

FOURTH QUARTER FINANCIAL REPORT

2018



MARCH 20, 2019

westvancouver

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**DISTRICT OF WEST VANCOUVER
2018 FOURTH QUARTER FINANCIAL REPORT**

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**DISTRICT OF WEST VANCOUVER
2018 FOURTH QUARTER SUMMARY**

The fourth quarter financial report includes a review of operating results, capital expenditures, reserve balances, and procurement statistics to December 31. It includes analysis of actual results to the year-to-date (YTD) budget, and comparisons of anticipated forecast results to the amended budget for the year. The budget amendment was approved by Council on October 1st 2018. Highlights of the operating and capital results are summarized below.

General Fund - Operating Results

At the end of the fourth quarter, compared to the YTD budget, revenues over expenditures exceeded the target by \$533k.

Revenues

Revenue Item	YTD Result (in millions)	YTD Budget (in millions)	YTD Variance (in millions)
General Taxation	\$ 71.48	\$ 71.38	\$ 0.11
Fees & Charges	\$ 15.86	\$ 15.09	\$ 0.77
Licenses & Permits	\$ 9.31	\$ 8.70	\$ 0.61
Other Revenue	\$ 8.15	\$ 6.67	\$ 1.47
Government Grants	\$ 1.12	\$ 1.07	\$ 0.05
Transfer In	\$ 2.00	\$ 3.30	\$ (1.30)
Total	\$ 107.92	\$ 106.22	\$ 1.71

Revenue (not including third party works & non-recurring items) exceeded budget by \$1.71m (1.6%), variances include:

- increased development activity in the District resulting in higher collection of third party administration fees;
- higher than anticipated admissions and program revenue from Aquatic Centre and Community Centre;
- more inspection and building permits issued than expected;
- monthly recognition of interest income from CIBC high interest savings account;
- increase in investment returns due to diversifying investment portfolio and increases in prime interest rate; and
- higher than budgeted penalties and interest income from late tax payment.

Expenditures

Expenditure Item	YTD Result (in millions)	YTD Budget (in millions)	YTD Variance (in millions)
Administrative Services	\$ 2.71	\$ 2.72	\$ 0.01
Human Resources	\$ 1.83	\$ 1.87	\$ 0.04
Financial Services	\$ 2.75	\$ 2.79	\$ 0.05
Police Services	\$ 15.64	\$ 15.91	\$ 0.26
Fire & Rescue Services	\$ 16.18	\$ 16.36	\$ 0.18
Engineering & Transportation Services	\$ 4.94	\$ 5.00	\$ 0.06
Corporate Services	\$ 9.99	\$ 9.95	\$ (0.04)

**DISTRICT OF WEST VANCOUVER
2018 FOURTH QUARTER SUMMARY**

Planning & Development Services	\$ 5.19	\$ 5.31	\$ 0.12
Parks, Culture & Community Services	\$ 19.56	\$ 19.55	\$ (0.01)
Library Services	\$ 4.65	\$ 4.68	\$ 0.03
General Government	\$ 5.29	\$ 5.89	\$ 0.60
Tax Transfer to Asset Reserves	\$ 13.04	\$ 13.04	\$ -
Transfers to Reserves	\$ 5.14	\$ 2.73	\$ (2.41)
Total	\$ 106.91	\$ 105.80	\$ (1.11)

Expenditures (not including third party works & non-recurring items) exceeded budget by \$1.11m (1.1%) due to:

- unbudgeted year end transfer from surplus to contingency reserves;
- savings on legal, IT, consulting spending; and
- lower labour costs as a result of vacancies, delays in hiring, staff leaves, and budget timing.

Third Party Works & Non-Recurring Items

Both third party works revenues and expenditures were higher than budget due to increased demand from development activity.

Land development costs are generally offset by land sales proceeds, with net proceeds transferred to the Land Reserve.

Community amenity contributions (CACs) are a voluntary contribution from developers to the municipality. It has been the practice of the District of West Vancouver to receive 75 per cent of the estimated lift in land value resulting through rezoning as a community amenity contribution. A total of \$13.3m CACs were received from developers in connection with 752 Marine Drive and 303 Marine Drive and an additional \$38k was received from a property owner in connection with a rezoning of a single family dwelling.

Funding required for one-time initiatives which are non-capital projects and which address improvements in efficiency and effectiveness was lower than anticipated due to capacity issues and changes in external circumstance. As a result, not all planned projects were completed in 2018.

Detailed variance explanations are provided in the notes to the General Fund operating results.

Utility and Other Funds

Water Utility – Water consumption is seasonal and difficult to predict accurately. User fee revenues and water purchase expenditures were higher than budget due to higher demand in summer months. The capital work program was delayed or postponed to offset the operating shortfall.

Sewer Utility – Sewer revenue is unfavourable due to lower consumption from commercial and multi-family compared to modelled estimates. Heavy rain and flooding led to higher than projected expenses in flood control, and to the capital program spending being postponed.

Solid Waste – A new contract for collection came into effect July 2018, and costs decreased with the commencement of the new contract. The implementation of the full streetscape recycling program was postponed to 2019 resulting in a favorable variance in public realm refuse.

Golf Fund – Revenue is favorable due to good playing weather. Expenses on the other hand are unfavourable due to unforeseen safety repairs at Ambleside Par 3 and growth in rentals at Gleneagles Clubhouse.

**DISTRICT OF WEST VANCOUVER
2018 FOURTH QUARTER SUMMARY**

Cemetery Fund – The Cemetery Fund is favourable to budget due to higher than expected interment and demand for grave spaces. The capital work program started in late 2018 will continue in 2019.

Capital Program

Capital projects have been initiated and purchase commitments related to these projects have been made since the approval of the financial plan. There were no material variances in capital expenditures for 2018. Most of the remaining budget is related to a number of roads and transportation projects for which the unspent budget in 2018 will be carried forward for completion of projects in 2019. Other projects for which budget will be carried forward to 2019 include Ice Arena improvement, Aquatic Centre change room upgrades, Horseshoe Bay pier repair, Horseshoe Bay park revitalization and Ambleside waterfront concept plan implementation, and IT system replacement and updates.

Reserves & DCCs

The reserves and DCCs as at December 31 total \$125m. There is also \$7.1m that is held in trust. Further details are provided on the reserves schedules.

Procurement Statistics & Contracts Awarded

The fourth quarter report includes an update on procurement activity to December 31 and the award of contracts over \$75k in value (excluding tax). Contracts that are individually reported to Council or the Finance Committee are not reported here. Also excluded from this report are contracts related to West Vancouver Transit, the West Vancouver Police Department, and the West Vancouver Memorial Library.

The District's Purchasing Policy outlines the governing principles and guides the activity of the purchasing function. Awarded contracts are within approved budget limits, and have been approved by staff with appropriate acquisition and commitment authority. The contract value reported is the value at the time of contract award, which is subject to change.

DISTRICT OF WEST VANCOUVER
GENERAL FUND RESULTS
FOR THE PERIOD ENDING DECEMBER 31, 2018
GENERAL FUND OPERATING RESULTS (\$ 000's)

