

FOURTH QUARTER FINANCIAL REPORT

2019



JUNE 10, 2020

westvancouver

This Page Intentionally Left Blank

This Page Intentionally Left Blank

**DISTRICT OF WEST VANCOUVER
2019 FOURTH QUARTER FINANCIAL REPORT**

Table of Contents

	Page
1 2019 Fourth Quarter Summary	1
2 General Fund Revenue Summary	5
3 General Fund Operating Results	6
4 Notes to General Fund Results	7
5 Water Fund Results & Annual Forecast	10
6 Sewer Fund Results & Annual Forecast	11
7 Solid Waste Fund Results & Annual Forecast	12
8 Golf Fund Results & Annual Forecast	13
9 Cemetery Fund Results & Annual Forecast	14
10 Salary Vacancy Adjustment	15
11 Investment Results	17
12 Capital Program Summary	19
13 Reserve Schedule	21
14 Procurement Statistics	24
15 Contracts Awarded (Over \$75K)	25
16 Procurement Documented Savings	26

**DISTRICT OF WEST VANCOUVER
2019 FOURTH QUARTER SUMMARY**

The fourth quarter financial report includes a review of operating results, investment results, capital expenditures, reserve balances, procurement statistics, and analysis of actual results to the year-to-date (YTD) budget. The budget amendment was approved by Council on October 28, 2019. Highlights of the operating and capital results are summarized below.

General Fund - Operating Results

At the end of the fourth quarter, compared to the YTD budget, revenues over expenditures exceeded the target by \$11K.

Revenues

Revenue Item	YTD Result (in millions)	YTD Budget (in millions)	YTD Variance (in millions)
General Taxation	\$ 75.23	\$ 75.19	\$ 0.04
Fees & Charges	\$ 16.35	\$ 16.14	\$ 0.21
Licences & Permits	\$ 7.08	\$ 7.61	\$ (0.53)
Other Revenue	\$ 9.01	\$ 9.83	\$ (0.82)
Government Grants	\$ 1.39	\$ 1.06	\$ 0.32
Transfer In	\$ 4.41	\$ 2.25	\$ 2.16
Total	\$ 113.47	\$ 112.09	\$ 1.38

Revenue (not including third party works & non-recurring items) exceeded budget by \$1.38M (1.2%), variances include:

- lower than anticipated collection of third party administration fees
- higher than budgeted revenue from rental and recreational programs
- lower than budgeted revenue in parking tickets
- decreased revenue from inspection permits as a result of a downturn in the housing market
- lower than expected investment return due to deferral on Development Cost Charge (DCC) interest earnings
- higher than budgeted penalty income on late payments and interest income on tax arrears
- receipt of unbudgeted donation and grants
- higher than usual reinstatement of damage deposit write-offs

Expenditures

Expenditure Item	YTD Result (in millions)	YTD Budget (in millions)	YTD Variance (in millions)
Administrative Services	\$ 3.13	\$ 3.05	\$ (0.08)
Human Resources	\$ 1.85	\$ 1.85	\$ 0.00
Financial Services	\$ 3.05	\$ 3.10	\$ 0.04
Police Services	\$ 16.59	\$ 16.37	\$ (0.21)
Fire & Rescue Services	\$ 16.92	\$ 17.06	\$ 0.14
Engineering & Transportation Services	\$ 5.59	\$ 5.24	\$ (0.35)
Corporate Services	\$ 10.33	\$ 10.44	\$ 0.11
Planning & Development Services	\$ 5.25	\$ 5.01	\$ (0.24)
Parks, Culture & Community Services	\$ 20.88	\$ 20.45	\$ (0.44)
Library Services	\$ 4.83	\$ 4.86	\$ 0.03
General Government	\$ 5.56	\$ 5.13	\$ (0.44)
Tax Transfer to Asset Reserves	\$ 14.75	\$ 14.50	\$ (0.25)
Transfers to Reserves	\$ 4.09	\$ 4.59	\$ 0.50
Total	\$ 112.83	\$ 111.64	\$ (1.19)

Expenditures (not including third party works & non-recurring items) exceeded budget by \$1.19M (1.1%) due to:

- lower salary costs as a result of vacancies, delays in hiring, staff leaves, offset by higher than budgeted overtime costs and unbudgeted backfill positions
- increased operating costs associated with events and programs revenues
- higher than budgeted maintenance costs in the area of tree removals, slope failures, crosswalks, street lights, invasive species and winter maintenance
- increased administrative costs of police uniforms, printing and postage
- additional revenue from prior year deposit and capital grant transferred to Asset Reserve

Third Party Works & Non-Recurring Items

Third party works revenues and expenditures were on track.

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

Community amenity contributions (CACs) are a voluntary contribution from developers to the municipality.

