

# THIRD QUARTER FINANCIAL REPORT

# 2018



OCTOBER 29, 2018

*westvancouver*

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**DISTRICT OF WEST VANCOUVER  
2018 THIRD QUARTER FINANCIAL REPORT**

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**DISTRICT OF WEST VANCOUVER  
2018 THIRD QUARTER SUMMARY**

The third quarter financial report includes a review of operating results, capital expenditures, reserve balances, and procurement statistics to September 30. It includes analysis of actual results to the year-to-date (YTD) budget, and comparisons of anticipated forecast results to the amended budget for the year. The budget amendment was approved by Council on October 1<sup>st</sup>, 2018. Highlights of the operating and capital results are summarized below.

**General Fund - Operating Results**

At the end of the third quarter, compared to the YTD budget, revenues over expenditures exceeded the target by \$4.98m (34%).

**Revenues**

<b>Revenue Item</b>	<b>YTD Result (in millions)</b>	<b>YTD Budget (in millions)</b>	<b>YTD Variance (in millions)</b>
General Taxation	\$ 71.35	\$ 71.38	\$ (0.03)
Fees & Charges	\$ 12.91	\$ 12.55	\$ 0.36
Licences & Permits	\$ 6.54	\$ 6.50	\$ 0.04
Other Revenue	\$ 5.40	\$ 3.87	\$ 1.53
Government Grants	\$ 1.00	\$ 0.87	\$ 0.13
Transfer In	\$ 1.09	\$ 1.32	\$ (0.23)
<b>Total</b>	<b>\$ 98.29</b>	<b>\$ 96.49</b>	<b>\$ 1.80</b>

Revenue (not including third party works & non-recurring items) exceeded budget by \$1.80m (1.9%), variances include:

- increased development activity in the District resulting in higher collection of third party administration fees;
- more building permits issued than expected in residential alterations and residential new construction;
- monthly recognition of interest income from CIBC high interest savings account;
- increase in investment returns due to diversifying investment portfolio and increases in prime interest rate;
- higher than budgeted penalties and interest income from late tax payments;
- unbudgeted recoveries for legal, consultation, and labor costs; and
- timing of grants, donations, sponsorships, and rebates

**Expenditures**

<b>Expenditure Item</b>	<b>YTD Result (in millions)</b>	<b>YTD Budget (in millions)</b>	<b>YTD Variance (in millions)</b>
Administrative Services	\$ 2.01	\$ 2.06	\$ 0.05
Human Resources	\$ 1.33	\$ 1.41	\$ 0.08
Financial Services	\$ 2.04	\$ 2.12	\$ 0.08
Police Services	\$ 11.24	\$ 11.98	\$ 0.74
Fire & Rescue Services	\$ 12.08	\$ 12.29	\$ 0.21
Engineering & Transportation Services	\$ 3.58	\$ 3.48	\$ (0.10)

Corporate Services	\$ 7.22	\$ 7.42	\$ 0.20
Planning & Development Services	\$ 3.78	\$ 3.80	\$ 0.02
Parks, Culture & Community Services	\$ 14.71	\$ 14.70	\$ (0.01)
Library Services	\$ 3.45	\$ 3.54	\$ 0.09
General Government	\$ 2.95	\$ 4.00	\$ 1.05
Tax Transfer to Asset Reserves	\$ 13.04	\$ 13.04	\$ -
Transfers to Reserves	\$ 1.22	\$ 0.71	\$ (0.51)
<b>Total</b>	<b>\$ 78.65</b>	<b>\$ 80.55</b>	<b>\$ 1.90</b>

Expenditures (not including third party works & non-recurring items) were under budget by \$1.90m (2.4%) due to:

- timing of expenses incurred;
- savings on legal, IT, and consulting spending;
- lower labour costs as a result of vacancies, delays in hiring, staff leaves, and budget timing; and
- temporary favourable variance from timing of recording of fringe recovery

### **Third Party Works & Non-Recurring Items**

Both third party works revenues and expenditures were higher than budget due to increased demand from development activity.

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

Detailed variance explanations are provided in the notes to the General Fund operating results.

### **Utility and Other Funds**

**Water Utility** – Water consumption is seasonal and difficult to predict accurately. User fee revenues and water purchase expenditures were higher than budget for the nine months of the year due to higher demand in summer months. The capital work program is delayed or postponed to offset operating shortfall.

**Sewer Utility** – Sewer revenue is trending unfavourable from low consumption compared to modelled estimates. Operating expenditures are on track, however capital program spending is postponed.

**Solid Waste** – Solid Waste revenue is unfavourable to budget due to timing of accrued revenue booking. Continued success in the recycling and green can programs has helped keep operating costs low for the garbage collection area.

**Golf Fund** – Weather plays a large role in the rounds of golf played. Revenue is trending favourable due to good weather and the forecast is expected to meet the budget at year end. Expenses on the other hand are forecasted to be unfavourable due to unforeseen safety issues with pathways and levelling at Par 3, resulting in higher than usual repair costs.

**Cemetery Fund** – The Cemetery Fund is favourable to budget due to higher than expected interment and plot sales. The capital work program will be deferred to 2019 to allow for more detailed design.

### **Capital Program**

Capital projects have been initiated and commitments have been set up since the approval of the financial plan. Overall, capital projects are being completed on time and on budget.

### **Reserves & DCCs**

The reserves and DCCs as at September 30 total \$127m. There is also \$6.5m that is held in trust. Further details are provided on the reserves schedules.

### **Procurement Statistics & Contracts Awarded**

The third quarter report includes an update on procurement activity to September 30 and the award of contracts over \$75k in value (excluding tax). Contracts that are individually reported to Council or the Finance Committee are not reported here. Also excluded from this report are contracts related to West Vancouver Transit, the West Vancouver Police Department, and the West Vancouver Memorial Library.

The District's Purchasing Policy outlines the governing principles and guides the activity of the purchasing function. Awarded contracts are within approved budget limits, and have been approved by staff with appropriate acquisition and commitment authority. The contract value reported is the value at the time of contract award, which is subject to change.

DISTRICT OF WEST VANCOUVER  
GENERAL FUND RESULTS  
FOR THE PERIOD ENDING SEPTEMBER 30, 2018  
GENERAL FUND OPERATING RESULTS (\$ 000's)

	2018 to Sep 30th				2018 Annual Forecast			2018		2017	Notes
	YTD Results	YTD Budget	YTD Variance	YTD % Variance	Projected Amount	Projected Variance to Budget	% Variance	Annual Approved Budget	%	Prior Year YTD Results	
<b>REVENUE</b>											
General Taxation	71,347	71,377	(30)	-0.0%	71,510	133	0.2%	71,377	100.0%	68,197	Notes 1 -
Fees & Charges	12,909	12,548	361	2.9%	15,350	259	1.7%	15,091	85.5%	12,729	14 are
Licences & Permits	6,549	6,504	45	0.7%	8,620	(82)	-0.9%	8,702	75.3%	6,663	reflected
Other Revenue	5,398	3,870	1,528	39.5%	6,740	16	0.2%	6,724	80.3%	3,979	on the
Government Grants	996	873	123	14.1%	1,075	2	0.2%	1,073	92.9%	975	Revenue
Other Transfers	1,094	1,322	(228)	-17.2%	7,549	(0)	-0.0%	7,549	14.5%	1,326	Summary
<b>REVENUE TOTAL</b>	<b>98,293</b>	<b>96,494</b>	<b>1,799</b>	<b>1.9%</b>	<b>110,844</b>	<b>327</b>	<b>0.3%</b>	<b>110,516</b>	<b>88.9%</b>	<b>93,869</b>	
<b>EXPENDITURES</b>											
Administrative Services	2,010	2,064	53	2.6%	2,763	(40)	-1.5%	2,724	73.8%	1,924	
Human Resources	1,335	1,414	79	5.6%	1,829	39	2.1%	1,868	71.5%	1,136	
Financial Services	2,047	2,119	72	3.4%	2,824	(29)	-1.1%	2,794	73.2%	1,961	
Police Services	11,236	11,982	746	6.2%	15,891	15	0.1%	15,906	70.6%	11,201	15
Fire & Rescue Services	12,078	12,286	208	1.7%	16,227	133	0.8%	16,361	73.8%	11,723	16
Engineering & Transportation Services	3,581	3,476	(105)	-3.0%	4,956	48	1.0%	5,004	71.6%	3,685	17
Corporate Services	7,227	7,423	196	2.6%	9,946	2	0.0%	9,948	72.7%	6,841	18
Planning & Development Services	3,775	3,805	30	0.8%	5,315	0	0.0%	5,315	71.0%	3,337	
Parks, Culture & Community Services	14,708	14,699	(9)	-0.1%	19,608	(9)	-0.0%	19,599	75.0%	14,258	
Library Services	3,451	3,536	85	2.4%	4,657	19	0.4%	4,676	73.8%	3,331	
General Government (Schedule A)	2,950	3,999	1,049	26.2%	9,982	158	1.6%	10,140	29.1%	2,672	See below
	64,398	66,803	2,405	3.6%	93,997	337	0.4%	94,334	68.3%	62,068	
Tax Transfer to Asset Reserves	13,036	13,036	0	0.0%	13,036	0	0.0%	13,036	100.0%	11,986	
Transfers to Reserves	1,216	715	(501)	-70.0%	2,592	137	5.0%	2,729	44.6%	1,221	19
<b>EXPENDITURES TOTAL</b>	<b>78,650</b>	<b>80,554</b>	<b>1,904</b>	<b>2.4%</b>	<b>109,625</b>	<b>474</b>	<b>0.4%</b>	<b>110,099</b>	<b>71.4%</b>	<b>75,275</b>	
<b>EXCESS REVENUES OVER EXPENDITURES</b>	<b>19,643</b>	<b>15,940</b>	<b>3,703</b>	<b>23.2%</b>	<b>1,219</b>	<b>801</b>		<b>418</b>		<b>18,594</b>	
<b>THIRD PARTY WORKS &amp; NON-RECURRING ITEMS</b>											
<b>REVENUE</b>											
Third Party Works	2,763	2,077	686		2,801	0	0.0%	2,801	98.6%	2,880	20
Gain on Sale of Land	1,802	0	1,802		7,000	0	0.0%	7,000	25.7%	6	21
Amenity Contributions	13,302	0	13,302		0	0		0		5,706	22
Transfer In for One-Time Initiatives	0	0	0		1,061	0	0.0%	1,061	0.0%	1,016	
<b>REVENUE TOTAL</b>	<b>17,867</b>	<b>2,077</b>	<b>15,790</b>		<b>10,862</b>	<b>0</b>	<b>0.0%</b>	<b>10,862</b>	<b>164.5%</b>	<b>9,607</b>	
<b>EXPENDITURES</b>											
Third Party Works	2,404	2,148	(256)		2,801	0	0.0%	2,801	85.8%	2,880	20
Land Management Costs & Transfer Proceeds	1,900	106	(1,794)		6,921	0	0.0%	6,921	27.5%	177	21
Transfer to Amenity Contributions Reserve	13,302	0	(13,302)		0	0		0		5,706	22
One-Time Initiatives	425	1,270	845		1,561	(3)	-0.2%	1,558	27.3%	690	23
<b>EXPENDITURES TOTAL</b>	<b>18,031</b>	<b>3,524</b>	<b>(14,507)</b>		<b>11,283</b>	<b>(3)</b>	<b>-0.0%</b>	<b>11,280</b>	<b>159.9%</b>	<b>9,452</b>	
<b>EXCESS REVENUES OVER EXPENDITURES</b>	<b>(164)</b>	<b>(1,447)</b>	<b>1,283</b>		<b>(421)</b>	<b>(3)</b>		<b>(418)</b>		<b>155</b>	
<b>TOTAL EXCESS REVENUES OVER EXPENDITURES</b>	<b>19,479</b>	<b>14,493</b>	<b>4,986</b>	<b>34.4%</b>	<b>798</b>	<b>798</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>18,749</b>	

