

THIRD QUARTER FINANCIAL REPORT

2019



NOVEMBER 8, 2019

westvancouver

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**DISTRICT OF WEST VANCOUVER
2019 Q3 FINANCIAL REPORT**

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**DISTRICT OF WEST VANCOUVER
2019 THIRD QUARTER SUMMARY**

The third quarter financial report includes a review of operating results, investment results, capital expenditures, reserve balances, and procurement statistics to September 30. 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 28th, 2019. Highlights of the operating and capital results are summarized below.

General Fund - Operating Results

At the end of the third quarter, compared to the YTD budget, revenues over expenditures exceeded the target by \$5.58m (42.2%).

Revenues

Revenue Item	YTD Result (in millions)	YTD Budget (in millions)	YTD Variance (in millions)
General Taxation	\$ 75.25	\$ 75.19	\$ 0.06
Fees & Charges	\$ 13.15	\$ 13.08	\$ 0.07
Licences & Permits	\$ 5.87	\$ 5.88	\$ (0.01)
Other Revenue	\$ 6.50	\$ 4.93	\$ 1.57
Government Grants	\$ 1.29	\$ 0.85	\$ 0.43
Transfer In	\$ 0.94	\$ 0.10	\$ 0.84
Total	\$ 103.00	\$ 100.04	\$ 2.95

Revenue (not including third party works & non-recurring items) exceeded budget by \$2.95m (3%), variances include:

- higher than budgeted revenue from recreational programs offered at Community Center and Aquatic Center;
- less than anticipated collection of third party administration fees;
- decreased revenue from inspection permits as a result of a previous downturn in the housing market;
- increased revenue from business licences issued;
- higher than expected permits issued for urban design and temporary street occupancy;
- increased investment returns due to diversifying investment portfolio and increases in the prime interest rate;
- higher than budgeted penalty income on late payments and interest income on tax arrears;
- receipt of unbudgeted external recovery, donation and grants;
- savings from severance and fringe costs; and
- higher than usual reinstatement of damage deposit write offs

**DISTRICT OF WEST VANCOUVER
2019 THIRD QUARTER SUMMARY**

Expenditures

Expenditure Item	YTD Result (in millions)	YTD Budget (in millions)	YTD Variance (in millions)
Administrative Services	\$ 2.31	\$ 2.31	\$ (0.00)
Human Resources	\$ 1.34	\$ 1.39	\$ 0.05
Financial Services	\$ 2.29	\$ 2.35	\$ 0.07
Police Services	\$ 12.23	\$ 12.27	\$ 0.05
Fire & Rescue Services	\$ 12.59	\$ 12.81	\$ 0.22
Engineering & Transportation Services	\$ 3.79	\$ 3.64	\$ (0.15)
Corporate Services	\$ 7.28	\$ 7.84	\$ 0.56
Planning & Development Services	\$ 4.23	\$ 3.77	\$ (0.46)
Parks, Culture & Community Services	\$ 15.67	\$ 15.96	\$ 0.29
Library Services	\$ 3.56	\$ 3.65	\$ 0.09
General Government	\$ 2.22	\$ 3.50	\$ 1.29
Tax Transfer to Asset Reserves	\$ 14.65	\$ 14.50	\$ (0.15)
Transfers to Reserves	\$ 1.45	\$ 0.53	\$ (0.92)
Total	\$ 83.60	\$ 84.52	\$ 0.92

Expenditures (not including third party works & non-recurring items) were under budget by \$0.92m (1.1%) due to:

- lower salary costs as a result of vacancies, delays in hiring, staff leaves;
- higher than budgeted overtime costs and unbudgeted back fill positions;
- timing of North Shore emergency program payment and grants payment;
- increased operating costs and winter maintenance;
- delay in external recovery billing;
- unexpected one time grant from Federal Gas Tax to be transferred to Community Work Fund;
- additional revenue from prior year deposit transferred to Asset Reserve;
- timing of lease revenue transfer to the reserve; and
- temporary fringe cost savings due to the timing of employer health tax payment

Third Party Works & Non-Recurring Items

Third party works revenues and expenditures were on track.

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.

Expenses on one-time initiatives which are non-capital projects and which address improvements in efficiency and effectiveness were lower than anticipated due to capacity issues and changes in external circumstances.

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

DISTRICT OF WEST VANCOUVER 2019 THIRD QUARTER SUMMARY

Utility and Other Funds

Water Utility – Water consumption is seasonal and difficult to predict accurately. User fee revenue is trending favourable for 9 months of the year due to higher than anticipated consumption. Operating expenditures are trending favourable due to seasonal fluctuations. The capital work program is delayed resulting in a forecast of a favourable variance at year end.

Sewer Utility – Sewer revenue is trending unfavourable compared to modelled estimates. Due to complexity in calculating the forecast budget, it appears that results from the revenue model are too high, and forecast is adjusted to reflect the most current estimations. The capital work program is delayed resulting in a forecast of a favourable variance at year end.

Solid Waste – Solid Waste revenue is slightly unfavourable to budget due to timing of accrued revenue booking. Continued success in the recycling and green can programs has helped keep operating costs low for the garbage collection area. Public realm refuse costs are seasonal based on park usage. Full streetscape recycling started in April 2019 resulting in a favourable variance.

Golf Fund – Favourable weather continued into 2019 resulting in more rounds (revenue) than budgeted. However, operation costs went up due to higher water charges, cleaning costs and additional costs associated with an emergent fencing issue. Forecast has been adjusted to reflect the increase of both revenue and expenditures.

Cemetery Fund – The Cemetery Fund is favourable to budget due to higher than expected interment and demand for grave spaces. On the other hand, it is expected that revenue will be slightly unfavourable to budget as a result of no presale plots being available until the current phase of development is complete. The capital works program is delayed and expected to be completed in 2020.

Investments

The investment policy requires that investment returns be reported on a quarterly basis to update the status of the current investment portfolio and the investment environment.

Regular cash demands, as well as the District's conservative investment strategy, require that a high degree of liquidity be maintained in the investment portfolio, including both short and long term investments.

Short term investments, those with a term of up to one year and the highest degree of liquidity, are used to meet working capital requirements. Short term investments include Municipal Finance Authority of BC (MFA) Pooled High Interest Saving Accounts (with CIBC and National Bank of Canada); RBC, BMO and HSBC deposits, as well as investments in the MFA Money Market Fund.

Long term investments have terms of greater than one year. These investments are less liquid than short term investments and are held both to manage the risk of interest rate fluctuations and for funding requirements with a long term perspective. Long term investments include the MFA Intermediate Fund for investments from one to three years; MFA Bond Fund for investments of more than three years and Guaranteed Investment Certificates (GICs) for the term of over one year, issued by Canadian chartered banks that meet the District's risk management requirements.

Investment portfolio details and results are provided in this report.

**DISTRICT OF WEST VANCOUVER
2019 THIRD QUARTER SUMMARY**

Capital Program

2019 Capital projects have been initiated and commitments have been set up since the approval of the financial plan.

Reserves & DCCs

The reserves and DCCs as at September 30 total \$140m. There is also \$7m that is held in trust. Further details are provided on the reserves schedules.

Procurement Statistics & Contracts Awarded

The third quarter report includes an update on procurement activity to September 30 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 September 30, 2019

REVENUE SUMMARY (\$ 000's)

	2019 Jan 1st to Sep 30th				2019 Annual Forecast			2019 Annual Budget		2018 Prior Year YTD Results	Notes
	YTD Result	YTD Budget	YTD Variance	YTD % Variance	Projected Amount	Projected Variance to Budget	% Variance	Annual Approved Budget	%		
GENERAL TAXATION											
Municipal Taxes	73,847	73,761	86	0.1%	73,835	74	0.1%	73,761	100.1%	70,068	
Specified Area	507	520	(13)	-2.4%	520	0	0.0%	520	97.6%	532	
Grants in Lieu	894	910	(16)	-1.8%	894	(16)	-1.8%	910	98.2%	747	
	<u>75,247</u>	<u>75,190</u>	<u>57</u>	<u>0.1%</u>	<u>75,248</u>	<u>58</u>	<u>0.1%</u>	<u>75,190</u>	<u>100.1%</u>	<u>71,347</u>	
FEES AND CHARGES											
Police	132	123	9	7.2%	195	31	18.9%	164	80.4%	135	
Engineering & Transportation Services	499	843	(344)	-40.8%	690	(250)	-26.6%	940	53.1%	572	¹
Parks, Culture & Community Services	9,502	9,010	492	5.5%	11,980	276	2.4%	11,704	81.2%	9,010	²
Library	69	65	3	5.2%	92	(0)	-0.0%	92	75.1%	67	
First Nations	2,511	2,440	71	2.9%	2,511	71	2.9%	2,440	102.9%	2,492	
Fire & Rescue Services	191	170	21	12.4%	227	0	0.0%	227	84.3%	207	³
Parking Tickets	98	298	(200)	-67.0%	138	(260)	-65.4%	398	24.7%	218	⁴
Vehicle Towing	24	24	0	0.0%	32	0	0.0%	32	75.0%	23	
General Admin & Finance Fees	124	110	14	12.5%	160	13	8.5%	147	84.4%	129	⁵
	<u>13,150</u>	<u>13,083</u>	<u>67</u>	<u>0.5%</u>	<u>16,023</u>	<u>(119)</u>	<u>-0.7%</u>	<u>16,142</u>	<u>81.5%</u>	<u>12,853</u>	
LICENCES AND PERMITS											
Business Licences	1,435	1,290	146	11.3%	1,317	0	0.0%	1,317	109.0%	1,297	⁶
Inspection Permits	3,480	3,690	(210)	-5.7%	4,621	(486)	-9.5%	5,107	68.2%	4,441	⁷
Other Permits/Licences	956	904	51	5.7%	1,157	(27)	-2.3%	1,184	80.7%	811	⁸
	<u>5,872</u>	<u>5,884</u>	<u>(13)</u>	<u>-0.2%</u>	<u>7,095</u>	<u>(513)</u>	<u>-6.7%</u>	<u>7,608</u>	<u>77.2%</u>	<u>6,549</u>	
OTHER REVENUE											
Administration Fees (TransLink/Utilities)	787	727	60	8.3%	1,049	80	8.3%	969	81.2%	791	⁹
Interest on Investments	2,165	1,346	818	60.8%	4,593	(75)	-1.6%	4,668	46.4%	1,312	¹⁰
Tax Penalties & Interest	839	713	126	17.6%	1,077	111	11.5%	966	86.8%	633	¹¹
Library Contributions	0	0	0	0.0%	281	0	0.0%	281	0.0%	0	
Taylor Way Lease	270	248	21	8.5%	248	0	0.0%	248	108.5%	259	
Lease & Rentals	1,750	1,581	170	10.7%	2,041	2	0.1%	2,039	85.8%	1,723	¹²
Miscellaneous	686	315	371	118.0%	415	(967)	-70.0%	1,382	49.6%	680	¹³
	<u>6,496</u>	<u>4,930</u>	<u>1,566</u>	<u>31.8%</u>	<u>9,705</u>	<u>(849)</u>	<u>-8.0%</u>	<u>10,554</u>	<u>61.6%</u>	<u>5,398</u>	
GOVERNMENT GRANTS											
Provincial Revenue Sharing	758	655	104	15.8%	758	103	15.8%	655	115.8%	655	¹⁴
Library	155	141	14	10.2%	161	5	2.9%	156	99.1%	155	¹⁵
Other	373	58	314	540.1%	479	221	85.7%	258	144.4%	187	¹⁶
	<u>1,286</u>	<u>853</u>	<u>432</u>	<u>50.7%</u>	<u>1,398</u>	<u>329</u>	<u>30.8%</u>	<u>1,069</u>	<u>120.3%</u>	<u>996</u>	
OTHER TRANSFERS											
Transfer In from Reserves	945	100	845	844.7%	2,465	211	9.4%	2,254	41.9%	1,094	¹⁷
	<u>945</u>	<u>100</u>	<u>845</u>	<u>844.7%</u>	<u>2,465</u>	<u>211</u>	<u>9.4%</u>	<u>2,254</u>	<u>41.9%</u>	<u>1,094</u>	
TOTAL REVENUE	<u>102,995</u>	<u>100,041</u>	<u>2,954</u>	<u>3.0%</u>	<u>111,934</u>	<u>(883)</u>	<u>-0.8%</u>	<u>112,817</u>	<u>91.3%</u>	<u>98,238</u>	