	2018 to Dec 31st				2018 Annual Forecast			2018		2017	Notes
	YTD Results	YTD Budget	YTD Variance	YTD % Variance	Projected Amount	Projected Variance to Budget	% Variance	Annual Approved Budget	%	Prior Year YTD Results	
REVENUE											
General Taxation	71,482	71,377	105	0.1%	71,377	0	0.0%	71,377	100.1%	68,195	Notes 1 -
Fees & Charges	15,858	15,091	767	5.1%	15,168	77	0.5%	15,091	105.1%	15,514	13 are
Licences & Permits	9,312	8,702	610	7.0%	8,209	(493)	-5.7%	8,702	107.0%	8,425	reflected
Other Revenue	8,148	6,674	1,474	22.1%	6,718	43	0.7%	6,674	122.1%	6,209	on the
Government Grants	1,121	1,073	48	4.4%	1,075	2	0.2%	1,073	104.4%	1,120	Revenue
Other Transfers	2,002	3,299	(1,297)	-39.3%	3,096	(203)	-6.2%	3,299	60.7%	2,116	Summary
REVENUE TOTAL	107,923	106,216	1,707	1.6%	105,642	(574)	-0.5%	106,216	101.6%	101,579	
EXPENDITURES											
Administrative Services	2,712	2,724	12	0.4%	2,763	(40)	-1.5%	2,724	99.6%	2,556	
Human Resources	1,832	1,868	36	1.9%	1,829	39	2.1%	1,868	98.1%	1,582	
Financial Services	2,747	2,794	47	1.7%	2,824	(29)	-1.1%	2,794	98.3%	2,589	
Police Services	15,642	15,906	264	1.7%	15,891	15	0.1%	15,906	98.3%	15,168	14
Fire & Rescue Services	16,177	16,361	183	1.1%	16,227	133	0.8%	16,361	98.9%	15,667	15
Engineering & Transportation Services	4,944	5,004	60	1.2%	4,956	48	1.0%	5,004	98.8%	4,764	
Corporate Services	9,991	9,948	(44)	-0.4%	9,946	2	0.0%	9,948	100.4%	9,648	
Planning & Development Services	5,190	5,315	125	2.3%	5,315	0	0.0%	5,315	97.7%	4,663	16
Parks, Culture & Community Services	19,560	19,548	(11)	-0.1%	19,608	(60)	-0.3%	19,548	100.1%	19,086	
Library Services	4,650	4,676	26	0.6%	4,657	19	0.4%	4,676	99.4%	4,465	
General Government (Schedule A)	5,292	5,890	598	10.2%	5,775	116	2.0%	5,890	89.8%	4,966	See below
	88,738	90,033	1,296	1.4%	89,789	244	0.3%	90,033	98.6%	85,155	
Tax Transfer to Asset Reserves	13,036	13,036	0	0.0%	13,036	0	0.0%	13,036	100.0%	11,986	
Transfers to Reserves	5,139	2,729	(2,409)	-88.3%	2,592	137	5.0%	2,729	188.3%	3,549	17
EXPENDITURES TOTAL	106,912	105,799	(1,114)	-1.1%	105,417	381	0.4%	105,799	101.1%	100,689	
EXCESS REVENUES OVER EXPENDITURES	1,011	418	593	142.0%	225	(193)		418		890	
THIRD PARTY WORKS & NON-RECURRING ITEMS											
REVENUE											
Third Party Works	3,502	2,801	701	25.0%	2,801	0	0.0%	2,801	125.0%	3,750	18
Gain on Sale of Land	1,802	7,000	(5,198)	-74.3%	7,000	0	0.0%	7,000	25.7%	6	19
Amenity Contributions	14,386	0	14,386		0	0		0		8,350	20
Transfer In for One-Time Initiatives	142	1,061	(919)	-86.6%	1,061	0	0.0%	1,061	13.4%	495	
REVENUE TOTAL	19,832	10,862	8,970		10,862	0	0.0%	10,862	182.6%	12,601	
EXPENDITURES											
Third Party Works	3,502	2,801	(701)	-25.0%	2,801	0	0.0%	2,801	125.0%	3,751	18
Land Management Costs & Transfer Proceeds	1,802	6,921	5,119	74.0%	6,921	0	0.0%	6,921	26.0%	7	19
Transfer to Amenity Contributions Reserve	14,386	0	(14,386)		0	0		0		8,350	20
One-Time Initiatives	620	1,558	938	60.2%	1,561	(3)	-0.2%	1,558	39.8%	978	21
EXPENDITURES TOTAL	20,309	11,280	(9,030)		11,283	(3)	-0.0%	11,280	180.1%	13,086	
EXCESS REVENUES OVER EXPENDITURES	(478)	(418)	(60)	14.3%	(421)	(3)		(418)		(485)	
TOTAL EXCESS REVENUES OVER EXPENDITURES	533	0	533		(196)	(196)	0.0%	0	0.0%	405	

Schedule A - General Government Details											
Legal & Severance	926	1,380	454	32.9%	1,380	0	0.0%	1,380	67.1%	1,062	22
Property & Liability Insurance	961	1,025	64	6.2%	981	44	4.3%	1,025	93.8%	865	23
Fiscal Services	2,165	2,237	73	3.3%	2,182	55	2.5%	2,237	96.7%	2,379	
Grants in Aid	460	464	4	0.8%	464	0	0.0%	464	99.2%	435	
Election	242	242	(0)	-0.0%	242	0	0.0%	242	100.0%	1	
Employee Engagement	18	25	7	28.9%	25	0	0.0%	25	71.1%	10	
Business Improvement Area Levy	500	500	0	0.0%	500	0	0.0%	500	100.0%	500	
Benefits Change Savings	20	17	(4)		0	17	100.0%	17		(286)	
	5,292	5,890	598	10.2%	5,775	116	2.0%	5,890	89.8%	4,966	

DISTRICT OF WEST VANCOUVER
GENERAL FUND RESULTS
FOR THE PERIOD ENDING DECEMBER 31, 2018

REVENUE SUMMARY (\$ 000's)

	2018 to Dec 31st				2018 Annual Forecast			2018		2017	Notes
	YTD Result	YTD Budget	YTD Variance	YTD % Variance	Projected Amount	Projected Variance to Budget	% Variance	Annual Approved Budget	%	Prior Year YTD Results	
GENERAL TAXATION											
Municipal Taxes	70,079	69,948	131	0.2%	69,948	0	0.0%	69,948	100.2%	66,789	
Specified Area	532	520	12	2.3%	520	0	0.0%	520	102.3%	520	
Grants in Lieu	872	910	(38)	-4.1%	910	0	0.0%	910	95.9%	886	
	<u>71,482</u>	<u>71,377</u>	<u>105</u>	<u>0.1%</u>	<u>71,377</u>	<u>0</u>	<u>0.0%</u>	<u>71,377</u>	<u>100.1%</u>	<u>68,195</u>	
FEES AND CHARGES											
Police	173	161	13	8.0%	161	(0)	-0.0%	161	108.0%	161	
Engineering & Transportation Services	748	390	358	91.7%	390	0	0.0%	390	191.7%	478	¹
Parks, Culture & Community Services	11,540	11,207	333	3.0%	11,260	53	0.5%	11,207	103.0%	11,561	²
Library	89	92	(3)	-3.1%	102	10	10.9%	92	96.9%	89	
First Nations	2,492	2,440	52	2.1%	2,440	0	0.0%	2,440	102.1%	2,444	³
Fire & Rescue Services	269	227	42	18.6%	239	12	5.4%	227	118.6%	219	⁴
Parking Tickets	335	398	(62)	-15.6%	398	0	0.0%	398	84.4%	372	⁵
Vehicle Towing	30	30	0	0.0%	30	0	0.0%	30	100.0%	30	
General Admin & Finance Fees	181	147	34	23.2%	149	2	1.3%	147	123.2%	161	⁶
	<u>15,858</u>	<u>15,091</u>	<u>767</u>	<u>5.1%</u>	<u>15,168</u>	<u>77</u>	<u>0.5%</u>	<u>15,091</u>	<u>105.1%</u>	<u>15,514</u>	
LICENCES AND PERMITS											
Business Licences	1,373	1,292	81	6.3%	1,292	0	0.0%	1,292	106.3%	1,333	⁷
Inspection Permits	6,212	5,667	546	9.6%	5,667	0	0.0%	5,667	109.6%	5,847	⁸
Other Permits/Licences	1,727	1,743	(17)	-0.9%	1,250	(493)	-28.3%	1,743	99.1%	1,244	
	<u>9,312</u>	<u>8,702</u>	<u>610</u>	<u>7.0%</u>	<u>8,209</u>	<u>(493)</u>	<u>-5.7%</u>	<u>8,702</u>	<u>107.0%</u>	<u>8,425</u>	
OTHER REVENUE											
Administration Fees (TransLink/Utilities)	1,055	1,050	5	0.5%	1,050	0	0.0%	1,050	100.5%	605	
Interest on Investments	2,568	1,300	1,268	97.5%	1,300	0	0.0%	1,300	197.5%	969	⁹
Tax Penalties & Interest	906	744	162	21.8%	744	0	0.0%	744	121.8%	831	¹⁰
Library Contributions	214	247	(34)	-13.6%	234	(14)	-5.5%	247	86.4%	114	¹¹
Taylor Way Lease	259	248	11	4.4%	248	0	0.0%	248	104.4%	248	
Lease & Rentals	2,033	1,989	44	2.2%	2,039	50	2.5%	1,989	102.2%	2,073	
Miscellaneous	1,114	1,096	18	1.7%	1,102	7	0.6%	1,096	101.7%	1,369	
	<u>8,148</u>	<u>6,674</u>	<u>1,474</u>	<u>22.1%</u>	<u>6,718</u>	<u>43</u>	<u>0.7%</u>	<u>6,674</u>	<u>122.1%</u>	<u>6,209</u>	
GOVERNMENT GRANTS											
Provincial Revenue Sharing	655	672	(17)	-2.6%	672	0	0.0%	672	97.4%	674	
Library	155	157	(2)	-1.5%	159	2	1.0%	157	98.5%	190	
Other	311	244	67	27.6%	244	0	0.0%	244	127.6%	255	¹²
	<u>1,121</u>	<u>1,073</u>	<u>48</u>	<u>4.4%</u>	<u>1,075</u>	<u>2</u>	<u>0.2%</u>	<u>1,073</u>	<u>104.4%</u>	<u>1,120</u>	
OTHER TRANSFERS											
Transfer In from Reserves	2,002	3,299	(1,297)	-39.3%	3,096	(203)	-6.2%	3,299	60.7%	2,116	¹³
	<u>2,002</u>	<u>3,299</u>	<u>(1,297)</u>	<u>-39.3%</u>	<u>3,096</u>	<u>(203)</u>	<u>-6.2%</u>	<u>3,299</u>	<u>60.7%</u>	<u>2,116</u>	
TOTAL REVENUE	<u>107,923</u>	<u>106,216</u>	<u>1,707</u>	<u>1.6%</u>	<u>105,642</u>	<u>(574)</u>	<u>-0.5%</u>	<u>106,216</u>	<u>101.6%</u>	<u>101,579</u>	

**DISTRICT OF WEST VANCOUVER
NOTES TO GENERAL FUND RESULTS
FOR THE PERIOD ENDING DECEMBER 31, 2018**

REVENUES

FEES AND CHARGES

- 1 **Engineering & Transportation Services** - Increased development activity within the District drove demand for third party works resulting in more administration fees collected. Advertising revenue is higher than anticipated.
- 2 **Parks, Culture & Community Services** - Community Services revenues are higher than expected in the Aquatic Centre and Community Centre for admissions and programs, with program revenue growth having offsetting costs. Parks revenue is favourable due to increased film and cabin revenue, and recoveries associated with the Whyte Lake Fire. Culture revenues are higher than expected due to food and beverage sales with offsetting event costs.
- 3 **First Nations** - Revenue received is based on roll changes from the previous year and the service agreement. YTD revenue is increased from last year and favourable to budget.
- 4 **Fire & Rescue Service** - YTD revenue is higher than budget in FSP reviews, fire plan reviews and fire permits.
- 5 **Parking Tickets** - The parking fines revenue is slowly recovering from vacant position and equipment malfunctioning at the beginning of the year, however, a slow start resulted in YTD revenue being under budget.
- 6 **General Admin & Finance Fees** - YTD revenue is higher than budget due to additional admin revenues from project management for Cypress Village.

