DISTRICT OF WEST VANCOURVER  
750 17TH STREET, WEST VANCOURVER BC V7V 3T3

COUNCIL REPORT

Date: December 3, 2015
From: Mayor Smith
Subject: Key Performance Indicators and Reserves and Investments Task Groups – Terms of Reference Amendment and Appointment of Council Members
File: 0116-20-KPITG/RITG

RECOMMENDATION

THAT the report dated December 3, 2015 from Mayor Smith regarding Key Performance Indicators and Reserves and Investments Task Groups – Terms of Reference Amendment and Appointment of Council Members, be received for information.

1.0 Purpose

To provide information regarding: an amendment to the terms of reference for the Key Performance Indicators and Reserves and Investments Task Groups to change the membership regarding Council members; and appointment of Council members to the task groups.

2.0 Legislation/Bylaw/Policy

The Community Charter section 141 applies.

3.0 Background

In 2015 the Finance Committee and Chief Financial Officer identified two finance-related priorities (development of key performance indicators and reserves and investments review) for which task groups could assist the committee.

3.1 Previous Decisions

Earlier this year, pursuant to the Community Charter section 141, I established the Key Performance Indicators and Reserves and Investments Task Groups, and their terms of reference (Council Report dated July 21, 2015 regarding Task Groups on Finance Related Topics is attached as Appendix 1), and appointed three volunteers to each task group (announced at October 5, 2015 regular Council Meeting).
3.2 History

Discussion with the Chief Administrative Officer and Chief Financial Officer determined that advisory task groups could assist the Finance Committee regarding specific tasks and provide feedback and recommendations on certain District priorities specifically related to Finance.

4.0 Analysis

4.1 Discussion

Amendment to Terms of Reference: the terms of reference for Key Performance Indicators and Reserves and Investments Task Groups have been amended in section 4.1(a) to allow any Council member to be appointed to a task group:

Former section 4.1(a):

4.1 Voting members are appointed by the Mayor as follows:
   (a) A minimum of two Council members from the Finance Committee

Amended section 4.1(a):

4.1 Voting members are appointed by the Mayor as follows:
   (a) A minimum of two Council members.

Appointment of Council Members to Task Groups: I have appointed Councillors Booth, Gambioli and Lewis to the Key Performance Indicators Task Group, and Councillors Cameron, Cassidy and Soprovich to the Reserves and Investments Task Group.

4.2 Sustainability

The task groups will provide feedback and recommendations on certain District priorities specifically related to Finance.

4.3 Public Engagement and Outreach

Advertising was conducted in 2015 for volunteers for both task groups. The following volunteer applicants were appointed: D. Ayriss, M. Carson and J. Guenther for the Reserves and Investments Task Group; and M. Gerschman, N. Halldorson and A. Tunner for the Key Performance Indicators Task Group.

4.4 Other Communication, Consultation, and Research

The proposal for task groups was discussed by the Finance Committee, Chief Administrative Officer and the Chief Financial Officer.

Options

4.5 Recommended Option

THAT the report dated December 3, 2015 from Mayor Smith regarding Key Performance Indicators and Reserves and Investments Task Groups – Terms of Reference Amendment and Appointment of Council Members be received for information.
5.0 Conclusion

The amendment to the task groups' terms of reference allows any Council member to be appointed to a task group.

Author:

Appendices:

Appendix 1: Council Report dated July 21, 2015 regarding Task Groups on Finance Related Topics
Appendix 2: Amended Terms of Reference for KPI Task Group
Appendix 3: Amended Terms of Reference for Reserves and Investments Task Group
COUNCIL REPORT

RECOMMENDED THAT:
The report dated July 21, 2015 from Mayor Smith regarding Task Groups on Finance Related Topics be received for information.

Purpose

To provide information regarding task groups on key performance indicators and reserves and investments.

Background

In April 2014 the Finance Committee terms of reference were amended which included a change to the membership. In June 2014 three volunteers and three Council members were appointed to the committee.

Subsequent discussion with the Chief Administrative Officer and Chief Financial Officer determined that advisory task groups could assist the Finance Committee regarding specific tasks and provide feedback and recommendations on certain District priorities specifically related to finance.

