

**2020
FOURTH
QUARTER
FINANCIAL
REPORT**



District of West Vancouver British Columbia
April 9, 2021

**DISTRICT OF WEST VANCOUVER
2020 FOURTH QUARTER FINANCIAL REPORT**

Table of Contents

	Page
1 2020 Fourth Quarter Summary	1
2 General Fund Revenue Summary	5
3 General Fund Operating Results	6
4 Notes to General Fund Results	7
5 Water Utility	10
6 Sewer Utility	11
7 Solid Waste Utility	12
8 Golf Fund	13
9 Cemetery Fund	14
10 Salary Vacancy Adjustment	15
11 Investment Results	17
12 Capital Program Summary	19
13 Reserve Schedule	21
14 Procurement Statistics	24
15 Contracts Awarded Over \$75K	25
16 Procurement Documented Savings	26

**DISTRICT OF WEST VANCOUVER
2020 FOURTH QUARTER SUMMARY**

The fourth quarter financial report includes a review of operating results, investment results, capital expenditures, reserve balances and procurement statistics to December 31. It includes analysis of actual results to the year-to-date (YTD) amended budget. The budget amendment was approved by Council on October 19, 2020. 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 (not including third party works, non-recurring items and transfers) exceeded target by \$10.35M. The favourable variance was transferred to support various operational and capital reserves (see notes below).

Revenues

Revenue Item	YTD Result (in millions)	YTD Budget (in millions)	YTD Variance (in millions)
General Taxation	\$ 77.55	\$ 77.57	\$ (0.02)
Fees & Charges	\$ 9.27	\$ 8.72	\$ 0.55
Licences & Permits	\$ 7.13	\$ 7.15	\$ (0.01)
Other Revenue	\$ 8.64	\$ 6.81	\$ 1.83
Government Grants	\$ 6.38	\$ 1.32	\$ 5.06
Total	\$ 108.98	\$ 101.57	\$ 7.41

Revenue (not including third party works, non-recurring items and transfers) exceeded budget by \$7.41M (7.3%).

Variances included:

- delay of grants in lieu payments application;
- higher than expected performance and availability of services in Parks, Culture & Community Services;
- higher than budgeted administration fees billed to First Nations;
- unfavourable parking ticket revenues due to reduction in parking activity enforcement,
- higher than expected interest earned on GIC;
- higher than budgeted penalty income on late payments and interest income on tax arrears;
- lease and rental revenue were not impacted by COVID-19 as expected, resulting in a favourable variance;
- receipt of an unbudgeted one-time COVID-19 Safe Restart Grant from the Province.

Expenditures

Expenditure Item	YTD Result (in millions)	YTD Budget (in millions)	YTD Variance (in millions)
Administrative Services	\$ 2.93	\$ 2.99	\$ 0.06
Human Resources	\$ 1.74	\$ 1.95	\$ 0.20
Financial Services	\$ 3.21	\$ 3.21	\$ 0.00
Police Services	\$ 15.84	\$ 16.63	\$ 0.79
Fire & Rescue Services	\$ 17.36	\$ 17.47	\$ 0.11
Engineering & Transportation Services	\$ 5.03	\$ 5.03	\$ 0.01
Corporate Services	\$ 9.80	\$ 10.26	\$ 0.46

**DISTRICT OF WEST VANCOUVER
2020 FOURTH QUARTER SUMMARY**

Planning & Development Services	\$ 5.26	\$ 5.26	\$ (0.00)
Parks, Culture & Community Services	\$ 14.80	\$ 15.00	\$ 0.19
Library Services	\$ 4.62	\$ 4.91	\$ 0.29
General Government	\$ 4.66	\$ 5.48	\$ 0.82
Total	\$ 85.26	\$ 88.20	\$ 2.94

Expenditures (not including third party works, non-recurring items and transfers) were under budget by \$2.94M (3.3%) due to:

- savings in salary due to impacts of COVID-19 resulting in reduced operating hours, multiple staff vacancies, and delays in hiring;
- closure of Justice Institute of BC restricted public safety training opportunities and in turn lowered overtime costs;
- new Federal funding model for police IHIT (Integrated Homicide Investigation Team) resulted in lower than expected expenditures;
- savings in training and professional development costs due to COVID-19;
- lower than expected severance payments and legal/consulting expenditures;

Transfers

Transfers	YTD Result (in millions)	YTD Budget (in millions)	YTD Variance (in millions)
Transfer In	\$ (2.00)	\$ (2.14)	\$ (0.14)
Tax Transfer to Asset Reserves	\$ 12.37	\$ 8.33	\$ (4.04)
Transfers to Reserves	\$ 11.86	\$ 3.06	\$ (8.80)
Total	\$ 22.23	\$ 9.25	\$ (12.97)

Net transfers exceeded budget by \$12.97M due to:

- transfer of annual surplus to various reserves, and
- transfer to reserves of one-time COVID-19 Safe Restart Grant from the Province.

Third Party Works & Non-Recurring Items

Third party works resulted in higher than expected revenues and expenditures.

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

Community amenity contributions (CACs) which are voluntary contributions from developers benefitted the community, contributing towards community enhancement. Details are provided in the General Fund Results.

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

Detailed variance explanations are provided in the Notes to the General Fund Results.

DISTRICT OF WEST VANCOUVER 2020 FOURTH QUARTER SUMMARY

Utility and Other Funds

Water Utility – Water consumption is seasonal and difficult to predict accurately. User fee revenues were slightly unfavourable to budget due to a consumption drop in commercial properties in the second quarter. Due to COVID-19, non-essential businesses were shut down at the beginning of the second quarter and gradually reopened near the end of the second quarter. As a result, user fee revenue picked up in the third and fourth quarter as expected. The operating expenditures are favourable to budget due to lower than projected water purchase costs and maintenance costs. The capital work program is delayed or deferred to 2021 resulting in a favourable variance at year end.

Sewer Utility – Similar to the Water Utility, YTD revenues were behind due to a significant consumption drop in commercial properties in the second quarter, but revenue was picked up in the third and fourth quarters as anticipated. Capital program expenditures are delayed or deferred to 2021 resulting in a favourable variance at year end.

Solid Waste – Revenues are favourable due to a duplicate payment received from Recycle BC, and as a result a refund will be processed in 2021. Operating costs in waste and recycling are unfavourable due to unexpected green waste fees and tipping fees, as well as higher than anticipated house count numbers and contract price increases. Management outreach and public realm refuse costs are favourable to the year end budget due to the cancellation of many outreach programs and less than expected streetscape waste in the business areas respectively.

Golf Fund – YTD revenues are favourable and exceeded the annual budget due to the reopening of Gleneagles golf course in May. Golf has been very popular during the pandemic, physical distancing measures were in place and almost all time slots were booked.

Cemetery Fund – YTD revenues are favourable and exceeded the annual target due to a higher number of burials than projected. The capital program for the next development phase is on track and will continue in 2021 until completion of the new area.

Investment

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 RBC, BMO and Coast Capital Credit Union cash deposit accounts and high interest saving accounts, 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 a 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 later in this report. Three month actual results are favourable by twenty-one basis points to the performance benchmark set by the MFA Money Market Fund.

**DISTRICT OF WEST VANCOUVER
2020 FOURTH QUARTER SUMMARY**

Capital Program

2020 capital projects are initiated and commitments are set up only after the approval of the annual financial plan. The majority of capital projects were delayed or postponed in the second quarter due to COVID-19. Capital expenditures have ramped up in the third and fourth quarters with capital project work further deferred into 2021.

Reserves & Development Cost Charges (DCCs)

The reserves and DCCs as at December 31 totalled \$162.1M. There is also \$7.3M held in trust. Further details are provided on the reserve schedules.

Procurement Statistics & Contracts Awarded

The fourth quarter report includes an update on procurement activity to December 31 and contracts awarded 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, West Vancouver Police Department and West Vancouver Memorial Library.

The District also calculates a savings metric by deducting the successful/awarded bid price on contracts from the average bid price received, based on the understanding that if no competitive bid process was conducted that prices would tend to be average or higher. For the first time since this metric was calculated, the savings for the quarter calculated using this metric reached \$1.4M.

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 approved by staff with appropriate acquisition and commitment authority. The reported contract value is the value at the time of contract award and is subject to change.

DISTRICT OF WEST VANCOUVER
GENERAL FUND RESULTS
FOR THE PERIOD ENDING DECEMBER 31, 2020
GENERAL FUND REVENUE SUMMARY (\$ 000's)