LICENCES AND PERMITS

- 7 **Business Licences** - YTD revenue is increased from last year and favourable to budget.
- 8 **Inspection Permits** - YTD building permits revenue is significantly higher than budget due to the combination of upward market trends, increased permit extensions and revisions.

OTHER REVENUE

- 9 **Interest on Investments** - The District of West Vancouver moved the majority of its MFA investments from bond fund to the Pooled High Interest Savings account. The Bank of Canada raised interest rates several times in the year. This strategic move and more efficient cash management resulted in the District almost doubling its investment revenue.
- 10 **Tax Penalties & Interest** - YTD revenue is favourable due to higher than budgeted penalty and interest charges on late tax payment.
- 11 **Library Contributions** - Third party Foundation and Friends donations correspond to actual expenditures.

GOVERNMENT GRANTS

- 12 **Other** - YTD revenue is higher than budget due to unbudgeted grants from BC Hydro for the Energy Step Code program, and from the RCMP for the Prisoner Keep program. Police has received more than anticipated in grants from the Province for the Victim Services program.

OTHER TRANSFERS

- 13 **Transfer In from Reserves** - Overall stronger financial results led to a lower impact on reserve funding than anticipated. Transfer in from Operating Reserve is under budget due to saving from legal and consulting costs, snow removal cost, and employee training program.

**DISTRICT OF WEST VANCOUVER
NOTES TO GENERAL FUND RESULTS
FOR THE PERIOD ENDING DECEMBER 31, 2018**

EXPENDITURES

- 14 **Police Services** - YTD expenditures are favourable to budget mainly due to savings from Worksafe and other leaves, and a lag of vacancies and new hires. Police also benefited from savings on legal and consulting costs due to fewer issues, and savings from IT system costs.
- 15 **Fire & Rescue Services** - YTD expenditures are favourable due to labour cost savings from unexpected staff changes and gapping of Assistant Chief position, as well as a credit received from E-Comm related to a radio hardware buyout.
- 16 **Planning & Development Services** - Salary costs are favourable to budget due to delay in filling vacancies which has helped to offset overtime and temporary staff costs arising from workload issues.
- 17 **Transfers to Reserves** - To prepare for future unforeseen events, several transfers were made to provide contingency reserves for items such as legal costs, wage/labour settlements, and to boost existing reserves such as the innovation fund.

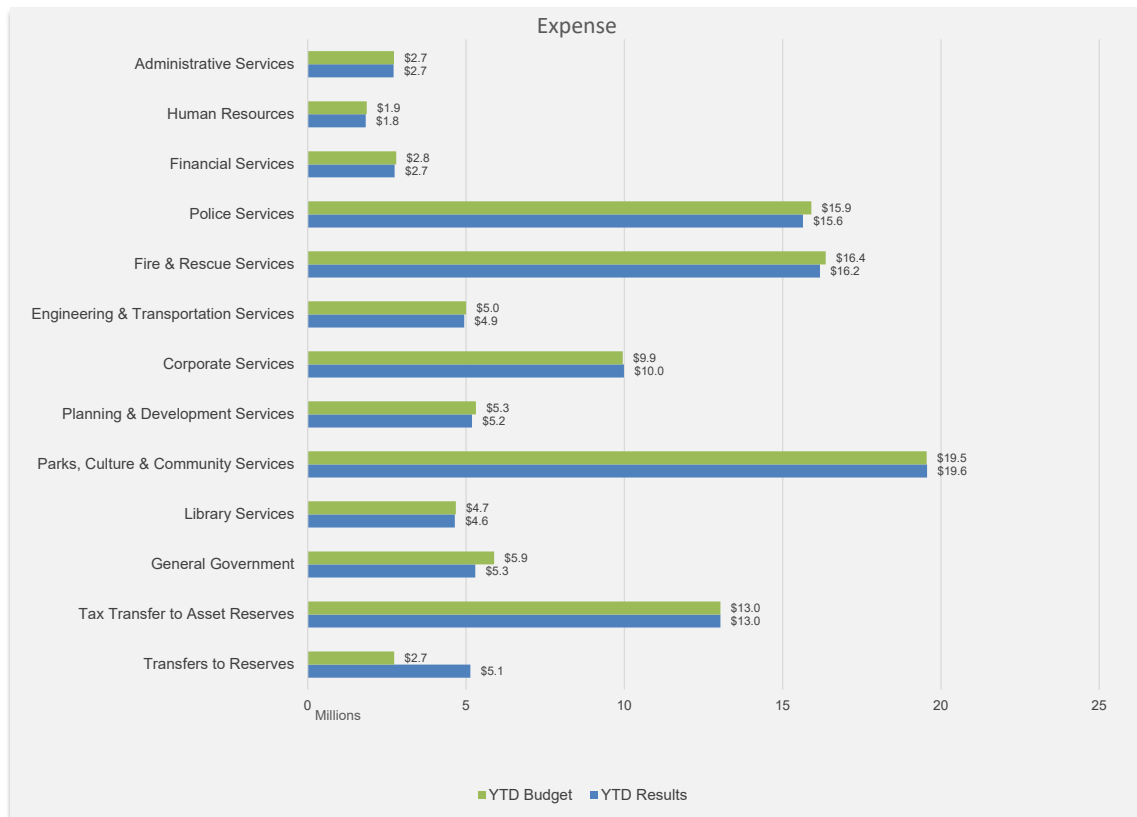
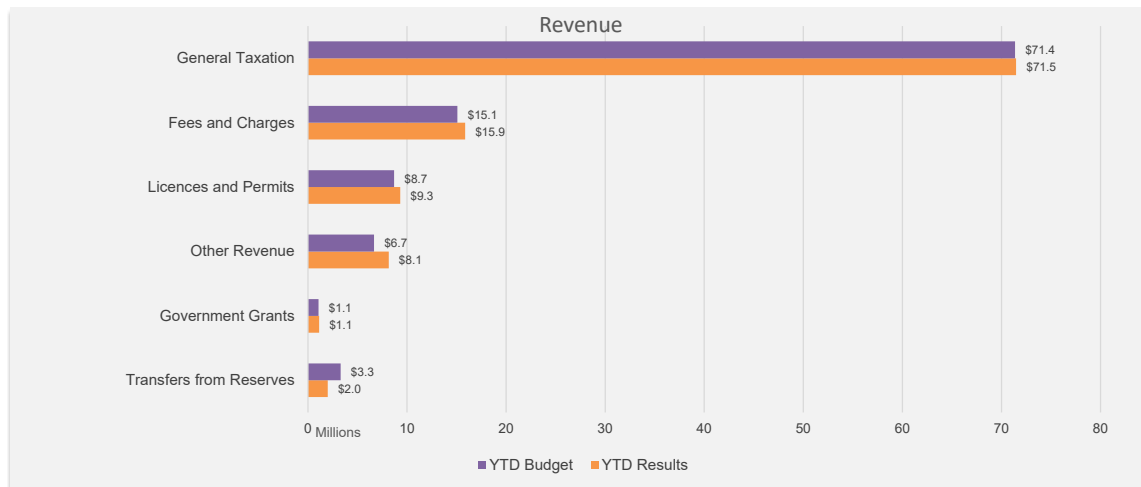
THIRD PARTY WORKS & NON-RECURRING ITEMS

- 18 **Third Party Works** - Increased demand for third party works is offset by increased third party works revenue.
- 19 **Land Sales & Costs** - There were various properties under review and discussion for possible sale, but they were not completed in 2018, which resulted in an unfavourable revenue variance with an offsetting favourable expenditure variance. Costs are incurred to manage the use and development of land resources. Net proceeds earned at sale completion will be transferred to the Land Reserve.
- 20 **Amenity Contributions** - Community Amenity Contributions are not budgeted. \$14.4m was received throughout the year to benefit the improvement of the District, and was transferred to the Amenity Fund.
- 21 **One-Time Initiatives** - These initiatives are non-capital project expenditures, including consulting engagements that are one-time in nature. Due to timing issues, some of these initiatives are not complete by year end and projects will be carried forward to 2019. Funds have been transferred to a reserve to fund those projects.

SCHEDULE A - GENERAL GOVERNMENT DETAILS

- 22 **Legal & Severance** - YTD expenditures are favourable to budget due to lower than anticipated severance payments and savings on legal consulting costs.
- 23 **Property & Liability Insurance** - MIA (Municipal Insurance Association) have decreased rates resulting in savings in the District's premiums.

