



District of  
West Vancouver  
British Columbia

FIVE-YEAR  
FINANCIAL  
**PLAN**  
2017-2021



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## AWARD FOR FINANCIAL REPORTING

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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Corporation of the District of West Vancouver, British Columbia for its annual budget for the fiscal year beginning January 1, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

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

## CHIEF ADMINISTRATIVE OFFICER'S MESSAGE

On behalf of the District of West Vancouver, I am pleased to present the Five-Year Financial Plan 2017-2021.

To continue providing residents with high-quality municipal services, our focus in this year's budget process is addressing the rising costs of providing those services through the filter of fiscal prudence and careful consideration of how the municipal government spends taxpayers' dollars. We hold it as our responsibility to West Vancouver residents to provide the best in programs and services while prioritizing budget requests and considering only critical cost items. As in past years, this Five-Year Financial Plan was created using the Government Finance Officers Association recommended best practices for local government budgeting.

Our plan also supports Council's eight priorities. These are:

1. Ambleside: Waterfront & Town Centre
2. Built Form, Housing & Neighbourhood Character
3. Fiscal Sustainability & Municipal Services
4. Natural Environment & Climate Action
5. Official Community Plan Review
6. Arts, Culture & Heritage
7. Police Services & Municipal Hall Project
8. Traffic and Transportation

After first considering all non-taxation sources of revenue and identifying opportunities for operational efficiencies, financial services staff proposed and Council approved an increase of 2.00 per cent to our operating budget.

Last year, the District took a critical step to addressing maintenance needs for West Vancouver's aging infrastructure by creating an asset management levy and asset reserve. This year, the District will further build the asset reserves via Council's approved asset levy increase of 2.45 per cent. The need for an increase was evident after Council asked staff to again review and update information on the condition of municipal assets, which include everything from community centres to park benches to sewer lines. We are committed to closing the infrastructure gap and we have created a long-term plan for a fiscally responsible West Vancouver for future generations.

Residents provided feedback to our proposed operating and asset levy increase at public meetings and online. That feedback helped us create the plan which follows in these pages, one that will allow us to work to implement Council's priorities and the community's vision for its future.

*Sincerely,*



**Nina Leemhuis**  
Chief Administrative Officer



Nina Leemhuis | Chief Administrative Officer

## DIRECTOR OF FINANCIAL SERVICES' MESSAGE

In this document, the District is outlining how it has allocated its available resources to achieve Council's priorities while continuing to deliver services at the high level expected by District residents. Staff have prepared the Five-Year Financial Plan 2017-2021 with a focus on Council's established priority of fiscal sustainability at both the operational and capital levels.

In 2015, a comprehensive review of Fees and Charges took place, which resulted in enhanced fees revenues in 2016. In 2017, emphasis will now shift to a comprehensive core services review of expenditures, to identify efficiencies, assess District business practices, and search for better ways to maintain delivery of District services without increasing costs. Results of this review will be published in fall 2017 but work is already underway to implement some of the recommendations from it.

The District's Finance Committee, which includes equal Council and resident participation, established two task groups in 2016: one to review key performance indicators (KPIs) for District services, and one to review reserves and investment policies for the District. These task groups reported out to the Finance Committee in fall 2016, and their recommendations were forwarded to Council, which supported their implementation.

In 2017, the KPI Task Group's key recommendations are reflected in the new KPI reporting sections included in the Divisional Operations section of this document. Although these reporting sections are not complete for each division, the District is committed to moving forward with this initiative and will continue to refine and fill in this information in 2017 and future years. The Reserves and Investments Task Group's recommendations have resulted in a new investment policy and guidelines for the District, and will be instrumental in guiding an ongoing review of District reserves.

The 2017 Financial Plan continues with the District's focus on asset management. The District has shown leadership in compiling a comprehensive asset register, and by establishing in 2016 a series of asset reserves with a dedicated funding source, the asset levy. Council has since directed that District staff update the comprehensive listing of all assets and the 20-year asset maintenance and replacement schedules, in order to consider whether all the current assets needed to be retained.

Staff also rated all remaining assets for condition and use, and identified a list of "poor condition, low use" assets. These assets clearly are not performing at optimal levels, and may no longer be required. Staff will be providing a report in summer 2017 which will look at alternatives and options for each of these assets. At the same time, staff will be providing an asset management framework for evaluation of proposed new and enhanced assets, which considers all asset costs on a lifecycle basis, allowing for a strategic evaluation of asset acquisitions before commitments are made.

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

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

*Sincerely Yours,*



*Isabel Gordon MBA, CPA, CA  
Director of Financial Services*



Isabel Gordon | Director of Financial Services

# CONSOLIDATED 2017 BUDGET EXECUTIVE SUMMARY

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## Summary of 2017 Budget Impacts

The District's 2017 budget provides for a 4.45 per cent increase in property taxes to continue to build up the asset reserves by an asset levy increase (2.45 per cent) and to fund the net increase in operating costs (2 per cent). District services and programs will be delivered at similar levels to 2016.

## Asset Management

Much of the District's infrastructure and assets are nearing the end of their useful life. This is a result of significant asset investment during the 1950s and 1960s which means that these assets are now 50 to 60 years old. Municipalities across Canada face similar issues, and resolving the infrastructure gap is a high priority.

Our 2015 Fiscal Sustainability Review identified that over the next 20 years, \$277 million needs to be invested to maintain the assets of the General Fund alone (i.e., non-utility assets). This is an annual expenditure of \$13.9 million for maintenance, renewal or replacement of assets. With \$7.4 million of annual taxation funding dedicated to general assets at that time, the review indicated that assets were not being optimally maintained or renewed, meaning higher operating and maintenance costs, risk of failure of assets and higher costs at replacement. A \$6.5 million annual infrastructure gap was identified and needed to be addressed.

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

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

Asset management tasks carried out in 2016 included policy development and procedures for asset evaluation, update on state, condition and usefulness of current assets and consideration of whether all existing assets needed to be retained, or whether some assets could be disposed of without replacement. Based on the updated asset review, over the next 20 years, the District requires \$13.3 million funding per year, which is \$2.9 million per year less than the \$10.4 million in tax levy funding dedicated to asset management. The 2017 budget includes a tax rate increase of 2.45 per cent to narrow this gap by \$1.6 million.

Next steps in asset management include the development of a framework for the evaluation of new asset acquisitions. As asset management principles are embedded in District operations, it is evident that capital replacement costs associated with every asset must be continually evaluated. The time to evaluate these costs is prior to acquisition of new assets. Since assets require both short- and long-term maintenance, these costs must be considered prior to acquisition. The impact of these costs on already established assets must be considered, as the funding gap will never be closed unless the suite of assets stays within available funding. Adjustments to the suite of assets owned by the District, which may include consolidation of assets in fewer locations, acquiring lower maintenance assets, and asset disposal is also in progress.

## Utilities: Water, Sewer & Solid Waste

For 2017, utility rates were presented before the budget submission. Within the water and sewer utilities, projected timing and costs of future infrastructure replacements were integrated into long-term operating and funding models; the rate increases for water and sewer are in keeping with these projected funding models. Details are as follows:

- Water Utility: a 5.5 per cent increase to revenue requirements translates to an increase of \$32 for the median single family household
- Sewer Utility: a 10 per cent increase to revenue requirements translates to an increase of \$86 for the median single family household
- Solid Waste & Recycling: Since the launch of the Green Can program, residential garbage has decreased by 700 tonnes per year or more than 30 per cent. Diversion of compostable waste from the landfill has lowered tipping fees. Solid waste and recycling rates have been reduced by 10 per cent to reflect these cost savings.

A comprehensive rate review for utility rates is currently underway and it is anticipated that a new rate structure based on the outcome of this review will be in place for 2018.



# COUNCIL'S EIGHT PRIORITIES

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Early in their mandate, Mayor and Council worked together to determine seven priorities for the District to focus on throughout their term. An eighth priority, Traffic and Transportation, was added in 2016.



## 1. Ambleside: Waterfront & Town Centre

By balancing many community interests and priorities, the Council-approved Ambleside Waterfront Plan expresses a cohesive vision that ensures something for everyone, more green and open spaces, and multi-use facilities and infrastructure letting the community enjoy the waterfront for what it is—one of the jewels of West Vancouver and the Lower Mainland. Many elements of the plan are now in place or in progress.



## 2. Built Form, Housing & Neighbourhood Character

Council continues to seek solutions that residents and the development community can work with so that West Vancouver's cherished housing and neighbourhood character is protected and enhanced as our municipality undergoes unprecedented change. The Interim Tree Bylaw Working Group began its work in spring 2017.



## 3. Fiscal Sustainability & Municipal Services

Council supports staff's success in fine-tuning budget processes, creating appropriate financial mechanisms, finding greater efficiencies and developing long-term financial plans. A long-term fiscal sustainability plan was approved in 2016 and is now being implemented to address the issue of aging municipal infrastructure and how to manage District assets in a strategic way.



## 4. Natural Environment & Climate Action

Council has approved energy and emissions plans for both the community and the municipal government's planning and operations. Recognizing that West Vancouver residents have a deep desire to preserve the municipality's natural capital, Council is working to put West Vancouver on the forefront of reducing emissions and protecting watersheds, the foreshore, green spaces, trees and parks.



## 5. Official Community Plan Review

The Official Community Plan (OCP) is a key land use document that shapes the future of West Vancouver: our housing choices, what our neighbourhoods look and feel like, how we support local jobs, shops, and services, and how we protect the environment. In 2017, our OCP is being reviewed and refreshed in consultation with the community at every stage. This will give Council, staff and the community a vital planning tool for the next decade.



## 6. Arts, Culture & Heritage

In 2017, staff are updating the District's Arts & Culture Strategy as per Council's direction. Staff continue to add to the District's arts and culture offerings while creating policies that protect and foster West Vancouver's heritage. Arts facilities are a vital element of the District's Ambleside Waterfront Plan, and this will be addressed in the Arts & Culture Strategy.



## 7. Police Services & Municipal Hall Project

The new Police Services Building connected to Municipal Hall is a vital investment in the District's infrastructure. The West Vancouver Police Department can increase every-day operational efficiency and perform its critical role as a key first responder in a wider emergency, such as a major seismic event. The project is on schedule to be completed and operational in fall 2017.



## 8. Traffic and transportation

Council is looking for ways to address the community's significant concern related to traffic and transportation issues in West Vancouver and across the North Shore. Staff are currently defining objectives and deliverables working in consultation with the two other North Shore municipalities. The District's Strategic Transportation Plan and the Mayors' Council's 10-Year Vision for Metro Vancouver Transportation, approved in November 2016, will inform next steps.

## CHALLENGES FOR 2017

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### The Economy

Recent forecasts for 2017 indicate that the British Columbia economy is slowing from last year's rapid pace, but none the less will remain strong through 2019. Strong household demand is expected to remain the backbone of economic growth; however, a transition toward stronger government spending, trade and an increase in investment is expected as the contribution from the residential construction sector decreases. Government spending and higher commodity prices are expected to pick up the slack from the diminishing residential sector.

Forecast economic performance highlights for the next three years are as follows:

- In contrast to last year's 3.8 per cent expansion, GDP growth is expected to dip to 2.3 per cent in 2017, and then rebound to 2.7 per cent in 2018 and 2019.
- Provincial growth is expected to continue to be strong compared to other provinces and exceed the national growth rate over the period.
- Housing starts are expected to decline 13 per cent in 2017 after a 33 per cent increase in 2016.
- Employment is expected to grow, which in turn should lower the unemployment rate to five per cent by the end of 2019, putting upward pressure on wages.
- A low Canadian dollar is expected to continue to impact the costs for imported goods, but also to push goods and services exports higher.

Tight labour market conditions and stronger commodity prices are expected to contribute to a rise in overall price levels. Consumer prices are expected to climb about two per cent this year and 1.8 per cent thereafter.

### Long-term Asset Management

Asset management is an increasing concern for municipalities across Canada with estimates of the Canada-wide deficit ranging from \$141 to \$247 billion dollars. Maintenance of existing assets is a priority to support the sustainability of the District of West Vancouver. The District owns over \$1 billion in assets and should be investing approximately \$13.3 million annually to maintain these assets at an optimal level. The optimal level is the point at which asset maintenance is most effective and provides the most value for money. Assets maintained at the optimal level are the most cost-efficient. The framework for long-term asset management which includes the use of asset reserves and applying an asset levy to tackle the long-term asset investment infrastructure funding gap has been a continued focus of the 2017 budget process. The District has, over the past two years, compiled a comprehensive listing of assets with their replacement costs and identified what is appropriate to be done for optimal maintenance. Now that the District has a baseline, asset management discussions in 2017 are shifting to what the appropriate suite of assets should be and the appropriateness of new asset investments for the District of West Vancouver.

# READERS' GUIDE

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This budget document encompasses information from the 2017 annual budget process and the five-year financial plan bylaw for the period from 2017 through to 2021. The document incorporates best practices recommended by the Government Finance Officers Association (GFOA) of the United States and Canada. The document aims to act as:

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

## THE MATERIAL IS ORGANIZED INTO THE FOLLOWING BROAD SECTIONS:

<b>1. Completed Five-Year Financial Plan, Fund &amp; Reserve Balances . . . . .</b>	<b>11</b>
The highlights of the budget and the detailed impact to residents by way of tax and other rate increases/decreases along with a consolidated financial plan and fund/reserve projections.	
<b>2. West Vancouver Overview . . . . .</b>	<b>28</b>
An overview of the District of West Vancouver, its history and its governing structure.	
<b>3. Planning Environment . . . . .</b>	<b>39</b>
The planning processes within which the District's priorities, objectives and policies are formed.	
<b>4. Financial Planning Framework . . . . .</b>	<b>47</b>
The process, timing, principles and underlying assumptions of the current-year budget cycle.	
<b>5. Financial Trends &amp; Cost Drivers . . . . .</b>	<b>55</b>
The impact of the regional and local economy on the current budget, other important issues that drive municipal costs and recent and projected trends in the District's revenues and expenses.	
<b>6. Service Level Choices . . . . .</b>	<b>61</b>
The adjustments made to the budget at each stage of the current process, from initial preparation, to the first formal draft, to final responses relative to residents' comments and Council discussion.	
<b>7. 2017 General Fund Financial Plan Overview . . . . .</b>	<b>63</b>
Summaries of the revenues and expenditures of the general fund, wherein property tax rates are established, as well as the net taxation requirement of each operating division.	
<b>8. Divisional Operations . . . . .</b>	<b>77</b>
Additional details on individual general fund operating departments, staffing and budgets, divisional capital requests, key performance indicators, service level statistics and an accounting of the increase or decrease in net expenditures from year to year. This section also provides details of the past year's accomplishments to support Council Priorities, notable operational accomplishments and plans for the upcoming year's initiatives to support Council Priorities and operational goals.	



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**9. Capital Program . . . . . 157**  
This section presents the Five-Year Capital Plans for all funds and discusses the general approach to capital, principles that guide planning and the detailed projects proposed in each fund.

**10. Utility & Other Funds . . . . . 177**  
This section presents an overview, namely of the Five-Year Financial Plan and budget highlights, for each of the other funds maintained by the District.

**11. Glossary of Terminology . . . . . 200**  
The glossary defines terms that are either technical in nature or have a unique meaning for the District of West Vancouver.





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## 2017 BUDGET HIGHLIGHTS

The 2017 budget incorporates a 4.45 per cent increase in property taxes. The property tax rate increase is allocated in the budget as follows:

	%	\$000s
Capital	2.45	\$1,554
Operations	2.00	\$1,276
Final Tax Rate Adjustment	4.45%	\$2,830

### Highlights of the 2017 budget include the following.

- Over the past several years, the District of West Vancouver has experienced substantial development and permit revenue driven from the housing market. The introduction of the provincial foreign buyer tax has impacted the housing market and the District is starting to see an effect in permit requests. The 2017 budget has included a conservative outlook for these revenues, adjusting the permit revenue budget slightly over the 2016 amount.
- The majority of the labour collective agreements expired at the end of 2016 and are in the process of negotiation. A moderate provision has been included in the 2017 budget based on settlements from other comparable municipalities.
- A 2.45 per cent increase to the asset levy has been incorporated to continue to close the asset investment infrastructure funding gap to maintain and replace assets at the optimal level based on long-term asset management assessments.

### Change Analysis

	%	\$000's	Explanation
<b>REVENUE</b>			
new construction	0.52	\$329	new taxation dollars from development
fees & charges	0.75	\$479	additional revenue from Squamish Nation based on property tax assessment and rate adjustment to fees to recover costs
licenses & permits	0.26	\$165	anticipate moderate increase to permit revenue based on trending
other revenues	0.20	\$128	increase to revenue from licence/lease agreements and other sources
other transfers	0.12	\$76	additional transfer from accumulated surplus to balance budget as per Council's direction in order to reduce levy increase
Revenue Increase	1.85%	\$1,177	
<b>EXPENDITURES</b>			
salaries	2.59	\$2,291	net impact of collective agreement provisions, step adjustments, reorganization changes and additional labour requests
benefits	-0.47	(\$300)	savings estimate from rate changes in employer paid payroll costs (i.e. employment insurance and pension plans)
non-labour costs	1.73	\$462	cost pressures resulting from utility/hydro rate increases, contractual increases and service level enhancements
asset levy	2.45	\$1,554	transferred to asset reserves
Expenditure Increase	6.30%	\$4,007	
<b>APPROVED TAX INCREASE</b>	<b>4.45%</b>	<b>\$2,830</b>	



## IMPACTS TO RESIDENTS

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### Property Taxes

Property taxes in British Columbia are calculated by multiplying the tax rate by the property's assessed value. Tax rates for municipal taxes are determined by Council. Property assessed values are determined annually by the BC Assessment Authority based on fair market values as of the previous July 1. This means that 2017 property assessed values are based on fair market values as of July 1, 2016. When Council sets tax rates for municipal services, changes in the overall property assessed values are taken into consideration. If the overall property assessed values in the community have increased, the rates are adjusted downward to factor out that average increase. What this means is that, on average, taxes are not affected by increases in assessed values.

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

In 2017, in West Vancouver, the changes in property assessed values were much greater in some neighbourhoods than others.

### Utility User Fees

Utility user fees in water and sewer were approved by Council in December 2016 and are included in the Five-Year Financial Plan.

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

- **water user rate:** \$619, reflecting an increase of \$32 over 2016
- **sewer user rate:** \$945, reflecting an increase of \$86 over 2016

Solid waste and recycling fees are set at a flat rate, with additional charges for garbage pickup in excess of an established base level. For 2017, the annual flat rate user fee for a single family household is \$248, reflecting a decrease of \$27 from 2016.

2017 marks ten years since the introduction of metered utility consumption measurement and billing in the District. A comprehensive rate review based on ten years of metered utility data is now underway. Suggested changes to the rate structure based on this review will be introduced in 2017. At the same time, the long-awaited new North Shore Wastewater Treatment Plant is now under construction and costs for this plant will be incorporated into the rate review.

# FIVE-YEAR FINANCIAL PLAN: CONSOLIDATED

## Schedule A to Bylaw #4931.2017

5 Year Financial Plan \$000's					
	2017	2018	2019	2020	2021
<b>REVENUE</b>					
General Taxation	67,506	71,545	73,672	75,938	78,287
Parcel Taxes	29	29	29	29	29
Fees and Charges	52,167	54,715	57,464	60,427	63,620
Licences and Permits	7,534	7,647	7,762	7,878	7,996
Other Revenue	9,446	9,553	9,658	9,765	9,872
Government Grants	1,158	1,173	1,187	1,202	1,218
External Contributions & Partnerships	879	900	205	205	205
External Borrowing	5,694	0	0	0	0
Land Sales	500	5,000	5,000	5,000	5,000
Transit Reimbursement	17,206	17,550	17,901	18,259	18,624
Business Improvement Area Levy	500	500	500	500	500
Levies Other Governments	67,000	70,000	74,000	78,000	82,000
	<b>229,619</b>	<b>238,610</b>	<b>247,378</b>	<b>257,203</b>	<b>267,351</b>
Transfers from Reserves					
Asset Reserves	12,366	13,549	12,645	14,453	13,151
Prior Year Committed Funds	24,985	0	0	0	0
Amenity Contributions	3,694	2,380	875	875	875
Endowment Fund	1,528	1,331	1,331	1,331	1,331
Other Reserves	2,831	0	0	0	0
Development Cost Charges	75	400	0	0	0
Water Reserves	200	0	0	0	0
Solid Waste Reserve	0	0	0	0	96
Cemetery Development Fund	0	202	0	0	0
Provisional Transfers	5,000	5,000	5,000	5,000	5,000
	<b>50,680</b>	<b>22,862</b>	<b>19,851</b>	<b>21,659</b>	<b>20,454</b>
	<b>280,298</b>	<b>261,472</b>	<b>267,229</b>	<b>278,862</b>	<b>287,804</b>
<b>EXPENDITURE</b>					
General Government	22,050	20,828	21,271	21,787	22,316
Public Safety	32,666	33,850	35,080	36,356	37,682
Engineering and Transportation	4,563	4,476	4,591	4,710	4,832
Planning and Development Services	4,728	4,867	5,010	5,157	5,309
Recreation and Library	23,494	24,125	24,773	25,440	26,126
General Fund Capital	47,954	25,991	18,725	28,484	19,231
Cemetery	939	1,228	1,047	1,011	1,066
Golf	983	995	1,007	1,020	1,033
Transit	17,206	17,550	17,901	18,259	18,624
Water	12,741	13,004	13,470	14,008	14,554
Sewer	15,630	16,941	18,305	19,803	21,377
Solid Waste	6,425	6,491	6,682	6,866	7,055
Business Improvement Area Levy	500	500	500	500	500
Levies Other Governments	67,000	70,000	74,000	78,000	82,000
	<b>256,878</b>	<b>240,845</b>	<b>242,362</b>	<b>261,400</b>	<b>261,704</b>
Debt Service					
Debt Principal	930	1,020	1,020	1,020	1,020
Debt Interest	1,247	1,282	1,282	1,282	1,282
	<b>2,177</b>	<b>2,302</b>	<b>2,302</b>	<b>2,302</b>	<b>2,302</b>
Transfers to Reserves					
Asset Reserves	11,986	13,549	13,549	13,549	13,549
Endowment Fund	763	5,265	5,268	5,270	5,272
Water Reserve	7	265	476	648	847
Sewer Reserve	144	398	753	1,149	1,656
Solid Waste Reserve	214	219	109	8	0
Cemetery Development Fund	52	0	12	82	61
Other Transfers	8,078	2,392	2,399	2,406	2,413
	<b>21,244</b>	<b>22,088</b>	<b>22,565</b>	<b>23,111</b>	<b>23,798</b>
	<b>280,298</b>	<b>265,235</b>	<b>267,229</b>	<b>286,813</b>	<b>287,804</b>
<b>SHORTFALL</b>	<b>0</b>	<b>-3,762</b>	<b>0</b>	<b>-7,950</b>	<b>0</b>

Note: Based on currently projected requirements for maintenance, repairs and renewal of assets, there will be a shortfall in funding in 2018 and 2020. A strategy will need to be developed to address this funding deficit.

## REVENUE/TAX DISTRIBUTION: OBJECTIVES & POLICIES

### Five-year Financial Plan Bylaw #4931.2017: Schedule B

The *Community Charter* requires, as part of the consideration and adoption of the five-year financial plan, the disclosure of municipal objectives and policies regarding each of the following:

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

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

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

### Fund Structure

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

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

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

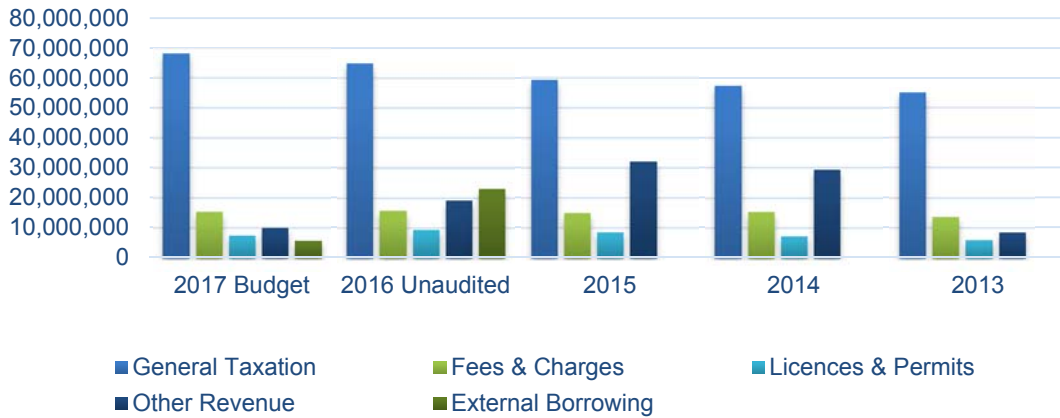
Other stand-alone funds include the Cemetery and Golf Funds and the Blue Bus Transit. Capilano View Cemetery operates on a stand-alone basis, with a user rate structure sufficient to fund all expansions and improvements through the Cemetery Fund. Ambleside Par 3 and Gleneagles Golf Course are self-contained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

# REVENUE & PROPERTY TAXATION POLICIES

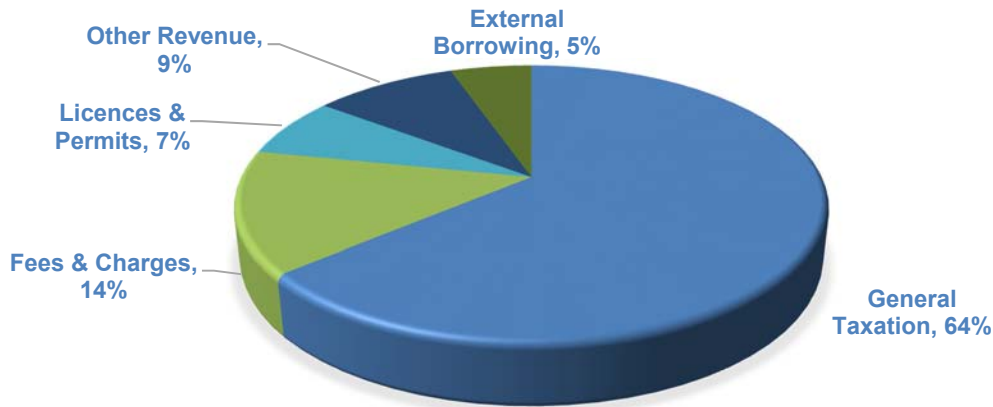
## Revenue Sources

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

**GENERAL FUND: REVENUE AND DEBT**



**2017 BUDGET GENERAL FUND REVENUE AND DEBT**



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

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

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

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



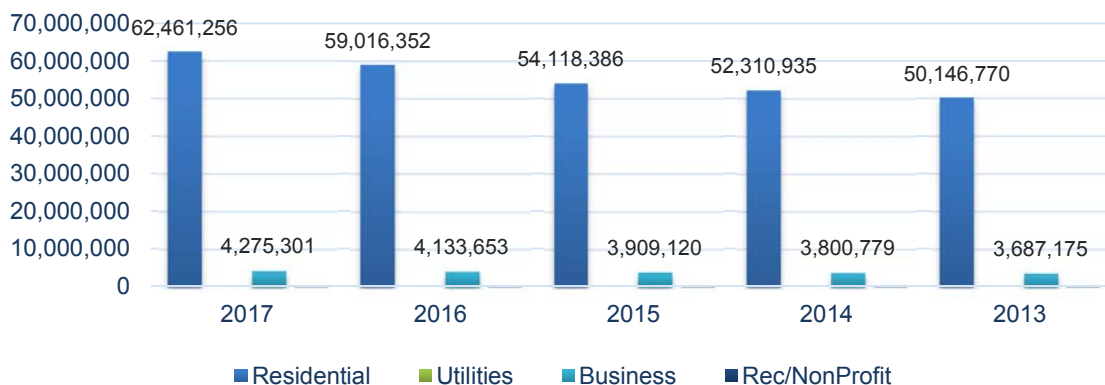
The application of user-pay principles is based on the Government of Financial Officers' recommended best practices, feedback from residents and in accordance with Council's direction. In addition, grants and other contributions, including partnerships, are pursued wherever possible. Property tax increases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

### Property Taxation

Property taxation is the District's most significant revenue source. Residential properties make up 98 per cent of the assessed values and contribute 93 per cent of the property taxes. Business properties contribute approximately 7 per cent of property taxes with other property types contributing less than 1 per cent.

The chart below represents the five-year trend in taxation revenues, from 2013 to 2017, and illustrates that residential taxation is the most significant source of revenue for the District at 93 per cent of the 2017 total. The increase in general taxation for 2016 and 2017 is primarily due to the implementation of an asset levy for maintenance of the District's capital assets.

**PROPERTY TAX REVENUE TRENDS**



### Residential and Business Class Property Taxation

The extent to which the business class is taxed at rates greater than the residential class rate is commonly called the Business Class Rate Multiple. For example, a multiple of 3.00 means that the business class tax rate will be three times higher than the residential tax rate.

In West Vancouver, that multiple has always been kept low in order to encourage small business. A survey of business class property taxation within Metro Vancouver municipalities for 2016 (see chart below) indicates a range of class multiples, from a high of 4.46 to a low of 2.28, with the average being 3.23, and the median 3.08. As indicated below, West Vancouver's tax rate multiple is 2.81. By policy, annual per cent tax increases are applied equally to all property classes.

# BUSINESS CLASS PROPERTY TAXATION SURVEY

## Metro Vancouver Municipalities

2016	RESIDENTIAL			BUSINESS			TAX MULTIPLE
	Assessment	Tax Rate	Tax Dollars	Assessment	Tax Rate	Tax Dollars	
Burnaby	58,711,128,977 82%	2.01190	118,120,920 49%	11,260,795,360 16%	8.46530	95,326,011 40%	4.21
Coquitlam	30,738,573,935 89%	2.79790	86,003,456 65%	3,236,061,601 9%	12.46530	40,338,479 30%	4.46
Delta	20,817,125,509 80%	3.23760	67,397,526	2,842,513,060 11%	10.19820	28,988,517 23%	3.15
Langley	3,352,259,703 71%	3.60280	12,077,521 49%	1,221,523,304 26%	8.95290	10,936,176 44%	2.48
Langley (District)	22,390,609,422 83%	3.23260	72,379,884 62%	3,171,885,711 12%	9.69840	30,762,216 26%	3.00
Maple Ridge	12,918,297,207 91%	4.37610	56,531,760 78%	973,520,478 7%	11.88010	11,565,521 16%	2.71
New Westminster	12,490,530,848 86%	3.41820	42,695,133 61%	1,834,102,904 13%	12.34260	22,637,599 32%	3.61
North Vancouver (City)	13,429,477,927 84%	2.34364	31,473,862 56%	2,371,824,300 15%	8.20134	19,452,138 34%	3.50
North Vancouver (District)	30,241,253,446 93%	2.11337	63,910,958 72%	1,950,831,816 6%	8.14620	15,891,866 18%	3.85
Pitt Meadows	2,956,680,802 84%	3.78890	11,202,568 61%	473,447,378 13%	11.15130	5,279,554 29%	2.94
Port Coquitlam	10,018,383,481 82%	3.46490	34,712,697 58%	1,635,379,101 13%	11.09920	18,151,400 30%	3.20
Port Moody	7,667,247,622 91%	3.21360	24,639,467 68%	578,788,906 7%	8.69510	5,032,627 14%	2.71
Richmond	53,427,310,470 80%	2.05383	109,730,613 55%	10,669,182,553 16%	6.66368	71,096,018 36%	3.24
Squamish	3,609,135,186 86%	4.40920	15,913,399 65%	474,579,840 11%	12.31640	5,845,115 24%	2.79
Surrey	83,576,366,785 86%	2.44195	204,089,309 69%	11,085,025,492 11%	7.00586	77,660,137 24%	2.87
Vancouver	239,626,229,695 83%	1.56168	374,219,490 53%	46,808,663,824 16%	6.61254	309,524,162 44%	4.23
West Vancouver	37,970,064,730 97%	1.55440	59,020,669 93%	937,858,500 2%	4.36470	4,093,471 6%	2.81
White Rock	6,038,319,112 95%	3.02056	18,239,105 90%	301,065,002 5%	6.90138	2,077,764 10%	2.28

High	4.46
Median	3.08
Average	3.23
Low	2.28

### Permissive Tax Exemptions

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

- senior citizen housing projects built with provincial assistance that do not fall within the exemption provisions of section 224(2)(h) of the *Community Charter*;
- non-profit organizations;
- land surrounding buildings for public worship and other necessary ancillary buildings; and
- certain properties deemed to be National Historic Sites.

These limited allowable exemptions will amount to \$225,860 of foregone taxation revenues for 2017.

## FUND STRUCTURE

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

### GENERAL FUND

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

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

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

### UTILITY FUNDS

#### WATER UTILITY FUND

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

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

#### SEWER & DRAINAGE UTILITY FUND

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

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

#### SOLID WASTE & RECYCLING FUND

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

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

### OTHER STAND-ALONE FUNDS

#### CEMETERY FUND

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

#### GOLF FUND

Ambleside Par 3 and Gleneagles Golf Course are self-contained businesses that generate a bottom line sufficient to fund golf course improvements and to transfer an administration fee to the General Fund.

#### BLUE BUS TRANSIT FUND

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

## SUPPLEMENTAL SCHEDULE: GENERAL FUND CAPITAL

	5 Year Financial Plan \$000's				
	2017	2018	2019	2020	2021
<b>REVENUE SOURCES</b>					
Grants and Partnerships	879	900	205	205	205
	<u>879</u>	<u>900</u>	<u>205</u>	<u>205</u>	<u>205</u>
<b>TRANSFERS FROM RESERVES</b>					
Asset Reserves	12,366	13,549	12,645	14,453	13,151
Prior Year Committed Funds	24,985	0	0	0	0
Amenity Contributions	3,694	2,380	875	875	875
Endowment Fund	400	0	0	0	0
Other Reserves	554	0	0	0	0
Development Cost Charges	75	400	0	0	0
Provisional Transfers	5,000	5,000	5,000	5,000	5,000
	<u>47,075</u>	<u>21,329</u>	<u>18,520</u>	<u>20,328</u>	<u>19,026</u>
	<u>47,954</u>	<u>22,229</u>	<u>18,725</u>	<u>20,533</u>	<u>19,231</u>
<b>CAPITAL EXPENDITURES</b>					
Information Technology	1,642	668	570	256	528
Equipment	1,661	769	749	1,012	857
Vehicle Fleet	1,429	1,300	1,300	4,300	1,300
Facilities	24,468	9,712	5,323	11,637	5,066
Grounds and Parks	3,365	3,833	1,003	1,468	1,620
Transportation Infrastructure	10,389	4,710	4,780	4,810	4,860
	<u>42,954</u>	<u>20,991</u>	<u>13,725</u>	<u>23,484</u>	<u>14,231</u>
<b>PROVISION FOR COUNCIL TO APPROVE</b>					
Additional Expenditures	5,000	5,000	5,000	5,000	5,000
	<u>47,954</u>	<u>25,991</u>	<u>18,725</u>	<u>28,484</u>	<u>19,231</u>
<b>SHORTFALL</b>	<u>0</u>	<u>-3,762</u>	<u>0</u>	<u>-7,950</u>	<u>0</u>

\* This capital plan will be updated with prior year approved projects that are continuing into 2017 in the final version. Based on projected maintenance, repairs and renewal of assets, there will be a shortfall in funding in 2018 and 2020. A strategy will need to be developed to address this funding deficit.



## SUPPLEMENTAL SCHEDULE: UTILITY & OTHER FUNDS

	5 Year Financial Plan \$000's				
	2017	2018	2019	2020	2021
<b>WATER UTILITY</b>					
Revenue					
User Fees	12,881	13,525	14,201	14,911	15,657
Meter Rental Charges	550	550	550	550	550
Micro Power Generation	31	31	31	31	31
Equipment Recovery	135	135	135	135	135
Other Revenue	0	0	0	0	0
Transfers In	200	0	0	0	0
	<u>13,796</u>	<u>14,240</u>	<u>14,916</u>	<u>15,626</u>	<u>16,372</u>
Expenditure					
Water Purchases	3,650	3,798	3,952	4,111	4,277
System Operating	3,733	3,803	3,875	3,949	4,024
System Replacements	3,900	4,200	4,500	4,800	5,100
Equipment Replacement	240	185	125	130	135
Asset Management	200	0	0	0	0
Debt Service	2,067	1,988	1,988	1,988	1,988
Transfer Out	7	265	476	648	847
	<u>13,796</u>	<u>14,240</u>	<u>14,916</u>	<u>15,626</u>	<u>16,372</u>
<b>SEWER UTILITY</b>					
Revenue					
User Fees	15,640	17,203	18,924	20,816	22,898
Equipment Recovery	135	135	135	135	135
	<u>15,775</u>	<u>17,338</u>	<u>19,059</u>	<u>20,951</u>	<u>23,033</u>
Expenditure					
GVSDD Levy	6,099	6,495	6,950	7,471	8,069
Administration Charge	200	200	200	200	200
Sanitary Operating	1,449	1,478	1,507	1,537	1,568
Storm Operating	1,003	1,023	1,044	1,064	1,086
Capital Program	6,640	7,560	8,480	9,400	10,320
Equipment Replacement	240	185	125	130	135
Transfer Out	144	398	753	1,149	1,656
	<u>15,775</u>	<u>17,338</u>	<u>19,059</u>	<u>20,951</u>	<u>23,033</u>
<b>SOLID WASTE</b>					
Revenue					
User Fees Solid Waste	3,090	3,120	3,152	3,183	3,215
User Fees Recycling	2,848	2,889	2,939	2,991	3,043
Sales	701	701	701	701	701
Transfers In	0	0	0	0	96
	<u>6,638</u>	<u>6,710</u>	<u>6,791</u>	<u>6,874</u>	<u>7,055</u>
Expenditure					
Waste (Garbage & Organics)	2,244	2,308	2,382	2,446	2,514
Public Realm Waste	822	816	869	922	975
Recycling Collection & Processing	3,338	3,366	3,431	3,498	3,567
Capital	20	0	0	0	0
Transfers Out	214	219	109	8	0
	<u>6,638</u>	<u>6,710</u>	<u>6,791</u>	<u>6,874</u>	<u>7,055</u>

# SUPPLEMENTAL SCHEDULE: UTILITY & OTHER FUNDS

...continued

	5 Year Financial Plan \$000's				
	2017	2018	2019	2020	2021
<b>CEMETERY</b>					
Revenue					
User Fees	876	902	929	957	986
Interest Revenue	115	124	130	136	142
Transfers In	0	202	0	0	0
	<u>991</u>	<u>1,228</u>	<u>1,059</u>	<u>1,092</u>	<u>1,127</u>
Expenditure					
Operations	513	520	528	536	544
Sales and Use Costs	150	152	154	156	159
Administration Charge	179	179	179	179	179
Capital Program	98	377	186	140	185
Transfers Out	52	0	12	82	61
	<u>991</u>	<u>1,228</u>	<u>1,059</u>	<u>1,092</u>	<u>1,127</u>
<b>GOLF</b>					
Revenue					
Golf Fees	958	970	982	995	1,008
Clubhouse Rentals	25	25	25	25	25
	<u>983</u>	<u>995</u>	<u>1,007</u>	<u>1,020</u>	<u>1,033</u>
Expenditure					
Pro Shop and Management	169	171	173	176	178
Operations and Maintenance	663	673	683	693	704
Administration Charge	51	51	51	51	51
Debt Service	100	100	100	100	100
	<u>983</u>	<u>995</u>	<u>1,007</u>	<u>1,020</u>	<u>1,033</u>
<b>TRANSIT</b>					
Revenue					
Transit Reimbursement	17,206	17,550	17,901	18,259	18,624
Expenditure					
Operations	1,229	1,254	1,279	1,304	1,330
Maintenance	10,454	10,663	10,876	11,094	11,316
Administration	5,523	5,633	5,746	5,861	5,978
	<u>17,206</u>	<u>17,550</u>	<u>17,901</u>	<u>18,259</u>	<u>18,624</u>

## CHANGE IN FUND BALANCES

	Opening Balance	Budgeted Contributions	Budgeted Expenditures	Closing Balance
<b>General Fund</b>				
Unappropriated Surplus / (Deficit)	(12,347,141)	89,021,099	(88,002,009)	(11,328,051)
Reserve Funds	69,372,847	13,701,030	(22,086,899)	60,986,977
	<u>57,025,705</u>	<u>102,722,129</u>	<u>(110,088,908)</u>	<u>49,658,926</u>
<b>Water Utility</b>				
Unappropriated Surplus / (Deficit)	(9,070,904)	6,500	-	(9,064,404)
Reserve Funds	202,640	4,141,355	(4,340,000)	3,995
	<u>(8,868,264)</u>	<u>4,147,855</u>	<u>(4,340,000)</u>	<u>(9,060,410)</u>
<b>Sewer Utility</b>				
Unappropriated Surplus / (Deficit)	3,188,613	144,300	-	3,332,913
Reserve Funds	451,808	6,885,964	(6,880,000)	457,772
	<u>3,640,421</u>	<u>7,030,264</u>	<u>(6,880,000)</u>	<u>3,790,685</u>
<b>Solid Waste Utility</b>				
Unappropriated Surplus / (Deficit)	-	6,638,030	(6,638,030)	-
Reserve Funds	2,478,536	213,530	-	2,692,066
	<u>2,478,536</u>	<u>6,851,560</u>	<u>(6,638,030)</u>	<u>2,692,066</u>
<b>Golf</b>				
Unappropriated Surplus / (Deficit)	(830,226)	982,543	(982,543)	(830,226)
Reserve Funds	6,603	87	-	6,690
	<u>(823,623)</u>	<u>982,630</u>	<u>(982,543)</u>	<u>(823,536)</u>
<b>Cemetery</b>				
Unappropriated Surplus / (Deficit)	-	990,675	(990,675)	-
Reserve Funds	1,669,762	74,319	-	1,744,081
	<u>1,669,762</u>	<u>1,064,994</u>	<u>(990,675)</u>	<u>1,744,081</u>
<b>CONSOLIDATED</b>	<u><u>55,122,537</u></u>	<u><u>122,799,432</u></u>	<u><u>(129,920,156)</u></u>	<u><u>48,001,812</u></u>

**Note:**

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

# RESERVE PROJECTIONS

	2017	2018	2019	2020	2021
<b>Endowment Fund</b>					
Balance, Opening	31,880,819	31,329,944	35,560,836	39,847,689	44,191,240
Net Proceeds from Land Sales	360,203	4,858,106	4,855,977	4,853,817	4,851,624
Net Rentals/Leases	402,873	407,177	411,544	415,977	420,477
Interest Earned	353,821	438,584	494,433	551,020	608,356
Acquisition of Land	-	-	-	-	-
Project Expenditures	(1,667,772)	(1,472,974)	(1,475,102)	(1,477,263)	(1,479,456)
Balance, Closing	31,329,944	35,560,836	39,847,689	44,191,240	48,592,242
<b>Amenity Contributions Fund</b>					
Balance, Opening	14,060,174	10,527,195	8,270,446	7,498,841	6,717,051
Developer Contributions	-	-	-	-	-
Interest Earned	161,213	123,251	103,395	93,210	82,890
Project Expenditures	(3,694,192)	(2,380,000)	(875,000)	(875,000)	(875,000)
Balance, Closing	10,527,195	8,270,446	7,498,841	6,717,051	5,924,941
<b>Capital Facilities Reserve</b>					
Balance, Opening	1,242,364	823,610	834,482	845,497	856,658
Asset Levy Allocation	3,356,600	3,794,328	3,541,065	4,047,591	3,682,875
Interest Earned	13,546	10,872	11,015	11,161	11,308
Project Expenditures	(3,788,900)	(3,794,328)	(3,541,065)	(4,047,591)	(3,682,875)
Balance, Closing	823,610	834,482	845,497	856,658	867,966
<b>Capital Infrastructure Reserve</b>					
Balance, Opening	2,697,318	807,095	817,749	828,543	839,480
Asset Levy Allocation	5,305,800	5,997,720	5,597,385	6,398,054	5,821,545
Interest Earned	22,977	10,654	10,794	10,937	11,081
Project Expenditures	(7,219,000)	(5,997,720)	(5,597,385)	(6,398,054)	(5,821,545)
Balance, Closing	807,095	817,749	828,543	839,480	850,561
<b>Capital Equipment Reserve</b>					
Balance, Opening	573,883	374,200	379,139	384,144	389,214
Asset Levy Allocation	2,649,200	2,994,677	2,794,789	3,194,565	2,906,713
Interest Earned	6,216	4,939	5,005	5,071	5,138
Project Expenditures	(2,855,100)	(2,994,677)	(2,794,789)	(3,194,565)	(2,906,713)
Balance, Closing	374,200	379,139	384,144	389,214	394,352
<b>Operational Reserve</b>					
Balance, Opening	954,115	216,088	218,940	221,830	224,758
Asset Levy Allocation	674,300	807,672	753,762	861,582	783,948
Interest Earned	7,673	2,852	2,890	2,928	2,967
Project Expenditures	(1,420,000)	(807,672)	(753,762)	(861,582)	(783,948)
Balance, Closing	216,088	218,940	221,830	224,758	227,725
<b>Operating Reserves</b> <small>various</small>					
Balance, Opening	3,881,532	1,940,437	1,996,034	2,052,576	2,110,080
Contributions and Revenues	47,500	48,213	48,936	49,670	50,415
Interest Earned	7,170	7,385	7,606	7,835	8,070
Project Expenditures	(1,995,765)	-	-	-	-
Balance, Closing	1,940,437	1,996,034	2,052,576	2,110,080	2,168,564
<b>Other Reserves</b> <small>various</small>					
Balance, Opening	1,686,176	2,571,944	2,906,368	3,243,321	3,582,850
Contributions and Revenues	317,660	319,718	321,806	323,926	326,078
Interest Earned	14,278	14,706	15,147	15,602	16,070
Project Expenditures	553,830	-	-	-	-
Balance, Closing	2,571,944	2,906,368	3,243,321	3,582,850	3,924,998
<b>Borrowed Funds - Police Services Municipal Hall Project</b>					
Balance, Opening	12,396,466	-	-	-	-
Additional Amount	5,694,123	-	-	-	-
Interest Earned	-	-	-	-	-
Project Expenditures	(18,090,589)	-	-	-	-
Balance, Closing	-	-	-	-	-
<b>TOTAL GENERAL FUND</b>	<b>48,590,511</b>	<b>50,983,994</b>	<b>54,922,441</b>	<b>58,911,331</b>	<b>62,951,348</b>

	2017	2018	2019	2020	2021
<b>Water Utility Reserve Fund</b>					
Balance, Opening	202,640	3,995	4,048	4,101	4,155
Contributions and Revenues	4,140,000	4,385,000	4,625,000	4,930,000	5,235,000
Interest Earned	1,355	53	53	54	55
Project Expenditures	(4,340,000)	(4,385,000)	(4,625,000)	(4,930,000)	(5,235,000)
Balance, Closing	3,995	4,048	4,101	4,155	4,210
<b>Sewer &amp; Drainage Utility Reserve Fund</b>					
Balance, Opening	451,808	457,772	463,815	469,937	476,140
Contributions and Revenues	6,880,000	7,745,000	8,605,000	9,530,000	10,455,000
Interest Earned	5,964	6,043	6,122	6,203	6,285
Project Expenditures	(6,880,000)	(7,745,000)	(8,605,000)	(9,530,000)	(10,455,000)
Balance, Closing	457,772	463,815	469,937	476,140	482,425
<b>Solid Waste Reserve Fund</b>					
Balance, Opening	2,478,536	2,692,066	2,910,746	3,020,136	3,028,036
Contributions and Revenues	213,530	218,680	109,390	7,900	-
Project Expenditures	-	-	-	-	(96,490)
Balance, Closing	2,692,066	2,910,746	3,020,136	3,028,036	2,931,546
<b>TOTAL UTILITIES</b>	<b>3,153,833</b>	<b>3,378,608</b>	<b>3,494,174</b>	<b>3,508,331</b>	<b>3,418,181</b>
<b>Golf Development Reserve</b>					
Balance, Opening	6,603	6,690	6,778	6,868	6,958
Contributions and Revenues	-	-	-	-	-
Interest Earned	87	88	89	91	92
Project Expenditures	-	-	-	-	-
Balance, Closing	6,690	6,778	6,868	6,958	7,050
<b>Cemetery Development Reserve</b>					
Balance, Opening	1,669,762	1,744,081	1,563,818	1,596,046	1,699,236
Contributions and Revenues	51,935	-	11,510	81,583	61,450
Interest Earned	22,384	21,689	20,718	21,606	22,835
Project Expenditures	-	(201,952)	-	-	-
Balance, Closing	1,744,081	1,563,818	1,596,046	1,699,236	1,783,521
<b>TOTAL OTHER FUNDS</b>	<b>1,750,771</b>	<b>1,570,596</b>	<b>1,602,914</b>	<b>1,706,194</b>	<b>1,790,571</b>



## CONSOLIDATED BUDGET: THREE-YEAR TREND

	2017	2016	2015
	Annual Budget	Year End Actual	Year End Actual
<b>CONSOLIDATED REVENUES</b>			
<b>General Fund:</b>			
General Taxation	68,034,723	64,868,171	59,221,604
Other Revenues & Transfers	36,228,447	45,036,651	55,563,376
General Capital Funding	47,953,812	22,382,621	29,356,333
External Borrowing	5,694,123	23,022,377	-
	157,911,104	155,309,820	144,141,313
<b>Utility &amp; Other Funds:</b>			
Water Utility Revenues & Transfers	13,796,000	12,427,455	12,468,043
Sewer Utility Revenues & Transfers	15,774,500	13,473,918	11,992,657
Solid Waste Utility Revenues & Transfers	6,638,030	7,089,968	4,754,832
Transit Reimbursements	17,205,607	15,570,825	16,031,316
Golf Fund Revenues & Transfers	982,543	980,283	1,024,569
Cemetery Fund Revenues & Transfers	990,675	1,241,264	1,059,097
	55,387,355	50,783,713	47,330,514
<b>Tax Levies for Other Governments</b>	67,000,000	61,088,511	57,989,008
<b>TOTAL CONSOLIDATED REVENUES</b>	<b>280,298,459</b>	<b>267,182,044</b>	<b>249,460,835</b>
<b>CONSOLIDATED EXPENDITURES</b>			
<b>General Fund:</b>			
General Departmental Operating	80,974,770	78,003,163	76,155,993
General Operating Other & Transfers	28,982,523	54,087,494	37,323,674
General Capital Program	47,953,812	22,382,621	29,356,333
	157,911,104	154,473,278	142,836,000
<b>Utility &amp; Other Funds:</b>			
Water Utility Operating & Capital	13,796,000	12,427,455	12,468,043
Sewer Utility Operating & Capital	15,774,500	13,473,918	11,992,657
Solid Waste Utility Operating & Capital	6,638,030	7,089,968	4,754,832
Transit Operating	17,205,607	15,570,825	16,031,316
Golf Fund Operating & Capital	982,543	980,283	1,024,569
Cemetery Fund Operating & Capital	990,675	1,241,264	1,059,097
	55,387,355	50,783,713	47,330,514
<b>Tax Levies for Other Governments</b>	67,000,000	61,088,511	57,989,008
<b>TOTAL CONSOLIDATED EXPENDITURES</b>	<b>280,298,459</b>	<b>266,345,502</b>	<b>248,155,522</b>
<b>CONSOLIDATED SURPLUS</b>	<b>-</b>	<b>836,542</b>	<b>1,305,313</b>