	2020 January 1 to December 31				2020 Annual Forecast			2020 Annual Budget		2019	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	76,187	76,190	(2)	-0.0%	76,190	0	0.0%	76,190	100.0%	73,850	
Specified Area	507	507	(0)	-0.0%	507	0	0.0%	507	100.0%	507	
Grants in Lieu	859	873	(15)	-1.7%	873	0	0.0%	873	98.3%	869	
	<u>77,553</u>	<u>77,570</u>	<u>(17)</u>	<u>-0.0%</u>	<u>77,570</u>	<u>0</u>	<u>0.0%</u>	<u>77,570</u>	<u>100.0%</u>	<u>75,227</u>	
FEES AND CHARGES											
Police	145	150	(5)	-3.5%	150	0	0.0%	150	96.5%	171	
Engineering & Transportation Services	559	574	(15)	-2.6%	574	0	0.0%	574	97.4%	671	
Parks, Culture & Community Services	5,140	4,733	407	8.6%	4,733	(0)	-0.0%	4,733	108.6%	12,296	¹
Library	46	61	(15)	-24.2%	61	(0)	-0.0%	61	75.8%	91	
First Nations	2,701	2,500	201	8.0%	2,500	0	0.0%	2,500	108.0%	2,511	²
Fire & Rescue Services	323	345	(21)	-6.1%	345	0	0.0%	345	93.9%	246	³
Parking Tickets	125	187	(62)	-33.0%	187	0	0.0%	187	67.0%	166	⁴
Vehicle Towing	26	20	6	31.3%	20	0	0.0%	20	131.3%	32	
General Administration & Finance Fees	202	148	54	36.6%	148	0	0.0%	148	136.6%	169	
	<u>9,267</u>	<u>8,717</u>	<u>551</u>	<u>6.3%</u>	<u>8,717</u>	<u>(0)</u>	<u>-0.0%</u>	<u>8,717</u>	<u>106.3%</u>	<u>16,352</u>	
LICENCES AND PERMITS											
Business Licences	1,376	1,432	(57)	-4.0%	1,432	0	0.0%	1,432	96.0%	1,379	⁵
Inspection Permits	4,328	4,401	(73)	-1.7%	4,401	0	0.0%	4,401	98.3%	4,479	⁶
Other Permits/Licences	1,430	1,313	117	8.9%	1,313	(0)	-0.0%	1,313	108.9%	1,222	⁷
	<u>7,133</u>	<u>7,146</u>	<u>(13)</u>	<u>-0.2%</u>	<u>7,146</u>	<u>(0)</u>	<u>-0.0%</u>	<u>7,146</u>	<u>99.8%</u>	<u>7,081</u>	
OTHER REVENUE											
Administration Fees (TransLink/Utilities)	1,054	1,034	20	1.9%	1,034	0	0.0%	1,034	101.9%	1,049	
Interest on Investments	3,591	2,310	1,281	55.5%	2,310	0	0.0%	2,310	155.5%	3,883	⁸
Tax Penalties & Interest	1,255	606	649	107.1%	606	0	0.0%	606	207.1%	1,136	⁹
Library Contributions	284	391	(107)	-27.4%	391	0	0.0%	391	72.6%	227	¹⁰
Taylor Way Lease	281	270	12	4.3%	270	0	0.0%	270	104.3%	270	
Lease & Rentals	1,984	1,772	211	11.9%	1,772	(0)	-0.0%	1,772	111.9%	2,017	¹¹
Miscellaneous	191	425	(234)	-55.1%	425	(0)	-0.0%	425	44.9%	429	¹²
	<u>8,639</u>	<u>6,808</u>	<u>1,832</u>	<u>26.9%</u>	<u>6,808</u>	<u>(0)</u>	<u>-0.0%</u>	<u>6,808</u>	<u>126.9%</u>	<u>9,010</u>	
GOVERNMENT GRANTS											
Provincial Revenue Sharing	833	830	2	0.3%	830	0	0.0%	830	100.3%	758	
Library	179	181	(2)	-1.0%	181	0	0.0%	181	99.0%	162	
Other	5,372	314	5,059	1,612.1%	314	0	0.0%	314	1,712.1%	467	¹³
	<u>6,384</u>	<u>1,325</u>	<u>5,059</u>	<u>381.9%</u>	<u>1,325</u>	<u>0</u>	<u>0.0%</u>	<u>1,325</u>	<u>481.9%</u>	<u>1,387</u>	
OTHER TRANSFERS											
Transfer In from Reserves	1,998	2,139	(141)	-6.6%	2,251	112	5.3%	2,139	93.4%	4,412	¹⁴
	<u>1,998</u>	<u>2,139</u>	<u>(141)</u>	<u>-6.6%</u>	<u>2,251</u>	<u>112</u>	<u>5.3%</u>	<u>2,139</u>	<u>93.4%</u>	<u>4,412</u>	
TOTAL REVENUE	<u>110,974</u>	<u>103,705</u>	<u>7,270</u>	<u>7.0%</u>	<u>103,816</u>	<u>112</u>	<u>0.1%</u>	<u>103,704</u>	<u>107.0%</u>	<u>113,468</u>	

DISTRICT OF WEST VANCOUVER
GENERAL FUND RESULTS
FOR THE PERIOD ENDING DECEMBER 31, 2020
GENERAL FUND OPERATING RESULTS (\$ '000's)

	2020 January 1 to December 31				2020 Annual Forecast			2020 Annual Budget		2019	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	77,553	77,570	(17)	-0.0%	77,570	0	0.0%	77,570	100.0%	75,227	Notes 1 to 14 are reflected on the Revenue Summary
Fees & Charges	9,267	8,717	551	6.3%	8,717	(0)	-0.0%	8,717	106.3%	16,352	
Licences & Permits	7,133	7,146	(13)	-0.2%	7,146	(0)	-0.0%	7,146	99.8%	7,081	
Other Revenue	8,639	6,808	1,832	26.9%	6,808	(0)	-0.0%	6,808	126.9%	9,010	
Government Grants	6,384	1,325	5,059	381.9%	1,325	0	0.0%	1,325	481.9%	1,387	
Other Transfers	1,998	2,139	(141)	-6.6%	2,251	112	5.3%	2,139	93.4%	4,412	
REVENUE TOTAL	110,974	103,704	7,270	7.0%	103,816	112	0.1%	103,704	107.0%	113,468	
EXPENDITURES											
Administrative Services	2,931	2,995	64	2.1%	2,993	1	0.0%	2,995	97.9%	3,130	
Human Resources	1,743	1,946	204	10.5%	1,976	(30)	-1.5%	1,946	89.5%	1,845	
Financial Services	3,213	3,213	0	0.0%	3,120	93	2.9%	3,213	100.0%	3,055	
Police Services	15,841	16,630	789	4.7%	16,330	300	1.8%	16,630	95.3%	16,586	
Fire & Rescue Services	17,357	17,468	111	0.6%	17,468	0	0.0%	17,468	99.4%	16,919	
Engineering & Transportation Services	5,025	5,032	7	0.1%	5,032	0	0.0%	5,032	99.9%	5,590	
Corporate Services	9,802	10,264	462	4.5%	10,264	0	0.0%	10,264	95.5%	10,331	
Planning & Development Services	5,263	5,262	(1)	-0.0%	5,286	(24)	-0.5%	5,262	100.0%	5,251	
Parks, Culture & Community Services	14,803	14,996	194	1.3%	14,996	0	0.0%	14,996	98.7%	20,885	
Library Services	4,619	4,906	287	5.9%	4,906	0	0.0%	4,906	94.1%	4,829	
General Government (Schedule A)	4,660	5,482	822	15.0%	5,348	134	2.4%	5,482	85.0%	5,563	
	85,256	88,197	2,940	3.3%	87,722	475	0.5%	88,197	96.7%	93,983	
Tax Transfer to Asset Reserves	12,366	8,328	(4,038)	-48.5%	7,828	500	6.0%	8,328	148.5%	14,750	
Transfers to Reserves	11,857	3,061	(8,796)	-287.3%	3,061	0	0.0%	3,061	387.3%	4,092	
EXPENDITURES TOTAL	109,479	99,586	(9,894)	-9.9%	98,611	975	1.0%	99,586	109.9%	112,825	
EXCESS REVENUES OVER EXPENDITURES	1,495	4,118	(2,624)	-63.7%	5,205	1,087		4,118		643	
THIRD PARTY WORKS & NON-RECURRING ITEMS											
REVENUE											
Third Party Works	3,922	3,285	637	19.4%	3,285	(0)	-0.0%	3,285	119.4%	3,130	
Gain on Sale of Land	2,866	2,860	6	0.2%	2,860	0	0.0%	2,860	100.2%	0	
Amenity Contributions	15,140	0	15,140		0	0		0		219	
Transfer-In for One-Time Initiatives	0	964	(964)	-100.0%	964	0	0.0%	964	0.0%	653	
REVENUE TOTAL	21,928	7,110	14,818		7,110	(0)	-0.0%	7,110	308.4%	4,002	
EXPENDITURES											
Third Party Works	4,032	3,325	(707)	-21.3%	3,325	0	0.0%	3,325	121.3%	3,152	
Land Management Costs and Transfer Proceeds	2,973	2,847	(126)	-4.4%	2,847	(0)	-0.0%	2,847	104.4%	120	
Transfer to Amenity Contributions Reserve	15,069	0	(15,069)	0.0%	0	0		0		219	
One-Time Initiatives	591	5,055	4,464	88.3%	4,566	489	9.7%	5,055	11.7%	1,143	
EXPENDITURES TOTAL	22,665	11,228	(11,437)	-101.9%	10,739	489	4.4%	11,228	201.9%	4,635	
EXCESS REVENUES OVER EXPENDITURES	(737)	(4,118)	3,382	-82.1%	(3,629)	489	-11.9%	(4,118)	17.9%	(632)	
TOTAL EXCESS REVENUES OVER EXPENDITURES	758	0	758		1,577	1,577	-12%	(0)	0.2%	11	

Schedule A - General Government Details

Legal & Severance	914	1,144	230	20.1%	1,010	134	11.7%	1,144	79.9%	919
Property and Liability Insurance	949	1,000	51	5.1%	1,000	0	0.0%	1,000	94.9%	952
Fiscal Services	1,875	2,093	218	10.4%	2,093	(0)	-0.0%	2,093	89.6%	2,215
Grants in Aid	451	460	9	1.9%	460	0	0.0%	460	98.1%	473
Election	0	100	100	100.0%	100	0	0.0%	100	0.0%	0
Employee Engagement	1	5	4	88.1%	5	0	0.0%	5	11.9%	7
Business Improvement Area Levy	500	500	0	0.0%	500	0	0.0%	500	100.0%	500
Benefits Change Savings	(29)	180	209	116.1%	180	0	0.0%	180	-16.1%	496
	4,660	5,482	822	15.0%	5,348	134	2.5%	5,482	85.0%	5,563

**DISTRICT OF WEST VANCOUVER
NOTES TO GENERAL FUND RESULTS
FOR THE PERIOD ENDING DECEMBER 31, 2020**

REVENUES

FEES AND CHARGES

- 1 **Parks, Culture & Community Services** - Revenues are favourable due to better than expected performance and availability of services. Budget figure reflects previous assumptions of a six month closure (April to September) due to COVID-19. In reality, social services programs continued, other programs and services restarted in May, and indoor facilities opened in August and September at reduced capacity.
- 2 **First Nations** - Revenues are favourable due to higher than anticipated administration fees billed.
- 3 **Fire & Rescue Services** - Revenues are unfavourable due to delay of a grant payment from the Community Wildfire Protection Plan (CWPP), payment is expected to be received by the middle of 2021 when the work is completed and approved.
- 4 **Parking Tickets** - Revenues are unfavourable due to reduction in parking activity enforcement. Resources were redirected to responding to COVID-related educational outreach, COVID-related resident complaints, and supporting public Health Authorities.

