

# PRELIMINARY FINANCIAL PLAN 2023



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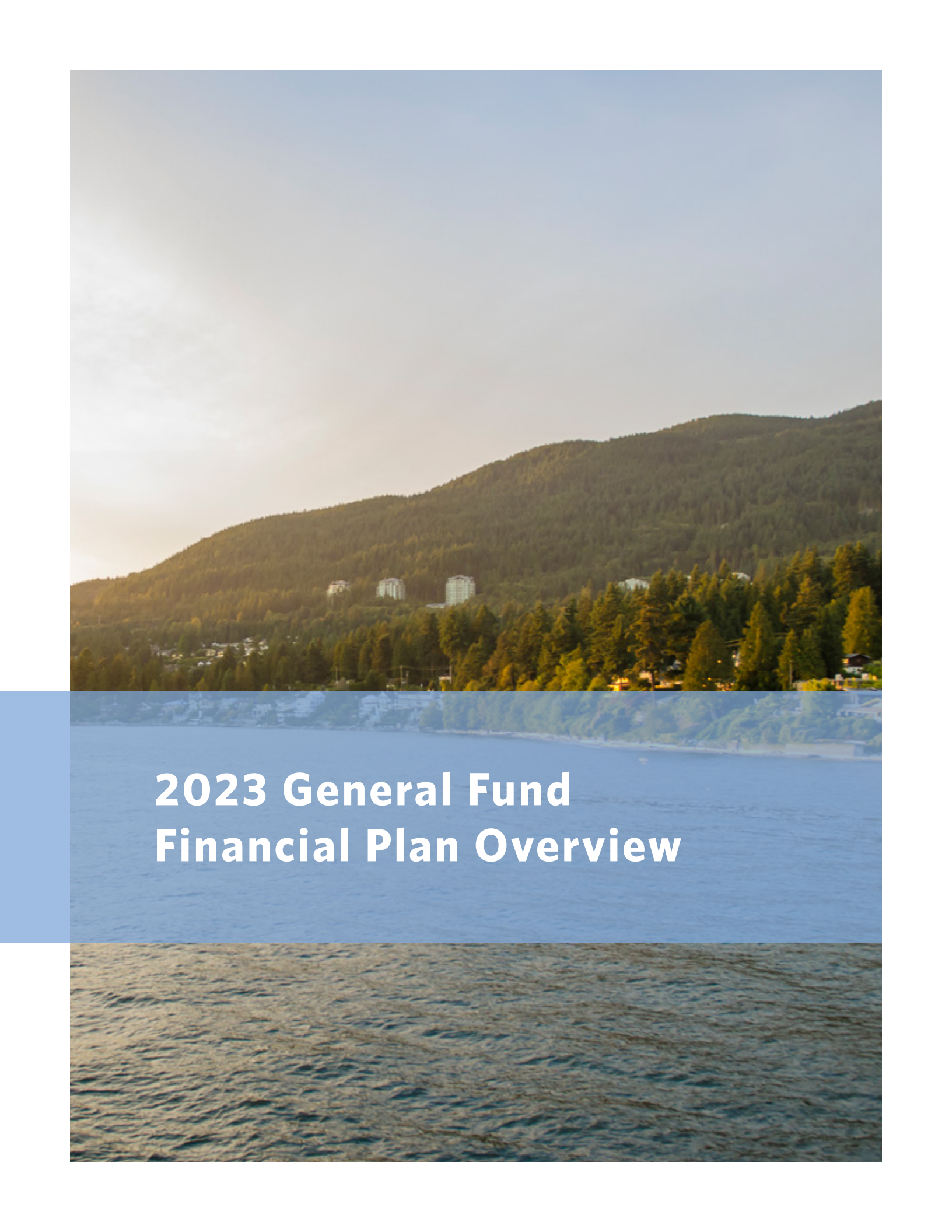
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# DISTINGUISHED BUDGET PRESENTATION AWARD



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, 2022. 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 one year 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.



# **2023 General Fund Financial Plan Overview**

# GENERAL FUND SUMMARY

## General Fund Budget

	2023			2022
	Annual Budget	Dollar Increase	% Increase	Approved Budget
<b>REVENUE</b>				
<sup>1</sup> General Taxation	87,524,653	2,320,997	2.7%	85,203,656
Fees and Charges	13,184,695	422,780	3.3%	12,761,915
Licences and Permits	7,417,127	(485,228)	-6.1%	7,902,355
<sup>2</sup> Other Revenue	18,410,754	8,192,659	80.2%	10,218,095
Government Grants	1,225,257	(65,000)	-5.0%	1,290,257
<sup>3</sup> Other Transfers	8,336,752	(3,213,410)	-27.8%	11,550,162
<sup>4</sup> Extraordinary Items	250,000	-	0.0%	250,000
	<b>136,349,238</b>	<b>7,172,798</b>	<b>5.6%</b>	<b>129,176,440</b>
<b>EXPENSES</b>				
<sup>5,6</sup> Office of the CAO, Community Relations & Communications, Legislative Services	4,586,506	623,458	15.7%	3,963,048
<sup>6</sup> Corporate Services	12,410,154	999,884	8.8%	11,410,270
Engineering & Transportation	6,671,736	(64,584)	-1.0%	6,736,320
Financial Services	3,650,960	137,219	3.9%	3,513,741
<sup>5,6</sup> Fire & Rescue Services	19,578,899	1,144,738	6.2%	18,434,161
Human Resources	2,113,289	13,944	0.7%	2,099,345
<sup>5,6</sup> Parks, Culture & Community Services	22,374,635	1,354,271	6.4%	21,020,364
<sup>5,6</sup> Planning & Development Services	8,253,275	1,273,280	18.2%	6,979,995
<sup>5,6</sup> Police Services	19,788,349	1,700,015	9.4%	18,088,334
West Vancouver Memorial Library	5,352,154	204,881	4.0%	5,147,273
<sup>7</sup> General Government	19,242,646	1,146,835	6.3%	18,095,811
	<b>124,022,603</b>	<b>8,533,941</b>	<b>7.4%</b>	<b>115,488,662</b>
Transfer to Asset Reserves	14,443,360	2,050,000	16.5%	12,393,360
Environmental Levy Transfer to Reserve	1,619,000	419,000	34.9%	1,200,000
Net Land Sales Transfer to Land Reserve	94,418	-	0.0%	94,418
	<b>140,179,381</b>	<b>11,002,941</b>	<b>8.52%</b>	<b>129,176,440</b>
<b>YEAR END (DEFICIT) / SURPLUS</b>	<b>(3,830,143)</b>	<b>(3,830,143)</b>		<b>-</b>

Proposed Property Tax Increase 4.57%

Proposed Asset Levy Increase 1.00%

Proposed Environmental Levy Increase 0.50%

<sup>1</sup> Includes the proposed increases to the Operating Tax Levy, Asset Levy, and Environmental Levy, an estimate for new taxation dollars from development, changes in the local improvement/specified area taxation, and an estimate for changes to payments received from senior governments in lieu of taxation.

<sup>2</sup> In its efforts to bring down inflation, the Bank of Canada raised its key lending rate multiple times in 2022. This resulted in higher than usual interest revenue for both investments and reserve funds.

<sup>3</sup> Includes transfers from various operating reserves to fund one-time items, emergencies, and cyclical events. This amount fluctuates each year depending on needs and available funds. 2022 Budget includes the \$3.1M COVID-19 Safe Restart Grant.

<sup>4</sup> Extraordinary items includes a nominal placeholder for potential land sales.

<sup>5</sup> Due to inflation and supply chain disruption, labour costs, material and supply costs are expected to continue to rise in 2023.

<sup>6</sup> Program requests for new FTE's, new program initiatives and upgrades to the current systems to ensure service levels meet residents' expectations, and enhance overall efficiency.

<sup>7</sup> Includes budget for one-time items, emergencies and cyclical events that are funded from operating reserves. This amount fluctuates each year depending on needs and available funds.

# REVENUE SUMMARY

## General Fund Budget

	2023 Annual Budget	2022 Annual Budget	2021 Year End Actual
<b>GENERAL TAXATION</b>			
<sup>1</sup> Municipal Taxes	85,892,800	83,635,800	79,957,003
Specified Area	505,756	505,756	506,006
Grants in Lieu	1,126,097	1,062,100	922,531
	<u>87,524,653</u>	<u>85,203,656</u>	<u>81,385,540</u>
<b>FEES AND CHARGES</b>			
Police Services	175,000	195,000	164,159
Engineering & Transportation	574,000	574,000	673,526
Parks, Culture & Community Services	9,240,195	8,794,715	6,055,566
Library Services	32,500	25,500	65,736
First Nations Band	2,620,000	2,620,000	2,624,083
Fire & Rescue Services	194,500	194,500	222,133
Other Miscellaneous Fees - Bylaws & General Administration	348,500	358,200	496,137
	<u>13,184,695</u>	<u>12,761,915</u>	<u>10,301,340</u>
<b>LICENCES AND PERMITS</b>			
Business Licences	1,477,000	1,464,222	1,406,722
Inspection Permits	4,550,500	5,002,500	5,714,688
Other Permits & Licences	1,389,627	1,435,633	1,536,268
	<u>7,417,127</u>	<u>7,902,355</u>	<u>8,657,678</u>
<b>OTHER REVENUE</b>			
Administration Fees (Transit/Utilities)	1,231,398	1,231,398	1,222,182
Interest on Investments	8,455,437	1,386,000	2,512,658
Tax Penalties & Interest	1,060,148	1,060,148	1,224,309
Library Contributions	254,154	247,114	147,139
Taylor Way Lease	298,121	288,882	293,262
Leases & Rentals	2,267,000	2,141,833	2,278,092
Miscellaneous	1,565,767	1,237,099	1,496,260
Third Party Contributions	3,278,729	2,625,621	4,672,283
	<u>18,410,754</u>	<u>10,218,095</u>	<u>13,846,185</u>
<b>GOVERNMENT GRANTS</b>			
Provincial Traffic Fine Revenue Sharing	730,260	830,260	832,009
Library	149,250	149,250	154,319
Other	345,747	310,747	502,072
	<u>1,225,257</u>	<u>1,290,257</u>	<u>1,488,400</u>
<b>OTHER TRANSFERS</b>			
Operating Reserves	8,336,752	11,550,162	3,531,453
	<u>8,336,752</u>	<u>11,550,162</u>	<u>3,531,453</u>
<b>EXTRAORDINARY ITEMS</b>			
Amenity Contribution	-	-	851,250
Land Sales	250,000	250,000	-
	<u>250,000</u>	<u>250,000</u>	<u>851,250</u>
<b>TOTAL REVENUE</b>	<b><u>136,349,238</u></b>	<b><u>129,176,440</u></b>	<b><u>120,061,846</u></b>

<sup>1</sup> General Taxation revenue includes the proposed increases to the Operating Tax Levy, Asset Levy, Environmental Levy, and estimated new taxation dollars from development.

# DIVISIONAL REVENUE SUMMARY

## General Fund Budget

2023	2022	2021
Annual Budget	Approved Budget	Year End Actual

<b>OFFICE OF THE CAO, COMMUNITY RELATIONS &amp; COMMUNICATIONS, LEGISLATIVE SERVICES</b>			
Chief Administrative Officer	-	-	81,729
Climate Action	204,082	-	-
Legislative Services	17,000	17,000	12,678
	<u>221,082</u>	<u>17,000</u>	<u>94,407</u>
<b>CORPORATE SERVICES</b>			
Facilities Management	1,835,952	1,723,040	1,929,393
Emergency Program	-	-	(1,000)
Bylaw Enforcement	1,854,407	1,838,475	1,862,606
Lands, Legal & First Nations	525	525	21,800
	<u>3,690,884</u>	<u>3,562,040</u>	<u>3,812,799</u>
<b>ENGINEERING &amp; TRANSPORTATION</b>			
Engineering Services	828,500	828,500	744,011
Roads & Traffic	142,000	153,300	177,640
	<u>970,500</u>	<u>981,800</u>	<u>921,651</u>
<b>FINANCIAL SERVICES</b>			
Finance	5,000	5,000	6,717
Taxes & Utilities	70,000	70,000	97,265
Purchasing & Risk Management	15,000	15,000	11,193
	<u>90,000</u>	<u>90,000</u>	<u>115,175</u>
<b>FIRE &amp; RESCUE SERVICES</b>			
Fire Prevention	194,500	194,500	210,058
Emergency Services	-	-	75
	<u>194,500</u>	<u>194,500</u>	<u>210,133</u>
<b>PARKS, CULTURE &amp; COMMUNITY SERVICES</b>			
Community Services	8,405,910	7,787,789	5,268,551
Parks Maintenance	886,470	878,930	1,030,979
Cultural Services	1,080,295	1,068,450	799,046
	<u>10,372,675</u>	<u>9,735,169</u>	<u>7,098,576</u>
<b>PLANNING &amp; DEVELOPMENT SERVICES</b>			
Planning & Development	878,500	941,700	1,172,452
Permits & Inspections	4,633,000	5,092,000	5,831,264
Planning Recoverable Projects	1,117,800	402,800	777,756
	<u>6,629,300</u>	<u>6,436,500</u>	<u>7,781,472</u>
<b>POLICE SERVICES</b>			
Administration Branch	124,000	124,000	132,299
Operations Branch	867,260	987,260	950,074
	<u>991,260</u>	<u>1,111,260</u>	<u>1,082,373</u>
<b>WEST VANCOUVER MEMORIAL LIBRARY</b>			
Administration	202,100	190,900	199,844
External Funding	256,404	249,364	163,355
	<u>458,504</u>	<u>440,264</u>	<u>363,199</u>
<b>DIVISIONAL REVENUE SUBTOTAL</b>	<b><u>23,618,705</u></b>	<b><u>22,568,533</u></b>	<b><u>21,479,785</u></b>

# DIVISIONAL REVENUE SUMMARY...continued

## General Fund Budget

	2023	2022	2021
	Annual Budget	Approved Budget	Year End Actual
General Taxation	87,524,653	85,203,656	81,385,541
Fees & Charges	2,700,000	2,710,000	2,771,474
Other Revenue	13,728,381	6,703,342	9,645,598
Government Grants	190,747	190,747	477,329
Other Transfers	8,336,752	11,550,162	3,449,196
Amenity Contribution	-	-	851,250
Land Sales	250,000	250,000	1,673
<b>NON-DIVISIONAL REVENUE</b>	<b>112,730,533</b>	<b>106,607,907</b>	<b>98,582,061</b>
<b>TOTAL REVENUE</b>	<b>136,349,238</b>	<b>129,176,440</b>	<b>120,061,846</b>

# DIVISIONAL EXPENSE SUMMARY

## General Fund Budget

2023	2022	2021
Annual Budget	Approved Budget	Year End Actual

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

Mayor & Council	640,909	577,468	552,413
Chief Administrative Officer	868,835	1,315,892	778,429
Climate Action	593,945	-	-
Communications	991,156	888,088	840,786
Legislative Services	1,491,661	1,181,600	1,067,706
	<u>4,586,506</u>	<u>3,963,048</u>	<u>3,239,334</u>