# LONG-TERM DEBT PROJECTIONS

	2017	2018	2019	2020	2021
<b>DEBT PRINCIPAL BALANCES</b>					
<b>General Fund</b>					
Issued and Outstanding:					
Police Services & Municipal Hall - 2016	22,576,403	22,114,820	21,637,081	21,142,622	20,630,856
	<u>22,576,403</u>	<u>22,114,820</u>	<u>21,637,081</u>	<u>21,142,622</u>	<u>20,630,856</u>
<b>Water Utility Fund</b>					
Issued and Outstanding:					
Infrastructure - 1997	-	-	-	-	-
Infrastructure - 2005	1,134,560	1,009,217	879,488	745,218	606,249
Universal Metering	3,238,988	2,828,901	2,402,411	1,958,861	1,497,569
Eagle Lake Development Plan - 2009	1,588,311	1,482,606	1,372,672	1,258,341	1,139,436
	<u>5,961,859</u>	<u>5,320,724</u>	<u>4,654,571</u>	<u>3,962,420</u>	<u>3,243,254</u>
<b>Total</b>	<u>28,538,262</u>	<u>27,435,544</u>	<u>26,291,652</u>	<u>25,105,041</u>	<u>23,874,110</u>

## DEBT SERVICE REQUIREMENTS

<b>General Fund</b>					
Police Services & Municipal Hall - 2016	1,044,556	1,044,556	1,044,556	1,044,556	1,044,556
	<u>1,044,556</u>	<u>1,044,556</u>	<u>1,044,556</u>	<u>1,044,556</u>	<u>1,044,556</u>
<b>Water Utility Fund</b>					
Infrastructure - 1997	78,442	-	-	-	-
Infrastructure - 2005	194,262	194,262	194,262	194,262	194,262
Universal Metering	593,647	593,647	593,647	593,647	593,647
Eagle Lake Development Plan - 2009	189,938	189,938	189,938	189,938	189,938
	<u>1,056,289</u>	<u>977,847</u>	<u>977,847</u>	<u>977,847</u>	<u>977,847</u>
<b>Total</b>	<u>2,100,845</u>	<u>2,022,403</u>	<u>2,022,403</u>	<u>2,022,403</u>	<u>2,022,403</u>

## DEBT BORROWING CAPACITY

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

Based on 2016 revenues, the District's borrowing capacity is approximately as follows:

	2017		2018	
	Assent Free	Total Capacity	Assent Free	Total Capacity
Liability Servicing Limit	7,212,990	36,064,952	6,917,009	34,585,045
Actual Debt Servicing Costs	2,100,845	2,100,845	2,022,403	2,022,403
Liability Servicing Capacity Available	<u>5,112,146</u>	<u>33,964,107</u>	<u>4,894,606</u>	<u>32,562,642</u>
Estimated Borrowing Capacity, in Millions	<u>56.8</u>	<u>377.4</u>	<u>54.4</u>	<u>361.8</u>



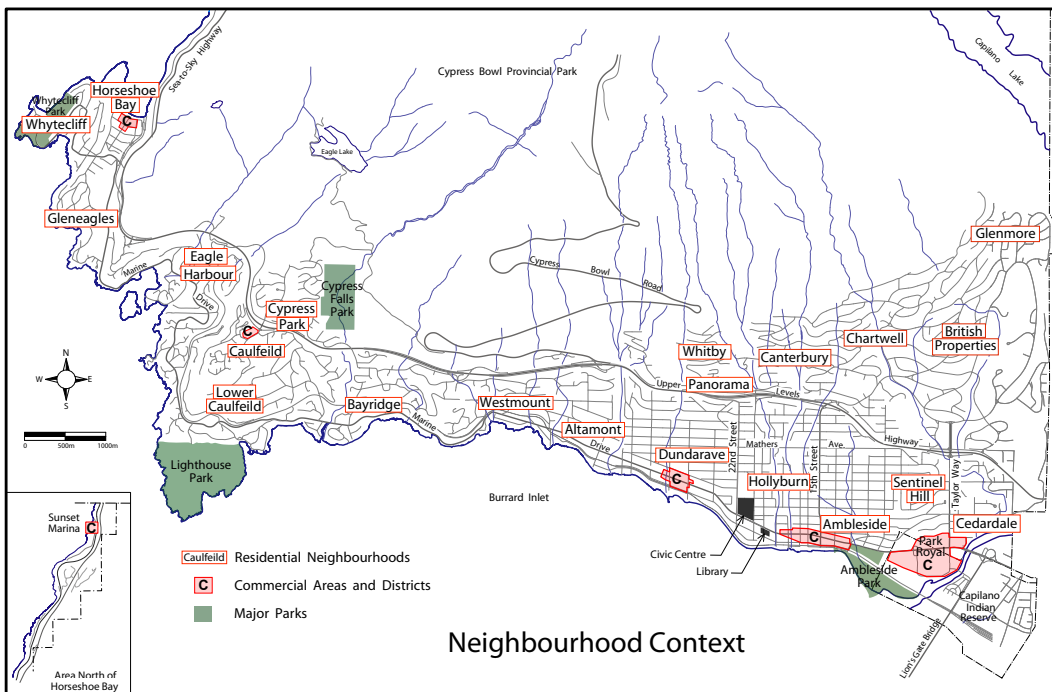
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# DEMOGRAPHICS & STATISTICS

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

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

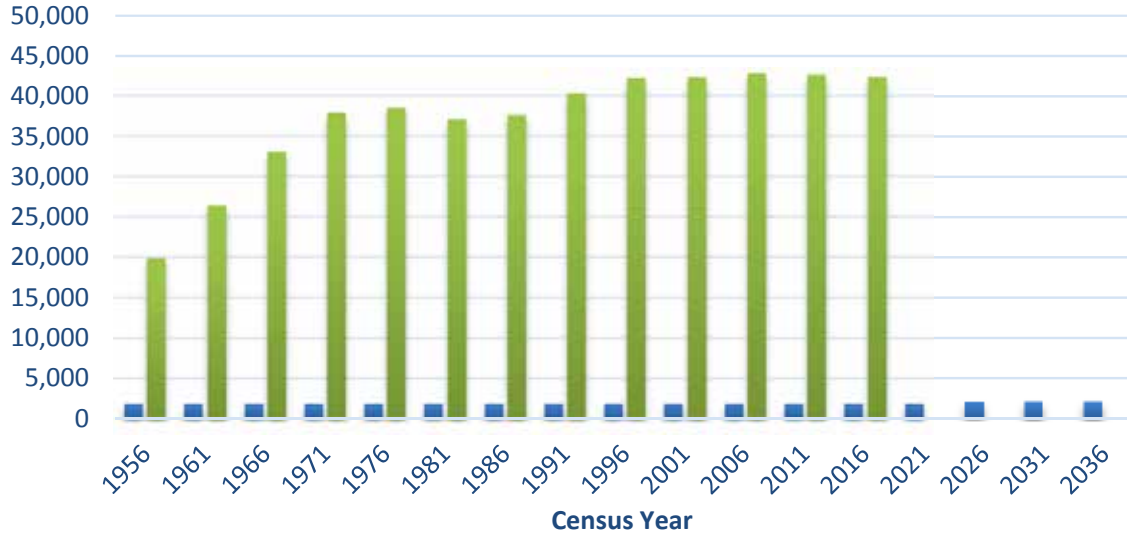




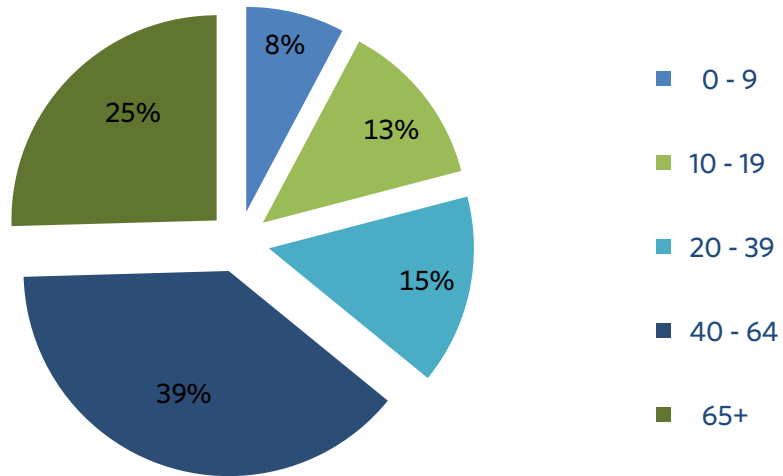
# DEMOGRAPHICS & STATISTICS

## Population Demographics, Trends & Projections

### POPULATION TRENDS/PROJECTIONS



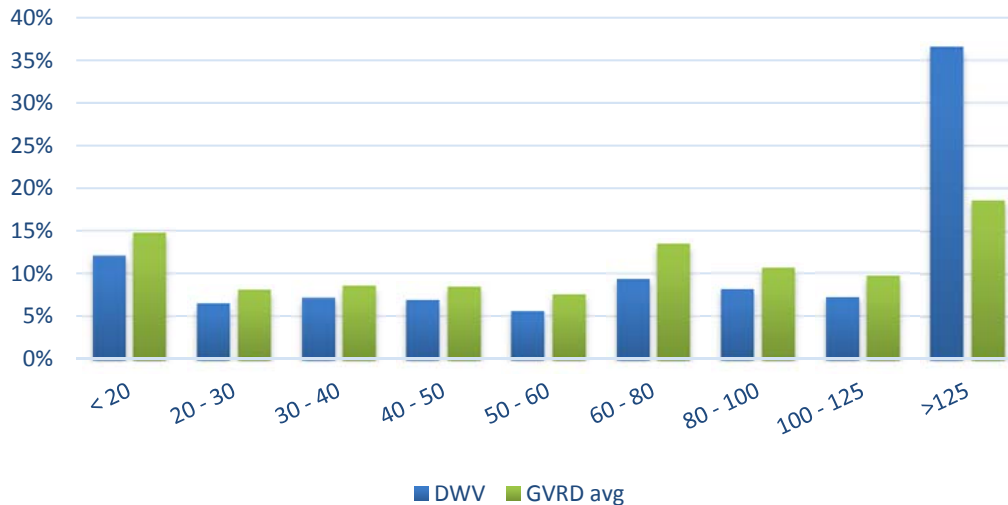
### AGE DISTRIBUTION - 2011 Census



## DEMOGRAPHICS & STATISTICS

### Population Demographics, Trends & Projections...continued

#### HOUSEHOLD INCOME - 2011 Census



#### Affordability

55 per cent of West Vancouver renters spend over 30 per cent of their household income on household costs vs. 44.7 per cent of renters in Metro Vancouver; 45.3 per cent of renters in all of BC; and 40.1 per cent in Canada (2011).

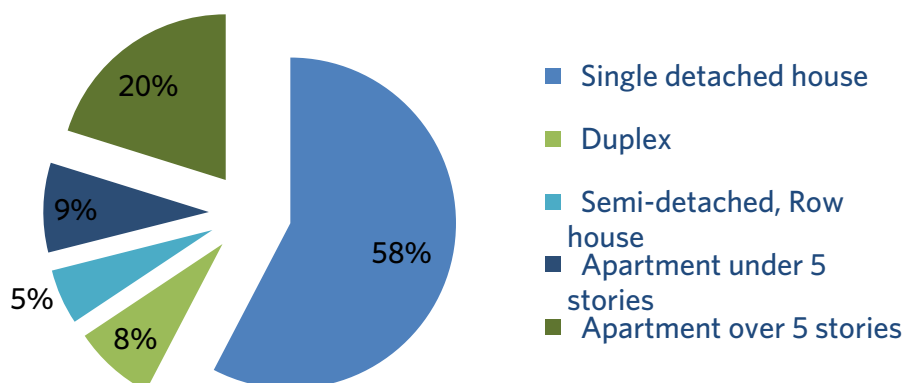
#### Rentals

Of West Vancouver's 17,075 dwellings, 3,610 are renter households (21 per cent) and 13,465 are owner households (79 per cent). The vacancy rate in 2016 in West Vancouver is 0.5 per cent, slightly lower than Metro Vancouver's 0.8 per cent, and West Vancouver's average rent of \$1,673 is significantly higher than Metro's \$1,144 monthly average.

#### Household Profile

In West Vancouver, 62 per cent of households are occupied by 1 or 2 people (2011), and 39 per cent of households include children aged 18 and over (26 per cent are 18-25, 13 per cent are 25+). 28 per cent of West Vancouver seniors live alone, and 52 per cent live in single family dwellings.

#### HOUSING TYPES - 2011 Census

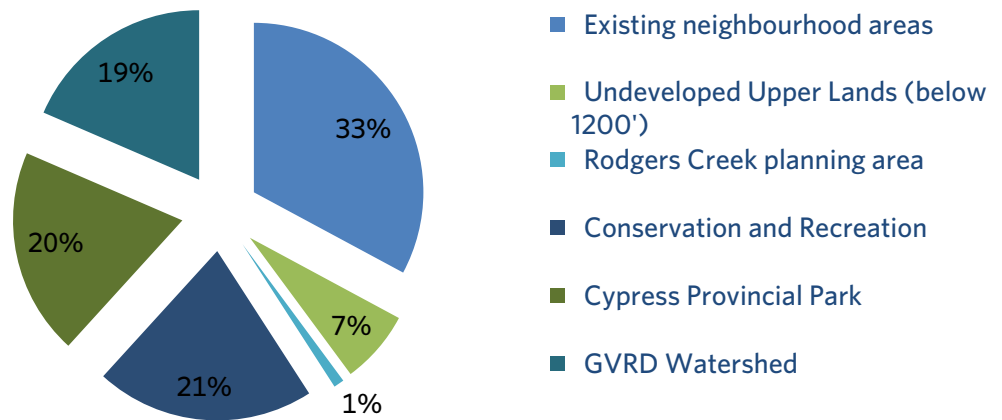




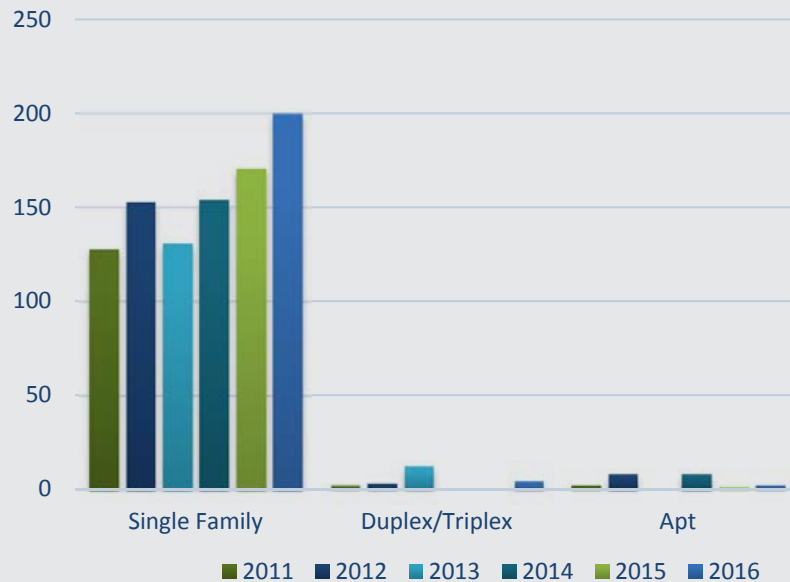
# DEMOGRAPHICS & STATISTICS

## Land Use & Housing

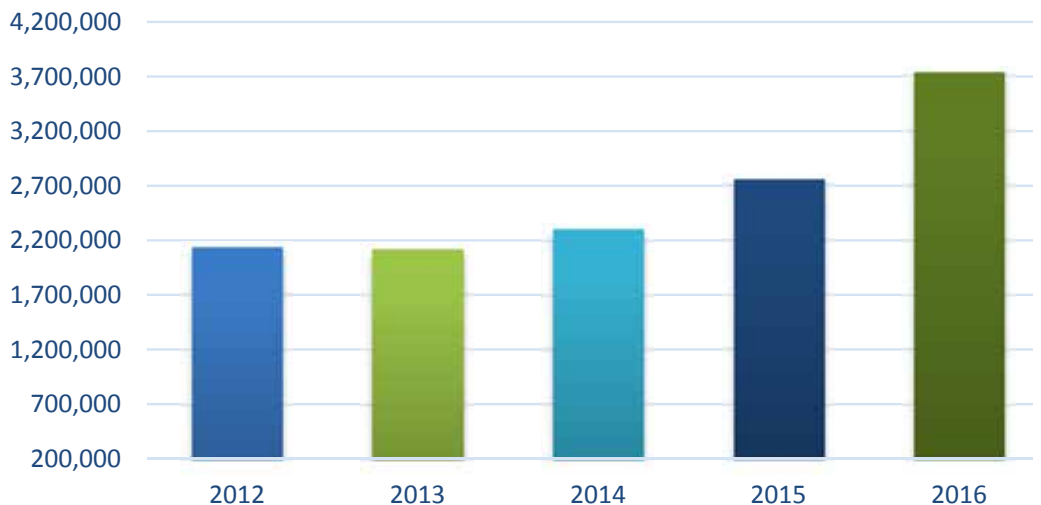
### LAND USE



### RESIDENTIAL BUILDING PERMITS



### AVERAGE DETACHED SINGLE FAMILY ASSESSED VALUE



## WEST VANCOUVER: YESTERDAY AND TODAY

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The District of West Vancouver, stretching along 28 kilometres of shoreline and up the slopes of Hollyburn Ridge, began as a popular summer holiday destination and has grown to become an affluent North Shore municipality.

The earliest known settlement here was a Coast Salish village at what is now known as Sandy Cove. The First Nations village at the mouth of the Capilano River later became the Capilano Indian Reserve (Xwemelch'stn), a separate legal entity from the District.

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

The District of West Vancouver was incorporated on March 15, 1912, taking jurisdiction over what had been a part of the District of North Vancouver.

Apart from logging, the new municipality didn't attract much commerce. Determined to turn that negative into a positive, the first Official Community Plan under the Town Planning Act of 1926 banned any new industry and called for building lots that were larger than elsewhere in the Lower Mainland.

That decision attracted a group of British investors led by the Guinness family, which purchased most of the Upper Lands and began to build the British Properties in 1932. The family built the Lions Gate Bridge (1937-38) to provide the first fixed crossing to Vancouver, and later built the Capilano Golf Course and the north part of Park Royal, one of the first shopping centres in Canada, in the 1950s.

Ambleside was an early subdivision built on a gridiron plan with a commercial strip along Marine Drive. John Lawson Park was named for one of West Vancouver's founders. Dundarave was named for the Scottish castle that was home to the clan of early resident R.E. Macnaghten. Caulfeild owes its unusual spelling to Francis William Caulfeild, an Englishman who laid out an English-style village according to the contours of nature, including the paths of wild animals and cows. Before 1931, when Dan Sewell opened a marina and Whytecliff Lodge in Horseshoe Bay, only a few families lived there year-round.

As car ownership became more common after 1945, new neighbourhoods spread across the upper areas. Altamont is one such neighbourhood, with its large lots, mature trees, attractive landscaping and narrow public roads that give its homes the feel of country estates.



In 1959, 20 hectares of land were rezoned, permitting dozens of high-density apartment buildings to be constructed in Ambleside and Hollyburn. The Crescent Apartments (1961) was West Vancouver's first high-rise. Some apartment buildings from that era, notably Villa Maris, also known as the Pink Palace, have paint colours influenced by the pastel palette of Miami, Florida.

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

As the population and diversity of the Metro Vancouver region has grown, so they have in West Vancouver. Compared to several decades ago, West Vancouver has a greater proportion of older residents and a smaller proportion of young children and young adults. Average income levels are higher than in the past, land values have risen dramatically and the population is more diverse.

Today, West Vancouver's ethnic and cultural diversity is drawn from Asia, the Middle East and Europe, as well as from elsewhere in BC and Canada. The Squamish First Nation, with its lands adjacent to the eastern border of West Vancouver, is a key partner with the District.

The District continues to have no industry and offers the same attractions that originally drew the first tourists: beaches, forests, mountain trails, golf courses and ski slopes. Residents place a high value on the natural environment, recreational opportunities, quality community amenities and a rich cultural life.



## MUNICIPAL GOVERNMENT OVERVIEW

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

Here are members of Council who will hold office until November 2018. They are named from left to right: Councillor Craig Cameron, Councillor Peter Lambur, Councillor Mary-Ann Booth, Mayor Michael Smith, Councillor Christine Cassidy, Councillor Bill Soprovich and Councillor Nora Gambioli.



The Chief Administrative Officer (CAO), working with divisional directors, provides corporate leadership and service to realize organizational values and to support Council's vision for the community. The following are the senior management group: Chief Administrative Officer Nina Leemhuis; Director of Community Relations & Communications Jeff McDonald; Director of Corporate Services Mark Chan; Director of Engineering & Transportation Raymond Fung; Director of Financial Services Isabel Gordon; Chief of Fire & Rescue Services Randy Heath; Police Chief Constable Len Goerke; Director of Human Resources Lauren Hughes; Legislative Services Municipal Clerk Sheila Scholes; Director of Parks, Culture & Community Services Anne Mooi; Director of Planning & Development Services Jim Bailey; and Director of Library Services Jenny Benedict. Boards, committees and working groups also provide advice to Council and staff.

## COMMUNITY INVOLVEMENT

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

### Boards

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

- Board of Variance
- West Vancouver Memorial Library Board
- West Vancouver Police Board
- Seniors' Activity Centre Advisory Board
- West Vancouver Community Centres Society

SAC board members and WVCCS members are not appointed by Council; and Council can only make a recommendation for one member of a police board.

### Committees

Standing committees of Council are appointed by the Mayor. At least half the members of standing committees must be Council members. Select committees of Council and advisory committees are appointed by Council. At least one member of a select committee must be a Council member.

#### STANDING COMMITTEES

Audit

Finance

#### ADVISORY AND SELECT COMMITTEES

Awards

Community Engagement

Community Grants

Design Review

Gleneagles Community Centre Advisory

Lower Caulfeild Advisory

Public Art Advisory

Key Performance Indicators Task Group (disbanded in Nov 2016)

Reserves and Investments Task Group (disbanded in Nov 2016)

North Shore Advisory Committee on Disability Issues

### Working Groups

Working Groups tap into the expertise of residents wishing to work on specified projects or issues. Working groups are chaired by citizens who work to ensure priorities identified by Council receive focused attention.

Two Working Groups were established in 2017: (members were not appointed to these WG in 2016.)

Child Care Services Working Group

Interim Tree Bylaw Working Group

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## 2016 Working Groups and members' names:

### Community Energy and Emissions Plan Working Group:

Rick Amantea, Freda Pagani, Tarah Stafford, Charlotte McLaughlin, Peter Scholefield, David Van Seters, Jennie Moore, Maciej Sobczyk

## 2016 Boards and members' names:

### Board of Variance:

Sonja Sanguinetti, Roger Romses, Aryn Bhayani, Ian Davis, Lesel Radage

### Library Board:

M.J. Campbell, A. Bahadoorsingh, D. Carter, E. Fiss, C. Jack, G. Jopson, M. Lewis, M. Shapiro, K.R. Shimoda, J. Stirk, J.A. Telford, F. Zhu, T. Freema, C. Jack

### Police Board:

Shafik Bhalloo, Dennis Joseph, Jack McGee, Clara Agopian, Marcus Wong, Wendy Lisogar-Cocchia, and Mayor Michael Smith

## 2016 Committees and members' names:

### Awards Committee:

Bahar Taheri, Coral Winfield, Harry Greenwood, Sandra Ferros, Lynne Block, Barbara Splatt, Jennifer Roote

### Community Engagement Committee:

Patricia Bolton, Patricia Bowles, Peter Lambur, Heather Mersey, Elaine McHarg

### Community Grants Committee:

Merv Chia, Christine Banham, Jim Boyd, Lori Cameron, Brian Hann, Peter Mitchell, Liesje Ryerson, Cathie Sabiston, Thomas Allen, Radmila Ionides

### Design Review Committee:

Dimiti Samaridis, Shelley Craig, Frank Ducote, Bo Helliwell, Nick Milkovich, Paul Richards, Keith Ross, Benjamin Nelson, Farouk Noormohamed

### Finance Committee:

David Ayriss, Ian Crook, Jim MacCallum

### Gleneagles Community Centre Advisory Committee:

Mary Bayes, Janine Guenther, Barbara Pettit, Scott Wallace, Pamela Best, Judith Anderson, Judith Berg, David Jardine, Linda Koopman, B. Guarasci, A. Haley, J. Keller, M. Seneki, J. Adshead, A. Campbell (M. Davis, R. DesLauriers, J. Presnail - non voting members)

### Lower Caulfeild Advisory Committee:

Jim Carter, Shelley Craig, Denise Cook, Will Gibson, Dimiti Samaridis

### Public Art Advisory Committee:

Jim Carruthers, Don Vaughan, Norma Young, Cori Creed, David Morton, S. Tizvar

### KPI Task Group:

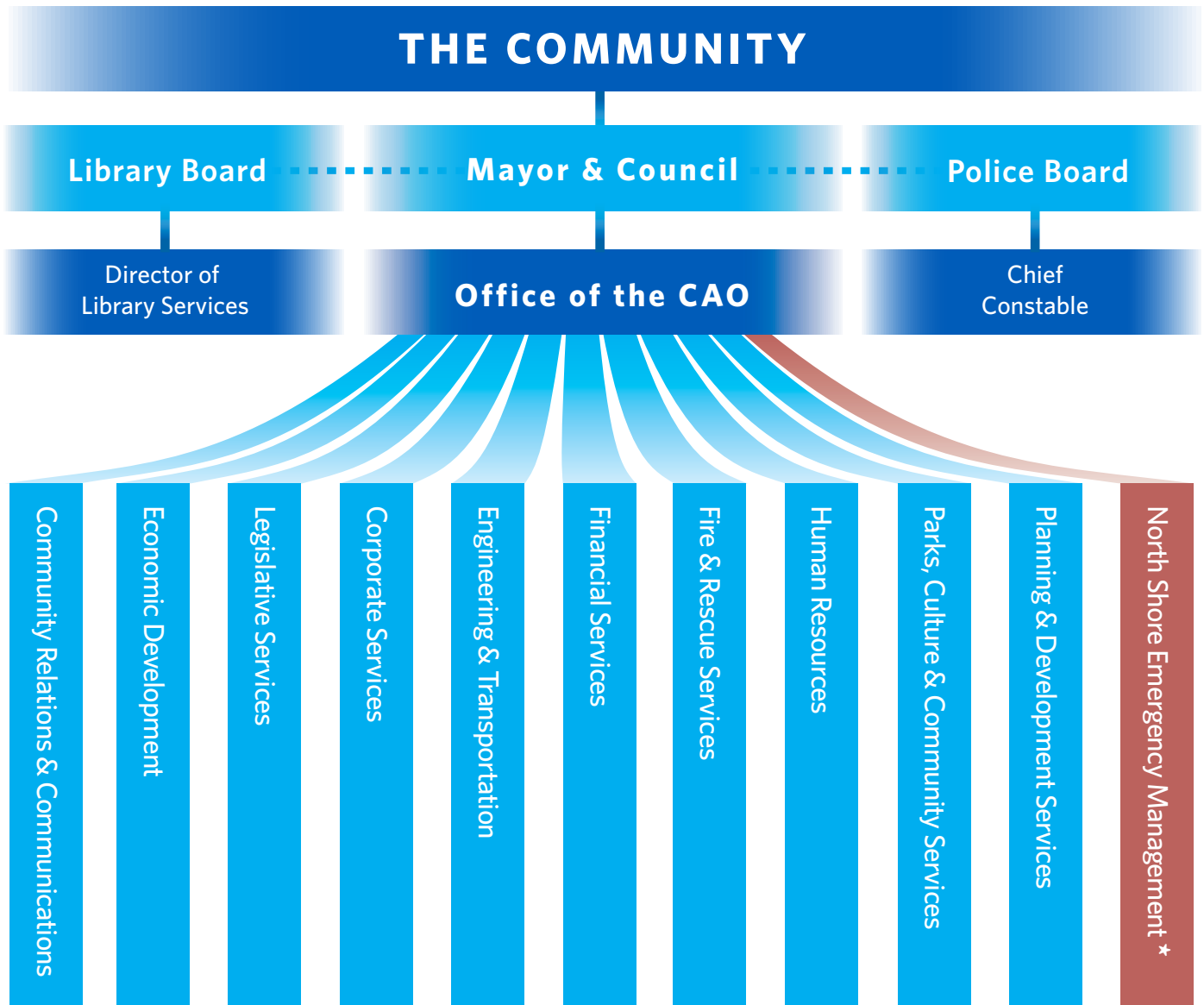
Mats Gerschman, Neil Halldorson, Alex Tunner

### Reserves and Investments Task Group:

David Ayriss, Janine Guenther, Matthew Carson



# ORGANIZATIONAL CHART



\* North Shore Emergency Management (NSEM) is an inter-municipal agency providing emergency management services for the District of West Vancouver, City of North Vancouver and District of North Vancouver. NSEM is coordinated through the Emergency Planning department in Corporate Services.



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## OFFICIAL COMMUNITY PLAN POLICIES

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The overarching local government planning document is the Official Community Plan (OCP). The OCP is a high-level land use plan with policy statements on such topics as zoning, housing, environment, transportation, recreation and parks. West Vancouver's current OCP was adopted in June, 2004 and is undergoing a review process in 2017. The updated OCP will be the District's number one planning tool for the next five to ten years.

The review process will build upon the key principles and values of the existing 2004 plan, capture a decade of citizen working group input, and engage the community and stakeholders on emerging issues like housing, local area plans and climate change.

It is a priority of the current Council to update the OCP to reflect how the community has changed and new pressures affecting growth and development, and to provide a contemporary planning context for West Vancouver. The financial framework of the 2004 OCP appears below, but readers should note that some of these policies have been revised.

### OCP POLICY SECTION 16: FINANCIAL FRAMEWORK

#### Context

Municipal corporations are complex organizations, deriving their authority from the *Local Government Act*. They conduct their affairs through an elected Council, locally enacted bylaws, professional staff and the advice of various appointed commissions, boards and committees.

Municipalities conduct their financial affairs through formal annual budgets and five-year financial plans. These budgets and plans define services to be provided and at what cost, and determine revenue sources (chief among which is the power to tax) to pay for them. The form and character of a community as proposed in its OCP will play a significant role in shaping the future demand for infrastructure and services.

#### The Financial Framework

Although there continues to be challenges in managing the complex and changing financial issues facing West Vancouver, staff have developed a coherent framework that defines, in a principled way, a long-term approach to maintaining financial stability. Some of the elements of that financial framework include:

- a budget process that goes beyond single year budgeting to include five-year financial plans, and which includes a significant resident consultation component
- a formal set of budget principles, which guide the annual budget process in establishing overall expenditures and departmental activity levels and, ultimately, the setting of tax rates. These budget principles, applied by Council and staff, cover such matters as commitment to a long-term corporate, results-oriented approach that stresses responsibility and accountability
- capital planning principles that emphasize a long-term program of infrastructure improvement and maintenance on a pay-as-you-go basis, integrating capital construction and maintenance activities within an affordable long-term capital plan
- a Community Strategic Plan, incorporating a high-level strategy map, which links corporate objectives, initiatives and measures to the organization's mission
- a long-term approach to utilities infrastructure replacement, including developing West Vancouver's own water source at Eagle Lake, which provides the rationale for gradually rising service charges followed by long-term stability of sewer and water rates over the next 10 years [note that more recent studies of the condition of sewer and water infrastructure have indicated the need to further increase utility rates—see section 10, Utility & Other Funds]
- an ongoing review of fees and charges for the many user-pay services and activities offered by the municipality. Many user-pay activities do not involve full cost recovery measures, but include a municipal subsidy from general taxation. Identifying the services and activities that should be approached on a user-pay basis, and determining the amount of the municipal subsidy, is the subject of ongoing debate
- a system of Development Cost Charges and individually negotiated servicing agreements that serve to finance the costs associated with growth from new development. This system ensures that the infrastructure requirements of new development are not a burden to existing taxpayers.



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## Challenges and Trends

Overall fiscal stability is managed within the context of certain challenges and trends that may or may not be within the direct control of the District. The most significant challenge facing the District is the financial implications of a historic decision to remain a predominantly residential community, which makes for singular patterns of service consumption. In communities with a significant business and industrial component to the tax base, it is not unusual for those sectors to contribute tax revenues in excess of the value of services that they actually consume, thus subsidizing residential taxpayers. That subsidization of the residential tax burden is not available in West Vancouver.

Changing demographics—for example, an increase in the proportion of elderly and retired residents as compared to the number of young families—will result in demands for changes in land use and a change to the mix and cost of required services. Conversely, the demographics of a community may develop in response to the housing forms and land uses permitted in the OCP.

The actions of senior levels of government also place additional burdens on municipal finances. These actions include:

- downloading of responsibilities, cutbacks in cost-sharing programs and the elimination of revenue sharing grants;
- the imposition of new standards in such diverse areas as sewage treatment, water quality, solid waste handling, site contamination and the environment, adding directly to municipal costs; and
- legislative changes to railway taxation, access to information and privacy, and the Police Act, adding indirect costs.

West Vancouver's service levels exceed those of other municipalities in Metro Vancouver on a per capita basis and yet, in many cases, describing and quantifying these services with precision is difficult. The next stage of the fiscal sustainability review, launched in 2014, will see this critical area addressed.

The debate around user-pay initiatives is expected to continue relative to water metering in West Vancouver. Metro Vancouver restrictions on water use will continue to tighten.

Regional issues are becoming more complex and costly and are further complicated by the problem of less-than-direct municipal representation in decision-making around Metro Vancouver core services, sewer and solid waste. This is also true of regional transportation issues within TransLink. The District increasingly needs to monitor external events, protect its interests and intervene when necessary.

## OBJECTIVES

Financial framework policies ensure fiscal sustainability, and are based on the following objectives:

- recognize that the form and patterns of land use are fundamental to shaping future demand for infrastructure and services and, ultimately, the levels of taxation required;
- recognize that decisions on general land use and specific development proposals must be made in the context of overall financial affordability and sustainability; and
- establish a system to ensure that new development does not impose new financial burdens on the community.

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## POLICIES

### Policy F1

Provide for public involvement in ongoing financial planning and budgeting, including the development of capital and business plans.

- conduct a comprehensive annual budget, and five-year capital plan process, which includes a public consultation component
- annually review and update all current and long-term financial plans based on current conditions
- provide meaningful documentation of all financial plans, budgets and long-term tax policies
- ensure that the policies and priorities identified in the OCP are consistent with municipal financial planning.

### Policy F2

Ensure that new development pays its own way without impact to existing residents, and provides community benefits when appropriate.

- review on a regular basis, and amend as necessary, rates of Development Cost Charges to ensure that they are equitable and that they adequately cover the associated costs of development
- review all development proposals for financial impact, especially as they relate to incremental taxation and to the provision of new community amenities.

### Policy F3

Ensure that service levels respond to changing community demographics.

- review service level requirements during each year's budget consultations.

### Policy F4

Ensure that infrastructure renewal and replacement are provided for on an appropriate basis.

- review and amend, as necessary, five- and ten-year infrastructure maintenance plans as part of the annual budget process
- continue development of the Eagle Lake water source
- consider the full life-cycle costing of infrastructure, in particular, off-site services and transportation, and the need for adequate funding for future infrastructure replacement.

### Policy F5

Implement user-pay initiatives when appropriate.

- continue universal water metering.

### Policy F6

Monitor legislative changes for impacts and opportunities.

- review *Community Charter* legislation for new revenue/cost reduction opportunities and to minimize potential new service burdens.

### Policy F7

Monitor and participate in decision-making within the region.

- continue to be involved at both the staff and political levels in regional forums and organizations
- assume leadership roles on regional issues that affect the District.

## COMMUNITY STRATEGIC PLAN

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

### Vision

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

### Mission

We champion the opportunities that demonstrate our deep commitment to:

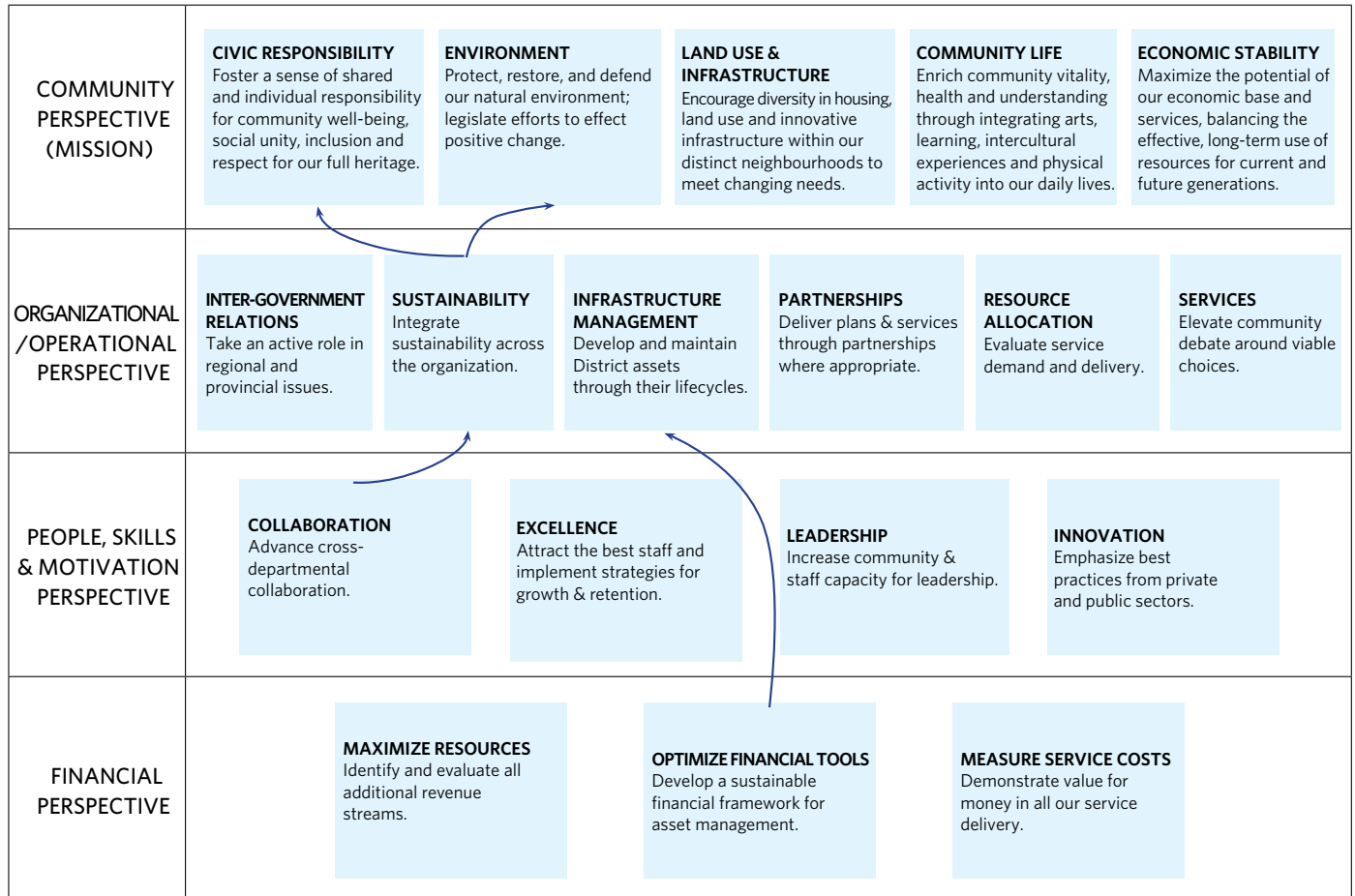
- foster a sense of shared and individual responsibility for community well being, inclusion, social unity and respect for our full heritage;
- protect, restore, and defend our natural environment; legislate efforts to effect positive change;
- encourage diversity in housing, land use and innovative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

Much has changed in the District of West Vancouver since the Community Strategic Plan was written. While the vision and mission hold true and the plan's strategy map continues to guide District staff in their work, an update of the Community Strategic Plan is being contemplated as a corporate approach for implementing an updated Official Community Plan in the next two to three years.



# STRATEGY MAP

The Strategy Map below provides 18 corporate objectives organized within four perspectives that ensure the organization has developed the capacity to carry out the goals of the community; the Community Perspective draws directly from the Mission. The other perspectives represent corporate objectives in the organizational, human resource and financial realms.



## COUNCIL PRIORITIES & DIVISIONAL WORK PLANS FOR 2017

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### **Priority 1: Ambleside: Waterfront & Town Centre—In 2017, District staff will:**

- guide the implementation of the Ambleside Waterfront Plan and provide support for the newly established Ambleside Dunderave Business Improvement Association
- present a strategy for acquisition of the final two remaining Argyle Avenue waterfront lots
- continue planning for, and liaise with potential operators, for a potential waterfront bistro
- partner with Ambleside Dunderave Business Improvement Association to implement improvements to the existing parking supply
- construct developer-coordinated traffic signal upgrades on Marine Drive at 14th Street and 16th Street
- continue to implement the Ambleside Waterfront Plan with designs for plazas and foreshore paths
- work with Ambleside Live and the Ambleside Dunderave Business Improvement Association to host a three-day classic rock concert and to develop a banner and street dressing program
- continue to review development projects that support Ambleside revitalization

### **Priority 2: Built Form, Housing & Neighbourhood Character—In 2017, District staff will:**

- oversee analysis and develop community options and recommendations for housing and neighbourhood character issues
- consider potential housing projects on District-owned lands
- collaborate across divisions on the Cypress Village planning process
- form the Interim Tree Bylaw Working Group, continue public consultation and prepare options for Council consideration
- consult the community on strategies to address housing affordability and diversity as part of the Official Community Plan review
- review applications for new development related to water servicing and solid waste servicing considerations

### **Priority 3: Fiscal Sustainability & Municipal Services—In 2017, District staff will:**

- guide analysis and creation of mechanisms for building on fiscal sustainability measures and asset management plans
- continue negotiations with Squamish Nation on a master servicing agreement
- continue work on the District's asset inventory and review of existing assets
- complete a comprehensive review of District expenditures to ensure value for money
- continue implementation of the asset levy and 20-Year Asset Management Plan
- as recommended by the Reserves and Investments Task Group, review the status of the District's Endowment Fund and develop a framework for proposed Land Fund
- oversee implementation of Key Performance Indicator Task Group recommendations
- implement Reserves and Investment Task Group recommendations on management of investments
- continue work on fees and charges to address adequate and equitable cost recovery
- monitor and assess impacts of provincial/federal legislation and policy changes on development and permit applications
- complete the Sewer Master Servicing Study and Annual Sewer Capital Replacement/Renewal programs

### **Priority 4: Natural Environment & Climate Action—In 2017, District staff will:**

- implement corporate and community plans for reducing environmental footprints and creating sustainable operations
- construct a section of Spirit Trail on Royal Avenue to the terminus at Horseshoe Bay
- implement a public recycling pilot project through the streetscape and park in Horseshoe Bay
- complete the Municipal Natural Assets project

- 
- develop a strategy to assess environmentally sensitive areas on District-owned land including parks, Upper Lands and shoreline
  - support implementation of the Community Energy and Emissions Plan and development of the Shoreline Management Plan
  - implement BC Hydro energy saving lighting changes from the audit at the Transit Operations Centre

**Priority 5: Official Community Plan Review—In 2017, District staff will:**

- oversee phases of public consultation and information gathering and analysis
- engage the community on issues and their objectives for a revised Official Community Plan (OCP)
- review ten years of community working group reports to capture this valuable citizen input
- consult with stakeholders and the community to ensure the updated policies address the challenges of tomorrow
- prepare an updated draft OCP that responds to feedback, meets legislative requirements, and promotes a sustainable community
- continue to advance the planning process for Cypress Village
- collaborate across divisions with respect to District-owned lands within the scope of the review

**Priority 6: Arts, Culture & Heritage—In 2017, District staff will:**

- provide oversight to the steering committee guiding development of the Arts & Culture Strategy with priorities and timelines for implementation
- coordinate the renewal of the Ferry Building Gallery, if external and District funding is approved
- complete a review of District Sponsorship, Partnerships, and Naming Rights policies
- complete the Community Partnership Framework
- ensure appropriate integration of Arts, Culture & Heritage into plans and initiatives, including the Official Community Plan review
- provide communications support for community engagement and development of the Arts & Culture Strategy

**Priority 7: Police Services & Municipal Hall Project—In 2017, District staff will:**

- oversee final phases of construction and direct District departments on an occupancy plan and launch
- complete the process to borrow full \$28.7 million for financing of the project
- continue to provide procurement support for all contracts required to complete and operate the building
- keep area residents informed as the project moves into final construction phases, participate in corporate branding of the building and assist with coordinating an opening event
- conduct inspections and issue building and other permits

**Priority 8: Traffic & Transportation—In 2017, District staff will:**

- provide oversight to and across divisions in the planning and delivery of infrastructure changes for improving traffic flow and movement of residents in all modalities
- represent the District on North Shore Staff Transportation Committee
- complete the Pedestrian Network Plan and implement Phase one of the Mayors' Transit Investment Plan
- develop the Ambleside Parking Strategy in conjunction with Ambleside Town Centre Area Plan
- begin engagement and the conceptual design process for the Spirit Trail section from 18th Street to 22nd Street
- continue representing the District's interests on TransLink's Roads and Transportation Advisory Committee
- implement components of the Community Energy and Emissions Plan (CEE Plan), including strategic directions around transportation and land use aimed at reducing congestion and greenhouse gas emissions and increasing transportation options throughout the District
- complete the District's Trails Plan to provide enhanced connectivity for pedestrians within the District
- develop new trails in conjunction with British Pacific Properties in the Upper Lands



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## BUDGET PROCESS TIMING OVERVIEW

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

### August 2016

The formal budget process begins:

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

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

### September 2016

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

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

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

### October 2016

The comprehensive budget model is assembled:

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

All relevant divisions work to build the infrastructure maintenance and replacement budgets for the five-year capital plan.

The Finance Committee is involved and informed throughout the budget process. All financial information is received and examined at Finance Committee prior to submission to Council.

The fees and charges review process is complete and the bylaw is submitted to Council for approval.

### November 2016

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

Financial Services and Engineering & Transportation staff collaborate on establishing water, sewer and drainage, and solid waste five-year financial plans, and proposed user rate structures for the following year. Utility rate setting bylaws (reviewed by the Finance Committee) are considered by Council and are adopted by the end of December.

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## December 2016

An asset management update is provided to Council which may include:

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

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

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

The public engagement process includes:

- locating appropriate venues and establishing dates for public information meetings. The meetings aim to be informative, inclusive and issues-focused, with an opportunity for feedback and suggestions;
- posting of additional information, documentation and issue identification on the District’s website; and
- creating a questionnaire to solicit public feedback on the appropriateness of expenditure spending levels on assets and services.

## January 2017

The public consultation process is initiated with the draft proposed budget document posted on the District’s website and made available to the public. A budget questionnaire is also posted on the District’s website and is made available in paper form at various public locations. Three budget information meetings are conducted to present the proposed budget and financial plan to the public. A comprehensive budget document is made available to Council to review with all detailed forms and business cases for program and project requests.

## February 2017

Financial Services staff organize a budget workshop with Council members to review the budget document and answer any questions relating to the requests or changes to the budget. An update is given to the Finance Committee and Council on the public consultation process and recommended tax levy increases to support the proposed budget. Council provides direction on the tax levy increases and based on their feedback, the five-year financial plan is finalized.

## March 2017

The five-year financial plan bylaw is reviewed by the Finance Committee and then given first, second, and third readings at Council with adoption in April. In addition, a capital funding report is written to seek Council approval for appropriations from the asset reserves for budgeted capital requests.

## April 2017

The five-year financial plan bylaw is adopted.



## 2017 BUDGET PRINCIPLES

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The following principles guide the development of District operating budgets:

### **Principles-Based**

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

### **Corporate Approach**

The budget should result in a financial plan that furthers the interests of West Vancouver as a whole. Departmental interests and goals are formulated only within the context of promoting the wider corporate interest, in coordination with all departments. The vision, mission and Community Strategic Plan, adopted by Council in 2011, as well as Council's eight priorities provide the overall framework for future budgets.

### **Broad Involvement and Support**

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

### **Role at Policy Level**

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

### **Empowerment of Staff**

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

### **Commitment to Planning**

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

### **Long-term Outlook**

A long-term outlook ensures that annual work plans support the vision and values of the organization, and acknowledges that short-term actions are cumulative in their effect. A long-term outlook is reflected in formal long-term plans: five-year capital plans, five-year operating plans, three-year and longer-term business plans, and twenty-year asset management plans. These plans identify investment opportunities and demonstrate affordability.

### **Results-Oriented**

The focus of operational budgets should be on anticipated outputs and desired outcomes, as opposed to the traditional focus of inputs, such as line item detail and specific expenditures. This focus involves comparing West Vancouver's effectiveness with other jurisdictions, and developing appropriate performance measures. Thus work programs, describing projects and activities beyond normal day-to-day operations assume a higher profile in the organization.

### **Responsibility and Accountability**

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

### **Role of Residents**

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

## FINANCIAL POLICIES

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

### Compliance with Relevant Legislation and Accounting Principles

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

- the inclusion of a public consultation process
- financial plans that cover a five-year period
- financial plans that are authorized by bylaw within a specific time frame (prior to adoption of tax rate bylaws, which must be adopted no later than May 15)
- financial plans that are subsequently amended only by bylaw.

Generally accepted accounting principles (GAAPs) require the accrual method of accounting whereby revenues and expenditures are recognized at the time they are incurred, not received. The District's budgets and annual financial statements are both prepared according to this method.

As of 2009, Public Sector Accounting Board (PSAB) requirements have provided for significant changes to the way in which local governments account for capital assets. After the completion of a comprehensive two-year project to inventory and to value all tangible capital assets owned by the District, PSAB required that expenditures related to new capital assets be recorded as an increase to tangible capital assets on the Statement of Financial Position, while the Statement of Operations reflect a charge for the orderly amortization of District infrastructure over its estimated useful life.