Expenses on one-time initiatives, which are non-capital projects and which address improvements in efficiency and effectiveness, were lower than anticipated due to capacity issues and changes in external circumstances.

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 are favourable due to higher than anticipated consumption. YTD revenues are under budget due to no transfer for capital required from Reserve at the end of the year. YTD operating expenditures are favourable to budget due to lower than projected water purchase costs and maintenance costs. The capital work program is delayed resulting in a favourable variance at year end.

Sewer Utility – Due to complexity in calculating the forecast budget, it appears that the budget provided from the revenue model for sewer revenue is too high, YTD revenues are therefore unfavourable to budget due to less than projected user fees billed. YTD operating expenditures are slightly above budget due to higher than expected storm operations and maintenance costs. YTD capital expenditures are unfavourable to budget due to more than anticipated jobs completed in 2019.

Solid Waste – YTD revenues are slightly favourable due to higher than budgeted external recovery income. Continued success in the recycling and green can programs has helped keep operating costs low in the garbage collection area. Public realm refuse costs are seasonal based on park usage, and have a favourable variance at the end of 2019.

Golf Fund – Favourable weather continued into 2019 resulting in more rounds (revenue) than budgeted. However, operation costs went up due to higher water charges, cleaning costs and additional costs associated with an emergent fencing issue.

Cemetery Fund – YTD user fee revenues are unfavourable to budget due to no presale of interment and grave spaces, this trend will continue until the completion of the current phase of development. The shortfall of user fee revenues are offset by the favourable interest revenues. The capital development project is expected to be completed in 2020.

Investments

The investment policy requires that investment returns be reported on a quarterly basis to update the status of the current investment portfolio and the investment environment.

Regular cash demands, as well as the District's conservative investment strategy, require that a high degree of liquidity be maintained in the investment portfolio, including both short and long term investments.

Short term investments, those with a term of up to one year and the highest degree of liquidity, are used to meet working capital requirements. Short term investments include Municipal Finance Authority of BC (MFA) Pooled High Interest Saving Accounts (with CIBC and National Bank of Canada); RBC, BMO and HSBC deposits, as well as investments in the MFA Money Market Fund.

Long term investments have terms of greater than one year. These investments are less liquid than short term investments and are held both to manage the risk of interest rate fluctuations and for funding requirements with a long term perspective. Long term investments include the MFA Intermediate Fund for investments from one to three years; MFA Bond Fund for investments of more than three years and Guaranteed Investment Certificates (GICs) for the term of over one year, issued by Canadian chartered banks that meet the District's risk management requirements.

Investment portfolio details and results are provided in this report.

Capital Program

2019 Capital projects have been initiated and commitments have been set up since the approval of the financial plan. There were no material variances in capital expenditures for 2019. Most of the remaining budget is related to the Horseshoe Bay Streetscape project, the Horseshoe Bay Park revitalization and the Municipal Hall Project, the unspent budget in 2019 will be carried forward to 2020. Utility projects for which budget will be carried forward include 5 Creek Diversion project, lift station replacement and reserve contribution to the future Westmount project.

Reserves & DCCs

The reserves and DCCs as at December 31 total \$126.8M. There is also \$7.1M that is held in trust. Further details are provided on the reserves schedules.

Procurement Statistics & Contracts Awarded

The fourth quarter report includes an update on procurement activity to December 31 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 December 31, 2019
GENERAL FUND REVENUE SUMMARY (\$ 000's)

