,000	350,000
Operations Centre	124,735	127,230	129,774	132,370	135,017	137,718
Meters Maintenance	405,464	554,429	565,518	576,828	588,365	600,132
System Operating						
Administration	579,334	551,879	562,917	574,175	585,659	597,372
Supply	586,734	606,984	619,123	631,506	644,136	657,019
Distribution	1,472,170	1,720,092	1,754,494	1,789,584	1,825,376	1,861,883
Membrane Filtration	804,779	897,851	915,873	934,070	952,794	971,861
Total	8,272,819	9,043,800	9,477,400	9,940,600	10,446,000	10,987,600

Infrastructure Management	2018	2019	2020	2021	2022	2023
Long-Term Infrastructure Management						
Infrastructure Management	2,403,474	4,500,000	4,800,000	4,896,000	4,993,920	5,094,000
Total	2,403,474	4,500,000	4,800,000	4,896,000	4,993,920	5,094,000
Funding Sources						
Rate/Reserve Funding	2,403,474	4,500,000	4,800,000	4,896,000	4,993,920	5,094,000
Total	2,403,474	4,500,000	4,800,000	4,896,000	4,993,920	5,094,000

WATER UTILITY

Stats & Trends

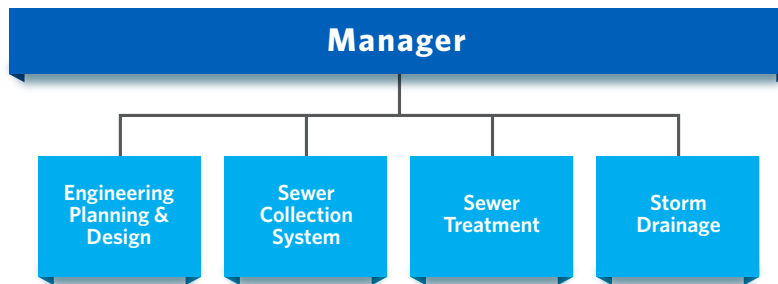
SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2018	2017	2016	2015	2014
Requests for Service	787	1,240	1,320	1,898	1,815
Commenced 2010, includes meter checks & leak detection work					
Volume of Water Distributed (cubic metres)	9,185,434	9,793,575	9,882,393	9,657,882	9,126,866
% of Water from District Sources	40%	39%	41%	33%	43%
# Watermain Breaks	40	40	37	32	28

TREND OF RESOURCE REQUIREMENTS

	2018	2017	2016	2015	2014
Salaries & Benefits	1,863,292	1,926,351	1,813,318	1,735,953	1,634,255
Supplies & Other Expenses	5,519,108	5,729,107	5,680,756	5,649,619	4,674,725
Administration Charge	330,000	200,000	200,000	200,000	200,000
Debt Service	1,995,687	2,066,735	2,074,130	2,066,816	2,066,816
Capital Project Costs	2,590,329	5,392,311	2,937,583	3,552,219	3,279,104
Recoveries & Allocations	560,420	551,910	613,014	538,500	574,765
Transfers to/(from)	2,555,410	-	(891,346)	-	(946,228)
Total Expenditures	15,414,246	15,866,414	12,427,455	13,743,107	11,483,438

SEWER & DRAINAGE UTILITY



The Sewer & Drainage Utility provides sanitary sewer and storm drainage services by constructing and maintaining pipes, manholes, culverts and sewage lift stations, and by operating the Citrus Wynd Wastewater Treatment Plant.

2018 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

Built Form, Housing & Neighbourhood Character

- supported Planning in reviewing applications for new development, including 303 Marine Drive, 657 Marine Drive and 752 Marine Drive

Fiscal Sustainability & Municipal Services

- represented municipal interests related to Metro Vancouver’s construction of the North Shore Wastewater Treatment Plant
- completed the Sewer Master Servicing Study and Annual Sewer Capital Replacement/Renewal programs
- established Sewer Utility rates for 2019
- supported and provided assistance to British Pacific Properties Ltd. with respect to design of the Five Creeks Stormwater Diversion Project

Natural Environment & Climate Action

- provided assistance on cross-departmental collaboration that supports environmental and sustainability projects
- completed District Natural Assets Initiative pilot study in collaboration with Finance

2019 OPERATIONAL INITIATIVES

- continue to represent municipal interests related to Metro Vancouver’s construction of the North Shore Wastewater Treatment Plant
- continue with long-term replacement planning for sewer assets as identified in the Sewer Master Servicing Study
- establish Sewer Utility rates for 2020
- support and provide assistance to British Pacific Properties Ltd. with respect to construction of the Five Creeks Stormwater Diversion Project
- adopt a new Sewer Use Bylaw