For budget purposes, the District continues to reflect capital expenditures as funded either on a current basis or through long-term borrowings, and for principal repayments of long-term borrowings to be reflected as current expenditures. Direct funding of amortization charges is not included in the budget.

### Balanced Budgets

Local governments are required to balance budgets annually. The District of West Vancouver ensures that operating expenditures and infrastructure maintenance programs are funded from current revenues. This funding means that we avoid artificial deferral of expenditures to future periods, or inappropriate use of reserve funds in order to balance budgets. One-time expenditures may be funded by one-time use of selected reserves. Capital expenditures are funded from long-term sources as required.

### Five-Year Planning Horizon

A five-year planning horizon, with an informed outlook on future growth, labour contracts, infrastructure lifecycle costs and the general economic climate, allows for the phasing of expenditures in alignment with available resources. In particular, proposed service level adjustments will be influenced by this outlook. In addition, a five-year planning horizon requires that future programs must account for increased operating costs associated with capital expenditures of earlier periods.

### Asset Management Framework

An asset management framework has been developed and will facilitate all aspects of capital planning, including timing and resource requirements for infrastructure maintenance and replacement cycles.

### Investments

Excess cash is invested by professional advisors in a manner that complies with legislative restrictions, ensures cash flow is available as required, capitalize on investment returns and achieves benchmark targets. Investments are pooled, and interest earnings are allocated to appropriate reserve and other funds based on average balances.

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## Debt Management

Current practice is to consider tax-supported debt only for significant initiatives with a sound business case and designated source of repayment on a case-by-case basis. Internal borrowing has also been used where appropriate. Debt statistics, borrowing capacity calculations and annual servicing requirements are reported annually. Examples include:

- development of the Eagle Lake Water Treatment Plant, repaid through water user rates
- West Vancouver Community Centre partnership, repaid from a long-term lease agreement
- Police Services and Municipal Hall building to be repaid through interest earned on the Endowment Fund
- local improvement initiatives, repaid by benefiting property owners.

## Revenues

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

Fees and charges are reviewed annually within the context of:

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

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

## Financial Reporting Cycle

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

## Accountability

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

## Reserves

Reserves are used for setting aside funds for specific purposes and dealing with contingencies. The District has both statutory and non-statutory reserves. Statutory reserves are either required by the Community Charter (e.g. DCC reserves), or set up by Council (e.g. asset reserves). Expenditures from Charter-mandated reserves must be authorized by bylaw; expenditures from Council reserves are authorized by Council resolution. The annual budgeting process takes into consideration reserves as a source of funding if required for applicable expenditures.

## KEY BUDGET ASSUMPTIONS

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### Economy

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

- construction activity is anticipated to remain strong
- returns on investments will continue to be impacted by low interest rates
- changes to the assessment base are not expected to be as volatile as in the previous two years.

### Capital Program

Costs in the capital budget are determined by the useful life, state and condition, and maintenance schedules of assets required to support the delivery of services. Maintenance and investment to ensure that assets perform at an optimal level has been insufficient. The level of funding available in recent years has resulted in the state and condition of many assets deteriorating to a critical point with risk of failure before investment in maintenance or replacement. As in 2016, the 2017 budget continues to focus on applying long-term financial planning and asset management principles to ensure maintenance and investment occur at the optimal point.

### Operating Costs

The 2017 budget includes the following:

- service levels are unchanged
- labour cost escalations in line with collective agreements
- where required, a nominal allowance for increases to divisional non-labour costs
- recovery of costs, as appropriate, through selected increases to certain categories of fees and charges.

### Budget Refinements

Resources are provided for budget initiatives that are consistent with Council's priorities, the Official Community Plan and the Community Strategic Plan, with additional refinements in response to resident comments and the results of the budget questionnaire.







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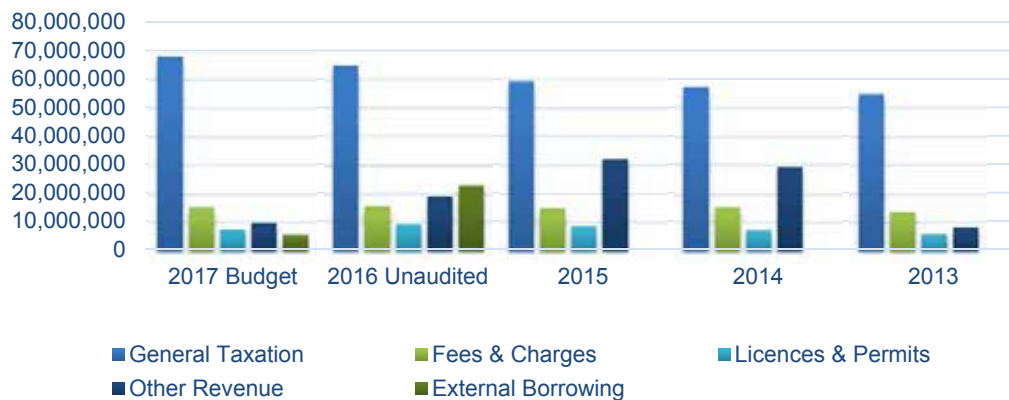
    Divisional Expenditure Trends. . . . . 59



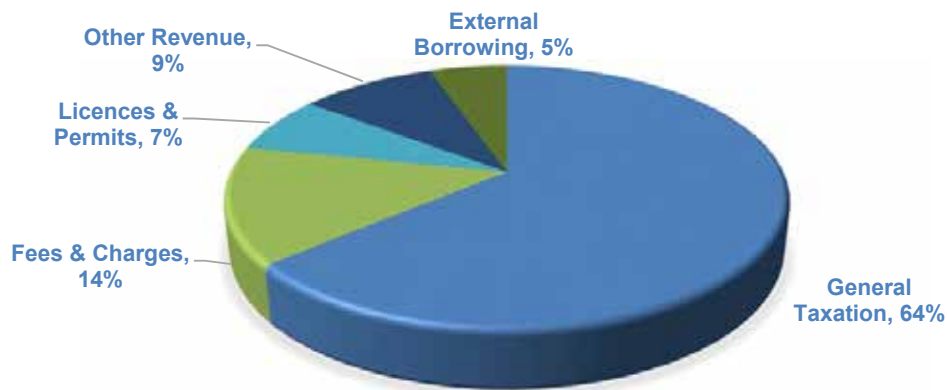
## REVIEW OF REVENUES

The following charts indicate the trend and relative distribution of each of the District's major ongoing general revenue sources. Funding sources for the annual capital program are not presented here. The significance of property taxation to the District's operations as well as the relative stability of the proportions year over year is illustrated below.

**GENERAL FUND: REVENUE AND DEBT**



**2017 BUDGET GENERAL FUND REVENUE AND DEBT**



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

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

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

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

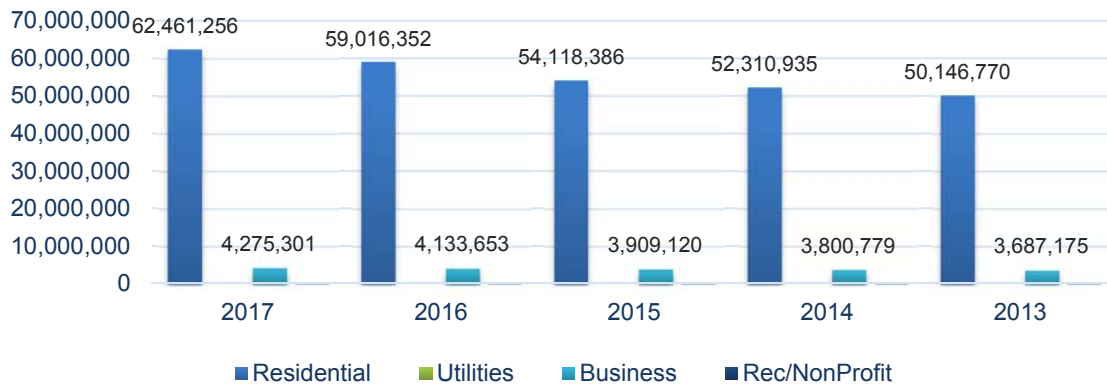
The application of user-pay principles is based on the Government of Financial Officers' recommended best practices, feedback from residents and in accordance with Council's direction. In addition, grants and other contributions, including partnerships, are pursued wherever possible. Property tax increases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

## TRENDS IN PROPERTY TAXATION

Property taxation is the District's most significant revenue source. Residential properties make up 98 per cent of the assessed values and contribute 93 per cent of the property taxes. Business properties contribute approximately 7 per cent of property taxes with other property types contributing less than 1 per cent.

The chart below represents the five-year trend in taxation revenues, from 2013 to 2017, and illustrates that residential taxation is the most significant source of revenue for the District at 93 per cent of the 2017 total. The increase in general taxation for 2016 and 2017 is primarily due to the implementation of an asset levy for maintenance of the District's capital assets.

**PROPERTY TAX REVENUE TRENDS**



## SIGNIFICANT COST DRIVERS

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Cost drivers can be summarized under two main headings:

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

### **Cost Drivers Specific to West Vancouver**

West Vancouver's geography, topography and population distribution present servicing challenges that significantly add to costs. For example, the District requires four fire halls to achieve similar coverage and response times as those of the City of North Vancouver with only a single fire hall.

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

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

Recent completion of significant new and expanded recreational facilities has led to additional operating cost increases. Increased participation, usage rates and user fees have helped to offset the costs of these new facilities.

### **Cost Drivers Common to Metro Vancouver Local Governments**

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

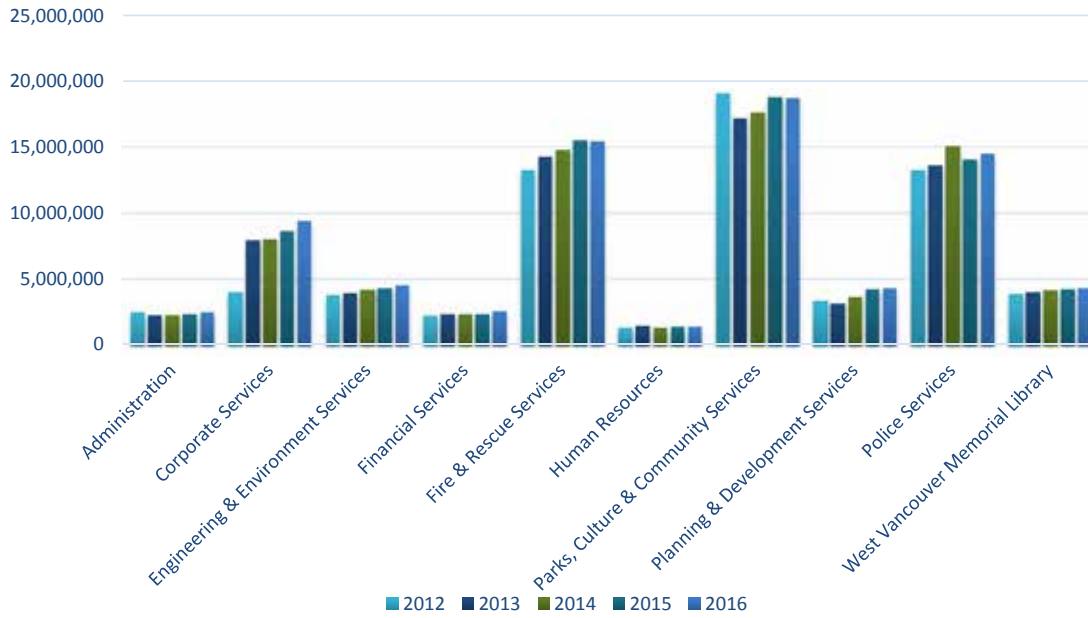
Utility operations include levies and allocations from Metro Vancouver for the costly regional infrastructure required as a consequence of both regional growth and significantly increasing health and treatment standards.

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

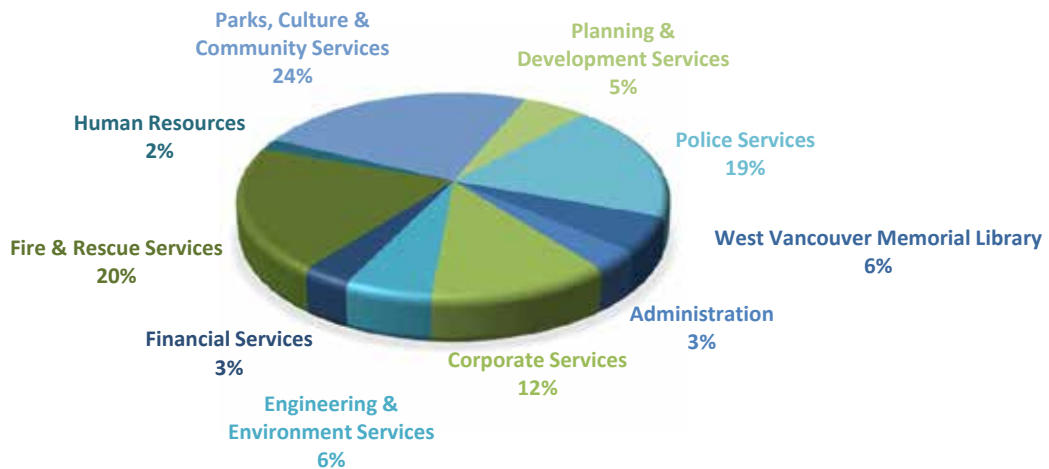
# DIVISIONAL EXPENDITURE TRENDS

The following charts indicate a five-year trend in our main categories of General Fund divisional operations, and the proportionate share for each in 2016.

## DIVISIONAL EXPENDITURE TRENDS



## DIVISIONAL EXPENDITURES 2016







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## INITIAL OUTLOOK

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Staff provided Council with a budget update at a regular Council meeting in February 2017. At that meeting, Council was advised that:

- staff were developing an operating budget based on a 2.55 per cent increase and a capital budget based on a 2.45 per cent asset levy increase to the effective 2016 property tax rate;
- over the past two years, the District has developed a comprehensive listing of assets, assessed their state and condition, and compiled information on the probable costs of maintaining and replacing these assets over the next twenty years. An annual level of funding of \$13.3 million is required to maintain the District's current suite of assets. As of 2016, just over \$10.4 million funding is available from the established tax levy for capital maintenance and investment. Therefore, a funding deficit of \$2.9 million per year should be addressed. An asset levy of \$832 to the median residential and business class taxpayer which would be equivalent to a 2.45 per cent increase to effective 2016 property tax rates is proposed to address 50 per cent of the funding deficit;
- the 2017 budget would provide for current service and program levels.

After consideration of the budget update, Council directed staff to decrease the proposed operating budget increase to two per cent and approved the 2.45 per cent asset levy increase.

## RESIDENT COMMENT

Residents were encouraged to comment on the budget at community information sessions held on various dates and at different venues throughout the District of West Vancouver, at regular Council meetings and through online or hardcopy budget questionnaires, letters and emails directly to Council. Fifty-one members of the public responded to an online questionnaire on 2017 budget issues. Of the respondents, twenty-five were registered and verifiable as residents of the West Vancouver, and twenty-six were unregistered. Although the unregistered respondents indicated they were residents of West Vancouver, their resident status could not be confirmed. Respondents indicated that:

- 52 per cent were comfortable with a proposed asset levy of 2.45 per cent
- 41 per cent believe maintenance spending on assets is at adequate levels
- 33 per cent believe a higher level of spending for adequate maintenance of assets is required
- 51 per cent were comfortable with a proposed operating increase of 2.55 per cent
- 73 per cent believe the level of operating expenditures is appropriate for services provided.

The results of this questionnaire must be interpreted with caution, as they represent only the opinions of those who chose to complete it.

In addition to the focused public commentary during the budget process, it should be noted that there is significant resident/Council interaction that takes place throughout the year. Residents attend and provide comment at biweekly Council meetings. Residents also attend and comment at various committee and working group sessions; at the West Vancouver Memorial Library, West Vancouver Police Department and West Vancouver Community Services Society board meetings; and at special interactions, such as Official Community Plan amendments and strategic planning exercises.



**7. 2017 General Fund Financial Plan Overview . . . . . 63**

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# GENERAL FUND SUMMARY

## General Fund Budget

	2017	2016	2015
	Annual Budget	Year End Actual	Year End Actual
<b>REVENUE</b>			
General Taxation	68,034,723	64,868,171	59,221,604
Fees and Charges	15,271,012	15,707,279	14,869,392
Licences and Permits	7,533,823	9,312,062	8,887,084
Other Revenue	8,361,025	9,663,580	8,589,544
Government Grants	1,157,847	1,092,528	1,264,750
Other Transfers	3,404,740	864,896	416,667
Extraordinary Items	500,000	8,396,307	21,535,938
	<b>104,263,169</b>	<b>109,904,823</b>	<b>114,784,979</b>
<b>EXPENSES</b>			
Office of the CAO, Community Relations & Communications, Legislative Services	2,636,282	2,519,002	2,417,338
Corporate Services	9,753,627	9,439,706	8,641,983
Engineering & Transportation	4,563,015	4,574,555	4,319,993
Financial Services	2,648,877	2,569,947	2,418,789
Fire & Rescue Services	15,964,592	15,456,385	15,491,659
Human Resources	1,668,587	1,396,953	1,392,977
Parks, Culture & Community Services	19,028,999	18,721,858	18,807,174
Planning & Development Services	4,728,313	4,420,259	4,308,094
Police Services	15,517,392	14,547,996	14,066,769
Library Services	4,465,086	4,356,502	4,291,216
General Government	10,942,338	12,241,954	8,259,268
	<b>91,917,108</b>	<b>90,245,117</b>	<b>84,415,261</b>
Tax Transfer to Asset Reserves	11,985,859	10,550,538	7,579,288
Extraordinary Items			
Amenity Contribution	-	8,403,300	-
Net Land Sales Transfer to Reserve	360,203	(130,675)	21,485,118
	<b>104,263,169</b>	<b>109,068,280</b>	<b>113,479,666</b>
<b>YEAR END (DEFICIT) / SURPLUS</b>	<b>-</b>	<b>836,543</b>	<b>1,305,313</b>

# REVENUE SUMMARY

## General Fund Budget

	2017	2016	2015
	Annual Budget	Year End Actual	Year End Actual
<b>GENERAL TAXATION</b>			
Municipal Taxes	66,620,790	63,454,076	58,308,592
Specified Area	529,160	529,264	29,444
Grants in Lieu	884,773	884,831	883,567
	<b>68,034,723</b>	<b>64,868,171</b>	<b>59,221,604</b>
<b>FEES AND CHARGES</b>			
Police Services	160,550	161,117	156,359
Engineering & Transportation	390,000	522,237	417,748
Parks, Culture & Community Services	11,419,412	11,741,706	11,359,462
Library Services	101,550	116,846	109,834
First Nations Band	2,410,000	2,361,405	2,075,427
Fire & Rescue Services	220,000	216,794	247,010
Parking Tickets	397,500	368,267	392,327
Vehicle Towing	30,000	30,000	24,000
General Admin & Finance Fees	142,000	188,907	87,226
	<b>15,271,012</b>	<b>15,707,279</b>	<b>14,869,392</b>
<b>LICENCES AND PERMITS</b>			
Business Licences	1,260,000	1,312,204	1,225,750
Inspection Permits	4,975,571	6,824,975	6,267,531
Other Permits & Licences	1,298,252	1,174,883	1,393,803
	<b>7,533,823</b>	<b>9,312,062</b>	<b>8,887,084</b>
<b>OTHER REVENUE</b>			
Administration Fees (Translink/Utilities)	595,100	595,100	599,748
Interest on Investments	1,500,000	1,042,853	1,340,879
Tax Penalties & Interest	756,070	779,626	830,866
Library Contributions	143,087	155,563	137,535
Taylor Way Lease	248,388	238,794	229,570
Leases & Rentals	2,014,738	2,017,951	1,926,742
Miscellaneous	1,002,461	1,281,565	941,334
Third Party Contributions	2,101,180	3,552,128	2,582,870
	<b>8,361,025</b>	<b>9,663,580</b>	<b>8,589,544</b>
<b>GOVERNMENT GRANTS</b>			
Provincial Traffic Fine Revenue Sharing	742,100	663,447	742,199
Library	172,064	185,468	184,380
Other	243,683	243,613	338,170
	<b>1,157,847</b>	<b>1,092,528</b>	<b>1,264,750</b>
<b>OTHER TRANSFERS</b>			
Operating Reserves	3,404,740	864,896	416,667
	<b>3,404,740</b>	<b>864,896</b>	<b>416,667</b>
<b>EXTRAORDINARY ITEMS</b>			
Amenity Contribution	-	8,403,300	1,000
Land Sales	500,000	(6,993)	21,534,938
	<b>500,000</b>	<b>8,396,307</b>	<b>21,535,938</b>
	<b>104,263,169</b>	<b>109,904,823</b>	<b>114,784,979</b>

# DIVISIONAL REVENUE SUMMARY

## General Fund Budget

	2017 Annual Budget	2016 Year End Actual	2015 Year End Actual
<b>OFFICE OF THE CAO, COMMUNITY RELATIONS &amp; COMMUNICATIONS, LEGISLATIVE SERVICES</b>			
Legislative Services	13,700	15,069	30,577
	<u>13,700</u>	<u>15,069</u>	<u>30,577</u>
<b>CORPORATE SERVICES</b>			
Facilities Management	1,678,049	1,717,131	404,219
Bylaw Enforcement	1,879,550	1,899,757	1,817,208
	<u>3,557,599</u>	<u>3,616,888</u>	<u>2,221,427</u>
<b>ENGINEERING &amp; TRANSPORTATION</b>			
Engineering Services	431,500	565,479	464,127
Roads and Traffic	122,000	215,398	159,078
	<u>553,500</u>	<u>780,877</u>	<u>623,205</u>
<b>FINANCIAL SERVICES</b>			
Taxes and Utilities	60,000	89,280	77,070
Purchasing and Risk Management	-	39,871	39,411
	<u>60,000</u>	<u>130,086</u>	<u>117,328</u>
<b>FIRE &amp; RESCUE SERVICES</b>			
Fire Prevention	210,000	203,348	232,630
Emergency Services	10,000	13,446	14,379
	<u>220,000</u>	<u>216,794</u>	<u>247,010</u>
<b>HUMAN RESOURCES</b>			
Human Resources	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>
<b>PARKS, CULTURE &amp; COMMUNITY SERVICES</b>			
Community Services	10,325,699	10,512,796	10,136,604
Parks Maintenance	866,450	970,687	873,947
Cultural Services	289,465	313,123	399,533
	<u>11,481,614</u>	<u>11,796,606</u>	<u>11,410,084</u>
<b>PLANNING &amp; DEVELOPMENT SERVICES</b>			
Planning and Development	1,196,802	958,938	1,162,280
Permits and Inspections	5,057,071	6,946,212	6,390,487
	<u>6,253,873</u>	<u>7,905,150</u>	<u>7,552,767</u>
<b>POLICE SERVICES</b>			
Administrative Support	902,650	760,303	849,020
Support Delivery	63,208	176,251	129,195
	<u>965,858</u>	<u>936,554</u>	<u>978,215</u>
<b>WEST VANCOUVER MEMORIAL LIBRARY</b>			
Administration	294,650	289,624	299,544
Service Delivery	-	1,035	103
Operations Support	400	596	521
Third Party	147,151	181,394	154,352
	<u>442,201</u>	<u>472,650</u>	<u>454,519</u>
	<b><u>23,548,345</u></b>	<b><u>25,870,672</u></b>	<b><u>23,635,132</u></b>
<b>NON DIVISIONAL REVENUE</b>			
	<u>80,714,824</u>	<u>84,034,150</u>	<u>91,149,847</u>
<b>TOTAL REVENUE</b>	<b><u>104,263,169</u></b>	<b><u>109,904,823</u></b>	<b><u>114,784,979</u></b>



# DIVISIONAL EXPENSE SUMMARY

## General Fund Budget

2017	2016	2015
Annual Budget	Year End Actual	Year End Actual

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

Mayor and Council	416,845	398,697	393,895
Office of the CAO	726,796	718,354	794,896
Communications	664,512	672,265	546,737
Legislative Services	828,129	729,686	681,809
	<u>2,636,282</u>	<u>2,519,002</u>	<u>2,417,338</u>

### CORPORATE SERVICES

Information Technology	3,665,322	3,429,638	2,909,950
Facilities Management	4,172,334	4,213,755	4,134,082
Emergency Planning	268,732	237,769	282,117
Bylaw Enforcement	1,184,410	1,107,022	1,034,754
Lands, Legal and First Nations	462,828	451,522	281,081
	<u>9,753,627</u>	<u>9,439,706</u>	<u>8,641,983</u>

### ENGINEERING & TRANSPORTATION

Engineering Services	1,340,474	1,045,045	1,105,732
Roads and Traffic	3,222,541	3,437,229	3,034,804
<sup>1</sup> Environmental Services	-	92,281	179,456
	<u>4,563,015</u>	<u>4,574,555</u>	<u>4,319,993</u>

<sup>1</sup> The Environmental Services department has been restructured and the programs have been incorporated into two Divisions -Parks, Culture & Community Services and Planning & Development Services.

### FINANCIAL SERVICES

Finance	1,537,909	1,512,481	1,511,667
Taxes and Utilities	408,289	358,099	278,021
Purchasing and Risk Management	702,680	699,366	629,101
	<u>2,648,877</u>	<u>2,569,947</u>	<u>2,418,789</u>

### FIRE & RESCUE SERVICES

Administrative Support	744,067	713,485	941,934
Fire Prevention	756,200	710,319	763,575
Emergency Services	14,464,325	14,032,581	13,786,150
	<u>15,964,592</u>	<u>15,456,385</u>	<u>15,491,659</u>

### HUMAN RESOURCES

Human Resources	1,363,899	1,094,544	1,124,933
Payroll Services	304,688	302,409	268,044
	<u>1,668,587</u>	<u>1,396,953</u>	<u>1,392,977</u>

### PARKS, CULTURE & COMMUNITY SERVICES

Central Administration	568,170	525,984	474,637
Community Services	12,368,565	12,281,421	11,936,169
Parks Maintenance	4,987,131	4,861,793	5,222,626
Cultural Services	1,105,133	1,052,660	1,173,743
	<u>19,028,999</u>	<u>18,721,858</u>	<u>18,807,174</u>

### PLANNING & DEVELOPMENT SERVICES

Planning and Development	2,752,501	2,345,420	2,400,491
Permits and Inspections	1,975,811	2,074,840	1,907,603
	<u>4,728,313</u>	<u>4,420,259</u>	<u>4,308,094</u>

### POLICE SERVICES

Chief Constable's Office	1,079,048	680,648	799,670
Administrative Support	4,606,666	4,526,750	4,326,289
Operations Division	7,620,586	7,718,347	7,065,489
Support Delivery	2,211,093	1,622,251	1,875,322
	<u>15,517,392</u>	<u>14,547,996</u>	<u>14,066,769</u>

### WEST VANCOUVER MEMORIAL LIBRARY

Administration	389,844	483,895	526,403
Service Delivery	3,386,679	3,347,704	3,256,580
Operations Support	541,413	343,509	353,881
Third Party	147,151	181,394	154,352
	<u>4,465,086</u>	<u>4,356,502</u>	<u>4,291,216</u>

**80,974,770      78,003,163      76,155,993**

### GENERAL GOVERNMENT

10,942,338      12,241,954      8,259,268

### TOTAL

**91,917,108      90,245,117      84,415,261**



# DEPARTMENTAL NET EXPENSE SUMMARY

## General Fund Budget

	2017 Annual Budget			2016	2015
	Expenses	Revenues	Net	Net Actual	Net Actual
Office of the CAO, Community Relations & Communications, Legislative Services	2,636,282	13,700	2,622,582	2,503,933	2,386,762
Corporate Services	9,753,627	3,557,599	6,196,028	5,822,818	6,420,556
Engineering & Transportation	4,563,015	553,500	4,009,515	3,793,678	3,696,788
Financial Services	2,648,877	60,000	2,588,877	2,439,860	2,301,461
Fire & Rescue Services	15,964,592	220,000	15,744,592	15,239,592	15,244,649
Human Resources	1,668,587	-	1,668,587	1,396,953	1,392,977
Parks, Culture & Community Services	19,028,999	11,481,614	7,547,385	6,925,252	7,397,090
Planning & Development Services	4,728,313	6,253,873	(1,525,561)	(3,484,890)	(3,244,673)
Police Services	15,517,392	965,858	14,551,534	13,611,442	13,088,555
West Vancouver Memorial Library	4,465,086	442,201	4,022,885	3,883,853	3,836,697
	<b>80,974,770</b>	<b>23,548,345</b>	<b>57,426,425</b>	<b>52,132,490</b>	<b>52,520,861</b>
General Government	10,942,338	68,228,965	(57,286,627)	(61,241,658)	(75,311,292)
<b>Net Divisional Total</b>	<b>91,917,108</b>	<b>91,777,310</b>	<b>139,797</b>	<b>(9,109,168)</b>	<b>(22,790,431)</b>
Tax Transfer to Asset Reserves	11,985,859	11,985,859	-	-	-
Extraordinary Items	360,203	500,000	(139,797)	8,272,625	21,485,118
<b>Total</b>	<b>104,263,169</b>	<b>104,263,169</b>	<b>0</b>	<b>(836,542)</b>	<b>(1,305,313)</b>

# GENERAL GOVERNMENT EXPENSES

## General Fund Budget

	2017 Annual Budget	2016 Year End Actual	2015 Year End Actual
<b>GENERAL GOVERNMENT</b>			
Severance and Collective Bargaining	400,000	105,050	443,240
Legal	580,186	491,024	275,221
Property & Liability Insurance	1,075,000	1,069,705	1,078,050
Fiscal Services	1,839,850 <sup>1</sup>	1,304,177	747,439
Grants In Aid	454,000 <sup>2</sup>	378,463	380,096
One-time Initiatives	1,504,998 <sup>3</sup>	671,969	284,609
Election	-	92,764	146
Third Party Works	2,101,180	3,547,132	2,582,870
Other Transfers			
Endowment Fund - Taylor Way Lease	248,388	238,795	229,570
Endowment Fund - Wetmore Revenue	116,000	116,000	116,000
Endowment Fund - Physiotherapy Clinic Rent	38,485	30,750	30,750
Debt Retirement - Community Centre Rentals	773,020	773,020	773,020
Intrafund Debt Retirement	246,070 <sup>4</sup>	-	-
Election Reserve	47,500	116,186	28,950
Engagement Fund	- <sup>5</sup>	50,000	50,000
Interest on Reserves	1,000,000	611,093	738,956
UBCM Community Works Funding	180,475	180,475	261,899
Other Reserves	-	2,110,874	64,000
Capital Reserves - Artificial Turf	137,185	159,858	174,452
Business Improvement Area	500,000	500,000	-
Benefit Costs Savings	(300,000) <sup>6</sup>	(305,380)	-
	<b>10,942,338</b>	<b>12,241,954</b>	<b>8,259,268</b>

Notes: 2017 Annual Budget

- 1 Debt payments for external borrowing to fund the Police Services and Municipal Hall project.
- 2 Increase in budget to provide grants for not-for-profit community organizations serving West Vancouver residents' needs.
- 3 Includes carry-over of budget for 2016 one-time initiatives.
- 4 Transfer intrafund debt payment from Water Utility and Golf Fund to retire internal loan. To budget for this transfer is a change in practice from prior years.
- 5 Reallocate budget to Human Resources and One-time Initiatives for engagement needs.
- 6 Anticipated decrease in rates for various benefit costs such as employment insurance, Canada Pension Plan, WorkSafe BC and Municipal Pension Plan.

# REVENUE ALLOCATION SUMMARY

## General Fund Budget

	2017		
	Annual Budget	Allocated to Departments	Balance Unallocated
<b>GENERAL TAXATION</b>			
Municipal Taxes	66,620,790	-	66,620,790
Specified Area	529,160	-	529,160
Grants in Lieu	884,773	-	884,773
	<u>68,034,723</u>	<u>-</u>	<u>68,034,723</u>
<b>FEES AND CHARGES</b>			
Police Services	160,550	160,550	-
Engineering & Transportation	390,000	390,000	-
Parks, Culture & Community Services	11,419,412	11,419,412	-
Library Services	101,550	101,550	-
First Nations Band	2,410,000	-	2,410,000
Fire & Rescue Services	220,000	220,000	-
Parking Tickets	397,500	397,500	-
Vehicle Towing	30,000	-	30,000
General Admin & Finance Fees	142,000	72,000	70,000
	<u>15,271,012</u>	<u>12,761,012</u>	<u>2,510,000</u>
<b>LICENCES AND PERMITS</b>			
Business Licences	1,260,000	1,260,000	-
Inspection Permits	4,975,571	4,975,571	-
Other Permits & Licences	1,298,252	1,298,252	-
	<u>7,533,823</u>	<u>7,533,823</u>	<u>-</u>
<b>OTHER REVENUE</b>			
Administration Fees (Translink/Utilities)	595,100	-	595,100
Interest on Investments	1,500,000	-	1,500,000
Tax Penalties & Interest	756,070	-	756,070
Library Contributions	143,087	143,087	-
Taylor Way Lease	248,388	-	248,388
Leases & Rentals	2,014,738	1,645,590	369,148
Miscellaneous	1,002,461	487,461	515,000
Third Party Contributions	2,101,180	-	2,101,180
	<u>8,361,025</u>	<u>2,276,138</u>	<u>6,084,886</u>
<b>GOVERNMENT GRANTS</b>			
Provincial Traffic Fine Revenue Sharing	742,100	742,100	-
Library	172,064	172,064	-
Other	243,683	63,208	180,475
	<u>1,157,847</u>	<u>977,372</u>	<u>180,475</u>
<b>OTHER TRANSFERS</b>			
Provincial Revenue Share, Capital			
Reserves, One-time Initiatives, Election	3,404,740	-	3,404,740
	<u>3,404,740</u>	<u>-</u>	<u>3,404,740</u>
<b>EXTRAORDINARY ITEMS</b>			
Land Sales	500,000	-	500,000
	<u>500,000</u>	<u>-</u>	<u>500,000</u>
	<u><b>104,263,169</b></u>	<u><b>23,548,345</b></u>	<u><b>80,714,824</b></u>

# WAGES & BENEFITS DIVISIONAL SUMMARY

## General Fund Budget

	2017			
	Annual Budget	Labour Budget	Non-Labour Budget	Labour %
<b>OFFICE OF THE CAO, COMMUNITY RELATIONS &amp; COMMUNICATIONS, LEGISLATIVE SERVICES</b>				
Mayor and Council	416,845	356,845	60,000	85.61%
Office of the CAO	726,796	653,396	73,400	89.90%
Communications	664,512	616,812	47,700	92.82%
Legislative Services	828,129	788,629	39,500	95.23%
	<u>2,636,282</u>	<u>2,415,682</u>	<u>220,600</u>	<u>91.63%</u>
<b>CORPORATE SERVICES</b>				
Information Technology	3,665,322	1,817,398	1,847,924	49.58%
Facilities Management	4,172,334	2,060,328	2,112,007	49.38%
Emergency Planning	268,732	-	268,732	0.00%
Bylaw Enforcement	1,184,410	992,560	191,850	83.80%
Lands, Legal and First Nations	462,828	450,463	12,365	97.33%
	<u>9,753,627</u>	<u>5,320,749</u>	<u>4,432,878</u>	<u>54.55%</u>
<b>ENGINEERING &amp; TRANSPORTATION</b>				
Engineering Services	1,340,474	1,080,039	260,435	80.57%
Roads and Traffic	3,222,541	3,066,061	156,480	95.14%
	<u>4,563,015</u>	<u>4,146,100</u>	<u>416,915</u>	<u>90.86%</u>
<b>FINANCIAL SERVICES</b>				
Finance	1,537,909	1,422,496	115,413	92.50%
Taxes and Utilities	408,289	368,039	40,250	90.14%
Purchasing and Risk Management	702,680	706,780	(4,100)	100.58%
	<u>2,648,877</u>	<u>2,497,314</u>	<u>151,563</u>	<u>94.28%</u>
<b>FIRE &amp; RESCUE SERVICES</b>				
Administrative Support	744,067	690,857	53,210	92.85%
Fire Prevention	756,200	744,025	12,175	98.39%
Emergency Services	14,464,325	13,557,772	906,553	93.73%
	<u>15,964,592</u>	<u>14,992,654</u>	<u>971,938</u>	<u>93.91%</u>
<b>HUMAN RESOURCES</b>				
Human Resources	1,363,899	1,118,807	245,092	82.03%
Payroll Services	304,688	304,688	-	100.00%
	<u>1,668,587</u>	<u>1,423,495</u>	<u>245,092</u>	<u>85.31%</u>

# WAGES & BENEFITS DIVISIONAL SUMMARY

## General Fund Budget...continued

	2017			
	Annual Budget	Labour Budget	Non-Labour Budget	Labour %
<b>PARKS, CULTURE &amp; COMMUNITY SERVICES</b>				
Central Administration	568,170	539,770	28,400	95.00%
Community Services	12,368,565	9,589,676	2,778,889	77.53%
Parks Maintenance	4,987,131	3,802,082	1,185,049	76.24%
Cultural Services	1,105,133	755,418	349,715	68.36%
	<u>19,028,999</u>	<u>14,686,946</u>	<u>4,342,053</u>	<u>77.18%</u>
<b>PLANNING &amp; DEVELOPMENT SERVICES</b>				
Planning and Development	2,752,501	2,633,866	118,635	95.69%
Permits and Inspections	1,975,811	1,889,061	86,750	95.61%
	<u>4,728,313</u>	<u>4,522,928</u>	<u>205,385</u>	<u>95.66%</u>
<b>POLICE SERVICES</b>				
Chief Constable's Office	1,079,048	830,408	248,640	76.96%
Administrative Support	4,606,666	2,214,233	2,392,433	48.07%
Operations Division	7,620,586	7,249,986	370,600	95.14%
Support Delivery	2,211,093	1,869,853	341,240	84.57%
	<u>15,517,392</u>	<u>12,164,479</u>	<u>3,352,913</u>	<u>78.39%</u>
<b>WEST VANCOUVER MEMORIAL LIBRARY</b>				
Administration	389,844	273,534	116,310	70.16%
Service Delivery	3,386,679	3,026,944	359,735	89.38%
Operations Support	541,413	399,013	142,400	73.70%
Third Party	147,151	34,982	112,169	23.77%
	<u>4,465,086</u>	<u>3,734,472</u>	<u>730,614</u>	<u>83.64%</u>
	<b><u>80,974,770</u></b>	<b><u>65,904,819</u></b>	<b><u>15,069,951</u></b>	<b><u>81.39%</u></b>

# STAFFING SUMMARY

FTE count = Full time equivalents

	Permanent			Temporary			Total		
	Exempt	Union	Total	Exempt	Union	Total	Exempt	Union	Total
<b>GENERAL FUND</b>									
Office of the CAO, Community Relations & Communications, Legislative Services	9.00	8.00	17.00	-	1.12	1.12	9.00	9.12	18.12
Corporate Services	8.00	45.20	53.20	-	2.03	2.03	8.00	47.23	55.23
Engineering & Transportation	9.95	50.80	60.75	-	7.25	7.25	9.95	58.05	68.00
<i>Engineering Services &amp; Roads and Traffic</i>	<i>7.95</i>	<i>24.76</i>	<i>32.71</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>7.95</i>	<i>24.76</i>	<i>32.71</i>
<i>Shared Services</i>	<i>2.00</i>	<i>9.00</i>	<i>11.00</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>2.00</i>	<i>9.00</i>	<i>11.00</i>
<i>Third Party Works</i>	<i>-</i>	<i>9.00</i>	<i>9.00</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>9.00</i>	<i>9.00</i>
<i>Capital Maintenance - Engineering</i>	<i>-</i>	<i>8.04</i>	<i>8.04</i>	<i>-</i>	<i>7.25</i>	<i>7.25</i>	<i>-</i>	<i>15.29</i>	<i>15.29</i>
Financial Services	9.00	16.20	25.20	-	0.65	0.65	9.00	16.85	25.85
Fire & Rescue Services	9.00	102.00	111.00	-	-	-	9.00	102.00	111.00
Human Resources	12.80	-	12.80	-	0.20	0.20	12.80	0.20	13.00
Parks, Culture and Community Services	16.80	94.16	110.96	0.90	35.73	36.63	17.70	129.89	147.59
Planning & Development Services	12.00	28.00	40.00	-	0.66	0.66	12.00	28.66	40.66
Police Services	13.00	94.00	107.00	-	1.58	1.58	13.00	95.58	108.58
West Vancouver Memorial Library	7.00	28.80	35.80	-	10.20	10.20	7.00	39.00	46.00
	<b>106.55</b>	<b>467.16</b>	<b>573.71</b>	<b>0.90</b>	<b>59.43</b>	<b>60.32</b>	<b>107.45</b>	<b>526.58</b>	<b>634.03</b>
<b>OTHER FUNDS</b>									
Water Utility	1.85	12.40	14.25	-	2.50	2.50	1.85	14.90	16.75
Sewer Utility	3.35	13.80	17.15	-	-	-	3.35	13.80	17.15
Solid Waste Utility	1.85	1.00	2.85	-	-	-	1.85	1.00	2.85
Golf	-	3.67	3.67	-	1.55	1.55	-	5.22	5.22
Cemetery	-	4.60	4.60	-	1.50	1.50	-	6.10	6.10
Transit/Blue Bus	6.60	132.40	139.00	-	7.17	7.17	6.60	139.57	146.17
	<b>13.65</b>	<b>167.87</b>	<b>181.52</b>	<b>0.00</b>	<b>12.72</b>	<b>12.72</b>	<b>13.65</b>	<b>180.59</b>	<b>194.24</b>
	<b>120.20</b>	<b>635.03</b>	<b>755.23</b>	<b>0.90</b>	<b>72.15</b>	<b>73.04</b>	<b>121.10</b>	<b>707.17</b>	<b>828.27</b>



# STAFFING CHANGES

FTE count = Full time equivalents

	2016 Total	2016 Adjustments		2016 Revised	2017 Changes			2017 Total
		Transfers	Other		Transfers	Requests	Total	
<b>GENERAL FUND</b>								
Office of the CAO, Community Relations & Communications, Legislative Services	17.84	-	0.28	18.12	-	-	-	18.12
Corporate Services	52.23	-	-	52.23	-	3.00	3.00 <sup>a</sup>	55.23
Engineering & Transportation	67.75	-	7.25	75.00	(7.00)	-	(7.00)	68.00
<i>Engineering Services &amp; Roads and Traffic</i>	<i>35.65</i>	-	-	<i>35.65</i>	<i>(2.94)</i>	-	<i>(2.94)</i> <sup>b</sup>	<i>32.71</i>
<i>Shared Services</i>	<i>11.00</i>	-	-	<i>11.00</i>	-	-	-	<i>11.00</i>
<i>Third Party Works</i>	<i>9.00</i>	-	-	<i>9.00</i>	-	-	-	<i>9.00</i>
<i>Capital Maintenance - Engineering</i>	<i>12.10</i>	-	7.25	<i>19.35</i> <sup>1</sup>	<i>(4.06)</i>	-	<i>(4.06)</i> <sup>c</sup>	<i>15.29</i>
Financial Services	25.85	-	-	25.85	-	-	-	25.85
Fire & Rescue Services	111.00	-	-	111.00	-	-	-	111.00
Human Resources	12.20	-	-	12.20	-	0.80	0.80 <sup>d</sup>	13.00
Parks, Culture & Community Services	145.99	1.00	-	146.99 <sup>2</sup>	-	0.60	0.60 <sup>e</sup>	147.59
Planning & Development Services	38.66	-	-	38.66	2.00	-	2.00 <sup>f</sup>	40.66
Police Services	105.00	1.00	0.67	106.67 <sup>3</sup>	-	1.91	1.91 <sup>g</sup>	108.58
West Vancouver Memorial Library	45.60	-	0.40	46.00 <sup>4</sup>	-	-	-	46.00
	<b>622.12</b>	<b>2.00</b>	<b>8.60</b>	<b>632.72</b>	<b>(5.00)</b>	<b>6.31</b>	<b>1.31</b>	<b>634.03</b>

**Notes:** Staffing FTEs reflect "authorized" staffing levels, which may not be fully funded in the budget due to assumptions on vacancy rates. Shared Services includes fleet, carpentry, signage, dispatch and administration support provided by Engineering to other divisions/funds at the District's Operations Centre on a cost recovery basis. Third Party Works are Engineering construction/renovation projects that are fully recovered from third party developers. Capital maintenance labour costs are included in the capital budgets of the respective departments.

## 2016 Changes:

- 1 Capital Maintenance - Engineering  
Temporary FTEs previously not reported but was always included in the budget, starting in 2017, temporary FTEs will be reported. 7.25 temporary FTEs in Capital Maintenance - Engineering.
- 2 Parks, Culture & Community Services  
Additional 1.00 FTE Event and Film Liaison that is fully funded from additional filming revenue.
- 3 Police Services  
Additional 1.00 FTE secondment that is fully recovered from other policing organizations. Relief coverage of 0.67 FTE, this has always been in the budget but not reported as a FTE count.
- 4 Library Services  
Reorganization of West Vancouver Memory Library resulted in an increase of 0.40 FTE. This was accomplished within existing resources and resulted in a minimal change to salary expenditures.

## 2017 Changes:

- a Corporate Services  
Additional 3.00 FTEs for Information Technology Services, Facilities Maintenance and Bylaw & Licensing Services. A full time Business Systems Analyst / Database Administrator within Information Technology Services to manage the critical functions of the District's corporate application databases and to provide support to applications. This position is only partly funded by the tax levy and the remaining cost is funded through reallocating existing budget.  
  
An additional FTE for Facilities Maintenance that will provide services in the new Police Services and Municipal Hall Building and to address the demand in more frequent cleaning of the washrooms and change rooms in the West Vancouver Community Centre and Aquatic Centre from increased usage.  
  
The new FTE for Bylaw & Licensing Services is a Senior Bylaw Officer - Construction Standards to meet the community needs related to construction impacts through increased proactive and reactive presence at construction sites. The position is only partly funded by the tax levy as there will be increased revenue generated from this position.
- b Engineering & Transportation  
Realignment of work resulting in a transfer of 0.94 FTE to Capital Maintenance - Engineering and restructure of the Environment Department, resulting in a decrease of 2.00 FTE.
- c Capital Maintenance - Engineering  
Realignment of work resulting in a transfer of 5.00 FTE to Sewer Utility and Water Utility. Additional transfer in of 0.94 FTE from Engineering & Services from realignment of work.
- d Human Resources  
0.80 FTE to address increased human resources issues, investigations and training needs.
- e Parks, Culture & Community Services  
Additional 0.60 FTE to support the Senior Outreach Program. This position is fully funded from additional program revenue. Restructure of the Environment Department resulting in an additional 1.00 FTE for an Environmental Manager and a transfer out of 1.00 FTE Arborist to Planning & Development Services.
- f Planning & Development Services  
Transfer in of 1.00 FTE Arborist from Parks, Culture & Community Services and an additional 1.00 FTE for the Land Development portfolio.
- g Police Services  
Additional 1.00 FTE to support police-specific software program applications and 0.91 FTE for seasonal temporary staff coverage.

FTE count = Full time equivalents

	2016	2016 Adjustments		2016	2017 Changes			2017
	Total	Transfers	Other	Revised	Transfers	Requests	Total	Total
<b>OTHER FUNDS</b>								
Water Utility	14.75	(2.00)	2.50	15.25 <sup>4</sup>	1.50	-	1.50 <sup>h</sup>	16.75
Sewer Utility	11.65	2.00		13.65 <sup>5</sup>	3.50	-	3.50 <sup>i</sup>	17.15
Solid Waste Utility	2.85	-	-	2.85	-	-	-	2.85
Golf	5.22	-	-	5.22	-	-	-	5.22
Cemetery	6.10	-	-	6.10	-	-	-	6.10
Transit/Blue Bus	140.37	-	-	140.37	-	5.80	5.80 <sup>j</sup>	146.17
	<b>180.94</b>	<b>-</b>	<b>2.50</b>	<b>183.44</b>	<b>5.00</b>	<b>5.80</b>	<b>10.80</b>	<b>194.24</b>
<b>TOTAL DISTRICT</b>	<b>803.06</b>	<b>2.00</b>	<b>11.10</b>	<b>816.16</b>	<b>0.00</b>	<b>12.11</b>	<b>12.11</b>	<b>828.27</b>

Notes: Transit/Blue Bus is fully funded by TransLink.

**2016 Changes:**

5 Water Utility

Restatement of 2.0 FTE between Water and Sewer Utility. Temporary FTEs previously not reported but was always included in the budget, starting in 2017, temporary FTEs will be reported. 2.5 temporary FTEs in Water Utility.

6 Water and Capital

Restatement of 2.0 FTE between Water and Sewer Utility.