	2019 Jan 1 to Dec 31				2019 Annual Forecast			2019 Annual Budget		2018 Prior Year YTD Results	Notes
	YTD Result	YTD Budget	YTD Variance	YTD % Variance	Projected Amount	Projected Variance to Budget	% Variance	Annual Approved Budget	%		
GENERAL TAXATION											
Municipal Taxes	73,850	73,761	89	0.1%	73,835	74	0.1%	73,761	100.1%	70,079	
Specified Area	507	520	(13)	-2.4%	520	0	0.0%	520	97.6%	532	
Grants in Lieu	869	910	(40)	-4.4%	894	(16)	-1.8%	910	95.6%	872	
	<u>75,227</u>	<u>75,190</u>	<u>36</u>	<u>0.0%</u>	<u>75,248</u>	<u>58</u>	<u>0.1%</u>	<u>75,190</u>	<u>100.0%</u>	<u>71,482</u>	
FEES AND CHARGES											
Police	171	164	7	4.4%	195	31	18.9%	164	104.4%	173	
Engineering & Transportation Services	671	940	(269)	-28.7%	690	(250)	-26.6%	940	71.3%	748	¹
Parks, Culture & Community Services	12,296	11,704	592	5.1%	11,982	278	2.4%	11,704	105.1%	11,540	²
Library	91	92	(0)	-0.3%	92	(0)	-0.0%	92	99.7%	89	
First Nations	2,511	2,440	71	2.9%	2,511	71	2.9%	2,440	102.9%	2,492	
Fire & Rescue Services	246	227	19	8.2%	227	0	0.0%	227	108.2%	269	³
Parking Tickets	166	398	(231)	-58.2%	138	(260)	-65.4%	398	41.8%	335	³
Vehicle Towing	32	32	0	0.0%	32	0	0.0%	32	100.0%	30	
General Administrative & Finance Fees	169	147	22	14.8%	160	13	8.5%	147	114.8%	181	⁴
	<u>16,352</u>	<u>16,142</u>	<u>210</u>	<u>1.3%</u>	<u>16,025</u>	<u>(117)</u>	<u>-0.7%</u>	<u>16,142</u>	<u>101.3%</u>	<u>15,858</u>	
LICENCES AND PERMITS											
Business Licences	1,379	1,317	62	4.7%	1,317	0	0.0%	1,317	104.7%	1,373	
Inspection Permits	4,479	5,107	(627)	-12.3%	4,621	(486)	-9.5%	5,107	87.7%	6,212	⁵
Other Permits/Licences	1,222	1,184	38	3.2%	1,157	(27)	-2.3%	1,184	103.2%	1,727	
	<u>7,081</u>	<u>7,608</u>	<u>(527)</u>	<u>-6.9%</u>	<u>7,095</u>	<u>(513)</u>	<u>-6.7%</u>	<u>7,608</u>	<u>93.1%</u>	<u>9,312</u>	
OTHER REVENUE											
Administration Fees (TransLink/Utilities)	1,049	969	80	8.3%	1,049	80	8.3%	969	108.3%	1,055	⁶
Interest on Investments	3,883	4,668	(785)	-16.8%	4,593	(75)	-1.6%	4,668	83.2%	2,568	⁷
Tax Penalties & Interest	1,136	966	169	17.5%	1,077	111	11.5%	966	117.5%	906	⁸
Library Contributions	227	281	(54)	-19.3%	281	0	0.0%	281	80.7%	214	⁹
Taylor Way Lease	270	248	21	8.6%	248	0	0.0%	248	108.6%	259	
Lease & Rentals	2,017	2,039	(22)	-1.1%	2,041	2	0.1%	2,039	98.9%	2,033	
Miscellaneous	429	656	(227)	-34.7%	36	(620)	-94.5%	656	65.3%	773	¹⁰
	<u>9,010</u>	<u>9,827</u>	<u>(817)</u>	<u>-8.3%</u>	<u>9,326</u>	<u>(502)</u>	<u>-5.1%</u>	<u>9,827</u>	<u>91.7%</u>	<u>7,808</u>	
GOVERNMENT GRANTS											
Provincial Revenue Sharing	758	655	104	15.8%	758	103	15.8%	655	115.8%	655	¹¹
Library	162	156	6	3.7%	161	5	2.9%	156	103.7%	155	
Other	467	253	214	84.4%	442	189	74.5%	253	184.4%	296	¹²
	<u>1,387</u>	<u>1,064</u>	<u>323</u>	<u>30.4%</u>	<u>1,361</u>	<u>297</u>	<u>27.9%</u>	<u>1,064</u>	<u>130.4%</u>	<u>1,106</u>	
OTHER TRANSFERS											
Transfer In from Reserves	4,412	2,254	2,159	95.8%	2,465	211	9.4%	2,254	195.8%	2,002	¹³
	<u>4,412</u>	<u>2,254</u>	<u>2,159</u>	<u>95.8%</u>	<u>2,465</u>	<u>211</u>	<u>9.4%</u>	<u>2,254</u>	<u>195.8%</u>	<u>2,002</u>	
TOTAL REVENUE	<u>113,468</u>	<u>112,086</u>	<u>1,383</u>	<u>1.2%</u>	<u>111,519</u>	<u>(566)</u>	<u>-0.5%</u>	<u>112,086</u>	<u>101.2%</u>	<u>107,568</u>	

DISTRICT OF WEST VANCOUVER
GENERAL FUND RESULTS
FOR THE PERIOD ENDING December 31, 2019
GENERAL FUND OPERATING RESULTS (\$ 000's)