### CORPORATE SERVICES

Information Technology	4,968,391	4,208,408	3,700,999
Facilities Management	5,129,273	5,001,911	5,227,445
Emergency Planning	331,032	322,600	308,989
Bylaw Enforcement	1,355,777	1,280,944	1,199,232
Lands, Legal & First Nations	625,681	596,407	576,973
	<u>12,410,154</u>	<u>11,410,270</u>	<u>11,013,638</u>

### ENGINEERING & TRANSPORTATION

Engineering Services	2,415,500	2,310,654	1,250,768
Roads & Traffic	4,256,236	4,425,666	3,782,282
	<u>6,671,736</u>	<u>6,736,320</u>	<u>5,033,050</u>

### FINANCIAL SERVICES

Finance	2,204,308	2,131,783	1,985,438
Taxes & Utilities	552,808	518,296	454,991
Purchasing & Risk Management	893,844	863,662	834,263
	<u>3,650,960</u>	<u>3,513,741</u>	<u>3,274,692</u>

### FIRE & RESCUE SERVICES

Administrative Support	894,832	863,012	920,178
Fire Prevention	895,133	859,851	766,455
Emergency Services	17,788,934	16,711,298	16,141,929
	<u>19,578,899</u>	<u>18,434,161</u>	<u>17,828,562</u>

### HUMAN RESOURCES

Human Resources	1,615,290	1,596,853	1,295,351
Payroll Services	497,999	502,492	483,885
	<u>2,113,289</u>	<u>2,099,345</u>	<u>1,779,236</u>

### PARKS, CULTURE & COMMUNITY SERVICES

Central Administration	631,655	594,011	576,535
Community Services	12,514,795	11,766,685	8,675,466
Parks Maintenance	6,688,385	6,195,263	5,889,920
Cultural Services	2,539,800	2,464,405	1,494,282
	<u>22,374,635</u>	<u>21,020,364</u>	<u>16,636,203</u>

# DIVISIONAL EXPENSE SUMMARY...continued

## General Fund Budget

	2023	2022	2021
	Annual Budget	Approved Budget	Year End Actual
<b>PLANNING &amp; DEVELOPMENT SERVICES</b>			
Planning & Development	4,311,796	3,932,917	3,275,166
Permits & Inspections	2,806,479	2,632,078	2,534,379
Planning Recoverable Projects	1,135,000	415,000	818,470
	<u>8,253,275</u>	<u>6,979,995</u>	<u>6,628,015</u>
<b>POLICE SERVICES</b>			
Chief Constable's Office	1,072,151	1,128,994	1,195,174
Administration Branch	6,405,242	5,563,899	5,931,745
Operations Branch	12,310,956	11,395,441	10,060,518
	<u>19,788,349</u>	<u>18,088,334</u>	<u>17,187,437</u>
<b>WEST VANCOUVER MEMORIAL LIBRARY</b>			
Administration	366,000	371,005	347,427
Service Delivery	4,078,560	3,900,741	3,633,858
Operations Support	651,190	626,163	608,357
Third Party	256,404	249,364	163,356
	<u>5,352,154</u>	<u>5,147,273</u>	<u>4,752,998</u>
<b>DIVISIONAL EXPENSE SUBTOTAL</b>	<b><u>104,779,957</u></b>	<b><u>97,392,851</u></b>	<b><u>87,373,165</u></b>
<b>GENERAL GOVERNMENT</b>	<u>19,242,646</u>	<u>18,095,811</u>	<u>20,855,971</u>
<b>TOTAL EXPENSE</b>	<b><u>124,022,603</u></b>	<b><u>115,488,662</u></b>	<b><u>108,229,136</u></b>

# DEPARTMENTAL NET EXPENSE SUMMARY

## General Fund Budget

	2023 Annual Budget			2022
	Expenses	Revenues	Net	Net Budget
Office of the CAO, Community Relations & Communications, Legislative Services	4,586,506	221,082	4,365,424	3,946,048
Corporate Services	12,410,154	3,690,884	8,719,270	7,848,230
Engineering & Transportation	6,671,736	970,500	5,701,236	5,754,520
Financial Services	3,650,960	90,000	3,560,960	3,423,741
Fire & Rescue Services	19,578,899	194,500	19,384,399	18,239,661
Human Resources	2,113,289	-	2,113,289	2,099,345
Parks, Culture & Community Services	22,374,635	10,372,675	12,001,960	11,285,195
Planning & Development Services	8,253,275	6,629,300	1,623,975	543,495
Police Services	19,788,349	991,260	18,797,089	16,977,074
West Vancouver Memorial Library	5,352,154	458,504	4,893,650	4,707,009
<b>Net Divisional Subtotal</b>	<b>104,779,957</b>	<b>23,618,705</b>	<b>81,161,252</b>	<b>74,824,318</b>
General Government	19,242,646	96,418,173	(77,175,527)	(88,512,096)
<b>Net Expense Subtotal</b>	<b>124,022,603</b>	<b>120,036,878</b>	<b>3,985,725</b>	<b>(13,687,778)</b>
Asset Levy Transfer to Asset Reserves	14,443,360	14,443,360	-	12,393,360
Environmental Levy Transfer to Reserve	1,619,000	1,619,000	-	1,200,000
Net Land Sales Transfer to Land Reserve	94,418	250,000	(155,582)	94,418
<b>Net Total</b>	<b>140,179,381</b>	<b>136,349,238</b>	<b>3,830,143</b>	<b>-</b>

# GENERAL GOVERNMENT EXPENSES

## General Fund Budget

	2023			2022
	Annual Budget	Dollar Increase	% Increase	Approved Budget
<b>GENERAL GOVERNMENT</b>				
Severance and Collective Bargaining	521,230	-	0.0%	521,230
Legal	1,150,000	-	0.0%	1,150,000
Property & Liability Insurance	1,198,000	78,000	7.0%	1,120,000
Fiscal Services	1,986,434	22,000	1.1%	1,964,434
Grants-In-Aid	561,106	22,366	4.2%	538,740
<sup>1</sup> One-time Initiatives	3,543,155	(3,101,924)	-46.7%	6,645,079
<sup>2</sup> Election	110,000	(188,200)	-63.1%	298,200
Third Party Works	2,173,729	(66,892)	-3.0%	2,240,621
Other Transfers				
Endowment Fund - Taylor Way Lease	288,882	-	0.0%	288,882
Endowment Fund - Wetmore Revenue	116,000	-	0.0%	116,000
Endowment Fund - Physiotherapy Clinic Rent	47,200	-	0.0%	47,200
Debt Retirement Reserve - Community Centre Rentals	865,235	-	0.0%	865,235
Intrafund Debt Retirement	130,148	-	0.0%	130,148
<sup>3</sup> Election Reserve	110,000	58,200	112.4%	51,800
Interest on Reserves	4,681,389	3,892,989	493.8%	788,400
Union of British Columbia Municipalities Community Works Funding	190,747	-	0.0%	190,747
Capital Reserves - Artificial Turf	176,300	37,213	26.8%	139,087
Climate Action	393,082	393,082	0.0%	-
Business Improvement Area	500,000	-	0.0%	500,000
<sup>4</sup> Provisional Fringe Benefit Expenditures	500,009	-	0.0%	500,009
	<b>19,242,646</b>	<b>1,146,834</b>	<b>6.3%</b>	<b>18,095,811</b>

### Notes:

- 1 This budget is for one-time items and the amount fluctuates each year depending on needs and available funds from operating reserves. The 2022 budget includes a provision for the unspent funding from the COVID-19 Safe Restart Grant from the Province of BC.
- 2 Operating budgets are only required in election years. 2022 was an election year. Any unused funding will be transferred to the Election Reserve for use in a future election year.
- 3 Annual contribution to the Election Reserve.
- 4 This provision is a contingency for higher than expected fringe benefit costs. Reserve funds are used to cover overages.

# STAFFING SUMMARY

FTE count = Full Time Equivalents

DISTRICT PERMANENT EMPLOYEES	Funding Source	Permanent Full-Time			Permanent Part-Time			Total		
		Exempt	Union	Total	Exempt	Union	Total	Exempt	Union	Total
<b>GENERAL FUND</b>										
Administration	General Tax Levy	16.40	7.00	23.40	0.60	-	0.60	17.00	7.00	24.00
Corporate Services	General Tax Levy	11.00	47.60	58.60	-	1.80	1.80	11.00	49.40	60.40
<i>Engineering &amp; Transportation</i>	General Tax Levy									
▪ <i>Engineering Services &amp; Roads</i>	General Tax Levy	9.00	20.95	29.95	-	-	-	9.00	20.95	29.95
▪ <i>Shared Services</i>	General Tax Levy	2.00	13.00	15.00	-	-	-	2.00	13.00	15.00
Financial Services	General Tax Levy	11.00	16.40	27.40	-	2.40	2.40	11.00	18.80	29.80
Fire & Rescue Services	General Tax Levy	10.00	104.00	114.00	-	-	-	10.00	104.00	114.00
Human Resources	General Tax Levy	13.00	-	13.00	-	-	-	13.00	-	13.00
Parks, Culture & Community Services	General Tax Levy	16.00	78.00	94.00	2.00	22.20	24.20	18.00	100.20	118.20
▪ <i>Permanent Program Staff</i>	Fee-for-service	-	1.00	1.00	-	2.00	2.00	-	3.00	3.00
Planning & Development Services	General Tax Levy	18.00	34.00	52.00	-	-	-	18.00	34.00	52.00
West Vancouver Memorial Library	General Tax Levy	8.00	19.00	27.00	-	15.60	15.60	8.00	34.60	42.60
West Vancouver Police Department	General Tax Levy	15.00	81.00	96.00	1.20	1.20	2.40	16.20	82.20	98.40
	<b>General Tax Levy</b>	<b>129.40</b>	<b>421.95</b>	<b>551.35</b>	<b>3.80</b>	<b>45.20</b>	<b>49.00</b>	<b>133.20</b>	<b>467.15</b>	<b>600.35</b>
Capital Maintenance	<b>Capital Funding</b>	-	<b>17.10</b>	<b>17.10</b>	-	-	-	-	<b>17.10</b>	<b>17.10</b>
Third Party Works	External Recovery	-	8.00	8.00	-	-	-	-	8.00	8.00
West Vancouver Police Department	External Recovery	-	4.00	4.00	-	-	-	-	4.00	4.00
▪ <i>Secondments</i>	External Recovery	-	4.00	4.00	-	-	-	-	4.00	4.00
▪ <i>Assignments</i>	External Recovery	-	5.00	5.00	-	-	-	-	5.00	5.00
	<b>External Recovery</b>	<b>-</b>	<b>17.00</b>	<b>17.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>17.00</b>	<b>17.00</b>
<b>OTHER FUNDS</b>										
Cemetery	Fee-for-service	0.00	4.00	4.00	-	0.60	0.60	-	4.60	4.60
Golf	Fee-for-service	0.00	2.00	2.00	-	1.67	1.67	-	3.67	3.67
Sewer & Drainage Utility	Fee-for-service	4.65	10.55	15.20	-	-	-	4.65	10.55	15.20
Solid Waste Utility	Fee-for-service	2.00	3.00	5.00	-	-	-	2.00	3.00	5.00
Water Utility	Fee-for-service	2.35	11.40	13.75	-	-	-	2.35	11.40	13.75
	<b>Fee-for-service</b>	<b>9.00</b>	<b>30.95</b>	<b>39.95</b>	<b>-</b>	<b>2.27</b>	<b>2.27</b>	<b>9.00</b>	<b>33.22</b>	<b>42.21</b>
<b>TOTAL DISTRICT PERMANENT EMPLOYEES</b>		<b>138.40</b>	<b>487.00</b>	<b>625.40</b>	<b>3.80</b>	<b>47.47</b>	<b>51.27</b>	<b>142.20</b>	<b>534.47</b>	<b>676.66</b>

**Notes:**

- General Tax Levy - taxes levied annually on residential and commercial properties after all other revenue sources are accounted for.
- Fee-for-service - non-taxpayer based revenues coming from user-pay services provided by the District (Culture & Community Services programs, Utility services).
- Capital Funding - part of capital budgets of the respective District departments to cover capital maintenance labour costs.
- External Recovery - 100% of costs recovered from other organizations for services provided by the District (TransLink, other Police Agencies, third party developers).
- 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.
- Full Time Equivalent (FTE) equals one employee working full time hours.
- Various departments have budgets for casual staff. Casual pools are not FTE counted and may vary year-over-year based on operational requirements.

# STAFFING CHANGES

DISTRICT PERMANENT EMPLOYEES	Funding Source	2021 Total	2022 Total	2022 Adjustments		2022 Revised	2023 Changes			2023 Total
				Transfers	Other		Transfers	Other	Total	
<b>GENERAL FUND</b>										
Administration	General Tax Levy	21.00	21.00	-	-	21.00	-	3.00 <sup>d, e, f, g, h, i</sup>	3.00	24.00
Corporate Services	General Tax Levy	57.40	57.40	-	-	57.40	-	3.00 <sup>i</sup>	3.00	60.40
Engineering & Transportation	General Tax Levy									
▪ Engineering Services & Roads	General Tax Levy	31.60	31.45	(1.50) <sup>a</sup>	-	29.95	-	-	-	29.95
▪ Shared Services	General Tax Levy	15.00	14.00	1.00 <sup>a</sup>	-	15.00	-	-	-	15.00
Financial Services	General Tax Levy	29.80	29.80	-	-	29.80	-	-	-	29.80
Fire & Rescue Services	General Tax Levy	112.00	112.00	-	-	112.00	-	2.00 <sup>j</sup>	2.00	114.00
Human Resources	General Tax Levy	13.00	13.00	-	-	13.00	-	-	-	13.00
Parks, Culture & Community Services	General Tax Levy	115.16	115.20	-	-	115.20	-	3.00 <sup>k, l</sup>	3.00	118.20
▪ Permanent Program Staff	Fee-for-service	3.00	3.00	-	-	3.00	-	-	-	3.00
Planning & Development Services	General Tax Levy	48.00	49.00	-	-	49.00	-	3.00 <sup>m, n, o</sup>	3.00	52.00
West Vancouver Memorial Library	General Tax Levy	42.60	42.60	-	-	42.60	-	-	-	42.60
West Vancouver Police Department	General Tax Levy	96.34	97.40	-	-	97.40	2.00 <sup>b</sup>	(1.00) <sup>p</sup>	1.00	98.40
	<b>General Tax Levy</b>	<b>584.90</b>	<b>585.85</b>	<b>(0.50)</b>	<b>-</b>	<b>585.35</b>	<b>2.00</b>	<b>13.00</b>	<b>15.00</b>	<b>600.35</b>
Capital Maintenance	<b>Capital Funding</b>	<b>7.55</b>	<b>16.15</b>	<b>0.95</b>		<b>17.10</b>				<b>17.10</b>
Third Party Works	External Recovery	13.00	9.00	(1.00) <sup>a</sup>	-	8.00	-	-	-	8.00
West Vancouver Police Department	External Recovery									
▪ Secondments	External Recovery	9.00	5.50	-	-	5.50	(2.00) <sup>c</sup>	0.50 <sup>p</sup>	(1.50)	4.00
▪ Assignments	External Recovery	5.00	4.50	-	-	4.50	-	0.50 <sup>p</sup>	0.50	5.00
	<b>External Recovery</b>	<b>27.00</b>	<b>19.00</b>	<b>(1.00)</b>	<b>-</b>	<b>18.00</b>	<b>(2.00)</b>	<b>1.00</b>	<b>(1.00)</b>	<b>17.00</b>
<b>OTHER FUNDS</b>										
Cemetery	Fee-for-service	4.60	4.60	-	-	4.60	-	-	-	4.60
Golf	Fee-for-service	3.67	3.67	-	-	3.67	-	-	-	3.67
Sewer & Drainage Utility	Fee-for-service	18.95	14.75	0.45 <sup>a</sup>	-	15.20	-	-	-	15.20
Solid Waste Utility	Fee-for-service	5.10	5.25	-	-	5.00	-	-	-	5.00
Water Utility	Fee-for-service	13.80	13.40	0.35 <sup>a</sup>	-	13.75	-	-	-	13.75
	<b>Fee-for-service</b>	<b>46.11</b>	<b>41.66</b>	<b>0.80</b>	<b>-</b>	<b>42.21</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>42.21</b>
<b>DISTRICT PERMANENT EMPLOYEES</b>		<b>665.56</b>	<b>662.66</b>	<b>0.25</b>	<b>-</b>	<b>662.66</b>	<b>-</b>	<b>14.00</b>	<b>14.00</b>	<b>676.66</b>

**2022 Changes:**

**Transfers**

<sup>a</sup> Staff reallocation between funds (no additional cost)

**2023 Changes:**

**Transfers**

<sup>b</sup> 2.00 FTEs - Return from secondment engagement.