SEWER & DRAINAGE UTILITY

Statement of Operations

	Budget 2019		Actual 2018		Actual 2017	
	%	\$	%	\$	%	\$
Revenue						
User Fees	81.66%	19,183,700	99.64%	16,141,351	89.58%	14,608,093
Development Cost Charges	17.03%	4,000,000	0.00%	-	0.00%	-
Developer Contributions	0.00%	-	0.00%	-	3.84%	626,016
Internal Recoveries	0.58%	136,500	0.36%	58,033	0.56%	90,616
Other Revenue	0.19%	45,800	0.00%	-	0.00%	(640)
Asset Maintenance Reserve	0.54%	126,000	0.00%	-	6.03%	984,022
	100.00%	23,492,000	100.00%	16,199,384	100.00%	16,308,107
Expenses						
¹ GVSDD Levy	28.93%	6,795,400	39.72%	6,433,993	37.00%	6,034,120
Administration Charge	1.58%	370,000	2.04%	330,000	1.23%	200,000
Sanitary Operations & Maintenance	7.29%	1,711,400	10.17%	1,647,817	9.08%	1,480,434
Storm Operations & Maintenance	3.77%	885,400	7.09%	1,148,520	5.61%	915,304
Sanitary System Rehabilitation	16.95%	3,982,500	12.58%	2,037,884	19.67%	3,207,538
Storm/Drainage Rehabilitation	33.37%	7,840,000	13.43%	2,176,211	6.66%	1,086,062
Transfer to Operating Reserve	0.00%	-	14.97%	2,424,959	20.75%	3,384,649
Transfer to Asset Maintenance Reserve	8.12%	1,907,300	0.00%	-	0.00%	-
	100.00%	23,492,000	100.00%	16,199,384	100.00%	16,308,107

¹ Reflects increased costs due to North Shore Wastewater Treatment Plant.

SEWER & DRAINAGE UTILITY

Rate Setting Model

Revenue Requirements	Sewer Utility Fees Report					
	2018	2019	2020	2021	2022	2023
	Actual	Budgeted	Projected	Projected	Projected	Projected
Revenues						
Utility Fee Revenue - Local	16,141,351	11,088,300	11,698,900	12,359,100	12,970,400	13,364,400
Utility Fee Revenue - Regional	-	8,095,400	8,576,800	9,602,500	11,585,200	13,340,300
Storm Drainage DCCs	-	4,000,000	-	-	-	-
Internal Recoveries	58,033	136,500	136,500	136,500	136,500	136,500
Transfers from Reserves	-	126,000	-	-	-	-
Other Revenue	-	45,800	48,100	55,500	59,900	61,500
Total Revenues	16,199,384	23,492,000	20,460,300	22,153,600	24,752,000	26,902,700
Expenses						
Operating Expenses	9,560,330	9,762,200	11,295,500	13,674,300	15,711,000	16,521,200
Equipment Replacement	-	262,500	90,000	55,000	55,000	55,000
Sanitary Infrastructure	2,037,884	3,720,000	4,160,000	4,600,000	4,692,000	4,786,000
Storm Infrastructure	2,176,211	7,840,000	4,320,000	4,800,000	4,896,000	4,994,000
Total Expenses	13,774,425	21,584,700	19,865,500	23,129,300	25,354,000	26,356,200
Annual Surplus/(Deficiency)	2,424,959	1,907,300	594,800	(975,700)	(602,000)	546,500
Rate Revenue Requirement Increase		10.0%	6.2%	8.6%	12.1%	9.0%
Metro Vancouver Rate Increases		17.2%	5.9%	12.0%	20.6%	15.1%

Operating Expenses	2018	2019	2020	2021	2022	2023
GVSDD Levy	6,433,993	6,795,400	8,276,800	10,602,500	12,585,200	13,340,300
Administration Fee	330,000	370,000	370,000	370,000	370,000	370,000
Sanitary Operating & Maintenance	1,647,817	1,711,400	1,745,600	1,780,600	1,816,200	1,852,500
Storm Operating & Maintenance	1,148,520	885,400	903,100	921,200	939,600	958,400
Total	9,560,330	9,762,200	11,295,500	13,674,300	15,711,000	16,521,200

Infrastructure Management	2018	2019	2020	2021	2022	2023
Long-Term Infrastructure Management						
Sanitary Infrastructure	2,037,884	3,720,000	4,160,000	4,600,000	4,692,000	4,786,000
Storm Infrastructure	2,176,211	7,840,000	4,320,000	4,800,000	4,896,000	4,994,000
Total	4,214,095	11,560,000	8,480,000	9,400,000	9,588,000	9,780,000
Funding Sources						
Rate Funding - Storm	2,176,211	7,840,000	4,320,000	4,800,000	4,896,000	4,994,000
Rate Funding - Sanitary	2,037,884	3,594,000	4,160,000	4,600,000	4,692,000	4,786,000
Capital Reserves	-	126,000	-	-	-	-
Total	4,214,095	11,560,000	8,480,000	9,400,000	9,588,000	9,780,000

SEWER & DRAINAGE UTILITY

Stats & Trends

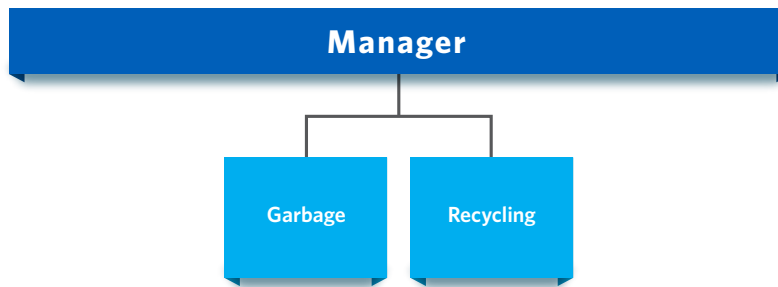
SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2018	2017	2016	2015	2014
Requests for Service	771	632	608	482	831

TREND OF RESOURCE REQUIREMENTS

	2018	2017	2016	2015	2014
Salaries & Benefits	1,745,887	1,473,043	1,411,649	1,487,023	1,469,736
Supplies & Other Expenses	7,143,235	6,617,717	6,470,173	6,470,026	6,553,231
Administration Charge	330,000	200,000	200,000	200,000	200,000
Capital Project Costs	4,214,095	4,293,600	3,833,692	3,158,610	5,803,028
Recoveries & Allocations	341,208	339,097	338,676	322,819	337,712
Transfers to/(from)	2,424,959	3,384,649	1,219,727	243,691	(93,164)
Total Expenditures	16,199,384	16,308,107	13,473,918	11,882,169	14,270,543

SOLID WASTE UTILITY



SOLID WASTE UTILITY

The Solid Waste Utility is responsible for collecting and processing household garbage, yard trimmings, the Green Can and recyclables. Since 2016, the utility has also been responsible for funding garbage and recycling services within municipal facilities and parks.