**2017 Changes:**

h Water Utility

Realignment of work resulting in a transfer of 1.50 FTE from Capital Maintenance - Engineering and Sewer Utility.

i Sewer Utility

Realignment of work resulting in a transfer of 3.50 FTE's from Capital Maintenance - Engineering.

j Transit/Blue Bus

Additional 0.60 FTE for a warehouse employee plus 5.20 FTEs to support the Mayors' Council 10-Year Vision for Metro

# ASSESSMENT & TAXATION ANALYSIS

## 2017 Revised Roll

ASSESSMENT ANALYSIS		2016 Revised Roll Totals	Subsequent Supps & Transfers	2016 Year End Totals	2017 Market Changes	Existing at 2017 Values	2017 New Construct	2017 Taxable Totals	Market Increase as %
1	Residential	37,970,064,730	(8,824,100)	37,961,240,630	12,665,629,100	50,626,869,730	348,189,900	50,975,059,630	33.36%
2	Utilities	11,392,082	-	11,392,082	7,303,407	18,695,489	1,000	18,696,489	64.11%
4	Major Industry	2,354,000	-	2,354,000	(69,000)	2,285,000	-	2,285,000	-2.93%
5	Light Industry	0	-	0	-	-	-	0	n/a
6	Business & Other	937,858,500	(208,000)	937,650,500	194,511,440	1,132,161,940	(21,354,200)	1,110,807,740	20.74%
8	Rec/Non-Profit	43,930,900	-	43,930,900	7,011,100	50,942,000	70,000	51,012,000	15.96%
		<b>38,965,600,212</b>	<b>(9,032,100)</b>	<b>38,956,568,112</b>	<b>12,874,386,047</b>	<b>51,830,954,159</b>	<b>326,906,700</b>	<b>52,157,860,859</b>	<b>33.05%</b>

MILL RATE CONVERSION		2016 Taxable Totals	2016 Mill Rate	2016 Taxation Revenues	Equivalent 2017 Taxable Totals	Equivalent 2017 Rate	Revenue Proof
1	Residential	37,961,240,630	1.5547	59,018,944	50,626,869,730	1.1658	59,018,944
2	Utilities	11,392,082	9.4394	107,534	18,695,489	5.7519	107,534
4	Major Industry	2,354,000	16.8204	39,595	2,285,000	17.3283	39,595
5	Light Industry	-	16.8204	-	-	17.3283	-
6	Business & Other	937,650,500	4.3663	4,094,045	1,132,161,940	3.6161	4,094,045
8	Rec/Non-Profit	43,930,900	4.7209	207,393	50,942,000	4.0712	207,393
		<b>38,956,568,112</b>		<b>63,467,512</b>	<b>51,830,954,159</b>		<b>63,467,512</b>

TAXATION ANALYSIS		2017 Taxable Totals	Tax on New Constr at 2017 Equiv Rate	2017 Equivalent Mill Rate	2017 Revenues @ 2016 Rates	2017 2% Operating Levy 2.45% Asset Levy	2017 Total Revenues	2017 Mill Rates	Class Multiple	Tax Burden
1	Residential	50,975,059,630	405,907	1.1658	59,424,851	2,709,681	62,134,531	1.2189	1.0000	93.26%
2	Utilities	18,696,489	6	5.7519	107,540	2,151	109,691	5.8669	4.8132	0.16%
4	Major Industry	2,285,000	-	17.3283	39,595	792	40,387	17.6749	14.5004	0.06%
5	Light Industry	-	-	17.3283	-	-	-	17.6749	-	-
6	Business & Other	1,110,807,740	(77,220)	3.6161	4,016,825	113,474	4,130,299	3.7183	3.0505	6.20%
8	Rec/Non-Profit	51,012,000	285	4.0712	207,678	4,153.57	211,832	4.1526	3.4068	0.32%
		<b>52,157,860,859</b>	<b>328,978</b>		<b>63,796,490</b>	<b>2,830,251</b>	<b>66,626,741</b>			<b>100.00%</b>

### REVENUE INCREASE ANALYSIS

2017 Taxation revenues - budget calculations	63,467,512
2017 increase from:	
new construction at 2017 equivalent rates	328,978
current rate increase	2,830,251
2017 loss from utilities cap	n/a
<b>Total 2017 taxation revenues</b>	<b>66,626,741</b>

### RESIDENTIAL AVERAGE VALUES

	Values	Folios	Average
Detached	44,546,969,600	11,914	3,739,044
Strata	4,287,293,300	3,366	1,273,706
Combined	48,834,262,900	15,280	3,195,960
Vacant	1,017,466,400	960	1,059,861
Other	1,123,330,330	135	8,320,965
Class Total	50,975,059,630	16,375	3,112,981

### Median Tax Increase

Median taxable value		2,800,000
Tax before rate increase	1.1658	3,264.14
Tax after rate increase	1.2189	3,412.98
Median Tax Increase		148.84



<b>8. Divisional Operations</b> . . . . .	<b>77</b>
Office of the CAO . . . . .	78
Community Relations & Communications . . . . .	80
Legislative Services . . . . .	82
Corporate Services . . . . .	90
North Shore Emergency Management . . . . .	98
Engineering & Transportation . . . . .	100
Financial Services . . . . .	108
Fire & Rescue Services . . . . .	116
Human Resources . . . . .	123
Parks, Culture & Community Services . . . . .	128
Planning & Development Services . . . . .	136
Police Services . . . . .	142
West Vancouver Memorial Library . . . . .	150

## OFFICE OF THE CAO

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

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



Nina Leemhuis | Chief Administrative Officer



### 2016 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

#### Ambleside: Waterfront & Town Centre

- provided oversight across divisions for the Ambleside Waterfront Concept Plan public engagement and implementation phase

#### Built Form, Housing & Neighbourhood Character

- supported the implementation of community-driven solutions to protect and enhance neighbourhood character

#### Fiscal Sustainability & Municipal Services

- supported the further refinement and review of the 20-year Capital Asset Management Plan
- provided oversight to the operational programs and services review

#### Natural Environment & Climate Action

- supported the Community Energy & Emissions Plan working group in developing a plan for the municipality to address greenhouse gas emissions, energy and transportation use and energy security

#### **Official Community Plan Review**

- oversaw the planning for phases of public consultation that will guide the renewal of the OCP with the goal of creating a more robust policy framework to guide future planning decisions

#### **Arts, Culture & Heritage**

- supported work with key arts and culture stakeholders and community residents to develop a detailed five-year Arts & Culture Strategic Plan with extensive community input

#### **Police Services & Municipal Hall Project**

- provided oversight to the overall project
- supported area residents and staff with timely information as construction moved into a more intensive phase

### **2016 OPERATIONAL ACCOMPLISHMENTS**

- sharpened our focus on customer service in all aspects of District services and operations
- implemented the newly drafted community engagement policy to ensure citizens inform Council decisions and staff by participating more fully in District projects and plans
- continued to improve emergency preparedness and resiliency for all divisions
- established an office responsible for creation of an economic development strategy

### **2017 INITIATIVES TO SUPPORT COUNCIL PRIORITIES**

#### **Ambleside: Waterfront & Town Centre**

- guide the implementation of the Ambleside Waterfront Plan and provide support for the newly established Ambleside Dundarave Business Improvement Association

#### **Built Form, Housing & Neighbourhood Character**

- oversee analysis and develop community options and recommendations for housing and neighbourhood character issues

#### **Fiscal Sustainability & Municipal Services**

- guide analysis and creation of mechanisms for building on fiscal sustainability measures and asset management plans

#### **Natural Environment & Climate Action**

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

#### **Official Community Plan Review**

- oversee phases of public consultation and information gathering and analysis for the Official Community Plan review and update

#### **Arts, Culture & Heritage**

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

#### **Police Services & Municipal Hall Project**

- oversee final phases of construction and direct District departments on an occupancy plan and launch

#### **Traffic & Transportation**

- provide oversight to and across divisions in the planning and delivery of infrastructure changes for improving traffic flow and movement of residents in all modalities
- provide communications support targeted to residents and stakeholders as traffic and transportation priority work moves ahead

### **2017 OPERATIONAL INITIATIVES**

- continue to build and foster a service-oriented culture within all District divisions and operations
- lead and direct improvements in emergency preparedness and resiliency for all divisions
- build and embed community consultation processes so that citizen input informs Council and staff decisions on projects and plans
- oversee a general policy review with a goal of updating existing policies to reflect current state
- direct the development of work plans for all divisions to reflect and execute Council priorities
- lead the continuing creation of an economic development strategy
- oversee development and implementation of an internal communications strategy and enhanced employee engagement practices



## COMMUNITY RELATIONS & COMMUNICATIONS

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

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

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

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



Jeff McDonald | Director of Community Relations & Communications



### 2016 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

#### Ambleside: Waterfront & Town Centre

- provided comprehensive community engagement and support for the Ambleside Waterfront Concept Plan

#### Built Form, Housing & Neighbourhood Character

- provided comprehensive community engagement and communications support for the interim tree bylaw

#### Fiscal Sustainability & Municipal Services

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

#### Natural Environment & Climate Action

- provided communications support for the Community Energy & Emissions Plan working group, foreshore preservation and development of tree bylaws for District lands

#### Arts, Culture & Heritage

- provided communications support for community engagement and development of the Arts & Culture Strategy

#### Police Services & Municipal Hall Project

- kept area residents informed as the project moved into new construction phases

## 2016 OPERATIONAL ACCOMPLISHMENTS

- improved communications and community relations mechanisms to inform residents of impending service changes and infrastructure projects to minimize disruptions
- drafted and implemented a new policy to enhance community engagement and outreach
- completed a visual refresh of westvancouver.ca and relaunched with new information links to District environment and tourism
- launched westvancouver.ca on a mobile-friendly platform
- assisted with development of an employee engagement survey leading to an internal communications strategy and began to implement recommended tactics
- continued to build District-wide crisis communications capacity and train staff in crisis communications best practices
- launched a District e-newsletter to provide key information to community members and groups
- provided staff support for and participated within the Community Engagement Committee
- provided communications support for the 2016 by-election to fill a vacant Council seat

## 2017 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

### Ambleside: Waterfront & Town Centre

- continue to provide comprehensive community engagement and support for the Ambleside Waterfront Concept Plan

### Built Form, Housing & Neighbourhood Character

- support with communications for the Tree Bylaw Working Group and Child Care Services Working Group

### Fiscal Sustainability & Municipal Services

- support by producing key financial documents and online information pieces to build residents' understanding of the District budget and finances

### Natural Environment & Climate Action

- provide communications support for implementation of the Community Energy Emissions Plan and foreshore preservation projects

### Official Community Plan Review

- support the community engagement process as public input is gathered for various phases of the review

### Arts, Culture & Heritage

- provide communications support for community engagement and development of the Arts & Culture Strategic Action Plan

### Police Services & Municipal Hall Project

- keep area residents informed as the project moves into final construction phases, participate in corporate branding of the building and assist with coordinating an opening event

## 2017 OPERATIONAL INITIATIVES

- assist with development of a mobile application to enhance service to residents
- increase corporate communications support for North Shore Emergency Management
- develop new websites in support of District arts and culture
- consolidate and centralize District advertising processes
- assess and adjust the community engagement and outreach policy
- build distribution and reach of the District e-newsletter and assess all communications tools to provide key information to community members and groups
- implement new staff engagement and communication tactics and augment existing ones

This division supports legislative matters and decisions of Council and its committees, while providing a communications link between Council, departments and the public through the provision of services related to legislation, and statutory process and procedures. The division records the official minutes of Council business, manages the bylaw process and bylaw and document certification, administers and maintains corporate policies, and executes legal documents on the District's behalf. Legislative Services also manages compliance with the *Freedom of Information and Protection of Privacy Act* and continues ongoing development and maintenance of the corporate records and information management program to ensure appropriate access to and protection of records and information maintained by the District. The division also conducts all legislated elector approval processes, by-elections and general local and school district elections.



## 2016 OPERATIONAL ACCOMPLISHMENTS

- performed statutory and other requirements for council meetings, town hall meetings, board of variance and public hearings and statutory notifications
- administered the *Freedom of Information and Protection of Privacy Act* including processing an unprecedented volume of FIPPA requests
- initiated development of updated corporate records / information management training, and processed an unprecedented volume of non-FIPPA internal and external requests
- managed corporate agreement and bylaw processing
- with Communications, redesigned statutory notices
- began next phases for a corporate policy review
- continued to develop and implement best practices regarding corporate administrative requirements
- conducted the annual recruitment process for volunteers for boards and committees, and additional recruitments throughout the year
- conducted a by-election for the office of Councillor (one vacancy)

## 2017 OPERATIONAL INITIATIVES

- continue to perform statutory and other requirements for council meetings, town hall meetings, board of variance and public hearings and statutory notifications
- continue to administer the *Freedom of Information and Protection of Privacy Act* including processing FIPPA requests
- continue development of updated corporate records / information management training, and processing non-FIPPA internal and external requests



- implement an updated training program and develop an online process to improve access to information
- continue to manage corporate agreement and bylaw processing
- continue with next phases of the corporate policy review
- continue to develop and implement best practices regarding corporate administrative requirements
- conduct the annual recruitment process for volunteers for boards and committees, and conduct recruitments as required throughout the year
- participate in consortium of municipalities organizing a request for proposals for tabulators / laptops and related services for the 2018 general local and general school elections
- begin developing a relocation plan for Legislative Services including the orderly and secure transfer of corporate records, when municipal hall upgrading is complete

# CAO; COMMUNITY RELATIONS & COMMS; LEGISLATIVE SERVICES

## Net Divisional Expenses

	Budget 2017		Actual 2016		Actual 2015	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
Legislative Services	100.00%	13,700	100.00%	15,069	100.00%	30,577
	<b>100.00%</b>	<b>13,700</b>	<b>100.00%</b>	<b>15,069</b>	<b>100.00%</b>	<b>30,577</b>
<b>Expenses</b>						
<b>Mayor and Council</b>						
Labour	13.54%	356,845	13.75%	346,388	14.22%	343,731
Non Labour	2.28%	60,000	2.08%	52,309	2.08%	50,164
	<b>15.81%</b>	<b>416,845</b>	<b>15.83%</b>	<b>398,697</b>	<b>16.29%</b>	<b>393,895</b>
<b>Office of the CAO</b>						
Labour	24.78%	653,396	25.60%	644,945	29.65%	716,768
Non Labour	2.78%	73,400	2.91%	73,409	3.23%	78,129
	<b>27.57%</b>	<b>726,796</b>	<b>28.52%</b>	<b>718,354</b>	<b>32.88%</b>	<b>794,896</b>
<b>Community Relations &amp; Communications</b>						
Labour	23.40%	616,812	25.31%	637,544	19.23%	464,771
Non Labour	1.81%	47,700	1.38%	34,721	3.39%	81,967
	<b>25.21%</b>	<b>664,512</b>	<b>26.69%</b>	<b>672,265</b>	<b>22.62%</b>	<b>546,737</b>
<b>Legislative Services</b>						
Labour	29.91%	788,629	27.88%	702,199	26.44%	639,120
Non Labour	1.50%	39,500	1.09%	27,488	1.77%	42,690
	<b>31.41%</b>	<b>828,129</b>	<b>28.97%</b>	<b>729,686</b>	<b>28.20%</b>	<b>681,809</b>
<b>Total</b>						
Labour	91.63%	2,415,682	92.54%	2,331,075	89.54%	2,164,389
Non Labour	8.37%	220,600	7.46%	187,927	10.46%	252,949
	<b>100.00%</b>	<b>2,636,282</b>	<b>100.00%</b>	<b>2,519,002</b>	<b>100.00%</b>	<b>2,417,338</b>
<b>Net Divisional Expenses</b>						
<b>Mayor and Council</b>	15.89%	(416,845)	15.92%	(398,697)	16.50%	(393,895)
<b>Office of the CAO</b>	27.71%	(726,796)	28.69%	(718,354)	33.30%	(794,896)
<b>Community Relations &amp; Communications</b>	25.34%	(664,512)	26.85%	(672,265)	22.91%	(546,737)
<b>Legislative Services</b>	31.05%	(814,429)	28.54%	(714,618)	27.29%	(651,233)
	<b>100.00%</b>	<b>(2,622,582)</b>	<b>100.00%</b>	<b>(2,503,933)</b>	<b>100.00%</b>	<b>(2,386,762)</b>

# CAO; COMMUNITY RELATIONS & COMMS; LEGISLATIVE SERVICES

## Divisional Expenses

	Budget 2017		Actual 2016		Actual 2015	
	%	\$	%	\$	%	\$
<b>Expenses</b>						
<b>Mayor and Council</b>						
Salaries & Benefits	85.61%	356,845	86.88%	346,388	87.26%	343,731
Supplies & Other Expenses	14.39%	60,000	13.12%	52,309	12.74%	50,164
	<b>100.00%</b>	<b>416,845</b>	<b>100.00%</b>	<b>398,697</b>	<b>100.00%</b>	<b>393,895</b>
<b>Office of the CAO</b>						
Salaries & Benefits	89.90%	653,396	89.78%	644,945	90.17%	716,768
Supplies & Other Expenses	9.69%	70,400	9.83%	70,649	9.83%	78,129
Professional & Consulting	0.41%	3,000	0.38%	2,760	0.00%	-
Recoveries & Allocations	0.00%	-	0.00%	-	0.00%	-
	<b>100.00%</b>	<b>726,796</b>	<b>100.00%</b>	<b>718,354</b>	<b>100.00%</b>	<b>794,896</b>
<b>Community Relations &amp; Communications</b>						
Salaries & Benefits	92.82%	616,812	94.84%	637,544	85.01%	464,771
Supplies & Other Expenses	7.18%	47,700	5.16%	34,721	7.70%	42,073
Professional & Consulting	0.00%	-	0.00%	-	7.30%	39,894
	<b>100.00%</b>	<b>664,512</b>	<b>100.00%</b>	<b>672,265</b>	<b>100.00%</b>	<b>546,737</b>
<b>Legislative Services</b>						
Salaries & Benefits	95.23%	788,629	96.23%	702,199	93.74%	639,120
Supplies & Other Expenses	4.77%	39,500	3.42%	24,938	3.83%	26,088
Professional & Consulting	0.00%	-	0.35%	2,550	2.43%	16,601
	<b>100.00%</b>	<b>828,129</b>	<b>100.00%</b>	<b>729,686</b>	<b>100.00%</b>	<b>681,809</b>
<b>Total</b>						
Salaries & Benefits	91.63%	2,415,682	92.54%	2,331,075	89.54%	2,164,389
Supplies & Other Expenses	8.25%	217,600	7.25%	182,617	8.13%	196,454
Professional & Consulting	0.11%	3,000	0.21%	5,310	2.34%	56,495
Recoveries & Allocations	0.00%	-	0.00%	-	0.00%	-
	<b>100.00%</b>	<b>2,636,282</b>	<b>100.00%</b>	<b>2,519,002</b>	<b>100.00%</b>	<b>2,417,338</b>



# CAO; COMMUNITY RELATIONS & COMMS; LEGISLATIVE SERVICES

## Stats & Trends

### SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2016	2015	2014	2013	2012
Meetings of Council	36	34	36	57	38
Freedom of Information & Protection of Privacy Act Requests	138	103	103	81	82
Board of Variance Applications	27	22	34	27	29
Board of Variance Hearings	8	10	6	9	10
% Voter Turnout	17.53%		28.37%		

### TREND OF RESOURCE REQUIREMENTS

	2016	2015	2014	2013	2012
Salaries & Benefits	2,331,075	2,164,389	2,100,027	2,002,876	2,312,287
Supplies & Other Expenses	182,617	196,454	200,896	231,271	172,131
Professional & Consulting	5,310	56,495	16,980	62,149	3,559
Recoveries & Allocations	-	-	-	49,172	45,682
<b>Total Expenditures</b>	<b>2,519,002</b>	<b>2,417,338</b>	<b>2,317,903</b>	<b>2,345,467</b>	<b>2,533,659</b>
Less: Direct Revenues	(15,069)	(30,577)	(25,682)	(27,643)	(24,854)
<b>Net Expenditures</b>	<b>2,503,933</b>	<b>2,386,762</b>	<b>2,292,221</b>	<b>2,317,824</b>	<b>2,508,805</b>

# COMMUNITY RELATIONS & COMMUNICATIONS - Key Performance Indicators

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

### SUPPORTING SERVICE PRIORITIES

Community Relations and Outreach	Public Information	Website and Social Media	Media Relations				
	<b>DIVISIONAL GOALS</b>						
	1. Provide support for comprehensive community engagement						
	2. Ensure that residents receive accurate, timely, and relevant information						
	3. Provide communications support for implementation of District plans and policies						
	<b>DIVISIONAL STRATEGIES</b>						
	A. Provide comprehensive community engagement and support for the Ambleside Waterfront Concept Plan						
	B. Support the community engagement process for the Official Community Plan (OCP) review						
	C. Keep area residents informed as the Police Services and Municipal Hall project moves forward to completion						
	D. Provide communications support for the Community Energy and Emissions Plan (CEEP) implementation and the Arts and Culture Strategy development						
	<b>PERFORMANCE MEASURES</b>	<b>BENCHMARK TARGET</b>	<b>2014 ACTUAL</b>	<b>2015 ACTUAL</b>	<b>2016 ACTUAL</b>	<b>2017 TARGET</b>	<b>2018 TARGET</b>
# of project information letters to residents	15,000	n/a	n/a	7,500	15,000	15,000	1
# of website visitors	1,280,000	873,000	1,035,000	1,231,000	1,280,000	1,331,000	1, 2, 3
# of Twitter impressions	255,000	n/a	n/a	250,000	255,000	257,000	1, 2, 3
# of Facebook impressions	700,000	n/a	189,000	663,000	700,000	720,000	1, 2, 3

## LEGISLATIVE SERVICES - Key Performance Indicators

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

#### SUPPORTING SERVICE PRIORITIES

Legislative and Statutory Requirements	Records and Information Management	Freedom of Information and Protection of Privacy Act (FIPPA)	Elections				
	<b>DIVISIONAL GOALS</b>						
	1. Ensure that statutory and other requirements for all Council and Council committee meetings are met						
	2. Administer FIPPA regulations for the organization and coordinate responses to FIPPA requests for access to records						
	3. Manage corporate agreement and bylaw processing						
	4. Ensure integrity of corporate records						
	<b>DIVISIONAL STRATEGIES</b>						
	A. Implement FIPPA online training program						
	B. Coordinate review and updating of all corporate policies						
	C. Provide guidance on records management and retention as Police Building and Municipal Hall project completes and departments move to new premises						
	D. Review and streamline annual volunteer recruitment process						
PERFORMANCE MEASURES	BENCHMARK TARGET	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 TARGET	2018 TARGET	GOAL ALIGNMENT
% Council agenda publication timelines met (internal goal of publication 11 days prior to meeting date; publication dependent on reports submitted on time)	100%	89%	85%	92%	100%	100%	1
% Council reports and bylaws digitized for online access	100%	95%	100%	98%	100%	100%	1,4
% updated FIPPA training for new staff (2017 start)	100%	N/A	N/A	N/A	100%	100%	2
% FIPPA requests processed within legislated timelines	100%	96%	96%	86%	100%	100%	2
% corporate agreements processed to digitization	100%	N/A	N/A	80%	100%	100%	3,4



## CORPORATE SERVICES

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

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



Mark Chan | Director of Corporate Services



### 2016 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

#### Ambleside: Waterfront & Town Centre

- collaborated with Planning & Development Services on municipal land initiatives for the Ambleside Waterfront Concept Plan
- coordinated the deconstruction and removal of five vacant District-owned houses on the Ambleside waterfront to enable the creation of new public waterfront park land; continued planning toward acquisition of two remaining Argyle Avenue waterfront lots

#### Fiscal Sustainability & Municipal Services

- continued negotiations with Squamish Nation on a master servicing agreement
- collaborated with Finance on the District's asset inventory and review of existing assets from a Facilities & Assets perspective

#### Natural Environment & Climate Action

- presented oral and written submissions to the National Energy Board as intervenor in the Trans Mountain Pipeline Expansion Project and to the Ministerial Panel
- represented the District in discussions with the provincial government, Canadian Coast Guard and other governmental agencies on oil spill preparedness and response
- prepared the Corporate Energy and Emissions Plan and collaborated with Environment & Sustainability on the Community Energy and Emissions Plan

#### Official Community Plan Review

- collaborated with Planning & Development Services with respect to District-owned lands within the scope of the OCP review



### **Police Services & Municipal Hall Project**

- completed tendering, managed construction and continued planning for the completion and move into the new facility

### **2016 OPERATIONAL ACCOMPLISHMENTS**

- acquired a Hollyburn Ridge lot pursuant to District policy to further increase park land in the Upper Lands
- entered into a licence agreement with EcoUrbia to enable an urban farm in West Vancouver
- successfully appealed the decision regarding encroachments at Park Lane at the Court of Appeal
- expanded District services by adding online booking of inspections for permits and online applications for mechanical improvements
- provided support for technology infrastructure for the North Shore Recycling Program
- upgraded free public wifi services in District facilities

### **2017 INITIATIVES TO SUPPORT COUNCIL PRIORITIES**

#### **Ambleside: Waterfront & Town Centre**

- present a strategy for acquisition of the final two remaining Argyle Avenue waterfront lots
- continue planning for, and liaise with potential operators, for a potential waterfront bistro

#### **Built Form, Housing & Neighbourhood Character**

- consider potential housing projects on District-owned lands
- collaborate with Planning & Development Services on the Cypress Village planning process

#### **Fiscal Sustainability & Municipal Services**

- continue negotiations with Squamish Nation on a master servicing agreement
- continue to work with Finance on the District's asset inventory and review of existing assets

#### **Natural Environment & Climate Action**

- implement parts of the Corporate Energy and Emissions Plan and report back to Council

#### **Official Community Plan Review**

- collaborate with Planning & Development Services with respect to District-owned lands within scope of the OCP Review

#### **Arts, Culture & Heritage**

- coordinate the renewal of the Ferry Building Gallery, if external and District funding is approved

### **Police Services & Municipal Hall Project**

- manage completion of the project, coordinate the overall move into the new facility and assist with the planning and transition as it relates to technology

### **2017 OPERATIONAL INITIATIVES**

- manage District leases and licences for all District properties
- continue to process sales of underutilized District lands as appropriate and approved by Council
- continue to proactively monitor construction sites for compliance with municipal bylaws and initiate contact with large development sites
- continue education and enforcement with respect to the recently adopted Interim Tree Bylaw, Boulevard Bylaw and construction related bylaws
- issue and monitor all business licences and dog licences for the District
- continue to expand the District's online services to meet customer needs
- carry out District's capital plan to renew and maintain District-owned facilities



# CORPORATE SERVICES

## Net Divisional Expenses

	Budget 2017		Actual 2016		Actual 2015	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
Facilities Management	47.17%	1,678,049	47.48%	1,717,131	18.20%	404,219
Bylaw Enforcement	52.83%	1,879,550	52.52%	1,899,757	81.80%	1,817,208
	<b>100.00%</b>	<b>3,557,599</b>	<b>100.00%</b>	<b>3,616,888</b>	<b>100.00%</b>	<b>2,221,427</b>
<b>Expenses</b>						
<b>Information Technology</b>						
Labour	18.63%	1,817,398	16.51%	1,558,090	15.76%	1,361,771
Non Labour	18.95%	1,847,924	19.83%	1,871,548	17.91%	1,548,179
	<b>37.58%</b>	<b>3,665,322</b>	<b>36.33%</b>	<b>3,429,638</b>	<b>33.67%</b>	<b>2,909,950</b>
<b>Facilities Management</b>						
Labour	21.12%	2,060,328	22.43%	2,116,878	23.76%	2,053,501
Non Labour	21.65%	2,112,007	22.21%	2,096,877	24.08%	2,080,581
	<b>42.78%</b>	<b>4,172,334</b>	<b>44.64%</b>	<b>4,213,755</b>	<b>47.84%</b>	<b>4,134,082</b>
<b>Emergency Planning</b>						
Labour	0.00%	-	0.00%	-	0.04%	3,617
Non Labour	2.76%	268,732	2.52%	237,769	3.22%	278,500
	<b>2.76%</b>	<b>268,732</b>	<b>2.52%</b>	<b>237,769</b>	<b>3.26%</b>	<b>282,117</b>
<b>Bylaw Enforcement</b>						
Labour	10.18%	992,560	9.70%	916,018	9.61%	830,096
Non Labour	1.97%	191,850	2.02%	191,004	2.37%	204,658
	<b>12.14%</b>	<b>1,184,410</b>	<b>11.73%</b>	<b>1,107,022</b>	<b>11.97%</b>	<b>1,034,754</b>
<b>Lands, Legal and First Nations</b>						
Labour	4.62%	450,463	4.66%	440,129	3.18%	274,864
Non Labour	0.13%	12,365	0.12%	11,393	0.07%	6,217
	<b>4.75%</b>	<b>462,828</b>	<b>4.78%</b>	<b>451,522</b>	<b>3.25%</b>	<b>281,081</b>
<b>Total</b>						
Labour	54.55%	5,320,749	53.30%	5,031,115	52.35%	4,523,848
Non Labour	45.45%	4,432,878	46.70%	4,408,591	47.65%	4,118,135
	<b>100.00%</b>	<b>9,753,627</b>	<b>100.00%</b>	<b>9,439,706</b>	<b>100.00%</b>	<b>8,641,983</b>
<b>Net Divisional Expenses</b>						
Information Technology	59.16%	(3,665,322)	58.90%	(3,429,638)	45.32%	(2,909,950)
Facilities Management	40.26%	(2,494,285)	42.88%	(2,496,624)	58.09%	(3,729,863)
Emergency Planning	4.34%	(268,732)	4.08%	(237,769)	4.39%	(282,117)
Bylaw Enforcement	-11.22%	695,140	-13.61%	792,735	-12.19%	782,454
Lands, Legal and First Nations	7.47%	(462,828)	7.75%	(451,522)	4.38%	(281,081)
	<b>100.00%</b>	<b>(6,196,028)</b>	<b>100.00%</b>	<b>(5,822,818)</b>	<b>100.00%</b>	<b>(6,420,556)</b>
<b>Capital</b>		<b>24,181,728</b>		<b>13,258,078</b>		<b>5,941,429</b>

# CORPORATE SERVICES

## Divisional Expenses

	Budget 2017		Actual 2016		Actual 2015	
	%	\$	%	\$	%	\$
<b>Expenses</b>						
<b>Information Technology</b>						
Salaries & Benefits	49.58%	1,817,398	45.43%	1,558,090	46.80%	1,361,771
Supplies & Other Expenses	46.98%	1,721,937	48.63%	1,667,875	43.59%	1,268,485
Professional & Consulting	3.71%	136,087	6.23%	213,504	9.96%	289,779
Recoveries & Allocations	-0.28%	(10,100)	-0.29%	(9,832)	-0.35%	(10,084)
	<b>100.00%</b>	<b>3,665,322</b>	<b>100.00%</b>	<b>3,429,638</b>	<b>100.00%</b>	<b>2,909,950</b>
<b>Facilities Management</b>						
Salaries & Benefits	49.38%	2,060,328	50.24%	2,116,878	49.67%	2,053,501
Supplies & Other Expenses	50.89%	2,123,382	49.11%	2,069,570	48.34%	1,998,526
Professional & Consulting	0.00%	-	0.88%	37,056	2.31%	95,411
Recoveries & Allocations	-0.27%	(11,375)	-0.23%	(9,748)	-0.32%	(13,356)
	<b>100.00%</b>	<b>4,172,334</b>	<b>100.00%</b>	<b>4,213,755</b>	<b>100.00%</b>	<b>4,134,082</b>
<b>Emergency Planning</b>						
Salaries & Benefits	0.00%	-	0.00%	-	1.28%	3,617
Supplies & Other Expenses	93.03%	250,014	95.26%	226,487	96.07%	271,032
Professional & Consulting	6.97%	18,718	4.74%	11,282	2.65%	7,467
	<b>100.00%</b>	<b>268,732</b>	<b>100.00%</b>	<b>237,769</b>	<b>100.00%</b>	<b>282,117</b>
<b>Bylaw Enforcement</b>						
Salaries & Benefits	83.80%	992,560	82.75%	916,018	80.22%	830,096
Supplies & Other Expenses	14.51%	171,850	15.13%	167,476	17.73%	183,495
Professional & Consulting	0.00%	-	0.10%	1,087	0.08%	806
Recoveries & Allocations	1.69%	20,000	2.03%	22,442	1.97%	20,358
	<b>100.00%</b>	<b>1,184,410</b>	<b>100.00%</b>	<b>1,107,022</b>	<b>100.00%</b>	<b>1,034,754</b>
<b>Lands, Legal and First Nations</b>						
Salaries & Benefits	38.03%	450,463	39.76%	440,129	26.56%	274,864
Supplies & Other Expenses	1.04%	12,365	1.01%	11,204	0.60%	6,217
Recoveries & Allocations	0.00%	-	0.02%	189	0.00%	-
	<b>39.08%</b>	<b>462,828</b>	<b>40.79%</b>	<b>451,522</b>	<b>27.16%</b>	<b>281,081</b>
<b>Total</b>						
Salaries & Benefits	54.55%	5,320,749	53.30%	5,031,115	52.35%	4,523,848
Supplies & Other Expenses	43.88%	4,279,547	43.88%	4,142,611	43.14%	3,727,754
Professional & Consulting	1.59%	154,805	2.79%	263,118	4.55%	393,463
Recoveries & Allocations	-0.02%	(1,475)	0.03%	2,862	-0.04%	(3,083)
	<b>100.00%</b>	<b>9,753,627</b>	<b>100.00%</b>	<b>9,439,706</b>	<b>100.00%</b>	<b>8,641,983</b>

# CORPORATE SERVICES

## Divisional Capital Requests

	2017 Budget	Funding Source		
		Asset Reserves	Community Amenity Contributions	External Borrowing
<b>Current Year Projects</b>				
<b>Investment in Existing Assets</b>				
<b>Emergency Planning</b>				
Seniors Activity Centre - Emergency Power Panel/Connection	35,000	35,000	-	-
	<u>35,000</u>	<u>35,000</u>	<u>-</u>	<u>-</u>
<b>Facilities Maintenance</b>				
Seismic Upgrading - Municipal Hall	500,000	500,000	-	-
Ice Arena - Refrigeration Plant Replacement	480,000	480,000	-	-
Aquatic Centre Change Room Renewal	272,805	272,805	-	-
Fire Hall #1 Apparatus Bay Seismic and Roof Replacement	245,000	245,000	-	-
Ambleside Park Washrooms Upgrade	198,341	198,341	-	-
Aquatic Centre Air Handler #8 Replacement	150,000	150,000	-	-
Whytecliff Park Lower Washrooms/Changerooms Upgrade	107,397	107,397	-	-
Dundarave Park Washrooms Upgrade	107,200	107,200	-	-
John Lawson Park Washrooms Upgrade	83,658	83,658	-	-
Whytecliff Park Upper Washrooms Upgrade	73,940	73,940	-	-
Operations Centre - Minor Renovations	60,000	60,000	-	-
Municipal Rental Facilities	60,000	60,000	-	-
Municipal Hall - Minor Renovations	60,000	60,000	-	-
Replace Facilities Service Van	56,000	56,000	-	-
GECC - Weightroom Ventilation	50,000	50,000	-	-
Ambleside Par 3 Washroom Upgrade	43,583	43,583	-	-
WVCC Sport Gym Floor - Partial Floor Replacement	40,000	40,000	-	-
Silk Purse and Music Box - Exterior Refinishing	15,437	15,437	-	-
Whytecliff Concession Deck Replacement	12,000	12,000	-	-
Gertrude Lawson Museum and Archives - Floor Refinishing	7,000	7,000	-	-
	<u>2,622,361</u>	<u>2,622,361</u>	<u>-</u>	<u>-</u>
<b>Information Technology</b>				
IT Infrastructure Replacement and Additions	470,000	470,000	-	-
JDE Security, Fixed Assets, Integration & Version upgrade	150,000	150,000	-	-
HRIS implementation	120,000	120,000	-	-
eDocs Licence True-up	45,500	45,500	-	-
Migration to MSSQL: eDocs	37,000	37,000	-	-
Tempest Application Upgrade	15,000	15,000	-	-
	<u>837,500</u>	<u>837,500</u>	<u>-</u>	<u>-</u>
<b>Licensing and Bylaw Enforcement</b>				
Replace Bylaw Vehicle	33,000	33,000	-	-
	<u>33,000</u>	<u>33,000</u>	<u>-</u>	<u>-</u>
<b>Total Investment in Existing Assets</b>	<u>3,527,861</u>	<u>3,527,861</u>	<u>-</u>	<u>-</u>

# CORPORATE SERVICES

## Divisional Capital Requests

	2017 Budget	Funding Source		
		Asset Reserves	Community Amenity Contributions	External Borrowing
<b>Investment in New Assets</b>				
<b>Emergency Planning</b>				
GECC Emergency Power Panel/Connection/Foundation	75,000	75,000	-	-
GECC Emergency Shelter and Accommodation Supplies and Storage	40,000	40,000	-	-
	<u>115,000</u>	<u>115,000</u>	<u>-</u>	<u>-</u>
<b>Facilities Maintenance</b>				
Ferry Building Restoration	1,268,000	-	1,268,000	-
Aquatic Centre Change Room Expansion	777,475	-	777,475	-
Seniors' Activity Centre Activity Room Lighting Improvements	20,361	20,361	-	-
	<u>2,065,836</u>	<u>20,361</u>	<u>2,045,475</u>	<u>-</u>
<b>Information Technology</b>				
Municipal Fibre - West Vancouver Memorial Library	125,000	125,000	-	-
Disaster Recovery Plan Update and Site Proposal	20,000	20,000	-	-
Emergency Planning - Satellite Phones	18,000	18,000	-	-
	<u>163,000</u>	<u>163,000</u>	<u>-</u>	<u>-</u>
<b>Licencing and Bylaw Enforcement</b>				
Vehicle Fleet - Construction Standard	38,000	38,000	-	-
	<u>38,000</u>	<u>38,000</u>	<u>-</u>	<u>-</u>
<b>Total Investment in New Assets</b>	<u>2,381,836</u>	<u>336,361</u>	<u>2,045,475</u>	<u>-</u>
<b>Current Year Projects Sub-Total</b>	<u>5,909,697</u>	<u>3,864,222</u>	<u>2,045,475</u>	<u>-</u>
	2017 Budget	Funding Source		
		Asset Reserves	Community Amenity Contributions	External Borrowing
<b>Prior Year Approved Work in Progress</b>				
<b>Facilities Maintenance</b>				
Police Services and Municipal Hall Project	18,090,589	-	-	18,090,589
WV Community Centre - Playground Skylight Replacement	43,637	43,637	-	-
Gertrude Lawson Museum North Balcony Replacement	34,897	34,897	-	-
	<u>18,169,123</u>	<u>78,534</u>	<u>-</u>	<u>18,090,589</u>
<b>Information Technology</b>				
Voice Routers Replacement	68,662	68,662	-	-
Security, Demilitarized Work Zone	20,287	20,287	-	-
Core HW for Legislative Services	13,959	13,959	-	-
	<u>102,908</u>	<u>102,908</u>	<u>-</u>	<u>-</u>
<b>Prior Year Approved Work in Progress Sub-Total</b>	<u>18,272,031</u>	<u>181,442</u>	<u>-</u>	<u>18,090,589</u>
<b>Total Capital Requests</b>	<u>24,181,728</u>	<u>4,045,664</u>	<u>2,045,475</u>	<u>18,090,589</u>

# CORPORATE SERVICES

## Stats & Trends

### SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2016	2015	2014	2013	2012
Business Licences Issued	5,484	5,058	4,788	4,815	4,519
Dog Licences Issued	2,926	3,053	3,110	3,143	3,021
Bylaw Calls for Service	4,737	4,187	3,127	2,942	3,385
Bylaw & Parking Tickets Issued	10,866	10,602	9,302	9,632	7,731
IT Service Requests	11,102	9,739	6,893	4,851	4,117

### TREND OF RESOURCE REQUIREMENTS

	2016	2015	2014	2013	2012
Salaries & Benefits	5,031,115	4,523,848	4,111,950	3,947,585	1,986,073
Supplies & Other Expenses	4,142,611	3,727,754	3,611,995	3,667,118	1,798,152
Professional & Consulting	263,118	393,463	297,997	327,547	108,459
Recoveries & Allocations	2,862	(3,083)	45,826	14,055	112,159
<b>Total Expenditures</b>	<b>9,439,706</b>	<b>8,641,983</b>	<b>8,067,768</b>	<b>7,956,306</b>	<b>4,004,843</b>
Less: Direct Revenues	(3,616,888)	(2,221,427)	(2,091,447)	(2,019,232)	(1,862,727)
<b>Net Expenditures</b>	<b>5,822,818</b>	<b>6,420,556</b>	<b>5,976,321</b>	<b>5,937,074</b>	<b>2,142,117</b>

## CORPORATE SERVICES - Key Performance Indicators

### PROVIDING ORGANIZATIONAL SUPPORT AND SERVICES

#### SUPPORTING SERVICE PRIORITIES

Information Technology	Lands and Facilities Management	Licensing and Bylaw Enforcement	Corporate Emergency Planning				
	<b>DIVISIONAL GOALS</b>						
	1. Manage District facilities to optimize efficiency and value						
	2. Deliver value-driven technology solutions that align with business objectives						
	3. Provide balanced education and enforcement of municipal bylaws						
	4. Plan for emergency preparedness and resilience for the organization and the community						
	<b>DIVISIONAL STRATEGIES</b>						
	A. Complete acquisition of two remaining Argyle Avenue waterfront sites						
	B. Develop and implement a three-year technology strategic plan, including a roadmap of objectives for each corporate application						
	C. Assess and develop work plan for enhancing municipal emergency preparedness						
	<b>PERFORMANCE MEASURES</b>	<b>BENCHMARK TARGET</b>	<b>2014 ACTUAL</b>	<b>2015 ACTUAL</b>	<b>2016 ACTUAL</b>	<b>2017 TARGET</b>	<b>2018 TARGET</b>
total Facilities operating expenses per sq. ft. of District facilities	\$5.86	\$5.33	\$5.51	\$5.55	\$5.69	\$5.86	1
total IT operating expenses per FTE	\$7,075	\$3,270	\$3,674	\$4,260	\$4,520	\$5,000	2
annual bylaw calls for service	3993	2989	3942	4519	4520	4700	3
# of staff attendees at emergency preparedness training per year	80	147	80	18	80	80	4



## NORTH SHORE EMERGENCY MANAGEMENT

North Shore Emergency Management (NSEM) provides emergency management services for the District of West Vancouver, District of North Vancouver and City of North Vancouver.

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

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

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

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



# NORTH SHORE EMERGENCY MANAGEMENT

## Operating Budget

	Budget 2017		DWV 24.3%	Budget 2016		DWV 24.3%
	%	\$	\$	%	\$	\$
<b>Expenses</b>						
Core Operations	22.10%	189,085	45,948	17.90%	157,883	38,366
Emergency Radio Communication	0.74%	6,299	1,531	0.71%	6,227	1,513
Emergency Support Services	0.37%	3,200	778	0.36%	3,200	778
Emergency Management Team	0.37%	3,200	778	0.36%	3,200	778
Salaries & Benefits	67.65%	578,888	140,670	64.21%	566,500	137,660
North Shore Rescue Support	0.00%	-	-	7.96%	70,185	17,055
Special Projects	8.77%	75,000	18,225	8.50%	75,000	18,225
	<b>100.00%</b>	<b>855,672</b>	<b>207,928</b>	<b>100.00%</b>	<b>882,195</b>	<b>214,373</b>

**Note:**

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

As of 2017, support for North Shore Rescue will not be included in the NSEM operating budget. The District will be funding North Shore Rescue directly.

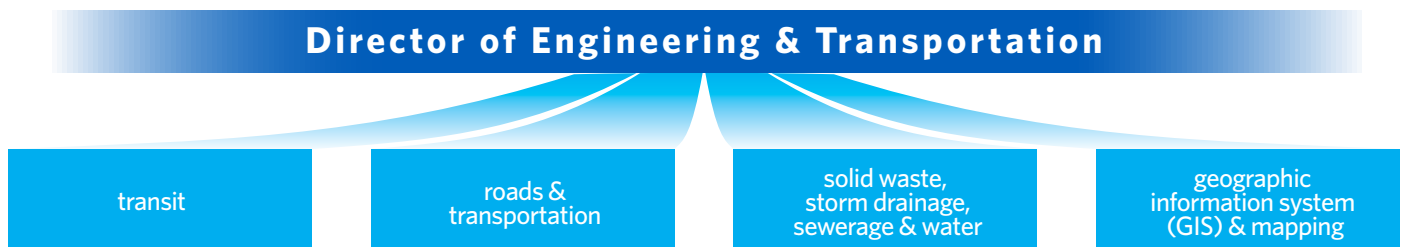
## ENGINEERING & TRANSPORTATION

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

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



Raymond Fung |  
Director of Engineering & Environment Services



### 2016 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

#### Ambleside: Waterfront & Town Centre

- established a Parking Task Force with the Ambleside & Dundarave Business Improvement Association (ADBIA)
- implemented extension of the Spirit Trail according to the Ambleside Waterfront Concept Plan

#### Built Form, Housing & Neighbourhood Character

- supported Planning and Development Services in a review of Sewell's Landing and other major land development applications and participated in the Marine Drive Context Study
- provided input to adoption of a new Boulevards bylaw

#### Fiscal Sustainability & Municipal Services

- continued implementing Maintenance Connection as the District's Maintenance Management System software, including creation of dashboard views to monitor the status of outstanding work orders

#### Natural Environment & Climate Action

- implemented LED replacements on Marine Drive from Pound Road to 15th Street and from 16th to 19th Street
- implemented Phase 4 of the Cycling Network Implementation Plan
- began to develop the Shoreline Management Plan
- adopted the Community Energy and Emissions Plan for the District

#### Official Community Plan Review

- supported Planning and Development Services in review of OCP sections related to transportation policies

#### Police Services & Municipal Hall Project

- supported Facilities through the construction phase of the project relative to servicing requirements and the traffic management plan review



## 2016 OPERATIONAL ACCOMPLISHMENTS

- completed improvements at the 24th Street railway crossing in consultation with Transport Canada and CN Rail

## 2017 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

### Ambleside: Waterfront & Town Centre

- partner with Ambleside Dundarave Business Improvement Association to implement improvements to the existing parking supply
- construct developer-coordinated traffic signal upgrades on Marine Drive at 14th Street and 16th Street
- construct improvements at the 13th Street railway crossing in consultation with Transport Canada and CN Rail

### Built Form, Housing & Neighbourhood Character

- provide input to Planning and Development Services in relation to the Cypress Village Area Development Plan

### Natural Environment & Climate Action

- construct a section of Spirit Trail on Royal Avenue to the terminus at Horseshoe Bay
- implement a public recycling pilot project through the streetscape and park in Horseshoe Bay

### Official Community Plan Review

- continue supporting Planning and Development Services in a review of OCP sections related to transportation policies

### Traffic & Transportation

- represent the District on North Shore Staff Transportation Committee
- complete the Pedestrian Network Plan
- implement phase one of the Mayors' Transit Investment Plan
- develop the Ambleside Parking Strategy in conjunction with Ambleside Town Centre Area Plan
- begin engagement and conceptual design process for the Spirit Trail section from 18th Street to 22nd Street
- complete TransLink wayfinding signage in West Vancouver
- continue representing the District's interests on TransLink's Roads and Transportation Advisory Committee
- continue the partnership with West Vancouver schools through the School Traffic Safety Advisory Committee
- continue interdepartmental collaboration through the District's Traffic Safety Committee

## 2017 OPERATIONAL INITIATIVES

- implement streetscape improvements in Horseshoe Bay village further to the adopted Streetscape Design Guidelines



# ENGINEERING & TRANSPORTATION

## Net Divisional Expenses

	Budget 2017		Actual 2016		Actual 2015	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
Engineering Services	77.96%	431,500	72.42%	565,479	74.47%	464,127
Roads and Traffic	22.04%	122,000	27.58%	215,398	25.53%	159,078
	<b>100.00%</b>	<b>553,500</b>	<b>100.00%</b>	<b>780,877</b>	<b>100.00%</b>	<b>623,205</b>
<b>Expenses</b>						
<b>Engineering Services</b>						
Labour	23.67%	1,080,039	21.78%	996,477	24.18%	1,044,539
Non Labour	5.71%	260,435	1.06%	48,567	1.42%	61,193
	<b>29.38%</b>	<b>1,340,474</b>	<b>22.84%</b>	<b>1,045,045</b>	<b>25.60%</b>	<b>1,105,732</b>
<b>Roads and Traffic</b>						
Labour	67.19%	3,066,061	65.79%	3,009,605	60.02%	2,592,695
Non Labour	3.43%	156,480	9.35%	427,625	10.23%	442,109
	<b>70.62%</b>	<b>3,222,541</b>	<b>75.14%</b>	<b>3,437,229</b>	<b>70.25%</b>	<b>3,034,804</b>
<b>Environmental Services</b>						
Labour	0.00%	-	1.70%	77,673	3.35%	144,660
Non Labour	0.00%	-	0.32%	14,608	0.81%	34,797
	<b>0.00%</b>	<b>-</b>	<b>2.02%</b>	<b>92,281</b>	<b>4.15%</b>	<b>179,456</b>
<b>Total</b>						
Labour	90.86%	4,146,100	89.27%	4,083,755	87.54%	3,781,894
Non Labour	9.14%	416,915	10.73%	490,800	12.46%	538,099
	<b>100.00%</b>	<b>4,563,015</b>	<b>100.00%</b>	<b>4,574,555</b>	<b>100.00%</b>	<b>4,319,993</b>
<b>Net Divisional Expenses</b>						
Engineering Services	22.67%	(908,974)	12.64%	(479,565)	17.36%	(641,605)
Roads and Traffic	77.33%	(3,100,541)	84.93%	(3,221,831)	77.79%	(2,875,726)
	<b>100.00%</b>	<b>(4,009,515)</b>	<b>100.00%</b>	<b>(3,793,678)</b>	<b>100.00%</b>	<b>(3,696,788)</b>
<b>Capital</b>		<b>10,727,819</b>		<b>3,148,953</b>		<b>5,307,268</b>

Note:

The Environmental Services department has been restructured and the programs have been incorporated into two divisions  
- Parks, Culture & Community Services and Planning & Development Services.

