



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

10.3.

COUNCIL REPORT

Date:	September 26, 2024
From:	Nataliia Laptieva, Acting Manager, Financial Planning
Subject:	Proposed 2024-2028 Five-Year Financial Plan Bylaw No. 5324, 2024, Amendment Bylaw No. 5333, 2024 and Proposed Phase 2 Capital Funding Report
File:	08.1610.20/5333.2024

RECOMMENDATION

THAT proposed “2024-2028 Five-Year Financial Plan Bylaw No. 5324, 2024, Amendment Bylaw No. 5333, 2024” be read a first, second, third time;

THAT the following appropriation be made from the Capital Facilities Fund to fund 2024 Phase 2 Capital Projects:

Capital Facilities Fund	
Facilities Projects	88,000
Capital Facilities Fund Total	
	88,000

and that these funds be available until December 31, 2026, and any funds unused at that time be returned to the Capital Facilities Fund, be approved;

THAT the following appropriation be made from the Capital Infrastructure Reserve Fund to fund 2024 Phase 2 Capital Projects:

Capital Infrastructure Reserve Fund	
Grounds and Parks	580,450
Transportation Infrastructure	155,000
Capital Infrastructure Reserve Fund Total	
	735,450

and that these funds be available until December 31, 2026, and any funds unused at that time be returned to the Capital Infrastructure Reserve Fund, be approved;

THAT the following appropriations be made from the Capital Equipment Reserve Fund to fund 2024 Phase 2 Capital Projects:

Capital Equipment Reserve Fund	
Equipment	202,000
Fleet - Vehicle and Heavy-Duty Equipment	680,000
IT Hardware and Software	600,000
Capital Equipment Reserve Fund Total	
	1,482,000

and that these funds be available until December 31, 2026, and any funds unused at that time be returned to the Capital Equipment Reserve Fund, be approved;

THAT the following appropriations be made from the Community Amenity Reserve Fund to fund the 2024 Phase 2 Capital Project:

Community Amenity Reserve Fund	
Facilities Projects	175,000
Community Amenity Reserve Fund Total	175,000

and any funds unused at that time of project completion be returned to the Community Amenity Reserve Fund, be approved.

1.0 Purpose

The purpose of this report is to seek Council’s approval of the proposed 2024-2028 Five-Year Financial Plan Bylaw, No. 5324, 2024, Amendment Bylaw No. 5333, 2024 (**Appendix A**).

And to obtain Council’s authorization to finance the District of West Vancouver’s (“District”) 2024 Phase 2 capital project plan (**Appendix B**), by expending funds from the following statutory reserves:

1. Capital Facilities Fund;
2. Capital Infrastructure Reserve Fund;
3. Capital Equipment Reserve Fund; and
4. Community Amenity Reserve Fund.

The first three funds are Asset Levy Reserve Funds, and the last one is a statutory reserve.

2.0 Executive Summary

The financial plan establishes a local government’s expense authority. Thus, a local government cannot make an expenditure that is not included in the financial plan. The Financial Plan Amendment is a “mid-course” adjustment for changing or unforeseen circumstances that were not known during the regular budgeting process. It allows the organization to meet emerging needs or make course corrections if required.

Staff are proposing to amend the Five-Year Financial Plan Bylaw No. 5324, 2024 to address collective agreement settlements, risk mitigation costs, inflationary cost increases, emergency expenditures to prevent asset failures, and Council directed initiatives. The budget amendment recognizes a net surplus adjustment of \$142K in General Fund revenues and expenditures, as well as minor adjustments to Phase 1 capital projects and a revised list of Phase 2 capital projects.

For the Phase 2 2024 capital program, approvals are required for the appropriations from the Asset Reserves (Capital Facilities Fund, Capital

Infrastructure Reserve Fund, Capital Equipment Reserve Fund) and Community Amenity Reserve Funds.

3.0 Legislation/Bylaw/Policy

Section 165 of the *Community Charter* requires that all District spending be authorized by bylaw. Staff are required to prepare a Five-Year Financial Plan bylaw for the District of West Vancouver each year. The bylaw must be adopted prior to the adoption of the annual tax rate bylaw. Under section 165(2) of the *Community Charter*, the financial plan may be amended by bylaw at any time.

All capital projects to be funded must also be included in the District's Five-Year Financial Plan. In addition, Council approval is required to expend funds for the capital program from statutory reserves.

The three Asset Levy Reserve Funds are special statutory reserve funds established pursuant to *Community Charter* Section 188 and serve to segregate asset funding from operational funding. Use of the funds in the asset reserves requires a Council resolution to authorize expenditure as per the following asset reserve bylaws:

- Capital Facilities Fund Bylaw No. 4641, 2010
- Capital Infrastructure Reserve Fund Bylaw No. 4882, 2016
- Capital Equipment Reserve Fund Bylaw No. 4881, 2016

The Community Amenity Reserve Fund is also established pursuant to *Community Charter* Section 188. Use of the funds in this reserve also require a Council resolution to authorize expenditure as per the following bylaw:

- Community Amenity Reserve Fund Bylaw No. 5067, 2021

4.0 Council Strategic Objective(s)/Official Community Plan

4.1 Strategic Objectives

The District's five-year financial plan is developed based on Council's strategic goal of delivering municipal services efficiently. The financial plan provides high-level details on the resources required to continue the delivery of general services to the community in addition to carrying out Council's strategic plan.

4.2 Official Community Plan

The District's annual planning and budgeting process has been conducted in alignment with the Official Community Plan (OCP) as outlined in section 3.1 – financial planning process:

Section 477 of the Act requires that when a proposed OCP is prepared it must be considered in conjunction with the municipality's financial plan.

Following adoption, the District’s annual planning and budget process would then be conducted in alignment with this plan.

The proposed budget is consistent with the District’s OCP.

5.0 Financial Implications

Financial implications are discussed throughout the report.

6.0 Background

The Five-Year Financial Plan provides a budgetary framework to enable the District of West Vancouver to plan and manage its resources, revenues, and expenditures in an accountable order which best serves the community. It includes both the operating and capital budgets for the General Fund, Utility Funds (Water, Sewer and Drainage, Solid Waste), Golf Fund and Cemetery Fund.