DISTRICT OF WEST VANCOUVER
GENERAL FUND RESULTS
FOR THE PERIOD ENDING September 30, 2019

GENERAL FUND OPERATING RESULTS (\$ 000's)

	2019 Jan 1st to Sep 30th				2019 Annual Forecast			2019 Annual Budget		2018	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	75,247	75,190	57	0.1%	75,248	58	0.1%	75,190	100.1%	71,347	Notes 1 -
Fees & Charges	13,150	13,083	67	0.5%	16,023	(119)	-0.7%	16,142	81.5%	12,853	17 are
Licences & Permits	5,872	5,884	(13)	-0.2%	7,095	(513)	-6.7%	7,608	77.2%	6,549	reflected on
Other Revenue	6,496	4,930	1,566	31.8%	9,705	(849)	-8.0%	10,554	61.6%	5,398	the
Government Grants	1,286	853	432	50.7%	1,398	329	30.8%	1,069	120.3%	996	Revenue
Other Transfers	945	100	845	844.7%	2,465	211	9.4%	2,254	41.9%	1,094	Summary
REVENUE TOTAL	102,995	100,041	2,954	3.0%	111,934	(883)	-0.8%	112,817	91.3%	98,238	
EXPENDITURES											
Administrative Services	2,310	2,309	(1)	-0.0%	3,045	3	0.1%	3,048	75.8%	2,010	
Human Resources	1,336	1,389	53	3.8%	1,767	80	4.3%	1,847	72.3%	1,335	
Financial Services	2,285	2,351	66	2.8%	3,037	61	2.0%	3,098	73.8%	2,047	
Police Services	12,226	12,273	47	0.4%	16,393	(20)	-0.1%	16,373	74.7%	11,236	
Fire & Rescue Services	12,590	12,806	215	1.7%	17,055	0	0.0%	17,055	73.8%	12,078	18
Engineering & Transportation Services	3,791	3,640	(152)	-4.2%	5,237	0	0.0%	5,237	72.4%	3,581	19
Corporate Services	7,280	7,839	559	7.1%	10,436	0	0.0%	10,436	69.8%	7,171	20
Planning & Development Services	4,231	3,766	(464)	-12.3%	5,508	237	4.1%	5,745	73.6%	3,775	21
Parks, Culture & Community Services	15,670	15,965	294	1.8%	20,640	(194)	-0.9%	20,446	76.6%	14,756	22
Library Services	3,563	3,650	87	2.4%	4,862	0	0.0%	4,862	73.3%	3,451	
General Government (Schedule A)	2,216	3,503	1,287	36.7%	4,909	217	4.2%	5,127	43.2%	2,450	See below
	67,499	69,490	1,991	2.9%	92,889	386	0.4%	93,275	72.4%	63,890	
Tax Transfer to Asset Reserves	14,650	14,500	(150)	-1.0%	14,650	(150)	-1.0%	14,500	101.0%	13,036	23
Transfers to Reserves	1,451	530	(922)	-174.1%	4,739	(147)	-3.2%	4,592	31.6%	1,216	24
EXPENDITURES TOTAL	83,600	84,520	919	1.1%	112,278	89	0.1%	112,367	74.4%	78,143	
EXCESS REVENUES OVER EXPENDITURES	19,395	15,522	3,873	25.0%	(345)	(794)		450		20,095	
THIRD PARTY WORKS & NON-RECURRING ITEMS											
REVENUE											
Third Party Works	2,028	1,887	141	7.4%	2,548	0	0.0%	2,548	79.6%	2,763	25
Gain on Sale of Land	0	0	0		0	0		0		1,802	26
Amenity Contributions	0	0	0		219	219		0		13,302	
Transfer In for One-Time Initiatives	0	0	0		380	(1,561)	-80.4%	1,941	0.0%	0	
REVENUE TOTAL	2,028	1,887	141		3,147	(1,342)	-29.9%	4,489	45.2%	17,867	
EXPENDITURES											
Third Party Works	2,024	1,953	(71)	-3.6%	2,548	0	0.0%	2,548	79.4%	2,404	25
Land Management Costs & Transfer Proceeds	43	111	68	61.3%	(33)	(0)	0.0%	(33)		1,900	26
Transfer to Amenity Contributions Reserve	0	0	0	0.0%	219	(219)		0		13,302	
One-Time Initiatives	534	2,108	1,574	74.7%	869	1,555	64.1%	2,424	22.0%	425	27
EXPENDITURES TOTAL	2,601	4,171	1,571	37.7%	3,603	1,336	27.0%	4,939	52.7%	18,031	
EXCESS REVENUES OVER EXPENDITURES	(573)	(2,284)	1,711	-74.9%	(456)	(6)	1%	(450)	127.3%	(164)	
TOTAL EXCESS REVENUES OVER EXPENDITURES	18,822	13,238	5,585	42.2%	(801)	(801)	1%	0	1.3%	19,931	

Schedule A - General Government Details

Legal & Severance	568	545	(23)	-4.3%	618	309	33.3%	927	61.3%	461	
Property & Liability Insurance	716	761	45	5.9%	1,005	10	1.0%	1,015	70.6%	758	
Fiscal Services	1,463	1,161	(301)	-25.9%	2,207	(101)	-4.8%	2,106	69.5%	1,405	28
Grants in Aid	467	447	(19)	-4.3%	484	(0)	-0.0%	484	96.4%	433	
Election	1	80	79	99.3%	80	0	0.0%	80	0.7%	120	29
Employee Engagement	3	8	4	58.7%	15	0	0.0%	15	20.7%	9	
Business Improvement Area Levy	500	500	0	0.0%	500	0	0.0%	500	100.0%	0	
Benefits Change Savings	(1,502)	0	1,502		0	0		0		(736)	30
	2,216	3,503	1,287	36.7%	4,909	217	4.4%	5,127	43.2%	2,450	

**DISTRICT OF WEST VANCOUVER
NOTES TO GENERAL FUND RESULTS
FOR THE PERIOD ENDING September 30, 2019**

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 in the first half year, therefore, budget was amended to capture this trend. However, the third quarter results indicated YTD revenue significantly below amended budget, so forecast is adjusted to align with the actual revenue received.
- 2 **Parks, Culture & Community Services** - YTD revenues are favourable due to higher than expected donations, grants and fall program revenues. These have associated service costs. September revenues at the Aquatic Centre showed signs of improvement due to the completion of the change room renovation project and a delay in the maintenance closure of the pool. Revenue forecast to be favourable to budget at the year end.
- 3 **Fire & Rescue Services** - YTD revenues are favourable due to higher than expected Plan Review revenue. Inspection revenue is back on track. Forecast is expected to meet the budget at the year end.
- 4 **Parking Tickets** - YTD parking fines revenues are significantly under budget due to vacant Bylaw Compliance Officer and clerk positions, resulting in a shortage of team members responsible for enforcing parking regulations. Forecast is adjusted to reflect the revenue shortfall.
- 5 **General Admin & Finance Fees** - YTD revenues are favourable due to higher than expected revenue from Board of Variance applications. Forecast to be slightly favourable to budget.

LICENCES AND PERMITS

- 6 **Business Licences** - YTD revenues are favourable to budget due to the timing of the billing cycle and refund process. Forecast to be on track at the year end.
- 7 **Inspection Permits** - YTD inspection permits revenues are under budget due to lower renovation and new construction activities as a result of the cooling down of the housing market. Budget was amended to recoup the revenue shortfall from the first half of the year. Although the market has slowly showed a sign of recovery, the market fluctuation normally takes about a year for construction and renovation activities to pick up. Forecast to be unfavourable to amended budget at the year end.
- 8 **Other Permits/Licences** - YTD revenues are favourable to budget due to higher than anticipated applications in urban design and temporary street occupancy permits issued, as well as higher demand in film permits and dog licences.