# ENGINEERING & TRANSPORTATION

## Divisional Expenses

	Budget 2017		Actual 2016		Actual 2015	
	%	\$	%	\$	%	\$
<b>Expenses</b>						
<b>Engineering Services</b>						
Salaries & Benefits	80.57%	1,080,039	95.35%	996,477	94.47%	1,044,539
Supplies & Other Expenses	17.56%	235,435	3.26%	34,023	3.79%	41,868
Professional & Consulting	1.87%	25,000	1.41%	14,756	1.11%	12,228
Recoveries & Allocations	0.00%	-	-0.02%	(211)	0.64%	7,098
	<b>100.00%</b>	<b>1,340,474</b>	<b>100.00%</b>	<b>1,045,045</b>	<b>100.00%</b>	<b>1,105,732</b>
<b>Roads and Traffic</b>						
Salaries & Benefits	95.14%	3,066,061	87.56%	3,009,605	85.43%	2,592,695
Supplies & Other Expenses	34.56%	1,113,555	37.21%	1,279,037	38.21%	1,159,536
Professional & Consulting	0.00%	-	0.00%	-	0.01%	219
Recoveries & Allocations	-29.70%	(957,075)	-24.77%	(851,412)	-23.65%	(717,646)
	<b>100.00%</b>	<b>3,222,541</b>	<b>100.00%</b>	<b>3,437,229</b>	<b>100.00%</b>	<b>3,034,804</b>
<b>Environmental Services</b>						
Salaries & Benefits	-	-	84.17%	77,673	80.61%	144,660
Supplies & Other Expenses	-	-	7.95%	7,335	19.39%	34,797
Professional & Consulting	-	-	7.82%	7,216	0.00%	-
Recoveries & Allocations	-	-	0.06%	58	0.00%	-
	-	-	<b>100.00%</b>	<b>92,281</b>	<b>100.00%</b>	<b>179,456</b>
<b>Total</b>						
Salaries & Benefits	90.86%	4,146,100	89.27%	4,083,755	87.54%	3,781,894
Supplies & Other Expenses	29.56%	1,348,990	28.86%	1,320,394	28.62%	1,236,200
Professional & Consulting	0.55%	25,000	0.48%	21,972	0.29%	12,447
Recoveries & Allocations	-20.97%	(957,075)	-18.62%	(851,565)	-16.45%	(710,549)
	<b>100.00%</b>	<b>4,563,015</b>	<b>100.00%</b>	<b>4,574,555</b>	<b>100.00%</b>	<b>4,319,993</b>



# ENGINEERING & TRANSPORTATION

## Divisional Capital Requests

	2017 Budget		Funding Source		
		Asset Reserves	External Funding	Community Amenity Contributions	Development Cost Charges
<b>Current Year Projects</b>					
<b>Investment in Existing Assets</b>					
<b>Vehicle Fleet</b>					
Replace Single Axle Dump Truck	124,000	124,000	-	-	-
Replace Single Axle Dump Truck	124,000	124,000	-	-	-
Replace Skid Steer	70,000	70,000	-	-	-
	<u>318,000</u>	<u>318,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Transportation Infrastructure</b>					
Road and Pavement Infrastructure	2,040,000	2,040,000	-	-	-
Horseshoe Bay - Streetscape Improvements	700,000	-	-	700,000	-
Bridge and Structural Infrastructure	535,000	535,000	-	-	-
Pedestrian Infrastructure	550,000	525,000	25,000	-	-
14th and Marine - Traffic Lights Upgrade	300,000	150,000	-	150,000	-
16th and Marine - Traffic Lights Upgrade	300,000	225,000	-	75,000	-
Transportation Support Infrastructure	205,000	130,000	75,000	-	-
Rail Crossing Upgrades	300,000	150,000	150,000	-	-
Cycling Infrastructure (TRRIP)	125,000	125,000	-	-	-
Laptop Replacements for Fleet Maintenance	100,000	50,000	50,000	-	-
Software Upgrades for Fleet Maintenance	17,500	17,500	-	-	-
	3,000	3,000	-	-	-
	<u>5,175,500</u>	<u>3,950,500</u>	<u>300,000</u>	<u>925,000</u>	<u>-</u>
<b>Total Investment in Existing Assets</b>	<u>5,493,500</u>	<u>4,268,500</u>	<u>300,000</u>	<u>925,000</u>	<u>-</u>
<b>Investment in New Assets</b>					
<b>Transportation Infrastructure</b>					
Spirit Trail: Royal Avenue	300,000	100,000	200,000	-	-
Spirit Trail: 18th St-22nd St-Ambleside	50,000	50,000	-	-	-
Hydro Poles - Undergrounding	75,000	-	-	-	75,000
Spirit Trail: Seaview Walk Slope near Cranley Dr	20,000	20,000	-	-	-
	<u>445,000</u>	<u>170,000</u>	<u>200,000</u>	<u>-</u>	<u>75,000</u>
<b>Total Investment in New Assets</b>	<u>445,000</u>	<u>170,000</u>	<u>200,000</u>	<u>-</u>	<u>75,000</u>
<b>Current Year Projects Sub-Total</b>	<u>5,938,500</u>	<u>4,438,500</u>	<u>500,000</u>	<u>925,000</u>	<u>75,000</u>

- 1 External funding provided by ICBC Road Improvement Program.
- 2 External funding provided by the Major Road Network program from TransLink.
- 3 External funding provided by Transport Canada Grade Crossing Improvement Program.
- 4 External funding provided by TransLink.
- 5 External funding provided by TransLink and Localmotion.

# ENGINEERING & TRANSPORTATION

## Divisional Capital Requests

	2017 Budget	Funding Source			
		Asset Reserves	External Funding	Community Amenity Contributions	Development Cost Charges
<b>Prior Year Approved Work in Progress</b>					
<b>Transportation Infrastructure</b>					
Storm Diversion	2,082,065	-	-	2,082,065	-
BC Hydro Beautification Underground Wiring	850,000	-	250,000	-	600,000
Spirit Trail Western Portion	375,204	375,204	-	-	-
Rail Crossing Upgrade 13th & Bellevue	271,089	135,544	135,545	-	-
2016 Capital Bridge Program	225,597	225,597	-	-	-
Union Court	207,767	-	207,767	-	-
Traffic Light Upgrades	126,806	126,806	-	-	-
2015 Hot Patch Program	100,000	100,000	-	-	-
Various Developer/Utility Coordinated Projects	100,000	100,000	-	-	-
24th St from Marine Dr to Haywood Ave	100,000	100,000	-	-	-
Orthophotos/Building Outlines	61,700	61,700	-	-	-
Woodgreen at Woodcrest	50,000	50,000	-	-	-
Sidewalk Connections	50,000	50,000	-	-	-
Rail Crossing Upgrade 24th & Bellevue	45,829	22,914	22,915	-	-
Skilift Rd from Westhill Dr to Folkstone Way	41,829	41,829	-	-	-
Slope Stability at The Dale	30,662	30,662	-	-	-
Phase 4 Cycling Implementation	30,000	30,000	-	-	-
Nelson & St. Georges	25,000	25,000	-	-	-
Eagle Island Docks	8,221	8,221	-	-	-
Asset Management Planning	7,550	7,550	-	-	-
<b>Prior Year Approved Work in Progress Sub-Total</b>	<b>4,789,319</b>	<b>1,491,027</b>	<b>616,227</b>	<b>2,082,065</b>	<b>600,000</b>
<b>Total Capital Requests</b>	<b>10,727,819</b>	<b>5,929,527</b>	<b>1,116,227</b>	<b>3,007,065</b>	<b>675,000</b>

# ENGINEERING & TRANSPORTATION

## Stats & Trends

### SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2016	2015	2014	2013	2012
Requests for Service - Roads	1,100	933	1,092	1,204	1,011
Third Party Works Completed	404	304	244	306	338
Roads - Pavement Quality Index	74.80	76.00	76.00	72.49	73.26
Environmental Development Permits Issued	40	27	30	30	35
Riparian Habitat Regained (square metres)	794	590	1,806	973	1,288

### TREND OF RESOURCE REQUIREMENTS

	2016	2015	2014	2013	2012
Salaries & Benefits	4,083,755	3,781,894	3,732,088	3,729,866	3,777,660
Supplies & Other Expenses	1,337,105	1,248,647	1,284,571	1,204,076	1,218,946
Professional & Consulting	5,261	-	321	3,778	-
Recoveries & Allocations	(851,565)	(699,580)	(804,629)	(948,561)	(1,147,405)
<b>Total Expenditures</b>	<b>4,574,555</b>	<b>4,330,962</b>	<b>4,212,350</b>	<b>3,989,159</b>	<b>3,849,201</b>
Less: Direct Revenues	(780,877)	(634,174)	(596,946)	(671,249)	(616,434)
<b>Net Expenditures</b>	<b>3,793,678</b>	<b>3,696,788</b>	<b>3,615,404</b>	<b>3,317,911</b>	<b>3,232,767</b>

## ENGINEERING & TRANSPORTATION - Key Performance Indicators

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

#### SUPPORTING SERVICE PRIORITIES

Roads and Transportation	Transit	Water, Sewage, Storm Drainage, Solid Waste	Geographic Information Systems				
	<b>DIVISIONAL GOALS</b>						
	1. Provide safe and efficient movement of people, goods, and services						
	2. Ensure a supply of clean potable water						
	3. Provide efficient management of sewage and storm runoff						
	4. Manage solid waste in an efficient and effective manner						
	<b>DIVISIONAL STRATEGIES</b>						
	A. Address traffic and transportation issues as a Council priority						
	B. Restructure District metered utility rates to further support conservation						
	C. Represent District interests during construction of the Lions Gate Secondary Wastewater Treatment Plant project						
	D. Maximize compliance to regional solid waste diversion targets						
PERFORMANCE MEASURES	BENCHMARK TARGET	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 TARGET	2018 TARGET	GOAL ALIGNMENT
roads operations & maintenance cost (\$ per lane*km of road)	4,500	4,750	4,710	4,920	4,800	4,920	1
water consumption (litres per capita per day)	550	593	594	649	595	595	2
sewer operations and maintenance cost (\$ per km of main)	3500	3028	4089	3509	3800	3800	3
single family garbage disposed (kg per household per year)	200	252	236	228	220	215	4

## FINANCIAL SERVICES

The Financial Services Division supports business operations by providing financial guidance and advice to ensure strong fiscal management.

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

The Taxes & Utilities Department is responsible for rate-setting, utility and tax billing and utility and tax collection.

The Purchasing Department provides contracting, procurement and risk management services.



Isabel Gordon | Director of Financial Services

### Director of Financial Services

finance

taxes & utilities

purchasing & risk  
management

### 2016 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

#### Ambleside: Waterfront & Town Centre

- developed and implemented a successful funding strategy for improvements as part of the Ambleside Waterfront Concept Plan
- supported the process for formation of the Ambleside and Dundarave Business Improvement Association (ADBIA)

#### Fiscal Sustainability & Municipal Services

- completed new asset policy and guidelines for asset accounting and management
- implemented an asset levy funding model to support the District's infrastructure investment
- established an asset management cross-departmental staff group to review District assets and make recommendations for asset shedding
- began phase two of the District's Fiscal Sustainability Review
- established the customer service hub staff group to plan for a customer service centre in the new Police Services & Municipal Hall building
- working with the Key Performance Indicators Task Group, supported the development of a Key Performance Indicators (KPI) framework and measures for implementation
- working with the Reserves and Investment Task Group, supported a review of the District's reserves and investments and developed recommendations for changes to policies and procedures
- received the Government Finance Officers Association's Distinguished Budget Presentation Award and the Canadian Award for Financial Reporting
- received the Most Fiscally Responsible Municipality by NAIOP-Vancouver Chapter for keeping an annual average inflation rate of 1.49 per cent for development fees over the past 16 years
- produced key financial documents and online information pieces to build residents' understanding of District budget and finances

### **Natural Environment & Climate Action**

- working with Engineering & Transportation, supported District participation in the Municipal Natural Assets Project, a Canada-wide demonstration project for natural asset enhancement

### **Arts, Culture & Heritage**

- supported development of new Public Art Reserve Fund

### **Police Services & Municipal Hall Project**

- completed borrowing approvals and successfully obtained \$23 million of the required \$28.7 million to complete the project

## **2016 OPERATIONAL ACCOMPLISHMENTS**

- successfully transitioned accounts payable to scanned invoices resulting in significant time saving and better records availability
- working with Information Technology Services, completed the JDE Health Check to identify ways to functionally improve the District's Enterprise Resource Planning system
- completed a Request For Proposals process for audit services, resulting in the appointment of the firm of BDO Canada LLP as the District's external auditor
- worked with the Ministry of Community, Sport and Cultural Development as a test site for implementation of its new home owner grant electronic applications system
- underwent Canada Revenue Agency GST audit with minor findings
- implemented the Business Improvement Association levy collection process

## **2017 INITIATIVES TO SUPPORT COUNCIL PRIORITIES**

### **Fiscal Sustainability & Municipal Services**

- complete a comprehensive review of District expenditures to ensure value for money
- continue implementation of the asset levy and 20-Year Asset Management Plan
- as recommended by the Reserves and Investments Task Group, review the status of the District's Endowment Fund and develop a framework for a proposed Land Fund
- oversee implementation of Key Performance Indicator Task Group recommendations
- implement Reserves and Investment Task Group recommendations on management of investments

### **Natural Environment & Climate Action**

- complete the Municipal Natural Assets project

### **Arts, Culture & Heritage**

- complete a review of District Sponsorship, Partnerships, and Naming Rights Policy
- working with Parks, Culture & Community Services, complete the Community Partnership Framework

### **Police Services & Municipal Hall Project**

- complete the process to borrow full \$28.7 million for financing of the project
- continue to provide procurement support for all contracts required to complete and operate the Police Services & Municipal Hall building

### **Traffic & Transportation**

- develop a corporate transportation strategy using Transportation Demand Management principles

## **2017 OPERATIONAL INITIATIVES**

- successfully transition staff to a new customer service hub and relocate the Finance Division to the new Police Services & Municipal Hall building
- implement results of JDE Health Check to fully realize JDE Enterprise system potential
- continue to enhance and develop financial management reports
- review and evaluate administration charges between funds to ensure fair and meaningful pricing methodology



# FINANCIAL SERVICES

## Net Divisional Expenses

	Budget 2017		Actual 2016		Actual 2015	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
Finance	0.00%	-	0.72%	935	0.72%	847
Taxes and Utilities	100.00%	60,000	68.63%	89,280	65.69%	77,070
Purchasing and Risk Management	0.00%	-	30.65%	39,871	33.59%	39,411
	<b>100.00%</b>	<b>60,000</b>	<b>100.00%</b>	<b>130,086</b>	<b>100.00%</b>	<b>117,328</b>
<b>Expenses</b>						
<b>Finance</b>						
Labour	53.70%	1,422,496	54.67%	1,404,869	58.29%	1,409,864
Non Labour	4.36%	115,413	4.19%	107,612	4.21%	101,803
	<b>58.06%</b>	<b>1,537,909</b>	<b>58.85%</b>	<b>1,512,481</b>	<b>62.50%</b>	<b>1,511,667</b>
<b>Taxes and Utilities</b>						
Labour	13.89%	368,039	12.47%	320,500	10.15%	245,608
Non Labour	1.52%	40,250	1.46%	37,599	1.34%	32,413
	<b>15.41%</b>	<b>408,289</b>	<b>13.93%</b>	<b>358,099</b>	<b>11.49%</b>	<b>278,021</b>
<b>Purchasing and Risk Management</b>						
Labour	26.68%	706,780	28.59%	734,788	27.79%	672,286
Non Labour	-0.15%	(4,100)	-1.38%	(35,421)	-1.79%	(43,185)
	<b>26.53%</b>	<b>702,680</b>	<b>27.21%</b>	<b>699,366</b>	<b>26.01%</b>	<b>629,101</b>
<b>Total</b>						
Labour	94.28%	2,497,314	95.73%	2,460,156	96.24%	2,327,758
Non Labour	5.72%	151,563	4.27%	109,791	3.76%	91,031
	<b>100.00%</b>	<b>2,648,877</b>	<b>100.00%</b>	<b>2,569,947</b>	<b>100.00%</b>	<b>2,418,789</b>
<b>Net Divisional Expenses</b>						
<b>Finance</b>	59.40%	(1,537,909)	61.95%	(1,511,546)	65.65%	(1,510,820)
<b>Taxes and Utilities</b>	13.45%	(348,289)	11.02%	(268,819)	8.73%	(200,951)
<b>Purchasing and Risk Management</b>	27.14%	(702,680)	27.03%	(659,495)	25.62%	(589,690)
	<b>100.00%</b>	<b>(2,588,877)</b>	<b>100.00%</b>	<b>(2,439,860)</b>	<b>100.00%</b>	<b>(2,301,461)</b>
<b>Capital</b>		<b>265,000</b>		-		-

# FINANCIAL SERVICES

## Divisional Expenses

	Budget 2017		Actual 2016		Actual 2015	
	%	\$	%	\$	%	\$
<b>Expenses</b>						
<b>Finance</b>						
Salaries & Benefits	92.50%	1,422,496	92.89%	1,404,869	93.27%	1,409,864
Supplies & Other Expenses	3.60%	55,413	2.43%	36,769	3.35%	50,660
Professional & Consulting	4.23%	65,000	5.01%	75,844	3.71%	56,143
Recoveries & Allocations	-0.33%	(5,000)	-0.33%	(5,000)	-0.33%	(5,000)
	<b>100.00%</b>	<b>1,537,909</b>	<b>100.00%</b>	<b>1,512,481</b>	<b>100.00%</b>	<b>1,511,667</b>
<b>Taxes and Utilities</b>						
Salaries & Benefits	90.14%	368,039	89.50%	320,500	88.34%	245,608
Supplies & Other Expenses	9.86%	40,250	10.48%	37,514	11.66%	32,413
Recoveries & Allocations	0.00%	-	0.02%	85	0.00%	-
	<b>100.00%</b>	<b>408,289</b>	<b>100.00%</b>	<b>358,099</b>	<b>100.00%</b>	<b>278,021</b>
<b>Purchasing and Risk Management</b>						
Salaries & Benefits	100.58%	706,780	105.06%	734,788	106.86%	672,286
Supplies & Other Expenses	7.19%	50,550	2.40%	16,760	1.77%	11,140
Recoveries & Allocations	-7.78%	(54,650)	-7.46%	(52,181)	-8.64%	(54,324)
	<b>100.00%</b>	<b>702,680</b>	<b>100.00%</b>	<b>699,366</b>	<b>100.00%</b>	<b>629,101</b>
<b>Total</b>						
Salaries & Benefits	94.28%	2,497,314	95.73%	2,460,156	96.24%	2,327,758
Supplies & Other Expenses	5.52%	146,213	3.54%	91,043	3.90%	94,212
Professional & Consulting	2.45%	65,000	2.95%	75,844	2.32%	56,143
Recoveries & Allocations	-2.25%	(59,650)	-2.22%	(57,096)	-2.45%	(59,324)
	<b>100.00%</b>	<b>2,648,877</b>	<b>100.00%</b>	<b>2,569,947</b>	<b>100.00%</b>	<b>2,418,789</b>

# FINANCIAL SERVICES

## Divisional Capital Requests

	2017 Budget	Funding Source
<b>Current Year Projects</b>		
<b>Investment in Existing Assets</b>		
<b>Vehicle Fleet</b>		
Replace Wheel Loader	265,000	Asset Reserves 265,000

# FINANCIAL SERVICES

## Stats & Trends

### SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2016	2015	2014	2013	2012
Tax Payment Transactions	15,511	15,266	14,856	14,941	14,959
Utility Payment Transactions	33,730	34,318	34,571	34,632	34,707
Purchase Orders Over \$5,000 (\$2,000 prior to 2010)	1,970	2,205	1,925	1,960	1,626
Quotes Over \$5,000	194	162	169	180	166
Tenders Over \$50,000	25	26	16	28	16
Requests for Proposal (RFPs)	96	85	93	89	68
Cheques Issued	12,857	12,850	12,533	13,068	12,554
P-Card Dollar Value	1,231,597	1,322,402	1,247,439	1,299,560	1,352,983

### TREND OF RESOURCE REQUIREMENTS

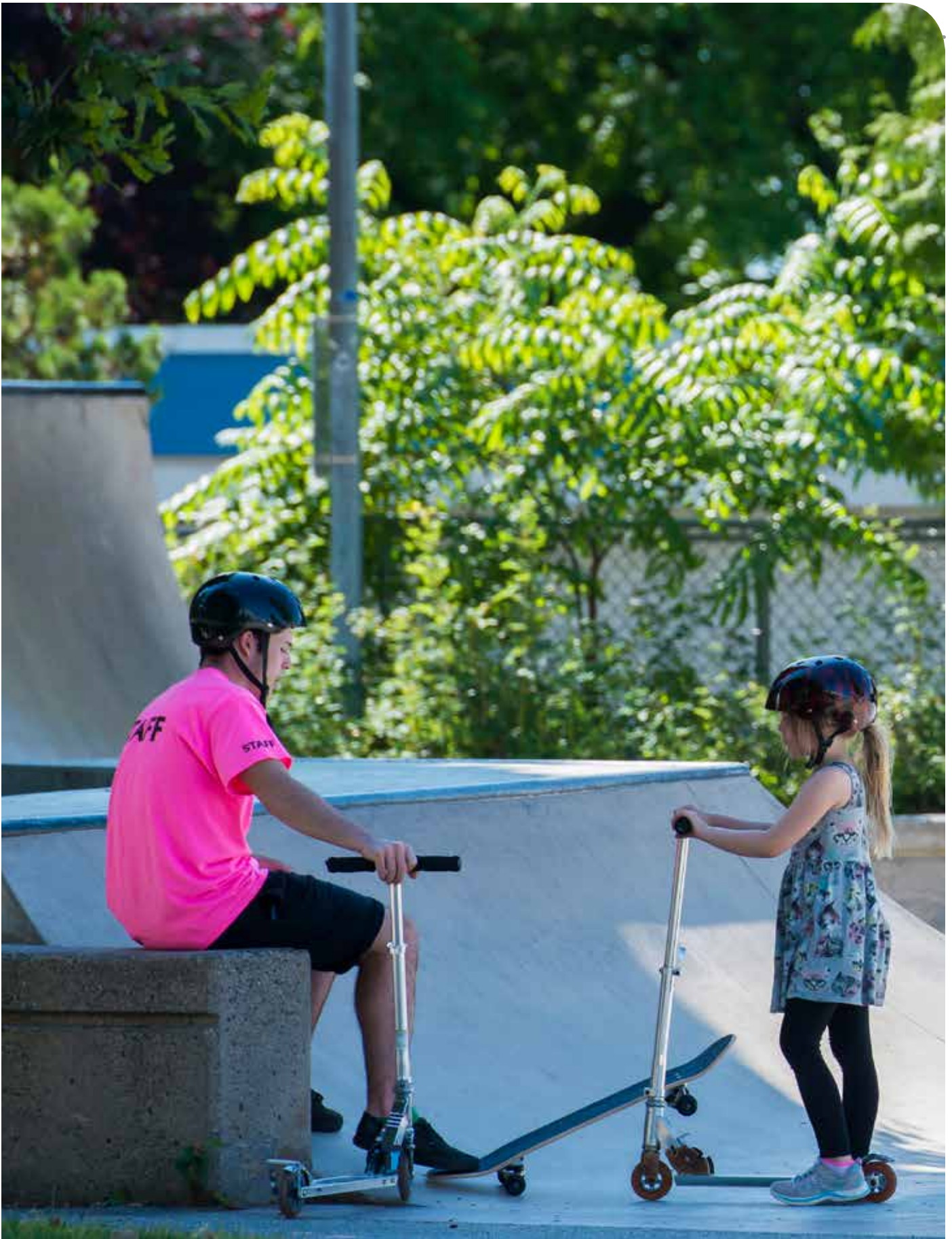
	2016	2015	2014	2013	2012
Salaries & Benefits	2,460,156	2,327,758	2,271,850	2,258,346	2,027,213
Supplies & Other Expenses	91,043	94,212	108,085	92,533	93,604
Professional & Consulting	75,844	56,143	67,057	58,695	113,770
Recoveries & Allocations	(57,096)	(59,324)	(58,883)	(38,262)	39,312
<b>Total Expenditures</b>	<b>2,569,947</b>	<b>2,418,789</b>	<b>2,388,108</b>	<b>2,371,312</b>	<b>2,273,899</b>
Less: Direct Revenues	(130,086)	(117,328)	(113,591)	(55,403)	(61,153)
<b>Net Expenditures</b>	<b>2,439,860</b>	<b>2,301,461</b>	<b>2,274,517</b>	<b>2,315,909</b>	<b>2,212,746</b>

## FINANCIAL SERVICES - Key Performance Indicators

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

#### SUPPORTING SERVICE PRIORITIES

Financial Planning	Taxes and Utilities	Purchasing and Risk Management	Recording and Reporting Financial Results				
	<b>DIVISIONAL GOALS</b>						
	1. Develop and incorporate strategies to improve the financial position of the District						
	2. Increase Financial Services and District productivity						
	3. Provide up-to-date financial policies						
	4. Appropriately manage assets and debt						
	<b>DIVISIONAL STRATEGIES</b>						
	A. Use technology, where appropriate, to reduce transaction processing costs						
	B. Securely, efficiently, and effectively manage cash receipts, receivables and licensing functions						
	C. Monitor debt to keep it within defined parameters						
	<b>PERFORMANCE MEASURES</b>	<b>BENCHMARK TARGET</b>	<b>2014 ACTUAL</b>	<b>2015 ACTUAL</b>	<b>2016 ACTUAL</b>	<b>2017 TARGET</b>	<b>2018 TARGET</b>
% of total revenue from property taxes	62%	64%	64%	64%	64%	64%	1
average days from invoice receipt to payment	<30.0	25.2	24.7	24.6	24.0	24.0	2
# of financial policy updates	2	0	0	2	3	4	3
outstanding general obligation debt per capita	\$1,773	\$1,197	\$1,230	\$1,357	\$1,304	\$1,413	4





## FIRE & RESCUE SERVICES

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

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

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

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

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



Randy Heath | Fire Chief



### 2016 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

#### Fiscal Sustainability & Municipal Services

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

#### Official Community Plan Review

- investigated opportunities for a dedicated fifth fire hall and fire training ground

### 2016 OPERATIONAL ACCOMPLISHMENTS

- continued to refine training records and asset management systems and processes
- completed the review process of the Standards of Cover & Fire Services report
- completed Phase 2 of the Self-Contained Breathing Apparatus (SCBA) upgrade and Turnout Gear replacement program to comply with industry standards
- completed approximately 1,500 fire inspections
- initiated officer development training for eight new officer pool members
- drafted a Memorandum Of Understanding for Cooperative Fire/Rescue Services on the North Shore
- procured a required replacement fire truck with delivery in early 2017
- defined and created a new Fire Safety Plan and Pre-Incident Plan program for occupancies identified under the BC Fire Code



- signed an agreement with BC Ambulance for the ability to respond and treat opioid-based overdoses
- initiated the Next Generation Radio Program (NGRP) rollout
- aligned medical responses across the North Shore fire departments
- completed the Vancouver Marine Fire Response Service Agreement

## 2017 OPERATIONAL INITIATIVES

- further improvement of records management and asset management systems to provide quality assurance and reporting in accordance with legislative requirements
- update Fire Rescue Operational Guidelines to align with City and District of North Vancouver fire departments
- continue to develop and deliver innovative fire and life safety public education presentations
- complete annual Commercial Vehicle Inspections (CVIP), pump, aerial ladder and ground ladder testing to comply with industry and legislative standards
- continue to develop cooperative initiatives through shared fire services with the District of North Vancouver and City of North Vancouver, including recruitment and training
- complete 2017 joint North Shore, tri-municipal recruitment process and continue development of work plans for joint North Shore training programs
- finalize the Shared Services Memorandum of Understanding (MOU)
- complete Next Generation Radio Program rollout of P25 digital radios allowing full interoperability between North Shore fire departments
- implement mental health training for first responders
- continue Fire Behaviour training for fire suppression staff

# FIRE & RESCUE SERVICES

## Net Divisional Expenses

	Budget 2017		Actual 2016		Actual 2015	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
Fire Prevention	95.45%	210,000	93.80%	203,348	94.18%	232,630
Emergency Services	4.55%	10,000	6.20%	13,446	5.82%	14,379
	<b>100.00%</b>	<b>220,000</b>	<b>100.00%</b>	<b>216,794</b>	<b>100.00%</b>	<b>247,010</b>
<b>Expenses</b>						
<b>Administrative Support Fire</b>						
Labour	4.33%	690,857	4.31%	665,962	5.70%	882,776
Non Labour	0.33%	53,210	0.31%	47,523	0.38%	59,158
	<b>4.66%</b>	<b>744,067</b>	<b>4.62%</b>	<b>713,485</b>	<b>6.08%</b>	<b>941,934</b>
<b>Fire Prevention</b>						
Labour	4.66%	744,025	4.51%	697,833	4.86%	752,982
Non Labour	0.08%	12,175	0.08%	12,486	0.07%	10,593
	<b>4.74%</b>	<b>756,200</b>	<b>4.60%</b>	<b>710,319</b>	<b>4.93%</b>	<b>763,575</b>
<b>Emergency Services</b>						
Labour	84.92%	13,557,772	83.96%	12,977,808	83.37%	12,915,781
Non Labour	5.68%	906,553	6.82%	1,054,773	5.62%	870,369
	<b>90.60%</b>	<b>14,464,325</b>	<b>90.79%</b>	<b>14,032,581</b>	<b>88.99%</b>	<b>13,786,150</b>
<b>Total</b>						
Labour	93.91%	14,992,654	92.79%	14,341,603	93.93%	14,551,539
Non Labour	6.09%	971,938	7.21%	1,114,782	6.07%	940,120
	<b>100.00%</b>	<b>15,964,592</b>	<b>100.00%</b>	<b>15,456,385</b>	<b>100.00%</b>	<b>15,491,659</b>
<b>Net Divisional Expenses</b>						
<b>Administrative Support Fire</b>	4.73%	(744,067)	4.68%	(713,485)	6.18%	(941,934)
<b>Fire Prevention</b>	3.47%	(546,200)	3.33%	(506,971)	3.48%	(530,945)
<b>Emergency Services</b>	91.81%	(14,454,325)	91.99%	(14,019,136)	90.34%	(13,771,771)
	<b>100.00%</b>	<b>(15,744,592)</b>	<b>100.00%</b>	<b>(15,239,592)</b>	<b>100.00%</b>	<b>(15,244,649)</b>
<b>Capital</b>		<b>619,617</b>		<b>1,161,360</b>		<b>636,432</b>

# FIRE & RESCUE SERVICES

## Divisional Expenses

	Budget 2017		Actual 2016		Actual 2015	
	%	\$	%	\$	%	\$
<b>Expenses</b>						
<b>Administrative Support Fire</b>						
Salaries & Benefits	92.85%	690,857	93.34%	665,962	93.72%	882,776
Supplies & Other Expenses	7.15%	53,210	6.66%	47,523	6.28%	59,158
	<b>100.00%</b>	<b>744,067</b>	<b>100.00%</b>	<b>713,485</b>	<b>100.00%</b>	<b>941,934</b>
<b>Fire Prevention</b>						
Salaries & Benefits	98.39%	744,025	98.24%	697,833	98.61%	752,982
Supplies & Other Expenses	1.61%	12,175	1.76%	12,486	1.37%	10,480
Recoveries & Allocations	0.00%	-	0.00%	-	0.01%	114
	<b>100.00%</b>	<b>756,200</b>	<b>100.00%</b>	<b>710,319</b>	<b>100.00%</b>	<b>763,575</b>
<b>Emergency Services</b>						
Salaries & Benefits	93.73%	13,557,772	92.48%	12,977,808	93.69%	12,915,781
Supplies & Other Expenses	6.27%	906,553	7.50%	1,052,410	6.31%	869,450
Recoveries & Allocations	0.00%	-	0.02%	2,363	0.01%	919
	<b>100.00%</b>	<b>14,464,325</b>	<b>100.00%</b>	<b>14,032,581</b>	<b>100.00%</b>	<b>13,786,150</b>
<b>Total</b>						
Salaries & Benefits	93.91%	14,992,654	92.79%	14,341,603	93.93%	14,551,539
Supplies & Other Expenses	6.09%	971,938	7.20%	1,112,419	6.06%	939,087
Recoveries & Allocations	0.00%	-	0.02%	2,363	0.01%	1,033
	<b>100.00%</b>	<b>15,964,592</b>	<b>100.00%</b>	<b>15,456,385</b>	<b>100.00%</b>	<b>15,491,659</b>

# FIRE & RESCUE SERVICES

## Divisional Capital Requests

	2017 Budget	Funding Source	
		Asset Reserves	External Funding
<b>Current Year Projects</b>			
<b>Investment in Existing Assets</b>			
<b>Equipment</b>			
Technical Rescue Equipment	47,000	47,000	-
Replacement of Fire Truck Hardware	42,000	42,000	-
Personal Protective Equipment	35,000	35,000	-
Next Generation Radio Program (NGRP)	30,000	30,000	-
Training Room A/V Upgrades - Fire Hall 2	16,500	16,500	-
Fire Hose	10,700	10,700	-
	<u>181,200</u>	<u>181,200</u>	<u>-</u>
<b>Vehicle Fleet</b>			
Replace Fire/Rescue Command Unit	68,000	68,000	-
Replace Fire/Rescue Pick-up	54,000	54,000	-
Replace Fire/Rescue Van	45,000	45,000	-
Replace Fire/Rescue Van	45,000	45,000	-
	<u>212,000</u>	<u>212,000</u>	<u>-</u>
<b>Total Investment in Existing Assets</b>	<u>393,200</u>	<u>393,200</u>	<u>-</u>
<b>Current Year Projects Sub-Total</b>	<u>393,200</u>	<u>393,200</u>	<u>-</u>
<b>Prior Year Approved Work in Progress</b>			
Self Contained Breathing Apparatus	105,265	105,265	-
IT Upgrades & Fire Truck Hardware	49,848	49,848	-
Turnout Gear Replacement Program	34,802	34,802	-
Maintenance Connection - Work Order & Scheduling Software	13,804	13,804	-
Fire Hose & Nozzles	8,915	8,915	-
Replace Fire Vehicle	13,783	3,783	10,000
<b>Prior Year Approved Work in Progress Sub-Total</b>	<u>226,417</u>	<u>216,417</u>	<u>10,000</u>
<b>Total Capital Requests</b>	<u>619,617</u>	<u>609,617</u>	<u>10,000</u>

# FIRE & RESCUE SERVICES

## Stats & Trends

### SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2016	2015	2014	2013	2012
Emergency Calls					
Fire Calls	180	261	152	187	192
Medical / Rescue	2,084	2,014	1,662	1,844	1,691
Motor Vehicle Incidents	331	290	220	255	236
Hazardous Materials	72	62	76	61	45
Alarm Activations	502	482	489	530	517
<b>Total Emergency Calls</b>	<b>3,169</b>	<b>3,109</b>	<b>2,599</b>	<b>2,877</b>	<b>2,681</b>
Non-Emergency Calls					
Public Assistance / Service	438	357	309	362	304
Investigations	84	144	65	61	54
Standbys	154	126	46	114	166
<b>Total Non-Emergency Calls</b>	<b>676</b>	<b>627</b>	<b>420</b>	<b>537</b>	<b>524</b>
<b>Total Calls</b>	<b>3,845</b>	<b>3,736</b>	<b>3,019</b>	<b>3,414</b>	<b>3,205</b>
Fire Prevention & Education Services					
Inspections	1,430	1,642	1,528	1,602	1,725
Number of Education Programs	88	102	108	126	56
Number of Education Participants	2,231	2,155	2,695	4,724	1,800
Property \$ Loss	512,967	2,705,919	1,461,515	5,097,020	7,789,930
Training Hours					
Fire & Rescue	9,952	6,971	4,654	2,064	1,510
First Responder	745	987	3,353	277	1,405
<b>Total Training Hours</b>	<b>10,697</b>	<b>7,958</b>	<b>8,007</b>	<b>2,341</b>	<b>2,915</b>

### TREND OF RESOURCE REQUIREMENTS

	2016	2015	2014	2013	2012
Salaries & Benefits	14,470,667	14,551,539	13,721,810	13,293,487	12,302,222
Supplies & Other Expenses	955,443	939,087	1,079,344	1,027,177	927,947
Professional & Consulting	-	-	-	-	-
Recoveries & Allocations	-	1,033	10,790	(51,451)	40,563
<b>Total Expenditures</b>	<b>15,426,110</b>	<b>15,491,659</b>	<b>14,811,944</b>	<b>14,269,213</b>	<b>13,270,732</b>
Less: Direct Revenues	(216,794)	(247,010)	(221,963)	(217,649)	(281,552)
<b>Net Expenditures</b>	<b>15,209,316</b>	<b>15,244,649</b>	<b>14,589,981</b>	<b>14,051,565</b>	<b>12,989,180</b>



## FIRE & RESCUE SERVICES - Key Performance Indicators

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

#### SUPPORTING SERVICE PRIORITIES

Fire Suppression	Fire Prevention	Emergency Response Services	Fire Training and Records Management				
	<b>DIVISIONAL GOALS</b>						
	1. Serve the community by providing effective emergency response						
	2. Prevent fires wherever possible through education, planning, and inspections						
	3. Deliver fire prevention and education services to the public, and enforce regulations including Fire and Building codes						
	4. Ensure Fire personnel training is fully compliant to provincial standards						
	<b>DIVISIONAL STRATEGIES</b>						
	A. Finalize Shared Services MOU						
	B. Update Fire Rescue Operational Guidelines to align with City and District of North Vancouver						
	C. Continue to develop and deliver innovative fire and life safety public education programs						
	D. Improve records management and asset systems to provide quality assurance						
PERFORMANCE MEASURES	BENCHMARK TARGET	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 TARGET	2018 TARGET	GOAL ALIGNMENT
property loss \$	<\$3.5M	\$1,461,515	\$2,705,919	\$512,967	\$2.5M	\$2.5M	1
emergency incident response time*	<8 min	9:11 min	9:19 min	9:19 min	9:17 min	9:15 min	1
fire inspections	>1,500	1,528	1,642	1,430	1,500	1,500	2
Fire and Life Safety Program clients served	>2,000	2,695	2,155	2,231	2,250	2,250	3
training hours completed	>7,000	8,007	7,985	10,697	11,000	10,000	4

\*90<sup>th</sup> percentile emergency response times in West Vancouver for first responding WVFR apparatus only.

## HUMAN RESOURCES

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



Lauren Hughes | Director of Human Resources

### Director of Human Resources

labour relations

recruitment

health & safety

training

payroll & benefits

### ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

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

#### 2016 OPERATIONAL ACCOMPLISHMENTS

- implemented a new benefit carrier for streamlining administration of benefits with cost savings to the District
- conducted a District-wide Employee Engagement Survey in conjunction with Communications and took steps to address recommendations from the results
- successfully negotiated a new collective agreement with West Vancouver Blue Bus
- conducted an exempt compensation survey to ensure compensation practices are consistent with market conditions
- expanded the corporate training program by providing staff with opportunities to acquire additional skills to deliver exceptional customer service to residents

#### 2017 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

All Human Resources initiatives will support Council priorities, especially those that provide direct support to District divisions by assisting them in successfully completing their annual work plans.

#### 2017 OPERATIONAL INITIATIVES

- bargain to reach a new collective agreement with the West Vancouver Municipal Employees' Association (WVMEA)
- evaluate options for implementation of a Human Resource Information System (HRIS)
- review current practices for recruitment and explore opportunities to streamline the full cycle recruitment process
- review all Human Resources policies to ensure best practices are met
- update and revise all District class specifications and job profiles
- continue to implement best practices in employee performance evaluation
- continue to implement recommendations from the 2016 Employee Engagement Survey

# HUMAN RESOURCES

## Net Divisional Expenses

	Budget 2017		Actual 2016		Actual 2015	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
	0.00%	-	0.00%	-	0.00%	-
<b>Expenses</b>						
<b>Human Resources</b>						
Labour	67.05%	1,118,807	67.91%	948,717	71.22%	992,070
Non Labour	14.69%	245,092	10.44%	145,826	9.54%	132,863
	<b>81.74%</b>	<b>1,363,899</b>	<b>78.35%</b>	<b>1,094,544</b>	<b>80.76%</b>	<b>1,124,933</b>
<b>Payroll Services</b>						
Labour	18.26%	304,688	21.65%	302,409	19.24%	268,044
	<b>18.26%</b>	<b>304,688</b>	<b>21.65%</b>	<b>302,409</b>	<b>19.24%</b>	<b>268,044</b>
<b>Total</b>						
Labour	85.31%	1,423,495	89.56%	1,251,127	90.46%	1,260,114
Non Labour	14.69%	245,092	10.44%	145,826	9.54%	132,863
	<b>100.00%</b>	<b>1,668,587</b>	<b>100.00%</b>	<b>1,396,953</b>	<b>100.00%</b>	<b>1,392,977</b>
<b>Net Divisional Expenses</b>						
<b>Human Resources</b>	81.74%	(1,363,899)	78.35%	(1,094,544)	80.76%	(1,124,933)
<b>Payroll Services</b>	18.26%	(304,688)	21.65%	(302,409)	19.24%	(268,044)
	<b>100.00%</b>	<b>(1,668,587)</b>	<b>100.00%</b>	<b>(1,396,953)</b>	<b>100.00%</b>	<b>(1,392,977)</b>

# HUMAN RESOURCES

## Divisional Expenses

	Budget 2017		Actual 2016		Actual 2015	
	%	\$	%	\$	%	\$
<b>Expenses</b>						
<b>Human Resources</b>						
Salaries & Benefits	82.03%	1,118,807	86.68%	948,717	88.19%	992,070
Supplies & Other Expenses	17.97%	245,092	12.44%	136,176	11.63%	130,869
Professional & Consulting	0.00%	-	0.88%	9,650	0.18%	1,994
	<b>100.00%</b>	<b>1,363,899</b>	<b>100.00%</b>	<b>1,094,544</b>	<b>100.00%</b>	<b>1,124,933</b>
<b>Payroll Services</b>						
Salaries & Benefits	100.00%	304,688	100.00%	302,409	100.00%	268,044
	<b>100.00%</b>	<b>304,688</b>	<b>100.00%</b>	<b>302,409</b>	<b>100.00%</b>	<b>268,044</b>
<b>Total</b>						
Salaries & Benefits	85.31%	1,423,495	89.56%	1,251,127	90.46%	1,260,114
Supplies & Other Expenses	14.69%	245,092	9.75%	136,176	9.39%	130,869
Professional & Consulting	0.00%	-	0.69%	9,650	0.14%	1,994
	<b>100.00%</b>	<b>1,668,587</b>	<b>100.00%</b>	<b>1,396,953</b>	<b>100.00%</b>	<b>1,392,977</b>

# HUMAN RESOURCES

## Stats & Trends

### SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2016	2015	2014	2013	2012
Corporate Training Hours	161	233	261	144	158
Corporate Training Participants	286	248	263	278	279
Permanent Employee Turnover	52	40	35	42	32
WCB Claims Filed	38	28	39	84	86
WCB Claim Duration (days)	32	29	49	22	22
Paycheques Issued	33,333	32,984	32,513	35,046	31,848
Job Applications Received	10,129	10,867	9,435	8,585	6,012
Positions Filled	81	80	87	84	88

### TREND OF RESOURCE REQUIREMENTS

	2016	2015	2014	2013	2012
Salaries & Benefits	1,251,127	1,260,114	1,229,343	1,315,552	1,191,486
Supplies & Other Expenses	136,176	130,869	110,800	147,038	142,519
Professional & Consulting	9,650	1,994	984	10,902	14,531
Recoveries & Allocations	-	-	-	4,000	5,662
<b>Total Expenditures</b>	<b>1,396,953</b>	<b>1,392,977</b>	<b>1,341,126</b>	<b>1,477,492</b>	<b>1,354,198</b>
Less: Direct Revenues	-	-	(580)	(172)	(166)
<b>Net Expenditures</b>	<b>1,396,953</b>	<b>1,392,977</b>	<b>1,340,547</b>	<b>1,477,320</b>	<b>1,354,032</b>

## HUMAN RESOURCES - Key Performance Indicators

### SUPPORTING DISTRICT DIVISIONS AND ALL EMPLOYEES IN ALL HUMAN RESOURCES ACTIVITIES

#### SUPPORTING SERVICE PRIORITIES

Labour Relations	Recruitment	Health and Safety	Training				
	<b>DIVISIONAL GOALS</b>						
	1. To reach fair and equitable bargaining agreements						
	2. To recruit the best possible employees for the District						
	3. To incorporate Human Resources best practices into all we do						
	4. To support employee health, welfare, and engagement						
	<b>DIVISIONAL STRATEGIES</b>						
	A. Bargain to reach a new employment agreement with the West Vancouver Municipal Employees' Association (WVMEA)						
	B. Implement the position control module of the JDE HRIS system						
	C. Update and revise all District class specifications and job profiles						
	D. Continue to implement recommendations from the 2016 Employee Engagement Survey						
PERFORMANCE MEASURES	BENCHMARK TARGET	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 TARGET	2018 TARGET	GOAL ALIGNMENT
% of successful recruitments on first round	98%	98%	95%	94%	94%	93%	2
employee turnover rate	10.0%	12.8%	16.2%	10.9%	11.0%	11.0%	3
% of job specs updated	20%	18%	17%	19%	20%	20%	4
WCB time loss incidents	25	29	28	25	25	25	4
WCB medical aid incidents	25	n/a	25	38	38	38	4



## PARKS, CULTURE & COMMUNITY SERVICES

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

The Parks Department manages over 140 parks, natural areas, sports amenities, playgrounds, play courts, beaches, Centennial Seawalk, over 130 kilometres of trails, Ambleside Par 3 and Gleneagles golf courses and Capilano View Cemetery.

The Cultural Services Department offers exhibitions at the Ferry Building Gallery and West Vancouver Museum, and cultural and educational programs at various District locations. This department oversees public art and collections and offers visual arts programming and events. Art education programs are offered in conjunction with West Vancouver schools through classroom programs, student exhibitions and gallery tours.

The Community Services Department offers health, fitness and leisure programs at the West Vancouver Community Centre, Aquatic Centre, Gleneagles Community Centre, Ice Arena, Seniors' Activity Centre (SAC) and Ambleside Youth Centre. This department also oversees Access & Inclusion, the West Vancouver Child & Family Hub, specialized leisure services, the Community Grants Program, child care and family services and youth and seniors' outreach services. Special Events & Filming facilitates over 60 special events and issues more than 50 film permits annually.



Anne Mooi | Director of Parks, Culture & Community Services

### Director of Parks, Culture & Community Services

arts & culture

community services

parks

### 2016 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

#### Ambleside: Waterfront & Town Centre

- substantially completed Phase I of the Ambleside Waterfront Plan
- opened the Ambleside Skatepark
- completed Phase II of the Ambleside Playground

#### Fiscal Sustainability & Municipal Services

- completed a 2016 dashboard with key performance indicators for the KPI Task Group

#### Natural Environment & Climate Action

- initiated the Trails Plan development process
- continued to implement the Invasive Plant Strategy and to dedicate parks as per the Parks Master Plan

#### Arts, Culture & Heritage

- with Financial Services, developed the Public Art Reserve Fund
- completed an economic impact study for the Harmony Arts Festival
- assembled a steering committee to guide development of the Arts & Culture Strategy

### 2016 OPERATIONAL ACCOMPLISHMENTS

- completed Orchill Road parking lot improvements, the Eagle Harbour south field irrigation and drainage replacement, an inventory of District-managed trails, and the Municipal Alcohol Policy for District parks

- in consultation with the community, completed the development of a Sports and Active Recreation Policy
- implemented ePACT, an online communication tool for parents with children registered in day camps allowing parents to securely and electronically share contact and medical data about their child
- initiated the process to draft a new Child Care Plan to reflect current needs
- entered into year two of a Healthy Communities Partnership with Vancouver Coastal Health, with priority projects identified that respond to current needs
- hosted the North Shore Seniors' Health Expo attracting almost 1,000 people for a day of seminars on emerging seniors' issues
- launched the start of a Dementia-Friendly North Shore, a tri-municipal effort to enhance our age-friendly communities
- improved access to programs for seniors with the purchase of the Activity Connector, a small vehicle with a fold-out wheelchair ramp
- completed consultation on future youth space and resource needs
- developed and hosted a newly formatted Community Awards presentation and reception
- established West Vancouver as a film-friendly destination

## 2017 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

### Ambleside: Waterfront & Town Centre

- continue to implement the Ambleside Waterfront Plan with designs for plazas and foreshore paths
- work with Ambleside Live and the Ambleside Dundarave Business Improvement Association to host a three-day classic rock concert and to develop a banner and street dressing program

### Natural Environment & Climate Action

- develop a strategy to assess environmentally sensitive areas on District-owned land including parks, Upper Lands and shoreline

### Arts, Culture & Heritage

- complete the Arts & Culture Strategy with priorities and timelines for implementation

### Traffic & Transportation

- complete the District's Trails Plan to provide enhanced connectivity for pedestrians within the District
- incorporate the Spirit Trail into the Ambleside Waterfront Plan and related improvements to the waterfront area
- continue with capital replacement of trail infrastructure
- develop new trails in conjunction with British Pacific Properties in the Upper Lands

## 2017 OPERATIONAL INITIATIVES

- complete the Trails Plan and Cemetery Master Plan
- inventory and map all horticulture and turf areas into Maintenance Connection, along with an inventory of park assets
- complete renovation of Ambleside Playground
- implement year three of the Invasive Plants Strategy
- initiate the Horseshoe Bay Park renovation process with community input
- review the Arts & Culture fee for service agreement with community organizations
- complete the Five-Year Child Care Plan
- develop a new model for operating Gleneagles Clubhouse to better serve the community
- develop a tri-municipal Dementia-Friendly North Shore Action Plan
- continue to generate revenue through filming opportunities, balancing interests of the community, local businesses and the film industry
- complete realignment of the environment portfolio as related to public lands within the district

# PARKS, CULTURE & COMMUNITY SERVICES

## Net Divisional Expenses

	Budget 2017		Actual 2016		Actual 2015	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
Community Services	89.93%	10,325,699	89.12%	10,512,796	88.84%	10,136,604
Parks Maintenance	7.55%	866,450	8.23%	970,687	7.66%	873,947
Cultural Services	2.52%	289,465	2.65%	313,123	3.50%	399,533
	<b>100.00%</b>	<b>11,481,614</b>	<b>100.00%</b>	<b>11,796,606</b>	<b>100.00%</b>	<b>11,410,084</b>
<b>Expenses</b>						
<b>Central Administration</b>						
Labour	2.84%	539,770	2.71%	507,389	2.40%	450,987
Non Labour	0.15%	28,400	0.10%	18,596	0.13%	23,649
	<b>2.99%</b>	<b>568,170</b>	<b>2.81%</b>	<b>525,984</b>	<b>2.52%</b>	<b>474,637</b>
<b>Community Services</b>						
Labour	50.40%	9,589,676	50.77%	9,505,569	49.31%	9,273,059
Non Labour	14.60%	2,778,889	14.83%	2,775,852	14.16%	2,663,109
	<b>65.00%</b>	<b>12,368,565</b>	<b>65.60%</b>	<b>12,281,421</b>	<b>63.47%</b>	<b>11,936,169</b>
<b>Parks Maintenance</b>						
Labour	19.98%	3,802,082	19.01%	3,559,475	18.36%	3,452,270
Non Labour	6.23%	1,185,049	6.96%	1,302,318	9.41%	1,770,356
	<b>26.21%</b>	<b>4,987,131</b>	<b>25.97%</b>	<b>4,861,793</b>	<b>27.77%</b>	<b>5,222,626</b>
<b>Cultural Services</b>						
Labour	3.97%	755,418	3.89%	727,620	3.99%	750,530
Non Labour	1.84%	349,715	1.74%	325,039	2.25%	423,213
	<b>5.81%</b>	<b>1,105,133</b>	<b>5.62%</b>	<b>1,052,660</b>	<b>6.24%</b>	<b>1,173,743</b>
<b>Total</b>						
Labour	77.18%	14,686,946	76.38%	14,300,052	74.05%	13,926,847
Non Labour	22.82%	4,342,053	23.62%	4,421,806	25.95%	4,880,327
	<b>100.00%</b>	<b>19,028,999</b>	<b>100.00%</b>	<b>18,721,858</b>	<b>100.00%</b>	<b>18,807,174</b>
<b>Net Divisional Expenses</b>						
Central Administration	7.53%	(568,170)	7.60%	(525,984)	6.42%	(474,637)
Community Services	27.07%	(2,042,866)	25.54%	(1,768,625)	24.33%	(1,799,564)
Parks Maintenance	54.60%	(4,120,681)	56.19%	(3,891,106)	58.79%	(4,348,679)
Cultural Services	10.81%	(815,668)	10.68%	(739,536)	10.47%	(774,210)
	<b>100.00%</b>	<b>(7,547,385)</b>	<b>100.00%</b>	<b>(6,925,252)</b>	<b>100.00%</b>	<b>(7,397,090)</b>
<b>Capital</b>		<b>4,253,665</b>		<b>2,941,826</b>		<b>2,380,785</b>

**Note:**

The Environmental Services department has been restructured and the programs have been incorporated into two divisions - Parks, Culture & Community Services and Planning & Development Services. Identifying and managing protection of the environment, sensitive areas and shoreline protection on public lands will be delivered by the Parks Maintenance department.