The adoption of the financial plan prior to the adoption of the annual tax rates bylaw is a requirement of the *Community Charter*; the calculation of revenues and expenditures in the financial plan justifies the collection of the taxes. Tax rates can be set, and taxes collected, only once in each calendar year, thus it is incumbent on the municipality to be both cautious and conservative when creating the financial plan.

There may be unpredictable situations that can affect the budget, and it is best practice to review the District’s financial performance on an ongoing basis. Part of the review process at mid-year (second quarter) is to perform a financial forecast for the remainder of the year based on the most current information to date. An amendment to the financial plan can then be proposed for consideration.

6.1 Previous Decisions

On April 22, 2024, Council passed the following resolution:

THAT proposed “Five-Year Financial Plan Bylaw No. 5324, 2024” be adopted.

Council also passed resolutions for appropriations from statutory reserves to fund the 2024 Phase 1 capital projects.

6.2 History

At the September 23, 2024, Finance and Audit Committee meeting, committee members reviewed a draft of the Council Report titled “Proposed 2024-2028 Five-Year Financial Plan Bylaw No.5324, 2024, Amendment Bylaw No. 5333, 2024” and passed the following resolution:

THAT the report regarding Proposed 2024-2028 Five-Year Financial Plan Bylaw No.5324, 2024, Amendment Bylaw No. 5333, 2024 and Proposed 2024 Phase 2 Capital Funding Report be received for information.

7.0 Analysis

7.1 Discussion

The 2024 budget is a minimum spend budget to sustain existing services and focused on key priorities, including the return to full programming, climate change mitigation and adaptation strategies, and asset maintenance. It also carefully considers adjustments related to the increasing impact of inflationary factors, uncontrollable contractual obligations, and items essential for achieving expected service levels.

Last fall when the 2024 budget was developed, assumptions were made for uncertain items and amendments are now proposed to adjust the budget. This table summarizes the proposed General Fund operating budget amendment items based on the mid-year review and forecast.

General Fund – Operating Budget	Revenue	Expense	Net Change
Revenue Adjustments:	\$1,774,303	\$1,158,281	\$616,022
Community Amenity Contributions (CACs) ¹	\$498,844	\$498,844	-
Destination Parks Pay Parking ²	\$369,040	(\$19,960)	\$389,000
Local Government Housing Initiatives ³	\$350,807	\$350,807	-
Growth in Community Services' programs ⁴	\$302,610	\$52,610	\$250,000
Long-term lease of 2195 Gordon Avenue to Darwin Properties Ltd. ⁵	\$224,192	\$224,192	-
Grants-in-lieu of property taxes ⁶	\$40,622	-	\$40,622
Third-party funded library programs ⁷	\$32,788	\$32,788	-
Biodiversity conservation on private property project funded by the Fraser Basin Council (FBC) Society ⁸	\$19,000	\$19,000	-
Permit revenue decrease due to development slowdown ⁹	(\$63,600)	-	(\$63,600)
Expense Adjustments:	-	\$473,967	(\$473,967)
Collective agreement with West Vancouver Professional Firefighters' Union ¹⁰	-	\$303,300	(\$303,300)
Cyber security detection and response service ¹¹	-	\$150,000	(\$150,000)
Tree management on District property ¹²	-	\$76,000	(\$76,000)
Cost escalation for fire dispatch service ¹³	-	\$30,200	(\$30,200)
Emergency supplies replacement ¹⁴	-	\$30,000	(\$30,000)
Expanded scope for annual audit ¹⁵	-	\$30,000	(\$30,000)
Approved vehicle allowance increase ¹⁶	-	\$16,624	(\$16,624)
Other minor items ¹⁷	-	\$13,800	(\$13,800)
Interest on tax prepayment ¹⁸	-	(\$70,870)	\$70,870
Vacancy savings ¹⁹	-	(\$63,087)	\$63,087
Efficiency and cost savings ²⁰	-	(\$42,000)	\$42,000
Sub-total	\$1,774,303	\$1,632,248	\$142,055
Transfer surplus to reserves ²¹	-	\$142,055	(\$142,055)
Total	\$1,774,303	\$1,774,303	-

General Fund – Operating Budget

Revenue Adjustments

- 1) The District received \$499K in total for Community Amenity Contributions and amenity unit charges received from the projects at 2229 Folkstone, 14 Glenmore Drive, and 1427 Marine Drive. A budget amendment is required to recognize the revenue and the resulting transfer to the CAC reserves.
- 2) The annual gross revenue for the Phase I Destination Parks Pay Parking program, implemented in Lighthouse Park, Whytecliff Park, and Whyte Lake Trailhead/Nelson Canyon, is projected higher than budgeted. A revenue budget amendment of \$369K is proposed to adjust the gross 2024 program revenue to \$625K, which will cover the associated pay parking operating expenses and park maintenance costs. The amendment will increase the net revenue transfer to reserve funds for future capital projects and operating expenditures within the three program parks. Additionally, the operating costs for the pay parking program have been re-evaluated lower than budgeted, resulting in a net proposed \$20K reduction in the operating expense budget.
- 3) The District received the Ministry of Housing grant of \$351K to support local governments in meeting the new legislative requirements of Bill 44, 46, and 47 Housing Statutes. The statutes imply accommodation of small-scale, multi-unit housing requirements, a shift to pro-active planning and Transit Oriented Development approach, and the adoption of new development finance tools. A budget amendment is required to recognize the grant funding and operating expenses associated with the necessary changes to the planning framework.
- 4) Since last year, Parks, Culture, and Community Services have seen consistent growth in program revenues from fit passes, drop-in classes, admissions, rentals, memberships, and programming. To reflect the strong revenue trend and the associated program cost adjustments, a net budget amendment of \$250K is proposed.
- 5) Recognition of the annual portion, \$224K, of the long-term lease with Darwin Properties for 2195 Gordon Avenue. A budget amendment is required to recognize the lease revenue and the corresponding transfer to the Land Reserve Fund.
- 6) The grants-in-lieu of property taxes paid by BC Hydro was higher than originally estimated. The operating revenue budget requires an adjustment through a proposed budget amendment of \$41K.
- 7) The West Vancouver Memorial Library annually receives third-party funding for specific programs. The combined funding of \$33K will be used towards various library programs, such as Welsh Music

Promotion, the Homebound Book Discussion Club, the Summer Reading Club, and so on.