OTHER REVENUE

- 9 **Administration Fees (TransLink/Utilities)** - YTD revenues are favourable to budget due to higher than expected admin fees collected from utility to offset internal charges. Forecast to be favourable at the year end.
- 10 **Interest on Investments** - YTD revenues are favourable to budget due to changes in revenue recognition and budget allocation. Forecast to be slightly under budget at year end.
- 11 **Tax Penalties & Interest** - YTD revenues are favourable due to higher than budgeted revenue from penalty charges on late payments and interest on tax arrears. Forecast to be favourable to budget at the year end.
- 12 **Lease & Rentals** - YTD revenues are favourable due to a temporary saving from payment delay of foreshore lease remittance. Forecast is expected to meet the budget at the year end.
- 13 **Miscellaneous** - YTD revenues are favourable due to receipt of unbudgeted external recovery and its associated admin fee. Forecast is anticipated to be significantly under budget due to higher than usual reinstatement cheques issued as a result of the deposits cleanup initiatives undertaken by the Permits department. In prior years, damage deposits older than 7 years were written-off, the net of the writeoffs and reinstatements were recorded as revenue. With the closing of the old applications, the damage deposits previously written-off are being returned to the homeowner/builder. Revenue shortfall will be offset by a transfer from prior years' surplus.

**DISTRICT OF WEST VANCOUVER
NOTES TO GENERAL FUND RESULTS
FOR THE PERIOD ENDING September 30, 2019**

GOVERNMENT GRANTS

- 14 **Provincial Revenue Sharing** - YTD revenues are favourable due to higher than anticipated Traffic Fine Revenue Sharing and an unexpected grant received for implementation of the Province e-ticketing program. The e-ticketing program grant will offset the program implementation costs.
- 15 **Library** - YTD revenues are higher than budget due to timing of grants received; forecast to be slightly favourable at the year end.
- 16 **Other** - YTD revenues are favourable due to higher than anticipated UBCM Gas Tax Fund allocation and an unbudgeted grant received from UBCM for First Time Childcare Planning. Revenue is forecasted to be favourable due to one time Federal Gas Tax Fund received in 2019.

OTHER TRANSFERS

- 17 **Transfer In from Reserves** - The amount transferred in is from the Endowment Fund for the debt payments on the Police Building. YTD revenues are favourable due to budget allocation timing. Budget was amended to include the additional transfers from Land Reserve to fund 2195 Gordon Avenue rezoning project, and from Weather Reserve to cover winter maintenance expense shortfall. Forecast to be favourable to amended budget at the year end due to incremental transfer from prior years' surplus to cover the reinstatement cheques after netting of the saving from severance and fringe cost originally budgeted to be transferred from the Wage Contingency Reserve and Corporate Training Reserve. The corresponding expenditure transfers are in note 24.

EXPENDITURES

- 18 **Fire & Rescue Services** - YTD expenditures are slightly favourable to budget due to less than expected payroll expense from Fire Prevention and Fire Emergency Services. Forecast to be on track at the year end.
- 19 **Engineering & Transportation Services** - YTD expenditures are unfavourable due to higher than budgeted expenditures in crosswalks/sign lines, street light maintenance, slashing/sightlines, invasive species and winter maintenance. Expenditures are forecasted to meet the amended budget at the year end.
- 20 **Corporate Services** - YTD expenditures are favourable due to labour cost savings from unfilled positions in bylaw services and IT departments, as well as temporary savings from timing of utility billings and delay in North Shore emergency program payment. Forecast to be on track at the year end.
- 21 **Planning & Development Services** - YTD expenditures are unfavourable to budget due to unbudgeted temporary backfill labor cost for backlog damage deposits cleanup and planning work that is recoverable. Most of the forecasted favourable variance is related to Cypress Village. Contract was signed in the fall of 2019 and work will increase over the next several months and will continue into 2020.
- 22 **Parks, Culture & Community Services** - YTD expenditures are slightly favourable to budget due to labour cost savings from permanent employees' sick leave and staff vacancies. Budget was amended to include maintenance of trees impacted by drought, costs of removing abandoned boats from the foreshore, and general increases from contractors providing required services. Annual expenditures are expected to be unfavourable to amended budget due to increased operational costs associated with additional revenue collected.
- 23 **Tax Transfer to Asset Reserves** - Additional \$150k revenue was recognized from prior year's miscellaneous deposit and transferred to Asset Reserve as the funding source for capital projects.
- 24 **Transfers to Reserves** - Lease revenue from the Community Center was transferred to the reserve earlier than budgeted, as well as higher than budgeted revenue received from UBCM for Community Works Fund and 320 Taylor Way for Endowment Fund resulting in unfavourable variance. Forecast to be unfavourable at year end mainly due to UBCM one time Federal Gas Tax fund received in 2019. These expenditure amounts (which are actually transfers, not expenditures) correspond to the revenue transfers in note 17.

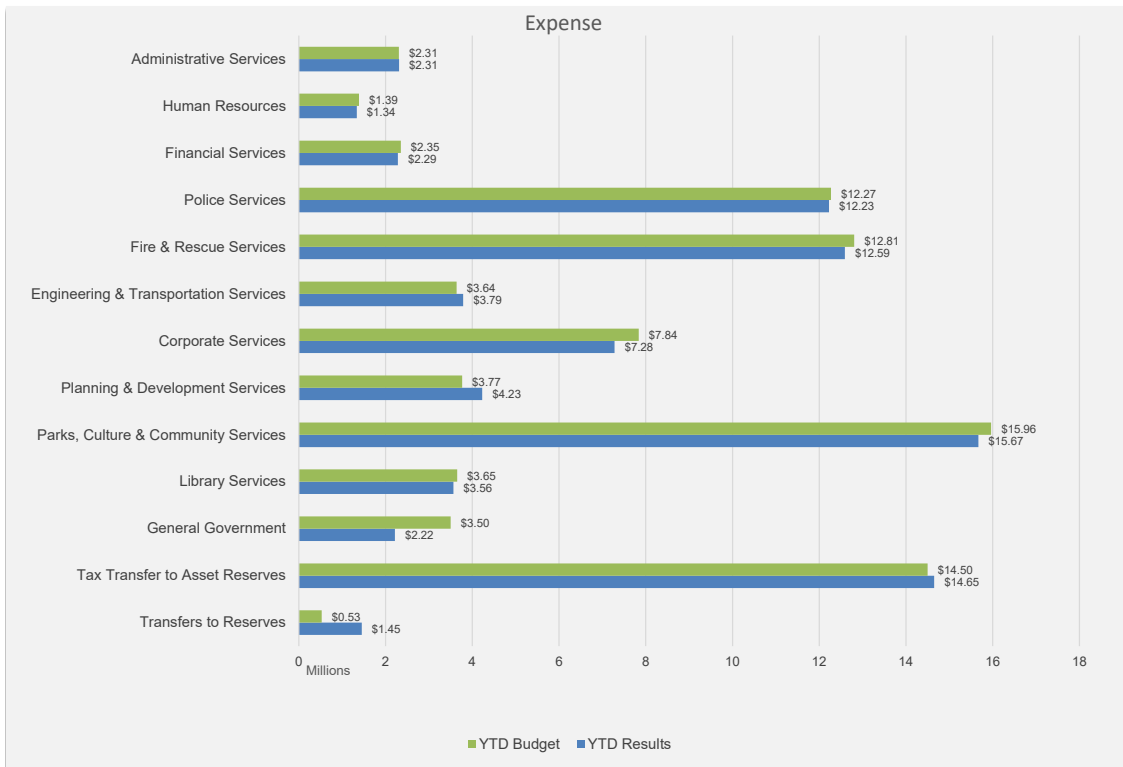
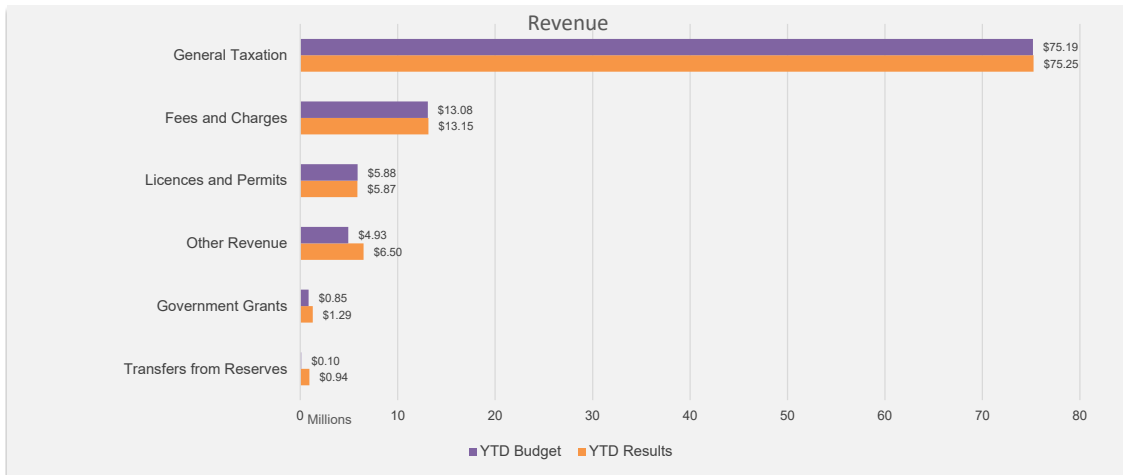
THIRD PARTY WORKS & NON-RECURRING ITEMS

- 25 **Third Party Works** - Increased demand for third party works is offset by increased third party works revenue.
- 26 **Land Sales & Costs** - There were no property sales budgeted in 2019. Costs are incurred to manage the use and development of land resources. At year end, funds from the Land Reserve will be transferred to cover any shortfall.
- 27 **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 haven't started, resulting in YTD favourable variance. Forecast is expected to be favourable due to delay of those projects.

**DISTRICT OF WEST VANCOUVER
NOTES TO GENERAL FUND RESULTS
FOR THE PERIOD ENDING September 30, 2019**

SCHEDULE A - GENERAL GOVERNMENT DETAILS

- 28 **Fiscal Services** - Unfavourable expenditures resulted from timing of bank charges and MFA debt payments, as well as higher than budgeted interest expense on tax prepayment, printing and postage costs. Forecast to be unfavourable; staff are reviewing the expenditures in this area.
- 29 **Election** - Election expenditures are accrued each year, unspent funds will be transferred to the Election Reserve in non-election years.
- 30 **Benefits Change Savings** - The amount reflected in this line is the difference between fringe benefit costs already incurred and the recovery of the fringe allocation charged to the departments. The favourable variance is a timing difference between the pay date and the recovery date. The employer health tax payment made in June and September resulted in a bigger credit balance compared to the same period last year.