LICENCES AND PERMITS

- 5 **Business Licences** - Revenues are unfavourable due to business licence write-offs which were largely driven by out-of-town contractors who did not renew their business licences for 2020.
- 6 **Inspection Permits** - Forecasted higher permit revenues for the second half of 2020 were slightly lower than projected.
- 7 **Other Permits/Licences** - Revenues are favourable due to higher than anticipated development permit application submission, temporary street occupancy permits and film permits issued at the beginning of the year. Those favourable revenues are partially offset by unfavourable rezoning and subdivision application fee revenues.

OTHER REVENUE

- 8 **Interest on Investments** - Based on the robust cash flow forecast model, Finance is closely monitoring balances in both the cash and investment accounts. Finance is regularly transferring funds between the accounts to maximize investment income. Interest earned on GICs is only recorded at the maturity date or accrued at year end. Overall results are above the benchmark, however, and details on the investments appear later in the report. Furthermore, due to COVID-19 and anticipated deterioration of market rates, the District took a conservative position in budgeting for interest revenue.
- 9 **Tax Penalties & Interest** - Revenue reduction was expected and budgeted due to COVID-19. The District reduced the late payment penalty from 5.0% to 2.0% until September 1 with an 8.0% penalty after September 1. The penalty amount billed after September 1 was higher than anticipated, and as a result, revenues were favourable to budget. Furthermore, the District has an additional \$161,000 in unbudgeted interest from tax arrears.
- 10 **Library Contributions** - Contributions are recognized as revenue to offset third-party programs and project expenditures. With closure due to COVID-19, some projects were deferred. The recognition of associated contributions as revenues were also deferred.
- 11 **Leases & Rentals** - Revenues are favourable due to lower revenue budgeted in preparation for reduced collection of lease/rental payments corresponding to COVID-19, however these reductions have not materialized.
- 12 **Miscellaneous** - Revenues are 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 seven years were written-off, the net of the write-offs and reinstatements were recorded as revenue. With the closing of the old applications, damage deposits previously written-off are being returned to the homeowner/builder.

GOVERNMENT GRANTS

- 13 **Other** - The District received a one-time, \$5.0 million COVID-19 Safe Restart Grant from the Province that was unbudgeted.

OTHER TRANSFERS

- 14 **Transfer In from Reserves** - Operating surplus was able to cover more costs than originally expected, requiring less funds from reserves. These transfer accounts (which are actually transfers, not revenues) correspond to the expenditure transfers in note 22.

**DISTRICT OF WEST VANCOUVER
NOTES TO GENERAL FUND RESULTS
FOR THE PERIOD ENDING DECEMBER 31, 2020**

EXPENDITURES

- 15 **Human Resources** - Expenditures are favourable to budget due to lower than anticipated corporate training due to COVID-19.
- 16 **Police Services** - Expenditures are favourable to budget due to changing of funding model for the Integrated Homicide Investigation Team (less municipal funding is required under the new model), and savings in the IT equipment lease, legal costs and project spending. Due to COVID-19, the Justice Institute of BC (JIBC) was closed for half of the year resulting in significant labour cost savings which contributed to the favourable variance.
- 17 **Fire & Rescue Services** - Expenditures are favourable to budget due to Officer Development Program training and purchases deferred due to COVID-19. Furthermore, recoveries were higher than budgeted.
- 18 **Corporate Services** - Expenditures are favourable to budget due to labour cost savings from multiple staff position vacancies in the IT and Facilities Departments.
- 19 **Parks, Culture & Community Services** - In 2020, many Community Services and Cultural Services staff were laid off and not recalled due to COVID-19. Parks vacancies were not backfilled due to budget constraints. Staffing levels were further adjusted as pandemic restrictions reduced the opportunity for community participation in activities.
- 20 **Library Services** - Expenditures are favourable to budget due to lower than expected spending on salaries and benefits. COVID-19 resulted in library closure, reduced operating hours, and staff vacancies.
- 21 **Tax Transfer to Asset Reserves** - Expenditures are unfavourable to budget due to additional year-end transfer to cover shortfall in asset reserves.
- 22 **Transfer to Reserves** - To prepare for future unforeseen events, several transfers from annual surplus 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. Furthermore, this included a transfer to reserves for the one-time COVID-19 Safe Restart Grant from the Province.

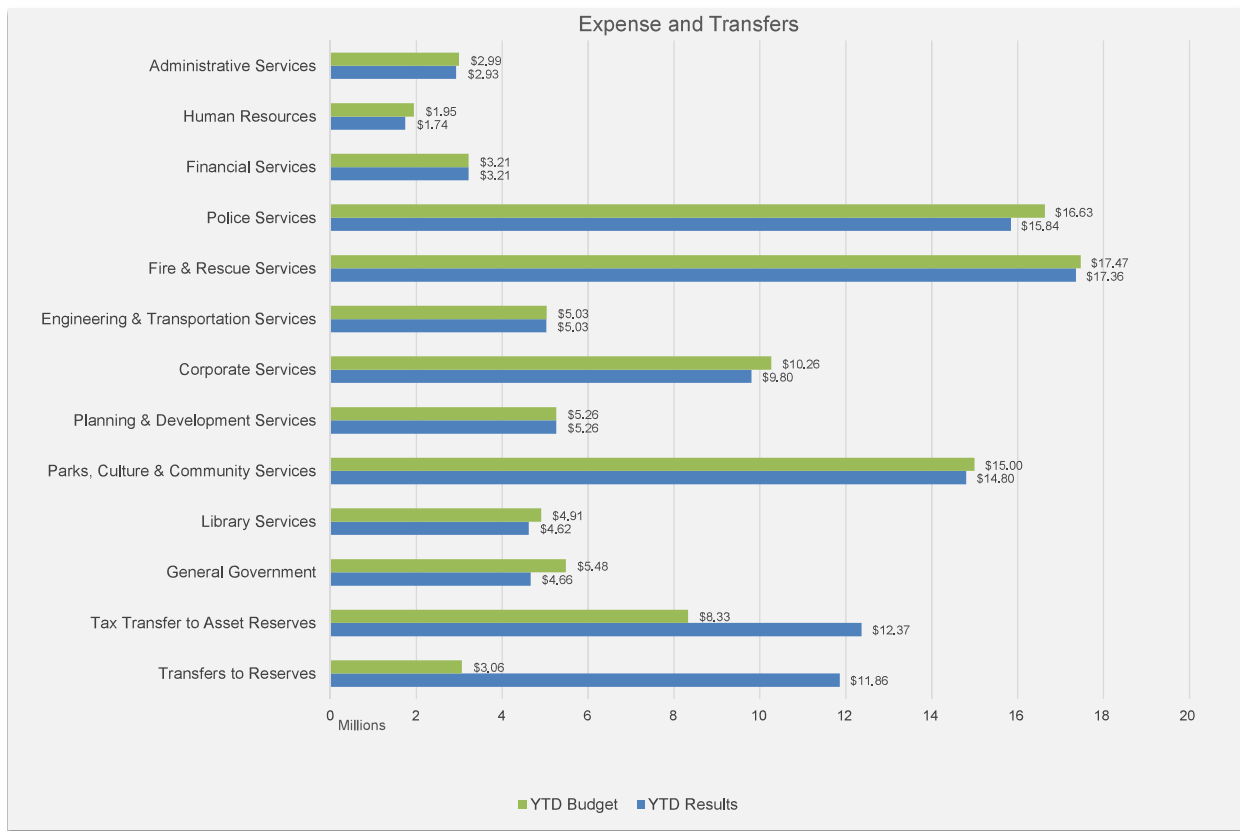
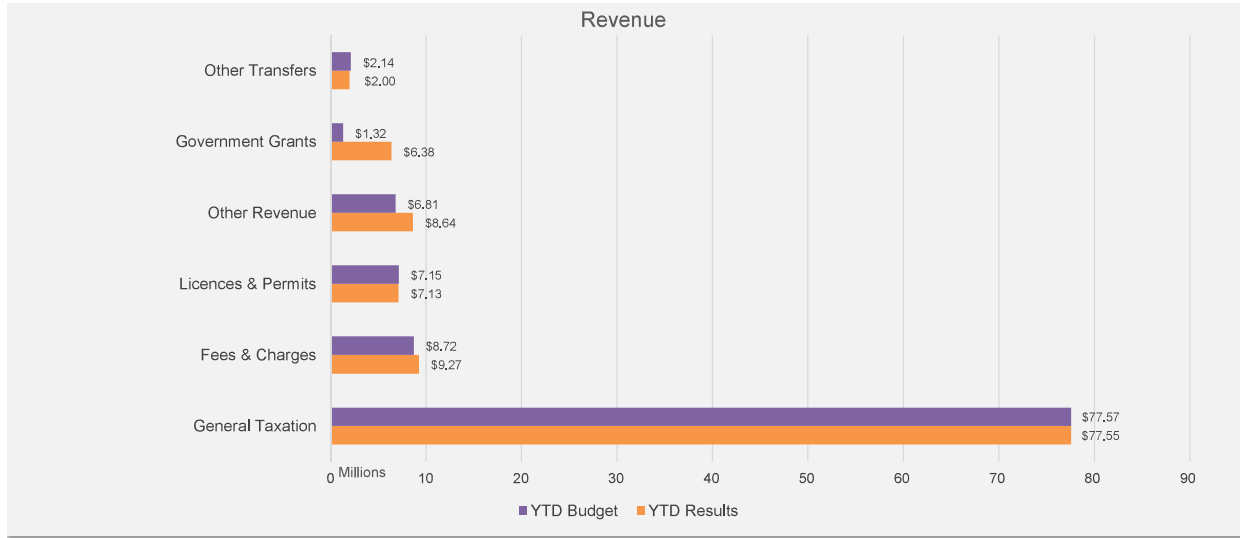
THIRD PARTY WORKS & NON-RECURRING ITEMS

- 23 **Third Party Works** - Increased demand for third party works is largely offset by increased third party works revenue.
- 24 **Land Sales & Costs** - \$2.86M was budgeted for land sales and was received. Costs were incurred to manage the use and development of land resources. A portion originally allocated for these costs was covered by the operational budget, thus net proceeds earned at sale completion and transferred to the Land Reserve were higher than anticipated.
- 25 **Amenity Contributions** - Community Amenity Contributions are not budgeted. Four contributions totalling \$15.1M were received and transferred to the Amenity Fund.
- 26 **One-Time Initiatives** - These initiatives are non-capital project expenditures, including consulting engagements that are one-time in nature. Due to COVID-19, many of these initiatives were delayed or deferred, resulting in minimal spending.