In 2015 the Finance Committee and Chief Financial Officer identified two finance-related priorities (development of key performance indicators and reserves and investments review) for which task groups could assist the Committee.

Pursuant to the Community Charter, section 141, I established two task groups for a one-year term commencing August 2015, regarding:

- Key Performance Indicators;
- Reserves and Investments;

and also established terms of reference for both groups.

The legislative rules and procedural requirements applicable to committees apply to the task groups.

Terms of reference are attached as appendices (Appendix A – Key Performance Indicators Task Group, and Appendix B - Reserves and Investments Task Group). A description of the purpose of each task group follows.
Key Performance Indicators Task Group: the primary function of the KPI Task Group is to assist the Finance Committee to fulfill its oversight responsibilities by developing, in conjunction with District staff, a comprehensive list of key performance indicators that will measure and demonstrate the financial performance of the District, and the organization’s ability to execute on strategic goals and objectives (as articulated in Council’s Priorities). The Task Group will review:

- Divisional Core Service Reviews (Parks and Community Services, Engineering and Transportation, Fire and Rescue, and the Memorial Library);
- 2011 KPI Guidelines Report;
- reports and findings prepared by the Value for Services Working Group;
- reports and findings prepared by the Fiscal Sustainability Task Force; and
- all relevant background documents and similar documents and practices in other jurisdictions, including relevant legislation and bylaws.

Reserves and Investments Task Group: the primary function of the Reserves and Investments Task Group is to assist the Finance Committee to fulfill its oversight responsibilities related specifically to investment and reserve policy and practices. The Task Group will review:

- reserve funds (Endowment Reserve, Capital Facilities Reserve, Infrastructure Reserve, Capital Reserves, Amenity Contributions Reserve, Operating Reserves, Golf Development Reserve, Sewer Capital Reserve, and Cemetery Development Fund), Community Amenity Contributions, and Development Cost Charges;
- investment management activity (investment policies and practices, performance of investments, structure and asset mix of the investment portfolio); and
- relevant background documents and similar documents and practices in other jurisdictions, including relevant legislation and bylaws.

Task group membership will consist of Council members on the Finance Committee, and volunteer members. Advertising for volunteers is currently being conducted. Following review of the applications received, volunteers and Council members will be appointed to the task groups.

Michael Smith, Mayor

Appendices:

Appendix A: Terms of Reference for Key Performance Indicators Task Group
Appendix B: Terms of Reference for Reserves and Investments Task Group
District of West Vancouver
CORPORATE POLICY

Financial Services Division
Policy 02-30-357
File: 0116-20-FIN

Council Committee
Terms of Reference

Key Performance
Indicators Task Group

Purpose

1.0 The Key Performance Indicators Task Group is an advisory group to assist the Finance Committee to fulfill its oversight responsibilities related specifically to developing, in conjunction with District staff, a comprehensive list of key performance indicators. The Task Group’s recommendations will be reported to the Finance Committee.

Policy

2.0 Duties

2.1 The Task Group will review:
   a) Divisional Core Service Reviews (Parks and Community Services, Engineering and Transportation, Fire and Rescue, and the Memorial Library);
   b) 2011 KPI Guidelines Report;
   c) reports and findings prepared by the Value for Services Working Group;
   d) reports and findings prepared by the Fiscal Sustainability Task Force; and
   e) all relevant background documents and similar documents and practices in other jurisdictions, including relevant legislation and bylaws.

2.2 The Task Group will assist the Finance Committee in developing, in conjunction with District staff, a comprehensive list of key performance indicators that will measure and demonstrate the financial performance of the District, and the organization’s ability to execute on strategic goals and objectives (as articulated in Council’s Priorities).

2.3 The Task Group will report its recommendations to the Finance Committee.
3.0 Origin of Work
To assist the Finance Committee to fulfill its oversight responsibilities related specifically to developing, in conjunction with District staff, a comprehensive list of key performance indicators that will measure and demonstrate the financial performance of the District, and the organization's ability to execute on strategic goals and objectives (as articulated in Council's Priorities).

4.0 Membership
4.1 Voting members are appointed by the Mayor as follows:
   a) A minimum of two Council members from the Finance Committee;
   b) A maximum of three volunteers.
4.2 Staff Liaison: as determined by the Chief Administrative Officer.
4.3 The Chair must be a Council member. A Vice-Chair shall be elected from among the members.