DISTRICT OF WEST VANCOUVER
WATER FUND RESULTS & ANNUAL FORECAST
FOR THE PERIOD ENDING September 30, 2019

WATER UTILITY (\$000's)

	2019 Jan 1st to Sep 30th				2019 Annual Forecast			2019 Annual Budget		2018	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	13,104	12,457	647	5.2%	16,048	669	4.3%	15,379	85.2%	12,152	¹
Meter Rental Charges	381	383	(2)	-0.4%	510	0	0.0%	510	74.7%	380	
Micro Power Generation	19	14	6	44.4%	18	0	0.0%	18	108.3%	17	
Development Contributions	0	0	0		0	0		0		0	
Recoveries	(16)	107	(123)	-115.5%	142	0	0.0%	142	-11.6%	44	²
Other Revenue	28	20	8	39.2%	27	0	0.0%	27	104.4%	10	
Transfers In	0	2,921	(2,921)	-100.0%	66	(1,020)	-94.0%	1,085	0.0%	0	³
	<u>13,516</u>	<u>15,901</u>	<u>(2,385)</u>	<u>-15.0%</u>	<u>16,810</u>	<u>(351)</u>	<u>-2.0%</u>	<u>17,161</u>	<u>78.8%</u>	<u>12,604</u>	
EXPENDITURE											
Water Purchases	3,563	3,558	(6)	-0.2%	4,135	100	2.4%	4,235	84.1%	3,532	
Administration Fee	263	263	(0)	-0.0%	350	0	0.0%	350	75.0%	248	
Operations & Maintenance	2,755	3,340	584	17.5%	4,458	0	0.0%	4,458	61.8%	2,857	⁴
Capital Program	1,901	2,921	1,020	34.9%	4,500	1,293	22.3%	5,793	32.8%	2,260	⁵
Debt Service	1,497	1,497	(0)	-0.0%	1,996	(0)	-0.0%	1,996	75.0%	1,497	
	<u>9,979</u>	<u>11,578</u>	<u>1,599</u>	<u>13.8%</u>	<u>15,439</u>	<u>1,393</u>	<u>8.3%</u>	<u>16,832</u>	<u>59.3%</u>	<u>10,393</u>	
EXCESS REVENUES OVER EXPENDITURES	<u>3,537</u>	<u>4,323</u>	<u>(786)</u>		<u>1,371</u>	<u>1,042</u>		<u>329</u>		<u>2,210</u>	
Prior year adjustment	0	0	0		0	0		0		0	
EXCESS REVENUES OVER EXPENDITURES	<u>3,537</u>	<u>4,323</u>	<u>(786)</u>		<u>1,371</u>	<u>1,042</u>		<u>329</u>		<u>2,210</u>	

Notes:

¹ YTD revenue is favourable due to higher than predicted water consumption. Revenue is anticipated to exceed the budget at the year end.

² YTD revenue is under budget due to the difference between hourly charge out rates for utility vehicles and the cost of maintenance. Charge out rates and their associated expenses are being reviewed.

³ Transfers from the Water Reserve Fund are budgeted for approved capital projects, the actual transfer will be reviewed and reconciled at year end.

⁴ Operations expenditures are trending favourable due to seasonal fluctuations. Forecast to be on track at the end of the year.

⁵ Capital program expenditures are delayed or postponed, forecast to be favourable at the end of the year.

DISTRICT OF WEST VANCOUVER
SEWER FUND RESULTS & ANNUAL FORECAST
FOR THE PERIOD ENDING September 30, 2019

SEWER UTILITY (\$'000's)

	2019 Jan 1st to Sep 30th				2019 Annual Forecast			2019 Annual Budget		2018	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	13,626	14,388	(762)	-5.3%	18,716	(467)	-2.4%	19,184	71.0%	12,081 ¹	
Development Cost Charges	0	0	0		4,000	0	0.0%	4,000	0.0%	0 ²	
Developer Contributions	0	0	0		0	0		0		0	
Recoveries	(16)	102	(119)	-116.1%	137	0	0.0%	137	-12.1%	44 ³	
Other Revenue	0	34	(34)	-100.0%	44	(2)	-0.0%	46	0.0%	0	
Transfers In	0	4,126	(4,126)	-100.0%	126	(1,000)	-88.8%	1,126	0.0%	0 ⁴	
	<u>13,609</u>	<u>18,651</u>	<u>(5,041)</u>	<u>-27.0%</u>	<u>23,023</u>	<u>(1,469)</u>	<u>-0.0%</u>	<u>24,492</u>	<u>55.6%</u>	<u>12,125</u>	
EXPENDITURE											
GVSDD Levy	5,097	5,097	0	0.0%	6,913	(118)	-1.7%	6,795	75.0%	4,876	
Administration Fee	277	278	0	0.0%	370	0	0.0%	370	75.0%	248	
Sanitary Operations & Maintenance	1,139	1,308	169	13.0%	1,711	(0)	-0.0%	1,711	66.5%	1,182 ⁵	
Storm Operations & Maintenance	824	614	(210)	-34.3%	885	(0)	-0.0%	885	93.1%	705 ⁶	
Capital Program	2,188	7,389	5,201	70.4%	11,823	1,001	7.8%	12,823	17.1%	3,109 ⁷	
	<u>9,525</u>	<u>14,685</u>	<u>5,160</u>	<u>35.1%</u>	<u>21,702</u>	<u>883</u>	<u>3.9%</u>	<u>22,585</u>	<u>42.2%</u>	<u>10,119</u>	
EXCESS REVENUES OVER EXPENDITURES	<u>4,084</u>	<u>3,966</u>	<u>118</u>		<u>1,320</u>	<u>(586)</u>		<u>1,907</u>		<u>2,006</u>	

Notes:

¹ Various factors (e.g. history of consumption, payments pattern, rates and discounts, etc.) are built into the modelled estimation in order to calculate the annual and spread budget. Due to the complexity involved in evaluating the factor, it appears that the revenue forecast model may need to be modified. Third quarter results confirmed that adjustment is required, forecast is adjusted to be in line with the actual picture of the revenue growth.

² \$4M fund for 5 creeks diversion project will be transferred from DCC (Development Cost Charges) at year end.

³ YTD revenue is under budget due to the difference between hourly charge out rates for utility vehicles and the cost of maintenance. Charge out rates and their associated expenses are being reviewed.

⁴ Transfers from the Sewer & Drainage Reserve Fund are also budgeted for approved capital projects, the actual transfer will be reviewed and reconciled at year end.

⁵ Sanitary expense is favourable due to seasonal fluctuations.

⁶ Storm expense is unfavourable due to seasonal fluctuations.

⁷ Capital program expenditures are delayed or postponed, forecast to be favourable at the end of the year.

DISTRICT OF WEST VANCOUVER
SOLID WASTE FUND RESULTS & ANNUAL FORECAST
FOR THE PERIOD ENDING September 30, 2019
SOLID WASTE UTILITY (\$000's)

	2019 Jan 1st to Sep 30th				2019 Annual Forecast			2019 Annual Budget		2018	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	1,725	1,756	(31)	-1.8%	2,342	0	0.0%	2,342	73.7%	1,716	
Recycling User Fees	262	264	(2)	-0.9%	352	0	0.0%	352	74.3%	280	
Tag Sales	11	9	2	26.3%	12	0	0.0%	12	94.8%	9	
Contract/Material Revenue	549	542	8	1.4%	722	0	0.0%	722	76.1%	306	
Public Realm Refuse Fee	618	624	(6)	-1.0%	832	0	0.0%	832	74.3%	615	
Recycling Contract Recovery	1,917	1,917	0	0.0%	2,555	0	0.0%	2,555	75.0%	1,291	
	5,082	5,112	(30)	-0.6%	6,816	0	0.0%	6,816	74.6%	4,217	
EXPENDITURE											
Management/Outreach/NSRP	448	436	(12)	-2.8%	581	0	0.0%	581	77.1%	399	
Garbage, Green Can & Yard Trimmings	1,775	1,824	48	2.7%	2,432	0	0.0%	2,432	73.0%	1,689	
Administration Charge	68	68	0	0.0%	90	0	0.0%	90	75.0%	56	
Recycling	2,348	2,333	(15)	-0.6%	3,111	0	0.0%	3,111	75.5%	2,038	
Public Realm Refuse	601	658	58	8.8%	878	0	0.0%	878	68.4%	496 ¹	
Capital Program	0	0	0		0	20	100.0%	20	0.0%	0	
	5,239	5,319	80	1.5%	7,091	20	0.3%	7,111	73.7%	4,678	
EXCESS REVENUES OVER EXPENDITURES	<u>(157)</u>	<u>(207)</u>	<u>50</u>		<u>(276)</u>	<u>20</u>		<u>(296)</u>		<u>(461)</u>	

Notes:

¹ Public realm refuse costs are seasonal based on park usage. Full streetscape recycling started in April 2019 resulting in a favourable variance. Forecast to be on budget.

DISTRICT OF WEST VANCOUVER
GOLF FUND RESULTS & ANNUAL FORECAST
FOR THE PERIOD ENDING September 30, 2019

GOLF FUND (\$000's)

	2019 Jan 1st to Sep 30th				2019 Annual Forecast			2019 Annual Budget		2018	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	904	847	56	6.6%	975	71	7.8%	904	99.9%	842	¹
Rental Revenue - Facility	51	43	8	18.0%	55	1	0.9%	54	94.4%	43	
	<u>955</u>	<u>891</u>	<u>64</u>	<u>7.2%</u>	<u>1,029</u>	<u>71</u>	<u>7.4%</u>	<u>958</u>	<u>99.6%</u>	<u>885</u>	
EXPENDITURE											
Pro Shop & Management	142	138	(5)	-3.3%	180	(10)	-5.9%	170	83.8%	134	
Operations & Maintenance	603	530	(73)	-13.7%	743	(54)	-7.9%	689	87.5%	556	²
Administrative Fee	0	0	0		7	(7)		0		0	
Debt Service	0	0	0		100	0	0.0%	100	0.0%	0	
	<u>745</u>	<u>668</u>	<u>(77)</u>	<u>-11.6%</u>	<u>1,029</u>	<u>(71)</u>	<u>-7.4%</u>	<u>958</u>	<u>77.7%</u>	<u>690</u>	
EXCESS REVENUES OVER EXPENDITURES	<u>210</u>	<u>223</u>	<u>(13)</u>		<u>0</u>	<u>0</u>		<u>0</u>		<u>195</u>	

Notes:

¹ Golf revenues are highly dependant on weather, especially in early spring. If late winter, early spring weather is mild and dry, golf participation increases. Golf revenues are higher than budgeted, and higher than the same period last year due to favourable weather. Forecast to be favourable at the year end.