- 8) The Fraser Basin Council (FBC) Society awarded the District a \$19K grant for the Advance Biodiversity Conservation on Private Property project. The project aims to protect and enhance biodiversity on privately owned lands and will support the District's natural asset management program, with further implications for the Urban Forest Management Plan. A budget amendment of \$19K is proposed to recognize the receipt of the grant funding and to fund the associated project costs.
- 9) The slowdown in development has affected the number of tree cutting permit applications. A budget amendment of \$64K is proposed to reduce the operating revenue budget accordingly.

Expense Adjustments

- 10) The collective agreement with the West Vancouver's Professional Firefighters' Union was ratified in the spring of 2024. This adjustment of \$303K reflects the new collective agreement costs beyond what was initially budgeted.
- 11) Due to the increased risk of cyber attacks and the District's handling of sensitive data, including residents' personal information and public records, there is an urgent need to invest in cyber security detection and response services. These 24/7 services, provided by third-party companies, offer advanced threat detection and response capabilities to help identify and address security threats effectively. Therefore, a \$150K increase to the operating budget is proposed.
- 12) Recent climate change and drought conditions have significantly impacted District trees, leading to an increase in hazardous trees. To address this issue, a budget amendment of \$76K is proposed to enhance hazard tree management to maintain the health of the District's ecosystems and ensure community safety.
- 13) A budget amendment of \$30K is proposed to cover the increased costs for dispatch services for West Vancouver Fire & Rescue. The increase is due to inflationary cost escalations being higher than originally budgeted and also rising call volumes. This service is essential for emergency response.
- 14) The District is required to maintain a regular schedule for the replacement of emergency supplies, such as phones, non-perishable food items, and sleep kits. These supplies are critical to the effectiveness of the Emergency Preparedness Program and are due for replacement now, therefore an amendment of \$30K is proposed to cover the costs.

- 15) An operating budget amendment of \$30K is required to cover the increased costs of audit services resulting from the expanded scope of work for the 2023 fiscal year-end.
- 16) An increase of \$17K is requested for the operating budget to reflect the increase in vehicle allowance rates as per the proposed update to the District's Vehicle Use and Allowance Policy #02-10-104.
- 17) Other minor additional costs to increase the operating expense budget by \$14K for a foreshore archeological multi-assessment permit and moving containers from Klee Wyck to Ambleside.
- 18) An amendment of \$71K is proposed to reduce the budget for interest expenses paid to property owners on tax prepayments. The assumption for interest rates used to develop the budget for tax prepayment interest expenses was higher than actual rates.
- 19) Vacancy savings have resulted from unfilled positions and organizational restructures. The savings will offset the vacancy factor, built into district wide labour budgets, for service areas that are fully staffed. A net amendment of \$63K is proposed to reduce overall labour costs.
- 20) Efficiency savings of \$32K were achieved through optimization of printers/photocopiers and cost savings of \$10K have been identified in the Office of the Municipal Manager. An amendment of \$42K is proposed to reduce operating budget costs.

Transfer Surplus to Asset Reserves

- 21) The revenue amendment items total \$1.8M which exceeds the total expense amendment items of \$1.6M by \$142K. The surplus revenue is proposed to be transferred to the asset reserves to support the revised 2024 Phase 2 capital plan.

General Fund – Capital Budget

In 2016, the District took a significant step by establishing an Asset Levy to address the funding gap of maintaining the District's assets at an optimal level. As assets age, the costs for their maintenance and replacement increase year by year. Any deferral in addressing these costs typically translate to escalated costs in the future due to the inflationary factors and the compounding effect of wear and tear. For 2024, even with a 4.00% Asset Levy increase and additional operating contributions to capital, there is still a shortfall in the budget. This shortfall indicates that the costs associated with maintaining and replacing aging assets continue to outpace the available funding. It highlights the ongoing challenge of balancing the budgetary constraints with the necessity of keeping essential infrastructure in good working condition.

The District applies just-in-time funding methodology for the capital program. This process makes use of phasing to draw upon reserves as needed and allows for reprioritization of projects throughout the year as priorities change. Under this methodology, the District’s capital program is split between Phase 1 and Phase 2 with funding appropriations done twice a year. Phase 1 appropriations were passed when the initial five-year financial plan was approved by Council and Phase 2 appropriations will be reviewed during the five-year financial plan amendment stage.

The progress of Phase 1 capital projects was reviewed at mid-year and proposed amendments will adjust previously approved project budgets. **Appendix B** shows the list of revised 2024 Phase 2 capital projects, new 2024 capital project requests, and reviewed Phase 1 projects.

The revised Phase 2 capital projects budget totals \$1.1M which is an increase of \$50K from that originally included in the 2024-2028 Five-Year Financial Plan. The Phase 2 capital project list also includes \$612K in new project requests which are Council initiatives and emergent projects. The project budgets for prior year and 2024 Phase 1 are proposed to increase by \$3.3M. **Appendix C** includes the list of revised Phase 2, new, and Phase 1 capital projects along with explanations for the changes. The proposed funding for Phase 1 amendments, revised Phase 2, and new capital projects is shown in **Appendix D**.

The table below shows the remaining balance of the statutory reserves after the proposed capital budget appropriations.

Reserves	Reserve Balance as at June 30	Re-budget & Phase 1 Committed	Re-budget & Phase 1 Amendments	New & Phase 2 Requested	Reserve Balance
Asset Reserves*	\$39,330,682	(\$36,090,426)	(\$1,335,450)	(\$970,000)	\$934,806
CAC Reserve Fund - Neighbourhood Serving	\$16,634,581	(\$2,608,683)	-	-	\$14,025,898**
CAC Reserve Fund - Community Serving	\$16,175,910	(\$8,943,186)	\$45,971	(\$175,000)	\$7,103,695**
CAC Reserve Fund - Restricted	\$7,562,246	(\$1,285,083)	-	-	\$6,277,163**
Public Art Reserve Fund	\$778,877	(\$5,568)	-	-	\$773,309
Total	\$80,482,296	(\$48,932,946)	(\$1,289,479)	(\$1,145,000)	\$29,114,871

* Asset Reserves include Capital Facilities Fund, Capital Infrastructure Reserve Fund, and Capital Equipment Reserve Fund.