SCHEDULE A - GENERAL GOVERNMENT DETAILS

- 27 **Legal & Severance** - Expenditures are favourable to budget due to savings from lower than expected severance costs as well as lower than expected legal and consulting costs.
- 28 **Fiscal Services** - Expenditures are favourable to budget due to lower bank fees obtained by switching banks and lower than anticipated inventory adjustments.
- 29 **Election** - Budgeted expenses were to offset budgeted revenues. No actual transactions occurred in the year since an election did not take place.
- 30 **Benefits Change Savings** - The amount reflected in this line is the difference between fringe benefit costs already incurred and the recovery of fringe allocation charged to the departments. The favourable variance is a combination of a timing difference between the pay date and the recovery date and unused contingency that was set up to cover excess fringe benefit costs.

**DISTRICT OF WEST VANCOUVER
NOTES TO GENERAL FUND RESULTS
FOR THE PERIOD ENDING DECEMBER 31, 2020**



DISTRICT OF WEST VANCOUVER
WATER FUND RESULTS & ANNUAL FORECAST
FOR THE PERIOD ENDING DECEMBER 31, 2020

WATER UTILITY (\$000's)

	2020 January 1 to December 31				2020 Annual Forecast			2020 Annual Budget		2019	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	16,785	17,061	(276)	-1.6%	17,061	0	0.0%	17,061	98.4%	16,076	¹
Meter Rental Charges	505	490	15	3.1%	490	0	0.0%	490	103.1%	507	
Micro Power Generation	25	18	7	41.7%	18	0	0.0%	18	141.7%	22	
Development Contributions	0	0	0		0	0		0		0	
Recoveries	142	149	(8)	-5.1%	149	0	0.0%	149	94.9%	168	
Other Revenue	37	50	(14)	-27.3%	50	0	0.0%	50	72.7%	39	
Transfers In	0	2,114	(2,114)	-100.0%	2,114	0	0.0%	2,114	0.0%	0	²
	<u>17,494</u>	<u>19,882</u>	<u>(2,389)</u>	<u>-12.0%</u>	<u>19,882</u>	<u>0</u>	<u>0.0%</u>	<u>19,882</u>	<u>88.0%</u>	<u>16,812</u>	
EXPENDITURE											
Water Purchases	3,168	5,049	1,882	37.3%	5,049	0	0.0%	5,049	62.7%	3,854	³
Administration Fee	350	350	(0)	-0.0%	350	0	0.0%	350	100.0%	350	
Operations & Maintenance	3,696	4,548	851	18.7%	4,548	0	0.0%	4,548	81.3%	3,833	⁴
Capital Program	2,588	7,563	4,975	65.8%	7,563	0	0.0%	7,563	34.2%	3,215	⁵
Debt Service	1,776	1,996	220	11.0%	1,996	0	0.0%	1,996	89.0%	1,869	⁶
	<u>11,578</u>	<u>19,506</u>	<u>7,927</u>	<u>40.6%</u>	<u>19,506</u>	<u>0</u>	<u>0.0%</u>	<u>19,506</u>	<u>59.4%</u>	<u>13,121</u>	⁷
EXCESS REVENUES OVER EXPENDITURES	<u>5,915</u>	<u>377</u>	<u>5,539</u>		<u>377</u>	<u>0</u>		<u>377</u>		<u>3,691</u>	

Notes:

¹ Revenues are unfavourable due to lower than expected consumption in commercial properties in the second quarter. Due to COVID-19, non-essential businesses were shut down at the beginning of the second quarter, gradually reopening late second quarter. Revenue was picked up in the third and fourth quarters as anticipated.

² Transfers from the Water Reserve Fund was not required due to year end positive financial result and savings from capital program.

³ Expenditures are favourable due to lower water purchase costs/lower consumption. As a result of a combination of cooler weather and COVID-19, the overall water purchases decreased by 21% compared to previous year.

⁴ Expenditures are favorable in the area of water distribution and water supply.

⁵ Some capital program expenditures are scheduled in 2021, or are set aside for future work. Actual annual expenditures of \$2,907K are offset with \$319K third party donated assets.

⁶ The budget was set up earlier and did not incorporate reduction in interest payments effective December 2019.

⁷ Annual surplus was transferred to the Water Reserve Fund.

DISTRICT OF WEST VANCOUVER
SEWER FUND RESULTS & ANNUAL FORECAST
FOR THE PERIOD ENDING DECEMBER 31, 2020

SEWER UTILITY (\$000's)

	2020 January 1 to December 31				2020 Annual Forecast			2020 Annual Budget		2019	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	19,739	20,836	(1,097)	-5.3%	20,836	0	0.0%	20,836	94.7%	18,043	¹
Development Cost Charges	0	0	0		0	0		0		2,220	
Developer Contributions	0	0	0		0	0		0		0	
Recoveries	142	137	5	3.7%	137	0	0.0%	137	103.7%	168	
Other Revenue	1	49	(48)	-97.9%	49	0	0.0%	49	2.1%	0	
Transfers In	0	14,477	(14,477)	-100.0%	14,477	0	0.0%	14,477	0.0%	0	²
	<u>19,881</u>	<u>35,498</u>	<u>(15,617)</u>	<u>-44.0%</u>	<u>35,498</u>	<u>0</u>	<u>0.0%</u>	<u>35,498</u>	<u>56.0%</u>	<u>20,431</u>	
EXPENDITURE											
Greater Vancouver Sewerage and Drainage District Levy	7,673	8,531	858	10.1%	8,531	0	0.0%	8,531	89.9%	6,777	³
Administration Fee	370	370	0	0.0%	370	0	0.0%	370	100.0%	370	
Sanitary Operations & Maintenance	1,706	1,746	39	2.2%	1,746	0	0.0%	1,746	97.8%	1,526	
Storm Operations & Maintenance	998	903	(95)	-10.5%	903	0	0.0%	903	110.5%	1,161	⁴
Capital Program	4,236	14,477	10,241	70.7%	14,477	0	0.0%	14,477	29.3%	6,453	⁵
	<u>14,984</u>	<u>26,027</u>	<u>11,043</u>	<u>42.4%</u>	<u>26,027</u>	<u>0</u>	<u>0.0%</u>	<u>26,027</u>	<u>57.6%</u>	<u>16,287</u>	⁶
EXCESS REVENUES OVER EXPENDITURES	<u>4,897</u>	<u>9,472</u>	<u>(4,574)</u>		<u>9,472</u>	<u>0</u>		<u>9,472</u>		<u>4,144</u>	

Notes:

¹ Revenues are unfavourable due to lower than expected consumption in commercial properties in the second quarter. Due to COVID-19, non-essential businesses were shut down at the beginning of the second quarter, gradually reopening late second quarter. Revenue was picked up in the third and fourth quarters as anticipated.

² Transfers from the Sewer & Drainage Reserve Fund was not required due to year end positive financial result and savings from capital program.

³ Council increased the Greater Vancouver Sewerage and Drainage District (GVS&DD) levy in order to provide for anticipated rising costs for the North Shore Wastewater Treatment Plant. The favourable variance results from this action, as the current amount required to be remitted to the GVS&DD is lower than the future anticipated costs. All favourable variance amounts are therefore set aside in a reserve for future rate smoothing.

⁴ Storm expenditures are unfavourable due to higher than expected spending for general operations and creeks and ditches maintenance.

⁵ Some capital program expenditures are scheduled in 2021. Actual annual expenditures of \$4,614K are offset with \$378K third party donated assets.

⁶ Annual surplus was transferred to the Sewer & Drainage Reserve Fund.

DISTRICT OF WEST VANCOUVER
SOLID WASTE FUND RESULTS & ANNUAL FORECAST
FOR THE PERIOD ENDING DECEMBER 31, 2020
SOLID WASTE UTILITY (\$000's)

	2020 January 1 to December 31				2020 Annual Forecast			2020 Annual Budget		2019	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	2,306	2,322	(16)	-0.7%	2,322	0	0.0%	2,322	99.3%	2,300	
Recycling User Fees	172	176	(4)	-2.4%	176	0	0.0%	176	97.6%	350	
Tag Sales	14	13	1	9.4%	13	0	0.0%	13	109.4%	15	
Contract/Material Revenue	445	362	83	23.0%	362	0	0.0%	362	123.0%	728	¹
Public Realm Refuse Fee	828	823	4	0.5%	823	0	0.0%	823	100.5%	825	
Recycling Contract Recovery	1,354	1,361	(8)	-0.6%	1,361	0	0.0%	1,361	99.4%	2,618	
	5,118	5,057	61	1.2%	5,057	0	0.0%	5,057	101.2%	6,835	
EXPENDITURE											
Management/Outreach/ North Shore Recycling Program (NSRP)	529	617	88	14.3%	617	0	0.0%	617	85.7%	627	²
Garbage, Green Can & Yard Trimmings	2,563	2,402	(161)	-6.7%	2,402	0	0.0%	2,402	106.7%	2,374	³
Administration Charge	90	90	0	0.0%	90	0	0.0%	90	100.0%	90	
Recycling	1,698	1,594	(104)	-6.5%	1,594	0	0.0%	1,594	106.5%	3,131	⁴
Public Realm Refuse	972	1,092	120	11.0%	1,092	0	0.0%	1,092	89.0%	842	⁵
Capital Program	0	20	20	100.0%	20	0	0.0%	20	0.0%	0	
	5,852	5,815	(37)	-0.6%	5,815	0	0.0%	5,815	100.6%	7,063	⁶
EXCESS REVENUES OVER EXPENDITURES	(733)	(758)	24		(758)	0		(758)		(229)	

Notes:

¹ Revenues are favourable due to a \$83K duplicate payment received in 2020 from Recycle BC. A refund will be processed in 2021.