2018 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

Built Form, Housing & Neighbourhood Character

- supported Planning in reviewing applications for new development, including 303 Marine Drive, 657 Marine Drive and 752 Marine Drive

Fiscal Sustainability & Municipal Services

- transitioned to a new collection contractor for garbage and organics collection
- completed and assessed the streetscape recycling pilot project in Horseshoe Bay
- evaluated recycling options for the North Shore in collaboration with North Vancouver City and District
- established Solid Waste Utility rates for 2019

Natural Environment & Climate Action

- provided assistance on cross-departmental collaborations that support environmental and sustainability projects

2019 OPERATIONAL INITIATIVES

- develop North Shore Organics Management Plan with Metro Vancouver and other North Shore municipalities
- prepare for transition of residential curbside recycling collection to Recycle BC in 2020
- complete Ambleside streetscape recycling container installations in collaboration with Ambleside Dundarave Business Improvement Association

SOLID WASTE UTILITY

Statement of Operations

	Budget 2019		Actual 2018		Actual 2017	
	%	\$	%	\$	%	\$
Revenue						
Waste User Fees	32.93%	2,341,700	33.65%	2,291,660	34.39%	2,304,626
Recycling User Fees	4.96%	352,400	5.51%	375,201	6.98%	468,090
Tag Sales	0.17%	12,000	0.20%	13,812	0.18%	12,318
Contract/Material Revenue	10.15%	722,000	10.07%	685,442	10.53%	705,868
Public Realm Refuse Fee	11.70%	832,300	12.05%	820,348	12.18%	815,961
Recycling Contract Recovery	35.93%	2,555,440	37.02%	2,520,795	35.73%	2,394,655
Transfer from Reserve	4.16%	295,512	1.51%	102,607	0.00%	-
	100.00%	7,111,352	100.00%	6,809,866	100.00%	6,701,518
Expenses						
Management / Outreach / NSRP Garbage, Yard Trimmings, and FSR	8.16%	580,634	9.07%	617,523	7.80%	522,766
Garbage Collection Contract	7.44%	529,000	7.04%	479,460	7.64%	512,085
Yard Trimmings & FSR Collection	14.18%	1,008,700	12.19%	830,451	11.54%	773,452
Metro Vancouver Tipping Fees	12.16%	864,900	12.87%	876,611	10.24%	686,166
Hugo Ray - Landfill Monitoring	0.41%	29,100	0.36%	24,390	0.36%	23,885
Administration Charge	1.27%	90,000	1.10%	75,000	0.75%	50,000
Recycling						
Recycling Collection Contract	43.75%	3,111,100	45.32%	3,086,004	44.57%	2,986,814
Recycling Processing Costs	0.00%	-	0.00%	-	0.00%	-
Public Realm Refuse	12.35%	877,918	12.05%	820,427	10.89%	729,526
Capital	0.28%	20,000	0.00%	-	0.00%	-
Transfer to Reserve	0.00%	-	0.00%	-	6.22%	416,824
	100.00%	7,111,352	100.00%	6,809,866	100.00%	6,701,518