Schedule A - General Government Details											
Legal & Severance	461	935	474	50.7%	5,630	0	0.0%	5,630	8.2%	532	24
Property & Liability Insurance	758	769	11	1.4%	981	44	4.3%	1,025	73.9%	662	
Fiscal Services	1,405	1,295	(109)	-8.4%	2,182	55	2.5%	2,237	62.8%	1,640	25
Grants in Aid	433	426	(8)	-1.8%	464	0	0.0%	464	93.4%	347	
Election	120	42	(78)	-184.7%	200	42	17.3%	242	49.4%	1	
Employee Engagement	9	15	6	39.8%	25	0	0.0%	25	36.1%	4	
Business Improvement Area Levy	500	500	0	0.0%	500	0	0.0%	500	100.0%	500	
Benefits Change Savings	(736)	17	752		0	17	100.0%	17		(1,014)	26
	2,950	3,999	1,049	26.2%	9,982	158	1.6%	10,140	29.1%	2,672	

DISTRICT OF WEST VANCOUVER  
GENERAL FUND RESULTS  
FOR THE PERIOD ENDING SEPTEMBER 30, 2018

REVENUE SUMMARY (\$ 000's)

	2018 to Sep 30th				2018 Annual Forecast			2018		2017	Notes
	YTD Result	YTD Budget	YTD Variance	YTD % Variance	Projected Amount	Projected Variance to Budget	% Variance	Annual Approved Budget	%	Prior Year YTD Results	
<b>GENERAL TAXATION</b>											
Municipal Taxes	70,068	69,948	120	0.2%	70,068	120	0.2%	69,948	100.2%	66,790	
Specified Area	532	520	12	2.3%	532	12	2.4%	520	102.3%	520	
Grants in Lieu	747	910	(163)	-17.9%	910	0	0.0%	910	82.1%	888	<sup>1</sup>
	<u>71,347</u>	<u>71,377</u>	<u>(30)</u>	<u>-0.0%</u>	<u>71,510</u>	<u>133</u>	<u>0.2%</u>	<u>71,377</u>	<u>100.0%</u>	<u>68,197</u>	
<b>FEES AND CHARGES</b>											
Police	135	120	14	12.0%	161	(0)	-0.0%	161	84.0%	122	<sup>2</sup>
Engineering & Transportation Services	572	293	280	95.6%	572	182	46.7%	390	146.7%	354	<sup>3</sup>
Parks, Culture & Community Services	9,010	9,029	(19)	-0.2%	11,260	52	0.5%	11,208	80.4%	9,135	<sup>4</sup>
Library	67	65	2	3.1%	102	10	10.9%	92	73.6%	66	
First Nations	2,492	2,440	52	2.1%	2,440	0	0.0%	2,440	102.1%	2,444	
Fire & Rescue Services	207	170	37	21.5%	239	12	5.4%	227	91.1%	151	<sup>5</sup>
Parking Tickets	274	298	(24)	-8.1%	398	0	0.0%	398	68.9%	312	<sup>6</sup>
Vehicle Towing	23	23	0	0.0%	30	0	0.0%	30	75.0%	23	
General Admin & Finance Fees	129	110	19	17.4%	149	2	1.3%	147	88.1%	123	<sup>7</sup>
	<u>12,909</u>	<u>12,548</u>	<u>360</u>	<u>2.9%</u>	<u>15,350</u>	<u>258</u>	<u>1.7%</u>	<u>15,091</u>	<u>85.5%</u>	<u>12,729</u>	
<b>LICENCES AND PERMITS</b>											
Business Licences	1,297	1,265	32	2.6%	1,297	5	0.4%	1,292	100.4%	1,327	
Inspection Permits	4,441	4,250	191	4.5%	5,667	0	0.0%	5,667	78.4%	4,472	<sup>8</sup>
Other Permits/Licences	811	989	(178)	-18.0%	1,656	(87)	-5.0%	1,743	46.5%	864	<sup>9</sup>
	<u>6,549</u>	<u>6,504</u>	<u>45</u>	<u>0.7%</u>	<u>8,620</u>	<u>(82)</u>	<u>-0.9%</u>	<u>8,702</u>	<u>75.3%</u>	<u>6,663</u>	
<b>OTHER REVENUE</b>											
Administration Fees (TransLink/Utilities)	791	788	4	0.5%	1,050	0	0.0%	1,050	75.4%	454	
Interest on Investments	1,312	375	937	249.9%	1,312	12	0.9%	1,300	100.9%	559	<sup>10</sup>
Tax Penalties & Interest	633	468	165	35.2%	744	0	0.0%	744	85.0%	548	<sup>11</sup>
Library Contributions	0	14	(14)	-100.0%	234	(14)	-5.5%	247	0.0%	3	
Taylor Way Lease	259	248	11	4.4%	259	11	4.3%	248	104.4%	248	
Lease & Rentals	1,723	1,581	142	9.0%	2,039	(0)	-0.0%	2,039	84.5%	1,618	
Miscellaneous	680	397	283	71.3%	1,102	6	0.6%	1,096	62.1%	548	<sup>12</sup>
	<u>5,398</u>	<u>3,870</u>	<u>1,528</u>	<u>39.5%</u>	<u>6,740</u>	<u>16</u>	<u>0.2%</u>	<u>6,724</u>	<u>80.3%</u>	<u>3,979</u>	
<b>GOVERNMENT GRANTS</b>											
Provincial Revenue Sharing	655	672	(17)	-2.6%	672	0	0.0%	672	97.4%	674	
Library	155	154	1	0.7%	159	2	1.0%	157	98.5%	155	
Other	187	47	139	294.1%	244	0	0.0%	244	76.7%	147	<sup>13</sup>
	<u>996</u>	<u>873</u>	<u>123</u>	<u>14.1%</u>	<u>1,075</u>	<u>2</u>	<u>0.2%</u>	<u>1,073</u>	<u>92.9%</u>	<u>975</u>	
<b>OTHER TRANSFERS</b>											
Transfer In from Reserves	1,094	1,322	(228)	-17.2%	7,549	(0)	-0.0%	7,549	14.5%	1,326	<sup>14</sup>
	<u>1,094</u>	<u>1,322</u>	<u>(228)</u>	<u>-17.2%</u>	<u>7,549</u>	<u>(0)</u>	<u>-0.0%</u>	<u>7,549</u>	<u>14.5%</u>	<u>1,326</u>	
<b>TOTAL REVENUE</b>	<u>98,293</u>	<u>96,494</u>	<u>1,799</u>	<u>1.9%</u>	<u>110,844</u>	<u>327</u>	<u>0.3%</u>	<u>110,516</u>	<u>88.9%</u>	<u>93,869</u>	



**DISTRICT OF WEST VANCOUVER  
NOTES TO GENERAL FUND RESULTS  
FOR THE PERIOD ENDING SEPTEMBER 30, 2018**

**REVENUES**

**GENERAL TAXATION**

- 1 **Grants in Lieu** - Federal Grants in Lieu will be received in the last quarter resulting in a temporary unfavourable variance to budget.