**The balances in the CAC Reserve Funds do not include closed meeting commitments.

Utility Funds

Staff regularly review projects to ensure that critical watermain replacements are addressed promptly. Budget reallocations between capital watermain replacement projects were requested due to unexpected issues, such as increased project scope during excavation work or difficulty maneuvering the mainline around dead-ends and cul-de-sacs.

Additional funding was also required for the sanitary lift station replacement project to accommodate the design of the Piccadilly South Lift Station. This will be offset by savings from another underspent project. These capital funding reallocations will have a net-zero impact on the Utility Fund reserve balances. The revised utility capital projects with offsetting budget reallocations are detailed in **Appendix B**.

The 2024-2028 Five-Year Financial Plan Bylaw No. 5324, 2024, Amendment Bylaw No. 5333, 2024 (**Appendix A**) captures all the operating and capital amendment items discussed above.

7.2 Sustainability

Mid-year financial plan review is a key component of the District's budgeting process, supporting financial sustainability, as well as the achievement of Council's priorities. It allows for the necessary adjustments in the budget document, reflecting new information that became available since the budget was adopted. The changes made as part of the mid-year review are mutually offsetting – incremental expenditures (uses of funds) are offset by incremental revenues (sources of funds), preserving the integrity and sustainability of the financial plan.

Options

7.3 Recommended Option

Council approves the proposed bylaw.

7.4 Considered Options

The West Vancouver Community Arts Council and Kay Meek Arts Centre submitted requests to increase their fee-for-service agreement during the 2024 budget process and the requests were not approved by Council. The parties subsequently submitted letters to Mayor and Council for financial support and were informed that their requests would be reviewed during the 2024 budget amendment process:

- West Vancouver Community Arts Council submitted a letter to Mayor and Council reiterating their request for an increase to their Fee for Service Agreement in the amount of \$35,000;

- Kay Meek Arts Centre submitted a letter to Mayor and Council requesting one-time support in the amount of \$40,000 due to hardships experienced in 2024 related to the Place for Sport construction project.

Council has the option to consider these items as a one-time increase for 2024. This would result in the following changes to the budget amendment amount and the surplus would decrease from \$142K to \$57K resulting in less funds to transfer to reserves.

Considered Options	Revenue	Expense	Net Change
Surplus from budget amendment	\$1,774,303	\$1,632,248	\$142,055
West Vancouver Community Arts Council fee-for-service	-	\$35,000	(\$35,000)
Kay Meek Arts Centre	-	\$40,000	(\$40,000)
Total	\$1,774,303	\$1,707,248	\$67,055

Council may also defer consideration of the proposed bylaw; or request further information or revisions to the proposed bylaw.

8.0 Conclusion

An amendment to the 2024-2028 Five-Year Financial Plan bylaw is recommended to adjust for revenues and expenditures based on results to date.

Author:



Nataliia Laptieva, Acting Manager, Financial Planning

Concurrence



Chrystal Boy, Deputy Director, Financial Services

Appendices:

Appendix A: Five-Year Financial Plan Bylaw No. 5324, 2024, Amendment Bylaw No. 5333, 2024

Appendix B: 2024 Revised Capital Projects List

Appendix C: 2024 Capital Projects List – Original versus Revised

Appendix D: Summary of Proposed Funding

This page intentionally left blank

This page intentionally left blank



District of West Vancouver

**Five-Year Financial Plan
Bylaw No. 5324, 2024,
Amendment Bylaw No. 5333, 2024**

Effective Date:

District of West Vancouver

**Five-Year Financial Plan
Bylaw No. 5324, 2024,
Amendment Bylaw No. 5333, 2024**

Table of Contents

Part 1	Citation.....	1
Part 2	Severability	2
Part 3	Five-Year Financial Plan Amendment	2
	Schedule A – Consolidated Five-Year Financial Plan for 2024-2028	3

District of West Vancouver

Five-Year Financial Plan Bylaw No. 5324, 2024, Amendment Bylaw No. 5333, 2024

A bylaw to amend the budget for 2024.

WHEREAS the Council of The Corporation of the District of West Vancouver deems it expedient to provide for a Five-Year Financial Plan for the years 2024-2028;

AND WHEREAS the said Plan was approved by “Five-Year Financial Plan Bylaw No. 5324, 2024,” adopted on April 12, 2024;

AND WHEREAS it is deemed advisable and expedient that the annual budget for the year 2024 be now further amended;

NOW THEREFORE, the Council of The Corporation of the District of West Vancouver enacts as follows:

Part 1 Citation

- 1.1 This bylaw may be cited as Five-Year Financial Plan Bylaw No. 5324, 2024, Amendment Bylaw No. 5333, 2024.

Part 2 Severability

- 2.1 If a portion of this bylaw is held invalid by a Court of competent jurisdiction, then the invalid portion must be severed, and the remainder of this bylaw is deemed to have been adopted without the severed section, subsection, paragraph, subparagraph, clause or phrase.

Part 3 Five-Year Financial Plan Amendment

- 3.1 Five-Year Financial Plan Bylaw No. 5324, 2024 is amended by deleting Schedule A and replacing with new schedule A as attached hereto.

Schedules

Schedule A – Consolidated Five-Year Financial Plan for Years 2024-2028

READ A FIRST TIME on [Date]

READ A SECOND TIME on [Date]

READ A THIRD TIME on [Date]

ADOPTED by the Council on [Date].