SOLID WASTE UTILITY

Rate Setting Model

	Solid Waste Fees Report					
	2018	2019	2020	2021	2022	2023
	Actual	Budgeted	Projected	Projected	Projected	Projected
METRO TIPPING FEES (PER TONNE)						
Garbage	103.00	108.15	109.15	110.15	111.15	112.15
Yard Trimmings/Organics	100.00	105.00	106.00	107.00	108.00	109.00
DISTRICT ANNUAL FEES						
Waste - Single Family	180.87	180.87	180.87	180.87	180.87	180.87
Recycling - Single & Multifamily	19.50	18.00	18.00	18.00	18.00	18.00
Public Realm Refuse Fee - Single & Multifamily	42.52	42.52	42.52	42.52	42.52	42.52
	242.89	241.39	241.39	241.39	241.39	241.39
PROJECTED RATE INCREASES						
Solid Waste - Single Family		-1%	0%	0%	0%	0%
Recycling & Public Realm Fees - Multifamily		-2%	0%	0%	0%	0%
Metro Vancouver Tipping Fee Increase		6%	-100%	15%	15%	15%
PROJECTED SINGLE FAMILY DIVERSION RATE						
		70%	70%	70%	70%	70%
REVENUES						
Quarterly - Waste Fee	2,291,660	2,341,700	2,341,700	2,341,700	2,341,700	2,341,700
Quarterly - Recycling Fee	375,201	352,400	352,400	352,400	352,400	352,400
Quarterly - Public Realm Refuse Fee	820,348	832,300	832,300	832,300	832,300	832,300
Recovery - Recycling Contract Admin	2,520,795	2,555,440	1,299,700	-	-	-
Tag Sales	13,812	12,000	12,000	12,000	12,000	12,000
Contract Revenue	685,442	722,000	361,000	-	-	-
TOTAL REVENUES	6,707,259	6,815,840	5,199,100	3,538,400	3,538,400	3,538,400
RATE INCREASE REQUIREMENT						
		-10%	0%	0%	0%	0%
REVENUE INCREASE REQUIREMENT						
		-10%	-49%	-99%	0%	0%
EXPENDITURES						
WASTE						
Administration	197,168	157,600	167,250	176,850	179,050	181,250
Garbage - Collection Contract	479,460	529,000	533,800	544,500	555,400	566,500
Garbage - Tipping Fees	341,132	329,200	332,200	335,300	338,300	341,300
Organics - Collection Contract	830,451	1,008,700	1,028,800	1,049,000	1,069,200	1,090,600
Organics - Tipping Fees	535,480	535,700	540,800	545,900	551,000	556,100
Hugo Ray - Landfill Monitoring	24,390	29,100	29,500	29,900	30,300	30,700
	2,408,079	2,589,300	2,632,350	2,681,450	2,723,250	2,766,450
RECYCLING						
Administration	471,397	453,034	230,540	20,000	20,400	20,800
Zero Waste Initiatives	5,735	-	-	-	-	-
North Shore Recycling Area	18,303	30,000	30,600	31,200	31,800	32,400
Recycling - Single Family Pickup	1,691,835	1,679,300	859,300	-	-	-
Recycling - Multifamily Pickup	1,394,169	1,431,800	732,700	282,200	287,900	293,700
	3,581,438	3,594,134	1,853,140	333,400	340,100	346,900
PUBLIC REALM REFUSE						
Administration	14,841	30,000	37,500	45,000	45,000	45,000
Civic Buildings Program	50,183	65,500	67,000	72,800	75,300	78,300
Parks & Streetscapes Program	755,324	669,918	693,001	716,285	739,868	752,968
Parks & Streetscapes Program - Pilot Projects	-	105,000	-	-	-	-
Zero Waste Initiatives	-	37,500	37,500	37,500	37,500	37,500
	820,348	907,918	835,001	871,585	897,668	913,768
CAPITAL						
	-	20,000	-	-	-	-
TOTAL EXPENDITURE	6,809,866	7,111,352	5,320,491	3,886,435	3,961,018	4,027,118
FINAL NET REVENUE	(102,607)	(295,512)	(121,391)	(348,035)	(422,618)	(488,718)
RATE STABILIZATION RESERVE						
Opening Balance		(102,607)	(398,119)	(519,510)	(867,544)	(1,290,162)
Current Net Revenue	(102,607)	(295,512)	(121,391)	(348,035)	(422,618)	(488,718)
Closing Balance	(102,607)	(398,119)	(519,510)	(867,544)	(1,290,162)	(1,778,880)

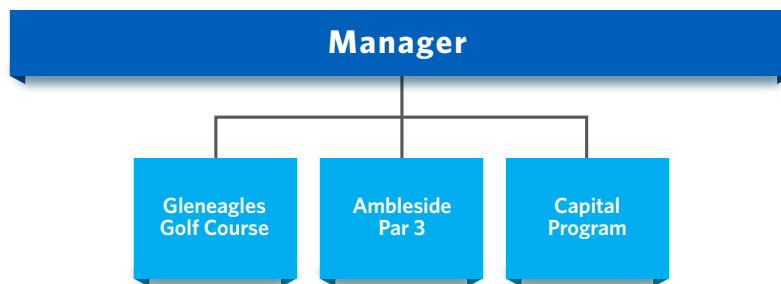
SOLID WASTE UTILITY

Stats & Trends

SERVICE LEVEL STATISTICS	Transaction Counts /Activity Levels				
	2018	2017	2016	2015	2014
Metric Tonnes Collected					
Organics	5,519	5,561	5,892	5,769	5,830
Recycling	2,936	3,079	2,599	2,625	2,654
Garbage	2,720	2,839	2,921	3,016	3,128
Waste Diversion Rate	76%	75%	74%	74%	73%

TREND OF RESOURCE REQUIREMENTS	2018	2017	2016	2015	2014
Salaries & Benefits	330,613	326,526	283,294	146,796	113,444
Supplies & Other Expenses	5,624,112	5,346,485	5,254,834	3,578,852	3,619,848
Professional & Consulting	12,700	12,700	20,000	12,998	11,700
Administration Charge	75,000	50,000	50,100	50,100	50,100
Capital Project Costs	0	0	0	28,387	0
Recoveries & Allocations	493,132	548,984	573,612	73,337	671
Transfers to/(from)	274,310	416,824	869,591	892,748	650,068
Total Expenditures	6,809,866	6,701,518	7,051,430	4,783,219	4,445,831

GOLF



2018 ACCOMPLISHMENTS

- worked collaboratively with the Gleneagles Golf Course Society in program development and golf course operations
- practiced sustainable natural resource management practices as identified in the Audubon guidelines
- installed nets for safety around the eighth fairway at Gleneagles Golf Course
- continued to improve drainage by using best environmentally sensitive practices
- initiated work to resurface asphalt pathways

2019 OPERATIONAL INITIATIVES

- install netting on third and fifth fairways at Gleneagles Golf Course
- explore alternate sources for irrigation water to develop a comprehensive irrigation design for the Gleneagles Golf Course that will provide more resiliency to drought

GOLF

Statement of Operations

	Budget 2019		Actual 2018		Actual 2017	
	%	\$	%	\$	%	\$
Revenue						
Golf Fees ¹	94.37%	904,443	94.37%	928,725	94.13%	875,233
Rental Revenue - Facility	5.63%	54,000	5.63%	55,368	5.87%	54,556
	100.00%	958,443	100.00%	984,093	100.00%	929,788
Expenses						
Pro Shop and Management	17.74%	170,050	17.42%	171,402	17.86%	166,091
Operations and Maintenance	71.85%	688,629	73.12%	719,603	77.54%	720,958
Administration Charge	0.00%	-	-0.68%	(6,676)	-6.13%	(57,026)
Debt Service	10.41%	99,764	10.14%	99,765	10.73%	99,765
	100.00%	958,443	100.00%	984,093	100.00%	929,788
		-		-		-

¹ As revenues continue to decline, the administration charge is no longer being budgeted. Alternative management models for the provision of golf are under consideration.