<sup>c</sup> (2.00) FTEs - Secondment reduction as no longer required.

**Other**

**New Programs - Enhancing Service Levels and Providing New Services**

<sup>d</sup> 1.00 FTE - Electronic information governance program to transition to new records management process and system to meet information governance best practices.

<sup>e</sup> 1.00 FTE - Indigenous Relations Manager to strengthen relationships and engagement with local First Nations towards implementing Truth and Reconciliation Commission recommendations.

<sup>f</sup> 1.00 FTE - Deputy Corporate Officer to continue to meet statutory requirements and to support new proposed commissions.

<sup>g</sup> 1.00 FTE - Business Systems Analyst to assist in information technology digital transformation projects for new system implementations and replacement of legacy systems.

<sup>h</sup> 1.00 FTE - Business Analyst to analyse current business processes to identify efficiencies in legacy processes and procedures for digital transformation.

<sup>j</sup> 2.00 FTEs - Fire tower truck staffing to improve coverage to allow for apparatus availability between the rescue and ladder trucks.

<sup>k</sup> 1.00 FTE - Aging in Place Program Coordinator to support West Vancouver seniors and their families to navigate the aging process.

<sup>m</sup> 1.00 FTE - Senior Community Planner to provide urban design advice, oversight for major projects and work on "missing middle" housing development projects.

<sup>n</sup> 1.00 FTE - Planning & Development Clerk to provide consistent project file management and to support Council Committees that planning facilitates.

<sup>p</sup> WVPD position allocated to provincial integrated Dog Team as an assignment and secondment position.

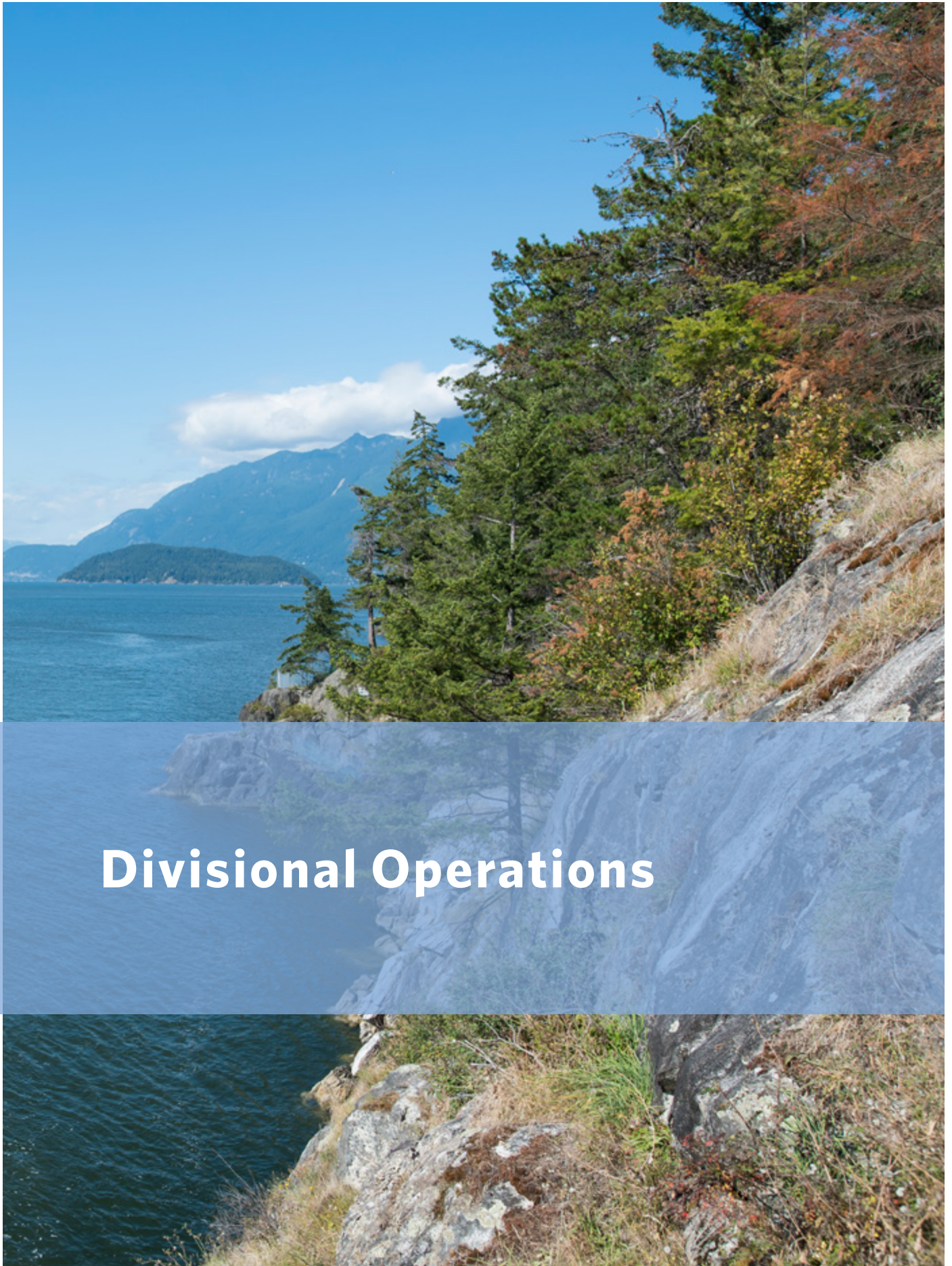
**Base Budget - Achieving Expected Service Levels**

<sup>i</sup> 1.00 FTE - Junior Business Systems Analyst to manage the day-to-day operational needs of growing number of business applications.

<sup>l</sup> 2.00 FTEs - Additional trail crew to complete trail improvements, repair failing trails and trail structures as per Council's approved Trails Plan.

**Base Budget - Achieving Expected Service Levels - Climate Change**

<sup>o</sup> 1.00 FTE - Arborist required to address incidences and hazardous trees in a timely manner and also process tree related permits in a timely manner which have grown in volume.



# Divisional Operations

# OFFICE OF THE CAO

## Net Divisional Expenses

	Budget 2023		Budget 2022		Actual 2021	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
<sup>1</sup> Chief Administrative Officer	0.00%	-	0.00%	-	100.00%	81,729
<sup>2</sup> Climate Action & Environmental Portfolio	100.00%	204,082	0.00%	-	0.00%	-
	<b>100.00%</b>	<b>204,082</b>	<b>0.00%</b>	<b>-</b>	<b>100.00%</b>	<b>81,729</b>
<b>Expenses</b>						
<b>Mayor &amp; Council</b>						
Salaries & Benefits	89.16%	571,436	91.97%	531,095	92.84%	512,841
Supplies & Other Expenses	10.37%	66,473	7.51%	43,373	6.83%	37,732
Professional & Consulting	0.47%	3,000	0.52%	3,000	0.33%	1,840
	<b>100.00%</b>	<b>640,909</b>	<b>100.00%</b>	<b>577,468</b>	<b>100.00%</b>	<b>552,413</b>
<b>Office of the CAO</b>						
Salaries & Benefits	79.65%	692,035	54.07%	711,442	68.70%	534,752
Supplies & Other Expenses	19.12%	166,100	39.86%	524,450	17.07%	132,865
Professional & Consulting	1.23%	10,700	6.08%	80,000	14.24%	110,812
	<b>100.00%</b>	<b>868,835</b>	<b>100.00%</b>	<b>1,315,892</b>	<b>100.00%</b>	<b>778,429</b>
<sup>3</sup> <b>Climate Action &amp; Environment</b>						
Salaries & Benefits	30.84%	183,181	0.00%	-	0.00%	-
Supplies & Other Expenses	0.44%	2,600	0.00%	-	0.00%	-
<sup>4</sup> Professional & Consulting	68.72%	408,164	0.00%	-	0.00%	-
	<b>100.00%</b>	<b>593,945</b>	<b>0.00%</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>
<b>Net Divisional Expenses</b>						
Mayor & Council	33.74%	(640,909)	30.50%	(577,468)	44.22%	(552,413)
Chief Administrative Officer	45.74%	(868,835)	69.50%	(1,315,892)	55.78%	(696,700)
Climate Action & Environmental Portfolio	20.52%	(389,863)	0.00%	-	0.00%	-
	<b>100.00%</b>	<b>(1,899,607)</b>	<b>100.00%</b>	<b>(1,893,360)</b>	<b>100.00%</b>	<b>(1,249,113)</b>

<sup>1</sup> 2021 revenue was from other North Shore municipalities to recover costs for a transportation planning program.

<sup>2</sup> Local Government Climate Action Program (LGCAP) funding for 2023.

<sup>3</sup> As of 2023, created new department, Climate Action & Environment, which was previously included in the Office of the CAO.

<sup>4</sup> Climate action programs supported from LGCAP funding.

# COMMUNITY RELATIONS & COMMUNICATIONS

## Net Divisional Expenses

	Budget 2023		Budget 2022		Actual 2021	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
		-		-		-
<b>Expenses</b>						
<b>Community Relations &amp; Communications</b>						
Salaries & Benefits	89.22%	884,311	93.99%	834,743	96.13%	808,206
Supplies & Other Expenses	5.03%	49,845	5.44%	48,345	3.72%	31,280
Professional & Consulting	5.75%	57,000	0.56%	5,000	0.15%	1,300
	<b>100.00%</b>	<b>991,156</b>	<b>100.00%</b>	<b>888,088</b>	<b>100.00%</b>	<b>840,786</b>
<b>Net Divisional Expenses</b>						
Communications	100.00%	(991,156)	100.00%	(888,088)	100.00%	(840,786)
	<b>100.00%</b>	<b>(991,156)</b>	<b>100.00%</b>	<b>(888,088)</b>	<b>100.00%</b>	<b>(840,786)</b>

# LEGISLATIVE SERVICES

## Net Divisional Expenses

	Budget 2023		Budget 2022		Actual 2021	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
Legislative Services	100.00%	17,000	100.00%	17,000	100.00%	12,678
	<b>100.00%</b>	<b>17,000</b>	<b>100.00%</b>	<b>17,000</b>	<b>100.00%</b>	<b>12,678</b>
<b>Expenses</b>						
<b>Legislative Services</b>						
Salaries & Benefits	97.78%	1,458,476	97.83%	1,156,015	98.26%	1,049,076
Supplies & Other Expenses	2.22%	33,185	2.17%	25,585	1.74%	18,630
	<b>100.00%</b>	<b>1,491,661</b>	<b>100.00%</b>	<b>1,181,600</b>	<b>100.00%</b>	<b>1,067,706</b>
<b>Net Divisional Expenses</b>						
Legislative Services	100.00%	(1,474,661)	100.00%	(1,164,600)	100.00%	(1,055,028)
	<b>100.00%</b>	<b>(1,474,661)</b>	<b>100.00%</b>	<b>(1,164,600)</b>	<b>100.00%</b>	<b>(1,055,028)</b>