**DISTRICT OF WEST VANCOUVER
NOTES TO GENERAL FUND RESULTS
FOR THE PERIOD ENDING DECEMBER 31, 2018**



DISTRICT OF WEST VANCOUVER
WATER FUND RESULTS & ANNUAL FORECAST
FOR THE PERIOD ENDING DECEMBER 31, 2018

WATER UTILITY (\$000's)

	2018				2018 Annual Forecast			2018		2017	Notes
	YTD Results	YTD Budget	YTD Variance	YTD % Variance	Projected Results	Projected Variance to Budget	% Variance	Annual Approved Budget	%	Prior Year YTD Results	
REVENUE											
User Fees	14,806	13,863	943	6.8%	13,863	0	0.0%	13,863	106.8%	12,910	¹
Meter Rental Charges	510	520	(10)	-2.0%	512	(8)	-1.5%	520	98.0%	517	
Micro Power Generation	21	30	(9)	-30.6%	18	(12)	-40.0%	30	69.4%	34	
Development Contributions	0	0	0		0	0		0		1,720	
Recoveries	58	142	(84)	-59.1%	70	(72)	-50.6%	142	40.9%	91	²
Other Revenue	20	225	(205)	-91.2%	15	(210)	-93.3%	225	8.8%	49	³
Transfers In	0	104	(104)	-100.0%	104	0	0.0%	104	0.0%	546	⁴
	<u>15,414</u>	<u>14,884</u>	<u>530</u>	<u>3.6%</u>	<u>14,582</u>	<u>(302)</u>	<u>-2.0%</u>	<u>14,884</u>	<u>103.6%</u>	<u>15,866</u>	
EXPENDITURE											
Water Purchases	3,970	3,431	(539)	-15.7%	3,431	0	0.0%	3,431	115.7%	4,138	⁵
Administration Fee	330	330	0	0.0%	330	0	0.0%	330	100.0%	200	
Operations & Maintenance	3,973	4,371	398	9.1%	4,371	0	0.0%	4,371	90.9%	4,070	⁶
Capital Program	2,590	5,269	2,679	50.8%	5,269	0	0.0%	5,269	49.2%	5,392	⁷
Debt Service	1,996	1,996	0	0.0%	1,996	0	0.0%	1,996	100.0%	2,067	
	<u>12,859</u>	<u>15,397</u>	<u>2,538</u>	<u>16.5%</u>	<u>15,397</u>	<u>0</u>	<u>0.0%</u>	<u>15,397</u>	<u>83.5%</u>	<u>15,866</u>	
EXCESS REVENUES OVER EXPENDITURES	<u>2,555</u>	<u>(513)</u>	<u>3,069</u>		<u>(815)</u>	<u>(302)</u>		<u>(513)</u>		<u>0</u>	
Prior year adjustment	0	0	0		0	0		0		0	
EXCESS REVENUES OVER EXPENDITURES	<u>2,555</u>	<u>(513)</u>	<u>3,069</u>		<u>(815)</u>	<u>(302)</u>		<u>(513)</u>		<u>0</u>	⁸

Notes:

¹ YTD revenue is favourable due to higher than predicted water consumption in summer months. This is offset partially by higher water purchase costs.

² YTD revenue is under budget due to the difference between hourly charge out rates for utility vehicles and the cost of maintenance.

³ This revenue is from special meter read fees, external recovery and interest income, most of them are non-recurring. YTD revenue is unfavourable due to its one time nature and the budget will be reviewed in 2019 to ensure accuracy.

⁴ Transfers from the Water Reserve Fund was not required due to year end positive financial result. The operational shortfall was offset by savings from capital programs.

⁵ Higher water consumption resulted in more water purchases.

⁶ YTD expenditures are under budget in the area of reactive maintenance.

⁷ Capital program expenditures are delayed or postponed.

⁸ Significant savings in capital spending in 2018 resulted in annual surplus and a small portion of it is used to offset operating deficit. The balance is transferred to the Water Reserve Fund.

DISTRICT OF WEST VANCOUVER
SEWER FUND RESULTS & ANNUAL FORECAST
FOR THE PERIOD ENDING DECEMBER 31, 2018

SEWER UTILITY (\$000's)

	2018				2018 Annual Forecast			2018		2017	Notes
	YTD Results	YTD Budget	YTD Variance	YTD % Variance	Projected Results	Projected Variance to Budget	% Variance	Annual Approved Budget	%	Prior Year YTD Results	
REVENUE											
User Fees	16,141	17,241	(1,099)	-6.4%	17,241	0	0.0%	17,241	93.6%	14,608 ¹	
Development Cost Charges	0	0	0		0	0		0		0	
Developer Contributions	0	0	0		0	0		0		1,984	
Recoveries	58	137	(78)	-57.5%	137	0	0.0%	137	42.5%	91 ²	
Other Revenue	0	40	(40)	-100.0%	40	0	0.0%	40	0.0%	(1)	
Transfers In	0	175	(175)	-100.0%	175	0	0.0%	175	0.0%	984 ³	
	<u>16,199</u>	<u>17,592</u>	<u>(1,393)</u>	<u>-7.9%</u>	<u>17,592</u>	<u>0</u>	<u>0.0%</u>	<u>17,592</u>	<u>92.1%</u>	<u>17,666</u>	
EXPENDITURE											
GVSDD Levy	6,434	6,501	67	1.0%	6,501	0	0.0%	6,501	99.0%	6,034	
Administration Fee	330	330	0	0.0%	330	0	0.0%	330	100.0%	200	
Sanitary Operations & Maintenance	1,648	1,678	30	1.8%	1,678	0	0.0%	1,678	98.2%	1,480	
Storm Operations & Maintenance	1,149	868	(280)	-32.3%	868	(0)	-0.0%	868	132.3%	915 ⁴	
Capital Program	4,214	9,146	4,932	53.9%	9,146	0	0.0%	9,146	46.1%	5,652 ⁵	
	<u>13,774</u>	<u>18,523</u>	<u>4,749</u>	<u>25.6%</u>	<u>18,523</u>	<u>0</u>	<u>0.0%</u>	<u>18,523</u>	<u>74.4%</u>	<u>14,282</u>	
EXCESS REVENUES OVER EXPENDITURES	<u>2,425</u>	<u>(931)</u>	<u>3,356</u>		<u>(931)</u>	<u>0</u>		<u>(931)</u>		<u>3,385</u> ⁶	

Notes:

¹ Commercial and multi-family sewer charges are based on water consumption which was lower than expected, as a result, YTD revenue is unfavourable.

² YTD revenue is under budget due to the difference between hourly charge out rates for utility vehicles and the cost of maintenance. Chargeout rates have been reviewed and will increase in 2019.

³ Transfers from the Sewer and Drainage Reserve Fund was not required due to year end positive financial result.

⁴ Storm expenses are unfavourable due to higher than expected spending for flood control and drainage system upgrades, and some catch up works in storm maintenance. The budget will be reviewed in 2019 to reflect an average annual cost.

⁵ Capital program expenditure is delayed or postponed.

⁶ Significant savings in capital spending in 2018 resulted in annual surplus that is transferred to the Sewer and Drainage Reserve.

DISTRICT OF WEST VANCOUVER
SOLID WASTE FUND RESULTS & ANNUAL FORECAST
FOR THE PERIOD ENDING DECEMBER 31, 2018

SOLID WASTE UTILITY (\$000's)

	2018				2018 Annual Forecast			2018		2017	Notes
	YTD Results	YTD Budget	YTD Variance	YTD % Variance	Projected Results	Projected Variance to Budget	% Variance	Annual Approved Budget	%	Prior Year YTD Results	
REVENUE											
Waste User Fees	2,292	2,313	(21)	-0.9%	2,290	(23)	-1.0%	2,313	99.1%	2,305	
Recycling User Fees	375	381	(6)	-1.6%	366	(15)	-4.0%	381	98.4%	468	
Tag Sales	14	15	(1)	-7.9%	12	(3)	-20.0%	15	92.1%	12	
Contract/Material Revenue	685	686	(0)	-0.0%	722	37	5.3%	686	100.0%	706	
Public Realm Refuse Fee	820	831	(11)	-1.3%	820	(11)	-1.3%	831	98.7%	816	
Recycling Contract Recovery	2,521	2,486	35	1.4%	2,369	(117)	-4.7%	2,486	101.4%	2,395	
	6,707	6,712	(5)	-0.1%	6,579	(133)	-2.0%	6,712	99.9%	6,702	
EXPENDITURE											
Management/Outreach/NSRP	618	648	31	4.8%	651	(2)	-0.4%	648	95.2%	523	
Garbage, Green Can & Yard Trimmings	2,211	2,306	95	4.1%	2,269	37	1.6%	2,306	95.9%	1,996	¹
Administration Charge	75	75	0	0.0%	75	0	0.0%	75	100.0%	50	
Recycling	3,086	3,024	(62)	-2.0%	3,024	0	0.0%	3,024	102.0%	2,987	²
Public Realm Refuse	820	883	62	7.1%	757	126	14.3%	883	92.9%	730	³
Capital Program	0	20	20	100.0%	20	0	0.0%	20	0.0%	0	⁴
	6,810	6,956	146	2.1%	6,796	160	2.3%	6,956	97.9%	6,285	⁵
EXCESS REVENUES OVER EXPENDITURES	<u>(103)</u>	<u>(244)</u>	<u>141</u>		<u>(217)</u>	<u>27</u>		<u>(244)</u>		<u>417</u>	

Notes:

¹ YTD expense is under budget due to cost saving from changing to new contractor in July.

² YTD expense is unfavourable due to fuel cost increase.

³ Public realm refuse costs are seasonal based on park usage. Full streetscape recycling program will not be launched until 2019 resulting in a favourable variance in

⁴ 2018. The Eagle Island waste enclosure is deferred, resulting in temporary saving in capital spending.