Mayor

Corporate Officer

Schedule A – Consolidated Five-Year Financial Plan for 2024-2028

	Five-Year Financial Plan (\$000s)				
	2024	2025	2026	2027	2028
REVENUE					
General Taxation	96,363	101,914	106,610	111,964	117,500
Parcel Taxes	-	-	-	-	-
Fees and Charges	73,929	79,286	86,221	92,068	97,629
Licences and Permits	7,633	7,889	8,086	8,288	8,496
Other Revenue	23,885	23,464	23,824	24,332	24,717
Government Grants	1,526	973	997	1,022	1,047
External Contributions & Partnerships	2,601	657	210	230	210
Extraordinary Items	499	-	-	-	-
Transit Reimbursement	23,028	23,936	24,882	25,867	26,892
Business Improvement Area Levy	500	500	500	500	500
Levies Other Governments	78,750	83,000	87,000	91,000	96,000
	308,714	321,618	338,329	355,271	372,992
Transfers from Reserves					
Asset Reserves	20,398	21,012	19,787	18,173	20,268
Community Amenity Contributions	1,225	-	-	-	-
Endowment Fund	1,324	1,324	1,324	1,324	1,324
Other Reserves	15,418	7,014	6,049	5,179	5,310
Development Cost Charges	365	600	875	150	150
Water Reserves	23,049	14,491	17,323	23,424	26,876
Sewer Reserves	43,044	28,087	30,458	31,113	30,739
Solid Waste Reserve	1,399	1,298	1,284	1,284	1,257
Cemetery Development Reserve	907	62	305	125	170
Golf Development Fund	1,622	25	-	-	-
Prior Year Committed Funds	43,621	-	-	-	-
Provisional Reserve Transfers	56,699	56,092	58,067	63,262	67,754
	209,072	130,005	135,472	144,034	153,848
	517,787	451,623	473,801	499,305	526,840

	Five-Year Financial Plan (\$000s)				
	2024	2025	2026	2027	2028
EXPENDITURE					
General Government	36,876	32,904	32,917	33,064	34,251
Public Safety	44,005	45,725	47,849	49,893	52,022
Engineering & Transportation Services	7,753	7,490	7,736	7,992	8,257
Planning & Development Services	8,560	8,823	9,186	9,564	9,958
Recreation & Library	29,109	30,091	31,309	32,579	33,903
General Fund Capital	28,270	22,268	20,872	18,553	20,628
General Fund Prior Year Approved Work in Progress	43,621	-	-	-	-
General Fund Provision for Reserve Expenditures	54,615	53,155	54,391	58,530	61,925
Cemetery	3,853	3,568	4,127	4,459	4,987
Golf	2,984	1,737	2,151	2,701	3,380
Transit	23,028	23,936	24,882	25,867	26,892
Water	42,431	35,422	39,720	46,142	51,527
Sewer	70,441	59,804	65,997	70,175	72,459
Solid Waste	6,417	6,507	6,677	6,814	6,918
Business Improvement Area Levy	500	500	500	500	500
Levies Other Governments	78,750	83,000	87,000	91,000	96,000
	481,213	414,931	435,314	457,832	483,608
Debt Service					
Debt Principal	1,036	737	643	643	643
Debt Interest	987	919	810	810	810
	2,023	1,656	1,453	1,453	1,453
Transfers to Reserves					
Asset Reserves	18,080	19,844	20,726	21,608	22,490
Endowment Fund	465	464	474	483	493
Water Reserves	2,280	2,378	2,504	3,776	3,607
Sewer Reserves	1,938	1,150	1,212	1,268	1,551
Solid Waste Reserve	-	-	10	-	-
Cemetery Development Reserve	365	597	595	610	626
Golf Development Fund	286	343	449	571	642
Other Transfers	11,136	10,259	11,065	11,704	12,370
	34,550	35,036	37,035	40,020	41,780
	517,787	451,623	473,801	499,305	526,840
SURPLUS/SHORTFALL	-	-	-	-	-

2024 Revised Capital Projects List

Phase 2 Total Revised Project Requests	Statutory Asset Reserves			Operational Reserve	External Sources/Donations	Environmental Reserve	Statutory Asset Reserves			Artificial Turf Replacement	UBCM Community Works Fund	Affordable Housing Reserve	Total
	Capital Facilities Reserve	Capital Infrastructure Reserve	Capital Equipment Reserve				CAC Community-Serving Reserve	Public Art Reserve	Archived Fund Reserve				
Asset Preservation													
Multi-Year Capital Renewal Plan - Fire Hall # 1											350,000		350,000
Regular Asset Maintenance													
Bridge & Structural Infrastructure		155,000											155,000
Strategic Investment													
<i>District Personal Computer (PC) Replacement</i>			300,000										300,000
Oracle JD Edwards (ERP) Replacement			300,000										300,000
Total		155,000	600,000								350,000		1,105,000

**Italicized lines with blue font represent projects that have been revised from the original 2024 Phase 2 Capital Project List*

2024 New Project Requests	Statutory Asset Reserves			Operational Reserve	External Sources/Donations	Environmental Reserve	Statutory Asset Reserves			Artificial Turf Replacement	UBCM Community Works Fund	Affordable Housing Reserve	Total
	Capital Facilities Reserve	Capital Infrastructure Reserve	Capital Equipment Reserve				CAC Community-Serving Reserve	Public Art Reserve	Archived Fund Reserve				
Asset Preservation													
Clerk's Correspondence Project									5,000				5,000
Film Digitization Project									2,000				2,000
Law Books					1,500								1,500
Health & Safety													
Police Station & Municipal Hall E-Comm System Enhancement			55,000										55,000
Music Box & Silk Purse Gallery Flood Control			32,000										32,000
Innovation													
Concert Sound System					60,000								60,000
Youth Hub Planning	10,000												10,000
Regular Asset Maintenance													
Interim Youth Centre at Park Royal							175,000						175,000
Council Resolution - 2195 Gordon Avenue - Demolition											67,327		67,327
Police Station Parkade Crack Repair	20,000												20,000
Strategic Investment													
Public Safety Tower					75,000								75,000
Ambleside Police Satellite Office	50,000												50,000
Fire Hall Furniture Replacement			40,000										40,000
Training Trailer					11,000								11,000
Land Strategy Appraisal	8,000												8,000
Total	88,000		127,000		147,500		175,000		7,000			67,327	611,827