	2019 Jan 1 to Dec 31				2019 Annual Forecast			2019 Annual Budget		2018	Notes
	YTD Results	YTD Budget	YTD Variance	YTD % Variance	Projected Amount	Projected Variance to Budget	% Variance	Annual Approved Budget	%	Prior Year YTD Results	
REVENUE											
General Taxation	75,227	75,190	36	0.0%	75,248	58	0.1%	75,190	100.0%	71,482	Notes 1 -
Fees & Charges	16,352	16,142	210	1.3%	16,025	(117)	-0.7%	16,142	101.3%	15,858	13 are
Licences & Permits	7,081	7,608	(527)	-6.9%	7,095	(513)	-6.7%	7,608	93.1%	9,312	reflected on
Other Revenue	9,010	9,827	(817)	-8.3%	9,326	(502)	-5.1%	9,827	91.7%	7,808	the
Government Grants	1,387	1,064	323	30.4%	1,361	297	27.9%	1,064	130.4%	1,106	Revenue
Other Transfers	4,412	2,254	2,159	95.8%	2,465	211	9.4%	2,254	195.8%	2,002	Summary
REVENUE TOTAL	113,468	112,086	1,383	1.2%	111,519	(566)	-0.5%	112,086	101.2%	107,568	
EXPENDITURES											
Administrative Services	3,130	3,048	(82)	-2.7%	3,045	3	0.1%	3,048	102.7%	2,712	
Human Resources	1,845	1,847	1	0.1%	1,767	80	4.3%	1,847	99.9%	1,832	
Financial Services	3,055	3,098	43	1.4%	3,037	61	2.0%	3,098	98.6%	2,747	
Police Services	16,586	16,373	(212)	-1.3%	16,394	(21)	-0.1%	16,373	101.3%	15,642	14
Fire & Rescue Services	16,919	17,055	136	0.8%	17,055	0	0.0%	17,055	99.2%	16,177	15
Engineering & Transportation Services	5,590	5,237	(353)	-6.7%	5,237	0	0.0%	5,237	106.7%	4,944	16
Corporate Services	10,331	10,436	105	1.0%	10,436	0	0.0%	10,436	99.0%	9,991	17
Planning & Development Services	5,251	5,014	(237)	-4.7%	5,111	(97)	-1.9%	5,014	104.7%	4,812	18
Parks, Culture & Community Services	20,885	20,446	(439)	-2.1%	20,641	(195)	-1.0%	20,446	102.1%	19,560	19
Library Services	4,829	4,862	33	0.7%	4,862	0	0.0%	4,862	99.3%	4,650	
General Government (Schedule A)	5,563	5,127	(436)	-8.5%	4,909	217	4.2%	5,127	108.5%	5,292	See below
	93,983	92,544	(1,439)	-1.6%	92,495	49	0.1%	92,544	101.6%	88,359	
Tax Transfer to Asset Reserves	14,750	14,500	(250)	-1.7%	14,650	(150)	-1.0%	14,500	101.7%	13,036	20
Transfers to Reserves	4,092	4,592	500	10.9%	4,739	(147)	-3.2%	4,592	89.1%	5,139	21
EXPENDITURES TOTAL	112,825	111,636	(1,190)	-1.1%	111,884	(248)	-0.2%	111,636	101.1%	106,534	
EXCESS REVENUES OVER EXPENDITURES	643	450	193	43.0%	(364)	(814)		450		1,034	
THIRD PARTY WORKS & NON-RECURRING ITEMS											
REVENUE											
Third Party Works	3,130	3,280	(149)	-4.5%	2,945	(334)	-10.2%	3,280	95.5%	3,858	22
Gain on Sale of Land	0	0	0		0	0		0		1,802	23
Amenity Contributions	219	0	219		219	219		0		14,386	24
Transfer In for One-Time Initiatives	653	1,941	(1,288)	-66.3%	380	(1,561)	-80.4%	1,941	33.7%	142	25
REVENUE TOTAL	4,002	5,220	(1,218)		3,544	(1,676)	-32.1%	5,220	76.7%	20,187	
EXPENDITURES											
Third Party Works	3,152	3,280	127	3.9%	2,945	334	10.2%	3,280	96.1%	3,880	22
Land Management Costs & Transfer Proceeds	120	(33)	(153)	464.6%	(33)	(0)	0.0%	(33)		1,802	23
Transfer to Amenity Contributions Reserve	219	0	(219)	0.0%	219	(219)		0		14,386	24
One-Time Initiatives	1,143	2,424	1,281	52.8%	869	1,555	64.2%	2,424	47.2%	620	25
EXPENDITURES TOTAL	4,635	5,670	1,036	18.3%	4,000	1,670	29.5%	5,670	81.7%	20,688	
EXCESS REVENUES OVER EXPENDITURES	(632)	(450)	(182)	40.5%	(455)	(6)	1%	(450)	140.5%	(501)	
TOTAL EXCESS REVENUES OVER EXPENDITURES	11	0	11		(820)	(820)	1%	(0)	1.4%	533	