GOLF

Stats & Trends

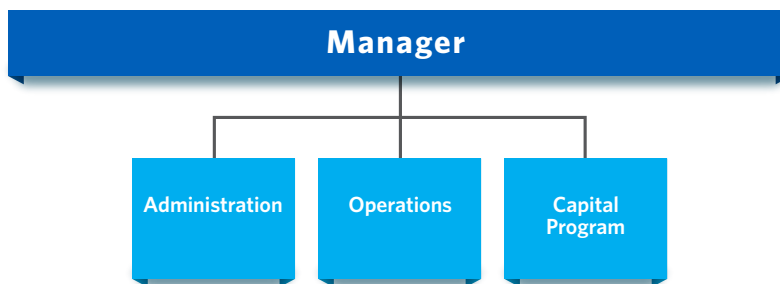
SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2018	2017	2016	2015	2014
Gleneagles Golf Course					
Total Rounds	35,364	33,768	36,155	41,485	39,138
Seniors	10,495	9,571	9,983	11,901	10,295
Youth	697	840	807	965	859
Tournament Rounds	237	388	331	411	386
Ambleside Par 3					
Total Rounds	13,313	13,575	14,425	14,385	15,060
Seniors	2,107	2,181	2,202	2,331	2,361
Youth	1,491	1,825	2,000	1,788	2,174

TREND OF RESOURCE REQUIREMENTS

	2018	2017	2016	2015	2014
Salaries & Benefits	429,976	393,458	373,163	390,668	370,989
Supplies & Other Expenses	347,882	383,280	377,624	384,447	387,556
Professional & Consulting	-	-	-	-	-
Administration Charge	(6,676)	(57,026)	22,333	3,294	59,285
Debt Service	99,765	99,765	99,765	99,765	99,765
Capital Project Costs	-	-	-	-	-
Recoveries & Allocations	113,172	110,311	107,413	92,605	98,084
Transfers to/(from)	-	-	-	-	-
Total Expenditures	984,118	929,788	980,298	970,779	1,015,678

CEMETERY



2018 ACCOMPLISHMENTS

- expansion plan drawings tendered to provide burial needs for next five years with a mix of approximately 600 full casket graves and 100 double cremation graves
- worked with West Vancouver Legion and West Vancouver Secondary School to build and place veterans' crosses for Remembrance Day

2019 OPERATIONAL INITIATIVES

- implement expansion plan

CEMETERY

Statement of Operations

	Budget 2019		Actual 2018		Actual 2017	
	%	\$	%	\$	%	\$
Revenue						
User Fees	50.68%	932,000	90.32%	1,054,189	95.24%	916,270
Interest	7.66%	140,940	9.68%	113,015	4.76%	45,804
External Revenue	0.11%	2,000	0.00%	-	0.00%	-
Transfer from Development Fund	41.54%	763,881	0.00%	-	0.00%	-
	100.00%	1,838,821	100.00%	1,167,204	100.00%	962,074
Expenses						
Operations and Maintenance	28.07%	516,221	42.02%	490,495	46.56%	447,897
Sales and Use Costs	9.63%	177,100	14.73%	171,896	14.19%	136,539
Administration Charge	9.71%	178,500	15.29%	178,500	18.55%	178,500
Capital Program	52.59%	967,000	6.35%	74,075	9.60%	92,374
Transfer to Development Fund	0.00%	-	21.61%	252,238	11.10%	106,764
	100.00%	1,838,821	100.00%	1,167,204	100.00%	962,074

CEMETERY

Stats & Trends

SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2018	2017	2016	2015	2014
Sales of Plots and Columbaria					
Lawn Crypts	15	32	80	60	14
Full Burial Plots	91	61	49	30	99
Single Cremation Plots	10	19	15	13	22
Double Cremation Plots	18	15	25	39	31
Columbaria	13	19	11	7	20
Total	147	146	180	149	186
Year End - Sites Available					
Lawn Crypts	109	123	156	234	36
Full Burial Plots	23	89	131	157	186
Single Cremation Plots	131	144	155	162	174
Double Cremation Plots	50	50	57	77	119
Upper Niche Columbaria	252	266	280	289	296
Columbaria Quad	24	24	24	24	24
Wait Lists					
Full Burial Plots/Lawn Crypts	0	0	0	0	57
Double Cremation	0	0	0	0	4
Columbaria Niches	0	0	0	0	0

TREND OF RESOURCE REQUIREMENTS

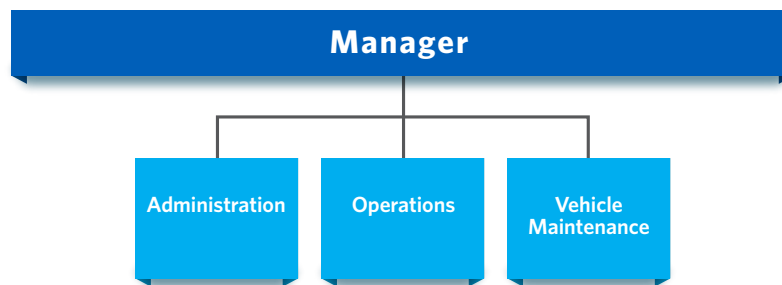
	2018	2017	2016	2015	2014
Salaries & Benefits	452,472	397,186	428,264	433,474	430,624
Supplies & Other Expenses	168,059	145,911	168,476	146,672	136,251
Professional & Consulting	2,845	5,953	3,593	3,758	1,580
Administration Charge	178,500	178,500	178,524	178,784	178,617
Capital Project Costs	74,075	92,374	71,486	323,293	461,824
Recoveries & Allocations	39,015	35,385	39,183	37,666	34,376
Transfers to/(from)	252,238	106,764	351,740	-	(87,030)
Total Expenditures	1,167,204	962,074	1,241,264	1,123,647	1,156,242