APPENDIX B

Phase 1 & Prior-Year Project Amendments	Statutory Asset Reserves				Statutory Asset Reserves							Total	
	Capital Facilities Reserve	Capital Infrastructure Reserve	Capital Equipment Reserve	Operational Reserve	External Sources/Donations	Environmental Reserve	CAC Community-Serving	Public Art Reserve	Archived Fund Reserve	Artificial Turf Replacement	UBCM Community Works Fund		Affordable Housing Reserve
Budget Amendment		580,450	755,000	42,000	58,971		(45,971)			1,849,550	100,000		3,340,000
Asset Preservation													
Artificial Sport Field Replacement		580,450								1,849,550	100,000		2,530,000
Navy Jack Park Improvements		50,000											50,000
Trail Signage Replacement (Financial Plan 2022)				(3,000)	3,000								-
Eagle Creek Bridge Replacement		(50,000)											(50,000)
Innovation													
JD Edwards (JDE) - Maintenance Connection Asset Management (Financial Plan 2022)				45,000									45,000
Ambleside Park Outdoor Fitness Circuit					55,971		(45,971)						10,000
Regular Asset Maintenance													
Replace Rescue Truck (Unit F040)			680,000										680,000
Furniture & Equipment Renewal			75,000										75,000
Budget Reallocation													
Asset Preservation													
Royal Canadian Mounted Police Net Connection Authorization Change Request Compliance			20,000										20,000
Operation Centre Ice Machine			(10,309)										(10,309)
Security Technology Assessment and Information Technology (IT) Roadmap			(20,000)										(20,000)
Health & Safety													
Transit Related Road Improvements Program (TRRIP) - TransLink Co-Funded Projects (Financial Plan 2023)		13,122											13,122
Operation Centre Dead Animal Container			9,400										9,400
Transit Related Road Improvements Program (TRRIP) - TransLink Co-Funded Projects (Financial Plan 2024)		(13,122)											(13,122)
Auto Extrication Equipment (Financial Plan 2023)				(15,000)									(15,000)
Regular Asset Maintenance													
Bridge & Structural Infrastructure - Rehabilitation & Maintenance for Bridges		205,723											205,723
Bridge & Structural Infrastructure - Bridge Design - Nelson Canyon Bridge Analysis		178,878											178,878
F043 Renewal - Replace Pumper Engine			85,500		10,000	29,000							124,500
Replace Wildland Trailer (Unit F053)			45,000										45,000
Replace Rehabilitation Trailer (Unit F054)			45,000										45,000
Roads & Pavement Infrastructure - 2023 Advance Planning & Design		43,541											43,541
Marine Drive & 31st Street Redesign (Financial Plan 2021)					39,614								39,614
Gleneagles Clubhouse sound system replacement			35,000										35,000
Technical Rescue Equipment				30,000									30,000
Personal Protective Equipment (PPE)				14,000									14,000
2022 Roads Design (Financial Plan 2021)		12,343											12,343
Self-Contained Breathing Apparatus (SCBA) Equipment				10,000									10,000
Personal Protective Equipment (Financial Plan 2023)				7,523									7,523
Training Equipment				5,000									5,000
Truck Computer Equipment				4,009									4,009
Fire Station Air Drying Units			909										909
Respiratory Protection Equipment (Financial Plan 2023)				(5,000)									(5,000)
Training Grounds Storage Container & Training Prop Supplies				(5,000)									(5,000)
Technical Rescue Equipment (Financial Plan 2023)				(10,000)									(10,000)
Bridge & Structural Infrastructure - Rehabilitation & Maintenance of Bridges		(15,000)											(15,000)
Keith Road Bridge Design (Financial Plan 2021)		(16,491)											(16,491)
Transportation Support Infrastructure - Traffic Studies & Counts (Financial Plan 2023)		(27,343)											(27,343)
Fire Hose & Nozzle Equipment (Financial Plan 2023)				(39,000)									(39,000)
Marine Drive & 31st Street Intersection Upgrades					(39,614)								(39,614)
Roads & Pavement Infrastructure - 2022 Deficiencies (Financial Plan 2023)		(43,541)											(43,541)
Bridge & Structural Infrastructure - Bridge Design - Keith Road Bridge Feasibility Study		(50,000)											(50,000)
District of West Vancouver Website Enhancements			(80,000)										(80,000)
Bridge & Structural Infrastructure - Keith Road Bridge Design		(88,110)											(88,110)
Wildland Trailer Renewal with Urban Structure Protection Unit			(90,000)										(90,000)
Renew 2011 Chevy Suburban SUV (Unit F050)			(85,500)		(10,000)	(29,000)							(124,500)
Bridge & Structural Infrastructure - Bridge Design		(200,000)											(200,000)
Strategic Investment													
Application Software Upkeep & Enhancements (Financial Plan 2023)			45,000										45,000
Sounds System Replacement -West Vancouver Aquatic Center (Pool Area)			34,968										34,968
Communication & Radio Equipment				3,468									3,468
Kitchen Walk-in Cooler			(34,968)										(34,968)
Total		580,450	755,000	42,000	58,971	-	(45,971)			1,849,550	100,000		3,340,000

2024 Other Fund & Utilities Phase 2 Capital Funding

Other Fund & Utilities Total Revised Project Requests	Water Reserve Fund	Sewer & Drainage Reserve Fund	Total
Sewer Utility Fund			
Regular Asset Maintenance		1,147,000	1,147,000
Sanitary System Replacement - Result of Capilano Pacific Trail Slide		3,046,298	3,046,298
Sanitary Replacements - Sanitary Main Upgrade - Mathers Avenue, 3rd Street, East of Hadden Drive		2,998,727	2,998,727
Sanitary Lift Station Replacement		145,125	145,125
2022 Sewer Design Package		5,329	5,329
Sanitary Replacements - Sanitary Sewer Design (Financial Plan 2023)		(55,831)	(55,831)
Sanitary Replacements - Sanitary Sewer Design (Financial Plan 2022)		(94,623)	(94,623)
Sanitary main - Marine Drive - Main Street to Keith Road		(300,000)	(300,000)
Sanitary Replacements - Sanitary Rehab Mainline (Financial Plan 2022)		(442,263)	(442,263)
Mainline Rehab		(1,012,489)	(1,012,489)
Sanitary Replacements - Capilano Trail Sanitary Work (Financial Plan 2022)		(3,143,273)	(3,143,273)
Strategic Investment		(1,147,000)	(1,147,000)
Sanitary Main Upgrade - Mathers Avenue, 3rd Street, East of Hadden Drive		(1,147,000)	(1,147,000)
Water Utility Fund			
Regular Asset Maintenance			
Meter Replacement	300,000		300,000
Annual Replacement Program - Watermain- Stone Crescent	262,544		262,544
Annual Replacement Program - Watermain - Ottawa Place	51,757		51,757
Watermain - Duchess Avenue	(129,381)		(129,381)
Annual Replacement Program -Watermain - Duchess Avenue	(184,920)		(184,920)
Annual Replacement Program - Pump Station Condition Upgrades	(300,000)		(300,000)
Total			