² Expenditures are favourable after the cancellation of many outreach programs due to COVID-19.

³ Expenditures are unfavourable due to unexpected high green waste fees and tipping fees.

⁴ Expenditures are unfavourable due to recycling contract price increase.

⁵ Due to COVID-19, less than expected streetscape waste in the business areas resulted in a favourable variance. The favourable variance was partially offset by increased waste collection in the parks.

⁶ In order to smooth out the utility rate, the Solid Waste Reserve Fund is budgeted to blance the solid waste operating costs. Transfer of \$733K took place at year end from the Solid Waste Reserve Fund to cover the operating deficit as planned.

DISTRICT OF WEST VANCOUVER
GOLF FUND RESULTS & ANNUAL FORECAST
FOR THE PERIOD ENDING DECEMBER 31, 2020

GOLF FUND (\$000's)

	2020 January 1 to December 31				2020 Annual Forecast			2020 Annual Budget		2019	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	1,234	647	587	90.8%	647	(0)	-0.0%	647	190.8%	984	¹
Rental Revenue - Facility	17	29	(12)	-41.9%	29	0	0.0%	29	58.1%	68	
	<u>1,250</u>	<u>675</u>	<u>575</u>	<u>85.2%</u>	<u>675</u>	<u>(0)</u>	<u>-0.0%</u>	<u>675</u>	<u>185.2%</u>	<u>1,052</u>	
EXPENDITURE											
Pro Shop & Management	204	135	(69)	-51.0%	135	(0)	-0.0%	135	151.0%	178	²
Operations & Maintenance	688	643	(45)	-7.0%	643	0	0.0%	643	107.0%	755	
Administrative Fee	0	(203)	(203)	100.0%	(203)	0	0.0%	(203)	0.0%	19	³
Debt Service	100	100	(0)	-0.0%	100	0	0.0%	100	100.0%	100	
	<u>991</u>	<u>675</u>	<u>(316)</u>	<u>-46.9%</u>	<u>675</u>	<u>0</u>	<u>0.0%</u>	<u>675</u>	<u>146.9%</u>	<u>1,052</u>	
EXCESS REVENUES OVER EXPENDITURES	<u>259</u>	<u>(0)</u>	<u>259</u>		<u>0</u>	<u>0</u>		<u>(0)</u>		<u>0</u>	⁴

Notes:

¹ Revenues are favourable due to reopening Gleneagles golf course in May, which is earlier than anticipated. Since reopening, the golf course has been very busy, providing opportunities for people to get together in a safe manner with physical distancing measures in place.

² An unfavourable variance resulted from reopening Gleneagles golf course in May which was earlier than anticipated, and budgets had been set up too low. Unfavourable expenditures are due to higher contracted services fees.

³ Transfer to cover deficit in Golf operations was not required due to year-end positive financial result.

⁴ Annual surplus was transferred to the Golf Development Reserve Fund.

DISTRICT OF WEST VANCOUVER
CEMETERY FUND RESULTS & ANNUAL FORECAST
FOR THE PERIOD ENDING DECEMBER 31, 2020

CEMETERY FUND (\$000's)

	2020 January 1 to December 31				2020 Annual Forecast			2020 Annual Budget		2019	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	856	735	121	16.4%	735	0	0.0%	735	116.4%	886	¹
Interest Revenue	120	141	(21)	-14.8%	141	0	0.0%	141	85.2%	181	
	<u>976</u>	<u>876</u>	<u>100</u>	<u>11.4%</u>	<u>876</u>	<u>0</u>	<u>0.0%</u>	<u>876</u>	<u>111.4%</u>	<u>1,068</u>	
EXPENDITURE											
Operations & Maintenance	523	539	16	3.0%	539	(0)	-0.0%	539	97.0%	529	
Sales & Use Costs	218	210	(8)	-4.0%	210	(0)	-0.0%	210	104.0%	160	
Administration Fees	179	179	0	0.0%	179	0	0.0%	179	100.0%	179	
Capital Improvements	373	540	167	31.0%	540	0	0.0%	540	69.0%	897	²
	<u>1,292</u>	<u>1,467</u>	<u>175</u>	<u>11.9%</u>	<u>1,467</u>	<u>(0)</u>	<u>-0.0%</u>	<u>1,467</u>	<u>88.1%</u>	<u>1,764</u>	³
EXCESS REVENUES OVER EXPENDITURES	<u>(316)</u>	<u>(591)</u>	<u>275</u>		<u>(591)</u>	<u>(0)</u>		<u>(591)</u>		<u>(696)</u>	

Notes:

¹ Revenues are favourable to budget due to a much higher than expected number of burials.

² The capital development program will continue in 2021 for completion on new area.

³ Annual shortfall was less than budgeted, transfers from Cemetery Development Reserve is performed at year end to cover capital expenditures.

DISTRICT OF WEST VANCOUVER
GENERAL FUND RESULTS
FOR THE PERIOD ENDING DECEMBER 31, 2020

SALARY VACANCY ADJUSTMENT (\$ 000's)

	2020 January 1 to December 31				2020 Annual Forecast			2020 Annual Budget	
	YTD Result	YTD Budget	YTD Variance	YTD % Variance	Projected Results	Projected Variance to Budget	% Variance	Annual Approved Budget	%
SUMMARY									
Salaries Regular	69,281	71,551	2,270	3.2%	71,223	328	0.5%	71,551	96.8%
Vacancy Adjustment	0	(606)	(606)	100.0%	(316)	(291)	47.9%	(606)	0.0%
	<u>69,281</u>	<u>70,945</u>	<u>1,664</u>	<u>2.3%</u>	<u>70,907</u>	<u>37</u>	<u>0.1%</u>	<u>70,945</u>	<u>97.7%</u>
Overtime	1,537	931	(606)	-65.1%	931	(0)	-0.0%	931	165.1%
Car Allowances	252	245	(7)	-3.0%	245	(0)	-0.1%	245	103.0%
External Recoveries	(2,668)	(2,633)	36	-1.3%	(2,633)	(0)	0.0%	(2,633)	101.3%
General Fund	<u>68,402</u>	<u>69,488</u>	<u>1,086</u>	<u>1.6%</u>	<u>69,450</u>	<u>37</u>	<u>0.1%</u>	<u>69,488</u>	<u>98.4%</u>

Salary expenses are favourable to the reduced budget. Due to impacts of COVID-19, there have been vacancies and delays in hiring. Favourable variance is partially offset by vacancy adjustment and overtime expenditures.

Overtime trended unfavourably to the reduced budget.

Staff worked additional hours to cover staff shortage due to vacations, COVID-19 related layoffs, general backlog of work, required service levels and responding to extraordinary events related to weather, audit and IT infrastructure which resulted in additional overtime.

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

Engineering & Transportation incurred a considerable amount of overtime in order to provide winter maintenance, some of which is recoverable from third parties.

Parks, Culture & Community Services incurred a considerable amount of overtime to accommodate the strict COVID-19 protocols. The increase in people visiting parks in turn resulted in additional washroom cleaning costs, park litter collection and longer service hours. Bylaw Services also incurred extra overtime costs related to crowd control, managing physical distancing protocols and parking issues in parks and neighbourhoods near to beaches.

ADMINISTRATION

Salaries Regular	2,783	2,822	39	1.4%	2,805	17	0.6%	2,822	98.6%
Vacancy Adjustment	0	0	0		0	0		0	0.0%
	<u>2,783</u>	<u>2,822</u>	<u>39</u>	<u>1.4%</u>	<u>2,805</u>	<u>17</u>	<u>0.6%</u>	<u>2,822</u>	<u>98.6%</u>
Overtime	5	5	0	3.9%	5	0	0.0%	5	96.1%
Car Allowances	11	13	1	8.7%	13	0	0.0%	13	91.3%
External Recoveries	(1)	0	1		0	0		0	
Division Total	<u>2,799</u>	<u>2,839</u>	<u>41</u>	<u>1.4%</u>	<u>2,823</u>	<u>17</u>	<u>0.6%</u>	<u>2,839</u>	<u>98.6%</u>

HUMAN RESOURCES & PAYROLL SERVICES

Salaries Regular	1,596	1,681	85	5.1%	1,681	(0)	-0.0%	1,681	94.9%
Vacancy Adjustment	0	(34)	(34)		(34)	0	-0.0%	(34)	0.0%
	<u>1,596</u>	<u>1,647</u>	<u>51</u>	<u>3.1%</u>	<u>1,647</u>	<u>(0)</u>	<u>-0.0%</u>	<u>1,647</u>	<u>96.9%</u>
Overtime	1	5	4	73.1%	5	(0)	-0.0%	5	26.9%
Car Allowances	12	12	(0)	-0.5%	12	0	0.0%	12	100.5%
Division Total	<u>1,609</u>	<u>1,664</u>	<u>55</u>	<u>3.3%</u>	<u>1,664</u>	<u>(0)</u>	<u>-0.0%</u>	<u>1,664</u>	<u>96.7%</u>

FINANCIAL SERVICES

Salaries Regular	3,105	3,091	(14)	-0.5%	3,111	(19)	-0.6%	3,091	100.5%
Vacancy Adjustment	0	(60)	(60)		(44)	(16)		(60)	0.0%
	<u>3,105</u>	<u>3,031</u>	<u>(74)</u>	<u>-2.4%</u>	<u>3,066</u>	<u>(35)</u>	<u>-1.1%</u>	<u>3,031</u>	<u>102.4%</u>
Overtime	17	3	(14)	-470.1%	3	0	0.0%	3	570.1%
Car Allowances	12	12	(0)	-0.0%	12	0	0.0%	12	100.0%
Division Total	<u>3,134</u>	<u>3,046</u>	<u>(88)</u>	<u>-2.9%</u>	<u>3,081</u>	<u>(35)</u>	<u>-1.1%</u>	<u>3,046</u>	<u>102.9%</u>