# CORPORATE SERVICES

## Net Divisional Expenses

	Budget 2023		Budget 2022		Actual 2021	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
Facilities Management	49.74%	1,835,952	48.37%	1,723,040	50.60%	1,929,393
Emergency Planning	0.00%	-	0.00%	-	-0.03%	(1,000)
Bylaw Enforcement	50.24%	1,854,407	51.61%	1,838,475	48.85%	1,862,606
Lands, Legal & First Nations	0.01%	525	0.01%	525	0.57%	21,800
	<b>100.00%</b>	<b>3,690,884</b>	<b>100.00%</b>	<b>3,562,040</b>	<b>100.00%</b>	<b>3,812,799</b>
<b>Expenses</b>						
<b>Information Technology</b>						
Salaries & Benefits	49.13%	2,441,042	47.92%	2,016,508	50.86%	1,882,418
Supplies & Other Expenses	48.22%	2,395,900	48.95%	2,059,900	46.89%	1,735,467
Professional & Consulting	2.82%	140,000	3.33%	140,000	2.46%	91,114
Recoveries & Allocations	-0.17%	(8,551)	-0.19%	(8,000)	-0.22%	(8,000)
	<b>100.00%</b>	<b>4,968,391</b>	<b>100.00%</b>	<b>4,208,408</b>	<b>100.00%</b>	<b>3,700,999</b>
<b>Facilities Management</b>						
Salaries & Benefits	49.03%	2,514,943	48.93%	2,447,594	43.20%	2,258,327
Supplies & Other Expenses	52.65%	2,700,367	52.76%	2,639,017	58.44%	3,054,764
Recoveries & Allocations	-1.68%	(86,037)	-1.69%	(84,700)	-1.64%	(85,646)
	<b>100.00%</b>	<b>5,129,273</b>	<b>100.00%</b>	<b>5,001,911</b>	<b>100.00%</b>	<b>5,227,445</b>
<b>Emergency Planning</b>						
Supplies & Other Expenses	100.00%	331,032	100.00%	322,600	100.00%	308,989
	<b>100.00%</b>	<b>331,032</b>	<b>100.00%</b>	<b>322,600</b>	<b>100.00%</b>	<b>308,989</b>
<b>Bylaw Enforcement</b>						
Salaries & Benefits	85.07%	1,153,305	85.33%	1,092,972	83.48%	1,001,157
Supplies & Other Expenses	10.51%	142,472	10.02%	128,372	11.36%	136,292
Professional & Consulting	0.22%	3,000	0.16%	2,000	0.32%	3,867
Recoveries & Allocations	4.20%	57,000	4.50%	57,600	4.83%	57,916
	<b>100.00%</b>	<b>1,355,777</b>	<b>100.00%</b>	<b>1,280,944</b>	<b>100.00%</b>	<b>1,199,232</b>
<b>Lands, Legal &amp; First Nations</b>						
Salaries & Benefits	87.46%	547,199	86.84%	517,925	85.80%	495,056
Supplies & Other Expenses	11.68%	73,107	12.26%	73,107	12.81%	73,935
Professional & Consulting	0.00%	-	0.00%	-	1.36%	7,854
Recoveries & Allocations	0.86%	5,375	0.90%	5,375	0.02%	128
	<b>100.00%</b>	<b>625,681</b>	<b>100.00%</b>	<b>596,407</b>	<b>100.00%</b>	<b>576,973</b>
<b>Net Divisional Expenses</b>						
Information Technology	56.98%	(4,968,391)	53.62%	(4,208,408)	51.40%	(3,700,999)
Facilities Management	37.77%	(3,293,321)	41.78%	(3,278,871)	45.80%	(3,298,052)
Emergency Planning	3.80%	(331,032)	4.11%	(322,600)	4.30%	(309,989)
Bylaw Enforcement	-5.72%	498,630	-7.10%	557,531	-9.21%	663,374
Lands, Legal & First Nations	7.17%	(625,156)	7.59%	(595,882)	7.71%	(555,173)
	<b>100.00%</b>	<b>(8,719,270)</b>	<b>100.00%</b>	<b>(7,848,230)</b>	<b>100.00%</b>	<b>(7,200,839)</b>

# NORTH SHORE EMERGENCY MANAGEMENT

## Operating Budget

	Budget 2023		DWV 23.4%	Budget 2022		DWV 23.4%
	%	\$	\$	%	\$	\$
<b>Expenses</b>						
Core Operations	19.25%	242,102	56,652	19.96%	240,716	56,328
Emergency Radio Communication	0.22%	2,789	653	0.22%	2,682	628
Emergency Support Services	0.62%	7,841	1,835	0.63%	7,539	1,764
Emergency Management Team	0.16%	2,051	480	0.16%	1,972	461
Salaries & Benefits	74.09%	931,693	218,016	73.14%	882,149	206,423
Special Projects	5.65%	71,000	23,667	5.89%	71,000	23,667
	<b>100.00%</b>	<b>1,257,476</b>	<b>301,303</b>	<b>100.00%</b>	<b>1,206,058</b>	<b>289,271</b>

**Note:**

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

# ENGINEERING & TRANSPORTATION

## Net Divisional Expenses

	Budget 2023		Budget 2022		Actual 2021	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
Engineering Services	85.37%	828,500	84.39%	828,500	80.73%	744,011
Roads & Traffic	14.63%	142,000	15.61%	153,300	19.27%	177,640
	<b>100.00%</b>	<b>970,500</b>	<b>100.00%</b>	<b>981,800</b>	<b>100.00%</b>	<b>921,651</b>
<b>Expenses</b>						
<b>Engineering Services</b>						
Salaries & Benefits	57.07%	1,378,510	55.05%	1,272,064	98.22%	1,228,502
Supplies & Other Expenses	42.19%	1,018,990	44.17%	1,020,590	1.12%	13,974
Professional & Consulting	0.75%	18,000	0.78%	18,000	0.66%	8,292
	<b>100.00%</b>	<b>2,415,500</b>	<b>100.00%</b>	<b>2,310,654</b>	<b>100.00%</b>	<b>1,250,768</b>
<b>Roads &amp; Traffic</b>						
Salaries & Benefits	51.16%	2,177,554	51.03%	2,258,315	48.98%	1,852,392
Supplies & Other Expenses	35.17%	1,496,763	33.93%	1,501,538	33.97%	1,285,003
Professional & Consulting	0.23%	10,000	0.23%	10,000	0.49%	18,694
Recoveries & Allocations	13.44%	571,919	14.82%	655,813	16.56%	626,193
	<b>100.00%</b>	<b>4,256,236</b>	<b>100.00%</b>	<b>4,425,666</b>	<b>100.00%</b>	<b>3,782,282</b>
<b>Net Divisional Expenses</b>						
Engineering Services	27.84%	(1,587,000)	25.76%	(1,482,154)	12.33%	(506,757)
Roads & Traffic	72.16%	(4,114,236)	74.24%	(4,272,366)	87.67%	(3,604,642)
	<b>100.00%</b>	<b>(5,701,236)</b>	<b>100.00%</b>	<b>(5,754,520)</b>	<b>100.00%</b>	<b>(4,111,399)</b>

# FINANCIAL SERVICES

## Net Divisional Expenses

	Budget 2023		Budget 2022		Actual 2021	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
Finance	5.56%	5,000	5.56%	5,000	5.83%	6,717
Taxes & Utilities	77.78%	70,000	77.78%	70,000	84.45%	97,265
Purchasing & Risk Management	16.67%	15,000	16.67%	15,000	9.72%	11,193
	<b>100.00%</b>	<b>90,000</b>	<b>100.00%</b>	<b>90,000</b>	<b>100.00%</b>	<b>115,175</b>
<b>Expenses</b>						
<b>Finance</b>						
Salaries & Benefits	96.51%	2,127,408	95.59%	2,037,783	94.83%	1,882,773
Supplies & Other Expenses	1.67%	36,900	2.16%	46,000	2.64%	52,415
Professional & Consulting	2.04%	45,000	2.49%	53,000	2.78%	55,250
Recoveries & Allocations	-0.23%	(5,000)	-0.23%	(5,000)	-0.25%	(5,000)
	<b>100.00%</b>	<b>2,204,308</b>	<b>100.00%</b>	<b>2,131,783</b>	<b>100.00%</b>	<b>1,985,438</b>
<b>Taxes &amp; Utilities</b>						
Salaries & Benefits	91.59%	506,318	93.69%	485,576	93.19%	424,021
Supplies & Other Expenses	8.41%	46,490	6.31%	32,720	6.81%	30,970
	<b>100.00%</b>	<b>552,808</b>	<b>100.00%</b>	<b>518,296</b>	<b>100.00%</b>	<b>454,991</b>
<b>Purchasing &amp; Risk Management</b>						
Salaries & Benefits	104.54%	934,441	104.64%	903,712	105.65%	881,396
Supplies & Other Expenses	1.58%	14,100	1.69%	14,600	0.90%	7,517
Recoveries & Allocations	-6.12%	(54,697)	-6.33%	(54,650)	-6.55%	(54,650)
	<b>100.00%</b>	<b>893,844</b>	<b>100.00%</b>	<b>863,662</b>	<b>100.00%</b>	<b>834,263</b>
<b>Net Divisional Expenses</b>						
Finance	61.76%	(2,199,308)	62.12%	(2,126,783)	62.63%	(1,978,721)
Taxes & Utilities	13.56%	(482,808)	13.09%	(448,296)	11.32%	(357,726)
Purchasing & Risk Management	24.68%	(878,844)	24.79%	(848,662)	26.05%	(823,070)
	<b>100.00%</b>	<b>(3,560,960)</b>	<b>100.00%</b>	<b>(3,423,741)</b>	<b>100.00%</b>	<b>(3,159,517)</b>

# FIRE & RESCUE SERVICES

## Net Divisional Expenses

	Budget 2023		Budget 2022		Actual 2021	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
Fire Prevention	100.00%	194,500	100.00%	194,500	99.96%	210,058
Emergency Services	0.00%	-	0.00%	-	0.04%	75
	<b>100.00%</b>	<b>194,500</b>	<b>100.00%</b>	<b>194,500</b>	<b>100.00%</b>	<b>210,133</b>
<b>Expenses</b>						
<b>Administrative Support Fire</b>						
Salaries & Benefits	94.43%	844,962	94.33%	814,092	94.37%	868,410
Supplies & Other Expenses	5.57%	49,870	5.67%	48,920	5.63%	51,768
	<b>100.00%</b>	<b>894,832</b>	<b>100.00%</b>	<b>863,012</b>	<b>100.00%</b>	<b>920,178</b>
<b>Fire Prevention</b>						
Salaries & Benefits	98.12%	878,333	98.06%	843,201	97.74%	749,108
Supplies & Other Expenses	1.88%	16,800	1.94%	16,650	2.26%	17,347
	<b>100.00%</b>	<b>895,133</b>	<b>100.00%</b>	<b>859,851</b>	<b>100.00%</b>	<b>766,455</b>
<b>Emergency Services</b>						
Salaries & Benefits	93.74%	16,675,628	93.61%	15,643,508	94.76%	15,295,428
Supplies & Other Expenses	6.26%	1,113,306	6.39%	1,067,790	5.59%	902,571
Recoveries & Allocations	0.00%	-	0.00%	-	-0.35%	(56,070)
	<b>100.00%</b>	<b>17,788,934</b>	<b>100.00%</b>	<b>16,711,298</b>	<b>100.00%</b>	<b>16,141,929</b>
<b>Net Divisional Expenses</b>						
Administrative Support Fire	4.62%	(894,832)	4.73%	(863,012)	5.22%	(920,178)
Fire Prevention	3.61%	(700,633)	3.65%	(665,351)	3.16%	(556,397)
Emergency Services	91.77%	(17,788,934)	91.62%	(16,711,298)	91.62%	(16,141,854)
	<b>100.00%</b>	<b>(19,384,399)</b>	<b>100.00%</b>	<b>(18,239,661)</b>	<b>100.00%</b>	<b>(17,618,429)</b>

# HUMAN RESOURCES

## Net Divisional Expenses

	Budget 2023		Budget 2022		Actual 2021	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
		-		-		-
<b>Expenses</b>						
<b>Human Resources</b>						
Salaries & Benefits	81.04%	1,309,049	81.74%	1,305,292	91.15%	1,180,736
Supplies & Other Expenses	16.82%	271,741	16.22%	259,061	8.74%	113,265
Professional & Consulting	2.14%	34,500	2.04%	32,500	0.10%	1,350
	<b>100.00%</b>	<b>1,615,290</b>	<b>100.00%</b>	<b>1,596,853</b>	<b>100.00%</b>	<b>1,295,351</b>
<b>Payroll Services</b>						
Salaries & Benefits	100.00%	497,999	100.00%	502,492	100.00%	483,885
	<b>100.00%</b>	<b>497,999</b>	<b>100.00%</b>	<b>502,492</b>	<b>100.00%</b>	<b>483,885</b>
<b>Net Divisional Expenses</b>						
Human Resources	76.43%	(1,615,290)	76.06%	(1,596,853)	72.80%	(1,295,351)
Payroll Services	23.57%	(497,999)	23.94%	(502,492)	27.20%	(483,885)
	<b>100.00%</b>	<b>(2,113,289)</b>	<b>100.00%</b>	<b>(2,099,345)</b>	<b>100.00%</b>	<b>(1,779,236)</b>

# PARKS, CULTURE & COMMUNITY SERVICES

## Net Divisional Expenses

	Budget 2023		Budget 2022		Actual 2021	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
Community Services	81.04%	8,405,910	80.00%	7,787,789	74.22%	5,268,551
Parks Maintenance	8.55%	886,470	9.03%	878,930	14.52%	1,030,979
Cultural Services	10.41%	1,080,295	10.98%	1,068,450	11.26%	799,046
	<b>100.00%</b>	<b>10,372,675</b>	<b>100.00%</b>	<b>9,735,169</b>	<b>100.00%</b>	<b>7,098,576</b>
<b>Expenses</b>						
<b>Central Administration</b>						
Salaries & Benefits	96.35%	608,605	97.63%	579,955	90.34%	520,819
Supplies & Other Expenses	3.65%	23,050	2.37%	14,056	8.72%	50,254
Recoveries & Allocations	0.00%	-	0.00%	-	0.95%	5,462
	<b>100.00%</b>	<b>631,655</b>	<b>100.00%</b>	<b>594,011</b>	<b>100.00%</b>	<b>576,535</b>
<b>Community Services</b>						
Salaries & Benefits	81.14%	10,154,575	81.27%	9,562,311	82.96%	7,196,902
Supplies & Other Expenses	17.27%	2,160,775	17.00%	2,000,735	14.10%	1,222,983
Professional & Consulting	0.34%	42,000	0.45%	52,750	0.04%	3,490
Recoveries & Allocations	1.26%	157,445	1.28%	150,889	2.91%	252,091
	<b>100.00%</b>	<b>12,514,795</b>	<b>100.00%</b>	<b>11,766,685</b>	<b>100.00%</b>	<b>8,675,466</b>
<b>Parks Maintenance</b>						
Salaries & Benefits	71.21%	4,762,795	70.88%	4,391,485	69.99%	4,122,303
Supplies & Other Expenses	30.36%	2,030,710	31.36%	1,942,603	31.69%	1,866,324
Professional & Consulting	0.00%	-	0.00%	-	0.03%	2,048
Recoveries & Allocations	-1.57%	(105,120)	-2.24%	(138,825)	-1.71%	(100,755)
	<b>100.00%</b>	<b>6,688,385</b>	<b>100.00%</b>	<b>6,195,263</b>	<b>100.00%</b>	<b>5,889,920</b>
<b>Cultural Services</b>						
Salaries & Benefits	52.57%	1,335,285	51.34%	1,265,125	50.31%	751,754
Supplies & Other Expenses	45.19%	1,147,615	46.47%	1,145,250	49.25%	735,943
Professional & Consulting	0.10%	2,500	0.10%	2,500	0.07%	1,000
Recoveries & Allocations	2.14%	54,400	2.09%	51,530	0.37%	5,585
	<b>100.00%</b>	<b>2,539,800</b>	<b>100.00%</b>	<b>2,464,405</b>	<b>100.00%</b>	<b>1,494,282</b>
<b>Net Divisional Expenses</b>						
Central Administration	5.26%	(631,655)	5.26%	(594,011)	6.04%	(576,535)
Community Services	34.24%	(4,108,885)	35.26%	(3,978,896)	35.72%	(3,406,915)
Parks Maintenance	48.34%	(5,801,915)	47.11%	(5,316,333)	50.94%	(4,858,941)
Cultural Services	12.16%	(1,459,505)	12.37%	(1,395,955)	7.29%	(695,236)
	<b>100.00%</b>	<b>(12,001,960)</b>	<b>100.00%</b>	<b>(11,285,195)</b>	<b>100.00%</b>	<b>(9,537,627)</b>