5.0 Quorum
5.1 A quorum is a majority of the voting members, at least half of which must be Council members.

6.0 Term
6.1 The term for the Task Group shall be one year, commencing in August 2015.

7.0 Meeting Schedule and Meeting Location
7.1 The meeting schedule shall be established by the Chair, in conjunction with Task Group members.
7.2 Task Group meetings shall be held in a District facility.

8.0 Rules of Procedure
Meetings shall be conducted in accordance with the General Council Committees Policy, the Council Procedure Bylaw, and the Community Charter.
9.0 Support Services

A designated staff person will provide support services.

10. Conflict of Interest

Members shall declare possible conflicts of interest to the Chair and the Task Group. (The General Council Committees Policy references conflict of interest.)

| Approval Date: | Approved by: |
District of West Vancouver
CORPORATE POLICY

Financial Services Division
Policy 02-30-358
File: 0116-20-FIN

Council Committee
Terms of Reference
Reserves and Investments
Task Group

Purpose

1.0 The Reserves and Investments Task Group is an advisory group to assist the Finance Committee to fulfill its oversight responsibilities related specifically to investment and reserve policies and practices. The Task Group’s recommendations will be reported to the Finance Committee.

Policy

2.0 Duties

2.1 The Task Group will review each reserve fund as follows:
   a) Statutory Funds
      • Endowment Reserve;
      • Capital Facilities Reserve;
   b) Non-Statutory Reserves
      • Infrastructure Reserve;
      • Capital Reserves;
      • Amenity Contributions Reserve;
      • Operating Reserves;
      • Golf Development Reserve;
      • Sewer Capital Reserve;
      • Cemetery Development Fund;
   c) Community Amenity Contributions; and
   d) Development Cost Charges.

2.2 The Task Group will review investment management activity as follows:
   a) Investment policies and practices;
   b) Performance of investments; and
   c) Structure and asset mix of the investment portfolio.
2.3 The Task Group will review all relevant background documents and similar documents and practices in other jurisdictions, including relevant legislation and bylaws.

2.4 The Task Group will report its recommendations to the Finance Committee.

3.0 Origin of Work

To assist the Finance Committee to fulfill its oversight responsibilities related specifically to investment and reserve policies and practices.

4.0 Membership

4.1 Voting members are appointed by the Mayor as follows:
   a) A minimum of two Council members from the Finance Committee;
   b) A maximum of three volunteers.

4.2 Staff Liaison: as determined by the Chief Administrative Officer.

4.3 The Chair must be a Council member. A Vice-Chair shall be elected from among the members.

5.0 Quorum

5.1 A quorum is a majority of the voting members, at least half of which must be Council members.

6.0 Term

6.1 The term for the Task Group shall be one year, commencing in August 2015.

7.0 Meeting Schedule and Meeting Location

7.1 The meeting schedule shall be determined by the Chair, in conjunction with Task Group members.

7.2 Task Group meetings shall be held in a District facility.

8.0 Rules of Procedure

Meetings shall be conducted in accordance with the General Council Committees Policy, the Council Procedure Bylaw, and the Community Charter.
9.0 Support Services

A designated staff person will provide support services.

10.0 Conflict of Interest

Members shall declare possible conflicts of interest to the Chair and the Task Group. (The General Council Committees Policy references conflict of interest.)

| Approval Date: | Approved by: |
# District of West Vancouver
## CORPORATE POLICY

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|                             | Indicators Task Group** |

### Purpose

1.0 The Key Performance Indicators Task Group is an advisory group to assist the Finance Committee to fulfill its oversight responsibilities related specifically to developing, in conjunction with District staff, a comprehensive list of key performance indicators. The Task Group's recommendations will be reported to the Finance Committee.

### Policy

#### 2.0 Duties

2.1 The Task Group will review:

- a) Divisional Core Service Reviews (Parks and Community Services, Engineering and Transportation, Fire and Rescue, and the Memorial Library);
- b) 2011 KPI Guidelines Report;
- c) reports and findings prepared by the Value for Services Working Group;
- d) reports and findings prepared by the Fiscal Sustainability Task Force; and
- e) all relevant background documents and similar documents and practices in other jurisdictions, including relevant legislation and bylaws.