POLICE SERVICES

Salaries Regular	14,268	15,460	1,192	7.7%	15,129	330	2.1%	15,460	92.3%
Vacancy Adjustment	0	(275)	(275)		0	(275)		(275)	0.0%
	<u>14,268</u>	<u>15,185</u>	<u>917</u>	<u>6.0%</u>	<u>15,129</u>	<u>55</u>	<u>0.4%</u>	<u>15,185</u>	<u>94.0%</u>
Overtime	859	471	(388)	-82.3%	471	(0)	-0.0%	471	182.3%
Car Allowances	17	17	0	0.2%	17	(0)	-0.8%	17	99.8%
External Recoveries	(2,399)	(2,553)	(154)	6.0%	(2,553)	(0)	0.0%	(2,553)	94.0%
Division Total	<u>12,745</u>	<u>13,120</u>	<u>375</u>	<u>2.9%</u>	<u>13,065</u>	<u>55</u>	<u>0.4%</u>	<u>13,120</u>	<u>97.1%</u>

DISTRICT OF WEST VANCOUVER
GENERAL FUND RESULTS
FOR THE PERIOD ENDING DECEMBER 31, 2020

SALARY VACANCY ADJUSTMENT (\$ 000's)

	2020 January 1 to December 31				2020 Annual Forecast			2020 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	16,303	16,280	(23)	-0.1%	16,280	0	0.0%	16,280	100.1%
	16,303	16,280	(23)	-0.1%	16,280	0	0.0%	16,280	100.1%
Overtime	241	232	(9)	-3.8%	232	0	0.0%	232	103.8%
Car Allowances	8	8	0	0.0%	8	0	0.0%	8	100.0%
External Recoveries	(114)	(80)	34	-42.9%	(80)	0	-0.0%	(80)	142.9%
Division Total	16,438	16,441	3	0.0%	16,441	0	0.0%	16,441	100.0%
ENGINEERING & TRANSPORTATION SERVICES									
Salaries Regular	5,639	5,618	(21)	-0.4%	5,618	(0)	-0.0%	5,618	100.4%
Vacancy Adjustment	0	0	0		0	0		0	0.0%
	5,639	5,618	(21)	-0.4%	5,618	0	0.0%	5,618	100.4%
Overtime	258	104	(154)	-148.3%	104	0	0.0%	104	248.3%
Car Allowances	11	13	2	12.8%	13	0	0.0%	13	87.2%
Division Total	5,909	5,735	(174)	-3.0%	5,735	0	0.0%	5,735	103.0%
CORPORATE SERVICES									
Salaries Regular	5,327	5,830	503	8.6%	5,830	(0)	-0.0%	5,830	91.4%
Vacancy Adjustment	0	(85)	(85)		(85)	(0)	0.0%	(85)	
	5,327	5,745	418	7.3%	5,745	0	0.0%	5,745	92.7%
Overtime	68	61	(7)	-11.8%	61	0	0.0%	61	111.8%
Car Allowances	15	15	0	0.5%	15	0	0.0%	15	99.5%
Division Total	5,411	5,821	411	7.1%	5,821	0	0.0%	5,821	92.9%
PLANNING & DEVELOPMENT SERVICES									
Salaries Regular	5,042	4,931	(110)	-2.2%	4,931	(0)	-0.0%	4,931	102.2%
Vacancy Adjustment	0	(98)	(98)		(98)	(0)	0.0%	(98)	0.0%
	5,042	4,834	(208)	-4.3%	4,834	(0)	-0.0%	4,834	104.3%
Overtime	5	15	10	63.9%	15	(0)	-0.0%	15	36.1%
Car Allowances	116	106	(10)	-9.6%	106	(0)	-0.0%	106	109.6%
External Recoveries	(155)	0	155		0	0		0	
Division Total	5,008	4,955	(53)	-1.1%	4,955	(0)	-0.0%	4,955	101.1%
PARKS, CULTURE & COMMUNITY SERVICES									
Salaries Regular	11,396	11,785	389	3.3%	11,785	0	0.0%	11,785	96.7%
Vacancy Adjustment	0	(12)	(12)		(12)	(0)	0.0%	(12)	0.0%
	11,396	11,773	377	3.2%	11,773	0	0.0%	11,773	96.8%
Overtime	77	34	(43)	-127.9%	34	0	0.0%	34	227.9%
Car Allowances	44	44	(0)	-0.1%	44	0	0.0%	44	100.1%
Division Total	11,516	11,850	334	2.8%	11,850	0	0.0%	11,850	97.2%
LIBRARY SERVICES									
Salaries Regular	3,822	4,052	230	5.7%	4,052	(0)	-0.0%	4,052	94.3%
Vacancy Adjustment	0	(42)	(42)		(42)	0	-0.0%	(42)	0.0%
	3,822	4,010	188	4.7%	4,010	(0)	-0.0%	4,010	95.3%
Overtime	5	0	(5)		0	0		0	
Car Allowances	5	5	0	1.7%	5	0	0.0%	5	98.3%
Division Total	3,833	4,016	183	4.6%	4,016	0	0.0%	4,016	95.4%

INVESTMENT RESULTS

Summary

A summary of the District of West Vancouver investment results from October 1, 2020 to December 31, 2020 is presented below.

INVESTMENT PORTFOLIO (\$ 000's) as at December 31, 2020

	MFA MONEY MARKET FUND	MFA INTER- MEDIATE FUND	COAST CAPITAL	RBC	HSBC	BMO	TOTAL
Opening Balance as at October 1, 2020	10	29	61,237	1,113	130	186,973	\$249,492
Transfers/Adjustments	0	0	20,000	(12)	0	(8,485)	\$11,503
	\$10	\$29	\$81,237	\$1,101	\$130	\$178,488	\$260,995
Interest Income	0	0	413	2	0	695	\$1,110
Closing Balance as at December 31, 2020	\$10	\$29	\$81,650	\$1,103	\$130	\$179,183	\$262,105
<i>Three months non-annualized¹</i>	0.07%	0.11%	0.58%	0.14%	0.00%	0.38%	

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) equals FTSE TMX Canada 30 Day Treasury Bill Index plus 15 basis points, net of all expenses:

- three months benchmark is 0.07 %² plus 15 basis points equalling 0.22%
- three months actual (all short term investments) equals 0.43%³

Three months actual is favourable by twenty-one basic points as short term investments are held primarily in the BMO High Interest accounts; the BMO GIC account; and the Coast Capital Credit Union GIC account, which exceeds the MFA benchmark.

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

² Three months non-annualized, as per MFA Pooled Investment Results report (December 31, 2020)

³ Based on average across all short term investments

Long term investments:

MFA Intermediate Fund: performance objective equals FTSE TMX 365-Day Treasury bill Index plus 30 basis points, net of all expenses:

- three months benchmark is 0.11%⁴ plus 30 basis points equalling 0.41%
- three months actual (MFA Intermediate Fund) equals 0.11%⁵

The benchmark was missed by thirty basis points due to the performance of the MFA Intermediate Fund. The performance gap didn't have significant impact on the investment portfolio due to the low account balance – the Intermediate Fund investment is \$29K.

Market trends

The analysis of three month market trends and forward-looking investment strategies for the period from October 1, 2020 to December 31, 2020 is presented in the monthly MFA report:

https://mfa.bc.ca/sites/default/files/Pooled%20Investments/12-2020_mfa_pif_monthly_performance_report_0.pdf

⁴ Three months non-annualized, as per MFA Pooled Investment Results report (December 31, 2020)

⁵ Three months non-annualized, as per MFA Pooled Investment Results report (December 31, 2020)

**DISTRICT OF WEST VANCOUVER
CAPITAL PROGRAM SUMMARY - GENERAL FUND & CEMETERY
FOR THE PERIOD ENDING DECEMBER 31, 2020**

(\$000's)				
Asset Category	Funding Approval Year	Budget 2020	Total Actual + Committed 2020	Remaining Budget
General Fund				
Information Technology	2020	1,656	853	803
Equipment	2020	1,285	885	400
Facilities Maintenance	2020	12,604	1,150	11,454
Grounds & Parks	2020	1,677	435	1,242
Transportation Infrastructure	2020	5,391	2,401	2,990
Vehicle Fleet	2020	2,469	407	2,062
	Total 2020	25,081	6,130	18,951
Information Technology	2019	29	23	6
Equipment	2019	153	135	18
Facilities Maintenance	2019	2,481	898	1,583
Grounds & Parks	2019	2,643	242	2,401
Transportation Infrastructure	2019	67	58	8
Vehicle Fleet	2019	428	477	-50
	Total 2019	5,800	1,834	3,966
Information Technology	2018	188	151	37
Equipment	2018	221	221	0
Facilities Maintenance	2018	0	4	-4
Grounds & Parks	2018	7,631	129	7,502
Transportation Infrastructure	2018	784	93	691
	Total 2018	8,824	598	8,226
Facilities Maintenance	2017	0	0	0
Transportation Infrastructure	2017	1,018	543	476
	Total 2017	1,018	543	476
Facilities Maintenance	2016	0	0	0
	Total 2016	0	0	0
Equipment	2018-2019	36	35	0
Facilities Maintenance	2018-2019	5,070	5,686	-616
Grounds & Parks	2018-2019	107	21	85
Transportation Infrastructure	2018-2019	6,175	1,300	4,875
	Total 2018-2019	11,387	7,042	4,345
Information Technology	2017-2018	192	195	-3
Transportation Infrastructure	2017-2018	95		95
	Total 2017-2018	287	195	92
General Fund		52,397	16,342	36,054
Cemetery Fund				
Grounds & Parks	2020	490	359	131
	Total 2020	490	359	131
Grounds & Parks	2019	50	16	34
	Total 2019	50	16	34
Grounds & Parks	2017-2018	0	-3	3
	Total 2017-2018	0	-3	3
Cemetery Fund		540	373	167

Notes

Notes:

- ¹ Project allocation will be re-budgeted for 2021 due to projects not being completed in 2020.
- ² Municipal Hall project and Ferry Building Restoration will continue into 2021, funding will be re-budgeted.
- ³ Further funding is needed to complete project, 2021 capital requests have been submitted.
- ⁴ Project delays due to COVID-19. Projects are underway and funding will be re-budgeted for 2021.
- ⁵ Project delay due to external factors, project to continue into 2021 and funding will be re-budgeted.
- ⁶ Major multi-year project, funding will be re-budgeted.
- ⁷ Project overages are covered by underspent projects.