# PARKS, CULTURE & COMMUNITY SERVICES

## Divisional Expenses

	Budget 2017		Actual 2016		Actual 2015	
	%	\$	%	\$	%	\$
<b>Expenses</b>						
<b>Central Administration</b>						
Salaries & Benefits	95.00%	539,770	96.46%	507,389	95.02%	450,987
Supplies & Other Expenses	5.00%	28,400	3.13%	16,456	3.76%	17,847
Professional & Consulting	0.00%	-	0.41%	2,140	1.22%	5,781
Recoveries & Allocations	0.00%	-	0.00%	-	0.00%	21
	<b>100.00%</b>	<b>568,170</b>	<b>100.00%</b>	<b>525,984</b>	<b>100.00%</b>	<b>474,637</b>
<b>Community Services</b>						
Salaries & Benefits	77.53%	9,589,676	77.40%	9,505,569	77.69%	9,273,059
Supplies & Other Expenses	21.09%	2,608,403	20.54%	2,522,403	20.81%	2,483,921
Professional & Consulting	0.00%	-	0.02%	2,127	0.06%	7,422
Recoveries & Allocations	1.38%	170,486	2.05%	251,322	1.44%	171,766
	<b>100.00%</b>	<b>12,368,565</b>	<b>100.00%</b>	<b>12,281,421</b>	<b>100.00%</b>	<b>11,936,169</b>
<b>Parks Maintenance</b>						
Salaries & Benefits	76.24%	3,802,082	73.21%	3,559,475	66.10%	3,452,270
Supplies & Other Expenses	25.94%	1,293,448	28.23%	1,372,654	25.70%	1,342,308
Professional & Consulting	0.00%	-	0.05%	2,600	0.01%	745
Recoveries & Allocations	-2.17%	(108,399)	-1.50%	(72,936)	8.18%	427,303
	<b>100.00%</b>	<b>4,987,131</b>	<b>100.00%</b>	<b>4,861,793</b>	<b>100.00%</b>	<b>5,222,626</b>
<b>Cultural Services</b>						
Salaries & Benefits	68.36%	755,418	69.12%	727,620	63.94%	750,530
Supplies & Other Expenses	31.64%	349,715	30.59%	321,972	31.57%	370,553
Professional & Consulting	0.00%	-	0.06%	600	4.46%	52,376
Recoveries & Allocations	0.00%	-	0.23%	2,468	0.02%	284
	<b>100.00%</b>	<b>1,105,133</b>	<b>100.00%</b>	<b>1,052,660</b>	<b>100.00%</b>	<b>1,173,743</b>
<b>Total</b>						
Salaries & Benefits	77.18%	14,686,946	76.38%	14,300,052	74.05%	13,926,847
Supplies & Other Expenses	22.49%	4,279,966	22.61%	4,233,485	22.41%	4,214,628
Professional & Consulting	0.00%	-	0.04%	7,467	0.35%	66,324
Recoveries & Allocations	0.33%	62,087	0.97%	180,855	3.19%	599,375
	<b>100.00%</b>	<b>19,028,999</b>	<b>100.00%</b>	<b>18,721,858</b>	<b>100.00%</b>	<b>18,807,174</b>

# PARKS, CULTURE & COMMUNITY SERVICES

## Divisional Capital Requests

	2017 Budget	Funding Source					
		Asset Reserves	Reserves	External Funding	Endowment Fund	Community Amenity Contributions	Development Cost Charges
<b>Current Year Projects</b>							
<b>Investment in Existing Assets</b>							
<b>Cultural Services</b>							
Replacement Projector (Museum)	8,000	5,000	-	3,000	-	-	1
<b>Parks Maintenance</b>							
Sports Field Drainage and Irrigation Replacement	239,000	239,000	-	-	-	-	
West Lake Road Vehicle Bridge in Upper Lands	231,000	231,000	-	-	-	-	
Waterfront Park Pier Repairs including Horseshoe Bay	150,000	150,000	-	-	-	-	
Tennis Court Replacement	140,000	140,000	-	-	-	-	
Replace Ride-on Mower	98,000	98,000	-	-	-	-	
Replacement / Repair of Trails and Trail Structures	90,000	90,000	-	-	-	-	
Replacement of Failing Park Structures	80,000	80,000	-	-	-	-	
Playground Renewal	80,000	80,000	-	-	-	-	
District Park Irrigation and Drainage Replacement	80,000	80,000	-	-	-	-	
Replace Tractor	78,000	78,000	-	-	-	-	
Replace Single Axle Dump Truck	78,000	78,000	-	-	-	-	
Larson Creek Restoration	60,000	-	60,000	-	-	-	2
Replace Service Van	60,000	60,000	-	-	-	-	
Replace Mini-Excavator	60,000	60,000	-	-	-	-	
Replace Utility Vehicle	42,000	42,000	-	-	-	-	
Sport Field Lights, Fencing and Backstops Renewal and Replacement	30,000	30,000	-	-	-	-	
Bench Replacement Program	30,000	-	30,000	-	-	-	3
Replace Picnic Tables in Various Parks	25,000	25,000	-	-	-	-	
Replace Top Dresser	20,000	20,000	-	-	-	-	
	<b>1,671,000</b>	<b>1,581,000</b>	<b>-</b>	<b>90,000</b>	<b>-</b>	<b>-</b>	
<b>Community Services</b>							
Aquatic Centre Weight Room Fitness Equipment Replacement	125,000	125,000	-	-	-	-	
Audio/Video Replacement (Community Centre)	75,000	75,000	-	-	-	-	
GECC Weight Room Fitness Equipment Replacement	43,000	43,000	-	-	-	-	
Aquatic Centre Water Feature Replacement	27,800	27,800	-	-	-	-	
Seniors' Activity Centre Furniture Replacement	23,000	23,000	-	-	-	-	
Patio Resurfacing at Seniors' Activity Centre	20,000	20,000	-	-	-	-	
Inflatable Equipment Replacement	13,000	13,000	-	-	-	-	
CS Kitchen Equipment and Appliances	10,000	5,000	5,000	-	-	-	4
CC Gymnastic Equipment Replacement	8,633	8,633	-	-	-	-	
	<b>345,433</b>	<b>340,433</b>	<b>-</b>	<b>5,000</b>	<b>-</b>	<b>-</b>	
<b>Total Investment in Existing Assets</b>	<b>2,024,433</b>	<b>1,926,433</b>	<b>-</b>	<b>98,000</b>	<b>-</b>	<b>-</b>	
<b>Investment in New Assets</b>							
<b>Parks Maintenance</b>							
Ambleside Waterfront Revitalization	400,000	-	-	400,000	-	-	
WVSS Track and Artificial Field	250,000	-	250,000	-	-	-	
Ambleside Waterfront Concept Plan Implementation	195,000	-	-	-	195,000	-	
Horseshoe Bay - Park Design	195,000	-	-	-	195,000	-	
Hollyburn Sailing Club Fencing	97,500	97,500	-	-	-	-	
Whytecliff Park Viewpoint Pergola	93,500	46,750	-	46,750	-	-	5
Accessibility to Memorial Park Pathway and Cenotaph Plaza	33,500	33,500	-	-	-	-	
Maintenance Connection Licences (Parks)	12,250	12,250	-	-	-	-	
Additional Ambleside Bocce Court	10,000	10,000	-	-	-	-	
	<b>1,286,750</b>	<b>200,000</b>	<b>250,000</b>	<b>46,750</b>	<b>400,000</b>	<b>390,000</b>	
<b>Community Services</b>							
Outdoor Ping Pong Tables at Community Centre	20,000	10,000	-	10,000	-	-	6
Aqua Stand Up Paddle (SUP) Boards	9,800	-	-	9,800	-	-	7
Beach Wheelchair and Pathway at Ambleside	8,600	8,600	-	-	-	-	
	<b>38,400</b>	<b>18,600</b>	<b>-</b>	<b>19,800</b>	<b>-</b>	<b>-</b>	
<b>Total Investment in New Assets</b>	<b>1,325,150</b>	<b>218,600</b>	<b>250,000</b>	<b>66,550</b>	<b>400,000</b>	<b>390,000</b>	
<b>Current Year Projects Sub-Total</b>	<b>3,349,583</b>	<b>2,145,033</b>	<b>250,000</b>	<b>164,550</b>	<b>400,000</b>	<b>390,000</b>	

- 1 External funding provided by the Museum Advisory Committee.
- 2 External funding provided by donations and grants.
- 3 External funding provided by park bench donations.
- 4 External funding provided by the Seniors' Activity Centre Advisory Board.
- 5 External funding provided by various community donations.
- 6 External funding provided by the West Vancouver Community Centres Society.
- 7 External funding provided by the West Vancouver Community Centres Society.

# PARKS, CULTURE & COMMUNITY SERVICES

## Divisional Capital Requests

	2017 Budget	Funding Source					
		Asset Reserves	Reserves	External Funding	Endowment Fund	Community Amenity Contributions	Development Cost Charges
<b>Prior Year Approved Work in Progress</b>							
<b>Park Infrastructure Replacement / Improvement</b>							
Ambleside Playground Upgrade Phase 3	225,000	-	-	30,000	-	-	195,000
Park Outdoor Fitness Equipment	195,000	-	-	195,000	-	-	-
Ambleside Waterfront Implementation	136,000	-	-	-	-	-	136,000
Replacement of Failing Park Infrastructure	45,000	45,000	-	-	-	-	-
Dundarave Seating Structure	42,171	-	-	42,171	-	-	-
Rodgers Creek Development Trails	36,789	-	-	36,789	-	-	-
Skylogic Lighting Application	25,340	25,340	-	-	-	-	-
Scheduling Software	22,130	22,130	-	-	-	-	-
Replacement of obsolete Recreation Operating System Software (Class)	15,976	15,976	-	-	-	-	-
Waterfront Park Facility Renewal	15,000	15,000	-	-	-	-	-
Lighthouse Park Parking Lot Improvements	14,491	14,491	-	-	-	-	-
Whyte Lake Park Improvement Trail and Parking	8,708	8,708	-	-	-	-	-
Pool Accessibility Lift	5,300	5,300	-	-	-	-	-
Revitalization & Upgrade of Ambleside Skatepark	5,000	-	-	5,000	-	-	-
Altamont Park Upgrades	4,696	4,696	-	-	-	-	-
	<b>796,601</b>	<b>156,641</b>	<b>-</b>	<b>308,960</b>	<b>-</b>	<b>-</b>	<b>331,000</b>
<b>Environmental Projects</b>							
Navy Jack Foreshore Project	58,981	58,981	-	-	-	-	-
Dundarave/Marr Creek Habitat Restoration	48,500	48,500	-	-	-	-	-
	<b>107,481</b>	<b>107,481</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Prior Year Approved Work in Progress Sub-Total</b>	<b>904,082</b>	<b>264,122</b>	<b>-</b>	<b>308,960</b>	<b>-</b>	<b>-</b>	<b>331,000</b>
<b>Total Capital Requests</b>	<b>4,253,665</b>	<b>2,409,155</b>	<b>250,000</b>	<b>473,510</b>	<b>400,000</b>	<b>390,000</b>	<b>331,000</b>



# PARKS, CULTURE & COMMUNITY SERVICES

## Stats & Trends

### SERVICE LEVEL STATISTICS

Transaction Counts /Activity Levels				
2016	2015	2014	2013	2012

Community Services Attendance					
Aquatic Centre	909,400	815,400	802,300	753,600	744,500
Community Centre	579,500	490,400	496,500	460,700	417,500
Gleneagles Community Centre	124,500	122,900	125,600	135,700	134,700
Ice Arena	114,900	109,500	119,100	121,000	121,100
Seniors' Activity Centre	269,700	258,000	267,900	264,900	250,300
Ambleside Youth Centre	8,100	8,200	8,500	7,500	8,300
Special Event Participation *	137,440	152,400	94,602	99,375	120,713
Harmony Arts Festival Participation	130,000	130,000	130,000	120,000	100,000
<b>Total Participation</b>	<b>2,273,540</b>	<b>2,086,800</b>	<b>2,044,502</b>	<b>1,962,775</b>	<b>1,897,113</b>

\* Special Event attendance includes farmers' market starting 2015; no Ambleside Live in 2016

Parks Requests for Service					
General	451	265	315	21	37
Arboriculture	520	398	532	462	241
Tree Permits Issued **	237	130	262	226	236

\*\* no high impact tree permits issued

Cultural Attendance					
Cultural Events & Facility Use	69,700	70,400	76,029	60,616	95,155

### TREND OF RESOURCE REQUIREMENTS

2016	2015	2014	2013	2012
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Salaries & Benefits	14,300,052	13,926,847	13,269,318	13,031,730	13,859,577
Supplies & Other Expenses	4,233,485	4,214,628	3,756,902	3,330,497	4,157,591
Professional & Consulting	7,467	66,324	30,295	17,929	16,188
Recoveries & Allocations	180,855	599,375	634,724	824,605	1,064,703
<b>Total Expenditures</b>	<b>18,721,858</b>	<b>18,807,174</b>	<b>17,691,240</b>	<b>17,204,761</b>	<b>19,098,058</b>
Less: Direct Revenues	(11,796,606)	(11,410,084)	(11,260,844)	(10,363,166)	(10,210,509)
<b>Net Expenditures</b>	<b>6,925,252</b>	<b>7,397,090</b>	<b>6,430,396</b>	<b>6,841,596</b>	<b>8,887,549</b>

# PARKS, CULTURE & COMMUNITY SERVICES - Key Performance Indicators

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

### SUPPORTING SERVICE PRIORITIES

Community Services	Parks	Arts and Culture	Special Events				
	<b>DIVISIONAL GOALS</b>						
	1. Offer an unparalleled range of amenities, features, and attributes through community facilities and parks						
	2. Enrich community vitality through integrating arts, learning, inter-cultural experiences, and physical activities into daily life						
	3. Produce a broad range of services of the highest quality that are accessible and affordable to all District residents						
	4. Work closely with community boards, advisory groups, committees and sports groups to understand the needs of the community						
	<b>DIVISIONAL STRATEGIES</b>						
	A. Develop a new operating model for Gleneagles Clubhouse						
	B. Complete the District's Arts and Culture Strategy						
	C. Complete the District's Five-Year Child Care Plan						
	D. Continue to generate revenue through supporting filming opportunities						
<b>PERFORMANCE MEASURES</b>	<b>BENCHMARK TARGET</b>	<b>2014 ACTUAL</b>	<b>2015 ACTUAL</b>	<b>2016 ACTUAL</b>	<b>2017 TARGET</b>	<b>2018 TARGET</b>	<b>GOAL ALIGNMENT</b>
# of visits to 6 key trails	1,390,600	n/a	n/a	1,390,000	1,395,000	1,395,000	1, 2, 4
# of volunteer hours	93,000	91,500	84,400	92,500	93,000	93,000	1, 2, 3, 4
# of visits to community facilities and events	2,273,500	2,044,500	2,086,800	2,273,500	2,275,000	2,275,000	1, 2, 4
% recovery of divisional expenses	60.0%	63.7%	60.8%	63.0%	60.3%	60.3%	3

## PLANNING & DEVELOPMENT SERVICES

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

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

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

Land Development reviews and approves engineering and utility services requirements related to new development, and ensures that environmental and creek protection measures for development are implemented.

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



Jim Bailey | Director of Planning & Development Services

### Director of Planning & Development Services

community planning  
& sustainability

land development

urban design &  
current planning

permits & inspections

### 2016 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

#### Ambleside: Waterfront & Town Centre

- led an inter-divisional staff team and public engagement process culminating in Council endorsement of the Ambleside Waterfront Concept Plan
- continued to review development projects that support Ambleside revitalization

#### Built Form, Housing & Neighbourhood Character

- engaged in ongoing public consultation on housing bulk and neighbourhood character
- adopted the interim tree bylaw and established a Working Group process to guide preparation of a permanent bylaw
- provided Council with strategies to address housing affordability and diversity for consideration through the Official Community Plan review
- continued to address neighbourhood character through zoning bylaw changes regarding lot consolidations, fence heights and landscaping and on all development and development variance permits
- refined the process related to the review of proposal for use of District boulevards

#### Fiscal Sustainability & Municipal Services

- examined services provided and fees and charges to address adequate and equitable cost recovery

#### Natural Environment & Climate Action

- became the lead division supporting the Community Energy & Emissions Plan (CEEP) Working Group

#### Official Community Plan (OCP) Review

- confirmed the OCP work plan and process, consisting of updating policies based on Working Group reports, and generating new policy through various plans and studies
- presented Council with demographic, housing and employment projections and strategies to address housing affordability and diversity to consider through the review
- presented the Marine Drive Context Study to Council and completed public consultation
- supported regeneration in Horseshoe Bay through consideration of the Sewell's marina redevelopment and through collaboration of new streetscape guidelines
- established an overall process to advance preparation of an area development plan for Cypress Village

### **Arts, Culture & Heritage**

- integrated Arts, Culture & Heritage into the Ambleside Waterfront Concept Plan

### **Police Services & Municipal Hall Project**

- reviewed plans and issued building permits

## **2016 OPERATIONAL ACCOMPLISHMENTS**

- enhanced permitting process and coordination with land development functions, helping to reduce overall permit processing times
- moved forward with regional coordination initiatives including North Shore Advisory Committee on Disability Issues, Regional Planning Advisory Committee, Regional Permit & Licences Committee and Lower Mainland Technical Committee

## **2017 INITIATIVES TO SUPPORT COUNCIL PRIORITIES**

### **Ambleside: Waterfront & Town Centre**

- begin Ambleside Town Centre planning and engagement process working with residents, businesses and stakeholders
- continue to review development projects that support Ambleside revitalization

### **Built Form, Housing & Neighbourhood Character**

- form the Tree Bylaw Working Group, continue public consultation and prepare options for Council consideration
- consult the community on strategies to address housing affordability and diversity as part of the Official Community Plan review

### **Fiscal Sustainability & Municipal Services**

- continue work on fees and charges to address adequate and equitable cost recovery
- monitor and assess impacts of provincial/federal legislation and policy changes on development and permit applications

### **Natural Environment & Climate Action**

- support implementation of the Community Energy and Emissions Plan and development of the Shoreline Management Plan

### **Official Community Plan Review**

- engage the community on issues and their objectives for a revised OCP
- review policy chapters based on ten years of community working group reports to capture this valuable citizen input
- consult with stakeholders and the community to ensure the updated policies address the challenges of tomorrow
- prepare an updated draft OCP that responds to feedback, meets legislative requirements, and promotes a sustainable community
- continue to advance the planning process for Cypress Village, as directed by Council

### **Arts, Culture & Heritage**

- ensure appropriate integration of Arts, Culture & Heritage into plans and initiatives including the Official Community Plan review

### **Police Services & Municipal Hall Project**

- conduct inspections and issue building and other permits

### **Traffic & Transportation**

- take an integrated approach to land use and transportation planning through the Official Community Plan review, which will include high-level policy directions for the major components of the District's transportation network: vehicular, public transit and active transportation
- implement components of the Community Energy and Emissions Plan, including strategic directions around transportation and land use aimed at reducing congestion and greenhouse gas emissions and increasing transportation options throughout the District
- incorporate green buildings located in transit-oriented locations, with accompanying improvements to pedestrian and cycling infrastructure and opportunities for car-share services and support for electric vehicles

## **2017 OPERATIONAL INITIATIVES**

- continue process improvements related to development planning, permits and inspections and land development functions
- continue regional coordination initiatives, including North Shore Advisory Committee on Disability Issues, Regional Planning Advisory Committee, Regional Permit & Licences Committee and Lower Mainland Technical Committee

## PLANNING & DEVELOPMENT SERVICES

### Net Divisional Expenses

	Budget 2017		Actual 2016		Actual 2015	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
Planning and Development	19.14%	1,196,802	12.13%	958,938	15.39%	1,162,280
Permits and Inspections	80.86%	5,057,071	87.87%	6,946,212	84.61%	6,390,487
	<b>100.00%</b>	<b>6,253,873</b>	<b>100.00%</b>	<b>7,905,150</b>	<b>100.00%</b>	<b>7,552,767</b>
<b>Expenses</b>						
<b>Planning and Development</b>						
Labour	55.70%	2,633,866	49.05%	2,168,068	47.48%	2,045,351
Non Labour	2.51%	118,635	4.01%	177,352	8.24%	355,140
	<b>58.21%</b>	<b>2,752,501</b>	<b>53.06%</b>	<b>2,345,420</b>	<b>55.72%</b>	<b>2,400,491</b>
<b>Permits and Inspections</b>						
Labour	39.95%	1,889,061	44.48%	1,966,299	41.53%	1,789,243
Non Labour	1.83%	86,750	2.46%	108,541	2.75%	118,360
	<b>41.79%</b>	<b>1,975,811</b>	<b>46.94%</b>	<b>2,074,840</b>	<b>44.28%</b>	<b>1,907,603</b>
<b>Total</b>						
Labour	95.66%	4,522,928	93.53%	4,134,366	89.01%	3,834,594
Non Labour	4.34%	205,385	6.47%	285,893	10.99%	473,500
	<b>100.00%</b>	<b>4,728,313</b>	<b>100.00%</b>	<b>4,420,259</b>	<b>100.00%</b>	<b>4,308,094</b>
<b>Net Divisional Expenses</b>						
<b>Planning and Development</b>	-101.98%	(1,555,699)	-39.79%	(1,386,482)	-38.16%	(1,238,211)
<b>Permits and Inspections</b>	201.98%	3,081,260	139.79%	4,871,372	138.16%	4,482,884
	<b>100.00%</b>	<b>1,525,561</b>	<b>100.00%</b>	<b>3,484,890</b>	<b>100.00%</b>	<b>3,244,673</b>
<b>Capital</b>		-		-		<b>6,688,891</b>

Note:

The expense budget increase in Planning and Development Services includes a reallocation of resources from the Engineering & Transportation and Parks, Culture & Community Services divisions to address policy setting around protecting the environment.

## PLANNING & DEVELOPMENT SERVICES

### Divisional Expenses

	Budget 2017		Actual 2016		Actual 2015	
	%	\$	%	\$	%	\$
<b>Expenses</b>						
<b>Planning and Development</b>						
Salaries & Benefits	95.69%	2,633,866	92.44%	2,168,068	85.21%	2,045,351
Supplies & Other Expenses	4.20%	115,635	5.10%	119,717	14.05%	337,220
Professional & Consulting	0.11%	3,000	2.45%	57,535	0.70%	16,899
Recoveries & Allocations	0.00%	-	0.00%	100	0.04%	1,020
	<b>100.00%</b>	<b>2,752,501</b>	<b>100.00%</b>	<b>2,345,420</b>	<b>100.00%</b>	<b>2,400,491</b>
<b>Permits and Inspections</b>						
Salaries & Benefits	95.61%	1,889,061	94.77%	1,966,299	93.80%	1,789,243
Supplies & Other Expenses	4.39%	86,750	5.23%	108,541	6.20%	118,257
Recoveries & Allocations	0.00%	-	0.00%	-	0.01%	104
	<b>100.00%</b>	<b>1,975,811</b>	<b>100.00%</b>	<b>2,074,840</b>	<b>100.00%</b>	<b>1,907,603</b>
<b>Total</b>						
Salaries & Benefits	95.66%	4,522,928	93.53%	4,134,366	89.01%	3,834,594
Supplies & Other Expenses	4.28%	202,385	5.16%	228,258	10.57%	455,477
Professional & Consulting	0.06%	3,000	1.30%	57,535	0.39%	16,899
Recoveries & Allocations	0.00%	-	0.00%	100	0.03%	1,124
	<b>100.00%</b>	<b>4,728,313</b>	<b>100.00%</b>	<b>4,420,259</b>	<b>100.00%</b>	<b>4,308,094</b>



# PLANNING & DEVELOPMENT SERVICES

## Stats & Trends

### SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2016	2015	2014	2013	2012
Development Applications					
Rezoning & Major Development Permits	13	11	11	8	13
Watercourse Permits	37	35	34	23	41
Environmental Development Permit - Trees	12	-	-	-	-
Development Permit - Detached Secondary Suites	4	-	-	-	-
Development Permit - Duplex/Triplex	3	-	-	-	-
Private Tree Cutting Permits	58	-	-	-	-
Development Permit - Steep Terrain	2	4	-	2	-
Minor Development Permit	2	6	3	1	1
Development Variance Permit	8	15	4	7	11
Development Permit - Exempt	9	2	14	27	10
Development Permit - Other	12	11	3	6	9
Subdivisions	10	7	8	5	3
Blasting Permit Applications	71	53	34	40	37
Building Permit Applications	752	793	904	637	831
Building Permit Inspections	14,307	13,173	12,369	11,414	12,438
Building Permits - Number	825	744	751	650	718
Building Permits - \$ Revenue	5,129,287	4,367,603	3,895,047	2,831,156	3,748,563
Plumbing Permits - Number	1,192	1,096	1,008	975	1,035
Plumbing Permits - \$ Revenue	546,054	511,838	370,015	387,162	397,963
Electrical Permits - Number	1,239	1,100	1,070	977	1,060
Electrical Permits - \$ Revenue	909,041	732,343	634,321	600,006	679,892

### TREND OF RESOURCE REQUIREMENTS

	2016	2015	2014	2013	2012
Salaries & Benefits	4,224,349	3,834,594	3,411,223	2,987,236	3,002,334
Supplies & Other Expenses	116,135	455,477	275,160	123,928	114,136
Professional & Consulting	3,000	16,899	38,961	68,078	201,993
Recoveries & Allocations	-	1,124	545	30,488	34,231
<b>Total Expenditures</b>	<b>4,343,484</b>	<b>4,308,094</b>	<b>3,725,889</b>	<b>3,209,730</b>	<b>3,352,695</b>
Less: Direct Revenues	(7,905,150)	(7,552,767)	(6,194,980)	(4,861,806)	(5,680,198)
<b>Net Expenditures</b>	<b>(3,561,666)</b>	<b>(3,244,673)</b>	<b>(2,469,091)</b>	<b>(1,652,076)</b>	<b>(2,327,503)</b>

## PLANNING & DEVELOPMENT SERVICES - Key Performance Indicators

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

### SUPPORTING SERVICE PRIORITIES

Community Planning and Sustainability	Land Development	Urban Design and Current Planning	Permits and Inspections				
	<b>DIVISIONAL GOALS</b>						
	1. Incorporate sustainability into planning work						
	2. Provide community with timely and efficient planning services						
	3. Deliver permits and inspections on a timely basis						
	4. Plan for increased housing affordability and diversity						
	<b>DIVISIONAL STRATEGIES</b>						
	A. Begin Ambleside Town Centre Local Area Plan, including engagement process						
	B. Engage community on a revised OCP						
	C. Continue to advance planning for Cypress Village						
	D. Form and support Tree Bylaw Working Group						
PERFORMANCE MEASURES	BENCHMARK TARGET	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 TARGET	2018 TARGET	GOAL ALIGNMENT
% of planning reports incorporating sustainability	100	n/a	n/a	100%	100%	100%	1
average # of days from rezoning application to 1st Council report	250	n/a	n/a	500	400	300	2, 3
average # of weeks from permit application to permit review	7	n/a	n/a	11	9	7	2, 3

## POLICE SERVICES

The Police Department is governed by, and reports to, the West Vancouver Police Board. The Mayor is the Chair of the Police Board.

The mission of the West Vancouver Police Department (WVPD) is *Making West Vancouver safe today and safer tomorrow.*



Len Goerke | Chief Constable



### 2016 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

#### Police Services & Municipal Hall Project

- continued to work with the project design team in planning the new Police Services building and began planning for the migration of Information Technology (IT) infrastructure

### 2016 OPERATIONAL ACCOMPLISHMENTS

- accomplished 90 per cent of our 2016 initiatives in support of the WVPD 2016-2019 Strategic Plan
- completed an IT assessment and developed an IT plan in support of current operations and in anticipation of the move to the new Police Services building
- hired a professional accountant to manage WVPD's finance and corporate services
- civilianized the records management position allowing the reassignment of a sworn member to traffic duties
- fully implemented the new North Shore Domestic Violence Unit
- conducted a citizen satisfaction survey to identify opportunities for improving our service delivery, with results to be reported to the board in January 2017
- conducted an internal work environment survey with results revealing a marked improvement in staff engagement and satisfaction
- continued employee health and wellness programs wherein 67 per cent of staff participated in WVPD's annual health assessments
- trained all staff in a Road to Mental Readiness program



## 2017 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

### Police Services & Municipal Hall Project

- finalize the building design with the project design team, plan and implement migration of IT infrastructure and complete the physical move to the new building

## 2017 OPERATIONAL INITIATIVES

- continue to implement the WVPD 2016–2019 Strategic Plan
- review our 2016 citizen satisfaction survey and identify achievable opportunities to improve our service delivery in 2017
- further develop and implement employee health and wellness and engagement initiatives
- migrate to the new E-Comm radio network

# POLICE SERVICES

## Net Divisional Expenses

	Budget 2017		Actual 2016		Actual 2015	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
Administrative Support	93.46%	902,650	81.18%	760,303	86.79%	849,020
Support Delivery	6.54%	63,208	18.82%	176,251	13.21%	129,195
	<b>100.00%</b>	<b>965,858</b>	<b>100.00%</b>	<b>936,554</b>	<b>100.00%</b>	<b>978,215</b>
<b>Expenses</b>						
<b>Chief Constable's Office</b>						
Labour	5.35%	830,408	2.95%	428,508	3.54%	498,398
Non Labour	1.60%	248,640	1.73%	252,140	2.14%	301,272
	<b>6.95%</b>	<b>1,079,048</b>	<b>4.68%</b>	<b>680,648</b>	<b>5.68%</b>	<b>799,670</b>
<b>Administrative Support</b>						
Labour	14.27%	2,214,233	16.07%	2,337,520	14.77%	2,077,555
Non Labour	15.42%	2,392,433	15.05%	2,189,230	15.99%	2,248,734
	<b>29.69%</b>	<b>4,606,666</b>	<b>31.12%</b>	<b>4,526,750</b>	<b>30.76%</b>	<b>4,326,289</b>
<b>Operations Division</b>						
Labour	46.72%	7,249,986	50.77%	7,386,451	49.16%	6,914,853
Non Labour	2.39%	370,600	2.28%	331,896	1.07%	150,636
	<b>49.11%</b>	<b>7,620,586</b>	<b>53.05%</b>	<b>7,718,347</b>	<b>50.23%</b>	<b>7,065,489</b>
<b>Support Delivery</b>						
Labour	12.05%	1,869,853	8.51%	1,238,458	11.23%	1,579,887
Non Labour	2.20%	341,240	2.64%	383,793	2.10%	295,435
	<b>14.25%</b>	<b>2,211,093</b>	<b>11.15%</b>	<b>1,622,251</b>	<b>13.33%</b>	<b>1,875,322</b>
<b>Total</b>						
Labour	78.39%	12,164,479	78.30%	11,390,937	78.70%	11,070,693
Non Labour	21.61%	3,352,913	21.70%	3,157,059	21.30%	2,996,076
	<b>100.00%</b>	<b>15,517,392</b>	<b>100.00%</b>	<b>14,547,996</b>	<b>100.00%</b>	<b>14,066,769</b>
<b>Net Divisional Expenses</b>						
Chief Constable's Office	7.42%	(1,079,048)	5.00%	(680,648)	6.11%	(799,670)
Administrative Support	25.45%	(3,704,016)	27.67%	(3,766,447)	26.57%	(3,477,269)
Operations Division	52.37%	(7,620,586)	56.70%	(7,718,347)	53.98%	(7,065,489)
Support Delivery	14.76%	(2,147,885)	10.62%	(1,445,999)	13.34%	(1,746,127)
	<b>100.00%</b>	<b>(14,551,534)</b>	<b>100.00%</b>	<b>(13,611,442)</b>	<b>100.00%</b>	<b>(13,088,555)</b>
<b>Capital</b>		<b>991,830</b>		<b>156,071</b>		<b>410,067</b>

# POLICE SERVICES

## Divisional Expenses

	Budget 2017		Actual 2016		Actual 2015	
	%	\$	%	\$	%	\$
<b>Expenses</b>						
<b>Chief Constable's Office</b>						
Salaries & Benefits	76.96%	830,408	62.96%	428,508	62.33%	498,398
Supplies & Other Expenses	4.45%	48,040	6.47%	44,047	19.99%	159,837
Professional & Consulting	18.59%	200,600	30.57%	208,093	17.69%	141,435
	<b>100.00%</b>	<b>1,079,048</b>	<b>100.00%</b>	<b>680,648</b>	<b>100.00%</b>	<b>799,670</b>
<b>Administrative Support</b>						
Salaries & Benefits	48.07%	2,214,233	51.64%	2,337,520	48.02%	2,077,555
Supplies & Other Expenses	44.40%	2,045,333	41.12%	1,861,407	44.27%	1,915,458
Recoveries & Allocations	7.53%	347,100	7.24%	327,823	7.70%	333,276
	<b>100.00%</b>	<b>4,606,666</b>	<b>100.00%</b>	<b>4,526,750</b>	<b>100.00%</b>	<b>4,326,289</b>
<b>Operations Division</b>						
Salaries & Benefits	95.14%	7,249,986	95.70%	7,386,451	97.87%	6,914,853
Supplies & Other Expenses	4.86%	370,600	4.30%	331,896	2.13%	150,636
	<b>100.00%</b>	<b>7,620,586</b>	<b>100.00%</b>	<b>7,718,347</b>	<b>100.00%</b>	<b>7,065,489</b>
<b>Support Delivery</b>						
Salaries & Benefits	84.57%	1,869,853	76.34%	1,238,458	84.25%	1,579,887
Supplies & Other Expenses	15.43%	341,240	23.66%	383,793	15.75%	295,435
	<b>100.00%</b>	<b>2,211,093</b>	<b>100.00%</b>	<b>1,622,251</b>	<b>100.00%</b>	<b>1,875,322</b>
<b>Total</b>						
Salaries & Benefits	78.39%	12,164,479	78.30%	11,390,937	78.70%	11,070,693
Supplies & Other Expenses	18.08%	2,805,213	18.02%	2,621,143	17.92%	2,521,365
Professional & Consulting	1.29%	200,600	1.43%	208,093	1.01%	141,435
Recoveries & Allocations	2.24%	347,100	2.25%	327,823	2.37%	333,276
	<b>100.00%</b>	<b>15,517,392</b>	<b>100.00%</b>	<b>14,547,996</b>	<b>100.00%</b>	<b>14,066,769</b>



# POLICE SERVICES

## Divisional Capital Requests

	2017 Budget	Funding Source	
		Asset Reserves	Reserves
<b>Current Year Projects</b>			
<b>Investment in Existing Assets</b>			
<b>Equipment</b>			
NGRP - Capital Cost of Radios	350,000	350,000	-
IT Replacement and Migration	208,830	-	208,830
Police Member Uniforms	59,000	59,000	-
NGRP - Installation Cost of Mobiles (in vehicles)	35,000	35,000	-
Police Firearms	20,000	20,000	-
Miscellaneous Police Ongoing Capital	2,000	2,000	-
	<u>674,830</u>	<u>466,000</u>	<u>208,830</u>
<b>Vehicle Fleet</b>			
Replace Police Vehicle	59,000	59,000	-
Replace Police Vehicle	58,000	58,000	-
Replace Police Vehicle	58,000	58,000	-
	<u>175,000</u>	<u>175,000</u>	<u>-</u>
<b>Total Investment in Existing Assets</b>	<u>849,830</u>	<u>641,000</u>	<u>208,830</u>
<b>Investment in New Assets</b>			
<b>Equipment</b>			
NGRP - In-Building Repeater for New Building	110,000	15,000	95,000
	<u>110,000</u>	<u>15,000</u>	<u>95,000</u>
<b>Total Investment in New Assets</b>	<u>110,000</u>	<u>15,000</u>	<u>95,000</u>
<b>Current Year Projects Sub-Total</b>	<u><b>959,830</b></u>	<u><b>656,000</b></u>	<u><b>303,830</b></u>
<b>Prior Year Approved Work in Progress</b>			
Real Time Identification (RTID) Package	32,000	32,000	-
<b>Prior Year Approved Work in Progress Sub-Total</b>	<u><b>32,000</b></u>	<u><b>32,000</b></u>	<u><b>-</b></u>
<b>Total Capital Requests</b>	<u><b>991,830</b></u>	<u><b>688,000</b></u>	<u><b>303,830</b></u>

# POLICE SERVICES

## Stats & Trends

### SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2016	2015	2014	2013	2012
Property Crimes					
Break and Enter	223	173	174	137	164
Theft of Motor Vehicle	27	27	31	24	26
Theft from Motor Vehicle	361	308	244	208	154
Other Theft	205	162	187	161	210
Mischief	224	187	236	245	219
Shoplifting	403	319	218	224	242
Total Property Crimes	1443	1409	1,090	999	1,015
Violent Crimes	250	293	285	284	312
Motor Vehicle Accidents	559	503	429	423	461

### TREND OF RESOURCE REQUIREMENTS

	2016	2015	2014	2013	2012
Salaries & Benefits	11,390,937	11,070,693	11,402,128	11,042,000	10,955,455
Supplies & Other Expenses	2,621,143	2,521,365	2,106,686	1,934,096	1,936,193
Professional & Consulting	208,093	141,435	140,453	117,731	228,200
Recoveries & Allocations	327,823	333,276	416,312	428,126	18,944
<b>Total Expenditures</b>	<b>14,547,996</b>	<b>14,066,769</b>	<b>14,065,580</b>	<b>13,521,952</b>	<b>13,138,792</b>
Less: Direct Revenues	(936,554)	(978,215)	(760,935)	(854,603)	(1,358,379)
<b>Net Expenditures</b>	<b>13,611,442</b>	<b>13,088,555</b>	<b>13,304,644</b>	<b>12,667,348</b>	<b>11,780,413</b>

# POLICE SERVICES - Key Performance Indicators

## MAKING WEST VANCOUVER SAFE TODAY AND SAFER TOMORROW

### SUPPORTING SERVICE PRIORITIES

Accountability	Collaboration	Integrity	Professionalism					
	<b>DIVISIONAL GOALS</b>							
	1. Enhance community safety							
	2. Promote operational excellence							
	3. Improve organizational practices							
	<b>DIVISIONAL STRATEGIES</b>							
	A. Reduce property crime, violent crime, and injury/fatal collisions							
	B. Engage stakeholders, improve business analytics, and leverage technology and infrastructure							
	C. Strengthen internal communication, support employee wellness and be a preferred employer							
	PERFORMANCE MEASURES	BENCHMARK TARGET	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 TARGET	2018 TARGET	GOAL ALIGNMENT
	property crime rate	-4% / year	n/a	1409* incidents	+21%	1353	1299	1
violent crime rate	-3% / year	n/a	293* incidents	-15%	276	267	1	
injury/fatal collisions	-3% / year	n/a	98* collisions	+20%	95	92	1	
crime severity index	<BC Av.	DWV 44.4 BC 91.6	DWV 51.9 BC 94.7	n/a	<BC Av.	<BC Av.	1	
Police response time	<9 min	n/a	7:04	7:28	<9 min	<9 min	2	
file clearance rates	>BC Av.	28.4	37.1	n/a	>BC Av.	>BC Av.	2	
citizen satisfaction survey	feeling of safety	n/a	n/a	95%	>80%	>80%	2	
employee health assessments	high participation	n/a	83%	63%	>80%	>80%	3	
employee engagement survey	high engagement	n/a	n/a	71	>64	>64	3	

\*2015 Actual totals may change due to re-scoring.





## WEST VANCOUVER MEMORIAL LIBRARY

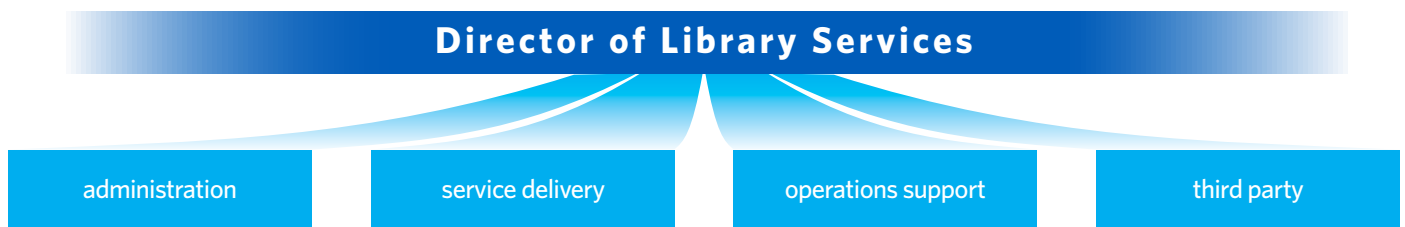
The West Vancouver Memorial Library (WVML) is governed by the BC Library Act and managed by the Council-appointed West Vancouver Memorial Library Board.

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

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



Jenny Benedict | Director of Library Services



### 2016 ACCOMPLISHMENTS

#### Support 21st Century Learning

- launched an electronic resource subscription to support development of digital skills
- piloted a digital badging project in conjunction with expanded Summer Reading Club activities
- completed adult learning and personal enrichment service model reviews

#### Deepen and Extend Community Collaborations

- expanded our relationship with West Vancouver schools through executing the WVML Library card project in elementary schools and delivering the Research to Remember program
- completed a community engagement policy and staff toolkit
- developed a project plan for emerging physical space needs consultation
- conducted community technology consultations and completed a Community Technology Profile and Community Technology Roadmap

#### Sustain and Enhance our Physical Space

- started West Wing exterior and interior renovations to address envelope integrity, structural stability, accessibility, systems renewal and reallocation of program functions
- planned technology spaces for computer training
- installed a managed fibre optic wireless network connection

#### Develop and Integrate our Digital Platform

- increased the selection and availability of e-books and e-audiobooks
- developed a new collection policy to reflect digital and physical collections
- expanded and improved mobile website functionality



## 2017 STRATEGIC INITIATIVES

### Support 21st Century Learning

- develop a leveled technology skills curriculum, incorporating group and self-directed learning
- expand youth computational thinking and self-directed programming, and skill-building activities and kits
- launch a web-based platform to support digital badging and reading challenges
- employ a new staff service model throughout the main floor to improve the customer experience

### Deepen and Extend Community Collaborations

- expand the WVML Library card project to West Vancouver secondary schools
- support the implementation of the action plan for the North Shore Settlement and Integration Strategic Plan
- develop collaborative partnerships to support the implementation of the adult learning service model
- conduct the research phase for the 2018-2038 Library Long Term Infrastructure Strategy

### Sustain and Enhance our Physical Space

- complete the West Wing interior renovation
- implement a reconfigured accessibility ramp
- launch the Imagine IT Technology Learning Lab
- renovate interior spaces for community meetings and quiet study
- initiate a process improvement review for selecting and withdrawing physical materials

### Develop and Integrate our Digital Platform

- increase the selection and availability of e-books and e-audiobooks
- deploy digital tools that support self-directed and group technology curriculum



# WEST VANCOUVER MEMORIAL LIBRARY

## Net Divisional Expenses

	Budget 2017		Actual 2016		Actual 2015	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
Administration	66.63%	294,650	61.28%	289,624	65.90%	299,544
Service Delivery	0.00%	-	0.22%	1,035	0.02%	103
Operations Support	0.09%	400	0.13%	596	0.11%	521
Third Party	33.28%	147,151	38.38%	181,394	33.96%	154,352
	<b>100.00%</b>	<b>442,201</b>	<b>100.00%</b>	<b>472,650</b>	<b>100.00%</b>	<b>454,519</b>
<b>Expenses</b>						
<b>Administration</b>						
Labour	6.13%	273,534	8.17%	355,729	9.29%	398,617
Non Labour	2.60%	116,310	2.94%	128,166	2.98%	127,786
	<b>8.73%</b>	<b>389,844</b>	<b>11.11%</b>	<b>483,895</b>	<b>12.27%</b>	<b>526,403</b>
<b>Service Delivery</b>						
Labour	67.79%	3,026,944	68.89%	3,001,398	68.80%	2,952,540
Non Labour	8.06%	359,735	7.95%	346,305	7.09%	304,040
	<b>75.85%</b>	<b>3,386,679</b>	<b>76.84%</b>	<b>3,347,704</b>	<b>75.89%</b>	<b>3,256,580</b>
<b>Operations Support</b>						
Labour	8.94%	399,013	4.97%	216,635	4.96%	212,956
Non Labour	3.19%	142,400	2.91%	126,874	3.28%	140,926
	<b>12.13%</b>	<b>541,413</b>	<b>7.88%</b>	<b>343,509</b>	<b>8.25%</b>	<b>353,881</b>
<b>Third Party</b>						
Labour	0.78%	34,982	1.42%	61,864	0.87%	37,401
Non Labour	2.51%	112,169	2.74%	119,530	2.73%	116,951
	<b>3.30%</b>	<b>147,151</b>	<b>4.16%</b>	<b>181,394</b>	<b>3.60%</b>	<b>154,352</b>
<b>Total</b>						
Labour	83.64%	3,734,472	83.45%	3,635,627	83.93%	3,601,514
Non Labour	16.36%	730,614	16.55%	720,875	16.07%	689,702
	<b>100.00%</b>	<b>4,465,086</b>	<b>100.00%</b>	<b>4,356,502</b>	<b>100.00%</b>	<b>4,291,216</b>
<b>Net Divisional Expenses</b>						
Administration	2.37%	(95,194)	5.00%	(194,272)	5.91%	(226,859)
Service Delivery	84.19%	(3,386,679)	86.17%	(3,346,668)	84.88%	(3,256,477)
Operations Support	13.45%	(541,013)	8.83%	(342,913)	9.21%	(353,361)
Third Party	0.00%	-	0.00%	-	0.00%	-
	<b>100.00%</b>	<b>(4,022,885)</b>	<b>100.00%</b>	<b>(3,883,853)</b>	<b>100.00%</b>	<b>(3,836,697)</b>
<b>Capital</b>		<b>1,914,153</b>		<b>1,718,472</b>		<b>756,776</b>

# WEST VANCOUVER MEMORIAL LIBRARY

## Divisional Expenses

	Budget 2017		Actual 2016		Actual 2015	
	%	\$	%	\$	%	\$
<b>Expenses</b>						
<b>Administration</b>						
Salaries & Benefits	70.16%	273,534	73.51%	355,729	75.72%	398,617
Supplies & Other Expenses	24.45%	95,310	21.55%	104,269	21.56%	113,483
Professional & Consulting	1.03%	4,000	1.27%	6,129	0.00%	-
Recoveries & Allocations	4.36%	17,000	3.67%	17,768	2.72%	14,303
	<b>100.00%</b>	<b>389,844</b>	<b>100.00%</b>	<b>483,895</b>	<b>100.00%</b>	<b>526,403</b>
<b>Service Delivery</b>						
Salaries & Benefits	89.38%	3,026,944	89.66%	3,001,398	90.66%	2,952,540
Supplies & Other Expenses	10.62%	359,735	10.34%	346,250	9.34%	304,040
Recoveries & Allocations	0.00%	-	0.00%	55	0.00%	-
	<b>100.00%</b>	<b>3,386,679</b>	<b>100.00%</b>	<b>3,347,704</b>	<b>100.00%</b>	<b>3,256,580</b>
<b>Operations Support</b>						
Salaries & Benefits	73.70%	399,013	63.07%	216,635	60.18%	212,956
Supplies & Other Expenses	25.29%	136,900	35.38%	121,547	38.41%	135,910
Recoveries & Allocations	1.02%	5,500	1.55%	5,327	1.42%	5,016
	<b>100.00%</b>	<b>541,413</b>	<b>100.00%</b>	<b>343,509</b>	<b>100.00%</b>	<b>353,881</b>
<b>Third Party</b>						
Salaries & Benefits	23.77%	34,982	34.10%	61,864	24.23%	37,401
Supplies & Other Expenses	76.23%	112,169	68.41%	124,098	75.68%	116,809
Professional & Consulting	0.00%	-	-2.52%	(4,569)	0.09%	142
	<b>100.00%</b>	<b>147,151</b>	<b>100.00%</b>	<b>181,394</b>	<b>100.00%</b>	<b>154,352</b>
<b>Total</b>						
Salaries & Benefits	83.64%	3,734,472	83.45%	3,635,627	83.93%	3,601,514
Supplies & Other Expenses	15.77%	704,114	15.98%	696,165	15.62%	670,241
Professional & Consulting	0.09%	4,000	0.04%	1,560	0.00%	142
Recoveries & Allocations	0.50%	22,500	0.53%	23,150	0.45%	19,319
	<b>100.00%</b>	<b>4,465,086</b>	<b>100.00%</b>	<b>4,356,502</b>	<b>100.00%</b>	<b>4,291,216</b>

# WEST VANCOUVER MEMORIAL LIBRARY

## Divisional Capital Requests

	2017 Budget	Funding Source		
		Asset Reserves	External Funding	Community Amenity Contributions
<b>Current Year Projects</b>				
<b>Investment in Existing Assets</b>				
<b>Facilities Maintenance</b>				
Library Interior Renovation	297,159	297,159	-	-
	<u>297,159</u>	<u>297,159</u>	<u>-</u>	<u>-</u>
<b>Equipment</b>				
Library Materials - Core	270,685	270,685	-	-
Library Material - Enhanced	50,770	-	50,770	- <sup>1</sup>
Library IT Equipment - A/V Equipment	23,300	23,300	-	-
Library Equipment - AMH System Components	8,395	8,395	-	-
Library IT Equipment - DAISY Readers	5,000	5,000	-	-
	<u>358,150</u>	<u>307,380</u>	<u>50,770</u>	<u>-</u>
<b>Total Investment in Existing Assets</b>	<u>655,309</u>	<u>604,539</u>	<u>50,770</u>	<u>-</u>
<b>Investment in New Assets</b>				
<b>Facilities Maintenance</b>				
Exterior Accessibility Ramp	170,000	-	-	170,000
	<u>170,000</u>	<u>-</u>	<u>-</u>	<u>170,000</u>
<b>Equipment</b>				
Technology Learning Lab	327,433	-	163,716	163,717 <sup>2</sup>
	<u>327,433</u>	<u>-</u>	<u>163,716</u>	<u>163,717</u>
<b>Total Investment in New Assets</b>	<u>497,433</u>	<u>-</u>	<u>163,716</u>	<u>333,717</u>
<b>Current Year Projects Sub-Total</b>	<u>1,152,742</u>	<u>604,539</u>	<u>214,486</u>	<u>333,717</u>
<p>1 External funding provided by West Vancouver Memorial Library Foundation, Friends of the Library and various grants.</p> <p>2 External funding provided by West Vancouver Memorial Library Foundation.</p>				
<b>Prior Year Approved Work in Progress</b>				
<b>Facilities Maintenance</b>				
West Wing Renovation	711,386	711,386	-	-
Interior Signage	19,281	-	-	19,281
West Wing Enhancements	10,735	-	10,735	-
	<u>741,402</u>	<u>711,386</u>	<u>10,735</u>	<u>19,281</u>
<b>Equipment</b>				
Self Service Payment Renewal	15,000	15,000	-	-
Library Collections	5,009	5,009	-	-
	<u>20,009</u>	<u>20,009</u>	<u>-</u>	<u>-</u>
<b>Prior Year Approved Work in Progress Sub-Total</b>	<u>761,411</u>	<u>731,395</u>	<u>10,735</u>	<u>19,281</u>
<b>Total Capital Requests</b>	<u>1,914,153</u>	<u>1,335,934</u>	<u>225,221</u>	<u>352,998</u>

# WEST VANCOUVER MEMORIAL LIBRARY

## Stats & Trends

### SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2016	2015	2014	2013	2012
Questions Answered	184,852	186,513	190,153	187,743	182,100
Program Attendance/Participation	30,271	28,876	26,960	26,062	26,815
Circulation per Capita	20.6	21.7	21.2	21.7	22.9
Circulation (physical material)	923,754	948,823	925,173	956,871	1,015,335
Circulation (e-books, e-music)	68,729	62,522	56,692	44,972	42,864
Database Use	115,765	110,517	104,813	96,224	86,065
New Library Cards	5,744	3,994	3,928	3,992	3,927
Hours Open	3,220	3,203	3,221	3,210	3,236
Library Visits	492,823	504,843	510,266	519,974	539,313
Home Page Visits	322,288	236,022	237,170	305,406	366,739
Catalogue Visits	259,433	252,495	232,184	238,436	221,058

### TREND OF RESOURCE REQUIREMENTS

	2016	2015	2014	2013	2012
Salaries & Benefits	3,635,627	3,601,514	3,474,146	3,369,023	3,307,983
Supplies & Other Expenses	696,165	670,241	696,252	598,790	551,686
Professional & Consulting	1,560	142	1,281	15,775	-
Recoveries & Allocations	23,150	19,319	15,964	24,883	23,003
<b>Total Expenditures</b>	<b>4,356,502</b>	<b>4,291,216</b>	<b>4,187,643</b>	<b>4,008,471</b>	<b>3,882,671</b>
Less: Direct Revenues & Fundraising	(472,650)	(454,519)	(491,061)	(471,491)	(428,175)
<b>Net Expenditures</b>	<b>3,883,853</b>	<b>3,836,697</b>	<b>3,696,581</b>	<b>3,536,980</b>	<b>3,454,496</b>







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# INTRODUCTION TO CAPITAL PROGRAMS

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## Introduction to Capital Programs

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

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

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

## Direction of Capital Planning

Capital planning continues to be guided by the asset management framework and linked to the Community Strategic Plan.