2.2 The Task Group will assist the Finance Committee in developing, in conjunction with District staff, a comprehensive list of key performance indicators that will measure and demonstrate the financial performance of the District, and the organization's ability to execute on strategic goals and objectives (as articulated in Council's Priorities).

2.3 The Task Group will report its recommendations to the Finance Committee.
3.0 Origin of Work
To assist the Finance Committee to fulfill its oversight responsibilities related specifically to developing, in conjunction with District staff, a comprehensive list of key performance indicators that will measure and demonstrate the financial performance of the District, and the organization's ability to execute on strategic goals and objectives (as articulated in Council's Priorities).

4.0 Membership
4.1 Voting members are appointed by the Mayor as follows:
   a) A minimum of two Council members; from the Finance Committee;
   b) A maximum of three volunteers.

4.2 Staff Liaison: as determined by the Chief Administrative Officer.

4.3 The Chair must be a Council member. A Vice-Chair shall be elected from among the members.

5.0 Quorum
5.1 A quorum is a majority of the voting members, at least half of which must be Council members.

6.0 Term
6.1 The term for the Task Group shall be one year, commencing in August 2015.

7.0 Meeting Schedule and Meeting Location
7.1 The meeting schedule shall be established by the Chair, in conjunction with Task Group members.

7.2 Task Group meetings shall be held in a District facility.

8.0 Rules of Procedure
Meetings shall be conducted in accordance with the General Council Committees Policy, the Council Procedure Bylaw, and the Community Charter.
9.0 Support Services

A designated staff person will provide support services.

10. Conflict of Interest

Members shall declare possible conflicts of interest to the Chair and the Task Group. (The General Council Committees Policy references conflict of interest.)

Approved: July 21, 2015
Amended: December 3, 2015

Approved by: Mayor Smith
Amended by: Mayor Smith
# District of West Vancouver
## CORPORATE POLICY

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## Purpose

1.0 The Reserves and Investments Task Group is an advisory group to assist the Finance Committee to fulfill its oversight responsibilities related specifically to investment and reserve policies and practices. The Task Group's recommendations will be reported to the Finance Committee.

## Policy

### 2.0 Duties

2.1 The Task Group will review each reserve fund as follows:

a) Statutory Funds
   - Endowment Reserve;
   - Capital Facilities Reserve;

b) Non-Statutory Reserves
   - Infrastructure Reserve;
   - Capital Reserves;
   - Amenity Contributions Reserve;
   - Operating Reserves;
   - Golf Development Reserve;
   - Sewer Capital Reserve;
   - Cemetery Development Fund;

c) Community Amenity Contributions; and

d) Development Cost Charges.

2.2 The Task Group will review investment management activity as follows:

a) Investment policies and practices;

b) Performance of investments; and

c) Structure and asset mix of the investment portfolio.
2.3 The Task Group will review all relevant background documents and similar documents and practices in other jurisdictions, including relevant legislation and bylaws.

2.4 The Task Group will report its recommendations to the Finance Committee.

3.0 Origin of Work

To assist the Finance Committee to fulfill its oversight responsibilities related specifically to investment and reserve policies and practices.

4.0 Membership

4.1 Voting members are appointed by the Mayor as follows:
   a) A minimum of two Council members; from the Finance Committee;
   b) A maximum of three volunteers.

4.2 Staff Liaison: as determined by the Chief Administrative Officer.

4.3 The Chair must be a Council member. A Vice-Chair shall be elected from among the members.

5.0 Quorum

5.1 A quorum is a majority of the voting members, at least half of which must be Council members.

6.0 Term

6.1 The term for the Task Group shall be one year, commencing in August 2015.

7.0 Meeting Schedule and Meeting Location

7.1 The meeting schedule shall be determined by the Chair, in conjunction with Task Group members.

7.2 Task Group meetings shall be held in a District facility.

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Meetings shall be conducted in accordance with the General Council Committees Policy, the Council Procedure Bylaw, and the Community Charter.

9.0 Support Services

A designated staff person will provide support services.

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Members shall declare possible conflicts of interest to the Chair and the Task Group. (The General Council Committees Policy references conflict of interest.)

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