**FEES AND CHARGES**

- 2 **Police Services** - YTD revenue is trending favourable due to higher demand for criminal check and finger printing in summer months. Forecast to be on budget at year end.
- 3 **Engineering & Transportation Services** - Increased development activity within the District drove demand for third party works resulting in more administration fees collected. Forecast to be favourable at the year end.
- 4 **Parks, Culture & Community Services** - Forecast to be on track to the amended budget.
- 5 **Fire & Rescue Services** - YTD revenue is trending favourable due to higher than budgeted revenue in Fire plan review, inspection fee, and investigation fee. Revenue is expected to meet amended budget by year end.
- 6 **Parking Tickets** - The parking fine revenue is slowly recovering from a vacant position and equipment malfunctioning at the beginning of the year. Forecast to be on budget at year end.
- 7 **General Admin & Finance Fees** - YTD revenue is trending favourable due to higher than budgeted revenue in tax certificates issued and admin revenues from project management for Cypress Village.

**LICENCES AND PERMITS**

- 8 **Inspection Permits** - Permit revenue is higher than budget due to a higher than expected volume of building permits issued in residential alterations and residential new construction. Staff continue to monitor this trend for indications of a slow down in the market.
- 9 **Other Permits/Licences** - YTD revenue is trending below budget due to timing difference of applications/service fees for subdivisions and rezoning. Budget is amended for the year end to reflect additional revenue stream from rezoning. YTD filming revenue is trending favourable due to an increased number of filming applications and forecast to be favourable at year end.

**OTHER REVENUE**

- 10 **Interest on Investments** - The interest recorded to date is on short term investments only. Interest on long term investments (MFA bonds) will be recorded at year end. The District of West Vancouver moved the majority of its MFA investments from the Money Market Fund and Intermediate Fund to the MFA Pooled High Interest Savings account in October last year. YTD revenue is trending favourable due to the prime rate being raised several times in the year. It is expected to have a significant revenue increase at year end.
- 11 **Tax Penalties & Interest** - YTD revenue is trending favourable due to higher than budgeted revenue from penalty and interest charges on late tax payments. Forecast to be favourable at year end.
- 12 **Miscellaneous** - Revenue is trending favourable due to higher than budgeted recoveries for legal, consultation, and labor costs, this will be offset by related expenses. Fines revenue is favourable to budget due to increased enforcement after a vacant position was filled. In addition, a penalty fee was awarded to the District from a legal dispute, and unbudgeted donations and rebates were received in the year.

**GOVERNMENT GRANTS**

- 13 **Other** - Revenue is higher than budget due to unbudgeted grants from UBCM for the Gas Tax Fund allocation, from BC Hydro for the Energy Step Code program, and from the Province for the Victim Services program.

**DISTRICT OF WEST VANCOUVER  
NOTES TO GENERAL FUND RESULTS  
FOR THE PERIOD ENDING SEPTEMBER 30, 2018**

**OTHER TRANSFERS**

- 14 **Transfer In from Reserves** - Revenue is lower than budget due to budget timing of a transfer in from the Operating Reserve to cover legal and consulting costs.

**EXPENDITURES**

- 15 **Police Services** - YTD expenditures are favourable to budget mainly due to savings from Worksafe and other leaves, and savings on legal / IT / consulting due to fewer issues, a lag in finalizing IT lease costs and timing of projects.
- 16 **Fire & Rescue Services** - YTD expenditures and the year-end forecast are trending favourable due to labour cost savings from unexpected staff changes, as well as a credit received from E-Comm related to a radio hardware buyout.
- 17 **Engineering & Transportation Services** - YTD expenditures are slightly over budget because winter maintenance costs were high in the first quarter.
- 18 **Corporate Services** - YTD expenditures are favourable to budget due to budget timing of IT expenses related to system maintenance and data usage, and timing of payment to North Shore Emergency Program and Ice Arena upgrading project. Forecast to be on budget at year end.
- 19 **Transfers to Reserves** - YTD expenditures are unfavourable to budget due to budget timing of Community Centre rental revenue transfer and unbudgeted grants transfer from UBCM for the Gas Tax Fund.

**THIRD PARTY WORKS & NON-RECURRING ITEMS**

- 20 **Third Party Works** - Increased demand for third party works is offset by increased third party works revenue.
- 21 **Land Sales & Costs** - There are various properties under review and discussion for possible sale. Costs are incurred to manage the use and development of land resources. Net proceeds earned at sale completion will be transferred to the Land Reserve. This year, two sales are complete for closed roads (one road in Rodgers Creek Area and one road adjacent to 1366 Kings Avenue).
- 22 **Amenity Contributions** - Community amenity contributions are not budgeted. \$13.3m was received throughout the year to benefit the improvement of the District, and was transferred to the Amenity Fund.
- 23 **One-Time Initiatives** - These initiatives are non-capital project expenditures, including consulting engagements that are one-time in nature. Due to timing issues, some of these initiatives haven't started, resulting in a temporary saving.

**SCHEDULE A - GENERAL GOVERNMENT DETAILS**

- 24 **Legal & Severance** - YTD expenditures are favourable to budget due to lower than anticipated consulting expenses. The expectation is that costs from on-going CN legal action and research work relating to policies will continue to be incurred, but should meet the amended budget at year end.
- 25 **Fiscal Services** - The expenditures are trending unfavourable to budget due to budget timing of MFA debt interest. This is expected to be on budget at year end.
- 26 **Benefits Change Savings** - The amount reflected in this line is the difference between fringe benefit costs already incurred and the recovery of the fringe allocation charged to the departments. The favourable variance is a timing difference between the pay date and the recovery date.

DISTRICT OF WEST VANCOUVER  
WATER FUND RESULTS & ANNUAL FORECAST  
FOR THE PERIOD ENDING SEPTEMBER 30, 2018

WATER UTILITY (\$000's)

	2018				2018 Annual Forecast			2018		2017	Notes
	YTD Results	YTD Budget	YTD Variance	YTD % Variance	Projected Results	Projected Variance to Budget	% Variance	Annual Approved Budget	%	Prior Year YTD Results	
<b>REVENUE</b>											
User Fees	12,152	11,229	923	8.2%	13,863	0	0.0%	13,863	87.7%	11,145	<sup>1</sup>
Meter Rental Charges	380	390	(10)	-2.5%	512	(8)	-1.5%	520	73.1%	388	
Micro Power Generation	17	23	(5)	-22.8%	18	(12)	-40.0%	30	57.9%	0	
Development Contributions	0	0	0		0	0		0		0	
Recoveries	44	106	(63)	-59.0%	70	(72)	-50.6%	142	30.8%	111	<sup>2</sup>
Other Revenue	10	169	(159)	-93.9%	15	(210)	-93.3%	225	4.6%	20	<sup>3</sup>
Transfers In	0	104	(104)	-100.0%	104	0	0.0%	104	0.0%	200	
	<u>12,604</u>	<u>12,021</u>	<u>583</u>	<u>4.8%</u>	<u>14,582</u>	<u>(302)</u>	<u>-2.0%</u>	<u>14,884</u>	<u>84.7%</u>	<u>11,864</u>	
<b>EXPENDITURE</b>											
Water Purchases	3,532	2,882	(650)	-22.5%	3,431	0	0.0%	3,431	102.9%	3,319	<sup>4</sup>
Administration Fee	248	248	0	0.0%	330	0	0.0%	330	75.0%	150	
Operations & Maintenance	2,857	3,274	417	12.7%	4,371	0	0.0%	4,371	65.4%	2,981	<sup>5</sup>
Capital Program	2,259	5,269	3,010	57.1%	4,719	550	10.4%	5,269	42.9%	2,543	<sup>6</sup>
Debt Service	1,497	1,497	(0)	-0.0%	1,996	0	0.0%	1,996	75.0%	1,463	
	<u>10,392</u>	<u>13,170</u>	<u>2,778</u>	<u>21.1%</u>	<u>14,847</u>	<u>550</u>	<u>3.6%</u>	<u>15,397</u>	<u>67.5%</u>	<u>10,455</u>	
<b>EXCESS REVENUES OVER EXPENDITURES</b>	<u>2,211</u>	<u>(1,149)</u>	<u>3,360</u>		<u>(265)</u>	<u>248</u>		<u>(513)</u>		<u>1,409</u>	
Prior year adjustment	0	0	0		0	0		0		(606)	
<b>EXCESS REVENUES OVER EXPENDITURES</b>	<u>2,211</u>	<u>(1,149)</u>	<u>3,360</u>		<u>(265)</u>	<u>248</u>		<u>(513)</u>		<u>803</u>	<sup>7</sup>

Notes:

- <sup>1</sup> Water consumption is seasonal and it is expected to increase in the third quarter as it usually does in summer months. YTD revenue is accrued to be favourable to reflect the high demand in summer, it will be offset partially by higher water purchase costs.
- <sup>2</sup> YTD revenue is trending below budget due to the difference between hourly charge out rates for utility vehicles and the cost of maintenance. Charge out rates are currently under review.
- <sup>3</sup> This revenue is from special meter read fees, external recovery and interest income. YTD revenue is trending unfavourable as this appears to be a long-term trend; it will be addressed in 2019. Forecast to be unfavourable at year end.
- <sup>4</sup> Higher water consumption resulted in more water purchased. YTD expense is accrued to be unfavourable to reflect the higher water purchase costs.
- <sup>5</sup> Expenditures are under budget due to timing of seasonal maintenance programs and reactive maintenance.
- <sup>6</sup> Capital program expenditure is delayed or postponed. Forecast to be favourable at year end to offset operating deficit.
- <sup>7</sup> Revenues and expenses will be reviewed and closely monitored, if necessary, transfers from the Water Reserve Fund and modifications to programming will take place to mitigate the shortfall.