This page intentionally left blank

This page intentionally left blank

2024 Capital Project List – Original versus Revised

Phase 2 Revised Project Requests	Project Title	2024 Budget	2024 Revised Budget	Change	Comment on Changes
Asset Preservation					
Corporate Services	Multi-Year Capital Renewal Plan - Fire Hall # 1	350,000	350,000	-	reviewed, no change required
Regular Asset Maintenance					
Engineering & Transportation	Bridge & Structural Infrastructure	155,000	155,000	-	reviewed, no change required
Strategic Investment					
<i>Corporate Services</i>	<i>District Personal Computer (PC) Replacement</i>	<i>250,000</i>	<i>300,000</i>	<i>50,000</i>	<i>inflationary cost increase</i>
Corporate Services	Oracle JD Edwards (ERP) Replacement	300,000	300,000	-	reviewed, no change required
Total		1,055,000	1,105,000	50,000	

**Italicized lines with blue font represent projects that have been revised from the original 2024 Phase 2 Capital Project List*

2024 New Project Requests	Project Title	2024 Budget	2024 Revised Budget	Change	Comment on Changes
Asset Preservation					
Administrative Services	Clerk's Correspondence Project	-	5,000	5,000	new externally funded project
Administrative Services	Film Digitization Project	-	2,000	2,000	new externally funded project
Library Services	Law Books	-	1,500	1,500	new externally funded project
Health & Safety					
Corporate Services	Police Station & Municipal Hall E-Comm System Enhancement	-	55,000	55,000	new project request to respond to emergent situation
Corporate Services	Music Box & Silk Purse Gallery Flood Control	-	32,000	32,000	emergent project request
Innovation					
Corporate Services	Youth Hub Planning	-	10,000	10,000	Council initiative
Library Services	Concert Sound System	-	60,000	60,000	new externally funded project
Regular Asset Maintenance					
Corporate Services	Interim Youth Centre at Park Royal	-	175,000	175,000	Council resolution
Corporate Services	Council Resolution - 2195 Gordon Avenue - Demolition	-	67,327	67,327	Council Resolution to fund from Affordable Housing Reserve
Corporate Services	Police Station Parkade Crack Repair	-	20,000	20,000	emergent project to repair damage
Strategic Investment					
Corporate Services	Ambleside Police Satellite Office	-	50,000	50,000	new project request for public safety support
Corporate Services	Fire Hall Furniture Replacement	-	40,000	40,000	asset replacement project request
Corporate Services	Land Strategy Appraisal	-	8,000	8,000	Council initiative
Police Services	Public Safety Tower	-	75,000	75,000	new externally funded project
Police Services	Training Trailer	-	11,000	11,000	new externally funded project
Total		-	611,827	611,827	