⁵ Transfer took place at year end from the Solid Waste Reserve Fund to cover the operating deficit.

DISTRICT OF WEST VANCOUVER
GOLF FUND RESULTS & ANNUAL FORECAST
FOR THE PERIOD ENDING DECEMBER 31, 2018

GOLF FUND (\$000's)

	2018				2018 Annual Forecast			2018		2017	Notes
	YTD Results	YTD Budget	YTD Variance	YTD % Variance	Projected Results	Projected Variance to Budget	% Variance	Annual Approved Budget	%	Prior Year YTD Results	
REVENUE											
Golf Fees	929	904	24	2.7%	944	40	4.4%	904	102.7%	875	¹
Rental Revenue - Facility	55	50	5	10.7%	50	0	0.0%	50	110.7%	55	²
	<u>984</u>	<u>954</u>	<u>29</u>	<u>3.0%</u>	<u>994</u>	<u>40</u>	<u>4.2%</u>	<u>954</u>	<u>103.1%</u>	<u>930</u>	
EXPENDITURE											
Pro Shop & Management	171	168	(3)	-1.8%	174	(5)	-3.2%	168	101.8%	166	
Operations & Maintenance	720	686	(33)	-4.9%	720	(34)	-4.9%	686	104.9%	721	³
Administrative Fee	(7)	0	7		0	0		0		(57)	
Debt Service	100	100	(0)	-0.0%	100	0	0.0%	100	100.0%	100	
	<u>984</u>	<u>954</u>	<u>(30)</u>	<u>-3.1%</u>	<u>994</u>	<u>(39)</u>	<u>-4.1%</u>	<u>954</u>	<u>103.1%</u>	<u>930</u>	
EXCESS REVENUES OVER EXPENDITURES	<u>(0)</u>	<u>0</u>	<u>(1)</u>		<u>0</u>	<u>1</u>		<u>0</u>		<u>(0)</u>	

Notes:

¹ Golf revenues are higher than last year and budget due to favourable weather.

² Rentals and wedding revenues have grown significantly resulting in a favourable variance.

³ Expenditure is unfavourable to budget due to safety issues with respect to pathways and plaza area at Ambleside Par 3, and increased cost to support the extra clubhouse revenue.

DISTRICT OF WEST VANCOUVER
CEMETERY FUND RESULTS & ANNUAL FORECAST
FOR THE PERIOD ENDING DECEMBER 31, 2018

CEMETERY FUND (\$000's)

	2018				2018 Annual Forecast			2018		2017	Notes
	YTD Results	YTD Budget	YTD Variance	YTD % Variance	Projected Results	Projected Variance to Budget	% Variance	Annual Approved Budget	%	Prior Year YTD Results	
REVENUE											
User Fees	1,054	876	178	20.4%	1,061	185	21.1%	876	120.4%	916	¹
Interest Revenue	113	40	73	182.5%	40	0	0.0%	40	282.5%	46	²
	<u>1,167</u>	<u>916</u>	<u>251</u>	<u>27.5%</u>	<u>1,101</u>	<u>185</u>	<u>20.2%</u>	<u>916</u>	<u>127.5%</u>	<u>962</u>	
EXPENDITURE											
Operations & Maintenance	490	507	16	3.2%	523	(16)	-3.1%	507	96.8%	448	
Sales & Use Costs	172	155	(17)	-10.8%	183	(28)	-18.1%	155	110.8%	137	³
Administration Fees	179	179	0	0.0%	179	0	0.0%	179	100.0%	179	
Capital Improvements	74	901	826	91.8%	0	901	100.0%	901	8.2%	92	⁴
	<u>915</u>	<u>1,741</u>	<u>826</u>	<u>47.4%</u>	<u>884</u>	<u>857</u>	<u>49.2%</u>	<u>1,741</u>	<u>52.6%</u>	<u>855</u>	
EXCESS REVENUES OVER EXPENDITURES	<u>252</u>	<u>(825)</u>	<u>1,077</u>		<u>217</u>	<u>1,042</u>		<u>(825)</u>		<u>107</u>	

Notes:

¹ The favourable variance is due to higher level of interment and demand for grave spaces.

² Interest revenue is higher than budget due to interest rate increases and a change to District investment strategy.

³ Expenditure is unfavourable due to higher cost associated with higher level of interments.

⁴ The cemetery development projects that commenced in late 2018 will continue in 2019.

DISTRICT OF WEST VANCOUVER
GENERAL FUND RESULTS
FOR THE PERIOD ENDING DECEMBER 31, 2018

SALARY VACANCY ADJUSTMENT (\$ 000's)

	2018 to Dec 31st				2018 Annual Forecast			2018	
	YTD Result	YTD Budget	YTD Variance	YTD % Variance	Projected Results	Projected Variance to Budget	% Variance	Annual Approved Budget	%
SUMMARY									
Salaries Regular	69,336	71,732	2,397	3.3%	71,432	300	0.4%	71,732	96.7%
Vacancy Adjustment	0	(800)	(800)	100.0%	(591)	(209)	26.1%	(800)	0.0%
	<u>69,336</u>	<u>70,933</u>	<u>1,597</u>	<u>2.3%</u>	<u>70,842</u>	<u>91</u>	<u>0.1%</u>	<u>70,933</u>	<u>97.7%</u>
Overtime	1,751	905	(846)	-93.4%	959	(54)	-5.9%	905	193.4%
Car Allowances	241	252	11	4.2%	254	(2)	-0.6%	252	95.8%
External Recoveries	(2,747)	(2,028)	719	-35.4%	(2,028)	(0)	0.0%	(2,028)	135.4%
General Fund	<u>68,581</u>	<u>70,062</u>	<u>1,481</u>	<u>2.1%</u>	<u>70,026</u>	<u>36</u>	<u>0.1%</u>	<u>70,062</u>	<u>97.9%</u>

There have been vacancies and delays in hiring due to difficulties attracting qualified candidates with specialized technical skills to work in West Vancouver. As a result, salary expense is favourable, however it is partially offset by overtime expense.

Overtime is higher than budget primarily due to shortage of staff. Staff worked additional hours to cover for the vacancies, address backlog of work, meet required service levels and respond to extraordinary events related to weather and IT infrastructure.

Engineering & Transportation and Parks, Culture & Community Services incurred considerable overtime to provide winter maintenance, some of which is recoverable from third parties.

In addition, the overtime in Parks is related to statutory pay which is required for providing services seven days a week, including services provided for filming and special events. Significant overtime in 2018 is associated with the Whyte Lake fire, some of which was recovered.

A large portion of the overtime incurred in Police Services is related to integrated teams/special duties and is recoverable.

Fire & Rescue incurs overtime for suppression, training purposes which includes recruitment, public education and fire investigations. Overtime related to fire incidents is recoverable.

ADMINISTRATION

Salaries Regular	2,631	2,678	47	1.7%	2,691	(13)	-0.5%	2,678	98.3%
Vacancy Adjustment	0	(31)	(31)	100.0%	(10)	(21)	69.1%	(31)	0.0%
	<u>2,631</u>	<u>2,647</u>	<u>16</u>	<u>0.6%</u>	<u>2,681</u>	<u>(34)</u>	<u>-1.3%</u>	<u>2,647</u>	<u>99.4%</u>
Overtime	6	10	4	40.4%	9	1	5.4%	10	59.6%
Car Allowances	16	16	(0)	-0.0%	16	(0)	-0.0%	16	100.0%
Division Total	<u>2,653</u>	<u>2,673</u>	<u>20</u>	<u>0.7%</u>	<u>2,706</u>	<u>(33)</u>	<u>-1.2%</u>	<u>2,673</u>	<u>99.3%</u>

HUMAN RESOURCES & PAYROLL SERVICES

Salaries Regular	1,646	1,642	(4)	-0.2%	1,603	39	2.4%	1,642	100.2%
Vacancy Adjustment	0	(24)	(24)	100.0%	(24)	0	-0.0%	(24)	0.0%
	<u>1,646</u>	<u>1,618</u>	<u>(28)</u>	<u>-1.7%</u>	<u>1,578</u>	<u>39</u>	<u>2.4%</u>	<u>1,618</u>	<u>101.7%</u>
Overtime	2	5	3	53.5%	5	(0)	-0.0%	5	46.5%
Car Allowances	12	10	(1)	-14.0%	10	(0)	-0.0%	10	114.0%
Division Total	<u>1,660</u>	<u>1,633</u>	<u>(26)</u>	<u>-1.6%</u>	<u>1,594</u>	<u>39</u>	<u>2.4%</u>	<u>1,633</u>	<u>101.6%</u>

FINANCIAL SERVICES

Salaries Regular	2,608	2,664	56	2.1%	2,687	(23)	-0.9%	2,664	97.9%
Vacancy Adjustment	0	(40)	(40)	100.0%	(29)	(11)	27.5%	(40)	0.0%
	<u>2,608</u>	<u>2,624</u>	<u>16</u>	<u>0.6%</u>	<u>2,658</u>	<u>(34)</u>	<u>-1.3%</u>	<u>2,624</u>	<u>99.4%</u>
Overtime	14	0	(14)		3	(3)		0	
Car Allowances	12	12	(0)	-0.0%	12	(0)	-0.1%	12	100.0%
Division Total	<u>2,633</u>	<u>2,635</u>	<u>2</u>	<u>0.1%</u>	<u>2,672</u>	<u>(37)</u>	<u>-1.4%</u>	<u>2,635</u>	<u>99.9%</u>