DISTRICT OF WEST VANCOUVER  
SEWER FUND RESULTS & ANNUAL FORECAST  
FOR THE PERIOD ENDING SEPTEMBER 30, 2018

SEWER UTILITY (\$000's)

	2018				2018 Annual Forecast			2018		2017	Notes
	YTD Results	YTD Budget	YTD Variance	YTD % Variance	Projected Results	Projected Variance to Budget	% Variance	Annual Approved Budget	%	Prior Year YTD Results	
<b>REVENUE</b>											
User Fees	12,081	12,930	(850)	-6.6%	17,241	0	0.0%	17,241	70.1%	11,053	<sup>1</sup>
Development Cost Charges	0	0	0		0	0		0		0	
Developer Contributions	0	0	0		0	0		0		0	
Recoveries	44	102	(59)	-57.4%	137	0	0.0%	137	31.9%	111	<sup>2</sup>
Other Revenue	0	30	(30)	-100.0%	40	0	0.0%	40	0.0%	(1)	
Transfers In	0	175	(175)	-100.0%	175	0	0.0%	175	0.0%	984	
	<u>12,125</u>	<u>13,238</u>	<u>(1,113)</u>	<u>-8.4%</u>	<u>17,592</u>	<u>0</u>	<u>0.0%</u>	<u>17,592</u>	<u>68.9%</u>	<u>12,148</u>	
<b>EXPENDITURE</b>											
GVSDD Levy	4,876	4,876	0	0.0%	6,501	0	0.0%	6,501	75.0%	4,574	
Administration Fee	248	248	0	0.0%	330	0	0.0%	330	75.0%	150	
Sanitary Operations & Maintenance	1,182	1,282	101	7.8%	1,678	0	0.0%	1,678	70.4%	1,101	<sup>3</sup>
Storm Operations & Maintenance	705	602	(104)	-17.2%	868	0	0.0%	868	81.2%	602	<sup>4</sup>
Capital Program	3,109	9,146	6,038	66.0%	7,272	1,874	20.5%	9,146	34.0%	5,243	<sup>5</sup>
	<u>10,119</u>	<u>16,154</u>	<u>6,035</u>	<u>37.4%</u>	<u>16,649</u>	<u>1,874</u>	<u>10.1%</u>	<u>18,523</u>	<u>54.6%</u>	<u>11,670</u>	<sup>6</sup>
<b>EXCESS REVENUES OVER EXPENDITURES</b>	<u>2,006</u>	<u>(2,916)</u>	<u>4,921</u>		<u>943</u>	<u>1,874</u>		<u>(931)</u>		<u>478</u>	

Notes:

<sup>1</sup> Commercial and multi-family sewer charges are based on water consumption which was lower than expected in the first half of the year. YTD revenue is accrued in a conservative manner to reflect the trend.

<sup>2</sup> YTD revenue is trending below budget due to the difference between hourly charge out rates for utility vehicles and the cost of maintenance. Charge out rates are currently under review.

<sup>3</sup> Expenditures are under budget due to timing of seasonal maintenance programs and reactive maintenance.

<sup>4</sup> The expenditures are trending unfavourable to budget due to higher than expected costs in reactive maintenance, which is offset by savings in sanitary maintenance.

<sup>5</sup> Capital program expenditure is delayed or postponed. Forecast to be favourable at year end to offset operating deficit.

<sup>6</sup> Revenues and expenses will be reviewed and closely monitored, if necessary, transfers from the Sewer & Drainage Reserve Fund and modifications to programming will take place to mitigate the shortfall.

DISTRICT OF WEST VANCOUVER  
SOLID WASTE FUND RESULTS & ANNUAL FORECAST  
FOR THE PERIOD ENDING SEPTEMBER 30, 2018

SOLID WASTE UTILITY (\$'000's)

	2018				2018 Annual Forecast			2018		2017	Notes
	YTD Results	YTD Budget	YTD Variance	YTD % Variance	Projected Results	Projected Variance to Budget	% Variance	Annual Approved Budget	%	Prior Year YTD Results	
<b>REVENUE</b>											
Waste User Fees	1,716	1,735	(19)	-1.1%	2,290	(23)	-1.0%	2,313	74.2%	1,731	
Recycling User Fees	280	286	(5)	-1.9%	366	(15)	-4.0%	381	73.6%	351	
Tag Sales	9	11	(2)	-21.1%	12	(3)	-20.0%	15	59.2%	9	
Contract/Material Revenue	306	514	(208)	-40.4%	722	37	5.3%	686	44.7%	532	<sup>1</sup>
Public Realm Refuse Fee	615	623	(9)	-1.4%	820	(11)	-1.3%	831	73.9%	610	
Recycling Contract Recovery	1,291	1,865	(574)	-30.8%	2,369	(117)	-4.7%	2,486	51.9%	1,762	
	<u>4,217</u>	<u>5,034</u>	<u>(817)</u>	<u>-16.2%</u>	<u>6,579</u>	<u>(133)</u>	<u>-2.0%</u>	<u>6,712</u>	<u>62.8%</u>	<u>4,996</u>	
<b>EXPENDITURE</b>											
Management/Outreach/NSRP	399	487	88	18.1%	651	(2)	-0.4%	648	61.5%	356	<sup>2</sup>
Garbage, Green Can & Yard Trimmings	1,689	1,729	40	2.3%	2,269	36	1.6%	2,305	73.3%	1,486	<sup>3</sup>
Administration Charge	56	56	0	0.0%	75	0	0.0%	75	75.0%	37	
Recycling	2,038	2,268	230	10.1%	3,024	0	0.0%	3,024	67.4%	2,189	<sup>4</sup>
Public Realm Refuse	496	662	166	25.1%	757	126	14.3%	883	56.2%	585	<sup>5</sup>
Capital Program	0	20	20	100.0%	20	0	0.0%	20	0.0%	0	<sup>6</sup>
	<u>4,678</u>	<u>5,222</u>	<u>544</u>	<u>10.4%</u>	<u>6,796</u>	<u>160</u>	<u>2.3%</u>	<u>6,955</u>	<u>67.3%</u>	<u>4,654</u>	<sup>7</sup>
<b>EXCESS REVENUES OVER EXPENDITURES</b>	<u>(461)</u>	<u>(188)</u>	<u>(273)</u>		<u>(217)</u>	<u>26</u>		<u>(243)</u>		<u>342</u>	

Notes:

<sup>1</sup> YTD revenue is trending below budget due to delay in booking accrued revenue.

<sup>2</sup> Annual fee for NS Recycling Depot is favourable due to the facility's surplus from the prior year and timing of supply purchases.

<sup>3</sup> Garbage is being successfully diverted to other disposal streams, such as recycling and organic waste, resulting in lower than budgeted landfill costs.

<sup>4</sup> YTD expenses are trending favourable due to delay in booking accrued expenses.

<sup>5</sup> Public realm refuse costs are seasonal based on park usage. The full streetscape recycling program will not be launched until 2019 resulting in a favourable variance in 2018.

<sup>6</sup> The Eagle Island waste enclosure is deferred, resulting in temporary savings in capital spending.

<sup>7</sup> Revenues and expenses will be reviewed and closely monitored, if necessary, transfers from the Solid Waste Reserve Fund and modifications to programming will take place to mitigate the shortfall.

DISTRICT OF WEST VANCOUVER  
GOLF FUND RESULTS & ANNUAL FORECAST  
FOR THE PERIOD ENDING SEPTEMBER 30, 2018

GOLF FUND (\$000's)

	2018				2018 Annual Forecast			2018		2017	Notes
	YTD Results	YTD Budget	YTD Variance	YTD % Variance	Projected Results	Projected Variance to Budget	% Variance	Annual Approved Budget	%	Prior Year YTD Results	
<b>REVENUE</b>											
Golf Fees	842	826	16	1.9%	944	40	4.4%	904	93.1%	803	<sup>1</sup>
Rental Revenue - Facility	39	38	1	3.7%	50	0	0.0%	50	77.8%	41	
	<u>881</u>	<u>864</u>	<u>17</u>	<u>2.0%</u>	<u>994</u>	<u>40</u>	<u>4.2%</u>	<u>954</u>	<u>92.3%</u>	<u>844</u>	
<b>EXPENDITURE</b>											
Pro Shop & Management	134	144	10	7.0%	174	(5)	-3.2%	168	79.7%	132	
Operations & Maintenance	556	561	5	0.8%	720	(34)	-4.9%	686	81.1%	551	<sup>2</sup>
Administrative Fee	0	0	0		0	0		0		38	
Debt Service	0	0	0		100	0	0.0%	100	0.0%	0	
	<u>690</u>	<u>705</u>	<u>15</u>	<u>2.1%</u>	<u>994</u>	<u>(39)</u>	<u>-4.1%</u>	<u>954</u>	<u>72.3%</u>	<u>721</u>	
<b>EXCESS REVENUES OVER EXPENDITURES</b>	<u>191</u>	<u>159</u>	<u>32</u>		<u>0</u>	<u>1</u>		<u>0</u>		<u>123</u>	

Notes:

<sup>1</sup> Golf revenues are higher than last year due to favourable weather; revenue forecast at year end to be favourable to budget.