² Expenditures are unfavourable due to higher water charges, cleaning cost for the new washroom and additional cost associated with an emergent fencing issue. Unfavourable expenditures are projected to be offset by favourable revenue at the year end.

DISTRICT OF WEST VANCOUVER
CEMETERY FUND RESULTS & ANNUAL FORECAST
FOR THE PERIOD ENDING September 30, 2019

CEMETERY FUND (\$000's)

	2019 Jan 1st to Sep 30th				2019 Annual Forecast			2019 Annual Budget		2018	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	765	652	113	17.3%	900	(32)	-3.4%	932	82.1%	806 ¹	
Interest Revenue	0	0	0		141	0	0.0%	141	0.0%	34	
	<u>765</u>	<u>652</u>	<u>113</u>	<u>17.3%</u>	<u>1,041</u>	<u>(32)</u>	<u>-3.0%</u>	<u>1,073</u>	<u>71.3%</u>	<u>840</u>	
EXPENDITURE											
Operations & Maintenance	398	404	6	1.5%	533	(17)	-3.2%	516	77.1%	365	
Sales & Use Costs	127	142	14	10.2%	172	6	3.2%	177	71.8%	134	
Administration Fees	134	143	9	6.3%	179	0	0.0%	179	75.0%	134	
Capital Improvements	276	614	339	55.1%	836	205	19.7%	1,041	26.5%	30 ²	
	<u>935</u>	<u>1,303</u>	<u>368</u>	<u>28.3%</u>	<u>1,719</u>	<u>194</u>	<u>10.1%</u>	<u>1,913</u>	<u>48.9%</u>	<u>663</u>	
EXCESS REVENUES OVER EXPENDITURES	<u>(169)</u>	<u>(650)</u>	<u>481</u>		<u>(678)</u>	<u>162</u>		<u>(840)</u>		<u>176</u>	

Notes:

- ¹ The favourable variance is due to higher level of interment and demand for grave spaces at the beginning of the year. Currently rights of interment for full burial grave spaces are only being sold "at need" with no presales, as a result, revenue is forecasted to be slightly unfavourable to budget at the year end. Once the current phase of development has been completed, pre-sales will again be allowed, and revenue is expected to grow in subsequent years.
- ² Completion of the capital development project delay resulting in YTD favourable variance. Forecast to be favourable to budget due to some expenditures being postponed to 2020. Capital programs will be funded from the Cemetery Development Reserve.

DISTRICT OF WEST VANCOUVER
GENERAL FUND RESULTS
FOR THE PERIOD ENDING September 30, 2019

SALARY VACANCY ADJUSTMENT (\$ 000's)

	2019 Jan 1st to Sep 30th				2019 Annual Forecast			2019 Annual Budget	
	YTD Result	YTD Budget	YTD Variance	YTD % Variance	Projected Results	Projected Variance to Budget	% Variance	Annual Approved Budget	%
SUMMARY									
Salaries Regular	53,882	56,724	2,841	5.0%	73,308	1,210	1.6%	74,518	72.3%
Vacancy Adjustment	0	(612)	(612)	100.0%	(547)	(258)	32.0%	(805)	0.0%
	<u>53,882</u>	<u>56,112</u>	<u>2,230</u>	<u>4.0%</u>	<u>72,761</u>	<u>952</u>	<u>1.3%</u>	<u>73,713</u>	<u>73.1%</u>
Overtime	1,291	922	(369)	-40.0%	1,488	(0)	-0.0%	1,488	86.8%
Car Allowances	199	182	(18)	-9.7%	257	(16)	-6.8%	241	82.9%
External Recoveries	(1,544)	(2,054)	(511)	24.9%	(2,371)	(377)	13.7%	(2,748)	56.2%
General Fund	<u>53,829</u>	<u>55,162</u>	<u>1,332</u>	<u>2.4%</u>	<u>72,136</u>	<u>558</u>	<u>0.8%</u>	<u>72,693</u>	<u>74.0%</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, this is partially offset by vacancy adjustment and overtime cost.

Staff worked additional hours to cover for the vacancies, address backlog of work, meet required service level and respond to extraordinary events related to weather and IT infrastructure, resulting in additional overtime.

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, Culture and Community Services is related to statutory pay which is required for providing services seven days a week, including service provided for filming and special events.

A large portion of the overtime incurred in Police Services is related to integrated teams/special duties and is recoverable. Salary and overtime expenditures for seconded and assigned staff are also recoverable.

A portion of the overtime in Fire & Rescue Services is incurred for training purposes which includes recruitment. Officer's Development Program (ODP) training began in June. It is anticipated that most of this training will be completed in Q4 2019, and the rest of the training will finish by end of Q2 2020. As a result, forecast to be favourable at the year end.

ADMINISTRATION

Salaries Regular	2,141	2,124	(18)	-0.8%	2,819	(0)	-0.0%	2,819	76.0%
Vacancy Adjustment	0	(25)	(25)	100.0%	(33)	(0)	0.0%	(33)	0.0%
	<u>2,141</u>	<u>2,099</u>	<u>(43)</u>	<u>-2.0%</u>	<u>2,785</u>	<u>(0)</u>	<u>-0.0%</u>	<u>2,785</u>	<u>76.9%</u>
Overtime	0	3	3	100.0%	4	0	0.0%	4	0.0%
Car Allowances	12	12	(0)	-2.2%	16	0	0.0%	16	76.6%
Division Total	<u>2,154</u>	<u>2,114</u>	<u>(40)</u>	<u>-1.9%</u>	<u>2,805</u>	<u>(0)</u>	<u>-0.0%</u>	<u>2,805</u>	<u>76.8%</u>

HUMAN RESOURCES & PAYROLL SERVICES

Salaries Regular	1,190	1,225	34	2.8%	1,631	0	0.0%	1,631	73.0%
Vacancy Adjustment	0	(21)	(21)	100.0%	(28)	0	-0.0%	(28)	0.0%
	<u>1,190</u>	<u>1,204</u>	<u>14</u>	<u>1.1%</u>	<u>1,604</u>	<u>0</u>	<u>0.0%</u>	<u>1,604</u>	<u>74.2%</u>
Overtime	2	4	2	39.5%	5	(0)	-0.0%	5	45.5%
Car Allowances	3	3	(0)	-17.1%	3	(0)	-0.0%	3	87.8%
Division Total	<u>1,196</u>	<u>1,211</u>	<u>15</u>	<u>1.2%</u>	<u>1,612</u>	<u>0</u>	<u>0.0%</u>	<u>1,612</u>	<u>74.2%</u>

FINANCIAL SERVICES

Salaries Regular	2,188	2,251	63	2.8%	2,898	71	2.4%	2,969	73.7%
Vacancy Adjustment	0	(31)	(31)	100.0%	(11)	(30)	73.4%	(41)	0.0%
	<u>2,188</u>	<u>2,220</u>	<u>32</u>	<u>1.4%</u>	<u>2,887</u>	<u>40</u>	<u>1.4%</u>	<u>2,928</u>	<u>74.7%</u>
Overtime	6	0	(6)		5	(5)		0	
Car Allowances	9	9	(0)	-2.2%	12	(0)	-0.0%	12	76.6%
Division Total	<u>2,203</u>	<u>2,229</u>	<u>25</u>	<u>1.1%</u>	<u>2,904</u>	<u>35</u>	<u>1.2%</u>	<u>2,939</u>	<u>75.0%</u>

POLICE SERVICES

Salaries Regular	10,366	11,465	1,099	9.6%	14,631	646	4.2%	15,277	67.9%
Vacancy Adjustment	0	(207)	(207)	100.0%	(275)	(0)	0.0%	(275)	0.0%
	<u>10,366</u>	<u>11,259</u>	<u>893</u>	<u>7.9%</u>	<u>14,356</u>	<u>646</u>	<u>4.3%</u>	<u>15,002</u>	<u>69.1%</u>
Overtime	678	320	(358)	-111.7%	697	(233)	-50.1%	464	146.0%
Car Allowances	13	13	(0)	-2.2%	17	(0)	-0.0%	17	76.6%
External Recoveries	(1,474)	(2,002)	(528)	26.4%	(2,301)	(377)	14.1%	(2,678)	55.0%
Division Total	<u>9,583</u>	<u>9,590</u>	<u>7</u>	<u>0.1%</u>	<u>12,769</u>	<u>36</u>	<u>0.3%</u>	<u>12,805</u>	<u>74.8%</u>

DISTRICT OF WEST VANCOUVER
GENERAL FUND RESULTS
FOR THE PERIOD ENDING September 30, 2019

SALARY VACANCY ADJUSTMENT (\$ 000's)