Schedule A - General Government Details											
Legal & Severance	919	927	8	0.8%	618	309	33.3%	927	99.2%	926	
Property & Liability Insurance	952	1,015	63	6.2%	1,005	10	1.0%	1,015	93.8%	961	
Fiscal Services	2,215	2,106	(109)	-5.2%	2,207	(101)	-4.8%	2,106	105.2%	2,165	26
Grants in Aid	473	484	11	2.3%	484	(0)	-0.0%	484	97.7%	460	
Election	0	80	80	100.0%	80	0	0.0%	80	0.0%	242	27
Employee Engagement	7	15	8	51.3%	15	0	0.0%	15	48.7%	18	
Business Improvement Area Levy	500	500	0	0.0%	500	0	0.0%	500	100.0%	500	
Benefits Change Savings	496	0	(496)		0	0		0		20	28
	5,563	5,127	(436)	-8.5%	4,909	217	4.4%	5,127	108.5%	5,292	

**DISTRICT OF WEST VANCOUVER
NOTES TO GENERAL FUND RESULTS
FOR THE PERIOD ENDING December 31, 2019**

REVENUES

FEES AND CHARGES

- 1 **Engineering & Transportation Services** - Increased development activity within the District drove demand for third party works resulting in more administration fees collected in the first half year, therefore, budget was amended to capture this trend. However, the third quarter results were significantly below the amended budget, forecast was adjusted to align with the actual revenue received. YTD results are unfavourable to budget, but are tied to the annual forecast.
- 2 **Parks, Culture & Community Services** - YTD revenues are favourable due to higher than expected donations, grants, programs and rental revenues in recreation facilities and an increase in filming revenue. Part of the favourable revenues are the result of an unexpected delay of a maintenance closure of the pool. Revenue increases offset the increased costs of related service provision.
- 3 **Parking Tickets** - YTD parking fines revenues are significantly under budget due to vacant Bylaw Compliance Officer and clerk positions, resulting in a shortage of team members responsible for enforcing parking regulations.
- 4 **General Administrative & Finance Fees** - YTD revenues are favourable due to higher than expected revenue from Board of Variance applications.

LICENCES AND PERMITS

- 5 **Inspection Permits** - Budget was amended to recoup the revenue shortfall from the first half of the year due to lower renovation and new construction activities as a result of a slow housing market. Although the market shows signs of recovery, the market fluctuation normally takes about a year for construction and renovation activities to pick up. Revenue continued to trend downwards for the later half of the year, as a result, YTD inspection permits revenues are significantly under budget. Revenue shortfall is offset by a transfer from operating reserves.

OTHER REVENUE

- 6 **Administration Fees (TransLink/Utilities)** - YTD revenues are favourable to budget due to higher than expected admin fees collected from utility to offset internal charges.
- 7 **Interest on Investments** - YTD revenues are unfavourable to budget due to revenue deferral on DCC interest earnings. Revenue shortfall is offset by a transfer from operating reserves.
- 8 **Tax Penalties & Interest** - YTD revenues are favourable due to higher than budgeted revenue from penalty charges on late payments and interest on tax arrears.
- 9 **Library Contributions** - YTD revenues are unfavourable due to less than anticipated donations required from West Vancouver Memorial Library Foundation.
- 10 **Miscellaneous** - YTD revenues are significantly under budget due to higher than usual reinstatement cheques issued as a result of the deposits cleanup initiatives that were undertaken by the Permits department. In prior years, damage deposits older than seven years were written-off, the net of the write-offs and reinstatements were recorded as revenue. With the closing of the old applications, the damage deposits previously written-off are being returned to the homeowner/builder. Revenue shortfall is offset by a transfer from prior years' surplus.

GOVERNMENT GRANTS

- 11 **Provincial Revenue Sharing** - YTD revenues are favourable due to higher than anticipated Traffic Fine Revenue Sharing and an unexpected grant received for implementation of the Province e-ticketing program. The e-Ticketing program grant offset the program implementation costs.
- 12 **Other** - YTD revenues are favourable due to higher than anticipated UBCM Gas Tax Fund allocation and one time Federal Gas Tax Fund received in 2019, as well as an unbudgeted grant received from UBCM for First Time Childcare Planning and Seismic Sensors.

OTHER TRANSFERS

- 13 **Transfer In from Reserves** - YTD revenues are favourable due to incremental transfer from accumulated surplus and operating reserves to cover the operating deficit. These transfer accounts (which are actually transfers, not revenues) correspond to the expenditure transfers in note 21.