**DISTRICT OF WEST VANCOUVER
CAPITAL PROGRAM SUMMARY - UTILITIES
FOR THE PERIOD ENDING December 31, 2020**

(\$ 000's)					
Fund	Funding Approval Year	Budget 2020	Total Actual + Committed 2020	Remaining Budget	Notes
Water	2020	5,449	2,275	3,174	1,3
Water	2019	515	395	120	2
Water	2018	1,483	87	1,396	3
Water	2017	116	150	-33	
Total - Water Utility Fund		7,563	2,907	4,656	
Sewer	2020	8,885	858	8,027	1
Sewer	2019	3,077	1,336	1,740	1
Sewer	2018	2,481	2,419	62	
Sewer	2017	0	0	0	
Sewer	2017-2018	35	1	34	
Total - Sewer Utility Fund		14,477	4,614	9,864	
Solid Waste	2020	20		20	
Total - Solid Waste Utility Fund		20		20	

Notes:

- ¹ Project allocation will be re-budgeted for 2021 due to projects not being completed in 2020.
- ² Project has been put on hold.
- ³ Funds are being set aside for the Future Westmount Pump.

DISTRICT OF WEST VANCOUVER
As at December 31, 2020

RESERVE SCHEDULE (\$ 000's)

	Opening	Current Transactions			Current Balances	2021 Forecast Transactions			Forecast Balances
	2020/01/01	Revenues & Transfers	Interest	Expenditures & Transfers	2020/12/31	Revenues & Transfers	Interest	Expenditures & Transfers	2021/12/31
GENERAL FUND									
Asset Reserves	11,584	12,989	199	-11,911	12,861	10,675	0	-21,169	2,367
<i>Statutory</i>									
Capital Facilities Reserve ¹	6,639	1,825	88	-4,600	3,952	4,241	0	-6,739	1,454
Capital Infrastructure Reserve ²	2,300	5,306	44	-4,318	3,332	3,071	0	-6,210	193
Capital Equipment Reserve ³	2,064	5,034	57	-2,219	4,936	2,689	0	-7,105	519
<i>Non-Statutory</i>									
Operational Reserve ⁴	580	824	9	-773	640	675	0	-1,114	201
Endowment Fund	30,022	441	574	-2,070	28,966	434	0	-8,935	20,465
Threshold Value ⁵	18,000								
Amenity Contributions Fund	28,646	15,519	682	-2,501	42,346	0	0	-22,299	20,047
Non-Restricted	21,734	15,069	682	-1,921	35,564	0	0	-18,067	17,497
Restricted ⁶	6,912	450	0	-579	6,783	0	0	-4,232	2,551
Affordable Housing	5,059	0	98	0	5,157	0	0	0	5,157
Land Reserve Fund	466	2,859	36	-123	3,238	1,000	0	-235	4,003
Operating Reserves	2,779	8,856	24	-263	11,397	130	0	-5,874	5,653
Other Reserves	2,771	294	50	-723	2,392	269	0	-1,062	1,598
OTHER FUNDS									
Golf Development Reserve	26	259	3		288	0	0	0	288
Cemetery Development Reserve	1,444	0	28	-316	1,156	12	0	0	1,168
Solid Waste Reserve Fund	2,838	0	n/a	-733	2,105	0	0	-769	1,336
Water Reserve Fund	6,537	5,915	105	-2,218	10,340	5,100	0	-9,929	5,511
Sewer & Drainage Reserve Fund	10,675	4,897	188	-1,973	13,787	9,400	0	-16,975	6,212
TOTAL RESERVES	102,847	52,030	1,986	-22,830	134,033	27,019	0	-87,247	73,805
DEVELOPMENT COST CHARGES (DCCs)	23,940	4,575	500	-954	28,061	0	0	-1,994	26,067
TOTAL RESERVES & DCCs	126,787	56,605	2,486	-23,784	162,094	27,019	0	-89,241	99,872
TRUST FUNDS									
Seniors' Accounts	356	55	7	-59	358	0	0	0	358
Cemetery Care Fund	6,150	202	120	-120	6,352	0	0	202	6,554
Other	588	13	12	0	613	0	0	0	613
	7,094	270	138	-179	7,322	0	0	202	7,524
TOTAL RESERVES, DCCs & TRUST FUNDS	133,881	56,875	2,624	-23,963	169,416	27,019	0	-89,039	107,396

DISTRICT OF WEST VANCOUVER
As at December 31, 2020

RESERVE SCHEDULE (\$ 000's)

	Opening Balances	Current Transactions			Current Balances	2020 Forecast Transactions			Forecast Balances
	2020/01/01	Revenues & Transfers	Interest	Expenditures & Transfers	2020/12/31	Revenues & Transfers	Interest	Expenditures & Transfers	2021/12/31
OPERATING RESERVES									
Weather Related Incidents Reserve	100	400	n/a	0	500	0	n/a	0	500
COVID-19 Safe Restart Reserve	0	5,068	n/a	0	5,068	0	n/a	-4,638	430
District COVID-19 Contingency Reserve	0	1,000	n/a	-91	909	0	n/a	-480	429
Election Provision	100	80	n/a	0	180	80	n/a	0	260
Fleet Surcharge Reserve	0	0	n/a	0	0	0	n/a	0	0
Fringe Benefit Allocation	180	250	n/a	0	430	0	n/a	-100	330
Caulfield LUC	206	0	n/a	-97	109	0	n/a	-62	47
Youth Activity	568	0	11	0	580	0	0	-5	575
<i>Threshold Value⁷ 542</i>			0					0	0
WV Shoreline Preservation Society	10	0	n/a	0	10	0	n/a	0	10
Engagement (Innovation) Fund	964	500	n/a	0	1,464	0	n/a	-100	1,364
Public Art Reserve (Est 2016)	258	403	9	-13	656	50	n/a	-105	602
Senior's Activity Centre (SAC) - Estate of Olive Mathias	0	184	2	0	185				185
SAC - Donations/Bequests	0	153	1	0	154				154
SAC - Feed the Need Campaign	0	141	1	0	143				143
Wage Contingency Reserve (Est 2016)	215	368	n/a	-62	521	0	n/a	-25	496
Legal Reserve (Est 2016)	105	300	n/a	0	405	0	n/a	-359	46
Corporate Training Initiatives (Est 2016)	72	10	n/a	0	82	0	n/a	0	82
TOTAL OPERATING RESERVES	2,779	8,856	24	-263	11,397	130	0	-5,874	5,653
OTHER RESERVES									
Artificial Turf Replacement	1,701	97	27	-695	1,131	79	0	-155	1,055
Parkland Acquisition	10	0	0	0	10			0	10
Parkland Cash In Lieu	7	0	0	0	7			0	7
Archived Fund Reserve	76	14	2	-4	87			-7	80
UBCM Community Works Fund	977	182	20	-24	1,156	189	n/a	-900	446
TOTAL OTHER RESERVES	2,771	294	50	-723	2,392	269	0	-1,062	1,598
DEVELOPMENT COST CHARGES (DCCs)									
GENERAL FUND									
Highways									
Neighbourhood Area 3	1,693	0	33	0	1,726	0	0	0	1,726
Neighbourhood Area 4	2,671	70	52	0	2,794	0	0	0	2,794
Community Areas 2 to 5	2,164	241	43	-140	2,308	0	0	0	2,308
	6,529	311	128	-140	6,828	0	0	0	6,828
Underground Wiring	1,467	93	25	-494	1,091	0	0	-583	508
Parks & Open Space									
Major - Principal	3,768	1,632]	-31	5,369	0]	0	5,369
Major - Interest	1,197	0]	112	1,309	0]	0	1,309
Ambleside Waterfront - Principal	379	511]	-101	788	0]	-8	780
Ambleside Waterfront - Interest	176	0]	15	190	0]	0	190
Local - Principal	5,549	1,175]	-93	6,632	0]	-149	6,483
Local - Interest	1,329	0]	-81	1,391	0]	-1,254	137
	12,397	3,318	270	-306	15,678	0	0	-1,411	14,267
OTHER FUNDS									
Water Utility									
Areas 2 & 3	0		0		0	0	0	0	0
Areas 4 & 5	1,230	360	27	-5	1,613	0	0	0	1,613
	1,230	360	27	-5	1,613	0	0	0	1,613
Sewer Utility									
Drainage	2,318	493	50	-9	2,851	0	0	0	2,851
TOTAL GENERAL AND OTHER FUNDS' DCCs	23,940	4,575	500	-954	28,061	0	0	-1,994	26,067

DISTRICT OF WEST VANCOUVER
As at December 31, 2020

RESERVE SCHEDULE (\$ 000's)