<sup>2</sup> The forecast is unfavourable to budget due to safety issues with respect to pathways and plaza area at Ambleside Par 3.

DISTRICT OF WEST VANCOUVER  
CEMETERY FUND RESULTS & ANNUAL FORECAST  
FOR THE PERIOD ENDING SEPTEMBER 30, 2018

CEMETERY FUND (\$000's)

	2018				2018 Annual Forecast			2018		2017	Notes
	YTD Results	YTD Budget	YTD Variance	YTD % Variance	Projected Results	Projected Variance to Budget	% Variance	Annual Approved Budget	%	Prior Year YTD Results	
<b>REVENUE</b>											
User Fees	806	663	143	21.5%	1,061	185	21.1%	876	92.1%	682	<sup>1</sup>
Interest Revenue	34	0	34		40	0	0.0%	40	84.0%	0	
	<u>840</u>	<u>663</u>	<u>177</u>	<u>26.6%</u>	<u>1,101</u>	<u>185</u>	<u>20.2%</u>	<u>916</u>	<u>91.7%</u>	<u>682</u>	
<b>EXPENDITURE</b>											
Operations & Maintenance	365	387	22	5.6%	523	(16)	-3.1%	507	72.1%	329	
Sales & Use Costs	128	117	(11)	-9.3%	163	(8)	-5.2%	155	82.7%	100	
Administration Fees	134	134	0	0.0%	179	0	0.0%	179	75.0%	134	
Capital Improvements	30	901	871	96.7%	901	(1)	-0.1%	901	3.3%	91	<sup>2</sup>
	<u>657</u>	<u>1,539</u>	<u>881</u>	<u>57.3%</u>	<u>1,765</u>	<u>(24)</u>	<u>-1.4%</u>	<u>1,741</u>	<u>37.8%</u>	<u>654</u>	<sup>3</sup>
<b>EXCESS REVENUES OVER EXPENDITURES</b>	<u>182</u>	<u>(875)</u>	<u>1,058</u>		<u>(664)</u>	<u>161</u>		<u>(825)</u>		<u>29</u>	

Notes:

<sup>1</sup> The favourable variance is due to higher than expected interment and plot sales.

<sup>2</sup> Capital program expenditure deferred to 2019 for more detailed design.

<sup>3</sup> Majority of the capital program will be funded and transferred from Cemetery Development Reserve.

DISTRICT OF WEST VANCOUVER  
GENERAL FUND RESULTS  
FOR THE PERIOD ENDING SEPTEMBER 30, 2018

**SALARY VACANCY ADJUSTMENT (\$ 000's)**

	2018 to Sep 30th				2018 Annual Forecast			2018	
	YTD Result	YTD Budget	YTD Variance	YTD % Variance	Projected Results	Projected Variance to Budget	% Variance	Annual Approved Budget	%
<b>SUMMARY</b>									
Salaries Regular	51,711	53,932	2,222	4.1%	71,305	300	0.4%	71,605	72.2%
Vacancy Adjustment	0	(599)	(599)	100.0%	(591)	(209)	26.1%	(800)	0.0%
	<u>51,711</u>	<u>53,334</u>	<u>1,623</u>	<u>3.0%</u>	<u>70,714</u>	<u>92</u>	<u>26.5%</u>	<u>70,806</u>	<u>73.0%</u>
Overtime	1,353	641	(713)	-111.2%	953	(54)	-6.0%	899	150.5%
Car Allowances	182	189	7	3.7%	254	(2)	-0.6%	252	72.2%
External Recoveries	(2,155)	(1,526)	629	-41.2%	(2,028)	(0)	0.0%	(2,028)	106.3%
General Fund	<u>51,091</u>	<u>52,638</u>	<u>1,547</u>	<u>2.9%</u>	<u>69,892</u>	<u>36</u>	<u>0.1%</u>	<u>69,929</u>	<u>73.1%</u>

There have been vacancies and delays in hiring due to difficulties attracting qualified candidates with specialized technical skills to work in West Vancouver. As a result, salary expense is trending favourable, however it is partially offset by overtime expense.

Overtime is trending higher than budget primarily due to shortage of staff.

Engineering & Transportation Services and Parks, Culture & Community Services incurred considerable overtime to provide winter maintenance, some of which is recoverable from third parties.

In addition, the overtime in Parks is related to statutory pay which is required for providing services seven days a week, including services provided for filming and special events. Significant overtime in 2018 is associated with the Whyte Lake fire.

A large portion of the overtime incurred in Police Services is related to integrated teams/special duties and is recoverable.

A portion of the overtime in Fire & Rescue Services is incurred for training purposes which includes recruitment. Suppression overtime for fire investigations is recoverable. Minimal overtime is expected for Q4.

**ADMINISTRATION**

Salaries Regular	1,886	1,928	42	2.2%	2,563	(13)	-0.5%	2,550	74.0%
Vacancy Adjustment	0	(23)	(23)	100.0%	(10)	(21)	69.1%	(31)	0.0%
	<u>1,886</u>	<u>1,905</u>	<u>19</u>	<u>1.0%</u>	<u>2,553</u>	<u>(34)</u>	<u>-1.3%</u>	<u>2,520</u>	<u>74.9%</u>
Overtime	2	3	0	0.0%	3	1	14.7%	4	57.0%
Car Allowances	12	12	(0)	-2.6%	16	(0)	-0.0%	16	76.9%
Division Total	<u>1,901</u>	<u>1,920</u>	<u>18</u>	<u>1.0%</u>	<u>2,573</u>	<u>(33)</u>	<u>-1.3%</u>	<u>2,539</u>	<u>74.8%</u>

**HUMAN RESOURCES & PAYROLL SERVICES**

Salaries Regular	1,222	1,243	21	1.7%	1,603	39	2.4%	1,642	74.4%
Vacancy Adjustment	0	(18)	(18)	100.0%	(24)	0	-0.0%	(24)	0.0%
	<u>1,222</u>	<u>1,225</u>	<u>2</u>	<u>0.2%</u>	<u>1,578</u>	<u>39</u>	<u>2.4%</u>	<u>1,618</u>	<u>75.5%</u>
Overtime	2	4	2	52.3%	5	0	0.0%	5	35.8%
Car Allowances	9	8	(1)	-16.7%	10	0	0.0%	10	87.5%
Division Total	<u>1,233</u>	<u>1,236</u>	<u>3</u>	<u>0.3%</u>	<u>1,594</u>	<u>39</u>	<u>2.4%</u>	<u>1,633</u>	<u>75.5%</u>

**FINANCIAL SERVICES**

Salaries Regular	1,937	2,018	81	4.0%	2,687	0	0.0%	2,664	72.7%
Vacancy Adjustment	0	(30)	(30)	100.0%	(29)	(11)	27.5%	(40)	0.0%
	<u>1,937</u>	<u>1,988</u>	<u>51</u>	<u>2.6%</u>	<u>2,658</u>	<u>(11)</u>	<u>-0.4%</u>	<u>2,624</u>	<u>73.8%</u>
Overtime	12	0	(12)		3	(3)		0	
Car Allowances	9	9	0	0.0%	12	(0)	-0.1%	12	76.9%
Division Total	<u>1,958</u>	<u>1,997</u>	<u>39</u>	<u>1.9%</u>	<u>2,672</u>	<u>(14)</u>	<u>-0.5%</u>	<u>2,635</u>	<u>74.3%</u>

**POLICE SERVICES**

Salaries Regular	10,154	10,767	613	5.7%	14,038	215	1.5%	14,253	71.2%
Vacancy Adjustment	0	(205)	(205)	100.0%	(275)	0	-0.0%	(275)	0.0%
	<u>10,154</u>	<u>10,562</u>	<u>408</u>	<u>3.9%</u>	<u>13,763</u>	<u>215</u>	<u>1.5%</u>	<u>13,978</u>	<u>71.2%</u>
Overtime	698	311	(387)	-124.3%	451	0	0.0%	451	154.7%
Car Allowances	13	13	(0)	-2.6%	17	0	0.0%	17	76.9%
External Recoveries	(2,092)	(1,469)	623	-42.4%	(1,958)	0	0.0%	(1,958)	106.8%
Division Total	<u>8,773</u>	<u>9,417</u>	<u>644</u>	<u>6.8%</u>	<u>12,273</u>	<u>215</u>	<u>1.7%</u>	<u>12,488</u>	<u>70.3%</u>



DISTRICT OF WEST VANCOUVER  
GENERAL FUND RESULTS  
FOR THE PERIOD ENDING SEPTEMBER 30, 2018

SALARY VACANCY ADJUSTMENT (\$ 000's)