	2019 Jan 1st to Sep 30th				2019 Annual Forecast			2019 Annual Budget	
	YTD Result	YTD Budget	YTD Variance	YTD % Variance	Projected Results	Projected Variance to Budget	% Variance	Annual Approved Budget	%
FIRE & RESCUE SERVICES									
Salaries Regular	11,780	11,912	132	1.1%	15,863	(0)	-0.0%	15,863	74.3%
Vacancy Adjustment									
	11,780	11,912	132	1.1%	15,863	(0)	-0.0%	15,863	74.3%
Overtime	134	437	303	69.3%	225	268	54.3%	493	27.2%
Car Allowances	6	6	(0)	-2.2%	8	0	0.0%	8	76.6%
External Recoveries	(70)	(53)	17	-32.7%	(70)	0	-0.0%	(70)	99.7%
Division Total	11,851	12,303	452	3.7%	16,026	268	1.6%	16,295	72.7%
ENGINEERING & TRANSPORTATION SERVICES									
Salaries Regular	4,116	4,291	175	4.1%	5,735	0	0.0%	5,735	71.8%
Vacancy Adjustment	0	(37)	(37)	100.0%	(50)	0	0.0%	(49)	0.0%
	4,116	4,254	137	3.2%	5,686	0	0.0%	5,686	72.4%
Overtime	233	66	(167)	-251.7%	402	0	0.0%	402	58.0%
Car Allowances	10	12	2	16.3%	16	0	0.0%	16	62.8%
External Recoveries									
Division Total	4,359	4,332	(27)	-0.6%	6,104	0	0.0%	6,104	71.4%
CORPORATE SERVICES									
Salaries Regular	3,965	4,282	316	7.4%	5,634	0	0.0%	5,634	70.4%
Vacancy Adjustment	0	(63)	(63)	100.0%	(84)	0	0.0%	(84)	0.0%
	3,965	4,219	253	6.0%	5,550	0	0.0%	5,550	71.4%
Overtime	71	43	(29)	-67.4%	57	0	0.0%	57	125.7%
Car Allowances	14	13	(0)	-2.2%	18	0	0.0%	18	76.6%
Division Total	4,050	4,275	224	5.2%	5,625	0	0.0%	5,625	72.0%
PLANNING & DEVELOPMENT SERVICES									
Salaries Regular	3,599	3,626	27	0.7%	4,618	170	3.6%	4,788	75.2%
Vacancy Adjustment	0	(51)	(51)	100.0%	0	(69)	100.0%	(69)	0.0%
	3,599	3,574	(25)	-0.7%	4,618	102	2.2%	4,720	76.3%
Overtime	31	11	(20)	-182.0%	35	(20)	-136.4%	15	211.8%
Car Allowances	95	75	(20)	-26.0%	117	(17)	-16.7%	100	94.5%
Division Total	3,725	3,660	(65)	-1.8%	4,770	65	1.3%	4,835	77.0%
PARKS, CULTURE & COMMUNITY SERVICES									
Salaries Regular	11,513	12,384	871	7.0%	15,354	256	1.6%	15,610	73.8%
Vacancy Adjustment	0	(133)	(133)	100.0%	(9)	(159)	94.8%	(168)	0.0%
	11,513	12,251	737	6.0%	15,345	97	0.6%	15,442	74.6%
Overtime	123	38	(84)	-220.3%	58	(11)	-22.1%	48	256.2%
Car Allowances	34	35	1	1.8%	44	0	0.7%	44	76.6%
Division Total	11,670	12,323	654	5.3%	15,448	87	0.6%	15,535	75.1%
LIBRARY SERVICES									
Salaries Regular	3,023	3,164	142	4.5%	4,125	67	1.6%	4,192	72.1%
Vacancy Adjustment	0	(44)	(44)	100.0%	(58)	0	0.0%	(58)	0.0%
	3,023	3,121	98	3.1%	4,067	67	1.6%	4,134	73.1%
Overtime	12	0	(12)		0	0		0	
Car Allowances	3	4	1	23.5%	5	0	0.0%	5	57.5%
Division Total	3,038	3,125	87	2.8%	4,072	67	1.6%	4,139	73.4%

INVESTMENT RESULTS

Summary

A summary of investment results for the period from July 1, 2019 to September 30, 2019 is presented below.

DISTRICT OF WEST VANCOUVER
INVESTMENT PORTFOLIO (\$ 000's)
As at September 30, 2019

	MFA MONEY MARKET FUND	MFA INTER- MEDIATE FUND	CIBC	National Bank	RBC	HSBC	BMO	TOTAL
Opening Balance (07/01/2019)	\$10	\$28	\$8	\$10	\$28,927	\$121,691	\$73,328	\$224,003
Transfers/Adjustments			-\$8	-\$11	-\$22,193	\$24,995	-\$64,199	-\$61,417
	\$10	\$28	-\$-	-\$-	\$6,734	\$146,686	\$9,129	\$162,586
Interest Income	\$-	\$1	\$-	\$1	\$63	\$1,154	\$25	\$1,242
	\$-	\$1	\$-	\$-	\$63	\$1,154	\$25	\$1,242
Closing Balance (09/30/2019)	\$10	\$29	\$-	\$-	\$6,796	\$147,840	\$9,154	\$163,829
<i>3 months non-annualized¹</i>	0.44%	0.39%	0.92%	0.86%	0.35%	0.86%	0.06%	

Comparison to Benchmarks

The benchmarks, defined in the District's Cash Management and Investment Guidelines 04-30-371, are set on the basis of MFA funds' performance objectives as follows:

- **Short term (working capital) investments:** performance objective (based on MFA Money Market Fund) = FTSE TMX Canada 30-Day Treasury Bill Index + 15 basis points, net of all expenses

- Q3 Benchmark = 0.39 %² + 15 basis points = 0.54%

- Q3 Actual (all short term investments) = 0.53%³

Short term investments are held primarily at the HSBC 31 Day Notice account with the annual rate of return of 2.83% per year and at the BMO High Interest Treasury account with the annual return rate of 2.6% per year, which exceeds the MFA benchmark.

Calculated actual return shows lower rate because it's based on the average account balance (opening balance + end balance / 2) and doesn't take into

¹ Calculated based on average account balances. Includes unearned interest for accounts with the maturity date outside of the current time period, based on the interest rate and the time of the report.

² 3 months non-annualized, as per MFA Pooled Investment Results report (September 30)

³ Based on average across all short term investments

account the timing of investments within a quarter.

More than 50% of the taxes collected by the District are remitted to the Province and other government agencies in Q3, which results in a reduction in the average account balance in the investment pool. This is an annual occurrence, and the District's short term investment strategy reflects this cycle.

- **Long term investments:**

- MFA Bond Fund: performance objective = FTSE TMX Canada Short Term Bond Index + 40 basis points, net of all expenses
 - Q3 Benchmark = $0.22\%^4 + 40 \text{ basis points} = 0.67\%$
 - Q3 Actual = NA (no investments)
- MFA Intermediate Fund: performance objective = FTSE TMX 365-Day Treasury Bill Index + 30 basis points, net of all expenses
 - Q3 Benchmark = $0.34\%^5 + 30 \text{ basis points} = 0.64\%$
 - Q3 Actual (MFA Intermediate Fund) = $0.39\%^6$
- Benchmark missed by 25 basis points due to the performance of the MFA Intermediate Fund. The performance gap doesn't have significant impact on the investment portfolio due to the low account balance – the Intermediate Fund investment is \$28K

Market trends

The analysis of Q3 market trends and forward looking investment strategies for the period from July 1, 2019 to September 30, 2019 is presented in the monthly MFA reports, available online at: https://mfa.bc.ca/sites/default/files/Pooled%20Investments/09-2019_ph_n_monthly_reporting.pdf

⁴ 3 months non-annualized, as per MFA Pooled Investment Results report (September 30)

⁵ 3 months non-annualized, as per MFA Pooled Investment Results report (September 30)

⁶ 3 months non-annualized, as per MFA Pooled Investment Results report (September 30)

DISTRICT OF WEST VANCOUVER
 CAPITAL PROGRAM SUMMARY - GENERAL FUND & CEMETERY
 FOR THE PERIOD ENDING SEPTEMBER 30th, 2019
 (\$ 000's)

Asset Category	FP Year	Total Budget	Actual 2018	Actual 2019	Open PO's 2019	Total Actual + Committed	Remaining Budget	Total Project Forecast (JDE)	Project Forecast Variance
General Fund									
Information Technology	2019	263		0	0	0	263	199	64
Equipment	2019	1,130	12	17	18	47	1,083	970	159
Facilities Maintenance	2019	9,324		14	68	82	9,242	2,946	6,378
Grounds & Parks	2019	2,029	101	5	295	401	1,627	1,316	713
Transportation Infrastructure	2019	3,044		26	56	82	2,962	3,298	-254
Vehicle Fleet	2019	1,611		0	853	853	758	1,492	119
	Total 2019	17,400	113	62	1,290	1,466	15,934	10,221	7,179
Information Technology	2018	1,867	603	113	71	786	1,081	1,179	689
Equipment	2018	1,090	546	70	0	616	474	405	685
Facilities Maintenance	2018	3,765	1,588	37	44	1,669	2,096	2,102	1,663
Grounds & Parks	2018	8,727	310	26	135	471	8,256	853	7,874
Transportation Infrastructure	2018	3,040	1,275	255	197	1,727	1,314	1,281	1,759
Vehicle Fleet	2018	259	174	24	67	265	-6	135	124
	Total 2018	18,748	4,496	524	514	5,534	13,214	5,954	12,794
Facilities Maintenance	2017	1,232	824	111	352	1,286	-55	369	863
Transportation Infrastructure	2017	1,951	662	31	68	760	1,191	685	1,267
	Total 2017	3,183	1,485	141	420	2,047	1,137	1,053	2,130
Equipment	18/19	155	67	0	26	93	62	88	67
Facilities Maintenance	18/19	7,264	81	0	304	385	6,879	1,653	5,611
Grounds & Parks	18/19	780		13	17	30	750	525	255
Transportation Infrastructure	18/19	8,639	134	7	141	282	8,357	4,014	4,625
	Total 18/19	16,838	282	20	488	789	16,048	6,280	10,558
Information Technology	17/18	602	66	15	45	126	476	232	370
Facilities Maintenance	17/18	990	590	284	1,061	1,935	-945	615	375
Transportation Infrastructure	17/18	484	339	2	0	341	143	50	434
	Total 17/18	2,075	994	300	1,107	2,401	-326	897	1,178
Total General Fund		58,245	7,371	1,047	3,819	12,237	46,007	24,405	33,839
Cemetery Fund									
Grounds & Parks	2019	102		0	42	42	60	42	60
	Total 2019	102	0	0	42	42	60	42	60
Grounds & Parks	17/18	939	74	17	30	122	817	794	146
	Total 17/18	939	74	17	30	122	817	794	146
Total Cemetery Fund		1,041	74	17	73	164	877	836	205

NOTES

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Notes:

- ¹ Municipal Hall Project will continue in 2020 and 2019 funding will be re-budgeted.
- ² Project allocation will be re-budgeted for 2020 due to projects not being completed in 2019.
- ³ Horseshoe Bay Park Revitalization will start in 2020.
- ⁴ Horseshoe Bay Streetscape is on hold and work will continue in 2020.