# PLANNING & DEVELOPMENT SERVICES

## Net Divisional Expenses

	Budget 2023		Budget 2022		Actual 2021	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
Planning & Development	13.25%	878,500	14.63%	941,700	15.07%	1,172,452
Permits & Inspections	69.89%	4,633,000	79.11%	5,092,000	74.94%	5,831,264
Planning Recoverable Projects	16.86%	1,117,800	6.26%	402,800	9.99%	777,756
	<b>100.00%</b>	<b>6,629,300</b>	<b>100.00%</b>	<b>6,436,500</b>	<b>100.00%</b>	<b>7,781,472</b>
<b>Expenses</b>						
<b>Planning &amp; Development</b>						
Salaries & Benefits	90.72%	3,911,494	91.94%	3,615,820	93.46%	3,061,044
Supplies & Other Expenses	8.40%	362,342	7.39%	290,797	5.92%	193,793
Professional & Consulting	0.49%	21,000	0.53%	21,000	0.44%	14,449
Recoveries & Allocations	0.39%	16,960	0.13%	5,300	0.18%	5,880
	<b>100.00%</b>	<b>4,311,796</b>	<b>100.00%</b>	<b>3,932,917</b>	<b>100.00%</b>	<b>3,275,166</b>
<b>Permits &amp; Inspections</b>						
Salaries & Benefits	97.27%	2,729,994	96.76%	2,546,860	97.65%	2,474,722
Supplies & Other Expenses	2.73%	76,485	3.24%	85,218	2.35%	59,657
	<b>100.00%</b>	<b>2,806,479</b>	<b>100.00%</b>	<b>2,632,078</b>	<b>100.00%</b>	<b>2,534,379</b>
<b>Planning Recoverable Projects</b>						
Salaries & Benefits	17.80%	202,023	43.07%	178,749	22.18%	181,513
Supplies & Other Expenses	93.83%	1,065,000	86.75%	360,000	92.25%	755,021
Professional & Consulting	4.41%	50,000	12.05%	50,000	6.82%	55,859
Recoveries & Allocations	-16.04%	(182,023)	-41.87%	(173,749)	-21.25%	(173,923)
	<b>100.00%</b>	<b>1,135,000</b>	<b>100.00%</b>	<b>415,000</b>	<b>100.00%</b>	<b>818,470</b>
<b>Net Divisional Expenses</b>						
Planning & Development	211.41%	(3,433,296)	550.37%	(2,991,217)	-182.30%	(2,102,714)
Permits & Inspections	-112.47%	1,826,521	-452.61%	2,459,922	285.83%	3,296,885
Planning Recoverable Projects	1.06%	(17,200)	2.24%	(12,200)	-3.53%	(40,714)
	<b>100.00%</b>	<b>(1,623,975)</b>	<b>100.00%</b>	<b>(543,495)</b>	<b>100.00%</b>	<b>1,153,457</b>

# POLICE SERVICES

## Net Divisional Expenses

	Budget 2023		Budget 2022		Actual 2021	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
Administration Branch	12.51%	124,000	11.16%	124,000	12.22%	132,299
Operations Branch	87.49%	867,260	88.84%	987,260	87.78%	950,074
	<b>100.00%</b>	<b>991,260</b>	<b>100.00%</b>	<b>1,111,260</b>	<b>100.00%</b>	<b>1,082,373</b>
<b>Expenses</b>						
<b>Chief Constable's Office</b>						
Salaries & Benefits	88.11%	944,651	88.89%	1,003,594	82.74%	988,916
Supplies & Other Expenses	2.56%	27,500	2.25%	25,400	2.27%	27,143
Professional & Consulting	9.33%	100,000	8.86%	100,000	14.99%	179,115
	<b>100.00%</b>	<b>1,072,151</b>	<b>100.00%</b>	<b>1,128,994</b>	<b>100.00%</b>	<b>1,195,174</b>
<b>Administration Branch</b>						
Salaries & Benefits	43.60%	2,792,628	48.06%	2,674,171	52.17%	3,094,547
Supplies & Other Expenses	48.56%	3,110,514	43.54%	2,422,628	40.85%	2,423,305
Professional & Consulting	1.33%	85,000	1.53%	85,000	1.12%	66,628
Recoveries & Allocations	6.51%	417,100	6.87%	382,100	5.85%	347,265
	<b>100.00%</b>	<b>6,405,242</b>	<b>100.00%</b>	<b>5,563,899</b>	<b>100.00%</b>	<b>5,931,745</b>
<b>Operations Branch</b>						
Salaries & Benefits	91.65%	11,282,934	92.57%	10,548,877	93.73%	9,429,952
Supplies & Other Expenses	8.35%	1,028,022	7.43%	846,564	7.80%	785,203
Recoveries & Allocations	0.00%	-	0.00%	-	-1.54%	(154,637)
	<b>100.00%</b>	<b>12,310,956</b>	<b>100.00%</b>	<b>11,395,441</b>	<b>100.00%</b>	<b>10,060,518</b>
<b>Net Divisional Expenses</b>						
Chief Constable's Office	5.70%	(1,072,151)	6.65%	(1,128,994)	7.42%	(1,195,174)
Administration Branch	33.42%	(6,281,242)	32.04%	(5,439,899)	36.01%	(5,799,446)
Operations Branch	60.88%	(11,443,696)	61.31%	(10,408,181)	56.57%	(9,110,444)
	<b>100.00%</b>	<b>(18,797,089)</b>	<b>100.00%</b>	<b>(16,977,074)</b>	<b>100.00%</b>	<b>(16,105,064)</b>

# WEST VANCOUVER MEMORIAL LIBRARY

## Net Divisional Expenses

	Budget 2023		Budget 2022		Actual 2021	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
Administration	44.08%	202,100	43.36%	190,900	55.02%	199,844
Third Party	55.92%	256,404	56.64%	249,364	44.98%	163,355
	<b>100.00%</b>	<b>458,504</b>	<b>100.00%</b>	<b>440,264</b>	<b>100.00%</b>	<b>363,199</b>
<b>Expenses</b>						
<b>Administration</b>						
Salaries & Benefits	79.96%	292,650	82.47%	305,961	85.14%	295,814
Supplies & Other Expenses	14.52%	53,150	12.52%	46,467	10.59%	36,801
Professional & Consulting	0.87%	3,200	0.59%	2,200	0.58%	2,000
Recoveries & Allocations	4.64%	17,000	4.41%	16,377	3.69%	12,812
	<b>100.00%</b>	<b>366,000</b>	<b>100.00%</b>	<b>371,005</b>	<b>100.00%</b>	<b>347,427</b>
<b>Service Delivery</b>						
Salaries & Benefits	90.41%	3,687,610	90.90%	3,545,691	90.76%	3,298,222
Supplies & Other Expenses	9.59%	390,950	9.10%	355,050	9.24%	335,636
	<b>100.00%</b>	<b>4,078,560</b>	<b>100.00%</b>	<b>3,900,741</b>	<b>100.00%</b>	<b>3,633,858</b>
<b>Operations Support</b>						
Salaries & Benefits	70.25%	457,475	71.36%	446,823	69.86%	424,990
Supplies & Other Expenses	28.79%	187,478	27.69%	173,400	29.16%	177,427
Recoveries & Allocations	0.96%	6,237	0.95%	5,940	0.98%	5,940
	<b>100.00%</b>	<b>651,190</b>	<b>100.00%</b>	<b>626,163</b>	<b>100.00%</b>	<b>608,357</b>
<b>Third Party</b>						
Salaries & Benefits	30.75%	78,841	35.63%	88,841	11.97%	19,554
Supplies & Other Expenses	69.25%	177,563	64.37%	160,523	87.99%	143,738
Recoveries & Allocations	0.00%	-	0.00%	-	0.04%	64
	<b>100.00%</b>	<b>256,404</b>	<b>100.00%</b>	<b>249,364</b>	<b>100.00%</b>	<b>163,356</b>
<b>Net Divisional Expenses</b>						
Administration	3.35%	(163,900)	3.83%	(180,105)	3.36%	(147,583)
Service Delivery	83.34%	(4,078,560)	82.87%	(3,900,741)	82.78%	(3,633,858)
Operations Support	13.31%	(651,190)	13.30%	(626,163)	13.86%	(608,357)
	<b>100.00%</b>	<b>(4,893,650)</b>	<b>100.00%</b>	<b>(4,707,009)</b>	<b>100.00%</b>	<b>(4,389,799)</b>



# Capital Program



# 2023 CAPITAL PROGRAM

## Program Summary

	Budget 2023	Funding Source				
		Asset Maintenance Reserves	Community Amenity Contribution	External Funding	Development Cost Charges	Environmental Reserve
Equipment	1,605,363	1,427,517	-	117,846	-	60,000
Facilities	8,345,356	8,270,356	-	75,000	-	-
Grounds and Parks	3,630,000	2,305,000	800,000	32,000	335,000	158,000
Information Technology	1,565,000	1,540,000	-	25,000	-	-
Transportation Infrastructure	5,007,000	4,907,000	-	100,000	-	-
Vehicle Fleet	3,318,000	2,842,500	-	209,500	-	266,000
<b>Total</b>	<b>23,470,719</b>	<b>21,292,373</b>	<b>800,000</b>	<b>559,346</b>	<b>335,000</b>	<b>484,000</b>

# 2023 CAPITAL PROGRAM

## Equipment

	Budget 2023	Funding Source		
		Asset Maintenance Reserve	External Funding	Environmental Reserve
<b>PHASE 1 Current Year Projects</b>				
<b>Asset Preservation</b>				
<b>Library Services</b>				
Library Collections - Core	315,420	315,420	-	-
Library Radio Frequency Identification Security Gates	17,332	17,332	-	-
Automated Material Handling Bin Replacement	14,000	14,000	-	-
<b>Asset Preservation Total</b>	<b>346,752</b>	<b>346,752</b>	-	-
<b>Health &amp; Safety</b>				
<b>Fire &amp; Rescue Services</b>				
Medical Equipment	84,000	84,000	-	-
	84,000	84,000	-	-
<b>Parks, Culture &amp; Community Services</b>				
Access, Beach Safety & First Aid Equipment Replacement	8,400	8,400	-	-
	8,400	8,400	-	-
<b>Health &amp; Safety Total</b>	<b>92,400</b>	<b>92,400</b>	-	-
<b>Innovation</b>				
<b>Engineering &amp; Transportation</b>				
Electric Vehicle (EV) Charging Stations for Fleet	60,000	-	-	60,000
	60,000	-	-	60,000
<b>Library Services</b>				
Library Collections - Enhanced	66,346	-	66,346 <sup>1</sup>	-
	66,346	-	66,346	-
<b>Police Services</b>				
Police Video & Audio Access in Cells for Bail Hearings	10,000	10,000	-	-
	10,000	10,000	-	-
<b>Innovation Total</b>	<b>136,346</b>	<b>10,000</b>	<b>66,346</b>	<b>60,000</b>
<b>Regular Asset Maintenance</b>				
<b>Fire &amp; Rescue Services</b>				
Fire Hose & Nozzle Equipment	100,000	100,000	-	-
Auto Extrication Equipment	65,000	65,000	-	-
Personal Protective Equipment	59,000	59,000	-	-
Respiratory Protection Equipment	56,000	56,000	-	-
Training Grounds Storage Container & Training Prop Supplies	24,000	24,000	-	-
	304,000	304,000	-	-
<b>Library Services</b>				
Library Collaborative Computing Software	13,000	13,000	-	-
	13,000	13,000	-	-
<b>Parks, Culture &amp; Community Services</b>				
Fitness Centre Equipment Replacement	124,900	124,900	-	-
Retrofitting Collections Space in the basement of Gertrude Lawson House	40,000	40,000	-	-
	164,900	164,900	-	-
<b>Police Services</b>				
Police Firearm & Ballistic Equipment - Regular Replacement	95,000	95,000	-	-
Police Kit & Clothing - Regular Replacement	85,000	85,000	-	-
	180,000	180,000	-	-
<b>Regular Asset Maintenance Total</b>	<b>661,900</b>	<b>661,900</b>	-	-
<b>Strategic Investment</b>				
<b>Fire &amp; Rescue Services</b>				
Communication & Radio Equipment	64,200	64,200	-	-
	64,200	64,200	-	-
<b>Parks, Culture &amp; Community Services</b>				
Kitchen Walk-in Cooler	103,000	51,500	51,500 <sup>2</sup>	-
Major Appliance & Kitchen Equipment Replacement	47,765	47,765	-	-
	150,765	99,265	51,500	-
<b>Strategic Investment Total</b>	<b>214,965</b>	<b>163,465</b>	<b>51,500</b>	-
<b>PHASE 1 Current Year Projects Sub-Total</b>	<b>1,452,363</b>	<b>1,274,517</b>	<b>117,846</b>	<b>60,000</b>

# 2023 CAPITAL PROGRAM

## Equipment...continued

	Budget 2023	Funding Source		
		Asset Maintenance Reserve	External Funding	Environmental Reserve
<b>PHASE 2 Current Year Projects</b>				
<b>Innovation</b>				
<b>Corporate Services</b>				
Library Shelving	80,000	80,000	-	-
<b>Innovation Total</b>	<b>80,000</b>	<b>80,000</b>	-	-
<b>Regular Asset Maintenance</b>				
<b>Fire &amp; Rescue Services</b>				
Technical Rescue Equipment	73,000	73,000	-	-
<b>Regular Asset Maintenance Total</b>	<b>73,000</b>	<b>73,000</b>	-	-
<b>PHASE 2 Current Year Projects Sub-Total</b>	<b>153,000</b>	<b>153,000</b>	-	-
<b>PHASE 1 &amp; 2 Current Year Projects Grand Total</b>	<b>1,605,363</b>	<b>1,427,517</b>	<b>117,846</b>	<b>60,000</b>

<sup>1</sup> West Vancouver Memorial Library Foundation, Equity Grant from BC Provincial Government, and Friends of the West Vancouver Memorial Library.

<sup>2</sup> Seniors' Activity Centre Advisory Board.