	2018 to Sep 30th				2018 Annual Forecast			2018	
	YTD Result	YTD Budget	YTD Variance	YTD % Variance	Projected Results	Projected Variance to Budget	% Variance	Annual Approved Budget	%
<b>FIRE &amp; RESCUE SERVICES</b>									
Salaries Regular	11,190	11,410	220	1.9%	15,091	102	0.7%	15,194	73.6%
Vacancy Adjustment	0	0	0		0	0		0	
	11,190	11,410	220	1.9%	15,091	102	1	15,194	73.6%
Overtime	173	165	(8)	-4.6%	237	(17)	-7.7%	220	78.5%
Car Allowances	6	6	0	0.0%	8	0	0.0%	8	76.9%
External Recoveries	(63)	(58)	6	-10.2%	(70)	(0)	0.0%	(70)	90.6%
Division Total	11,306	11,524	218	1.9%	15,267	85	0.6%	15,352	73.6%
<b>ENGINEERING &amp; TRANSPORTATION SERVICES</b>									
Salaries Regular	4,063	4,319	256	5.9%	5,765	0	0.0%	5,765	70.5%
Vacancy Adjustment	0	(36)	(36)	100.0%	(48)	0	0.0%	(48)	0.0%
	4,063	4,283	220	5.1%	5,717	0	0.0%	5,717	71.1%
Overtime	169	65	(104)	-160.7%	100	0	0.0%	100	169.5%
Car Allowances	11	12	1	8.7%	16	0	0.0%	16	68.5%
External Recoveries	0	0	0		0	0		0	
Division Total	4,243	4,360	116	2.7%	5,833	0	0.0%	5,833	72.8%
<b>CORPORATE SERVICES</b>									
Salaries Regular	3,973	4,217	243	5.8%	5,606	0	0.0%	5,606	70.9%
Vacancy Adjustment	0	(59)	(59)	100.0%	(79)	0	-0.0%	(79)	0.0%
	3,973	4,157	184	4.4%	5,526	0	0.0%	5,526	71.9%
Overtime	54	42	(12)	-28.7%	56	0	0.0%	56	96.7%
Car Allowances	14	13	(0)	-2.6%	18	0	0.0%	18	76.9%
Division Total	4,041	4,212	172	4.1%	5,600	0	0.0%	5,600	72.2%
<b>PLANNING &amp; DEVELOPMENT SERVICES</b>									
Salaries Regular	3,313	3,623	310	8.6%	4,822	0	0.0%	4,822	68.7%
Vacancy Adjustment	0	(51)	(51)	100.0%	(68)	0	-0.0%	(68)	0.0%
	3,313	3,572	259	7.2%	4,753	0	0.0%	4,753	69.7%
Overtime	42	11	(32)	-291.1%	14	0	0.0%	14	293.7%
Car Allowances	70	79	10	12.0%	105	0	0.0%	105	66.0%
Division Total	3,425	3,662	237	6.5%	4,873	0	0.0%	4,873	70.3%
<b>PARKS, CULTURE &amp; COMMUNITY SERVICES</b>									
Salaries Regular	11,056	11,385	329	2.9%	14,924	162	1.1%	15,086	73.3%
Vacancy Adjustment	0	(133)	(133)	100.0%	0	(177)	100.0%	(177)	0.0%
	11,056	11,252	197	1.7%	14,924	(15)	-0.1%	14,909	74.2%
Overtime	192	41	(152)	-374.6%	84	(34)	-68.7%	50	388.5%
Car Allowances	34	33	(1)	-2.5%	46	(2)	-3.6%	44	76.9%
Division Total	11,282	11,326	44	0.4%	15,053	(50)	-0.3%	15,003	75.2%
<b>LIBRARY SERVICES</b>									
Salaries Regular	2,916	3,023	107	3.5%	4,007	17	0.4%	4,024	72.5%
Vacancy Adjustment	0	(43)	(43)	100.0%	(57)	0	0.0%	(57)	0.0%
	2,916	2,980	64	2.1%	3,950	17	0.4%	3,967	73.5%
Overtime	9	0	(9)		0	0		0	
Car Allowances	4	4	0	0.0%	5	0	0.0%	5	76.9%
Division Total	2,929	2,984	55	1.8%	3,956	17	0.4%	3,973	73.7%

**DISTRICT OF WEST VANCOUVER**  
**CAPITAL PROGRAM SUMMARY - GENERAL FUND & CEMETERY**  
**FOR THE PERIOD ENDING SEPTEMBER 30, 2018**  
(Municipal Hall Project reported separately)  
(\$ 000's)

Asset Category	FP Year	Total Budget	Total Actual + Committed	Remaining Budget	Total Project Forecast	Project Forecast Variance	Notes
<b>General Fund</b>							
Information Technology	2018	1,455	555	900	1,438	17	
Equipment	2018	1,555	1,027	528	1,594	-38	
Facilities Maintenance	2018	5,019	1,667	3,352	5,008	11	<sup>1</sup>
Grounds & Parks	2018	2,278	297	1,980	2,457	-180	<sup>2</sup>
Transportation Infrastructure	2018	6,180	1,301	4,879	5,768	412	<sup>4</sup>
Vehicle Fleet	2018	650	584	66	651	-2	
	<b>Total 2018</b>	<b>17,137</b>	<b>5,431</b>	<b>11,705</b>	<b>16,916</b>	<b>221</b>	
Information Technology	2017	776	740	36	835	-59	
Equipment	2017	875	787	88	830	45	
Facilities Maintenance	2017	4,625	3,085	1,539	3,517	1,107	<sup>1</sup>
Grounds & Parks	2017	2,251	1,804	447	2,173	78	<sup>3</sup>
Transportation Infrastructure	2017	6,873	3,038	3,835	7,556	-683	<sup>4</sup>
Vehicle Fleet	2017	615	592	23	638	-23	
	<b>Total 2017</b>	<b>16,015</b>	<b>10,045</b>	<b>5,970</b>	<b>15,548</b>	<b>467</b>	
Facilities Maintenance	2016	0	51	-51	48	-48	<sup>1</sup>
Transportation Infrastructure	2016	0	670	-670	671	-671	<sup>4</sup>
	<b>Total 2016</b>	<b>0</b>	<b>721</b>	<b>-721</b>	<b>719</b>	<b>-719</b>	
Information Technology	17/18	481	189	291	481	0	
Facilities Maintenance	17/18	1,077	1,389	-311	778	300	<sup>1</sup>
Transportation Infrastructure	17/18	2,560	0	2,092	1,659	901	<sup>4</sup>
	<b>Total 17/18</b>	<b>4,118</b>	<b>1,578</b>	<b>2,072</b>	<b>2,917</b>	<b>1,201</b>	
<b>Total - General Fund</b>		<b>37,270</b>	<b>17,775</b>	<b>19,027</b>	<b>36,101</b>	<b>1,170</b>	
<b>Cemetery Fund</b>							
Grounds & Parks	17/18	908	112	796	901	7	
	<b>Total 17/18</b>	<b>908</b>	<b>112</b>	<b>796</b>	<b>901</b>	<b>7</b>	
<b>Total - Cemetery Fund</b>		<b>908</b>	<b>112</b>	<b>796</b>	<b>901</b>	<b>7</b>	

<sup>1</sup> Ferry Building project authorization to spend is on hold. Overall, the facility projects which are proceeding are anticipated to be on budget.

<sup>2</sup> Over budget due to expenditures relating to Brissenden Park that have been approved by Council.

<sup>3</sup> Continued funding will be sought in 2019 for projects not completed within the 2 year funding window.

<sup>4</sup> Horseshoe Bay streetscape improvements project is on hold. The balance of the Transportation Infrastructure projects are projected to be on budget overall.

**DISTRICT OF WEST VANCOUVER  
CAPITAL PROGRAM - MUNICIPAL HALL PROJECT  
FOR THE PERIOD ENDING SEPTEMBER 30, 2018  
(\$ 000's)**

	Category	Budget	2012-2016	2017	2018	Sub-total	Total Actual	Remaining Budget	Total Project Forecast	Notes
<b>Construction</b>	General Construction	25,189	1,704	1,349	59	3,111	29,459	-4,270	28,150	
	Mechanical		573	3,137	0	3,710				
	Electrical		1,340	2,083	0	3,423				
	Structural / Architectural		6,245	8,744	91	15,080				
	Site Development		3,290	781	63	4,134				
<b>Design</b>	Consulting	3,840	4,927	515	53	5,495	5,495	-1,655	5,412	
<b>Other</b>	General Costs	3,754	290	683	3	975	975	2,779	2,051	
<b>Contingency</b>	Contingency	3,216	0	0	0	0	0	3,216	386	
	<b>Total</b>	<b>36,000</b>	<b>18,369</b>	<b>17,292</b>	<b>269</b>	<b>35,929</b>	<b>35,929</b>	<b>71</b>	<b>36,000</b>	<sup>1</sup>

<sup>1</sup> This project will be completed by the end of 2018, with any remaining unspent funds returned to the Capital Facilities Reserve.

DISTRICT OF WEST VANCOUVER							
CAPITAL PROGRAM SUMMARY - UTILITIES							
FOR THE PERIOD ENDING SEPTEMBER 30, 2018							
(\$ 000's)							
Fund	Budget 2018	Actual 2018	Open PO's 2018	Total Actual + Committed 2018	Remaining Budget	Total Project Forecast	Project Forecast Variance
Water Utility Fund	5,269	2,269	628	2,897	2,373	4,719	551
Sewer Utility Fund	9,146	3,093	6,705	9,798	-652	7,272	1,875
Solid Waste Utility Fund	20				20	20	0

Notes  
1  
2

<sup>1</sup> Water Utility projects are projected to have a small favourable variance at year end.

<sup>2</sup> Sewer Utility projects are projected to have a favourable variance at year end, primarily due to delays in the schedule of work, with completion planned in 2019.