POLICE SERVICES

Salaries Regular	13,718	14,253	535	3.8%	14,238	15	0.1%	14,253	96.2%
Vacancy Adjustment	0	(275)	(275)	100.0%	(275)	0	-0.0%	(275)	0.0%
	<u>13,718</u>	<u>13,978</u>	<u>260</u>	<u>1.9%</u>	<u>13,963</u>	<u>15</u>	<u>0.1%</u>	<u>13,978</u>	<u>98.1%</u>
Overtime	964	451	(512)	-113.6%	451	(0)	-0.0%	451	213.6%
Car Allowances	17	17	0	0.0%	17	0	0.0%	17	100.0%
External Recoveries	(2,665)	(1,958)	707	-36.1%	(1,958)	0	0.0%	(1,958)	136.1%
Division Total	<u>12,033</u>	<u>12,488</u>	<u>454</u>	<u>3.6%</u>	<u>12,473</u>	<u>15</u>	<u>0.1%</u>	<u>12,488</u>	<u>96.4%</u>

DISTRICT OF WEST VANCOUVER
GENERAL FUND RESULTS
FOR THE PERIOD ENDING DECEMBER 31, 2018

SALARY VACANCY ADJUSTMENT (\$ 000's)

	2018 to Dec 31st				2018 Annual Forecast			2018	
	YTD Result	YTD Budget	YTD Variance	YTD % Variance	Projected Results	Projected Variance to Budget	% Variance	Annual Approved Budget	%
FIRE & RESCUE SERVICES									
Salaries Regular	15,036	15,194	158	1.0%	15,091	102	0.7%	15,194	99.0%
Vacancy Adjustment									
	15,036	15,194	158	1.0%	15,091	102	0.7%	15,194	99.0%
Overtime	219	220	0	0.2%	237	(17)	-7.7%	220	99.8%
Car Allowances	8	8	(0)	-0.0%	8	0	0.0%	8	100.0%
External Recoveries	(82)	(70)	12	-17.1%	(70)	(0)	0.0%	(70)	117.1%
Division Total	15,182	15,352	170	1.1%	15,267	85	0.6%	15,352	98.9%
ENGINEERING & TRANSPORTATION SERVICES									
Salaries Regular	5,412	5,765	353	6.1%	5,765	(0)	-0.0%	5,765	93.9%
Vacancy Adjustment	0	(48)	(48)	100.0%	(48)	(0)	0.0%	(48)	0.0%
	5,412	5,717	304	5.3%	5,717	(0)	-0.0%	5,717	94.7%
Overtime	221	100	(121)	-120.6%	100	0	0.0%	100	220.6%
Car Allowances	14	16	2	9.7%	16	0	0.0%	16	90.3%
External Recoveries									
Division Total	5,647	5,833	185	3.2%	5,833	0	0.0%	5,833	96.8%
CORPORATE SERVICES									
Salaries Regular	5,319	5,606	287	5.1%	5,606	0	0.0%	5,606	94.9%
Vacancy Adjustment	0	(79)	(79)	100.0%	(79)	0	-0.0%	(79)	0.0%
	5,319	5,526	208	3.8%	5,526	0	0.0%	5,526	96.2%
Overtime	76	56	(20)	-36.5%	56	0	0.0%	56	136.5%
Car Allowances	18	18	0	0.0%	18	0	0.0%	18	100.0%
Division Total	5,412	5,600	188	3.3%	5,600	0	0.0%	5,600	96.7%
PLANNING & DEVELOPMENT SERVICES									
Salaries Regular	4,429	4,822	392	8.1%	4,822	(0)	-0.0%	4,822	91.9%
Vacancy Adjustment	0	(68)	(68)	100.0%	(68)	0	-0.0%	(68)	0.0%
	4,429	4,753	324	6.8%	4,753	(0)	-0.0%	4,753	93.2%
Overtime	44	14	(29)	-201.5%	14	(0)	-0.0%	14	301.5%
Car Allowances	95	105	11	10.1%	105	0	0.0%	105	89.9%
Division Total	4,568	4,873	305	6.3%	4,873	0	0.0%	4,873	93.7%
PARKS, CULTURE & COMMUNITY SERVICES									
Salaries Regular	14,613	15,085	472	3.1%	14,924	162	1.1%	15,085	96.9%
Vacancy Adjustment	0	(177)	(177)	100.0%	0	(177)	100.0%	(177)	0.0%
	14,613	14,909	296	2.0%	14,924	(15)	-0.1%	14,909	98.0%
Overtime	193	50	(143)	-289.4%	84	(34)	-68.7%	50	389.4%
Car Allowances	44	44	0	0.0%	46	(2)	-3.6%	44	100.0%
Division Total	14,850	15,002	152	1.0%	15,053	(51)	-0.3%	15,002	99.0%
LIBRARY SERVICES									
Salaries Regular	3,924	4,024	101	2.5%	4,007	17	0.4%	4,024	97.5%
Vacancy Adjustment	0	(57)	(57)	100.0%	(57)	(0)	0.0%	(57)	0.0%
	3,924	3,967	44	1.1%	3,950	17	0.4%	3,967	98.9%
Overtime	13	0	(13)		0	0		0	
Car Allowances	5	5	0	0.0%	5	(0)	-0.0%	5	100.0%
Division Total	3,942	3,973	30	0.8%	3,956	17	0.4%	3,973	99.2%

DISTRICT OF WEST VANCOUVER
CAPITAL PROGRAM SUMMARY - GENERAL FUND & CEMETERY
FOR THE PERIOD ENDING DECEMBER 31, 2018
(Municipal Hall Project reported separately)

(\$ 000's)

Asset Category	FP Year	Total Budget	Total Actual	Remaining Budget	Notes
General Fund					
Information Technology	2018	1,455	635	820	¹
Equipment	2018	1,555	1,248	308	²
Facilities Maintenance	2018	5,019	1,662	3,357	³
Grounds & Parks	2018	2,278	453	1,824	⁴
Transportation Infrastructure	2018	6,180	1,712	4,468	⁵
Vehicle Fleet	2018	650	588	61	
	Total 2018	17,137	6,298	10,838	
Information Technology	2017	776	832	-56	
Equipment	2017	875	791	84	
Facilities Maintenance	2017	4,625	2,946	1,678	⁶
Grounds & Parks	2017	2,251	1,406	846	⁷
Transportation Infrastructure	2017	6,873	3,182	3,691	⁸
Vehicle Fleet	2017	615	641	-26	
	Total 2017	16,015	9,797	6,218	
Facilities Maintenance	2016	0	51	-51	
Transportation Infrastructure	2016	0	656	-656	⁵
	Total 2016	0	706	-706	
Information Technology	17/18	481	158	323	¹
Facilities Maintenance	17/18	1,077	678	400	³
Transportation Infrastructure	17/18	2,560	598	1,962	⁵
	Total 17/18	4,118	1,434	2,684	
Total - General Fund		37,270	18,235	19,035	
Cemetery Fund					
Grounds & Parks	17/18	908	81	826	⁹
	Total 17/18	908	81	826	
Total - Cemetery Fund		908	81	826	

¹ A number of projects are still in progress / delayed and re-budgeted in 2019. Including: Police IT, IT infrastructure replacement / additions, Tempest enhancements & improvements, and District website improvements.

² A number of projects are still in progress / delayed and re-budgeted in 2019. Primarily the Kay Meek accessible elevator, Fire rescue equipment and office furnishings.

³ A number of projects are still in progress / delayed and re-budgeted in 2019. Primarily the Beach House renovation, Municipal Hall upgrades and renewal, Library emergency and security systems, renewals to the Fire Hall # 1, Aquatic Centre and Ice Arena facilities.

⁴ A number of projects are still in progress / delayed and re-budgeted in 2019. These are primarily the Weston/Navvy Jack parks, Horseshoe Bay Park and Ambleside Waterfront improvements, Waterfront Park Pier repairs, Brothers Creek Trail Bridge and tennis / outdoor court replacements, and shoreline protection works.

⁵ A number of Roads and Transportation projects remain in progress, or deferred to be co-ordinated with utilities, development and other third parties and have been re-budgeted in 2019.

⁶ The Ferry Building project is under review in 2019 pending grant funding. Municipal Hall upgrades and renewal activities planned and budgeted to continue in 2019.

⁷ West Vancouver Secondary School Artificial Turf Track and Horseshoe Bay Pier and Float delayed and requested as new budget funds in 2019. Whytecliff Park Viewpoint Pergola project is under review pending determination and availability of external funds.

⁸ Storm Diversion project on hold pending discussions with British Pacific Properties. A number of other projects remain in progress, or deferred to be co-ordinated with utilities, development, and other third parties and have been requested as new budget funds in 2019.

⁹ The cemetery development project that commenced construction in late 2018 will continue in 2019 utilizing new budget funds requested from the Cemetery Development Fund.