Consideration of a much longer planning horizon has been introduced through the asset management program and condition assessments of District owned facilities are updated annually. This work has allowed the District to move to planning horizons that encompass 5-, 10- and 20-year cycles.

The asset management program includes the following:

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

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

# CAPITAL PROGRAM PRINCIPLES

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The following principles guide the development of District capital programs.

## **Planning is Paramount**

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

## **Corporate Stewardship**

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

## **Long-Term Outlook**

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

## **Assets are Liabilities**

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

## **Commitment to Ongoing Maintenance**

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

## **Commitment to Managing Ongoing Costs**

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

## **Integration of Capital and Operating Costs**

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

## **Commitment to Pay-as-you-go Where Possible**

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

## **Specialized Expertise**

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

## **Funding Sources**

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

## **Capitalization Policy**

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

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

## CAPITAL BUDGETING PROCESS

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

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

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

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

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

In addition, projects are identified as either infrastructure or community related. Infrastructure projects are for the maintenance, replacement or addition of assets that are deemed necessary to provide services requested by the public. Projects identified as community-related are initiated in response to community requests. These requests are received through previous board, committee or community group approval. A new framework for evaluating community projects over \$75,000 will be introduced in 2017.

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

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

# FIVE-YEAR CAPITAL PLAN

## Consolidated Summary

	2017	2018	2019	2020	2021
<b>PROJECT COSTS</b>					
General Fund	17,968,552	20,991,320	13,724,596	23,483,725	14,230,978
General Fund - Prior Year Approved Work In Progress	24,985,260				
Water Utility Fund	4,340,000	4,385,000	4,625,000	4,930,000	5,235,000
Sewer Utility Fund	6,880,000	7,745,000	8,605,000	9,530,000	10,455,000
Sewer Fund - Prior Year Approved Work In Progress	984,022				
Solid Waste Utility Fund	20,000	-	-	-	-
Cemetery Fund	98,000	376,900	186,400	140,000	184,542
	<b>55,275,834</b>	<b>33,498,220</b>	<b>27,140,996</b>	<b>38,083,725</b>	<b>30,105,520</b>
<b>FUNDING SOURCES</b>					
<b>General Fund Resources</b>					
Asset Reserves	12,366,494	13,548,959	12,644,596	14,453,322	13,150,978
Prior Year Committed Funds	24,985,260				
Community Amenity Contributions	3,694,192	2,380,000	875,000	875,000	875,000
Endowment fund	400,000				
Other Reserves	553,830	-	-	-	-
Development Cost Charges	75,000	400,000	-	-	-
External Funding	879,036	900,000	205,000	205,000	205,000
	<b>42,953,812</b>	<b>17,228,959</b>	<b>13,724,596</b>	<b>15,533,322</b>	<b>14,230,978</b>
<b>Water Fund Resources</b>					
Operations	3,900,000	4,200,000	4,500,000	4,800,000	5,100,000
Internal Vehicle Recoveries	135,000	135,000	135,000	135,000	135,000
Transfers In	305,000	50,000	(10,000)	(5,000)	-
	<b>4,340,000</b>	<b>4,385,000</b>	<b>4,625,000</b>	<b>4,930,000</b>	<b>5,235,000</b>
<b>Sewer Fund Resources</b>					
Operations	6,640,000	7,560,000	8,480,000	9,400,000	10,320,000
Internal Vehicle Recoveries	135,000	135,000	135,000	135,000	135,000
Transfers In	105,000	50,000	(10,000)	(5,000)	-
Prior Year Committed Funds	984,022				
	<b>7,864,022</b>	<b>7,745,000</b>	<b>8,605,000</b>	<b>9,530,000</b>	<b>10,455,000</b>
<b>Solid Waste Fund Resources</b>					
Operations	20,000	-	-	-	-
	<b>20,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Cemetery Fund Resources</b>					
Operations	98,000	174,948	186,400	140,000	184,542
Cemetery Development Fund	-	201,952	-	-	-
	<b>98,000</b>	<b>376,900</b>	<b>186,400</b>	<b>140,000</b>	<b>184,542</b>
	<b>55,275,834</b>	<b>29,735,859</b>	<b>27,140,996</b>	<b>30,133,322</b>	<b>30,105,520</b>
<b>SHORTFALL</b>	<b>-</b>	<b>(3,762,361)</b>	<b>-</b>	<b>(7,950,403)</b>	<b>-</b>

Note: Based on projected maintenance, repairs and renewal of assets, there will be a shortfall in funding in 2018 and 2020. A strategy will need to be developed to address this funding deficit.

# FIVE-YEAR CAPITAL PLAN

## General Fund Projects

### FIVE YEAR CAPITAL PLAN General Fund Projects

	2017	2018	2019	2020	2021
<b>Information Technology</b>	1,411,880	667,500	569,959	256,494	528,300
Prior Year Approved Work In Progress	230,006	-	-	-	-
	<b>1,641,886</b>	<b>667,500</b>	<b>569,959</b>	<b>256,494</b>	<b>528,300</b>
<b>Equipment</b>	1,435,383	769,041	748,585	1,012,160	856,795
Prior Year Approved Work In Progress	225,572	-	-	-	-
	<b>1,660,955</b>	<b>769,041</b>	<b>748,585</b>	<b>1,012,160</b>	<b>856,795</b>
<b>Vehicle Fleet</b>	1,415,000	1,300,000	1,300,000	4,300,000	1,300,000
Prior Year Approved Work In Progress	13,783	-	-	-	-
	<b>1,428,783</b>	<b>1,300,000</b>	<b>1,300,000</b>	<b>4,300,000</b>	<b>1,300,000</b>
<b>Facilities</b>	5,576,789	9,711,779	5,323,052	11,636,871	5,065,683
Prior Year Approved Work In Progress	18,891,244	-	-	-	-
	<b>24,468,033</b>	<b>9,711,779</b>	<b>5,323,052</b>	<b>11,636,871</b>	<b>5,065,683</b>
<b>Grounds and Parks</b>					
Major Projects					
Ambleside Waterfront Revitalization	400,000	-	-	-	-
WVSS Track and Artificial Field	250,000	-	-	-	-
Sports Field Drainage and Irrigation Replacement	239,000	180,000	85,000	100,000	100,000
West Lake Road Vehicle Bridge in Upper Lands	231,000	-	-	-	-
Ambleside Waterfront Concept Plan Implementation	195,000	-	-	-	-
Horseshoe Bay Park Design / Redevelopment	195,000	2,600,000	-	-	-
Waterfront Park Pier Repairs including Horseshoe Bay	150,000	50,000	50,000	50,000	50,000
Tennis Court Replacement	140,000	150,000	100,000	100,000	100,000
Hollyburn Sailing Club Fencing	97,500	-	-	-	-
Whytecliff Park Viewpoint Pergola	93,500	-	-	-	-
Larson Creek Restoration	60,000	-	-	-	-
Renewal and Replacement of Structures such as Trails, Playgrounds, Sportfields, Irrigation Systems, Water Features, Walkways and Benches	390,000	530,000	485,000	1,036,200	555,200
Foreshore Works	-	150,000	150,000	150,000	150,000
Whytecliff Park Parking Lot and Underground Infrastructure Renewal	-	-	-	-	125,000
Whytecliff Park Picnic Shelter Replacement	-	100,000	-	-	-
Replace Gleneagles Golf Netting and Pathways	-	73,000	133,000	32,000	90,000
Artificial Turf Field Replacement - Rutledge	-	-	-	-	450,000
Other Projects	88,500	-	-	-	-
Prior Year Approved Work In Progress	835,336	-	-	-	-
	<b>3,364,836</b>	<b>3,833,000</b>	<b>1,003,000</b>	<b>1,468,200</b>	<b>1,620,200</b>
<b>Transportation Infrastructure</b>					
Road and Pavement Infrastructure	2,040,000	2,150,000	2,200,000	2,250,000	2,300,000
Horseshoe Bay - Streetscape Improvements	700,000	875,000	875,000	875,000	875,000
Bridge and Structural Infrastructure	535,000	535,000	535,000	535,000	535,000
Transportation Support Infrastructure	205,000	215,000	215,000	215,000	215,000
Pedestrian Infrastructure	550,000	505,000	505,000	505,000	505,000
Cycling Infrastructure	125,000	130,000	130,000	130,000	130,000
Orthophotos	-	-	20,000	-	-
Major Projects					
Spirit Trail	370,000	-	-	-	-
Traffic Light Upgrades	600,000	-	-	-	-
Railway Crossings	300,000	300,000	300,000	300,000	300,000
Translink - Transit Related Road Infrastructure Program (TRRIP)	100,000	-	-	-	-
Hydro Poles - Undergrounding	75,000	-	-	-	-
Prior Year Approved Work In Progress	4,789,319	-	-	-	-
	<b>10,389,319</b>	<b>4,710,000</b>	<b>4,780,000</b>	<b>4,810,000</b>	<b>4,860,000</b>
	<b>42,953,812</b>	<b>20,991,320</b>	<b>13,724,596</b>	<b>23,483,725</b>	<b>14,230,978</b>
<b>FUNDING SOURCES</b>					
Asset Reserves	12,366,494	13,548,959	12,644,596	14,453,322	13,150,978
Prior Year Committed Funds	24,985,260	-	-	-	-
Community Amenity Contributions	3,694,192	2,380,000	875,000	875,000	875,000
Endowment fund	400,000	-	-	-	-
Other Reserves	553,830	-	-	-	-
Development Cost Charges	75,000	400,000	-	-	-
External Funding	879,036	900,000	205,000	205,000	205,000
	<b>42,953,812</b>	<b>17,228,959</b>	<b>13,724,596</b>	<b>15,533,322</b>	<b>14,230,978</b>
<b>SHORTFALL</b>	-	<b>(3,762,361)</b>	-	<b>(7,950,403)</b>	-

Note: Based on projected maintenance, repairs and renewal of assets, there will be a shortfall in funding in 2018 and 2020. A strategy will need to be developed to address this funding deficit.

# FIVE-YEAR CAPITAL PLAN

## Water, Sewer, Solid Waste, Cemetery & Golf

	2017	2018	2019	2020	2021
<b>WATER UTILITY FUND</b>					
<b>Project Costs</b>					
Annual Replacements Program	3,900,000	4,200,000	4,500,000	4,800,000	5,100,000
Asset Management	200,000				
Equipment Replacement	240,000	185,000	125,000	130,000	135,000
	<b>4,340,000</b>	<b>4,385,000</b>	<b>4,625,000</b>	<b>4,930,000</b>	<b>5,235,000</b>
<b>Funding Sources</b>					
Operations	3,900,000	4,200,000	4,500,000	4,800,000	5,100,000
Internal Vehicle Recoveries	135,000	135,000	135,000	135,000	135,000
Transfers In	305,000	50,000	(10,000)	(5,000)	-
	<b>4,340,000</b>	<b>4,385,000</b>	<b>4,625,000</b>	<b>4,930,000</b>	<b>5,235,000</b>
<b>SEWER UTILITY FUND</b>					
<b>Project Costs</b>					
Sanitary Replacements	3,280,000	3,720,000	4,160,000	4,600,000	5,040,000
Prior Year Approved Work in Progress	959,131				
Storm Improvements	3,360,000	3,840,000	4,320,000	4,800,000	5,280,000
Prior Year Approved Work in Progress	24,891				
Vehicles and Equipment	240,000	185,000	125,000	130,000	135,000
	<b>7,864,022</b>	<b>7,745,000</b>	<b>8,605,000</b>	<b>9,530,000</b>	<b>10,455,000</b>
<b>Funding Sources</b>					
Operations	6,640,000	7,560,000	8,480,000	9,400,000	10,320,000
Internal Vehicle Recoveries	135,000	135,000	135,000	135,000	135,000
Transfers In	105,000	50,000	(10,000)	(5,000)	-
Prior Year Committed Funds	984,022				
	<b>7,864,022</b>	<b>7,745,000</b>	<b>8,605,000</b>	<b>9,530,000</b>	<b>10,455,000</b>
<b>SOLID WASTE UTILITY FUND</b>					
<b>Project Costs</b>					
Eagle Island Waste Enclosure	20,000	-	-	-	-
	<b>20,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Funding Sources</b>					
Operations	20,000	-	-	-	-
	<b>20,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CEMETERY FUND</b>					
<b>Project Costs</b>					
Annual Renewal Program	-	40,000	40,000	40,000	40,000
Vehicles and Equipment	43,000	36,900	46,400	-	44,542
Ongoing Site Development	55,000	300,000	100,000	100,000	100,000
	<b>98,000</b>	<b>376,900</b>	<b>186,400</b>	<b>140,000</b>	<b>184,542</b>
<b>Funding Sources</b>					
Operations	98,000	174,948	186,400	140,000	184,542
Cemetery Development Fund	-	201,952	-	-	-
	<b>98,000</b>	<b>376,900</b>	<b>186,400</b>	<b>140,000</b>	<b>184,542</b>



## GENERAL FUND INFRASTRUCTURE MAINTENANCE

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

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

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

### THE PROGRAM FOR THE CURRENT YEAR IS AS FOLLOWS:

ASSET CATEGORY	\$
information technology	1,411,880
equipment	1,435,383
vehicle fleet	1,415,000
facilities maintenance	5,576,789
grounds & parks	2,529,500
transportation infrastructure	5,600,000
	<b>17,968,552</b>

### Information Technology

This category includes the following:

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

### Equipment

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

### Vehicle Fleet

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

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## Facilities Maintenance

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

## Grounds and Parks

Generally speaking, Grounds and Parks is broken into sub-categories of infrastructure; each sub-category has a five-year planning horizon. Projects are prioritized according to safety issues, profile and visibility and degree of deterioration.

## Transportation Infrastructure

West Vancouver's roads maintenance program is based on Road Matrix, a state-of-the-art pavement management system. Stantec Engineering physically tests representative road structures every three to five years and provides the District with a recommended five-year road maintenance program.

West Vancouver's bridge maintenance program is derived from bridge inspections performed annually by AECOM and is reported in their most recent bridge inspection report, which recommends a five-year bridge maintenance program.



# 2017 GENERAL FUND CAPITAL PROGRAM

## Program Summary

	2017 Budget	Funding Source						
		Asset Reserves	Reserves	External Funding	Endowment Fund	Community Amenity Contributions	Development Cost Charges	External Borrowing
<b>CAPITAL PROGRAM</b>								
<b>Information Technology</b>	1,641,886	1,430,056	208,830	3,000	-	-	-	-
Current Year Projects	1,411,880	1,200,050	208,830	3,000	-	-	-	-
Prior Year Approved Work in Progress	230,006	230,006	-	-	-	-	-	-
<b>Equipment</b>	1,660,955	1,471,104	95,000	75,570	-	19,281	-	-
Current Year Projects	1,435,383	1,264,813	95,000	75,570	-	-	-	-
Prior Year Approved Work in Progress	225,572	206,291	-	-	-	19,281	-	-
<b>Vehicle Fleet</b>	1,428,783	1,418,783	-	10,000	-	-	-	-
Current Year Projects	1,415,000	1,415,000	-	-	-	-	-	-
Prior Year Approved Work in Progress	13,783	3,783	-	10,000	-	-	-	-
<b>Facilities Maintenance</b>	24,468,033	3,823,801	-	174,451	-	2,379,192	-	18,090,589
Current Year Projects	5,576,789	3,033,881	-	163,716	-	2,379,192	-	-
Prior Year Approved Work in Progress	18,891,244	789,920	-	10,735	-	-	-	18,090,589
<b>Grounds and Parks</b>	3,364,836	1,548,126	250,000	445,710	400,000	390,000	331,000	-
Current Year Projects	2,529,500	1,352,750	250,000	136,750	400,000	390,000	-	-
Prior Year Approved Work in Progress	835,336	195,376	-	308,960	-	-	331,000	-
<b>Transportation Infrastructure</b>	10,389,319	5,591,027	-	1,116,227	-	3,007,065	675,000	-
Current Year Projects	5,600,000	4,100,000	-	500,000	-	925,000	75,000	-
Prior Year Approved Work in Progress	4,789,319	1,491,027	-	616,227	-	2,082,065	600,000	-
<b>Total</b>								
Current Year Projects	17,968,552	12,366,494	553,830	879,036	400,000	3,694,192	75,000	-
Prior Year Approved Work in Progress	24,985,260	2,916,403	-	945,922	0	2,101,346	931,000	18,090,589
	<b>42,953,812</b>	<b>15,282,897</b>	<b>553,830</b>	<b>1,824,958</b>	<b>400,000</b>	<b>5,795,538</b>	<b>1,006,000</b>	<b>18,090,589</b>

# 2017 GENERAL FUND CAPITAL PROGRAM

## Information Technology

	2017 Budget		Funding Source	
	Asset Reserves	Reserves	External Funding	
<b>Current Year Projects</b>				
<b>Investment in Existing Assets</b>				
<b>Technology Plan</b>				
<b>Core Applications Support</b>				
JDE Security, Fixed Assets, Integration & Version upgrade	150,000	150,000	-	-
eDocs Licence True-up	45,500	45,500	-	-
Migration to MSSQL: eDocs	37,000	37,000	-	-
Tempest Application Upgrade	15,000	15,000	-	-
<b>Core Hardware</b>				
IT Infrastructure Replacement and Additions	470,000	470,000	-	-
	<u>717,500</u>	<u>717,500</u>	<u>-</u>	<u>-</u>
<b>Other Hardware / Software</b>				
<b>Fire &amp; Rescue Services</b>				
Replacement of Fire Truck Hardware	42,000	42,000	-	-
Training Room A/V Upgrades - Fire Hall 2	16,500	16,500	-	-
<b>Engineering &amp; Transportation</b>				
Laptop Replacements for Fleet Maintenance	17,500	17,500	-	-
Software Upgrades for Fleet Maintenance	3,000	3,000	-	-
<b>Library Services</b>				
Library IT Equipment - A/V Equipment	23,300	23,300	-	-
Library IT Equipment - DAISY Readers	5,000	5,000	-	-
<b>Parks, Culture &amp; Community Services</b>				
Audio/Video Replacement (Community Centre)	75,000	75,000	-	-
Replacement Projector (Museum)	8,000	5,000	-	3,000
	<u>190,300</u>	<u>187,300</u>	<u>-</u>	<u>3,000</u>
<b>Total Investment in Existing Assets</b>	<u>907,800</u>	<u>904,800</u>	<u>-</u>	<u>3,000</u>
<b>Investment in New Assets</b>				
<b>Technology Plan</b>				
<b>Core Hardware</b>				
Municipal Fibre - West Vancouver Memorial Library	125,000	125,000	-	-
Disaster Recovery Plan Update and Site Proposal	20,000	20,000	-	-
Emergency Planning - Satellite Phones	18,000	18,000	-	-
HRIS Implementation	120,000	120,000	-	-
	<u>283,000</u>	<u>283,000</u>	<u>-</u>	<u>-</u>
<b>Police Services</b>				
IT Replacement and Migration	208,830	-	208,830	-
<b>Parks, Culture &amp; Community Services</b>				
Maintenance Connection Licences (Parks)	12,250	12,250	-	-
	<u>504,080</u>	<u>295,250</u>	<u>208,830</u>	<u>-</u>
<b>Total Investment in New Assets</b>	<u>504,080</u>	<u>295,250</u>	<u>208,830</u>	<u>-</u>
<b>Current Year Projects Sub-Total</b>	<u>1,411,880</u>	<u>1,200,050</u>	<u>208,830</u>	<u>3,000</u>
<b>Prior Year Approved Work in Progress</b>				
<b>Technology Plan</b>				
<b>Core Hardware</b>				
Voice Routers Replacement	68,662	68,662	-	-
Security, Demilitarized Work Zone	20,287	20,287	-	-
Core Hardware for Legislative Services	13,959	13,959	-	-
	<u>102,908</u>	<u>102,908</u>	<u>-</u>	<u>-</u>
<b>Other Hardware / Software</b>				
<b>Fire &amp; Rescue Services</b>				
IT Upgrades & Fire Truck Hardware	49,848	49,848	-	-
Maintenance Connection - Work Order & Scheduling Software	13,804	13,804	-	-
	<u>63,652</u>	<u>63,652</u>	<u>-</u>	<u>-</u>
<b>Parks, Culture &amp; Community Services</b>				
Skylogic Lighting Application	25,340	25,340	-	-
Scheduling Software	22,130	22,130	-	-
Replacement of obsolete Recreation Operating System Software	15,976	15,976	-	-
	<u>63,446</u>	<u>63,446</u>	<u>-</u>	<u>-</u>
<b>Prior Year Approved Work in Progress Sub-Total</b>	<u>230,006</u>	<u>230,006</u>	<u>-</u>	<u>-</u>
<b>Total</b>	<u>1,641,886</u>	<u>1,430,056</u>	<u>208,830</u>	<u>3,000</u>

# 2017 GENERAL FUND CAPITAL PROGRAM

## Equipment

	2017 Budget	Funding Source			
		Asset Reserves	Reserves	External Funding	Community Amenity Contributions
<b>Current Year Projects</b>					
<b>Investment in Existing Assets</b>					
<b>Police Services</b>					
NGRP - Capital Cost of Radios	350,000	350,000	-	-	-
Police Member Uniforms	59,000	59,000	-	-	-
Police Firearms	20,000	20,000	-	-	-
NGRP - Installation Cost of Mobiles (in vehicles)	35,000	35,000	-	-	-
Miscellaneous Police Ongoing Capital	2,000	2,000	-	-	-
	<u>466,000</u>	<u>466,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Fire &amp; Rescue Services</b>					
Technical Rescue Equipment	47,000	47,000	-	-	-
Personal Protective Equipment	35,000	35,000	-	-	-
Next Generation Radio Program (NGRP)	30,000	30,000	-	-	-
Fire Hose	10,700	10,700	-	-	-
	<u>122,700</u>	<u>122,700</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Parks, Culture &amp; Community Services</b>					
Aquatic Centre Weight Room Fitness Equipment Replacement	125,000	125,000	-	-	-
Replace Ride-on Mower	98,000	98,000	-	-	-
GECC Weight Room Fitness Equipment Replacement	43,000	43,000	-	-	-
Aquatic Centre Water Feature Replacement	27,800	27,800	-	-	-
Seniors' Activity Centre Furniture Replacement	23,000	23,000	-	-	-
Replace Top Dresser	20,000	20,000	-	-	-
Inflatable Equipment Replacement	13,000	13,000	-	-	-
CS Kitchen Equipment and Appliances	10,000	5,000	-	5,000	-
CC Gymnastic Equipment Replacement	8,633	8,633	-	-	-
	<u>368,433</u>	<u>363,433</u>	<u>-</u>	<u>5,000</u>	<u>-</u>
<b>Library Services</b>					
Library Materials - Core	270,685	270,685	-	-	-
Library Material - Enhanced	50,770	-	-	50,770	-
Library Equipment - AMH System Components	8,395	8,395	-	-	-
	<u>329,850</u>	<u>279,080</u>	<u>-</u>	<u>50,770</u>	<u>-</u>
<b>Total Investment in Existing Assets</b>	<u>1,286,983</u>	<u>1,231,213</u>	<u>-</u>	<u>55,770</u>	<u>-</u>
<b>Investment in New Assets</b>					
<b>Police Services</b>					
NGRP - In-Building Repeater for New Building	110,000	15,000	95,000	-	-
<b>Parks, Culture &amp; Community Services</b>					
Outdoor Ping Pong Tables at Community Centre	20,000	10,000	-	10,000	-
Aqua Stand Up Paddle (SUP) Boards	9,800	-	-	9,800	-
Beach Wheelchair and Pathway at Ambleside	8,600	8,600	-	-	-
	<u>38,400</u>	<u>18,600</u>	<u>-</u>	<u>19,800</u>	<u>-</u>
<b>Total Investment in New Assets</b>	<u>148,400</u>	<u>33,600</u>	<u>95,000</u>	<u>19,800</u>	<u>-</u>
<b>Current Year Projects Sub-Total</b>	<u>1,435,383</u>	<u>1,264,813</u>	<u>95,000</u>	<u>75,570</u>	<u>-</u>
<b>Prior Year Approved Work in Progress</b>					
<b>Fire &amp; Rescue Services</b>					
Self Contained Breathing Apparatus	105,265	105,265	-	-	-
Turnout Gear Replacement Program	34,802	34,802	-	-	-
Fire Hose & Nozzles	8,915	8,915	-	-	-
	<u>148,982</u>	<u>148,982</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Police Services</b>					
Real Time Identification (RTID) Package	32,000	32,000	-	-	-
<b>Parks, Culture &amp; Community Services</b>					
Pool Accessibility Lift	5,300	5,300	-	-	-
<b>Library Services</b>					
Interior Signage	19,281	-	-	-	19,281
Self Service Payment Renewal	15,000	15,000	-	-	-
Library Book Collections	5,009	5,009	-	-	-
	<u>39,290</u>	<u>20,009</u>	<u>-</u>	<u>-</u>	<u>19,281</u>
<b>Prior Year Approved Work in Progress Sub-Total</b>	<u>225,572</u>	<u>206,291</u>	<u>-</u>	<u>-</u>	<u>19,281</u>
<b>Total</b>	<u>1,660,955</u>	<u>1,471,104</u>	<u>95,000</u>	<u>75,570</u>	<u>19,281</u>

# 2017 GENERAL FUND CAPITAL PROGRAM

## Vehicle Fleet

	2017 Budget	Funding Source	
		Asset Reserves	External Funding
<b>Current Year Projects</b>			
<b>Investment in Existing Assets</b>			
<b>Corporate Services</b>			
Replace Facilities Service Van	56,000	56,000	-
Replace Bylaw Vehicle	33,000	33,000	-
	<u>89,000</u>	<u>89,000</u>	<u>-</u>
<b>Police Services</b>			
Replace Police Vehicle	59,000	59,000	-
Replace Police Vehicle	58,000	58,000	-
Replace Police Vehicle	58,000	58,000	-
	<u>175,000</u>	<u>175,000</u>	<u>-</u>
<b>Financial Services</b>			
Replace Wheel Loader	265,000	265,000	-
	<u>265,000</u>	<u>265,000</u>	<u>-</u>
<b>Fire &amp; Rescue Services</b>			
Replace Fire/Rescue Command Unit	68,000	68,000	-
Replace Fire/Rescue Pick-up	54,000	54,000	-
Replace Fire/Rescue Van	45,000	45,000	-
Replace Fire/Rescue Van	45,000	45,000	-
	<u>212,000</u>	<u>212,000</u>	<u>-</u>
<b>Engineering &amp; Transportation</b>			
Replace Single Axle Dump Truck	124,000	124,000	-
Replace Single Axle Dump Truck	124,000	124,000	-
Replace Skid Steer	70,000	70,000	-
	<u>318,000</u>	<u>318,000</u>	<u>-</u>
<b>Parks, Culture &amp; Community Services</b>			
Replace Single Axle Dump Truck	78,000	78,000	-
Replace Tractor	78,000	78,000	-
Replace Mini-Excavator	60,000	60,000	-
Replace Service Van	60,000	60,000	-
Replace Utility Vehicle	42,000	42,000	-
	<u>318,000</u>	<u>318,000</u>	<u>-</u>
<b>Total Investment in Existing Assets</b>	<u>1,377,000</u>	<u>1,377,000</u>	<u>-</u>
<b>Investment in New Assets</b>			
<b>Corporate Services</b>			
Vehicle Fleet - Construction Standard	38,000	38,000	-
	<u>38,000</u>	<u>38,000</u>	<u>-</u>
<b>Total Investment in New Assets</b>	<u>38,000</u>	<u>38,000</u>	<u>-</u>
<b>Current Year Projects Sub-Total</b>	<u>1,415,000</u>	<u>1,415,000</u>	<u>-</u>
<b>Prior Year Approved Work in Progress</b>			
<b>Fire &amp; Rescue Services</b>			
Replace Fire Vehicle	13,783	3,783	10,000
	<u>13,783</u>	<u>3,783</u>	<u>10,000</u>
<b>Prior Year Approved Work in Progress Sub-Total</b>	<u>13,783</u>	<u>3,783</u>	<u>10,000</u>
<b>Total</b>	<u>1,428,783</u>	<u>1,418,783</u>	<u>10,000</u>



# 2017 GENERAL FUND CAPITAL PROGRAM

## Facilities Maintenance

	2017 Budget		Funding Source			
	Asset Reserves	External Funding	Community Amenity Contributions	External Borrowing		
<b>Current Year Projects</b>						
<b>Investment in Existing Assets</b>						
<b>Facilities Maintenance</b>						
<b>Corporate Services</b>						
Seismic Upgrading - Municipal Hall	500,000	500,000	-	-	-	-
Municipal Hall - Minor Renovations	60,000	60,000	-	-	-	-
Municipal Rental Facilities	60,000	60,000	-	-	-	-
Seniors Activity Centre - Emergency Power Panel/Connection	35,000	35,000	-	-	-	-
	<u>655,000</u>	<u>655,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Fire &amp; Rescue Services</b>						
Fire Hall #1 Apparatus Bay Seismic and Roof Replacement	245,000	245,000	-	-	-	-
	<u>245,000</u>	<u>245,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Engineering &amp; Transportation</b>						
Operations Centre - Minor Renovations	60,000	60,000	-	-	-	-
	<u>60,000</u>	<u>60,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Parks, Culture &amp; Community Services</b>						
Ice Arena - Refrigeration Plant Replacement	480,000	480,000	-	-	-	-
Aquatic Centre Change Room Renewal	272,805	272,805	-	-	-	-
Ambleside Park Washrooms Upgrade	198,341	198,341	-	-	-	-
Aquatic Centre Air Handler #8 Replacement	150,000	150,000	-	-	-	-
Whytecliff Park Lower Washrooms/Changerooms Upgrade	107,397	107,397	-	-	-	-
Dundarave Park Washrooms Upgrade	107,200	107,200	-	-	-	-
John Lawson Park Washrooms Upgrade	83,658	83,658	-	-	-	-
Whytecliff Park Upper Washrooms Upgrade	73,940	73,940	-	-	-	-
GECC - Weightroom Ventilation	50,000	50,000	-	-	-	-
Ambleside Par 3 Washroom Upgrade	43,583	43,583	-	-	-	-
WVCC Sport Gym Floor - Partial Floor Replacement	40,000	40,000	-	-	-	-
Silk Purse and Music Box - Exterior Refinishing	15,437	15,437	-	-	-	-
Whytecliff Concession Deck Replacement	12,000	12,000	-	-	-	-
Gertrude Lawson Museum and Archives - Floor Refinishing	7,000	7,000	-	-	-	-
	<u>1,641,361</u>	<u>1,641,361</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Library Services</b>						
Library Interior Renovation	297,159	297,159	-	-	-	-
	<u>297,159</u>	<u>297,159</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Investment in Existing Assets</b>	<u>2,898,520</u>	<u>2,898,520</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Investment in New Assets</b>						
<b>Facilities Maintenance</b>						
<b>Corporate Services</b>						
GECC Emergency Power Panel/Connection/Foundation	75,000	75,000	-	-	-	-
GECC Emergency Shelter and Accommodation Supplies and Storage	40,000	40,000	-	-	-	-
	<u>115,000</u>	<u>115,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Parks, Culture &amp; Community Services</b>						
Ferry Building Restoration	1,268,000	-	-	1,268,000	-	-
Aquatic Centre Change Room Expansion	777,475	-	-	777,475	-	-
Seniors' Activity Centre Activity Room Lighting Improvements	20,361	20,361	-	-	-	-
	<u>2,065,836</u>	<u>20,361</u>	<u>-</u>	<u>2,045,475</u>	<u>-</u>	<u>-</u>
<b>Library Services</b>						
Technology Learning Lab	327,433	-	163,716	163,717	-	-
Exterior Accessibility Ramp	170,000	-	-	170,000	-	-
	<u>497,433</u>	<u>-</u>	<u>163,716</u>	<u>333,717</u>	<u>-</u>	<u>-</u>
<b>Total Investment in New Assets</b>	<u>2,678,269</u>	<u>135,361</u>	<u>163,716</u>	<u>2,379,192</u>	<u>-</u>	<u>-</u>
<b>Current Year Projects Sub-Total</b>	<u>5,576,789</u>	<u>3,033,881</u>	<u>163,716</u>	<u>2,379,192</u>	<u>-</u>	<u>-</u>
<b>Prior Year Approved Work in Progress</b>						
<b>Facility Maintenance</b>						
<b>Corporate Services</b>						
Police Services and Municipal Hall Project	18,090,589	-	-	-	-	18,090,589
<b>Parks, Culture &amp; Community Services</b>						
WV Community Centre - Playground Skylight Replacement	43,637	43,637	-	-	-	-
Gertrude Lawson Museum North Balcony Replacement	34,897	34,897	-	-	-	-
	<u>78,534</u>	<u>78,534</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Library Services</b>						
West Wing Renovation	711,386	711,386	-	-	-	-
West Wing Enhancements	10,735	-	10,735	-	-	-
	<u>722,121</u>	<u>711,386</u>	<u>10,735</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Prior Year Approved Work in Progress Sub-Total</b>	<u>18,891,244</u>	<u>789,920</u>	<u>10,735</u>	<u>-</u>	<u>-</u>	<u>18,090,589</u>
<b>Total</b>	<u>24,468,033</u>	<u>3,823,801</u>	<u>174,451</u>	<u>2,379,192</u>	<u>-</u>	<u>18,090,589</u>

# 2017 GENERAL FUND CAPITAL PROGRAM

## Grounds & Parks

	2017 Budget					
	Funding Source					
	Asset Reserves	Reserves	External Funding	Endowment Fund	Community Amenity Contributions	Development Cost Charges
<b>Current Year Projects</b>						
<b>Investment in Existing Assets</b>						
<b>Parks, Culture &amp; Community Services</b>						
<b>Upgrade and renewal of various parks and sports fields:</b>						
Sports Field Drainage and Irrigation Replacement	239,000	239,000	-	-	-	-
Tennis Court Replacement	140,000	140,000	-	-	-	-
District Park Irrigation and Drainage Replacement	80,000	80,000	-	-	-	-
Playground Renewal	80,000	80,000	-	-	-	-
Sport Field Lights, Fencing and Backstops Renewal and Replacement	30,000	30,000	-	-	-	-
Hollyburn Sailing Club Fencing	97,500	97,500	-	-	-	-
	<u>666,500</u>	<u>666,500</u>	-	-	-	-
<b>Other park facilities:</b>						
Ambleside Waterfront Revitalization	400,000	-	-	400,000	-	-
West Lake Road Vehicle Bridge in Upper Lands	231,000	231,000	-	-	-	-
Waterfront Park Pier Repairs including Horseshoe Bay	150,000	150,000	-	-	-	-
Replacement of Failing Park Structures	80,000	80,000	-	-	-	-
Bench Replacement Program	30,000	-	30,000	-	-	-
Replace Picnic Tables in Various Parks	25,000	25,000	-	-	-	-
Larson Creek Restoration	60,000	-	60,000	-	-	-
Patio Resurfacing at Seniors' Activity Centre	20,000	20,000	-	-	-	-
	<u>996,000</u>	<u>506,000</u>	<u>90,000</u>	<u>400,000</u>	-	-
<b>Total Investment in Existing Assets</b>	<u>1,662,500</u>	<u>1,172,500</u>	<u>90,000</u>	<u>400,000</u>	-	-
<b>Investment in New Assets</b>						
<b>Parks, Culture &amp; Community Services</b>						
<b>Upgrade and renewal of various parks and sports fields:</b>						
WVSS Track and Artificial Field	250,000	-	250,000	-	-	-
Additional Ambleside Bocce Court	10,000	10,000	-	-	-	-
	<u>260,000</u>	<u>10,000</u>	<u>250,000</u>	-	-	-
<b>Landscape, trails and tree renewal:</b>						
Replacement / Repair of Trails and Trail Structures	90,000	90,000	-	-	-	-
	<u>90,000</u>	<u>90,000</u>	-	-	-	-
<b>Other park facilities:</b>						
Ambleside Waterfront Concept Plan Implementation	195,000	-	-	-	195,000	-
Horseshoe Bay - Park Design	195,000	-	-	-	195,000	-
Whytecliff Park Viewpoint Pergola	93,500	46,750	46,750	-	-	-
Accessibility to Memorial Park Pathway and Cenotaph Plaza	33,500	33,500	-	-	-	-
	<u>517,000</u>	<u>80,250</u>	<u>46,750</u>	-	<u>390,000</u>	-
<b>Total Investment in New Assets</b>	<u>867,000</u>	<u>180,250</u>	<u>250,000</u>	<u>46,750</u>	<u>390,000</u>	-
<b>Current Year Projects Sub-Total</b>	<u>2,529,500</u>	<u>1,352,750</u>	<u>250,000</u>	<u>136,750</u>	<u>390,000</u>	-
<b>Prior Year Approved Work in Progress</b>						
<b>Parks, Culture &amp; Community Services</b>						
<b>Upgrade and renewal of various parks and sports fields:</b>						
Ambleside Playground Upgrade Phase 3	225,000	-	-	30,000	-	195,000
Park Outdoor Fitness Equipment	195,000	-	-	195,000	-	-
Ambleside Waterfront Implementation	136,000	-	-	-	-	136,000
Dundarave Seating Structure	42,171	-	-	42,171	-	-
Revitalization & Upgrade of Ambleside Skatepark	5,000	-	-	5,000	-	-
Altamont Park Upgrades	4,696	4,696	-	-	-	-
	<u>607,867</u>	<u>4,696</u>	-	<u>272,171</u>	-	<u>331,000</u>
<b>Landscape, trails and tree renewal:</b>						
Rodgers Creek Development Trails	36,789	-	-	36,789	-	-
Whyte Lake Park Improvement Trail and Parking	8,708	8,708	-	-	-	-
	<u>45,497</u>	<u>8,708</u>	-	<u>36,789</u>	-	-
<b>Other park facilities:</b>						
Replacement of Failing Park Infrastructure	45,000	45,000	-	-	-	-
Waterfront Park Facility Renewal	15,000	15,000	-	-	-	-
Lighthouse Park Parking Lot Improvements	14,491	14,491	-	-	-	-
	<u>74,491</u>	<u>74,491</u>	-	-	-	-
<b>Engineering &amp; Environment Services:</b>						
Navy Jack Foreshore Project	58,981	58,981	-	-	-	-
Dundarave/Marr Creek Habitat Restoration	48,500	48,500	-	-	-	-
	<u>107,481</u>	<u>107,481</u>	-	-	-	-
<b>Prior Year Approved Work in Progress Sub-Total</b>	<u>835,336</u>	<u>195,376</u>	-	<u>308,960</u>	-	<u>331,000</u>
<b>Total</b>	<u>3,364,836</u>	<u>1,548,126</u>	<u>250,000</u>	<u>445,710</u>	<u>390,000</u>	<u>331,000</u>

# 2017 GENERAL FUND CAPITAL PROGRAM

## Transportation Infrastructure

	2017 Budget	Funding Source			
		Asset Reserves	External Funding	Community Amenity Contributions	Development Cost Charges
<b>Current Year Projects</b>					
<b>Investment in Existing Assets</b>					
<b>Renewal of Existing Infrastructure</b>					
Bridge and Structural Infrastructure	535,000	535,000	-	-	-
Cycling Infrastructure	125,000	125,000	-	-	-
Pedestrian Infrastructure	550,000	525,000	25,000	-	-
Road and Pavement Infrastructure	2,040,000	2,040,000	-	-	-
Transportation Support Infrastructure	205,000	130,000	75,000	-	-
	<u>3,455,000</u>	<u>3,355,000</u>	<u>100,000</u>	<u>-</u>	<u>-</u>
<b>Other Projects</b>					
Translink - Transit Related Road Infrastructure Program (TRRIP)	100,000	50,000	50,000	-	-
Rail Crossing Upgrades	300,000	150,000	150,000	-	-
14th and Marine - Traffic Lights Upgrade	300,000	150,000	-	150,000	-
16th and Marine - Traffic Lights Upgrade	300,000	225,000	-	75,000	-
Hydro Poles - Undergrounding	75,000	-	-	-	75,000
	<u>1,075,000</u>	<u>575,000</u>	<u>200,000</u>	<u>225,000</u>	<u>75,000</u>
<b>Total Investment in Existing Assets</b>	<u>4,530,000</u>	<u>3,930,000</u>	<u>300,000</u>	<u>225,000</u>	<u>75,000</u>
<b>Investment in New Assets</b>					
<b>Other Projects</b>					
Horseshoe Bay - Streetscape Improvements	700,000	-	-	700,000	-
Spirit Trail: Royal Avenue	300,000	100,000	200,000	-	-
Spirit Trail: 18th St-22nd St-Ambleside	50,000	50,000	-	-	-
Spirit Trail: Seaview Walk Slope near Cranley Dr	20,000	20,000	-	-	-
	<u>1,070,000</u>	<u>170,000</u>	<u>200,000</u>	<u>700,000</u>	<u>-</u>
<b>Total Investment in New Assets</b>	<u>1,070,000</u>	<u>170,000</u>	<u>200,000</u>	<u>700,000</u>	<u>-</u>
<b>Current Year Projects Sub-Total</b>	<b>5,600,000</b>	<b>4,100,000</b>	<b>500,000</b>	<b>925,000</b>	<b>75,000</b>
<b>Prior Year Approved Work in Progress</b>					
Storm Diversion	2,082,065	-	-	2,082,065	-
BC Hydro Beautification Underground Wiring	850,000	-	250,000	-	600,000
Spirit Trail Western Portion	375,204	375,204	-	-	-
Rail X Upgrade 13th & Bellevue	271,089	135,544	135,545	-	-
2016 Capital Bridge Program	225,597	225,597	-	-	-
Union Court	207,767	-	207,767	-	-
Traffic Light Upgrades	126,806	126,806	-	-	-
2015 Hot Patch Program	100,000	100,000	-	-	-
Various Developer/Utility Coordinated Projects	100,000	100,000	-	-	-
24th St from Marine Dr to Haywood Ave	100,000	100,000	-	-	-
Orthophotos / Building Outlines	61,700	61,700	-	-	-
Woodgreen at Woodcrest	50,000	50,000	-	-	-
Sidewalk Connections	50,000	50,000	-	-	-
Rail X Upgrade 24th & Bellevue	45,829	22,914	22,915	-	-
Skillift Rd from Westhill Dr to Folkstone Way	41,829	41,829	-	-	-
Slope Stability at The Dale	30,662	30,662	-	-	-
Phase 4 Cycling Implementation	30,000	30,000	-	-	-
Nelson & St. Georges	25,000	25,000	-	-	-
Eagle Island Docks	8,221	8,221	-	-	-
Asset Management Planning	7,550	7,550	-	-	-
<b>Prior Year Approved Work in Progress Sub-Total</b>	<b>4,789,319</b>	<b>1,491,027</b>	<b>616,227</b>	<b>2,082,065</b>	<b>600,000</b>
<b>Total</b>	<b>10,389,319</b>	<b>5,591,027</b>	<b>1,116,227</b>	<b>3,007,065</b>	<b>675,000</b>

## CAPITAL PROJECT DESCRIPTIONS

### General Fund Projects (over \$200,000)

#### INFORMATION TECHNOLOGY

##### IT Infrastructure Replacement and Additions (\$470,000)

This project will allow for the replacement and ongoing support of end-of-life back-office IT infrastructure equipment. Equipment to be replaced include network switches, firewalls, tape backup, network printers, phones and data centre equipment. This equipment is critical to maintaining the foundation of the District's technology services.

#### EQUIPMENT

##### Next Generation Radio Program—Capital Cost of Radios (\$350,000)

E-Comm is an organization comprised predominately of member municipalities that provides dispatch services for Police Services and a radio network for Police and Fire & Rescue Services. E-Comm, in consultation with its partners within police, fire and ambulance, has replaced the regional radio system which has served Lower Mainland first responders since 1999 and is transitioning all member agencies to a new system in 2017. Known as the Next Generation Radio Program (NGRP), the replacement initiative will see all emergency services using the existing radio system to move to next generation technology known as Project 25 (P25). This new technology is being widely adopted across North America as there are many safety improvements that P25 offers first responders as well as increased network resiliency and security. The District will need to replace its current radios with new P25 compliant radios. This request is for Police Services to pay the capital portion of the new radios up front, and continue paying the operating costs under an operating lease. Fire & Rescue Services will continue with their lease program with E-Comm for both capital and operating costs to obtain new P25 compliant radios.

##### Library Materials—Core (\$270,685)

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

#### FLEET

##### Replace Wheel Loader (\$265,000)

This project is to replace a 2005 wheel loader that has over 8,700 service hours and is at the end of its useful life. The wheel loader is used extensively at the Operations Centre for loading District and contractor trucks, and moving, consolidating and providing for the safe handling of various materials. The District lifecycle replacement for this class of equipment is 12 years and the wheel loader is due for replacement.

#### FACILITIES MAINTENANCE

##### Ferry Building Restoration (\$1,268,000)

The Ferry Building, located on the busy waterfront of Ambleside, is a symbol of cultural sustainability in the community. The wood-frame building was constructed in 1913 and was designated a Municipal Heritage Property in 1987 as it once was associated with municipal ferry and bus services. This project addresses the need to move the building to higher ground and restore the 103-year old building which has served as a community art gallery and centre for over 25 years.

##### Aquatic Centre Change Room Expansion (\$777,475)

The Aquatic Centre was expanded 12 years ago to meet community need. A further expansion is needed which increases the footprint on the west side allowing for additional privacy stalls in the family change room to meet community demand for change room space. This is a priority for families in the community. The project is proposed in conjunction with the Aquatic Centre Change Room Renewal project to minimize disruption to the public.

## CAPITAL PROJECT DESCRIPTIONS

### General Fund Projects (over \$200,000) - *continued*

#### **Seismic Upgrading—Municipal Hall (\$500,000)**

Municipal Hall is over 50 years old and needs to be modernized and upgraded to current building codes with respect to life safety, seismic upgrades and energy efficiency. The scope of this project is to design and plan for renovations that will occur over the next five years. The design and development process will identify a more accurate feasibility and budget to renew Municipal Hall for further consideration.

#### **Ice Arena—Refrigeration Plant Replacement (\$480,000)**

The major infrastructure related to the Ice Arena is at or near end of life, including the ammonia refrigeration plant, rink floor and associated piping. Although the entire refrigeration plant should be replaced sooner than later, this project is to immediately replace the condensing unit and chiller as they are the most critical and have the highest risk of failure.

#### **Technology Learning Lab (\$327,433)**

Funded in partnership with the West Vancouver Library Foundation, this project seeks to relocate and transform the Library's computer training room in order to address community needs for technology learning and infrastructure and accessibility deficiencies. Key outcomes of the project include: a flexible and dynamic public technology learning space that supports multiple learning modes, technologies and platforms; improved visibility, adjacent to Library public services, with ready access to staff assistance; easy accessibility for patrons with mobility challenges; ability to accommodate larger groups of learners, including school visits; and replacement of end-of-life, outdated furnishings and equipment.

#### **Aquatic Centre Change Room Renewal (\$272,805)**

The Aquatic Centre has been in operation for 12 years since an expansion to meet community need. Change room interior finishes, lighting and electrical elements have been scheduled for replacement. The existing finishes are worn to the extent that they cannot be cleaned to a satisfactory standard. The worn appearance of the finishes is impacting customer perception on the quality of the facilities and cleanliness of change rooms is a leading complaint within this area.