Note:

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# 2023 CAPITAL PROGRAM

## Facilities

	Budget 2023	Funding Source	
		Asset Maintenance Reserve	External Funding
<b>PHASE 1 Current Year Projects</b>			
<b>Asset Preservation</b>			
<b>Corporate Services</b>			
Multi-Year Capital Renewal Plan - Operations Centre - Main Building	1,418,490	1,418,490	-
Multi-Year Capital Renewal Plan - Fire Hall #1	958,489	958,489	-
Multi-Year Capital Renewal Plan - Ice Arena	831,090	831,090	-
Multi-Year Capital Renewal Plan - Memorial Library	577,499	577,499	-
Multi-Year Capital Renewal Plan - Gleneagles Community Centre	481,044	481,044	-
Multi-Year Capital Renewal Plan - Fire Hall #3	415,242	415,242	-
Multi-Year Capital Renewal Plan - Fire Hall #2	263,326	263,326	-
Multi-Year Capital Renewal Plan - Ambleside Fieldhouse & Washroom	217,644	217,644	-
Multi-Year Capital Renewal Plan - Ambleside Par 3	195,921	195,921	-
Multi-Year Capital Renewal Plan - Operations Centre - Small Motor Repair Shop	188,571	188,571	-
Multi-Year Capital Renewal Plan - West Vancouver Aquatic Centre	161,583	161,583	-
Multi-Year Capital Renewal Plan - Dundarave By the Sea Preschool	141,449	141,449	-
Multi-Year Capital Renewal Plan - Seniors' Activity Centre	133,757	133,757	-
Multi-Year Capital Renewal Plan - West Vancouver Child Development	130,954	130,954	-
Multi-Year Capital Renewal Plan - West Vancouver Community Centre	77,229	77,229	-
Multi-Year Capital Renewal Plan - Gordon House Daycare	65,916	65,916	-
Multi-Year Capital Renewal Plan - Operations Centre - Paint Shop	60,700	60,700	-
Multi-Year Capital Renewal Plan - Dundarave Park Concession & Washroom	53,216	53,216	-
Multi-Year Capital Renewal Plan - Larson Bay Washrooms	49,074	49,074	-
Multi-Year Capital Renewal Plan - Operations Centre - Forestry Building	37,884	37,884	-
Multi-Year Capital Renewal Plan - Operations Centre - Salt Storage Shed	34,856	34,856	-
Multi-Year Capital Renewal Plan - Operations Centre- Park Mower Shed	25,827	25,827	-
Multi-Year Capital Renewal Plan - Ambleside Childcare	13,827	13,827	-
Multi-Year Capital Renewal Plan - John Lawson Park Washroom	7,662	7,662	-
Multi-Year Capital Renewal Plan - Whytecliff Park Washroom - Upper	6,559	6,559	-
<b>Asset Preservation Total</b>	<b>6,547,809</b>	<b>6,547,809</b>	<b>-</b>
<b>Regular Asset Maintenance</b>			
<b>Corporate Services</b>			
Library Information/Help Desk	175,000	175,000	-
Furniture & Equipment Renewal	100,000	100,000	-
Library South Mezzanine Upgrade - Planning	15,000	15,000	-
<b>Regular Asset Maintenance Total</b>	<b>290,000</b>	<b>290,000</b>	<b>-</b>
<b>Strategic Investment</b>			
<b>Corporate Services</b>			
Minor Renovations for District Facilities	250,000	250,000	-
Gleneagles Storage Container	30,000	30,000	-
Impounded Car Storage Compound	15,000	15,000	-
<b>Strategic Investment Total</b>	<b>295,000</b>	<b>295,000</b>	<b>-</b>
<b>PHASE 1 Current Year Projects Sub-Total</b>	<b>7,132,809</b>	<b>7,132,809</b>	<b>-</b>

# 2023 CAPITAL PROGRAM

## Facilities...continued

	Budget 2023	Funding Source	
		Asset Maintenance Reserve	External Funding
<b>PHASE 2 Current Year Projects</b>			
<b>Asset Preservation</b>			
<b>Corporate Services</b>			
Multi-Year Capital Renewal Plan - Parkade & Central Plant	602,563	602,563	-
Multi-Year Capital Renewal Plan - Fire Hall #4	225,011	225,011	-
Multi-Year Capital Renewal Plan - Gleneagles Golf Clubhouse	115,249	115,249	-
Multi-Year Capital Renewal Plan - Ambleside Concession/Washroom	19,724	19,724	-
<b>Asset Preservation Total</b>	<b>962,547</b>	<b>962,547</b>	<b>-</b>
<b>Health &amp; Safety</b>			
<b>Corporate Services</b>			
Elevator to Library Rooftop Parking	175,000	100,000	75,000 <sup>1</sup>
<b>Health &amp; Safety Total</b>	<b>175,000</b>	<b>100,000</b>	<b>75,000</b>
<b>Regular Asset Maintenance</b>			
<b>Corporate Services</b>			
Purchasing Office Renovation at the Operations Centre	75,000	75,000	-
<b>Regular Asset Maintenance Total</b>	<b>75,000</b>	<b>75,000</b>	<b>-</b>
<b>PHASE 2 Current Year Projects Sub-Total</b>	<b>1,212,547</b>	<b>1,137,547</b>	<b>75,000</b>
<b>PHASE 1 &amp; 2 Current Year Projects Grand Total</b>	<b>8,345,356</b>	<b>8,270,356</b>	<b>75,000</b>

<sup>1</sup> Enabling Accessibility Funds (EAF), Employment and Social Development Canada (ESDC).

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# 2023 CAPITAL PROGRAM

## Grounds & Parks

	Budget 2023	Funding Source				
		Asset Maintenance Reserve	Community Amenity Contribution	External Funding	Development Cost Charges	Environmental Reserve
<b>PHASE 1 Current Year Projects</b>						
<b>Asset Preservation</b>						
<b>Corporate Services</b>						
Gleneagles Community Centre Parking Lot Resurfacing	820,000	820,000	-	-	-	-
	820,000	820,000	-	-	-	-
<b>Parks, Culture &amp; Community Services</b>						
Sports Court Replacement	800,000	-	800,000	-	-	-
Falling Trails & Trail Structures Replacement	335,000	-	-	-	335,000	-
Waterfront Park Pier Repairs & Replacements	215,000	215,000	-	-	-	-
Horseshoe Bay Park Revitalization	200,000	200,000	-	-	-	-
Falling Park Infrastructure Replacement	90,000	90,000	-	-	-	-
Park Drainage & Irrigation Replacement	50,000	50,000	-	-	-	-
Trail Signage Replacement	25,000	25,000	-	-	-	-
	1,715,000	580,000	800,000	-	335,000	-
<b>Asset Preservation Total</b>	<b>2,535,000</b>	<b>1,400,000</b>	<b>800,000</b>	<b>-</b>	<b>335,000</b>	<b>-</b>
<b>Health &amp; Safety</b>						
<b>Parks, Culture &amp; Community Services</b>						
Slope Stabilization along Seaview Trail	480,000	480,000	-	-	-	-
Golf Course Safety Netting, Fencing & Pathway Replacement	35,000	35,000	-	-	-	-
<b>Health &amp; Safety Total</b>	<b>515,000</b>	<b>515,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Regular Asset Maintenance</b>						
<b>Parks, Culture &amp; Community Services</b>						
Playground Renewal & Replacement	150,000	150,000	-	-	-	-
<b>Regular Asset Maintenance Total</b>	<b>150,000</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Strategic Investment</b>						
<b>Parks, Culture &amp; Community Services</b>						
Implementation of Shoreline Protection Projects	150,000	-	-	-	-	150,000
<b>Strategic Investment Total</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>150,000</b>
<b>PHASE 1 Current Year Projects Sub-Total</b>	<b>3,350,000</b>	<b>2,065,000</b>	<b>800,000</b>	<b>-</b>	<b>335,000</b>	<b>150,000</b>
<b>PHASE 2 Current Year Projects</b>						
<b>Health &amp; Safety</b>						
<b>Parks, Culture &amp; Community Services</b>						
Community Wildfire Plan Implementation	240,000	240,000	-	-	-	-
<b>Health &amp; Safety Total</b>	<b>240,000</b>	<b>240,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Regular Asset Maintenance</b>						
<b>Parks, Culture &amp; Community Services</b>						
Swy-Wee Creek Stormwater Retention Wetland Restoration Project	40,000	-	-	32,000 <sup>1</sup>	-	8,000
<b>Regular Asset Maintenance Total</b>	<b>40,000</b>	<b>-</b>	<b>-</b>	<b>32,000</b>	<b>-</b>	<b>8,000</b>
<b>PHASE 2 Current Year Projects Sub-Total</b>	<b>280,000</b>	<b>240,000</b>	<b>-</b>	<b>32,000</b>	<b>-</b>	<b>8,000</b>
<b>PHASE 1 &amp; 2 Current Year Projects Grand Total</b>	<b>3,630,000</b>	<b>2,305,000</b>	<b>800,000</b>	<b>32,000</b>	<b>335,000</b>	<b>158,000</b>

<sup>1</sup> Natural Infrastructure Fund, the Government of Canada.

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# 2023 CAPITAL PROGRAM

## Information Technology

	Budget 2023	Funding Source	
		Asset Maintenance Reserve	External Funding
<b>PHASE 1 Current Year Projects</b>			
<b>Asset Preservation</b>			
<b>Police Services</b>			
Police Virtual Hosts Replacement	60,000	60,000	-
Police Core Switches Replacement	25,000	25,000	-
Security Technology Assessment and Information Technology (IT) Roadmap	20,000	20,000	-
Police WiFi System Replacement	20,000	20,000	-
<b>Asset Preservation Total</b>	<b>125,000</b>	<b>125,000</b>	<b>-</b>
<b>Regular Asset Maintenance</b>			
<b>Corporate Services</b>			
Information Technology Infrastructure Replacement & Additions	350,000	350,000	-
End-user Hardware & Software	100,000	100,000	-
Activity Room AV & Sound System Upgrade	50,000	25,000	25,000 <sup>1</sup>
Sounds System Replacement - Aquatic Center (Pool Area)	25,000	25,000	-
	<b>525,000</b>	<b>500,000</b>	<b>25,000</b>
<b>Police Services</b>			
Police IT Equipment - Regular Replacement	85,000	85,000	-
	<b>85,000</b>	<b>85,000</b>	<b>-</b>
<b>Regular Asset Maintenance Total</b>	<b>610,000</b>	<b>585,000</b>	<b>25,000</b>
<b>Strategic Investment</b>			
<b>Corporate Services</b>			
Application Software Upkeep & Enhancements	300,000	300,000	-
eDOCS migration to Sharepoint Online (SPO)	250,000	250,000	-
Electronic Plan review system	200,000	200,000	-
<b>Strategic Investment Total</b>	<b>750,000</b>	<b>750,000</b>	<b>-</b>
<b>PHASE 1 Current Year Projects Sub-Total</b>	<b>1,485,000</b>	<b>1,460,000</b>	<b>25,000</b>
<b>PHASE 2 Current Year Projects</b>			
<b>Regular Asset Maintenance</b>			
<b>Corporate Services</b>			
District of West Vancouver Website Enhancements	80,000	80,000	-
<b>Regular Asset Maintenance Total</b>	<b>80,000</b>	<b>80,000</b>	<b>-</b>
<b>PHASE 2 Current Year Projects Sub-Total</b>	<b>80,000</b>	<b>80,000</b>	<b>-</b>
<b>PHASE 1 &amp; 2 Current Year Projects Grand Total</b>	<b>1,565,000</b>	<b>1,540,000</b>	<b>25,000</b>

<sup>1</sup> Seniors' Activity Centre Advisory Board.

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# 2023 CAPITAL PROGRAM

## Transportation Infrastructure

	Budget 2023	Funding Source	
		Asset Maintenance Reserve	External Funding
<b>PHASE 1 Current Year Projects</b>			
<b>Health &amp; Safety</b>			
<b>Engineering &amp; Transportation</b>			
Transit Related Road Improvements Program (TRRIP) - TransLink Co-Funded Projects	100,000	50,000	50,000 <sup>1</sup>
<b>Health &amp; Safety Total</b>	<b>100,000</b>	<b>50,000</b>	<b>50,000</b>
<b>Regular Asset Maintenance</b>			
<b>Engineering &amp; Transportation</b>			
Roads & Pavement Infrastructure	1,890,000	1,890,000	-
Transportation Support Infrastructure	657,000	657,000	-
Bridge & Structural Infrastructure	300,000	300,000	-
<b>Regular Asset Maintenance Total</b>	<b>2,847,000</b>	<b>2,847,000</b>	<b>-</b>
<b>Strategic Investment</b>			
<b>Engineering &amp; Transportation</b>			
Active Transportation Infrastructure	200,000	150,000	50,000 <sup>2</sup>
<b>Strategic Investment Total</b>	<b>200,000</b>	<b>150,000</b>	<b>50,000</b>
<b>PHASE 1 Current Year Projects Sub-Total</b>	<b>3,147,000</b>	<b>3,047,000</b>	<b>100,000</b>
<b>PHASE 2 Current Year Projects</b>			
<b>Regular Asset Maintenance</b>			
<b>Engineering &amp; Transportation</b>			
Roads & Pavement Infrastructure	930,000	930,000	-
Bridge & Structural Infrastructure	150,000	150,000	-
<b>Regular Asset Maintenance Total</b>	<b>1,080,000</b>	<b>1,080,000</b>	<b>-</b>
<b>Strategic Investment</b>			
<b>Engineering &amp; Transportation</b>			
Active Transportation Infrastructure	395,000	395,000	-
Transportation Support Infrastructure	385,000	385,000	-
<b>Strategic Investment Total</b>	<b>780,000</b>	<b>780,000</b>	<b>-</b>
<b>PHASE 2 Current Year Projects Sub-Total</b>	<b>1,860,000</b>	<b>1,860,000</b>	<b>-</b>
<b>PHASE 1 &amp; 2 Current Year Projects Grand Total</b>	<b>5,007,000</b>	<b>4,907,000</b>	<b>100,000</b>

<sup>1</sup> Transit Related Road Improvements Program (TRRIP), TransLink.

<sup>2</sup> Major Road Network and Bike (MRNB) Program, TransLink.