**DISTRICT OF WEST VANCOUVER
NOTES TO GENERAL FUND RESULTS
FOR THE PERIOD ENDING December 31, 2019**

EXPENDITURES

- 14 **Police Services** - YTD expenditures are slightly unfavourable to budget due to higher labour costs associated with a position in the Dog Handlers Team and vacation coverage. Operating expenses are also higher than budget in the area of uniform/small equipment purchase and E-Comm levy remittance.
- 15 **Fire & Rescue Services** - YTD expenditures are slightly favourable to budget due to less than expected payroll expense from Fire Prevention and Fire Emergency Services.
- 16 **Engineering & Transportation Services** - YTD expenditures are unfavourable due to higher than budgeted expenditures in crosswalks/sign lines, street light maintenance, slashing/sightlines, invasive species and winter maintenance.
- 17 **Corporate Services** - YTD expenditures are favourable due to labour cost savings from unfilled positions in bylaw services and IT department.
- 18 **Planning & Development Services** - YTD expenditures are unfavourable to budget due to unbudgeted temporary backfill labor costs for backlog damage deposit cleanups and planning work to address slope failure issues that are recoverable. More than anticipated work occurred in 2019 for hazardous tree removal on boulevards.
- 19 **Parks, Culture & Community Services** - YTD expenditures are unfavourable to budget due to increased programming costs and contract prices for event services, these costs are offset by favourable external and program revenues.
- 20 **Tax Transfer to Asset Reserves** - Additional 150k revenue was recognized from prior year's miscellaneous deposit and transferred to Asset Reserve as the funding source for capital projects, and unbudgeted 100k donation was received and used for the capital projects, as a result, YTD expenditures showed a 250k unfavourable variance.
- 21 **Transfers to Reserves** - YTD expenditures are favourable to budget due to credit transfers from Fringe Benefit Reserve to pay for Medical Services Plan (MSP) premium costs. These transfer accounts (which are actually transfers, not expenditures) correspond to the revenue transfers in note 13.

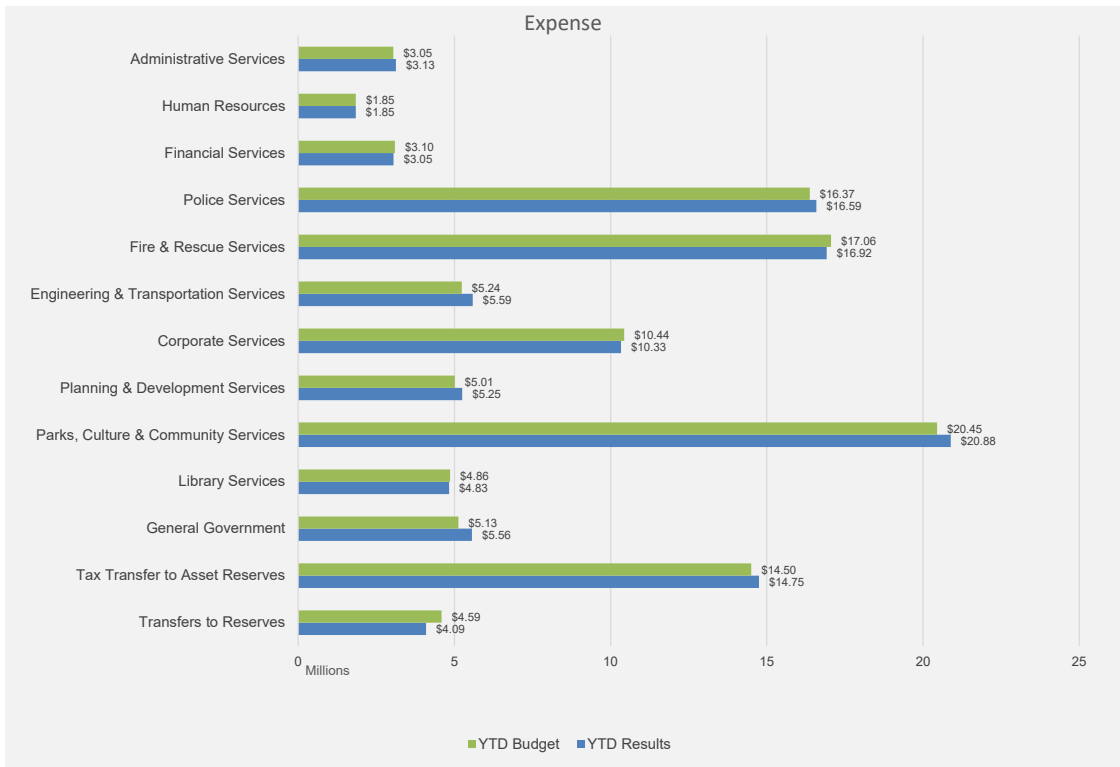
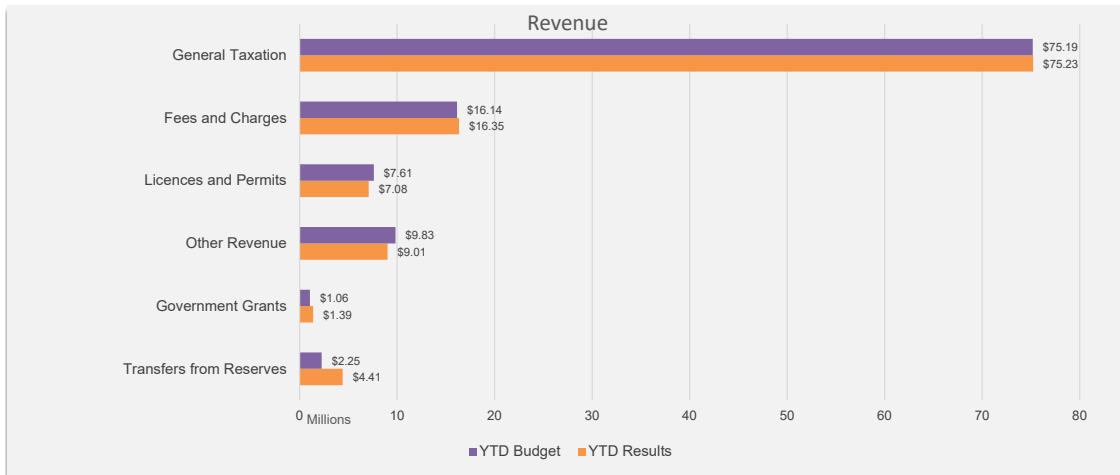
THIRD PARTY WORKS & NON-RECURRING ITEMS