#### **Fire Hall #1 Apparatus Bay Seismic and Roof Replacement (\$245,000)**

Fire Hall #1 currently houses more than half of the District's fire/rescue vehicles. The building and the apparatus bay have not been seismically reinforced and puts at risk Fire & Rescue Services' ability to respond in the event of a major seismic event. This seismic reinforcement project will preserve the integrity of the District's major fire/rescue vehicles and allow the vehicles to be safely dispatched. As seismic reinforcement involves significant changes to the roof, the roofing will be replaced as it is at end of life and has been patched many times.

#### **Library Interior Renovation (\$297,159)**

This project aims to address the relocation of functional spaces that were displaced by the 2016 west wing renovation, namely quiet study space and community meeting rooms. The project also incorporates renewal of network cabling adjacent to both spaces. Outcomes include increased public space for high-demand functions, including quiet study and small group meetings, renewal of end-of-life network infrastructure and ensuring capacity for current and future needs.

## GROUPS & PARKS

#### **West Vancouver Secondary School Track and Artificial Turf Field (\$250,000)**

The District's Sports Field Master Plan identified the West Vancouver Secondary School location as a potential site for the development of an artificial turf field. The funding is a contribution to the replacement of the track and the building of an artificial turf field at West Vancouver Secondary School and is contingent on fundraising by the community. It is a multi-stakeholder project with the District, School District 45, West Vancouver Track Clubs, West Vancouver Soccer Club and the West Vancouver Foundation.

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### **Ridgeview Sports Field Drainage and Irrigation Replacement (\$239,000)**

Ridgeview Sports Field is a community soccer and baseball field and is closed regularly in the winter owing to poor drainage. This is the third year of a multi-year endorsed Sports Field Master Plan implementation strategy to improve the playability of sports fields with the most critical need. This project is to replace the failing drainage and irrigation lines at Ridgeview Sports Field which will then reduce the frequency of closures due to inclement weather.

### **West Lake Road Vehicle Bridge in Upper Lands (\$231,000)**

Westlake Road is a restricted access road off of Cypress Bowl Road and serves as an important link into the Hollyburn cabin area and portions of the Upper Lands. Part of this link is the bridge over Marr Creek. The bridge is constructed with three longitudinal logs that span the creek, with transverse timber floor beams topped with timber planking. The age of the bridge is unknown and was most likely put in place when the area was originally logged. The bridge was inspected by an engineering consulting firm in 2014 as part of the District's bridge and pier inspection program and is recommended by the engineering report for priority replacement.

### **Ambleside Waterfront Revitalization (\$400,000)**

This is a provision to continue to support the implementation of the Ambleside Waterfront Plan which was endorsed by Council in 2016. This concept plan expresses a cohesive vision that ensures something for everyone, more green and open spaces and multi-use facilities and infrastructure allowing for the community enjoyment of the waterfront.

## **TRANSPORTATION INFRASTRUCTURE**

### **Horseshoe Bay—Streetscape Improvements (\$700,000)**

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

### **14th Street and Marine Drive—Traffic Lights Upgrade (\$300,000)**

The traffic signals at 14th Street and Marine Drive are old and the traffic controller technology is outdated; therefore it is proposed that the signals be replaced and improved. The development of the project on the 1300 block of Marine Drive provides an opportunity to upgrade the traffic signals at 14th Street and Marine Drive.

### **16th Street and Marine Drive—Traffic Lights Upgrade (\$300,000)**

The traffic signals at 16th Street and Marine Drive are old and the traffic controller technology is outdated resulting in a higher frequency of maintenance required. The redevelopment of the property on the northeast corner of 16th Street and Marine Drive provides an opportunity to upgrade the traffic signals at this intersection.

### **Rail Crossing Upgrades (\$300,000)**

In 2008, CN Rail and the District of West Vancouver agreed to a number of significant upgrades at rail crossings throughout the municipality in order to meet new Transport Canada regulations and maintain the District's current anti-whistling policy. The Engineering & Transportation Division proposes to begin these improvements at the crossing with the highest need as identified by CN Rail and the District. District staff has been undertaking a detailed assessment of all railway crossing to determine the highest priority for improvements. The plan for 2017 is to advance crossing safety works at selected crossings.

### **Spirit Trail: Royal Avenue (\$300,000)**

The Spirit Trail is a unique, waterfront-oriented, multi-use greenway which will provide pedestrians, cyclists, inline skaters and people with mobility aids a continuous and relatively flat connection across the North Shore. This section involves consultation, design and construction for the trail to be implemented between 18th to 22nd Streets in Ambleside.



## CAPITAL PROJECT DESCRIPTIONS

### Utility & Other Funds

#### WATER UTILITY FUND

##### Annual Replacement Program (\$3,900,000)

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

##### Equipment Replacement (\$240,000)

This represents the water utility fund portion of replacement of fleet vehicles and equipment primarily used in utility construction and operations (one tandem, one backhoe and one utility service vehicle), as well as additional equipment to replace hired equipment servicing a fourth utility crew (one tandem and one backhoe).

##### Asset Management (\$200,000)

This is a provision to allow for the long-term infrastructure asset management plan to be reviewed and updated.

#### SEWER UTILITY FUND

##### Sanitary Replacements (\$3,280,000)

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

##### Storm Improvements (\$3,360,000)

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

##### Equipment Replacement (\$240,000)

This represents the sewer utility fund portion of replacement of fleet vehicles and equipment primarily used in utility construction and operations (one tandem, one backhoe and one utility service vehicle), as well as additional equipment to replace hired equipment servicing a fourth utility crew (one tandem and one backhoe).

#### SOLID WASTE UTILITY FUND

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

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

#### CEMETERY FUND

##### Vehicles and Equipment (\$43,000)

Replacement of a ride-on mower which has reached the end of its service life. This mower is used as part of the turf care program at the cemetery.

##### Ongoing Site Development (\$55,000)

The scope of work in 2017 involves detailed design and costing for new burial areas to meet community need for the next decade in the cemetery.



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# WATER UTILITY

WATER SUPPLY AND TREATMENT • WATER DISTRIBUTION AND OPERATIONS • WATER INFRASTRUCTURE MANAGEMENT



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

## 2016 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

### Ambleside: Waterfront & Town Centre

- supported redevelopment of Ambleside through rehabilitation of water infrastructure

### Built Form, Housing & Neighbourhood Character

- supported Planning and Development Services in the review of applications for new development related to water servicing including Sewell's Landing and Rodgers Creek Area 6

### Fiscal Sustainability & Municipal Services

- completed a Master Water Servicing Study
- completed Annual Water System Capital Replacement/Renewal programs

### Natural Environment & Climate Action

- provided enhanced water conservation outreach to residents
- provided assistance on cross-departmental collaboration that supports environmental and sustainability projects

### Police Services & Municipal Hall Project

- provided support as required for the construction phase of the project with respect to water servicing requirements

## 2017 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

### Built Form, Housing & Neighbourhood Character

- support Planning and Development Services in the review of applications for new development related to water servicing considerations

### Fiscal Sustainability & Municipal Services

- implement long-term replacement planning for water assets further to deficiencies, system improvements and upgrades as identified in the Water Master Servicing Study
- complete Annual Water System Capital Replacement/Renewal programs
- develop District Engineering Design Guidelines in conjunction with Land Development, Engineering and Roads & Transportation.
- engage consultant to review the economic and conservation assumptions, fiscal policies, and incorporation of the reserve policy and the 2010 Asset Management Plan to verify and fine-tune the original water financial rate setting model

### Natural Environment & Climate Action

- provide assistance on cross-departmental collaboration that supports environmental and sustainability projects

## 2017 OPERATIONAL INITIATIVES

- support the Ministry of Health's proposal for the adoption of a professional reliance model in the preparation of Public Health and Environmental Risk Management Plans
- support policy changes to the Environmental Operators Certification Program (EOCP) operating model being led by the province of British Columbia with the ultimate goal of better reflecting the needs of all water systems including operator training, system classification and management structures

# WATER UTILITY

## Statement of Operations

	Budget 2017		Actual 2016		Actual 2015	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
User Fees	93.37%	12,881,000	88.95%	11,496,379	94.95%	11,838,726
Meter Rental Charges	3.98%	549,500	4.04%	522,344	4.26%	531,173
Micro Power Generation	0.22%	30,500	0.00%	-	0.00%	-
Internal Recoveries	0.98%	135,000	1.51%	195,313	0.37%	46,452
Other Revenue	0.00%	-	1.65%	213,419	0.41%	51,692
Transfer in from Water Reserve Fund	1.45%	200,000	0.00%	-	0.00%	-
	<b>100.00%</b>	<b>13,796,000</b>	<b>96.15%</b>	<b>12,427,455</b>	<b>100.00%</b>	<b>12,468,043</b>
<b>Expenses</b>						
Water Purchases	49.40%	3,650,000	55.51%	3,905,817	61.49%	4,211,274
Administration Charge	2.71%	200,000	2.84%	200,000	2.92%	200,000
Operations and Maintenance	47.81%	3,532,700	59.71%	4,201,271	54.21%	3,712,797
Transfer to/(from) Surplus	0.09%	6,500	-12.67%	(891,346)	-18.62%	(1,275,064)
	<b>100.00%</b>	<b>7,389,200</b>	<b>105.39%</b>	<b>7,415,743</b>	<b>100.00%</b>	<b>6,849,008</b>
		<b>6,406,800</b>		<b>5,011,712</b>		<b>5,619,035</b>
<b>Capital</b>						
Water System Rehabilitation	95.39%	4,140,000	100.00%	2,937,583	100.00%	3,552,219
Asset Management	4.61%	200,000	0.00%	-	0.00%	-
	<b>100.00%</b>	<b>4,340,000</b>	<b>100.00%</b>	<b>2,937,583</b>	<b>100.00%</b>	<b>3,552,219</b>
<b>Debt Service</b>		2,066,800		2,074,130		2,066,816

# WATER UTILITY

## Rate Setting Model

Revenue Requirements	2016	2017	2018	2019	2020	2021
	Actual	Proposed	Projected	Projected	Projected	Projected
<b>Revenues</b>						
Utility Fee Revenue	11,496,379	12,881,000	13,525,100	14,201,300	14,911,400	15,656,970
Meter Rental Charges	522,344	549,500	549,500	549,500	549,500	549,500
Micro Power Generation	–	30,500	30,500	30,500	30,500	30,500
Internal Recoveries	195,313	135,000	135,000	135,000	135,000	–
Other Revenue	213,419	–	–	–	–	–
Transfers In	–	200,000	–	–	–	–
<b>Total Revenues</b>	<b>12,427,455</b>	<b>13,796,000</b>	<b>14,240,100</b>	<b>14,916,300</b>	<b>15,626,400</b>	<b>16,371,970</b>
<b>Expenses</b>						
Operating Expenses	8,307,088	7,382,700	7,601,300	7,827,400	8,059,900	8,301,425
Equipment Replacement	113,544	240,000	185,000	125,000	130,000	135,000
Debt Service	2,074,130	2,066,800	1,988,400	1,988,400	1,988,400	1,988,400
Infrastructure Management Program	2,824,039	3,900,000	4,200,000	4,500,000	4,800,000	5,100,000
Asset Management	–	200,000	–	–	–	–
<b>Total Expenses</b>	<b>13,318,801</b>	<b>13,789,500</b>	<b>13,974,700</b>	<b>14,440,800</b>	<b>14,978,300</b>	<b>15,524,825</b>
<b>Annual Surplus / (Deficiency)</b>	<b>(891,346)</b>	<b>6,500</b>	<b>265,400</b>	<b>475,500</b>	<b>648,100</b>	<b>847,145</b>
Annual Rate Revenue Requirement		5.5%	5.0%	5.0%	5.0%	5.0%
Metro Vancouver Rate Increases		8.6%	4.9%	4.0%	4.0%	4.0%

Operating Expenses	2016	2017	2018	2019	2020	2021
Water Consumed @ GVRD Rate	6,434,717	6,602,200	6,925,600	7,264,900	7,620,700	7,929,338
Less Water Consumed Own Source	(2,528,900)	(2,952,200)	(3,127,600)	(3,312,900)	(3,509,700)	(3,651,843)
<b>Water Purchased from GVRD</b>	<b>3,905,817</b>	<b>3,650,000</b>	<b>3,798,000</b>	<b>3,952,000</b>	<b>4,111,000</b>	<b>4,277,496</b>
Administration Fee	200,000	200,000	200,000	200,000	200,000	200,000
Operations Centre	119,891	134,200	136,900	139,700	142,400	145,229
Meters Maintenance	522,451	219,900	224,300	228,800	233,400	238,100
<b>System Operating</b>						
Administration	520,048	517,200	527,600	538,100	548,900	559,900
Supply	571,974	523,500	533,900	544,600	555,500	566,600
Distribution	1,672,124	1,441,200	1,470,000	1,499,400	1,529,400	1,560,000
Membrane Filtration	794,784	696,700	710,600	724,800	739,300	754,100
<b>Total</b>	<b>8,307,088</b>	<b>7,382,700</b>	<b>7,601,300</b>	<b>7,827,400</b>	<b>8,059,900</b>	<b>8,301,425</b>

Infrastructure Management	2016	2017	2018	2019	2020	2021
<b>Long-Term Infrastructure Management</b>						
Eagle Lake Development	–	–	–	–	–	–
Infrastructure Management	2,824,039	3,900,000	4,200,000	4,500,000	4,800,000	5,100,000
<b>Total</b>	<b>2,824,039</b>	<b>3,900,000</b>	<b>4,200,000</b>	<b>4,500,000</b>	<b>4,800,000</b>	<b>5,100,000</b>
<b>Funding Sources</b>						
Developer Contributions	–	–	–	–	–	–
Rate/Reserve Funding	2,824,039	3,900,000	4,200,000	4,500,000	4,800,000	5,100,000
<b>Total</b>	<b>2,824,039</b>	<b>3,900,000</b>	<b>4,200,000</b>	<b>4,500,000</b>	<b>4,800,000</b>	<b>5,100,000</b>



# WATER UTILITY

## Stats & Trends

### SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2016	2015	2014	2013	2012
Requests for Service	1,320	1,898	1,815	1,562	1,176
Commenced 2010, includes meter checks & leak detection work					
Volume of Water Distributed (cubic metres)	9,882,393	9,657,882	9,126,866	9,027,487	9,286,763
% of Water from District Sources	41%	33%	43%	52%	47%
# Watermain Breaks	37	32	28	15	25

### TREND OF RESOURCE REQUIREMENTS

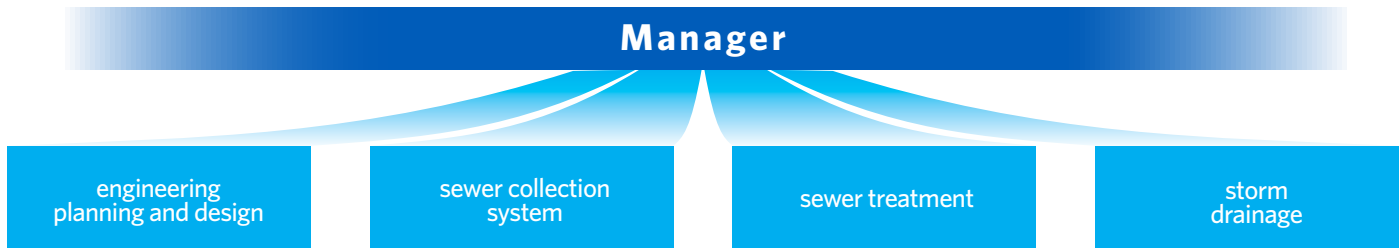
	2016	2015	2014	2013	2012
Salaries & Benefits	1,813,318	1,735,953	1,634,255	1,530,470	1,403,309
Supplies & Other Expenses	5,680,756	5,645,955	4,674,725	4,027,412	3,940,547
Administration Charge	200,000	200,000	200,000	150,000	150,000
Debt Service	2,074,130	2,066,816	2,066,816	2,066,816	2,066,816
Capital Project Costs	2,937,583	3,552,219	3,279,104	2,405,568	2,223,675
Recoveries & Allocations	417,701	492,048	574,765	496,126	483,219
Transfers to/(from)	(891,346)	(1,275,064)	(946,228)	65,553	(158,822)
<b>Total Expenditures</b>	<b>12,232,142</b>	<b>12,417,927</b>	<b>11,483,438</b>	<b>10,741,945</b>	<b>10,108,744</b>





# SEWER & DRAINAGE UTILITY

SEWAGE TREATMENT • SEWAGE COLLECTION AND OPERATIONS • DRAINAGE OPERATIONS AND MAINTENANCE • SEWER AND DRAINAGE INFRASTRUCTURE MANAGEMENT



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

## 2016 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

### Ambleside: Waterfront & Town Centre

- supported redevelopment of Ambleside through rehabilitation of sanitary and storm drainage infrastructure

### Built Form, Housing & Neighbourhood Character

- supported Planning and Development Services in the review of applications for new development related to sanitary and storm servicing including Sewell's Landing, Cypress Village, and Rodgers Area 6

### Fiscal Sustainability & Municipal Services

- began a Sewer Master Servicing Study and completed Annual Sewer Capital Replacement/Renewal programs
- continued to work toward compliance with action items in Metro Vancouver's Integrated Liquid Waste Resource Management Plan (ILWRMP), including an Inflow and Infiltration Management Program (I&IMP)
- completed an Integrated Stormwater Management Plan for Brothers, Vinson and Hadden Creeks
- provided assistance with the design of the Five Creeks Stormwater Diversion Project

### Police Services & Municipal Hall Project

- provided support for the construction phase of the project with respect to servicing requirements for sanitary sewer and stormwater management

## 2017 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

### Built Form, Housing & Neighbourhood Character

- support Planning and Development Services in the review of applications for new development related to sanitary and storm servicing

### Fiscal Sustainability & Municipal Services

- complete the Sewer Master Servicing Study and Annual Sewer Capital Replacement/Renewal programs
- work towards compliance with action items in Metro Vancouver's Integrated Liquid Waste Resource Management Plan (ILWRMP), including an Inflow and Infiltration Management Program (I&IMP)
- support and provide assistance with construction of the Five Creeks Stormwater Diversion Project
- engage consultant to review the economic and conservation assumptions, fiscal policies, and incorporation of the reserve policy and the 2010 Asset Management Plan to verify and fine-tune the original sewer and drainage financial rate setting model

### Natural Environment & Climate Action

- provide assistance on cross-departmental collaboration that supports environmental and sustainability projects

## 2017 OPERATIONAL INITIATIVES

- support the Ministry of Health's proposal for a professional reliance model for Public Health and Environmental Risk Management Plans
- support policy changes to the Environmental Operators Certification Program (EOCP) operating model

# SEWER & DRAINAGE UTILITY

## Statement of Operations

	Budget 2017		Actual 2016		Actual 2015	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
User Fees	99.14%	15,639,500	110.72%	13,278,175	98.78%	11,845,944
Developer Contributions	0.00%	-	0.00%	-	0.53%	64,037
Internal Recoveries	0.86%	135,000		195,313		46,452
Other Revenue	0.00%	-	0.00%	430	0.30%	36,224
	100.00%	15,774,500	110.72%	13,473,918	99.61%	11,992,657
<b>Expenses</b>						
GVSDD Levy	68.57%	6,098,600	65.35%	5,773,480	65.09%	5,749,913
Administration Charge	2.25%	200,000	2.26%	200,000	2.26%	200,000
Sanitary Operations & Maintenance	16.29%	1,448,500	18.26%	1,612,704	17.68%	1,562,128
Storm Operations & Maintenance	11.28%	1,003,100	9.44%	834,314	11.48%	1,014,279
Transfer to/(from) Surplus	1.62%	144,300	13.81%	1,219,727	3.48%	307,727
	100.00%	8,894,500	109.13%	9,640,225	100.00%	8,834,047
		6,880,000		3,833,692		3,158,610
<b>Capital</b>						
Sanitary System Rehabilitation	51.16%	3,520,000	71.50%	2,258,508	48.84%	1,542,750
Storm/Drainage Rehabilitation	48.84%	3,360,000	49.87%	1,575,185	51.16%	1,615,860
	100.00%	6,880,000	121.37%	3,833,692	100.00%	3,158,610

# SEWER & DRAINAGE UTILITY

## Rate Setting Model

Revenue Requirements	2016	2017	2018	2019	2020	2021
	Actual	Proposed	Projected	Projected	Projected	Projected
<b>Revenues</b>						
Utility Fee Revenue	13,278,175	15,639,500	17,203,400	18,923,800	20,816,200	22,897,820
Equipment Recovery	-	-	-	-	-	-
Developer Contributions	-	-	-	-	-	-
Internal Recoveries	195,313	135,000	135,000	135,000	135,000	135,000
Other Revenue	430	-	-	-	-	-
<b>Total Revenues</b>	<b>13,473,918</b>	<b>15,774,500</b>	<b>17,338,400</b>	<b>19,058,800</b>	<b>20,951,200</b>	<b>23,032,820</b>
<b>Expenses</b>						
Operating Expenses	8,420,498	8,750,200	9,195,600	9,700,400	10,272,600	10,922,306
Equipment Replacement	399,094	240,000	185,000	125,000	130,000	135,000
Sanitary Infrastructure	1,859,414	3,280,000	3,720,000	4,160,000	4,600,000	5,040,000
Storm Infrastructure	1,575,185	3,360,000	3,840,000	4,320,000	4,800,000	5,280,000
<b>Total Expenses</b>	<b>12,254,191</b>	<b>15,630,200</b>	<b>16,940,600</b>	<b>18,305,400</b>	<b>19,802,600</b>	<b>21,377,306</b>
<b>Annual Surplus/(Deficiency)</b>	<b>1,219,727</b>	<b>144,300</b>	<b>397,800</b>	<b>753,400</b>	<b>1,148,600</b>	<b>1,655,514</b>
Rate Revenue Requirement Increase		10.0%	10.0%	10.0%	10.0%	10.0%
Metro Vancouver Rate Increases		6.0%	6.5%	7.0%	7.5%	7.5%

Operating Expenses	2016	2017	2018	2019	2020	2021
GVSDD Levy	5,773,480	6,098,600	6,495,000	6,949,700	7,470,900	8,068,572
Administration Fee	200,000	200,000	200,000	200,000	200,000	200,000
Sanitary Operating & Maintenance	1,612,704	1,448,500	1,477,500	1,507,100	1,537,200	1,567,944
Storm Operating & Maintenance	834,314	1,003,100	1,023,100	1,043,600	1,064,500	1,085,790
<b>Total</b>	<b>8,420,498</b>	<b>8,750,200</b>	<b>9,195,600</b>	<b>9,700,400</b>	<b>10,272,600</b>	<b>10,922,306</b>

Infrastructure Management	2016	2017	2018	2019	2020	2021
<b>Long-Term Infrastructure Management</b>						
Sanitary Infrastructure	1,859,414	3,280,000	3,720,000	4,160,000	4,600,000	5,040,000
Storm Infrastructure	1,575,185	3,360,000	3,840,000	4,320,000	4,800,000	5,280,000
<b>Total</b>	<b>3,434,598</b>	<b>6,640,000</b>	<b>7,560,000</b>	<b>8,480,000</b>	<b>9,400,000</b>	<b>10,320,000</b>
<b>Funding Sources</b>						
Developer Contributions	-	-	-	-	-	-
Rate Funding - Storm	1,575,185	3,360,000	3,840,000	4,320,000	4,800,000	5,040,000
Rate Funding - Sanitary	1,859,414	3,280,000	3,720,000	4,160,000	4,600,000	5,280,000
Capital Reserves	-	-	-	-	-	-
<b>Total</b>	<b>3,434,598</b>	<b>6,640,000</b>	<b>7,560,000</b>	<b>8,480,000</b>	<b>9,400,000</b>	<b>10,320,000</b>

# SEWER & DRAINAGE UTILITY

## Stats & Trends

### SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2016	2015	2014	2013	2012
Requests for Service	608	482	831	720	706

### TREND OF RESOURCE REQUIREMENTS

	2016	2015	2014	2013	2012
Salaries & Benefits	1,411,649	1,487,023	1,469,736	1,294,419	1,182,658
Supplies & Other Expenses	6,470,173	6,470,026	6,553,231	6,127,005	6,293,259
Administration Charge	200,000	200,000	200,000	150,000	150,000
Capital Project Costs	3,833,692	3,158,610	5,803,028	3,130,298	2,028,181
Recoveries & Allocations	338,676	369,271	337,712	325,522	289,636
Transfers to/(from)	1,219,727	307,727	(93,164)	754	190,573
<b>Total Expenditures</b>	<b>13,473,918</b>	<b>11,992,657</b>	<b>14,270,543</b>	<b>11,027,998</b>	<b>10,134,307</b>

# SOLID WASTE UTILITY

GARBAGE • RECYCLING • YARD TRIMMINGS • GREEN CAN



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

## 2016 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

### Built Form, Housing & Neighbourhood Character

- supported Planning and Development Services in reviewing applications for new development in consideration of solid waste servicing

### Fiscal Sustainability & Municipal Services

- transitioned all public realm (parks, streetscapes, and civic buildings) solid waste functions to the Solid Waste Utility
- transitioned administration of the joint North Shore recycling contract to the District as a shared tri-municipal service
- began localized solid waste diversion programming within the District
- introduced separated dog waste collection at selected high-use park locations

### Natural Environment & Climate Action

- provided assistance on cross-departmental collaborations that support environmental and sustainability projects by establishing an internal solid waste task force

## 2017 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

### Built Form, Housing & Neighbourhood Character

- support Planning and Development Services in reviewing applications for new development in consideration of solid waste servicing

### Fiscal Sustainability & Municipal Services

- reduce ratepayer fees to reflect the current five-year financial forecast for the Solid Waste Utility
- introduce mandatory recycling and mandatory organics diversion for all sectors
- introduce new requirements for waste diversion reporting at demolition sites
- begin the procurement process for a new garbage and organics collection contract
- continue to implement localized solid waste diversion programming within the District
- begin a one-year streetscape recycling pilot project in the Horseshoe Bay business district

### Natural Environment & Climate Action

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



# SOLID WASTE UTILITY

## Statement of Operations

	Budget 2017		Actual 2016		Actual 2015	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
Waste User Fees	33.95%	2,253,900	36.73%	2,525,050	53.11%	2,525,087
Recycling User Fees	7.22%	479,200	7.28%	500,410	30.06%	1,429,462
Tag Sales	0.23%	15,000	0.20%	14,072	0.33%	15,792
Contract/Material Revenue	10.33%	685,500	10.47%	719,560	14.95%	710,997
Public Realm Refuse Fee	12.59%	835,600	13.53%	930,294	0.00%	-
Recycling Contract Recovery	35.69%	2,368,830	34.92%	2,400,582	1.55%	73,494
	100.00%	6,638,030	103.14%	7,089,968	100.00%	4,754,832
<b>Expenses</b>						
Management / Outreach / NSRP	7.98%	527,800	8.58%	588,336	15.23%	719,715
Garbage, Yard Trimmings, and FSR						
Garbage Collection Contract	8.02%	530,900	7.48%	512,676	11.82%	558,673
Yard Trimmings & FSR Collection	12.06%	798,000	11.25%	771,087	17.70%	836,772
Metro Vancouver Tipping Fees	10.70%	708,100	9.66%	661,872	14.42%	681,455
Hugo Ray - Landfill Monitoring	0.49%	32,400	0.38%	25,987	0.74%	35,125
Administration Charge	0.76%	50,000	0.73%	50,100	1.06%	50,100
Recycling						
Recycling Collection Contract	44.35%	2,935,000	42.82%	2,934,847	20.14%	951,749
Recycling Processing Costs	0.00%	-	0.04%	2,615	0.60%	28,494
Public Realm Refuse	12.43%	822,300		672,859		-
Transfer to/(from) Reserve	3.23%	213,530	12.69%	869,591	18.29%	864,361
	100.00%	6,618,030	93.62%	7,089,968	100.00%	4,726,445
<b>Capital</b>		20,000		-		28,387

# SOLID WASTE UTILITY

## Rate Setting Model

	2016	2017	2018	2019	2020	2021
	Actual	Proposed	Projected	Projected	Projected	Projected
<b>METRO TIPPING FEES (PER TONNE)</b>						
Garbage	100.00	100.00	101.00	102.00	103.00	104.00
Yard Trimmings/Organics	71.00	67.00	68.00	69.00	70.00	71.00
<b>DISTRICT ANNUAL FEES</b>						
Waste - Single Family	200.97	180.87	182.68	184.51	186.35	188.22
Recycling - Single & Multifamily	27.09	24.38	24.62	24.87	25.12	25.37
Public Realm Refuse Fee - Single & Multifamily	47.24	42.52	42.94	43.37	43.80	44.24
	275.30	247.77	250.24	252.75	255.27	257.83
<b>PROJECTED RATE INCREASES</b>						
Solid Waste - Single Family		-10%	1%	1%	1%	1%
Recycling & Public Realm Fees - Multifamily		-10%	1%	1%	1%	1%
<b>PROJECTED SINGLE FAMILY DIVERSION RATE</b>						
		70%	70%	70%	70%	70%
<b>REVENUES</b>						
Quarterly - Waste Fee	2,525,050	2,253,900	2,276,400	2,299,200	2,322,200	2,345,400
Quarterly - Recycling Fee	500,410	479,200	483,900	488,800	493,700	498,600
Quarterly - Public Realm Refuse Fee	930,294	835,600	843,900	852,400	860,900	869,500
Recovery - Recycling Contract Admin	2,400,582	2,368,830	2,405,060	2,450,050	2,496,950	2,544,850
Tag Sales	14,072	15,000	15,000	15,000	15,000	15,000
Contract Revenue	719,560	685,500	685,500	685,500	685,500	685,500
<b>TOTAL REVENUES</b>	<b>7,089,968</b>	<b>6,638,030</b>	<b>6,709,760</b>	<b>6,790,950</b>	<b>6,874,250</b>	<b>6,958,850</b>
<b>RATE INCREASE REQUIREMENT</b>						
		-10%	1%	1%	1%	1%
<b>REVENUE INCREASE REQUIREMENT</b>						
		-10%	1%	1%	1%	1%
<b>EXPENDITURES</b>						
<b>WASTE</b>						
Administration	142,215	155,800	157,000	159,000	161,000	163,000
Pilot Projects	49,071	18,900	18,900	18,900	18,900	18,900
Garbage - Collection Contract	512,676	530,900	552,100	574,200	597,200	621,100
Garbage - Tipping Fees	293,215	332,300	336,900	341,600	346,300	351,100
Organics - Collection Contract	771,087	798,000	829,900	863,100	897,600	933,500
Organics - Tipping Fees	368,657	375,800	380,600	391,400	391,400	391,400
Hugo Ray - Landfill Monitoring	25,987	32,400	32,900	33,400	34,000	34,600
	2,162,906	2,244,100	2,308,300	2,381,600	2,446,400	2,513,600
<b>RECYCLING</b>						
Administration	201,707	342,200	323,330	328,960	334,700	340,540
Zero Waste Initiatives	-	26,400	26,400	26,400	26,400	26,400
North Shore Recycling Area	-	34,500	35,200	35,900	36,600	37,300
NRSP - Office/Programs/Depot	245,444	-	-	-	-	-
Recycling - Single Family Pickup	1,572,561	1,530,900	1,555,200	1,585,500	1,617,200	1,649,600
Recycling - Multifamily Pickup	1,362,285	1,404,100	1,426,300	1,454,200	1,483,200	1,512,900
Processing and Marketing Costs	2,615					
	3,384,612	3,338,100	3,366,430	3,430,960	3,498,100	3,566,740
<b>PUBLIC REALM REFUSE</b>						
Civic Buildings Program	38,538	60,000	61,200	62,400	63,600	64,900
Civic Buildings Program - Pilot Projects	12,622	-	-	-	-	-
Parks & Streetscapes Program	572,000	572,000	583,400	595,100	607,000	619,100
Parks & Streetscapes Program - Pilot Projects	49,699	190,300	171,750	211,500	251,250	291,000
	672,859	822,300	816,350	869,000	921,850	975,000
<b>CAPITAL</b>						
	-	20,000	-	-	-	-
<b>TOTAL EXPENDITURE</b>						
	6,220,377	6,424,500	6,491,080	6,681,560	6,866,350	7,055,340
<b>FINAL NET REVENUE</b>						
	869,591	213,530	218,680	109,390	7,900	(96,490)
<b>RATE STABILIZATION RESERVE</b>						
Opening Balance	1,608,945	2,478,536	2,692,066	2,910,746	3,020,136	3,028,036
Current Net Revenue	869,591	213,530	218,680	109,390	7,900	(96,490)
Closing Balance	2,478,536	2,692,066	2,910,746	3,020,136	3,028,036	2,931,546

# SOLID WASTE UTILITY

## Stats & Trends

### SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2016	2015	2014	2013	2012
Metric Tonnes Collected					
Organics	5,892	5,769	5,830	5,378	5,054
Recycling	2,599	2,625	2,654	2,716	2,844
Garbage	2,921	3,016	3,128	3,716	4,903
Waste Diversion Rate	74%	74%	73%	69%	62%

### TREND OF RESOURCE REQUIREMENTS

	2016	2015	2014	2013	2012
Salaries & Benefits	283,294	146,796	113,444	108,722	107,966
Supplies & Other Expenses	5,293,371	3,578,852	3,619,848	3,804,895	3,935,825
Professional & Consulting	20,000	12,998	11,700	14,650	12,001
Administration Charge	50,100	50,100	50,100	50,100	50,100
Capital Project Costs	0	28,387	0	0	367,513
Recoveries & Allocations	573,612	73,337	671	361	1,107
Transfers to/(from)	869,591	892,748	650,068	123,224	-810,474
<b>Total Expenditures</b>	<b>7,089,968</b>	<b>4,783,219</b>	<b>4,445,831</b>	<b>4,101,952</b>	<b>3,664,039</b>

# GOLF

AMBLESIDE PAR 3 • GLENEAGLES GOLF COURSE



## 2016 ACCOMPLISHMENTS

- Received the Audubon International Certification for accomplishments in sustainable natural resource management and environmental stewardship for the Gleneagles Golf Course
- installed a new net and split-rail fence around the ninth green to increase safety for pedestrians
- completed the plaza and landscaping at the entrance to the club house, which includes new irrigation
- completed the Orchill Road parking lot and landscaping project and installed pedestrian traffic calming features
- continued with the weeds removal program supported by the Gleneagles Golf Society

## 2017 INITIATIVES

- install nets for safety around the third tee
- resurface and level the third tee and the sixth men's tee
- continue sustainable natural resource management practices
- develop strategies for a new irrigation system including seeking alternative water sources, comparing new systems and weather stations

# GOLF

## Statement of Operations

	Budget 2017		Actual 2016		Actual 2015	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
Golf Fees	97.46%	957,543	96.63%	947,296	98.79%	1,012,214
Rental Revenue - Facility	2.54%	25,000	3.37%	32,987	1.21%	12,355
	<b>100.00%</b>	<b>982,543</b>	<b>100.00%</b>	<b>980,283</b>	<b>100.00%</b>	<b>1,024,569</b>
<b>Expenses</b>						
Pro Shop and Management	19.10%	168,650	19.77%	174,043	21.10%	183,804
Operations and Maintenance	75.12%	663,129	77.70%	684,157	78.52%	683,917
Administration Charge	5.78%	51,000	2.54%	22,333	0.38%	3,294
Transfer to / (from) Development Fund	0.00%	-	0.00%	-	0.00%	-
	<b>100.00%</b>	<b>882,779</b>	<b>100.00%</b>	<b>880,533</b>	<b>100.00%</b>	<b>871,014</b>
		<b>99,764</b>		<b>99,750</b>		<b>153,554</b>
<b>Capital</b>		-		-		53,790
<b>Debt Service</b>		99,764		99,765		99,765

# GOLF

## Stats & Trends

### SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2016	2015	2014	2013	2012
Gleneagles Golf Course					
Total Rounds	36,155	41,485	39,138	42,159	39,940
Seniors	9,983	11,901	10,295	11,164	10,361
Youth	807	965	859	897	1,192
Tournament Rounds	331	411	386	340	571
Ambleside Par 3					
Total Rounds	14,425	14,385	15,060	15,430	17,559
Seniors	2,202	2,331	2,361	2,844	3,130
Youth	2,000	1,788	2,174	1,977	2,127

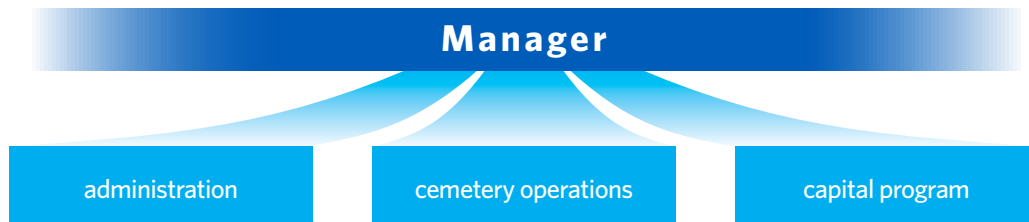
### TREND OF RESOURCE REQUIREMENTS

	2016	2015	2014	2013	2012
Salaries & Benefits	373,163	390,668	370,989	398,189	377,795
Supplies & Other Expenses	377,624	384,447	387,556	401,802	335,300
Professional & Consulting	-	-	-	-	-
Administration Charge	22,333	3,294	59,285	95,669	132,000
Debt Service	99,765	99,765	99,765	99,765	127,886
Capital Project Costs	-	53,790	-	128,617	45,379
Recoveries & Allocations	107,413	92,605	98,084	81,622	63,321
Transfers to/(from)	-	-	-	(158,304)	(42,048)
<b>Total Expenditures</b>	<b>980,298</b>	<b>1,024,569</b>	<b>1,015,678</b>	<b>1,047,360</b>	<b>1,039,632</b>



# CEMETERY

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## 2016 ACCOMPLISHMENTS

- completed installation of a new entry sign and complementary landscaping to create a welcoming entrance to the cemetery
- completed landscaping around the new accessible plaza
- expanded burial space to provide 100 additional traditional in-ground burial plots
- completed headstone lifting and renovation of S section

## 2017 INITIATIVES

- complete the preliminary design plan for cemetery expansion for the next 20 years
- review and document operating procedures
- proceed with headstone lifting and renovation of Y section

# CEMETERY

## Statement of Operations

	Budget 2017		Actual 2016		Actual 2015	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
User Fees	88.40%	875,775	96.95%	1,203,443	89.15%	944,188
Interest	11.60%	114,900	3.05%	37,821	10.85%	114,909
	<b>100.00%</b>	<b>990,675</b>	<b>100.00%</b>	<b>1,241,264</b>	<b>100.00%</b>	<b>1,059,097</b>
<b>Expenses</b>						
Operations and Maintenance	57.43%	512,640	40.71%	476,202	62.72%	461,465
Sales and Use Costs	16.76%	149,600	13.96%	163,313	21.76%	160,105
Administration Charge	20.00%	178,500	15.26%	178,524	24.30%	178,784
Transfer to / (from) Development Fund	5.82%	51,935	30.07%	351,740	-8.77%	(64,549)
	<b>100.00%</b>	<b>892,675</b>	<b>100.00%</b>	<b>1,169,778</b>	<b>100.00%</b>	<b>735,804</b>
		<b>98,000</b>		<b>71,486</b>		<b>323,293</b>
<b>Capital</b>		98,000		71,486		323,293

# CEMETERY

## Stats & Trends

### SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2016	2015	2014	2013	2012
Sales of Plots and Columbaria					
Lawn Crypts	80	60	14	29	45
Full Burial Plots	49	30	99	44	10
Single Cremation Plots	15	13	22	16	21
Double Cremation Plots	25	39	31	4	21
Columbaria	11	7	20	28	3
Total	180	149	186	121	100
Year End - Sites Available					
Lawn Crypts	156	234	36	51	80
Full Burial Plots	131	157	186	142	84
Single Cremation Plots	155	162	174	83	195
Double Cremation Plots	57	77	119	194	64
Upper Niche Columbaria	280	289	296	323	1
Columbaria Quad	24	24	24	24	
Wait Lists					
Full Burial Plots/Lawn Crypts	0	0	57	69	60
Double Cremation	0	0	4	8	3
Columbaria Niches	0	0	0	9	36

### TREND OF RESOURCE REQUIREMENTS

	2016	2015	2014	2013	2012
Salaries & Benefits	428,264	433,474	430,624	425,096	413,113
Supplies & Other Expenses	169,149	146,672	136,251	149,628	126,407
Professional & Consulting	2,920	3,758	1,580	1,659	3,561
Administration Charge	178,524	178,784	178,617	178,500	178,500
Capital Project Costs	71,486	330,248	461,824	438,260	380,438
Recoveries & Allocations	39,183	37,666	34,376	39,614	35,626
Transfers to/(from)	681,505	184,411	123,519	(266,089)	(146,716)
<b>Total Expenditures</b>	<b>1,571,029</b>	<b>1,315,013</b>	<b>1,366,791</b>	<b>966,667</b>	<b>990,929</b>

# TRANSIT

BLUE BUS • COMMUNITY SHUTTLE



The District's transportation services include West Vancouver Blue Bus, the oldest continuously operated municipal bus system in North America. All capital and operating expenditures for Blue Bus are recovered from TransLink.

## 2016 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

### Fiscal Sustainability & Municipal Services

- executed a new Collective Agreement with the Amalgamated Transit Union

### Natural Environment & Climate Action

- conducted a BC Hydro energy saving lighting audit for the Transit Operations Centre

## 2016 OPERATIONAL ACCOMPLISHMENTS

- implemented TransLink wayfinding signage throughout West Vancouver
- successfully transitioned to the Compass Card system on Blue Buses as part of the region-wide TransLink implementation
- received five replacement buses into the fleet and put them into service
- replaced the natural gas standby generator at the Transit Operations Centre with diesel

## 2017 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

### Natural Environment & Climate Action

- implement BC Hydro energy saving lighting changes from the audit at the Transit Operations Centre

## 2017 OPERATIONAL OBJECTIVES

- implement Phase One of the 10-Year Vision for Metro Vancouver Transit and Transportation, as approved by the Mayors' Council on Regional Transportation
- receive five replacement conventional buses and five replacement shuttle buses into the fleet
- complete the roof membrane replacement project at the Transit Operations Centre

# TRANSIT

## Divisional Expenses

	Budget 2017		Actual 2016		Actual 2015	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
External Recoveries	100.00%	17,205,607	100.00%	15,570,825	100.00%	16,031,315
	<b>100.00%</b>	<b>17,205,607</b>	<b>100.00%</b>	<b>15,570,825</b>	<b>100.00%</b>	<b>16,031,315</b>
<b>Administration</b>						
Salaries & Benefits	71.60%	880,000	67.07%	673,726	69.59%	769,520
Supplies & Other Expenses	14.77%	181,500	14.89%	149,577	15.74%	174,045
Professional & Consulting	0.12%	1,500	2.37%	23,800	0.62%	6,839
Recoveries & Allocations	13.51%	166,000	15.67%	157,402	14.05%	155,318
	<b>100.00%</b>	<b>1,229,000</b>	<b>100.00%</b>	<b>1,004,505</b>	<b>100.00%</b>	<b>1,105,723</b>
<b>Operations</b>						
Salaries & Benefits	90.51%	9,461,496	91.12%	8,970,711	90.21%	8,768,103
Supplies & Other Expenses	9.48%	991,357	8.88%	874,328	9.79%	951,684
Recoveries & Allocations	0.01%	1,000	0.00%	405	0.00%	298
	<b>100.00%</b>	<b>10,453,853</b>	<b>100.00%</b>	<b>9,845,443</b>	<b>100.00%</b>	<b>9,720,085</b>
<b>Vehicle Maintenance</b>						
Salaries & Benefits	42.45%	2,344,646	42.20%	1,992,272	39.60%	2,061,146
Supplies & Other Expenses	57.55%	3,178,108	57.78%	2,727,602	60.34%	3,140,787
Recoveries & Allocations	0.00%	-	0.02%	1,003	0.07%	3,575
	<b>100.00%</b>	<b>5,522,754</b>	<b>100.00%</b>	<b>4,720,877</b>	<b>100.00%</b>	<b>5,205,508</b>
<b>Total</b>						
Salaries & Benefits	73.73%	12,686,142	74.73%	11,636,709	72.35%	11,598,769
Supplies & Other Expenses	25.29%	4,350,965	24.09%	3,751,506	26.61%	4,266,516
Professional & Consulting	0.01%	1,500	0.15%	23,800	0.04%	6,839
Recoveries & Allocations	0.97%	167,000	1.02%	158,810	0.99%	159,192
	<b>100.00%</b>	<b>17,205,607</b>	<b>100.00%</b>	<b>15,570,825</b>	<b>100.00%</b>	<b>16,031,316</b>

# TRANSIT

## Stats & Trends

SERVICE LEVEL STATISTICS	Transaction Counts /Activity Levels				
	2016	2015	2014	2013	2012
Passenger Statistics					
Total Boardings <sup>1</sup>	5,557,637	7,114,569	6,902,814	6,893,725	6,909,046
On time Performance <sup>2</sup>					
% of Trips Arriving on Time	37.0	37.8	n/a	n/a	n/a
% of Trips Leaving on Time	75.3	73.6	n/a	n/a	n/a
Customer Satisfaction					
West Vancouver Blue Bus	8.3	8.2	8.0	8.4	8.4
TransLink Regional Average	7.9	7.7	7.8	7.6	7.8

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

(2) With the change in ridership estimation methodology, there is a new statistic, On time Performance. This data is available from 2015 onward.

TREND OF RESOURCE REQUIREMENTS	2016	2015	2014	2013	2012
Salaries & Benefits	11,636,709	11,598,769	10,865,918	10,065,771	10,017,427
Supplies & Other Expenses	3,774,531	4,266,516	4,050,033	3,885,464	3,735,422
Professional & Consulting	775	6,839	-	4,391	48,874
Recoveries & Allocations	158,810	159,192	154,336	163,444	161,388
<b>Total Expenditures</b>	<b>15,570,825</b>	<b>16,031,316</b>	<b>15,070,287</b>	<b>14,119,070</b>	<b>13,963,111</b>



## GLOSSARY OF TERMINOLOGY

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### ACRONYMS

ADBIA: Ambleside Dundarave Business Improvement Association  
CAO: Chief Administrative Officer  
CEEP: Community Energy and Emissions Plan  
CVIP: Commercial Vehicle Inspections Program  
DCC: Development Cost Charge  
EOC: Emergency Operations Centre  
EOCP: Environmental Operators Certification Program  
FIPPA: Freedom of Information and Protection of Privacy Act  
FSR: Floor Space Ratio  
GAAP: Generally Accepted Accounting Principles  
GECC: Gleneagles Community Centre  
GFOA: Government Finance Officers Association of the United States and Canada  
GIS: Geographic Information System  
GVRD: Greater Vancouver Regional District  
GVSD: Greater Vancouver Sewerage & Drainage District  
HRIS: Human Resource Information System  
I&IMP: Inflow and Infiltration Management Program  
ILWRMP: Integrated Liquid Waste and Resource Management Plan  
ISMP: Integrated Stormwater Management Plans  
IT: Information Technology  
MFA: Municipal Finance Authority  
MRN: Major Road Network  
NGRP: Next Generation Radio Program  
NSEM: North Shore Emergency Management  
NSRP: North Shore Recycling Program  
OCP: Official Community Plan  
PMP: Parks Master Plan  
PSAB: Public Sector Accounting Board  
RTID: Real Time IDentification  
SAC: Seniors' Activity Centre  
SCADA: Supervisory Control and Data Acquisition  
SCBA: Self Contained Breathing Apparatus  
TRRIP: Transit Related Road Infrastructure Program  
UBCM: Union of BC Municipalities  
WVCC: West Vancouver Community Centre  
WVCCS: West Vancouver Community Centres Society  
WVMEA: West Vancouver Municipal Employees' Association  
WVML: West Vancouver Memorial Library  
WVPD: West Vancouver Police Department

### ACCOUNTING PRINCIPLES

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

### ACCRUAL BASIS OF ACCOUNTING

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

### AMORTIZATION

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

### ANNUAL REPORTING CYCLE

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

### ASSENT-FREE ZONE

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

### ASSET MANAGEMENT PROGRAM

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

### BALANCED BUDGET

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

### BASE CASE BUDGET

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

### BUDGET AMENDMENT

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

### CAPITAL ASSETS

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

### CAPITAL PLANNING

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

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## COLLECTIVE BARGAINING

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

## CONSUMER PRICE INDEX (CPI)

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

## COST DRIVERS

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

## DEBT SERVICE

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

## DEPRECIATION

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

## DEVELOPMENT COST CHARGES (DCCs)

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

## EAGLE LAKE DEVELOPMENT PLAN

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

## ENDOWMENT RESERVE FUND

*In West Vancouver, this special reserve fund was established with an endowment feature—a threshold amount escalating annually by the rate of CPI that is to remain unexpended. Amounts in the reserve above the threshold amount are a significant funding source for the capital program.*

## EXPENDITURES BY FUNCTION

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

## EXPENDITURES BY OBJECT

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

## FINANCIAL PLAN

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

## FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT (FIPPA)

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

## FULL-TIME EQUIVALENTS (FTEs)

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

## FUND

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

## GENERAL FUND

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

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

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

## INFRASTRUCTURE

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

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## LABOUR MODEL

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

## MASTER PLANS

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

## OFFICIAL COMMUNITY PLAN (OCP)

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

## PROGRAMS vs. PROJECTS

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

## PROPERTY ASSESSMENT CYCLE

*The BC Assessment Authority is responsible for establishing assessed values of all properties in the District and reports those values according to an annual cycle. A Preview Roll, with properties valued as at July 1, reflects new construction and zoning changes up to October 31. It is produced in early November, consists of high-level totals by property class and is usually incomplete as to new construction additions. A Completed Roll is produced by December 31 and reflects all assessment data for the coming year. This roll is the basis for the individual assessment notices that are mailed to property owners in early January. A Revised Roll, produced as at March 31 and containing adjustments due to successful assessment appeals, forms the basis of the annual property tax calculation and levy.*

## PROPERTY ASSESSMENT SKEWING

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

## PROPERTY TAX RATE MULTIPLES

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

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

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

## PAY-AS-YOU-GO

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

## SERVICE LEVEL

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

## SHARED SERVICES

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

## STRATEGIC PLAN

*Expresses the broadest aspirations of a community as embedded in the Vision and Mission statements. The Plan also incorporates a Strategy Map that organizes the strategic initiatives to achieve the Plan under four broad perspectives: Community Perspective, Organizational/Operational Perspective, People, Skills and Motivation Perspective and a Financial Perspective.*

## TANGIBLE CAPITAL ASSETS

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

## WATER CONSERVATION STRATEGY

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

## WEST VANCOUVER COMMUNITY CENTRES SOCIETY (WVCCS)

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







*westvancouver*