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# 2023 CAPITAL PROGRAM

## Vehicle Fleet

	Budget 2023	Funding Source		
		Asset Maintenance Reserve	External Funding	Environmental Reserve
<b>PHASE 1 Current Year Projects</b>				
<b>Regular Asset Maintenance</b>				
<b>Engineering &amp; Transportation</b>				
Replace 2012 Equipment Trailer (Unit M067)	38,000	37,000	1,000 <sup>1</sup>	-
Front Bucket Replacement (Unit M056)	20,000	20,000	-	-
	<u>58,000</u>	<u>57,000</u>	<u>1,000</u>	<u>-</u>
<b>Fire &amp; Rescue Services</b>				
Renew 2011 Chevy Suburban SUV (Unit F050)	123,000	84,000	10,000 <sup>1</sup>	29,000
	<u>123,000</u>	<u>84,000</u>	<u>10,000</u>	<u>29,000</u>
<b>Parks, Culture &amp; Community Services</b>				
Replace 2001 Kubota Tractor (Unit P044)	165,000	164,000	1,000 <sup>1</sup>	-
Replace 2008 Toro Greensmaster (Unit GL32)	135,000	128,000	4,000 <sup>1</sup>	3,000
Replace 2009 GMC Sierra (Unit P013)	95,000	66,000	2,000 <sup>1</sup>	27,000
Replace 2010 GMC Canyon (Unit P022)	95,000	66,000	2,000 <sup>1</sup>	27,000
Replace 2010 Ford Ranger (Unit P007)	95,000	66,000	2,000 <sup>1</sup>	27,000
Replace 2008 Ford F-250 (Unit P020)	95,000	66,000	2,000 <sup>1</sup>	27,000
Replace 2013 John Deere Progator (Unit GL34)	80,000	78,500	1,500 <sup>1</sup>	-
Replace 2013 John Deere Progator (Unit C022)	80,000	78,500	1,500 <sup>1</sup>	-
Replace 2013 Toro 3500 Mower (Unit GL44)	75,000	73,000	2,000 <sup>1</sup>	-
Replace 2010 Toro 3500D Mower (Unit P054)	75,000	73,000	2,000 <sup>1</sup>	-
Replace Chipper (Unit P039)	65,000	65,000	-	-
Replace 2011 Toro Workman (Unit R041)	35,000	33,500	1,500 <sup>1</sup>	-
Replace 2009 Trailer Make-PJ (Unit P042)	25,000	24,000	1,000 <sup>1</sup>	-
	<u>1,115,000</u>	<u>981,500</u>	<u>22,500</u>	<u>111,000</u>
<b>Police Services</b>				
Replace 2011 Chevrolet Tahoe (Unit V014)	135,000	106,000	1,000 <sup>1</sup>	28,000
Replace 2019 Ford Explorer Interceptor (Unit V008)	122,000	119,500	2,500 <sup>1</sup>	-
Replace 2020 Ford Explorer Interceptor (Unit V006)	122,000	119,500	2,500 <sup>1</sup>	-
Replace 2020 Ford Explorer Interceptor (Unit V003)	110,000	80,000	30,000 <sup>2</sup>	-
	<u>489,000</u>	<u>425,000</u>	<u>36,000</u>	<u>28,000</u>
<b>Regular Asset Maintenance Total</b>	<b><u>1,785,000</u></b>	<b><u>1,547,500</u></b>	<b><u>69,500</u></b>	<b><u>168,000</u></b>
<b>Strategic Investment</b>				
<b>Engineering &amp; Transportation</b>				
Acquisition of Electric Vehicle (EV) Truck	95,000	66,000	-	29,000
	<u>95,000</u>	<u>66,000</u>	<u>-</u>	<u>29,000</u>
<b>Parks, Culture &amp; Community Services</b>				
Parks Department Electric Vehicle (EV) Pickup Truck	95,000	66,000	-	29,000
	<u>95,000</u>	<u>66,000</u>	<u>-</u>	<u>29,000</u>
<b>Planning &amp; Development Services</b>				
Acquisition of Arborist Electric Vehicle (EV)	75,000	35,000	-	40,000
	<u>75,000</u>	<u>35,000</u>	<u>-</u>	<u>40,000</u>
<b>Strategic Investment Total</b>	<b><u>265,000</u></b>	<b><u>167,000</u></b>	<b><u>-</u></b>	<b><u>98,000</u></b>
<b>PHASE 1 Current Year Projects Sub-Total</b>	<b><u>2,050,000</u></b>	<b><u>1,714,500</u></b>	<b><u>69,500</u></b>	<b><u>266,000</u></b>

# 2023 CAPITAL PROGRAM

## Vehicle Fleet...continued

	Budget 2023	Funding Source		
		Asset Maintenance Reserve	External Funding	Environmental Reserve
<b>PHASE 2 Current Year Projects</b>				
<b>Regular Asset Maintenance</b>				
<b>Fire &amp; Rescue Services</b>				
F044 Renewal - Replace 2005 Pumper Engine	950,000	925,000	25,000 <sup>1</sup>	-
F039 Renewal	123,000	113,000	10,000 <sup>1</sup>	-
Wildland Trailer Renewal with Urban Structure Protection Unit	90,000	90,000	-	-
<b>Regular Asset Maintenance Total</b>	<b>1,163,000</b>	<b>1,128,000</b>	<b>35,000</b>	<b>-</b>
<b>Strategic Investment</b>				
<b>Parks, Culture &amp; Community Services</b>				
Senior Activity Centre Refrigerated Van	105,000	-	105,000 <sup>3</sup>	-
<b>Strategic Investment Total</b>	<b>105,000</b>	<b>-</b>	<b>105,000</b>	<b>-</b>
<b>PHASE 2 Current Year Projects Sub-Total</b>	<b>1,268,000</b>	<b>1,128,000</b>	<b>140,000</b>	<b>-</b>
<b>PHASE 1 &amp; 2 Current Year Projects Grand Total</b>	<b>3,318,000</b>	<b>2,842,500</b>	<b>209,500</b>	<b>266,000</b>

<sup>1</sup> Estimated disposal proceeds.

<sup>2</sup> Insurance Corporation of British Columbia (ICBC) settlement.

<sup>3</sup> In-Home Support Pilot Project stream of the Age Well at Home initiative, the Government of Canada.

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# CAPITAL PROJECT DESCRIPTIONS

## Phase 1 General Fund Projects (>\$300,000)

### EQUIPMENT

#### **West Vancouver Memorial Library Materials – Core (\$315,420)**

Sustained annual funding to maintain core collections (e.g., books and audiovisual) within the Library to meet community needs.

### FACILITIES MAINTENANCE

#### **Multi-Year Capital Renewal Plan: Fire Station No.1 (\$958,489)**

Replace and repair components of the West Vancouver Fire Hall #1 including windows, exterior doors, wall finishes, water piping, water heater, boiler, heating water piping, perimeter heating, unit heaters, main electrical service, emergency generator.

#### **Multi-Year Capital Renewal Plan: Fire Station No.3 (\$415,242)**

Replace and repair components of the West Vancouver Fire Hall #3 including overhead doors, exterior doors, floor finishes, water piping, gas piping, air compressor, heating water pipe, exhaust system, cabinet unit heaters, unit heaters, controls, fire extinguishers, sprinkler system, electrical service, public address system, data wiring, emergency generator.

#### **Multi-Year Capital Renewal Plan: Gleneagles Community Centre (\$481,044)**

Replace and repair the following at the Gleneagles Community Centre: floor finishes, plumbing fixtures, exterior lighting, fire alarm, security, data wiring, emergency lighting.

#### **Multi-Year Capital Renewal Plan: Ice Arena (\$831,090)**

Replace and repair the following at the West Vancouver Ice Arena: water heater, water piping, roof drainage, make-up air unit, heating water piping, controls, main electrical service, exterior lighting, fire alarm, emergency lighting.

#### **Multi-Year Capital Renewal Plan: Operation Centre - Main Building (\$1,418,490)**

Replace and repair components of the main building of the Operation Centre including roofing, skylights, boiler, split unit a/c, heating water piping, exhaust system, rooftop a/c, unit heaters, controls, pressure washer, main electrical service, data wiring, fire alarm, access control, emergency generator.

#### **Multi-Year Capital Renewal Plan: West Vancouver Memorial Library (\$577,499)**

Replace and repair the following at the West Vancouver Memorial Library: roofing, wall finishes, floor finishes, water heater, unit heater, fire extinguishers, electrical service, interior lighting, millwork.

### GROUNDS & PARKS

#### **Failing Trails and Trail Structures Replacement (\$335,000)**

Part of an ongoing multi-year project that consists of replacing and/or repairing failing trails and trail structures (foot bridges, boardwalks, stairs, drainage infrastructure, etc.). Priority is given to areas of high public use and addressing critical safety concerns. For 2023, there are five critical repair/replacement projects identified.

#### **Gleneagles Community Centre Parking Lot Resurfacing (\$820,000)**

Replacement of the gravel surface with permeable concrete pavers. The gravel parking lot requires constant maintenance to level off the surface and to avoid tripping hazards. Potholes emerge every few months and the parking lot cannot be ploughed during heavy snow falls as the ploughs damage the plastic paving grid. As such during heavy snow the parking lot is closed to the public. In addition, the gravel surface makes it very difficult for persons with disabilities to navigate.

#### **Slope Stabilization along Seaview Trail (\$480,000)**

An engineering study was undertaken in 2019 on Seaview Trail to identify slopes where hazardous rock falls can occur so that stabilization measures can be carried out to reduce risk.

Seaview Walk was a right-of-way for a rail line constructed by the Pacific Great Eastern in the 1920s and bought by the BC government in the 1950s. After the Horseshoe Bay Tunnel opened in 1975 allowing trains to bypass this section of rail, the District of West Vancouver took over this stretch of track and converted the original railbed into a walking trail and named it Seaview Walk.

The trail is cut into a slope that was constructed for the railroad and has vertical rock faces on one side of the trail. These rock faces have the potential for rock falls that could reach the trail and pose a safety issue for trail users. This project is tendered to a qualified contractor that has extensive experience in this type of work.

### **Sports Court Replacement (\$800,000)**

Part of a multi-year program to replace tennis courts and outdoor sport courts. The sport of pickleball is growing in popularity with a corresponding desire for the District to build permanent, dedicated pickleball courts in West Vancouver. In 2022, the dedicated pickleball courts at 29th Street were closed in response to concerns from adjacent residents primarily about the noise of the sport. Subsequently, temporary pickleball courts have been installed on one of the tennis courts at Normanby Park and the District is seeking to build permanent, dedicated pickleball courts at Hugo Ray Park.

This project is to replace the dedicated pickleball courts at 29th Street and potentially the temporary courts at Normanby Park. This project will include site preparation, installation of four dedicated pickleball courts at Hugo Ray Park including one wheelchair accessible court, fencing and ancillary details to complete dedicated pickleball courts for public use.

## **INFORMATION TECHNOLOGY**

### **Application Software Upkeep and Enhancements (\$300,000)**

Strategic and transformation enhancements to business systems are necessary to accommodate work digitization, and systems upkeep and changes are required to maintain systems stability. With constant enhancements and maintenance, the District business process and supporting systems will be able to succeed.

The District's application software portfolio adjustments, enhancements, and upgrades will include an increase of automation. This will be accomplished through system integration with Oracle's JD Edwards, enhancements to Tempest and associated workflows, creation of PowerApps automation to replace obsolete technologies, a continuation of system integrations using Feature Manipulation Engine (FME), discovering and developing an Enterprise Resource Planning (ERP) replacement roadmap, and other upgrades and features enhancements to address security and business improvements needs.

### **Information Technology Infrastructure Replacement and Additions (\$350,000)**

In 2023, a number of the District's back-office technology systems will reach end-of-life and require renewal. Technical infrastructure investment and life-cycle planning is an important foundational requirement to ensure that the District's core technology services remain operational in a reliable and cost-effective manner.

The 2023 technology infrastructure replacement will allow for the replacement and ongoing support of end-of-life technology infrastructure, including hardware and software, network (switches and routers), wireless, Voice Over Internet Protocol (VOIP) and cybersecurity hardware and software. The replacement of this equipment will be coordinated by District staff, assisted by subject matter experts where required while striving to control costs by following a competitive procurement process and using outside expertise only where necessary.

Demand for technology continues to grow. This demand is further elevated by increased threats in cyber security and higher reliance for technology and digitization in the new normal.

## **TRANSPORTATION INFRASTRUCTURE**

### **Active Transportation Infrastructure (\$200,000)**

The Roads and Transportation Department is seeking \$595,000 in total towards the planning, design and implementation of dedicated cycling and pedestrian infrastructure throughout the District. Phase 1 requires \$200,000 in funding.

In general, the shift to sustainable transportation requires infrastructure improvements and strategies to promote cycling and walking. Cycling and pedestrian infrastructure projects are implemented to increase bicycle and walking trips, as well as improve overall safety for cyclists, pedestrians, and greenway users.

Improvements to the District's active transportation network are in alignment with the strategic goal objective 4.3 of Council's Strategic Plan for 2020-2021 to diversify, expand, and improve the safety and appeal of active transportation options.

### **Bridge and Structural Infrastructure (\$300,000)**

The Roads and Transportation Department is seeking \$450,000 in total towards planning and design, as well as rehabilitation works for structural infrastructure throughout the District. Phase 1 requires \$300,000 in funding.

The structural infrastructure extends to include bridges, retaining walls, slopes, and District-owned docks. District staff continually commission, conduct, and review condition assessments and projected associated funding requirements for all structural infrastructure while managing funding levels based on competing priorities. Funding levels will likely need to increase as infrastructure ages. Targeted projects for 2023 include bridge lifecycle cost benefit analysis, slope hazard assessment planning and policy, and priority maintenance works for bridge structures based on the updated 2022 condition inspection report.

### **Roads and Pavement Infrastructure (\$1,890,000)**

The Roads and Transportation Department is seeking \$2,820,000 in total for the rehabilitation of road and pavement infrastructure, including milling and overlay of surface pavement, total road reconstruction and other road improvements such as intersection safety improvements. Phase 1 requires \$1,890,000 in funding.

District staff continually review funding requirements for all transportation infrastructure types, including road rehabilitation, and manage funding levels based on these competing priorities. Given current funding constraints the focus of the road and pavement program is to maintain the quality of arterial and collector roads with no reduction to the existing deferred maintenance backlog in the 2023 capital program. In 2023, District staff will continue to work towards developing a strategy whereby sustainable funding levels can be achieved over time, while balancing budget constraints, available resources, and competing priorities.

### **Transportation Support Infrastructure (\$657,000)**

The Roads and Transportation Department is seeking \$1,042,000 in total for transportation support infrastructure, which includes traffic studies and counts, pole painting, traffic signal upgrades, and pedestrian safety improvements at Cypress Bowl Road connecting adjacent neighbourhoods. Phase 1 requires \$657,000 in funding.

Improvements to the District's active transportation network are in alignment with the strategic goal objective 4.3 of Council's Strategic Plan for 2020-2021 to diversify, expand, and improve the safety and appeal of active transportation options.

# CAPITAL PROJECT DESCRIPTIONS

## Phase 2 General Fund Projects (>\$300,000)

### FACILITIES MAINTENANCE

#### Multi-Year Capital Renewal Plan: Parkade and Central Plant (\$602,563)

Replacement of the building controls, interior lighting, fire alarm.

### TRANSPORTATION INFRASTRUCTURE

#### Active Transportation Infrastructure (\$395,000)

The Roads and Transportation Department is seeking \$595,000 in total towards the planning, design and implementation of dedicated cycling and pedestrian infrastructure throughout the District. Phase 2 requires \$395,000 in funding.

In general, the shift to sustainable transportation requires infrastructure improvements and strategies to promote cycling and walking. Cycling and pedestrian infrastructure projects are implemented to increase bicycle and walking trips, as well as improve overall safety for cyclists, pedestrians, and greenway users.

Improvements to the District's active transportation network are in alignment with the strategic goal objective 4.3 of Council's Strategic Plan for 2020-2021 to diversify, expand, and improve the safety and appeal of active transportation options.

#### Bridge and Structural Infrastructure (\$150,000)

The Roads and Transportation Department is seeking \$450,000 in total towards planning and design, as well as rehabilitation works for structural infrastructure throughout the District. Phase 2 requires \$150,000 in funding.