- 22 **Third Party Works** - Delay in Cypress Village project resulting in YTD revenues under budget, unfavourable third party works revenues are offset by favourable third party works expenditures.
- 23 **Land Sales & Costs** - There were no property sales in 2019. Costs are incurred to manage the use and development of land resources. At year end, funds from the Land Reserve were transferred to cover the shortfall.
- 24 **Amenity Contributions** - Community Amenity Contributions are not budgeted. \$219K was received in the year to benefit the improvement of the District, and was transferred to the Amenity Fund.
- 25 **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 YTD favourable variance on the expense side. Transfer in revenues are lower than budget due to less funding required to pay for the one-time expenditures.

**DISTRICT OF WEST VANCOUVER
NOTES TO GENERAL FUND RESULTS
FOR THE PERIOD ENDING December 31, 2019**

SCHEDULE A - GENERAL GOVERNMENT DETAILS

- 26 **Fiscal Services** - YTD unfavourable expenditures resulted from higher than budgeted interest expense on tax prepayment due to prime rate increases in 2019. Printing and postage costs are also higher than budget, actions and plans are in place to reduce those costs.
- 27 **Election** - Transfer expenditures for election are budgeted each year, unspent funds are transferred to the Election Reserve in non-election years.
- 28 **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 unfavourable variance resulted from MSP payments throughout the year, which are budgeted and funded from the Fringe Benefit Reserve, corresponding to expenditure transfers in note 21.



DISTRICT OF WEST VANCOUVER
WATER FUND RESULTS & ANNUAL FORECAST
FOR THE PERIOD ENDING December 31, 2019

WATER UTILITY (\$000's)

	2019 Jan 1 to Dec 31				2019 Annual Forecast			2019 Annual Budget		2018	Notes
	YTD Results	YTD Budget	YTD Variance	YTD % Variance	Projected Results	Projected Variance to Budget	% Variance	Annual Approved Budget	%	Prior Year YTD Results	
REVENUE											
User Fees	16,076	15,379	697	4.5%	15,379	0	0.0%	15,379	104.5%	14,806	¹
Meter Rental Charges	507	510	(3)	-0.6%	510	0	0.0%	510	99.4%	510	
Micro Power Generation	22	18	4	22.4%	18	0	0.0%	18	122.4%	21	
Development Contributions	0	0	0		0	0		0		0	
Recoveries	168	142	26	18.3%	142	0	0.0%	142	118.3%	58	²
Other Revenue	39	27	12	45.7%	27	0	0.0%	27	145.7%	20	
Transfers In	0	1,260	(1,260)	-100.0%	1,085	(175)	-13.9%	1,260	0.0%	0	³
	<u>16,812</u>	<u>17,336</u>	<u>(524)</u>	<u>-3.0%</u>	<u>17,161</u>	<u>(175)</u>	<u>-1.0%</u>	<u>17,336</u>	<u>97.0%</u>	<u>15,414</u>	
EXPENDITURE											
Water Purchases	3,854	4,235	382	9.0%	4,235	0	0.0%	4,235	91.0%	3,970	⁴
Administration Fee	350	350	(0)	-0.0%	350	0	0.0%	350	100.0%	330	
Operations & Maintenance	3,833	4,458	625	14.0%	4,458	0	0.0%	4,458	86.0%	3,973	⁵
Capital Program	3,215	5,968	2,753	46.1%	3,783	2,184	36.6%	5,968	53.9%	2,590	⁶
Debt Service	1,869	1,996	127	6.4%	1,996	0	0.0%	1,996	93.6%	1,996	
	<u>13,121</u>	<u>17,007</u>	<u>3,886</u>	<u>22.8%</u>	<u>14,823</u>	<u>2,184</u>	<u>12.8%</u>	<u>17,007</u>	<u>77.2%</u>	<u>12,859</u>	
EXCESS REVENUES OVER EXPENDITURES	<u>3,691</u>	<u>329</u>	<u>3,362</u>		<u>2,338</u>	<u>2,009</u>		<u>329</u>		<u>2,555</u>	
Prior year adjustment	0	0	0		0	0		0		0	
EXCESS REVENUES OVER EXPENDITURES	<u>3,691</u>	<u>329</u>	<u>3,362</u>		<u>2,338</u>	<u>2,009</u>		<u>329</u>		<u>2,555</u>	⁷