DISTRICT OF WEST VANCOUVER  
FOR THE PERIOD ENDING SEPTEMBER 30, 2018

**RESERVE SCHEDULE (\$ 000's)**

	Opening Balances 2018/01/01	Current Transactions			Current Balances 2018/09/30
		Revenues & Transfers	Interest	Expenditures & Transfers	
<b>GENERAL FUND</b>					
<b>Asset Reserves</b>	<b>7,798</b>	<b>12,986</b>	<b>0</b>	<b>0</b>	<b>20,784</b>
<i>Statutory</i>					
Capital Facilities Reserve <sup>1</sup>	2,810	2,821	0	0	5,631
Capital Infrastructure Reserve <sup>2</sup>	3,592	6,640	0	0	10,232
Capital Equipment Reserve <sup>3</sup>	1,160	2,470	0	0	3,630
<i>Non-Statutory</i>					
Operational Reserve <sup>4</sup>	236	1,055	0	0	1,291
<b>Endowment Fund</b>	<b>30,764</b>	<b>375</b>	<b>0</b>	<b>-1,066</b>	<b>30,072</b>
<i>Threshold Value <sup>5</sup></i>	18,000				
<b>Amenity Contributions Fund</b>	<b>21,772</b>	<b>13,302</b>	<b>0</b>	<b>-49</b>	<b>35,025</b>
<i>Non-Restricted</i>	11,897	13,302	0	-49	25,150
<i>Restricted <sup>6</sup></i>	5,858	0	0	0	5,858
<i>Affordable Housing</i>	4,017	0	0	0	4,017
<b>Land Reserve Fund</b>	<b>0</b>	<b>1,791</b>	<b>0</b>	<b>0</b>	<b>1,791</b>
<b>Borrowed Funds - Police Services</b>					
Municipal Hall Project <sup>7</sup>	742	0	0	0	742
<b>Operating Reserves</b>	<b>4,183</b>	<b>98</b>	<b>0</b>	<b>-65</b>	<b>4,216</b>
<b>Other Reserves</b>	<b>2,013</b>	<b>205</b>	<b>0</b>	<b>0</b>	<b>2,218</b>
<b>OTHER FUNDS</b>					
Golf Development Reserve	7	0	0	0	7
Cemetery Development Reserve	1,791	0	0	0	1,791
Solid Waste Reserve Fund	2,895	0	0	0	2,895
Water Reserve Fund	204	0	0	0	204
Sewer & Drainage Reserve Fund	3,840	0	0	0	3,840
<b>TOTAL RESERVES</b>	<b>76,009</b>	<b>28,757</b>	<b>0</b>	<b>-1,180</b>	<b>103,585</b>
<b>DEVELOPMENT COST CHARGES (DCCs)</b>	<b>23,295</b>	<b>129</b>	<b>0</b>	<b>0</b>	<b>23,423</b>
<b>TOTAL RESERVES &amp; DCCs</b>	<b>99,304</b>	<b>28,885</b>	<b>0</b>	<b>-1,180</b>	<b>127,008</b>
<b>TRUST FUNDS</b>					
Seniors' Accounts	290	102	0	-26	366
Library Accounts	3	0	0	-3	0
Cemetery Care Fund	5,663	0	0	0	5,663
Other	505	13	0	0	518
	<b>6,461</b>	<b>115</b>	<b>0</b>	<b>-29</b>	<b>6,547</b>
<b>TOTAL RESERVES, DCCs &amp; TRUST FUNDS</b>	<b>105,765</b>	<b>29,000</b>	<b>0</b>	<b>-1,210</b>	<b>133,555</b>

Notes:

- <sup>1</sup> The Capital Facilities Reserve is to be used for creation and maintenance of Facilities (ex. roofing, flooring, HVAC systems, windows, plumbing, building maintenance) to deliver municipal services; planning works for designing or enhancing District owned/occupied buildings; and acquisition of land and improvements for use in delivering services in the District.
- <sup>2</sup> The Capital Infrastructure Reserve is to be used for land improvements (ex. athletic fields, tennis courts, playgrounds), marine structures (ex. piers, sea walks, floats, foreshore works) and civic works (ex. roads, bridges, trails, lighting, cycling infrastructure) to deliver municipal services in the District.
- <sup>3</sup> The Capital Equipment Reserve is to be used for heavy equipment (ex. fire trucks, dump trucks, tractors, excavators), fleet vehicles (ex. police vehicles, shuttle buses, service vans), general equipment and information technology and communications equipment.
- <sup>4</sup> The Operational Reserve is to be used for items that may not be capital in nature but still require replacement on a periodic basis (ex. fire hoses).
- <sup>5</sup> The threshold value for the Endowment Fund has been fixed by Council at \$18m.
- <sup>6</sup> The restricted portion of the Amenity Contribution Fund is related to McGavin Field, Evelyn Drive and Horseshoe Bay (Sewell's Development).
- <sup>7</sup> Unused portion of Police Services Municipal Hall project loan.

DISTRICT OF WEST VANCOUVER  
FOR THE PERIOD ENDING SEPTEMBER 30, 2018

RESERVE SCHEDULE (\$ 000's)

	Opening Balances 2018/01/01	Current Transactions			Current Balances 2018/09/30
		Revenues & Transfers	Interest	Expenditures & Transfers	
<b>OPERATING RESERVES</b>					
Weather Related Incidents Reserve	300	0	0	0	300
Election Provision	153	48	0	0	200
Fleet Surcharge Reserve	20	0	0	0	20
Fringe Benefit Allocation	625	0	0	-65	560
Police Services Transition	-2	0	0	0	-2
Caulfield LUC	206	0	0	0	206
Youth Activity	555	0	0	0	555
<i>Threshold Value</i> <sup>1</sup> 537					
WV Shoreline Preservation Society	10	0	0	0	10
Engagement (Innovation) Fund	1,061	0	0	0	1,061
Public Art Reserve (Est 2016)	76	50	0	0	126
Wage Contingency Reserve	400	0	0	0	400
Legal Reserve (Est 2016)	700	0	0	0	700
Corporate Training Initiatives	80	0	0	0	80
<b>TOTAL OPERATING RESERVES</b>	<b>4,183</b>	<b>98</b>	<b>0</b>	<b>-65</b>	<b>4,216</b>
<b>OTHER RESERVES</b>					
Artificial Turf Replacement	997	72	0	0	1,068
Rutledge Field Replacement	328	39	0	0	367
Parkland Acquisition	9	0	0	0	9
Parkland Cash In Lieu	7	0	0	0	7
Debt Retirement (SF Surplus)	289	0	0	0	289
UBCM Community Works Fund	384	95	0	0	479
<b>TOTAL OTHER RESERVES</b>	<b>2,013</b>	<b>205</b>	<b>0</b>	<b>0</b>	<b>2,219</b>
Note:					
<sup>1</sup> The threshold value for the Youth Activity Reserve is updated each year by CPI.					
<b>DEVELOPMENT COST CHARGES (DCCs)</b>					
<b>GENERAL FUND</b>					
<b>Highways</b>					
Neighbourhood Area 3	1,613	0	0	0	1,613
Neighbourhood Area 4	2,455	0	0	0	2,455
Community Areas 2 to 5	2,006	3	0	0	2,009
	6,074	3	0	0	6,077
<b>Underground Wiring</b>	1,556	3	0	0	1,559
<b>Parks &amp; Open Space</b>					
Major - Principal	2,916	49	0	0	2,964
Major - Interest	1,018	0	0	0	1,018
Ambleside Waterfront - Principal	97	15	0	0	113
Ambleside Waterfront - Interest	158	0	0	0	158
Local - Principal	4,976	38	0	0	5,014
Local - Interest	1,344	0	0	0	1,344
	10,510	101	0	0	10,611
<b>OTHER FUNDS</b>					
<b>Water Utility</b>					
Areas 2 & 3	0	0	0	0	0
Areas 4 & 5	1,066	7	0	0	1,073
	1,066	7	0	0	1,073
<b>Sewer Utility</b>					
Drainage	4,089	15	0	0	4,104
<b>TOTAL GENERAL AND OTHER FUNDS' DCCs</b>	<b>23,295</b>	<b>129</b>	<b>0</b>	<b>0</b>	<b>23,423</b>

DISTRICT OF WEST VANCOUVER  
FOR THE PERIOD ENDING SEPTEMBER 30, 2018

RESERVE SCHEDULE (\$ 000's)

	Opening Balances 2018/01/01	Current Transactions			Current Balances 2018/09/30
		Revenues & Transfers	Interest	Expenditures & Transfers	
<b>Trust Funds<sup>1</sup></b>					
<b>Seniors' Accounts</b>					
Building	0	0	0	0	0
Friends of the Centre	20	0	0	0	20
General Projects	37	2	0	0	39
Leisure Living Crafts	38	3	0	-1	40
Woodworking	2	2	0	-1	3
Green Thumb	5	0	0	0	5
Photo Club	14	4	0	-2	15
Hiking	3	0	0	0	3
Keynote Singers	4	1	0	-3	2
Quilting	12	1	0	0	12
Computer Club	1	0	0	0	1
Stained Glass	3	0	0	-1	2
Computer Equipment	15	0	0	-1	14
Fundraising Events	137	91	0	-18	210
	<u>290</u>	<u>102</u>	<u>0</u>	<u>-26</u>	<u>366</u>
<b>Memorial Library Accounts</b>					
Adams	0	0	0	0	0
Welch	3	0	0	-3	0
	<u>3</u>	<u>0</u>	<u>0</u>	<u>-3</u>	<u>0</u>
<b>Other Accounts</b>					
Legacy Project	38	0	0	0	38
Dog Walk	4	0	0	0	4
Amberview Place Housing	364	13	0	0	377
Dickinson Archives Trust	80	0	0	0	80
Cultural Centre	19	0	0	0	19
	<u>505</u>	<u>13</u>	<u>0</u>	<u>0</u>	<u>518</u>
<b>TOTAL TRUST FUND</b>	<u>799</u>	<u>114</u>	<u>0</u>	<u>-29</u>	<u>884</u>

Notes:

<sup>1</sup> Interest is paid on these accounts at year end, and generally the amounts are too low to be shown in this report.