DISTRICT OF WEST VANCOUVER
 CAPITAL PROGRAM SUMMARY - UTILITIES
 FOR THE PERIOD ENDING SEPTEMBER 30th, 2019
 (\$ 000's)

Fund	FP Year	Budget 2019	Actual 2019	Open PO's 2019	Total Actual + Committed 2019	Remaining Budget	Total Project Forecast	Project Forecast Variance
Water	2019	1,578	298	311	609	969	1,270	308
Water	2018	2,805	666	180	847	2,133	2,040	765
Water	2017	1,410	937	25	961	449	1,190	220
Water Utility Fund		5,793	1,901	516	2,417	3,551	4,500	1,293
Sewer	2019	7,003	1,939	2,037	3,975	3,027	7,003	0
Sewer	2018	5,785	257	48	305	5,480	4,785	1,000
Sewer	2017	0	1	1	2	-2	0	0
Sewer	17/18	35	7	174	180	-145	35	0
Sewer Utility Fund		12,823	2,204	2,258	4,463	8,360	11,823	1,000
Solid Waste	2018	20				20	0	20
Solid Waste Utility Fund		20	0	0	0	20	0	20

Notes

Notes:

¹ Majority of costs will be re-budgeted for 2020 due to projects not being completed in 2019.

² 5 Creek Diversion Project will be funded from DCC Fund (4m) and Sewer/Drainage Reserve Fund (1.575m).

DISTRICT OF WEST VANCOUVER
As at September 30, 2019

RESERVE SCHEDULE (\$ 000's)

	Opening Balances	Current Transactions		Current Balances	Forecast Transactions			Forecast Balances	Committed	Uncommitted
	2019/01/01	Revenues & Transfers	Expenditures & Transfers	2019/09/30	Revenues & Transfers	Interest	Expenditures & Transfers	2019/12/31	Transactions	Balances
GENERAL FUND										
Asset Reserves	11,480	14,698	0	26,178	0	0	-15,167	11,011	-8,961	2,050
<i>Statutory</i>										
Capital Facilities Reserve ¹	3,640	6,184	0	9,824	0	0	-4,041	5,782	-7,870	-2,088
Capital Infrastructure Reserve ²	5,660	4,240	0	9,900	0	0	-6,620	3,280	-536	2,744
Capital Equipment Reserve ³	1,727	3,219	0	4,946	0	0	-3,424	1,522	-536	985
<i>Non-Statutory</i>							0			
Operational Reserve ⁴	454	1,055	0	1,509	0	0	-1,081	427	-19	408
Endowment Fund	30,323	416	-1,198	29,540	11	0	-429	29,122	0	29,122
<i>Threshold Value ⁵</i>	18,000									
Amenity Contributions Fund	29,528	0	-99	29,429	219	0	-8,781	20,867	-15,376	5,491
<i>Non-Restricted</i>	22,400	0	-99	22,301	219	0	-6,691	15,830	-11,068	4,762
<i>Restricted ⁶</i>	7,128	0	0	7,128	0	0	-2,090	5,038	-4,308	729
Affordable Housing	5,152	0	0	5,152	0	0	0	5,152	0	5,152
Land Reserve Fund	1,579	99	0	1,678	0	0	-1,409	269	-133	136
Borrowed Funds - Municipal Hall Project ⁷	403	0	0	403	0	0	-403	0	0	0
Operating Reserves	5,645	150	0	5,795	80	0	-2,941	2,934	0	2,934
Other Reserves	2,395	376	0	2,771	238	0	-905	2,104	-125	1,979
OTHER FUNDS										
Golf Development Reserve	7	0	0	7	0	0	0	7	0	7
Cemetery Development Reserve	2,078	0	0	2,078	129	0	-807	1,400	-131	1,269
Solid Waste Reserve Fund	3,067	0	0	3,067	0	0	-276	2,791	0	2,791
Water Reserve Fund	2,763	0	0	2,763	4,500	0	-4,566	2,697	0	2,697
Sewer & Drainage Reserve Fund	6,340	0	0	6,340	7,560	0	-7,686	6,214	0	6,214
TOTAL RESERVES	100,759	15,739	-1,297	115,202	12,736	0	-43,369	84,569	-24,726	59,843
DEVELOPMENT COST CHARGES (DCCs)	23,991	1,228	0	25,219	0	0	-4,370	20,849	0	20,849
TOTAL RESERVES & DCCs	124,750	16,968	-1,297	140,421	12,736	0	-47,739	105,418	-24,726	80,692
TRUST FUNDS										
Seniors' Accounts	351	114	-44	421	0	0	0	421	0	421
Cemetery Care Fund	5,929	0	0	5,929	0	0	0	5,929	0	5,929
Other	772	13	-134	650	0	0	0	650	0	650
	7,051	127	-179	7,000	0	0	0	7,000	0	7,000
TOTAL RESERVES, DCCs & TRUST FUNDS	131,801	17,094	-1,475	147,420	12,736	0	-47,739	112,418	-24,726	87,692

See notes on page 23

DISTRICT OF WEST VANCOUVER
As at September 30, 2019

RESERVE SCHEDULE (\$ 000's)

	Opening Balances	Current Transactions		Current Balances	Forecast Transactions			Forecast Balances	Committed	Uncommitted
	2019/01/01	Revenues & Transfers	Expenditures & Transfers	2019/09/30	Revenues & Transfers	Interest	Expenditures & Transfers	2019/12/31	Transactions	Balances
OPERATING RESERVES										
Weather Related Incidents Reserve	300	0	0	300	0	n/a	-100	200	0	200
Election Provision	100	0	0	100	80	n/a	0	180	0	180
Fleet Surcharge Reserve	20	0	0	20	0	n/a	0	20	0	20
Fringe Benefit Allocation	936	0	0	936	0	n/a	-350	586	0	586
Caulfield LUC	206	0	0	206	0	n/a	0	206	0	206
Youth Activity	557	0	0	557	0	0	-5	552	0	552
<i>Threshold Value^a 542</i>					0		0	0	0	0
WV Shoreline Preservation Society	10	0	0	10	0	n/a	0	10	0	10
Engagement (Innovation) Fund	2,118	0	0	2,118	0	n/a	-2,118	0	0	0
Public Art Reserve (Est 2016)	126	150	0	276	0	n/a	-77	199	0	199
Wage Contingency Reserve (Est 2016)	500	0	0	500	0	n/a	-291	209	0	209
Legal Reserve (Est 2016)	700	0	0	700	0	n/a	0	700	0	700
Corporate Training Initiatives (Est 2016)	72	0	0	72	0	n/a	0	72	0	72
TOTAL OPERATING RESERVES	5,645	150	0	5,795	80	0	-2,941	2,934	0	2,934
OTHER RESERVES										
Artificial Turf Replacement	1,120	67	0	1,188	147	0	-369	965	0	965
Rutledge Field Replacement	387	29	0	416		0	-411	5	0	5
Parkland Acquisition	9	0	0	9		0	0	9	0	9
Parkland Cash In Lieu	7	0	0	7		0	0	7	0	7
Debt Retirement (SF Surplus)	289	0	0	289		n/a	0	289	0	289
UBCM Community Works Fund	583	280	0	863	91	n/a	-125	829	-125	704
TOTAL OTHER RESERVES	2,395	376	0	2,771	238	0	-905	2,104	-125	1,979
DEVELOPMENT COST CHARGES (DCCs)										
GENERAL FUND										
Highways										
Neighbourhood Area 3	1,644	0	0	1,644	0	0	0	1,644	0	1,644
Neighbourhood Area 4	2,510	84	0	2,594	0	0	0	2,594	0	2,594
Community Areas 2 to 5	2,060	31	0	2,091	0	0	0	2,091	0	2,091
	<u>6,215</u>	<u>115</u>	<u>0</u>	<u>6,330</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>6,330</u>	<u>0</u>	<u>6,330</u>
Underground Wiring	<u>1,390</u>	<u>28</u>	<u>0</u>	<u>1,418</u>	<u>0</u>	<u>0</u>	<u>-40</u>	<u>1,378</u>	<u>0</u>	<u>1,378</u>
Parks & Open Space										
Major - Principal	3,155	442	0	3,597	0	0	0	3,597	0	3,597
Major - Interest	1,038	0	0	1,038	0	0	0	1,038	0	1,038
Ambleside Waterfront - Principal	172	155	0	326	0	0	0	326	0	326
Ambleside Waterfront - Interest	161	0	0	161	0	0	0	161	0	161
Local - Principal	5,132	285	0	5,417	0	0	0	5,417	0	5,417
Local - Interest	1,370	0	0	1,370	0	0	-330	1,040	0	1,040
	<u>11,029</u>	<u>882</u>	<u>0</u>	<u>11,910</u>	<u>0</u>	<u>0</u>	<u>-330</u>	<u>11,580</u>	<u>0</u>	<u>11,580</u>
OTHER FUNDS										
Water Utility										
Areas 2 & 3	0	0	0	0	0	0	0	0	0	0
Areas 4 & 5	1,117	54	0	1,171	0	0	0	1,171	0	1,171
	<u>1,117</u>	<u>54</u>	<u>0</u>	<u>1,171</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,171</u>	<u>0</u>	<u>1,171</u>
Sewer Utility										
Drainage	4,241	149	0	4,390	0	0	-4,000	390	0	390
TOTAL GENERAL AND OTHER FUNDS' DCCs	23,991	1,228	0	25,219	0	0	-4,370	20,849	0	20,849

DISTRICT OF WEST VANCOUVER

As at September 30, 2019

RESERVE SCHEDULE (\$ 000's)