	Opening Balances	Current Transactions			Current	Forecast Transactions			Forecast Balances
	2020/01/01	Revenues & Transfers	Interest	Expenditures & Transfers	2020/12/31	Revenues & Transfers	Interest	Expenditures & Transfers	2020/12/31
TRUST FUNDS ⁸									
Seniors' Accounts									
Friends of the Centre	14	0	0	0	14	0	0	0	14
General Projects	44	0	1	-1	44	0	0	0	44
Leisure Living Crafts	48	2	1	-1	50	0	0	0	50
Woodworking	3	1	0	0	3	0	0	0	3
Green Thumb	4	0	0	0	4	0	0	0	4
Photo Club	17	1	0	-2	17	0	0	0	17
Hiking	3	0	0	0	3	0	0	0	3
Keynote Singers	3	0	0	0	3	0	0	0	3
Quilting	15	0	0	0	16	0	0	0	16
Computer Club	1	0	0	0	1	0	0	0	1
Stained Glass	1	0	0	0	1	0	0	0	1
Computer Equipment	12	0	0	0	12	0	0	0	12
Fundraising Events	190	50	4	-54	189	0	0	0	189
	<u>356</u>	<u>55</u>	<u>7</u>	<u>-59</u>	<u>358</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>358</u>
Other Accounts									
Legacy Project	40	0	1	0	40	0	0	0	40
Amberview Place Housing	409	13	8	0	429	0	0	0	429
Dickinson Archives Trust	1	0	0	0	1	0	0	0	1
Cultural Centre	20	0	0	0	20	0	0	0	20
Brissenden Park	119	0	2	0	121	0	0	0	121
	<u>588</u>	<u>13</u>	<u>12</u>	<u>0</u>	<u>613</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>613</u>
	<u>944</u>	<u>67</u>	<u>18</u>	<u>-59</u>	<u>971</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>971</u>

Notes:

- ¹ The Capital Facilities Reserve is to be used for creation and maintenance of Facilities (e.g. 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 (e.g. athletic fields, tennis courts, playgrounds), marine structures (e.g. piers, sea walks, floats, foreshore works) and civic works (e.g. 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 (e.g. fire trucks, dump trucks, tractors, excavators), fleet vehicles (e.g. 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 (e.g. 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 The threshold value for the Youth Activity Reserve is updated each year by the Consumer Price Index (CPI).
- ⁸ Interest is paid on these accounts at year end.

DISTRICT OF WEST VANCOUVER
PROCUREMENT STATISTICS
FOR THE PERIOD ENDING DECEMBER 31, 2020

	2016	2017	2018	2019	Fourth Quarter 2020
Purchasing:					
Quotations	194	278	266	339	326
Tenders	25	31	31	19	22
Request for Proposals/ Expression of Interest (EOI)	96	93	103	93	75
Total number (#) of files	315	402	400	451	423

	2016	2017	2018	2019	Fourth Quarter 2020
Purchase Orders	1970	2402	1843	1733	1540

	2016	2017	2018	2019	Fourth Quarter 2020
Procurement Activity Savings	\$718,954	\$890,084	\$743,243	\$770,768	\$1,439,888
Purchasing Department Budget (BU 220)	\$702,625	\$702,680	\$723,092	\$762,080	\$780,724
Purchasing & Risk Management FTE count	7.6	7.6	7.6	7.6	7.6

	2016	2017	2018	2019	Fourth Quarter 2020
Purchasing Card (P-Cards):					
New P-Cards issued	25	27	48	32	12
Total # of P-Cards	208	206	226	234	103
Total # of transactions	8,410	9,918	9,834	9,024	4,333
Total \$ Spent	\$1,231,597	\$1,585,299	\$1,665,016	\$1,747,941	\$975,383

	2016	2017	2018	2019	Fourth Quarter 2020
Stores - Operations Centre					
Fleet size	130	133	137	139	144
Auto part orders	1646	1669	1465	1223	1224
Inventory Issues	572,458	565,811	574,636	534,005	541,308
Inventory Issues	523,906	528,977	542,473	501,597	511,238
Inventory Issues	48,552	36,834	32,163	32,408	30,070
Inventory Issues	\$1,889,975	\$1,817,572	\$1,838,331	\$1,755,894	\$1,769,040
Inventory Issues	\$545,864	\$601,921	\$726,280	\$633,755	\$588,998
Inventory Issues	\$1,344,111	\$1,215,651	\$1,112,051	\$1,222,139	\$1,180,042

	2016	2017	2018	2019	Fourth Quarter 2020
Risk Management (RM)					
Fleet accident claims (#)	63	63	57	68	57
Property damage recovery (#)	20	13	6	10	6
Property damage recovery (\$)	\$12,790	\$19,649	\$13,042	\$23,354	\$35,965
Claim Files (#) MIA	48	32	51	35	43
Claim Files (#) Other	41	43	26	44	28
Total (#) RM Files	172	151	140	157	134

DISTRICT OF WEST VANCOUVER
 CONTRACTS AWARDED OVER \$75K
 FOR THE PERIOD ENDING DECEMBER 31, 2020

FILE/ DESCRIPTION	VALUE/ SUPPLIER	AVERAGE BID/ # OF BIDS	PROCESS/ DEPARTMENT	REVISED VALUE FINAL YES/NO	COMMENTS
RFP17 38 HSB Streetscape Detailed Design EOI19 026A	\$204,857 McElhanney Consulting	\$249,983 Four	Public RFP Engineering	TBD No	
Cypress Lands Policy Framework	\$1,100,000 Corlois Consulting	\$1,100,000 One	Public EOI Planning	TBC No	
RFP19 145 Caulfeild Cove Pier - Float Replacement	\$99,000 Blue Water Systems Ltd.	\$117,000 Two	Public RFP Parks	TBC No	
RFP19 221 Water Infrastructure Asset Management Plan	\$89,858 WSP Canada Group Ltd.	\$102,466 Five	Public RFP Engineering	TBC No	
RFP19 226 Upper Lands Environmental Inventory	\$75,075 EcoLogic Consultants Ltd.	\$81,067 Eight	Public RFP Parks	TBC No	
T19 257 Horseshoe Bay Streetscape Phase 1	\$959,000 Jack Cewe Ltd.	\$1,178,625 Four	Public Tender Engineering	TBC No	Invited Tender of four pre-qualified bidders following public EOI
RFP19 267 Engineering Design for 2 Sanitary Lift Stations	\$97,195 Onsite Engineering Ltd.	\$119,435 Six	Public RFP Engineering	TBC No	
T20 015 Road Paving & Related Works	\$1,591,731 BA Blacktop Ltd.	\$1,984,022 Two	Select Bidding Engineering	TBC No	Four pre-qualified firms - public pre-qualification followed by invited Tender
RFP20 022 Horseshoe Bay Park Working Drawings	\$799,355 PWL Partnership Landscape Architects	\$663,427 Three	Public RFP Parks	TBC No	
RFP20 072A Capilano Pacific Trail Repair	\$119,250 Cedar Crest Lands (BC) Ltd	\$152,955 Five	Public RFP Parks	TBC No	
RFP20 077 Engineering for CCTV Program	\$75,060 R.F. Binnie & Associates	\$75,060 One	Public RFP Engineering	TBC No	
T20 077A 2020 CCTV Program	\$389,008 Dougness Holdings	\$615,775 Four	Public Tender Engineering	TBC No	
EOI20 086 Hydro Excavating & Flush Combo Truck	\$569,138 Kendrick Equipment	\$545,605 Two	Public EOI Engineering	TBC No	Two shortlisted for demonstrations and evaluation following public EOI
T20 112 Navy Jack Point and Weston Parks	\$428,222 Shangri-La Landscaping	\$555,209 Four	Public Tender Parks	TBC No	
T20 161 14th Street & Marine Drive Roadworks & Traffic Signals	\$278,690 Eurovia British Columbia Inc.	\$329,287 Two	Public Tender Engineering	TBC No	
RFP20 180A A/P Automation System	\$196,620 Bottomline Technologies Inc.	\$214,685 Two	Select Bidding ITS	TBC No	Select RFP following public EOI Price includes maintenance for five years
T20 191A The Glen Sanitary Lift Station Replacement	\$698,900 Bel Contracting	\$826,641 Five	Select Bidding Engineering	TBC No	Invited Tender of five pre-qualified bidders following public EOI
RFP20 194 WVSS Artificial Turf Field and Sport Track	\$117,500 Core Group Civil Consultants Ltd.	\$182,007 Three	Public RFP Parks	TBC No	
T20 217 Eagle Lake Pump Station	\$462,000 North Construction	\$725,843 Seven	Public Tender Engineering	TBC No	
Q20 270 Fire Hall #3 Washroom Renovations	\$129,092 Ferrari Integrated Property Solutions	\$129,092 One	Direct Award Facilities	TBC No	Direct award approved by Purchasing Manager

DISTRICT OF WEST VANCOUVER
 PROCUREMENT DOCUMENTED SAVINGS
 FOR THE PERIOD ENDING DECEMBER 31, 2020

Documented Savings	Value	Total Value
Year to Date		\$1,439,888
Ongoing/annual savings from prior years		\$77,400
RFP15 220 - Towing - successful versus average - annual saving to 2020	\$18,000	
Property Insurance - 2015 versus 2014 - annual saving to 2020	\$25,125	
T17 205 - Ductile Iron Water Main Pipe - Co-op Contract - annual saving to 2022	\$4,275	
RFP18 08 - Cellular Mobility Services - annual savings versus prior contract to 2023	\$30,000	
Successful versus Average		\$1,362,488
T20 015 - Road Paving & Related Works - successful versus average	\$392,291	
RFP20 019 - Sanitary Sewer Design Services - successful versus average	\$18,094	
T20 054 - Eagle Lake Bridge Rehabilitation - successful versus average	\$25,133	
RFP20 072A - Capilano Pacific Trail Repair - successful versus average	\$33,705	
T20 077A - 2020 CCTV Program - successful versus average	\$226,767	
T20 112 - Navvy Jack Point & Weston Parks - successful versus average	\$126,987	
EOI20 143 - Structural Protection Unit - successful versus average	\$14,758	
T20 161 - 14th Street & Marine Drive - successful versus average	\$50,597	
RFP20 180A - A/P Automation System - successful versus average	\$18,065	
T20 191A - The Glen Lift Station - successful versus average	\$127,741	
RFP20 194 - WVSS Artificial Turf Field & Sport Track - successful versus average	\$64,507	
T20 217 - Eagle Lake Pump Station - successful versus average	\$263,843	

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).