DISTRICT OF WEST VANCOUVER  
PROCUREMENT STATISTICS  
FOR THE PERIOD ENDING SEPTEMBER 30, 2018

**Purchasing:**

	2014	2015	2016	2017	2018 Q3
Quotations	169	162	194	278	194
Tenders	16	26	25	31	27
Request for Proposals/EOI	93	85	96	93	93
Total # of files	<b>278</b>	<b>273</b>	<b>315</b>	<b>402</b>	<b>314</b>

Purchase Orders count

	2014	2015	2016	2017	2018
	1925	2205	1970	2402	1451

Procurement Activity Savings  
Purchasing Department Budget (BU 220)  
Purchasing & Risk Management FTE count

	2014	2015	2016	2017	2018
Procurement Activity Savings	\$617,865	\$883,264	\$718,954	\$890,084	\$730,246
Purchasing Department Budget (BU 220)	\$749,477	\$675,350	\$702,625	\$702,680	\$723,092
Purchasing & Risk Management FTE count	7.6	7.6	7.6	7.6	7.6

Purchasing Card:

	2014	2015	2016	2017	2018
New Pcards issued	32	40	25	27	46
Total # of Pcards	n/a	n/a	208	\$206	\$227
Total # of transactions	9,149	9,296	8,410	9,918	7,141
Total \$ Spent	\$1,247,437	\$1,322,402	\$1,231,597	\$1,585,299	\$1,244,286

**Stores - Operations Ctre**

	2014	2015	2016	2017	2018
Fleet size count	n/a	127	130	133	136
Auto part orders count	1645	1753	1646	1669	998
Inventory Issues count (all)	521,181	567,057	572,458	565,811	415,458
Inventory Issues count (fuel)	480,524	515,594	523,906	528,977	387,117
Inventory Issues count (all, less fuel)	40,657	51,463	48,552	36,834	28,341
Inventory Issues value (all)	\$1,663,249	\$1,772,502	\$1,889,975	\$1,817,572	\$1,464,882
Inventory Issues value (fuel)	\$610,800	\$573,422	\$545,864	\$601,921	\$520,567
Inventory Issues value (all, less fuel)	\$1,052,449	\$1,199,080	\$1,344,111	\$1,215,651	\$944,315

**Risk Management**

	2014	2015	2016	2017	2018
Fleet accident claims (#)	48	63	63	63	43
Property damage recovery (#)	16	15	20	13	5
Property damage recovery (\$)	n/a	n/a	\$12,790	\$19,649	\$13,042
Claim Files (#) MIA	15	52	48	32	33
Claim Files (#) Other	58	61	41	43	27
Total (#) RM Files	137	191	172	75	60



DISTRICT OF WEST VANCOUVER  
CONTRACTS AWARDED (OVER \$75K)  
FOR THE PERIOD ENDING SEPTEMBER 30, 2018

FILE/ DESCRIPTION	VALUE/ SUPPLIER	AVG BID/ # OF BIDS	PROCESS/ DEPT	REVISED VALUE/ FINAL Y/N	COMMENTS
RFP17 13 HSB Park Redevelopment Design	\$166,133 PWL Partnership Landscape Architects	\$189,867 5	Public RFP Parks	tbd No	
RFP17 13 Ambleside Waterfront Redevelopment Design	\$176,386 PWL Partnership Landscape Architects	\$289,870 2	Public RFP Parks	tbd No	
T17 16A Marine Drive at the Beach	\$5,592,185 Merletti Construction	\$5,592,185 1	Public EOI+Tender Engineering	\$5,735,614 Yes	4 EOI submissions 3 firms pre-qualified 1 bid
T17 16B Servicing Upgrades for Marine at the Beach project	\$99,970 BC Hydro	\$99,970 1	Select Bidding Engineering	\$99,970 Yes	
RFP17 38 HSB Streetscape Detailed Design	\$204,857 McElhanney Consulting	\$249,983 4	Public RFP Engineering	tbd No	
T17 190A Westlake Road Bridge Replacement	\$149,300 Iota Construction Ltd.	\$197,432 8	Public Tender Parks	tbd no	
T17 241 Aqautic Centre Change Room Renovation	\$211,276 Pax Construction Ltd.	\$242,455 2	Invited Tender Facilities	tbd No	6 invited - 4 declined
T18 23 Ice Arena Plant Renewal	\$566,372 Fraser Valley Refrigeration Ltd.	\$682,526 2	Public Tender Facilities	tbd No	
T18 34 Utility Service Vans M010 & M012	\$339,548 Metro Motors	\$339,548 1	Public Tender Engineering	\$339,548 Yes	
T18 056C Ice Arena Slab Replacement	\$1,193,216 Reward Construction Ltd.	\$1,294,679 3	Public Tender Facilities	tbc No	
RFP18 78 Design Consultant - Capilano View Cemetery Expansion	\$98,280 Urban Systems Ltd.	\$118,363 5	Public RFP Parks	tbc No	
T18 79A Rectangular Rapid Flashing Beacons - various locations	\$410,000 Fraser City Installations	\$474,432 2	Public Tender Engineering	tbc No	
RFP18 88 Cypress Falls Park Drainage & Irrigation	\$98,750 TDS West Systems	\$141,588 3	Public RFP Parks	\$98,750 Yes	
T18 094 2018 Drainage Projects	\$166,625 Luxton Construction	\$259,986 3	Public Tender Engineering	\$176,030 Yes	
T18 104 Ambleside Par 3 Washroom Renovations	\$95,245 Ferrari Integrated Property Solutions	\$95,245 1	Select Bidding Facilities	\$100,543 Yes	3 invited - 2 declined
T18 105 John Lawson Park Washroom Renovation	\$110,725 Ferrari Integrated Property Solutions	\$110,725 1	Select Bidding Facilities	\$110,725 Yes	Select Bidding approved by Purchasing Manager following Public EOI for washroom renovations
T18 106 Whytecliff Park Washroom Renovation - Upper	\$129,170 Ferrari Integrated Property Solutions	\$138,585 2	Select Bidding Facilities	tbc No	Select Bidding approved by Purchasing Manager following Public EOI for washroom renovations
T18 107 Dundarave Washroom Renovation	\$125,995 Ferrari Integrated Property Solutions	\$149,498 2	Select Bidding Facilities	tbc No	Select Bidding approved by Purchasing Manager following Public EOI for washroom renovations
T18 151 Traffic Signal Modifications 15th Street at Fulton & Inglewood	\$281,800 Fraser City Installations	\$281,800 1	Public Tender Engineering	tbc No	
Q18 244 2100 Block Marine Hydro Undergrounding	\$172,950 BC Hydro	\$172,950 1	Sole Source Engineering	tbc No	

DISTRICT OF WEST VANCOUVER  
DOCUMENTED SAVINGS  
FOR THE PERIOD ENDING SEPTEMBER 30, 2018

Documented Savings	Value	Total Value
<b>Year to Date</b>		<b>\$730,246</b>
<b>Ongoing/annual savings from prior years</b>		<b>\$116,377</b>
New eco degreaser for mechanic shop - ongoing/annual saving	\$740	
First Aid Supplies - 0700-14-098 - ongoing/annual saving	\$4,000	
Oxygen tank supply & service - Q14 099 - ongoing/annual saving	\$961	
Street Sign Posts - T14 083 - successful bid vs alternate - ongoing/annual saving	\$918	
Portable Toilet Rental and Service Contract - Q15 11 - annual saving	\$3,454	
BC Mail Plus Q14 23 - annual saving	\$20,000	
Property Insurance - annual saving - 2015 vs 2014	\$25,125	
T17 241 - Aquatic Centre Change Room Renovation & Addition Phase 1	\$31,179	
RFP18 08 - Cellular Mobility Services - annual savings vs prior contract	\$30,000	
<b>Successful vs. Average</b>		<b>\$613,869</b>
Q18 021 - John Richardson Park Landscape Maintenance - successful vs average	\$34,590	
T18 023 - Arena Plant Renewal - successful vs average	\$116,154	
T18 032 - Seniors Centre 20 Passenger Bus Unit R029 - successful vs average	\$13,926	
T18 036 - Backhoe / Loader Unit M051 - successful vs average	\$5,196	
T18 039 - Mini Excavator w Flail Mower - successful vs average	\$7,339	
T18 056C - Arena Slab Replacement - successful vs average	\$101,463	
T18 079A - Rectangular Rapid Flashing Beacons - various locations	\$64,433	
RFP18 078 - Cemetery Expansion Design - successful vs average	\$20,083	
RFP18 088 - Cypress Falls Park Drainage & Irrigation - successful vs average	\$42,838	
RFP18 089 - Dunderave Streetscape Study - successful vs average	\$34,041	
T18 094 - 2018 Drainage Improvements - Willow Creek & Ross Crescent	\$93,361	
T18 106 Whytecliff Park Washroom Renovation - Upper - successful vs average	\$9,415	
T18 107 Dunderave Washroom Renovation - successful vs average	\$23,503	
RFP18 117 - Reservoir Seismic Analysis - successful vs average	\$15,718	
RFP17 265 - Ambleside Off-Street Parking Strategy	\$9,534	
T17 205 - Ductile Iron Water Main Pipe - Coop Contract	\$4,275	
Towing - RFP15 220 - successful vs average - annual saving	\$18,000	