	Opening Balances	Current Transactions		Current Balances	Forecast Transactions			Forecast Balances	Committed	Uncommitted
	2019/01/01	Revenues & Transfers	Expenditures & Transfers	2019/09/30	Revenues & Transfers	Interest	Expenditures & Transfers	2019/12/31	Transactions	Balances
TRUST FUNDS *										
Seniors' Accounts										
Building	0	0	0	0	0	0	0	0	0	0
Friends of the Centre	20	0	0	20	0	0	0	20	0	20
General Projects	40	2	0	42	0	0	0	42	0	42
Leisure Living Crafts	43	2	-1	44	0	0	0	44	0	44
Woodworking	1	2	0	2	0	0	0	2	0	2
Green Thumb	5	0	0	4	0	0	0	4	0	4
Photo Club	16	3	-5	15	0	0	0	15	0	15
Hiking	3	0	0	3	0	0	0	3	0	3
Keynote Singers	2	0	0	2	0	0	0	2	0	2
Quilting	13	0	0	14	0	0	0	14	0	14
Computer Club	1	0	0	1	0	0	0	1	0	1
Stained Glass	2	0	0	1	0	0	0	1	0	1
Computer Equipment	14	0	-1	13	0	0	0	13	0	13
Fundraising Events	191	105	-36	259	0	0	0	259	0	259
	<u>351</u>	<u>114</u>	<u>-44</u>	<u>421</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>421</u>	<u>0</u>	<u>421</u>
Memorial Library Accounts										
Adams	0	0	0	0	0	0	0	0	0	0
Welch	0	0	0	0	0	0	0	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Other Accounts										
Legacy Project	39		0	39	0	0	0	39	0	39
Amblevue Place Housing	384	13	0	397	0	0	0	397	0	397
Dickinson Archives Trust	82	0	0	82	0	0	0	82	0	82
Cultural Centre	20	0	0	20	0	0	0	20	0	20
Brissenden Park	248	0	-134	113	0	0	0	113	0	113
	<u>772</u>	<u>13</u>	<u>-134</u>	<u>650</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>650</u>	<u>0</u>	<u>650</u>
	<u>1,123</u>	<u>127</u>	<u>-179</u>	<u>1,071</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,071</u>	<u>0</u>	<u>1,071</u>

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 Reserve 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 The 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 \$18m.
- 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 Municipal Hall project loan.
- ⁸ The threshold value for the Youth Activity Reserve is updated each year by CPI.
- ⁹ Interest is paid on these accounts at year end.

DISTRICT OF WEST VANCOUVER
PROCUREMENT STATISTICS
FOR THE PERIOD ENDING September 30, 2019

Purchasing:	2015	2016	2017	2018	2019 Q3
Quotations	162	194	278	266	263
Tenders	26	25	31	31	16
Request for Proposals/EOI	85	96	93	103	86
Total # of files	273	315	402	400	365

	2015	2016	2017	2018	2019 Q3
Purchase Orders count	2205	1970	2402	1843	1330

	2015	2016	2017	2018	2019 Q3
Procurement Activity Savings	\$883,264	\$718,954	\$890,084	\$743,243	\$587,050
Purchasing Department Budget (BU 220)	\$675,350	\$702,625	\$702,680	\$723,092	\$732,092
Purchasing & Risk Management FTE count	7.6	7.6	7.6	7.6	7.6

Purchasing Card:	2015	2016	2017	2018	2019 Q3
New Pcards issued	40	25	27	48	25
Total # of Pcards	n/a	208	206	226	232
Total # of transactions	9,296	8,410	9,918	9,834	6,653
Total \$ Spent	\$1,322,402	\$1,231,597	\$1,585,299	\$1,665,016	\$1,276,268

Stores - Operations Ctre	2015	2016	2017	2018	2019 Q3
Fleet size count	127	130	133	137	138
Auto part orders count	1753	1646	1669	1465	974
Inventory Issues count (all)	567,057	572,458	565,811	574,636	374,831
Inventory Issues count (fuel)	515,594	523,906	528,977	542,473	351,496
Inventory Issues count (all, less fuel)	51,463	48,552	36,834	32,163	23,335
Inventory Issues value (all)	\$1,772,502	\$1,889,975	\$1,817,572	\$1,838,331	\$1,274,864
Inventory Issues value (fuel)	\$573,422	\$545,864	\$601,921	\$726,280	\$463,380
Inventory Issues value (all, less fuel)	\$1,199,080	\$1,344,111	\$1,215,651	\$1,112,051	\$811,483

Risk Management	2015	2016	2017	2018	2019 Q3
Fleet accident claims (#)	63	63	63	57	55
Property damage recovery (#)	15	20	13	6	9
Property damage recovery (\$)	n/a	\$12,790	\$19,649	\$13,042	\$19,795
Claim Files (#) MIA	52	48	32	51	28
Claim Files (#) Other	61	41	43	26	35
Total (#) RM Files	191	172	151	140	127

DISTRICT OF WEST VANCOUVER
CONTRACTS AWARDED (OVER \$75K)
FOR THE PERIOD ENDING September 30, 2019

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	
T18 78A Capilano View Cemetery Expansion	\$811,000 Cedar Crest Lands	\$1,283,363 4	Public Tender Parks	tbc No	Awarded price reflects \$326,141 credit for deferred work items
T18 79A Rectangular Rapid Flashing Beacons - various locations	\$410,000 Fraser City Installations	\$474,432 2	Public Tender Engineering	tbc No	
RFP18 125 Fire Pumper Truck	\$797,490 Commercial/Pierce	\$799,318 2	Public RFP Fire	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
EOI19 026A Cypress Lands Policy Framework	\$1,100,000 Coriolis Consulting	\$1,100,000 1	Public EOI Planning	tbc No	
T19 042A Rutledge Field Turf Replacement	\$606,980 AstroTurf West	\$615,249 2	Public Tender Parks	\$606,980 Yes	
RFP19 043 Marr Creek Rehabilitation Design- Build	\$281,571 PW Trenchless	\$281,571 1	Public RFP Engineering	\$310,571 Yes	
RFP19 068 Pavement Asset Management Plan	\$99,287 Tetra Tech Canada Inc.	\$99,644 2	Public RFP Engineering	tbc No	
RFP19 076 JDE Upgrade ver 9.1 to 9.2	\$95,410 Mid-Range Software	\$99,410 1	Direct Award ITS	tbc No	Direct Award approved by Purchasing Manager - justification on file
T19 086 20 Passenger Bus R027 for Seniors Centre	\$101,599 The Bus Centre	\$109,653 2	Public Tender Community Services	tbc No	
RFP19 109 Nelson Canyon Bridge Scope Development	\$117,490 WSP Canada Group Ltd.	\$117,490 1	Direct Award Engineering	\$61,011 Yes	Direct Award approved by Purchasing Manager - feasibility study and to define scope for design-build RFP
EOI19 112 SAN System Replacement	\$284,193 Microserve	\$305,165 4	Public EOI ITS	\$284,993 Yes	
T19 123A Lawson Creek Channel & Trash Rack Improvements	\$98,995 North Construction	\$138,748 2	Select Bidding Engineering	tbc No	3 invited - 1 did not submit
RFP19 145 Caulfeild Cove Pier - Float Replacement	\$99,000 Blue Water Systems Ltd.	\$117,000 2	Public RFP Parks	tbc No	
T19 158 Former VCH Site Demolition	\$663,724 D. Litchfield & Co. Ltd.	\$725,181 4	Select Bidding Facilities	tbc No	
Q19 195 Aquatic Centre Bulkhead Replacement	\$232,941 Acapulco Pools Ltd.	\$232,941 1	Direct Award Facilities	tbc No	Direct Award approved by Purchasing Manager - sole source
RFP19 201 2019 RTU Replacement Program	\$128,981 QCA Systems Engineering	\$128,981 1	Direct Award Engineering	tbc No	Direct Award following public pre- qualification process
RFP19 221 Water Infrastructure Asset Management Plan	\$89,858 WSP Canada Group Ltd.	\$102,466 5	Public RFP Engineering	tbc No	
RFP19 229 Art Facilities Site Identification	\$91,800 Cornerstone	\$92,985 8	Public RFP Cultural Services	tbc No	
Q19 234 Hadden Creek Fish Ladder	\$89,180 North Construction	\$89,180 1	Direct Award Engineering	\$86,555 Yes	Direct Award approved by Purchasing Manager - justification on file
T19 236 Street Lighting Improvements	\$164,100 Campbell Valley Contracting	\$217,096 4	Public Tender Engineering	tbc No	
T19 257 Horseshoe Bay Streetscape Phase 1	\$959,000 Jack Cewe Ltd.	\$1,178,625 4	Public Tender Engineering	tbc No	Invited Tender of 4 pre-qualified bidders following public EOI

DISTRICT OF WEST VANCOUVER
DOCUMENTED SAVINGS
FOR THE PERIOD ENDING September 30, 2019

Documented Savings	Value	Total Value
Year to Date		\$587,050
Ongoing/annual savings from prior years		\$77,400
RFP15 220 - Towing - successful vs average - annual saving to 2020	\$18,000	
Property Insurance - 2015 vs 2014 - annual saving to 2020	\$25,125	
T17 205 - Ductile Iron Water Main Pipe - Coop Contract - annual saving to 2022	\$4,275	
RFP18 08 - Cellular Mobility Services - annual savings vs prior contract to 2023	\$30,000	
Successful vs. Average		\$509,650
Q19 017 - Catch Basin Cleaning - successful vs. average	\$13,047	
Q19 019 - Coastal Flooding & Sea Level Rise - successful vs. average	\$9,920	
T19 042A - Rutledge Field Turf Replacement - successful vs. average	\$8,268	
T19 045 - Tandem Axle Dump Truck (M055) - successful vs. average	\$11,318	
RFP19 073 - Marine Drive Road & Sidewalk Improvements - successful vs. average	\$31,300	
Q19 074 - Street Lamp & Metal Pole Replacement - successful vs. average	\$2,333	
T19 086 - 20 Passenger Bus Unit R027 - successful vs. average	\$8,054	
EOI19 112 - SAN System Replacement - successful vs. average	\$20,973	
RFP19 123A - Lawson Creek Channel & Trash Rack - successful vs. average	\$39,753	
RFP19 145 - Caulfeild Cove Pier Float - successful vs. average	\$18,000	
T19 158 - Demolition of 2195 Haywood & 990 22nd Street - successful vs. average	\$61,457	
RFP19 221 - Water System Asset Management Plan - successful vs. average	\$12,608	
T19 236 - Street Lighting Improvements - successful vs. average	\$52,996	
T19 257 - Horseshoe Bay Streetscape Phase 1 - successful vs. average	\$219,625	

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).