TRANSIT

The District's Transportation Services include West Vancouver Blue Bus, the oldest continuously operated municipal bus system in North America. All capital and operating expenditures for Blue Bus are recovered from TransLink. Our mission is to provide safe, convenient and efficient travel. In addition to providing service to over six million passengers on 12 routes, functions also include maintenance of a fleet of conventional buses and community shuttles. Operators are supported by dispatch with our GPS-equipped buses with a Transit Management and Communications system, which also provides Real Time Transit Information to the public.



Gareth Rowlands | Manager of Transit



2018 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

Natural Environment & Climate Action

- completed BC Hydro energy savings lighting changes at the Transit Operations Centre

Traffic & Transportation

- liaised with City of Vancouver and TransLink for 24/7 bus lane designation on Georgia Street to improve bus operating efficiency
- collaborated with TransLink on proposed B-Line bus service implementation

2018 OPERATIONAL ACCOMPLISHMENTS

- completed payroll procedures change for better accuracy and efficiency
- reviewed organization structure at Transit
- completed facility, fleet size and operational requirements by reducing fleet by six vehicles and eliminating 257 route operated by Blue Bus to Coast Mountain Bus Company
- received nine replacement shuttle buses
- received four replacement conventional buses
- replaced roof of Transit Operations Facility
- replaced hoist in Transit Operations Facility

2019 OPERATIONAL INITIATIVES

- bring six replacement conventional buses into service
- bring two replacement community shuttle buses into service
- negotiate a new Collective Agreement with the Amalgamated Transit Union
- continue with emergency preparedness training through North Shore Emergency Management

2019 INITIATIVES TO SUPPORT COUNCIL STRATEGIC GOALS

Mobility

- work with TransLink to review route challenges and improve public transit

Municipal Services

- continue staff development through education and training

TRANSIT

Statement of Operations

	Budget 2019		Actual 2018		Actual 2017	
	%	\$	%	\$	%	\$
Revenue						
External Recoveries	100.00%	18,122,273	100.00%	19,252,447	100.00%	17,570,414
	100.00%	18,122,273	100.00%	19,252,447	100.00%	17,570,414
Expenses						
Administration						
Salaries & Benefits	69.96%	1,200,000	60.94%	970,311	67.74%	842,671
Supplies & Other Expenses	10.51%	180,200	12.15%	193,436	15.20%	189,031
Professional & Consulting	0.23%	4,000	6.08%	96,746	3.77%	46,953
Recoveries & Allocations	19.30%	331,000	20.84%	331,778	13.29%	165,283
	100.00%	1,715,200	100.00%	1,592,271	100.00%	1,243,938
Operations						
Salaries & Benefits	87.73%	9,985,823	87.64%	10,154,172	88.87%	9,616,987
Supplies & Other Expenses	12.26%	1,395,000	12.34%	1,430,358	11.12%	1,202,841
Recoveries & Allocations	0.01%	1,000	0.02%	2,143	0.01%	1,319
	100.00%	11,381,823	100.00%	11,586,672	100.00%	10,821,146
Vehicle Maintenance						
Salaries & Benefits	43.12%	2,166,965	39.42%	2,394,406	38.74%	2,132,772
Supplies & Other Expenses	56.88%	2,858,285	60.49%	3,673,863	61.25%	3,371,929
Recoveries & Allocations	0.00%	-	0.09%	5,234	0.01%	629
	100.00%	5,025,250	100.00%	6,073,503	100.00%	5,505,330
Total Expenses						
Salaries & Benefits	73.68%	13,352,788	70.22%	13,518,889	71.67%	12,592,429
Supplies & Other Expenses	24.46%	4,433,485	27.52%	5,297,657	27.11%	4,763,801
Professional & Consulting	0.02%	4,000	0.50%	96,746	0.27%	46,953
Recoveries & Allocations	1.83%	332,000	1.76%	339,156	0.95%	167,231
	100.00%	18,122,273	100.00%	19,252,447	100.00%	17,570,414
		-		-		-

TRANSIT

Stats & Trends

SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2018	2017	2016	2015	2014
Passenger Statistics					
Total Boardings ¹	6,439,934	5,892,862	5,557,637	7,114,569	6,902,814
On Time Performance ²					
% of Trips Arriving on Time	39.7	38.0	37.0	37.8	n/a
% of Trips Leaving on Time	78.4	76.4	75.3	73.6	n/a
Customer Satisfaction					
West Vancouver Blue Bus	8.1	7.9	8.3	8.2	8.0
TransLink Regional Average	7.9	7.9	7.9	7.7	7.8

¹ The method used to estimate transit ridership at TransLink has undergone some significant changes in 2016. These changes have come about due to the launch of the Compass Card and the way in which new fare media is now used by passengers. Analysis of transaction data from Compass enables ridership estimates to be based on transit usage, as opposed to the traditional means of ticket sales and a periodic Fare Audit Survey (as well as several other data sources).