DISTRICT OF WEST VANCOUVER
 CAPITAL PROGRAM - MUNICIPAL HALL PROJECT
 FOR THE PERIOD ENDING DECEMBER 31, 2018
 (\$ 000's)

	Category	Budget	2012-2017	2018	Sub-total	Total Actual	Remaining Budget
Construction	General Construction	25,189	3,052	59	3,111	29,492	-4,303
	Mechanical		3,710	0	3,710		
	Electrical		3,423	0	3,423		
	Structural / Architectural		14,989	91	15,080		
	Site Development		4,070	96	4,167		
Design	Consulting	3,840	5,442	86	5,529	5,529	-1,689
Other	General Costs	3,754	973	7	979	979	2,775
Contingency	Contingency	3,216	0	0	0	0	3,216
	Total	36,000	35,661	339	36,000	36,000	0

Notes

1

¹ This project was completed by the end of 2018, remaining unspent funds will be returned to the Capital Facilities Reserve.

DISTRICT OF WEST VANCOUVER
 CAPITAL PROGRAM SUMMARY - UTILITIES
 FOR THE PERIOD ENDING DECEMBER 31, 2018
 (\$ 000's)

Fund	FP Year	Budget 2018	Actual 2018	Remaining Budget	Notes
Water	2018	4,137	2,053	2,083	
Water	2017	972	499	473	
Water	17/18	161	46	115	
Water Utility Fund		5,269	2,599	2,671	1
Sewer	2018	5,922	1,898	4,024	
Sewer	2017	1,164	1,456	-292	
Sewer	2016	0	0	0	
Sewer	17/18	2,061	1,497	564	
Sewer Utility Fund		9,146	4,850	4,296	2
Solid Waste	2018	20		20	
Solid Waste Utility Fund		20	0	20	3

¹ 800 Block Fairmile deferred to 2019. Westmount Transmission Main and Pump Station funds reserved for future works.

² Mainline rehabilitation, Scada and lift station works deferred to 2019. Creek Diversion funds reserved for future works.

³ The Eagle Island waste enclosure project has been deferred to 2019.

DISTRICT OF WEST VANCOUVER
As at December 31, 2018

RESERVE SCHEDULE (\$ 000's)

	Opening Balances	Current Transactions			Current Balances
	2018/01/01	Revenues & Transfers	Interest	Expenditures & Transfers	2018/12/31
GENERAL FUND					
Asset Reserves	7,798	13,001	186	-9,505	11,480
<i>Statutory</i>					
Capital Facilities Reserve ¹	2,810	2,821	62	-2,053	3,640
Capital Infrastructure Reserve ²	3,592	6,655	89	-4,677	5,660
Capital Equipment Reserve ³	1,160	2,470	28	-1,931	1,727
<i>Non-Statutory</i>					
Operational Reserve ⁴	236	1,055	7	-844	454
Endowment Fund	30,764	414	590	-1,445	30,323
Cash	30,764	414	590	-1,445	30,323
Letter of Credit	0	0	n/a	0	0
Threshold Value ⁵	18,000				
Amenity Contributions Fund	21,772	15,706	545	-3,343	34,680
<i>Non-Restricted</i>	11,897	13,365	457	-3,318	22,400
<i>Restricted</i> ⁶	5,858	1,295	0	-25	7,128
Affordable Housing	4,017	1,046	89	0	5,152
Land Reserve Fund	0	1,791	15	-227	1,579
Borrowed Funds - Police Services Municipal Hall Project ⁷	742	0	n/a	-339	403
Operating Reserves	4,183	2,211	13	-763	5,645
Other Reserves	2,013	345	37	0	2,395
OTHER FUNDS					
Golf Development Reserve	7	0	0	0	7
Cemetery Development Reserve	1,791	252	35		2,078
Solid Waste Reserve Fund	2,895	172	n/a	0	3,067
Water Reserve Fund	204	2,555	4	0	2,763
Sewer & Drainage Reserve Fund	3,840	2,425	75		6,340
TOTAL RESERVES	76,009	38,873	1,500	-15,623	100,759
DEVELOPMENT COST CHARGES (DCCs)	23,295	607	298	-208	23,991
TOTAL RESERVES & DCCs	99,304	39,479	1,798	-15,831	124,750
TRUST FUNDS					
Seniors' Accounts	290	142	6	-88	351
Library Accounts	3	0	0	-3	0
Cemetery Care Fund	5,663	368	113	-215	5,929
Other	748	13	15	-4	772
	6,705	523	134	-310	7,051
TOTAL RESERVES, DCCs & TRUST FUNDS	106,008	40,002	1,932	-16,140	131,801

Notes:

- ¹ The Capital Facilities Reserve is to be used for creation and maintenance of Facilities (ex. roofing, flooring, HVAC systems, windows, plumbing, building maintenance) to deliver municipal services; planning works for designing or enhancing District owned/occupied buildings; and acquisition of land and improvements for use in delivering services in the District.
- ² The Capital Infrastructure Reserve is to be used for land improvements (ex. athletic fields, tennis courts, playgrounds), marine structures (ex. piers, sea walks, floats, foreshore works) and civic works (ex. roads, bridges, trails, lighting, cycling infrastructure) to deliver municipal services in the District.
- ³ The Capital Equipment Reserves is to be used for heavy equipment (ex. fire trucks, dump trucks, tractors, excavators), fleet vehicles (ex. police vehicles, shuttle buses, service vans), general equipment and information technology and communications equipment.
- ⁴ Operational Reserve is to be used for items that may not be capital in nature but still require replacement on a periodic basis (ex. fire hoses).
- ⁵ The threshold value for the Endowment Fund has been fixed by Council at \$18 million.
- ⁶ The restricted portion of the Amenity Contribution Fund is related to McGavin Field, Evelyn Drive and Horseshoe Bay (Sewell's Development).
- ⁷ Unused portion of Police Services Municipal Hall project loan.

DISTRICT OF WEST VANCOUVER
As at December 31, 2018

RESERVE SCHEDULE (\$ 000's)

	Opening Balances	Current Transactions			Current Balances
	2018/01/01	Revenues & Transfers	Interest	Expenditures & Transfers	2018/12/31
OPERATING RESERVES					
Weather Related Incidents Reserve	300	0	n/a	0	300
Election Provision	153	148	n/a	-200	100
Fleet Surcharge Reserve	20	0	n/a	0	20
Fringe Benefit Allocation	625	466	n/a	-155	936
Police Services Transition	-2	1	n/a	0	-1
Caulfield LUC	206	0	n/a	0	206
Youth Activity	555	0	11	-9	557
<i>Threshold Value 1</i> <i>542</i>	10	0	n/a	0	10
WV Shoreline Preservation Society	1,061	1,200	n/a	-142	2,119
Engagement (Innovation) Fund	76	50	2	-2	126
Public Art Reserve (Est 2016)	400	100	n/a	0	500
Wage Contingency Reserve (Est 2016)	700	247	n/a	-247	700
Legal Reserve (Est 2016)	80	0	n/a	-8	72
Corporate Training Initiatives (Est 2016)					
TOTAL OPERATING RESERVES	4,183	2,211	13	-763	5,645
OTHER RESERVES					
Artificial Turf Replacement	997	103	20		1,120
Rutledge Field Replacement	328	52	7	0	387
Parkland Acquisition	9	0	0	0	9
Parkland Cash In Lieu	7	0	0	0	7
Debt Retirement (SF Surplus)	289	0	n/a	0	289
UBCM Community Works Fund	384	189	9	0	583
TOTAL OTHER RESERVES	2,013	345	37	0	2,395
Notes:					
¹ The threshold value for the Youth Activity Reserve is updated each year by CPI.					
DEVELOPMENT COST CHARGES (DCCs)					
GENERAL FUND					
Highways					
Neighbourhood Area 3	1,613	0	31	0	1,644
Neighbourhood Area 4	2,455	7	48	0	2,510
Community Areas 2 to 5	2,006	15	39	0	2,060
	6,074	22	119	0	6,215
Underground Wiring	1,556	14	28	-208	1,390
Parks & Open Space					
Major - Principal	2,916	240		0	3,155
Major - Interest	1,018	0	20	0	1,038
Ambleside Waterfront - Principal	97	74		0	172
Ambleside Waterfront - Interest	158	0	3	0	161
Local - Principal	4,976	156		0	5,132
Local - Interest	1,344	0	26	0	1,370
	10,510	470	49	0	11,029
OTHER FUNDS					
Water Utility					
Areas 2 & 3	0	0	0	0	0
Areas 4 & 5	1,066	30	21	0	1,117
	1,066	30	21	0	1,117
Sewer Utility					
Drainage	4,089	72	80	0	4,241
TOTAL GENERAL AND OTHER FUNDS' DCCs	23,295	607	298	-208	23,991

DISTRICT OF WEST VANCOUVER
As at December 31, 2018

RESERVE SCHEDULE (\$ 000's)

	Opening Balances	Current Transactions			Current Balances
	2018/01/01	Revenues & Transfers	Interest	Expenditures & Transfers	2018/12/31
Trust Funds¹					
Seniors' Accounts					
Building	0	0	0	0	0
Friends of the Centre	20	0	0	0	20
General Projects	37	3	1	-1	40
Leisure Living Crafts	38	5	1	-1	43
Woodworking	2	2	0	-3	1
Green Thumb	5	0	0	0	5
Photo Club	14	6	0	-4	16
Hiking	3	0	0	0	3
Keynote Singers	4	2	0	-4	2
Quilting	12	1	0	0	13
Computer Club	1	0	0	0	1
Stained Glass	3	0	0	-1	2
Computer Equipment	15	0	0	-1	14
Fundraising Events	137	121	3	-71	191
	<u>290</u>	<u>142</u>	<u>6</u>	<u>-88</u>	<u>351</u>
Memorial Library Accounts					
Adams	0	0	0	0	0
Welch	3	0	0	-3	0
	<u>3</u>	<u>0</u>	<u>0</u>	<u>-3</u>	<u>0</u>
Other Accounts					
Legacy Project	38	0	1	0	39
Dog Walk	4	0	0	-4	0
Ambleview Place Housing	364	13	7	0	384
Dickinson Archives Trust	80	0	2	0	82
Cultural Centre	19	0	0	0	20
Brissenden Park	243	0	5	0	248
	<u>748</u>	<u>13</u>	<u>15</u>	<u>-4</u>	<u>772</u>
TOTAL TRUST FUND	<u>1,042</u>	<u>154</u>	<u>21</u>	<u>-94</u>	<u>1,123</u>

Notes:

¹ Interest is paid on these accounts at year end, and generally the amounts are too low to be shown in this report.