Phase 1 & Prior-Year Project Amendments	Project Title	2024 Budget	2024 Revised Budget	Change	Comment on Changes
Budget Amendment		1,686,464	5,026,464	3,340,000	
Asset Preservation					
Parks, Culture & Community Services	Artificial Sport Field Replacement	50,000	2,580,000	2,530,000	emergent project and revised project scope
Parks, Culture & Community Services	Navy Jack Park Improvements	4,578	54,578	50,000	revised project scope due to challenging site conditions, offset with other project budget repurpose
Parks, Culture & Community Services	Trail Signage Replacement (Financial Plan 2022)	6,736	6,736	-	funding source change
Parks, Culture & Community Services	Eagle Creek Bridge Replacement	134,904	84,904	(50,000)	reallocate budget that is no longer required to other projects
Innovation					
Financial Services	JD Edwards (JDE) - Maintenance Connection Asset Management (Financial Plan 2022)	12,521	57,521	45,000	additional budget request per extended project scope
Parks, Culture & Community Services	Ambleside Park Outdoor Fitness Circuit	257,725	267,725	10,000	externally funded project scope increase
Regular Asset Maintenance					
Corporate Services	Furniture & Equipment Renewal	100,000	175,000	75,000	budget request for divisional team reallocation
Fire & Rescue Services	Replace Rescue Truck (Unit F040)	1,120,000	1,800,000	680,000	inflationary cost increase
Budget Reallocation		5,166,265	5,166,265	-	
Asset Preservation					
Corporate Services	Operation Centre Ice Machine	14,615	4,306	(10,309)	reallocate budget that is no longer required to other projects
Police Services	Royal Canadian Mounted Police Net Connection Authorization Change Request Compliance	-	20,000	20,000	new project request to meet regulatory compliance, covered with other project fund
Police Services	Security Technology Assessment and Information Technology (IT) Roadmap	20,000	-	(20,000)	reallocate deferred project budget to another project
Health & Safety					
Corporate Services	Operation Centre Dead Animal Container	50,000	59,400	9,400	project scope increase covered with partial budget repurpose from another project
Engineering & Transportation	Transit Related Road Improvements Program (TRRIP) - TransLink Co-Funded Projects (Financial Plan 2023)	60,446	73,568	13,122	inflationary cost increase
Engineering & Transportation	Transit Related Road Improvements Program (TRRIP) - TransLink Co-Funded Projects (Financial Plan 2024)	100,000	86,878	(13,122)	reallocate budget that is no longer required to other projects
Fire & Rescue Services	Auto Extrication Equipment (Financial Plan 2023)	65,000	50,000	(15,000)	reallocate budget that is no longer required to other projects
Regular Asset Maintenance					
Corporate Services	Gleaneags Clubhouse sound system replacement	-	35,000	35,000	new project request funded with budget repurpose from other projects
Corporate Services	Fire Station Air Drying Units	12,000	12,909	909	project scope increase covered with partial budget repurpose from another project
Corporate Services	District of West Vancouver Website Enhancements	80,000	-	(80,000)	reallocate deferred budget to other projects
Engineering & Transportation	Bridge & Structural Infrastructure - Rehabilitation & Maintenance for Bridges	150,000	355,723	205,723	project scope revision / inflationary cost increase
Engineering & Transportation	Bridge & Structural Infrastructure - Bridge Design - Nelson Canyon Bridge Analysis	126,302	305,180	178,878	project scope revision / inflationary cost increase
Engineering & Transportation	Roads & Pavement Infrastructure - 2023 Advance Planning & Design	88,463	132,004	43,541	inflationary cost increase
Engineering & Transportation	Marine Drive & 31st Street Redesign (Financial Plan 2021)	66,016	105,630	39,614	inflationary cost increase
Engineering & Transportation	2022 Roads Design (Financial Plan 2021)	28,782	41,125	12,343	inflationary cost increase
Engineering & Transportation	Bridge & Structural Infrastructure - Rehabilitation & Maintenance of Bridges	50,000	35,000	(15,000)	reallocate budget that is no longer required to other projects
Engineering & Transportation	Keith Road Bridge Design (Financial Plan 2021)	46,461	29,970	(16,491)	reallocate budgets to the most recent related project envelope
Engineering & Transportation	Transportation Support Infrastructure - Traffic Studies & Counts (Financial Plan 2023)	50,000	22,657	(27,343)	reallocate budget that is no longer required to other projects
Engineering & Transportation	Marine Drive & 31st Street Intersection Upgrades	223,000	183,386	(39,614)	reallocate deferred budget to other projects
Engineering & Transportation	Roads & Pavement Infrastructure - 2022 Deficiencies (Financial Plan 2023)	68,415	24,874	(43,541)	reallocate deferred budget to other projects
Engineering & Transportation	Bridge & Structural Infrastructure - Bridge Design - Keith Road Bridge Feasibility Study	50,000	-	(50,000)	reallocate budgets to the most recent related project envelope
Engineering & Transportation	Bridge & Structural Infrastructure - Keith Road Bridge Design	88,110	-	(88,110)	reallocate budgets to the most recent related project envelope
Engineering & Transportation	Bridge & Structural Infrastructure - Bridge Design	200,000	-	(200,000)	reallocate budgets to the most recent related project envelope
Fire & Rescue Services	F043 Renewal - Replace Pumper Engine	1,315,891	1,440,391	124,500	additional budget request funded from other project
Fire & Rescue Services	Replace Rehabilitation Trailer (Unit F054)	556,000	601,000	45,000	project scope increase covered with partial budget repurpose from another project
Fire & Rescue Services	Replace Wildland Trailer (Unit F053)	556,000	601,000	45,000	project scope increase covered with partial budget repurpose from another project
Fire & Rescue Services	Technical Rescue Equipment	25,000	55,000	30,000	inflationary cost increase and regulatory changes covered with partial budget repurpose from other projects
Fire & Rescue Services	Personal Protective Equipment (PPE)	180,000	194,000	14,000	inflationary cost increase increase covered with partial budget repurpose from other projects
Fire & Rescue Services	Self-Contained Breathing Apparatus (SCBA) Equipment	50,200	60,200	10,000	inflationary cost increase increase covered with partial budget repurpose from other projects
Fire & Rescue Services	Personal Protective Equipment (Financial Plan 2023)	7,200	14,723	7,523	inflationary cost increase and project scope changes covered with partial budget repurpose from other projects
Fire & Rescue Services	Training Equipment	25,000	30,000	5,000	project scope change covered with partial budget repurpose from other projects
Fire & Rescue Services	Truck Computer Equipment	17,300	21,309	4,009	project scope change covered with partial budget repurpose from other projects
Fire & Rescue Services	Training Grounds Storage Container & Training Prop Supplies	9,302	4,302	(5,000)	reallocate deferred project budget to other projects
Fire & Rescue Services	Respiratory Protection Equipment (Financial Plan 2023)	10,937	5,937	(5,000)	reallocate deferred project budget to other projects
Fire & Rescue Services	Technical Rescue Equipment (Financial Plan 2023)	49,389	39,389	(10,000)	reallocate deferred project budget to other projects
Fire & Rescue Services	Fire Hose & Nozzle Equipment (Financial Plan 2023)	77,902	38,902	(39,000)	reallocate budget that is no longer required to other projects
Fire & Rescue Services	Wildland Trailer Renewal with Urban Structure Protection Unit	90,000	-	(90,000)	reallocate budget that is no longer required to other projects
Fire & Rescue Services	Renew 2011 Chevy Suburban SUV (Unit F050)	124,500	-	(124,500)	reallocate budget that is no longer required to other projects
Strategic Investment					
Corporate Services	Application Software Upkeep & Enhancements (Financial Plan 2023)	300,000	345,000	45,000	project scope change covered with partial budget repurpose from another project
Corporate Services	Sounds System Replacement -West Vancouver Aquatic Center (Pool Area)	25,000	59,968	34,968	additional budget request funded with budget repurpose from another project
Corporate Services	Kitchen Walk-in Cooler	44,837	9,869	(34,968)	reallocate budget that is no longer required to other projects
Fire & Rescue Services	Communication & Radio Equipment	64,197	67,665	3,468	project scope change covered with partial budget repurpose from other projects
Total		6,852,729	10,192,729	3,340,000	

Summary of 2024 Proposed Funding

2024 Capital Project Funding Sources	Amount
Statutory Asset Reserves	
Asset Reserves:	
Capital Facilities Fund	\$88,000
Capital Infrastructure Reserve Fund	\$735,450
Capital Equipment Reserve Fund	\$1,482,000
Asset Reserves Sub-total	\$2,305,450
Community Amenity Contribution (CAC) Reserve Fund - Community Serving	\$175,000
Statutory Reserves Sub-total	\$2,480,450
Non-Statutory Reserves	
Operational Reserve	\$45,000
External Sources/Donations	\$206,471
Archives Reserve Fund	\$7,000
Artificial Turf Replacement	\$1,849,550
UBCM Community Works Fund	\$450,000
Affordable Housing Reserve	\$67,327
Non-Statutory Reserves Sub-total	\$2,625,348
Total Reserves	\$5,105,798

This page intentionally left blank

This page intentionally left blank