² With the change in ridership estimation methodology, there is a new statistic, On Time Performance. This data is available from 2015 onwards.

TREND OF RESOURCE REQUIREMENTS

	2018	2017	2016	2015	2014
Salaries & Benefits	13,518,889	12,592,429	11,636,709	11,598,769	10,865,918
Supplies & Other Expenses	5,297,657	4,763,801	3,751,506	4,266,516	4,050,033
Professional & Consulting	96,746	46,953	23,800	6,839	-
Recoveries & Allocations	339,156	167,231	158,810	159,192	154,336
Total Expenditures	19,252,447	17,570,414	15,570,825	16,031,316	15,070,287

GLOSSARY OF TERMINOLOGY

ACRONYMS

CAO: Chief Administrative Officer
DCC: Development Cost Charge
FIPPA: Freedom of Information and Protection of Privacy Act
FSR: Floor Space Ratio
GAAP: Generally Accepted Accounting Principles
GFOA: Government Finance Officers Association of the United States and Canada
GIS: Geographic Information System
GVRD: Greater Vancouver Regional District
GVSD: Greater Vancouver Sewerage & Drainage District
HRIS: Human Resource Information System
IT: Information Technology
NSEM: North Shore Emergency Management
NSRP: North Shore Recycling Program
OCP: Official Community Plan
PSAB: Public Sector Accounting Board
SAC: Seniors' Activity Centre
SCADA: Supervisory Control and Data Acquisition
SCBA: Self Contained Breathing Apparatus
TRRIP: Transit Related Road Infrastructure Program
UBCM: Union of BC Municipalities
WVCCS: West Vancouver Community Centres Society
WVMEA: West Vancouver Municipal Employees' Association
WVML: West Vancouver Memorial Library
WVPD: West Vancouver Police Department

ACCOUNTING PRINCIPLES

A set of generally accepted principles for administering accounting activities and regulating financial reporting.

ACCRUAL BASIS OF ACCOUNTING

Accounting for transactions as they occur, regardless of when cash has been received or expended.

AMORTIZATION

The expensing over a period of years, the cost of fixed assets based on the estimated useful life of the asset.

ANNUAL REPORTING CYCLE

In West Vancouver, this is a formal cycle of quarterly operating financial reports, completed by the annual audited year-end financial statements.

ASSENT-FREE ZONE

Represents the level of debt that a local government may incur without approval of the electors via referendum. Within the assent-free zone, the annual cost of servicing the aggregate liabilities for the year does not exceed five per cent of the statutory annual revenue calculation for the previous year.

ASSET MANAGEMENT PROGRAM

A long-term approach to managing infrastructure assets—it includes planning, designing, investing, maintaining, disposing and, ultimately, replacing for the purposes of extending the useful life of assets and demonstrating long-term sustainability and affordability.

BALANCED BUDGET

A budget in which total revenues are equal to or greater than total expenditures therefore no budget deficit exists.

BASE CASE BUDGET

The first step in the annual budget process that projects the future cost of existing service levels by incorporating anticipated increases to labour and benefits rates, as well as ongoing increases to selective non-labour costs.

BUDGET AMENDMENT

Expenditures under the Financial Plan are authorized by a Budget Bylaw. After the Budget Bylaw is adopted, any significant revisions to the current year planned expenditures must be authorized by a new bylaw called a Budget Amendment Bylaw.

CAPITAL ASSETS

Tangible assets of significant value that have a useful life of greater than one year. See also Infrastructure, Tangible Capital Assets and Depreciation.

CAPITAL PLANNING

Comprises the process of establishing, documenting and regularly reviewing and updating the Five-Year Capital Plan (as well as longer life-cycle infrastructure plans). It involves scoping and prioritizing proposed projects and designating specific funding sources—all within a framework of ongoing affordability.

COLLECTIVE BARGAINING

Non-management District staff are organized within specific union groups (WVMEA, fire, library, transit, police and police civilians) for the purpose of negotiating terms and conditions of employment. Collective bargaining agreements regulate such matters as hours, working conditions, rates of pay, fringe benefits and matters affecting the health and safety of employees.

CONSUMER PRICE INDEX (CPI)

An index maintained by Statistics Canada that tracks monthly and annual price increases to selected 'baskets' of goods and services. The index has lost its usefulness as an indicator of overall annual inflation, partly as a result of the recent volatility of energy and housing costs, which has lead the Bank of Canada to publish an alternative Core CPI. Neither the Statistics Canada nor the Bank of Canada indices reflect particularly well the reality of annual cost increases for local governments, which are predominantly driven by labour agreements, construction costs and levies from regional governments.

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COST DRIVERS

A description of the significant circumstances, events and expenditure categories that influence overall cost structures within the context of a specific local government.

DEBT SERVICE

The annual payment of principal and interest required to retire long-term debt, usually according to a predetermined amortization schedule.

DEPRECIATION

The orderly charge to operations of the costs of capital assets over their estimated useful lives.

DEVELOPMENT COST CHARGES (DCCs)

Levies charged to new developments to offset the costs of providing new infrastructure to service those developments. The expenditure of these funds is governed by legislation and is restricted to the purpose for which they were originally collected.

EAGLE LAKE DEVELOPMENT PLAN

The long-term strategy to maximize the use of water from Eagle Lake, thereby reducing costs to residents and further lessening the District's dependence on water from Metro Vancouver.

ENDOWMENT RESERVE FUND

In West Vancouver, this special reserve fund was established with an endowment feature—a minimum threshold value set at \$18,000,000 that is to remain unexpended. Amounts in the reserve above the threshold amount are a significant funding source for the capital program.