DISTRICT OF WEST VANCOUVER
PROCUREMENT STATISTICS
FOR THE PERIOD ENDING DECEMBER 31, 2018

Purchasing:

	2014	2015	2016	2017	2018 Q4
Quotations	169	162	194	278	266
Tenders	16	26	25	31	31
Request for Proposals/EOI	93	85	96	93	103
Total # of files	278	273	315	402	400

Purchase Orders count

	2014	2015	2016	2017	2018
	1925	2205	1970	2402	1843

Procurement Activity Savings
Purchasing Department Budget (BU 220)
Purchasing & Risk Management FTE count

	2014	2015	2016	2017	2018
Procurement Activity Savings	\$617,865	\$883,264	\$718,954	\$890,084	\$743,243
Purchasing Department Budget (BU 220)	\$749,477	\$675,350	\$702,625	\$702,680	\$723,092
Purchasing & Risk Management FTE count	7.6	7.6	7.6	7.6	7.6

Purchasing Card:

	2014	2015	2016	2017	2018
New Pcards issued	32	40	25	27	48
Total # of Pcards	n/a	n/a	208	\$206	\$226
Total # of transactions	9,149	9,296	8,410	9,918	9,834
Total \$ Spent	\$1,247,437	\$1,322,402	\$1,231,597	\$1,585,299	\$1,665,016

Stores - Operations Ctre

	2014	2015	2016	2017	2018
Fleet size count	n/a	127	130	133	137
Auto part orders count	1645	1753	1646	1669	1465
Inventory Issues count (all)	521,181	567,057	572,458	565,811	574,636
Inventory Issues count (fuel)	480,524	515,594	523,906	528,977	542,473
Inventory Issues count (all, less fuel)	40,657	51,463	48,552	36,834	32,163
Inventory Issues value (all)	\$1,663,249	\$1,772,502	\$1,889,975	\$1,817,572	\$1,838,331
Inventory Issues value (fuel)	\$610,800	\$573,422	\$545,864	\$601,921	\$726,280
Inventory Issues value (all, less fuel)	\$1,052,449	\$1,199,080	\$1,344,111	\$1,215,651	\$1,112,051

Risk Management

	2014	2015	2016	2017	2018
Fleet accident claims (#)	48	63	63	63	57
Property damage recovery (#)	16	15	20	13	6
Property damage recovery (\$)	n/a	n/a	\$12,790	\$19,649	\$13,042
Claim Files (#) MIA	15	52	48	32	51
Claim Files (#) Other	58	61	41	43	26
Total (#) RM Files	137	191	172	151	140

DISTRICT OF WEST VANCOUVER
CONTRACTS AWARDED (OVER \$75K)
FOR THE PERIOD ENDING DECEMBER 31, 2018

FILE/ DESCRIPTION	VALUE/ SUPPLIER	AVG BID/ # OF BIDS	PROCESS/ DEPT	REVISED VALUE/ FINAL Y/N	COMMENTS
RFP17 13 HSB Park Redevelopment Design	\$166,133 PWL Partnership Landscape Architects	\$189,867 5	Public RFP Parks	tbd No	
RFP17 13 Ambleside Waterfront Redevelopment Design	\$176,386 PWL Partnership Landscape Architects	\$289,870 2	Public RFP Parks	tbd No	
RFP17 38 HSB Streetscape Detailed Design	\$204,857 McElhanney Consulting	\$249,983 4	Public RFP Engineering	tbd No	
T17 190A Westlake Road Bridge Replacement	\$149,300 Iota Construction Ltd.	\$197,432 8	Public Tender Parks	\$161,930 Yes	
T17 241 Aquatic Centre Change Room Renovation	\$211,276 Pax Construction Ltd.	\$242,455 2	Invited Tender Facilities	\$300,259 Yes	6 invited - 4 declined
T18 23 Ice Arena Plant Renewal	\$566,372 Fraser Valley Refrigeration Ltd.	\$682,526 2	Public Tender Facilities	\$566,372 Yes	
RFP18 38B Streetscape Garbage & Recyclable Collection	\$232,624 Growing City Urban Eco Enterprises	\$246,258 3	Public RFP Facilities	\$232,624 Yes	Annual service contract
T18 056C Ice Arena Slab Replacement	\$1,193,216 Reward Construction Ltd.	\$1,294,679 3	Public Tender Facilities	\$1,240,664 Yes	
RFP18 78 Design Consultant - Capilano View Cemetery Expansion	\$98,280 Urban Systems Ltd.	\$118,363 5	Public RFP Parks	tbc No	
T18 79A Rectangular Rapid Flashing Beacons - various locations	\$410,000 Fraser City Installations	\$474,432 2	Public Tender Engineering	tbc No	
T18 106 Whytecliff Park Washroom Renovation - Upper	\$129,170 Ferrari Integrated Property Solutions	\$138,585 2	Select Bidding Facilities	\$129,170 Yes	Select Bidding approved by Purchasing Manager following Public EOI for washroom renovations
T18 107 Dundarave Washroom Renovation	\$125,995 Ferrari Integrated Property Solutions	\$149,498 2	Select Bidding Facilities	\$132,595 Yes	Select Bidding approved by Purchasing Manager following Public EOI for washroom renovations
T18 151 Traffic Signal Modifications 15th Street at Fulton & Inglewood	\$281,800 Fraser City Installations	\$281,800 1	Public Tender Engineering	\$281,800 Yes	
Q18 244 2100 Block Marine Hydro Undergrounding	\$172,950 BC Hydro	\$172,950 1	Sole Source Engineering	\$172,950 Yes	
RFP18 245A Arts & Culture Facilities Plan	\$75,000 Cornerstone	\$87,897 4	Public RFP Cultural Services	tbc No	
RFP18 266 Marine Drive Corridor (Eagle Harbour to Gleneagles)	\$92,838 McElhanney Consulting	\$92,838 1	Select Bidding Engineering	tbc No	Select Bidding approved by Purchasing Manager

DISTRICT OF WEST VANCOUVER
DOCUMENTED SAVINGS
FOR THE PERIOD ENDING DECEMBER 31, 2018

Documented Savings	Value	Total Value
Year to Date		\$743,243
Ongoing/annual savings from prior years		\$305,980
New eco degreaser for mechanic shop - ongoing/annual saving	\$740	
First Aid Supplies - 0700-14-098 - ongoing/annual saving	\$4,000	
Oxygen tank supply & service - Q14 099 - ongoing/annual saving	\$961	
Street Sign Posts - T14 083 - successful bid vs alternate - ongoing/annual saving	\$918	
Portable Toilet Rental and Service Contract - Q15 11 - annual saving	\$3,454	
BC Mail Plus Q14 23 - annual saving	\$20,000	
Towing - RFP15 220 - successful vs average - annual saving	\$18,000	
Property Insurance - annual saving - 2015 vs 2014	\$25,125	
T17 205 - Ductile Iron Water Main Pipe - Coop Contract	\$4,275	
T17 241 - Aquatic Centre Change Room Renovation & Addition Phase 1	\$31,179	
RFP17 265 - Ambleside Off-Street Parking Strategy	\$9,534	
T18 079A - Rectangular Rapid Flashing Beacons - various locations	\$64,433	
T18 094 - 2018 Drainage Improvements - Willow Creek & Ross Crescent	\$93,361	
RFP18 08 - Cellular Mobility Services - annual savings vs prior contract	\$30,000	
Successful vs. Average		\$437,263
Q18 021 - John Richardson Park Landscape Maintenance - successful vs average	\$34,590	
T18 023 - Arena Plant Renewal - successful vs average	\$116,154	
T18 032 - Seniors Centre 20 Passenger Bus Unit R029 - successful vs average	\$13,926	
T18 036 - Backhoe / Loader Unit M051 - successful vs average	\$5,196	
T18 039 - Mini Excavator w Flail Mower - successful vs average	\$7,339	
T18 056C - Arena Slab Replacement - successful vs average	\$101,463	
RFP18 078 - Cemetery Expansion Design - successful vs average	\$20,083	
RFP18 088 - Cypress Falls Park Drainage & Irrigation - successful vs average	\$42,838	
RFP18 089 - Dundarave Streetscape Study - successful vs average	\$34,041	
T18 106 Whytecliff Park Washroom Renovation - Upper - successful vs average	\$9,415	
T18 107 Dundarave Washroom Renovation - successful vs average	\$23,503	
RFP18 117 - Reservoir Seismic Analysis - successful vs average	\$15,718	
RFP18 245A - Arts & Culture Facilities Plan - successful vs average	\$12,997	

Savings calculated by deducting the successful/awarded bid price from the average bid price.
In the absence of competitive bidding, invited bids would trend toward the average (if not higher).