The structural infrastructure extends to include bridges, retaining walls, slopes, and District-owned docks. District staff continually commission, conduct, and review condition assessments and projected associated funding requirements for all structural infrastructure while managing funding levels based on competing priorities. Funding levels will likely need to increase as infrastructure ages. Targeted projects for 2023 include bridge lifecycle cost benefit analysis, slope hazard assessment planning and policy, and priority maintenance works for bridge structures based on the updated 2022 condition inspection report.

#### Roads and Pavement Infrastructure (\$930,000)

The Roads and Transportation Department is seeking \$2,820,000 in total for the rehabilitation of road and pavement infrastructure, including milling and overlay of surface pavement, total road reconstruction and other road improvements such as intersection safety improvements. Phase 2 requires \$930,000 in funding.

District staff continually review funding requirements for all transportation infrastructure types, including road rehabilitation, and manage funding levels based on these competing priorities. Given current funding constraints the focus of the road and pavement program is to maintain the quality of arterial and collector roads with no reduction to the existing deferred maintenance backlog in the 2023 capital program. In 2023, District staff will continue to work towards developing a strategy whereby sustainable funding levels can be achieved over time, while balancing budget constraints, available resources, and competing priorities.

#### Transportation Support Infrastructure (\$385,000)

The Roads and Transportation Department is seeking \$1,042,000 in total for transportation support infrastructure, which includes traffic studies and counts, pole painting, traffic signal upgrades, and pedestrian safety improvements at Cypress Bowl Road connecting adjacent neighbourhoods. Phase 2 requires \$385,000 in funding.

Improvements to the District's active transportation network are in alignment with the strategic goal objective 4.3 of Council's Strategic Plan for 2020-2021 to diversify, expand, and improve the safety and appeal of active transportation options.

### VEHICLE FLEET

#### Replace 2005 Smeal Gladiator Pumper Engine Fire Truck- Unit Number F044 (\$950,000)

Fire and Rescue Services is seeking \$950,000 for the replacement of a first response fire apparatus vehicle, unit number F044. This vehicle is the oldest pumper style first response apparatus currently in operation in the Fire and Services Division. Procuring a new pumper style first response apparatus will enable the Fire and Rescue Division to continue to standardize its fleet, improve safety of the crews and public, and increase interoperability with the department and with the shared service agreement on the North Shore. Current best practice recommendations by the National Fire Protection Association and Underwriters Laboratories of Canada Standards outline that first response emergency vehicles must be maintained to the recommended standard and replaced after 15 years of service. Fire and Rescue services currently replaces first response emergency vehicles after 20 years of service.

The current condition of this vehicle represents a significant liability to the District due to its age and deteriorating condition. This can result in a delay in emergency services and potential injury to staff. Disposal proceeds are estimated at \$25,000.

A scenic view of a sunset over the ocean. The sky is filled with layers of clouds, some illuminated by the setting sun, creating a warm, golden glow. The water is dark blue with gentle ripples. In the foreground, a white seagull is perched on a dark, rocky outcrop. The overall mood is peaceful and serene.

# Utility & Other Funds

# WATER UTILITY

## Statement of Operations

	Budget 2023		Budget 2022		Actual 2021	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
User Fees	93.59%	21,294,800	85.00%	19,431,000	96.12%	18,715,118
Meter Rental Charges	0.00%	-	0.00%	-	2.58%	502,154
Micro Power Generation	0.10%	22,000	0.10%	22,000	0.13%	26,261
Developer Contributions	0.00%	-	5.69%	1,300,000	0.00%	-
Internal Recoveries	1.00%	228,200	0.69%	158,200	0.93%	181,719
Other Revenue	0.91%	207,600	0.29%	67,000	0.24%	45,952
Asset Maintenance Reserve	4.40%	1,000,000	8.23%	1,881,800	0.00%	-
	<b>100.00%</b>	<b>22,752,600</b>	<b>100.00%</b>	<b>22,860,000</b>	<b>100.00%</b>	<b>19,471,204</b>
<b>Expenses</b>						
Water Purchases	21.67%	4,931,600	20.26%	4,631,100	19.49%	3,795,695
Administration Charge	1.54%	350,000	1.53%	350,000	1.80%	350,000
Operations & Maintenance	21.63%	4,920,600	20.70%	4,731,400	16.75%	3,261,894
Capital Program	35.71%	8,125,000	40.86%	9,340,000	20.84%	4,057,401
Debt Service	7.84%	1,784,900	7.81%	1,784,900	9.17%	1,784,907
Transfer to Operating Reserve	11.61%	2,640,500	8.85%	2,022,600	31.95%	6,221,308
	<b>100.00%</b>	<b>22,752,600</b>	<b>100.00%</b>	<b>22,860,000</b>	<b>100.00%</b>	<b>19,471,205</b>
		-		-		(1)

# SEWER & DRAINAGE UTILITY

## Statement of Operations

	Budget 2023		Budget 2022		Actual 2021	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
User Fees	99.04%	27,002,000	98.28%	24,234,200	98.90%	22,173,466
Internal Recoveries	0.84%	228,200	0.67%	164,500	0.81%	181,719
Other Revenue	0.13%	34,800	0.14%	33,600	0.29%	64,652
Asset Maintenance Reserve	0.00%	-	0.91%	225,500	0.00%	-
	<b>100.00%</b>	<b>27,265,000</b>	<b>100.00%</b>	<b>24,657,800</b>	<b>100.00%</b>	<b>22,419,837</b>
<b>Expenses</b>						
<sup>1</sup> GVS&DD Levy	43.81%	11,945,400	39.42%	9,719,600	37.37%	8,379,107
Administration Charge	1.36%	370,000	1.50%	370,000	1.65%	370,000
Sanitary Operations & Maintenance	6.93%	1,888,800	7.37%	1,816,200	8.21%	1,840,294
Storm Operations & Maintenance	3.58%	977,200	3.81%	939,600	5.09%	1,141,489
Sanitary System Rehabilitation	20.05%	5,467,000	22.02%	5,430,000	8.26%	1,851,468
Storm/Drainage Rehabilitation	20.14%	5,491,000	21.41%	5,280,000	5.16%	1,157,200
Transfer to Operating Reserve	4.13%	1,125,600	4.47%	1,102,400	34.26%	7,680,269
	<b>100.00%</b>	<b>27,265,000</b>	<b>100.00%</b>	<b>24,657,800</b>	<b>100.00%</b>	<b>22,419,827</b>
		-		-		<b>10</b>

<sup>1</sup> Greater Vancouver Sewerage and Drainage District Levy reflects increased costs due to the North Shore Wastewater Treatment Plant.

# SOLID WASTE UTILITY

## Statement of Operations

	Budget 2023		Budget 2022		Actual 2021	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
Waste User Fees	67.78%	3,105,800	63.42%	2,773,000	64.28%	2,615,658
Recycling User Fees	0.00%	-	0.00%	-	-0.10%	(4,225)
Tag Sales	0.26%	12,000	0.27%	12,000	0.40%	16,476
Contract/Material Revenue	0.00%	-	0.00%	-	-1.10%	(44,808)
Public Realm Refuse Fee	26.16%	1,198,900	23.34%	1,020,500	23.25%	946,331
Recycling Contract Recovery	0.00%	-	0.00%	-	0.01%	500
Transfer from Reserve	5.80%	265,604	12.96%	566,700	13.26%	539,465
	<b>100.00%</b>	<b>4,582,304</b>	<b>100.00%</b>	<b>4,372,200</b>	<b>100.00%</b>	<b>4,069,397</b>
<b>Expenses</b>						
<sup>1</sup> Management/Outreach/NSRP	8.13%	372,592	6.08%	265,640	5.33%	217,092
<sup>2</sup> Garbage, Yard Trimmings & FSR						
Garbage Collection Contract	12.85%	588,712	12.36%	540,500	13.17%	535,833
Yard Trimmings & FSR Collection	24.57%	1,125,648	23.64%	1,033,500	25.20%	1,025,626
Metro Vancouver Tipping Fees	21.90%	1,003,500	22.94%	1,002,900	23.54%	957,911
Hugo Ray - Landfill Monitoring	0.00%	-	1.53%	66,800	1.51%	61,474
Administration Charge	1.96%	90,000	2.06%	89,920	2.21%	90,000
Public Realm Refuse	30.59%	1,401,852	31.40%	1,372,940	29.03%	1,181,461
	<b>100.00%</b>	<b>4,582,304</b>	<b>100.00%</b>	<b>4,372,200</b>	<b>100.00%</b>	<b>4,069,397</b>
		-		-		-

<sup>1</sup> NSRP: North Shore Recycling Program.

<sup>2</sup> FSR: Food Scraps Recycling.

# GOLF

## Statement of Operations

	Budget 2023		Budget 2022		Actual 2021	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
Golf Fees	97.73%	1,118,870	98.39%	1,063,552	99.77%	1,610,530
Rental Revenue - Facility	2.27%	26,000	1.61%	17,414	0.23%	3,734
	<b>100.00%</b>	<b>1,144,870</b>	<b>100.00%</b>	<b>1,080,966</b>	<b>100.00%</b>	<b>1,614,264</b>
<b>Expenses</b>						
Pro Shop and Management	19.21%	219,900	20.34%	219,900	14.93%	242,181
Operations & Maintenance	70.37%	805,622	70.43%	761,302	49.91%	809,351
Debt Service	8.71%	99,765	9.23%	99,764	6.15%	99,765
Transfer to Development Fund	1.71%	19,583	0.00%	-	29.00%	470,348
	<b>100.00%</b>	<b>1,144,870</b>	<b>100.00%</b>	<b>1,080,966</b>	<b>100.00%</b>	<b>1,621,645</b>
		-		-		<b>7,381</b>

# CEMETERY

## Statement of Operations

	Budget 2023		Budget 2022		Actual 2021	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
User Fees	92.90%	1,047,000	78.34%	981,301	94.31%	1,265,337
Interest	7.10%	80,000	11.26%	141,000	5.69%	76,300
Transfer from Development Fund	0.00%	-	10.40%	130,300	0.00%	-
	<b>100.00%</b>	<b>1,127,000</b>	<b>100.00%</b>	<b>1,252,601</b>	<b>100.00%</b>	<b>1,341,637</b>
<b>Expenses</b>						
Operations & Maintenance	51.07%	575,531	44.99%	563,497	38.39%	514,988
Sales & Use Costs	19.69%	221,860	13.52%	169,300	15.41%	206,713
Administration Charge	15.84%	178,500	14.25%	178,500	13.30%	178,500
Capital Program	0.00%	-	15.67%	196,300	1.82%	24,368
Transfer to Development Fund	13.41%	151,109	11.58%	145,004	31.09%	417,069
	<b>100.00%</b>	<b>1,127,000</b>	<b>100.00%</b>	<b>1,252,601</b>	<b>100.00%</b>	<b>1,341,638</b>
		-		-		(1)

# TRANSIT

## Statement of Operations

	Budget 2023		Budget 2022		Actual 2021	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
External Recoveries	100.00%	21,486,087	100.00%	20,130,965	100.00%	19,817,723
	<b>100.00%</b>	<b>21,486,087</b>	<b>100.00%</b>	<b>20,130,965</b>	<b>100.00%</b>	<b>19,817,723</b>
<b>Expenses</b>						
<b>Administration</b>						
Salaries & Benefits	66.22%	1,633,476	68.53%	1,467,765	71.64%	1,696,720
Supplies & Other Expenses	12.83%	316,500	7.77%	166,500	4.40%	104,195
Professional & Consulting	2.19%	54,000	2.52%	54,000	6.10%	144,516
Recoveries & Allocations	18.76%	462,879	21.17%	453,398	17.86%	423,086
	<b>100.00%</b>	<b>2,466,855</b>	<b>100.00%</b>	<b>2,141,663</b>	<b>100.00%</b>	<b>2,368,517</b>
<b>Operations</b>						
Salaries & Benefits	85.57%	10,727,105	87.39%	10,698,358	86.56%	10,419,388
Supplies & Other Expenses	14.42%	1,807,500	12.60%	1,543,100	13.41%	1,613,678
Professional & Consulting	0.00%	-	0.00%	-	0.03%	4,100
Recoveries & Allocations	0.01%	1,000	0.01%	1,000	0.00%	314
	<b>100.00%</b>	<b>12,535,605</b>	<b>100.00%</b>	<b>12,242,458</b>	<b>100.00%</b>	<b>12,037,480</b>
<b>Vehicle Maintenance</b>						
Salaries & Benefits	45.55%	2,953,152	50.01%	2,873,979	46.55%	2,519,148
Supplies & Other Expenses	54.33%	3,522,475	49.85%	2,864,865	53.39%	2,889,099
Recoveries & Allocations	0.12%	8,000	0.14%	8,000	0.06%	3,480
	<b>100.00%</b>	<b>6,483,627</b>	<b>100.00%</b>	<b>5,746,844</b>	<b>100.00%</b>	<b>5,411,727</b>
<b>Total Expenses</b>						
Salaries & Benefits	71.27%	15,313,733	74.71%	15,040,102	73.85%	14,635,256
Supplies & Other Expenses	26.28%	5,646,475	22.72%	4,574,465	23.25%	4,606,972
Professional & Consulting	0.25%	54,000	0.27%	54,000	0.75%	148,616
Recoveries & Allocations	2.20%	471,879	2.30%	462,398	2.15%	426,880
	<b>100.00%</b>	<b>21,486,087</b>	<b>100.00%</b>	<b>20,130,965</b>	<b>100.00%</b>	<b>19,817,724</b>
		-		-		(1)

# TRANSIT

## Staffing

FTE count = Full Time Equivalents

DISTRICT PERMANENT EMPLOYEES	Permanent Full-Time			Permanent Part-Time / Casual			Total		
	Exempt	Union	Total	Exempt	Union	Total	Exempt	Union	Total
Permanent	12.00	120.00	132.00	-	12.80	12.80	12.00	132.80	144.80
Casual	-	-	-	-	4.80	4.80	-	4.80	4.80
<b>TOTAL TRANSIT EMPLOYEES</b>	<b>12.00</b>	<b>120.00</b>	<b>132.00</b>	<b>-</b>	<b>17.60</b>	<b>17.60</b>	<b>12.00</b>	<b>137.60</b>	<b>149.60</b>

### Staffing Changes

DISTRICT PERMANENT EMPLOYEES	2022	2022 Adjustments		2022	2023 Changes			2023
	Total	Transfers	Other	Revised	Transfers	Other	Total	Total
Permanent	143.80	-	-	143.80	-	1.00	1.00	144.80
Casual	4.80	-	-	4.80	-	-	-	4.80
<b>TOTAL TRANSIT EMPLOYEES</b>	<b>148.60</b>	<b>-</b>	<b>-</b>	<b>148.60</b>	<b>-</b>	<b>1.00</b>	<b>1.00</b>	<b>149.60</b>

#### Notes:

- Full Time Equivalent (FTE) equals one employee working full time hours.
- Staffing costs are fully recovered from TransLink through an operating agreement between the District and TransLink.



*west vancouver*