EXPENDITURES BY FUNCTION

Reporting of expenditures by functional purpose, such as fire prevention and information systems. Expenditures by function aggregate the salaries and benefits, materials and supplies, etc. devoted to that function.

EXPENDITURES BY OBJECT

Reporting of expenditures by type, such as salaries, benefits, materials and supplies, regardless for which functional unit the expenditures were made.

FINANCIAL PLAN

Incorporates the budget for the current year and high-level projections of revenues and expenditures for the subsequent four years. The Financial Plan is embedded in an annual bylaw that provides statutory approval for the expenditure of funds according to the current year budget.

FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT (FIPPA)

Legislation that grants individuals rights to access certain information held by local governments and protects the privacy of individuals by placing restrictions on the kinds of information that local governments may collect and how it may be disclosed.

FULL-TIME EQUIVALENTS (FTEs)

A conversion measure to express all staffing (temporary, part-time, etc) in terms of a common full-time denominator.

FUND

Standalone high-level business entities that engage in specific service activities. Each Fund has its own particular revenues, expenditures, reserves and capital program. Each Fund also has its own particular approach to budgeting and rate setting. Example Funds are the General Fund that sets annual tax rates and the Water Utility Fund that sets the annual user rates for water.

GENERAL FUND

The primary fund of a government that records all assets, liabilities, receipts and payments that do not belong to another fund.

GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA) OF THE UNITED STATES AND CANADA

Promotes the enhancement and professional management of governments for the public benefit by identifying and developing financial policies and best practices, and promoting them through education, training, leadership and annual awards programs.

INFRASTRUCTURE

A generic term to describe the essential physical assets that enable local governments to provide their services, such as roads and water mains. See also Capital Assets and Tangible Capital Assets.

LABOUR MODEL

In West Vancouver, this is a detailed and comprehensive financial model that tracks all authorized staffing positions and enables the accurate projection of future labour and benefits costs by business unit and by division.

MASTER PLANS

Support plans to the Official Community Plan that cover such matters as parks planning, local and neighbourhood plans, transportation and road networks, climate action planning, among others.

OFFICIAL COMMUNITY PLAN (OCP)

The ultimate local government planning document by which a community defines itself. The OCP lays out high-level policy statements on such matters as land use, zoning, servicing, community amenities and finances.

PROGRAMS vs. PROJECTS

Programs tend to involve ongoing services and activities, and are embedded in base budgets, whereas projects tend to be shorter-lived, possibly one-time, and change frequently in response to annual requirements.

PROPERTY ASSESSMENT CYCLE

The BC Assessment Authority is responsible for establishing assessed values of all properties in the District and reports those values according to an annual cycle. A Preview Roll, with properties valued as at July 1, reflects new construction and zoning changes up to October 31. It is produced in early November, consists of high-level totals by property class and is usually incomplete as to new construction additions.

A Completed Roll is produced by December 31 and reflects all assessment data for the coming year. This roll is the basis for the individual assessment notices that are mailed to property owners in early January. A Revised Roll, produced as at March 31 and containing adjustments due to successful assessment appeals, forms the basis of the annual property tax calculation and levy.

PROPERTY ASSESSMENT SKEWING

Refers to the fact that market value increases and decreases are not consistent throughout the District. Assessments vary widely depending on housing type, neighbourhood location and various other factors. This has implications on the apparent tax increase experienced by each homeowner, as tax rates are established according to District-wide assessment averages, not individual property assessments.

PROPERTY TAX RATE MULTIPLES

Different tax rates are applied to different classes of property. The tax rate multiple is the expression of a class tax rate in relation to the residential tax rate. For example, a class multiple of 2.5 means a tax rate that is two and a half times the residential tax rate.

PROVISIONAL TRANSFERS OF RESERVES

The District makes extensive use of reserve funds to manage contingent expenditures. These are expenditures, such as snow removal costs, which are likely to happen at some point, but where timing and level of expenditure cannot be predicted. Provisional reserve transfers are included in the financial plan so that if these expenditures arise, they can be funded. Funding is approved by Council resolution.

PUBLIC SECTOR ACCOUNTING AND AUDITING BOARD (PSAB) OF THE CANADIAN INSTITUTE OF CHARTERED ACCOUNTANTS

The PSAB recommends and prescribes accounting and reporting standards for the public sector.

PAY-AS-YOU-GO

An approach to funding of capital projects that emphasizes the use of current revenues and reserve balances without resorting to debt.

SERVICE LEVEL

A high-level description of the extent of a particular service offering, usually referencing a blend of quantity, frequency and quality that most often correlates to staffing levels. When service levels are described as high, it usually indicates a higher staffing commitment and hence higher costs per unit of overall service.

SHARED SERVICES

Business units that provide services on a shared basis to other business units. Their costs are charged to other business units based on a per unit of service charge and the amount of service consumed. Fleet Services and the District garage are examples of shared services.

TANGIBLE CAPITAL ASSETS

Formal terminology referring to non-financial assets that have physical substance held for use in the supply of goods and services, have economic useful lives greater than one year and are not held for resale in the ordinary course of operations.

WATER CONSERVATION STRATEGY

A long-term strategy to emphasize responsible stewardship of this valuable resource. Through the implementation of universal metering, overall water consumption in the District has decreased and the implementation of user rates based on consumption ensures equitability amongst residents.

WEST VANCOUVER COMMUNITY CENTRES SOCIETY (WVCCS)

An independent society organized to add value to programs and services offered at the West Vancouver Community Centre and Aquatic Centre, and to engage members of the Society and public in new ways.



west vancouver