Notes:

¹ YTD revenues are favourable due to higher than predicted water consumption.

² YTD revenues are under budget due to the difference between hourly charge out rates for utility vehicles and the cost of maintenance. Charge out rates and their associated expenses are being reviewed.

³ Transfers from the Water Reserve Fund are budgeted for approved capital projects, there was no actual transfer in 2019 due to less than anticipated amount spent on capital projects.

⁴ YTD Expenditures are favourable to budget due to less than anticipated water purchase costs.

⁵ YTD Expenditures are under budget in the area of reactive maintenance.

⁶ Capital program expenditures are delayed or postponed.

⁷ Significant savings in operating and capital spending in 2019 resulted in annual surplus which was transferred to the Water Reserve Fund.

DISTRICT OF WEST VANCOUVER
SEWER FUND RESULTS & ANNUAL FORECAST
FOR THE PERIOD ENDING December 31, 2019
SEWER UTILITY (\$'000's)

	2019 Jan 1 to Dec 31				2019 Annual Forecast			2019 Annual Budget		2018	Notes
	YTD Results	YTD Budget	YTD Variance	YTD % Variance	Projected Results	Projected Variance to Budget	% Variance	Annual Approved Budget	%	Prior Year YTD Results	
REVENUE											
User Fees	18,043	19,184	(1,141)	-5.9%	18,716	(467)	-2.4%	19,184	94.1%	16,141 ¹	
Development Cost Charges (DCCs)	2,220	1,750	470	26.9%	4,000	2,250	0.1%	1,750	126.9%	0 ²	
Developer Contributions Recoveries	0	0	0		0	0		0		0	
Other Revenue	168	137	32	23.1%	137	0	0.0%	137	123.1%	58 ³	
Transfers In	0	46	(46)	-100.0%	44	(2)	-0.0%	46	0.0%	0	
	0	3,049	(3,049)	-100.0%	0	(3,049)	-100.0%	3,049	0.0%	0 ⁴	
	<u>20,431</u>	<u>24,165</u>	<u>(3,734)</u>	<u>-15.5%</u>	<u>22,897</u>	<u>(1,268)</u>	<u>-0.0%</u>	<u>24,165</u>	<u>84.5%</u>	<u>16,199</u>	
EXPENDITURE											
GVSDD Levy	6,777	6,795	18	0.3%	6,913	(118)	-1.7%	6,795	99.7%	6,434	
Administration Fee	370	370	0	0.0%	370	0	0.0%	370	100.0%	330	
Sanitary Operations & Maintenance	1,526	1,711	186	10.9%	1,711	(0)	-0.0%	1,711	89.1%	1,648 ⁵	
Storm Operations & Maintenance	1,161	885	(275)	-31.1%	885	(0)	-0.0%	885	131.1%	1,149 ⁶	
Capital Program	6,453	4,799	(1,654)	-34.5%	11,823	(7,023)	-146.3%	4,799	134.5%	4,214 ⁷	
	<u>16,287</u>	<u>14,561</u>	<u>(1,725)</u>	<u>-11.8%</u>	<u>21,702</u>	<u>(7,141)</u>	<u>-49.0%</u>	<u>14,561</u>	<u>111.8%</u>	<u>13,774</u>	
EXCESS REVENUES OVER EXPENDITURES	<u>4,144</u>	<u>9,604</u>	<u>(5,460)</u>		<u>1,194</u>	<u>(8,409)</u>		<u>9,604</u>		<u>2,425</u>	⁸

Notes:

- ¹ Various factors (e.g. history consumption, payments pattern, rates and discounts etc.) are built into the modelled estimation in order to calculate the annual and spread budget. Due to the complexity involved in evaluating these factors, it appeared that the forecast model needed to be modified to better predict the sewer utility revenue. Forecast was adjusted to be in line with the actual revenue growth. YTD revenues were unfavourable to budget and forecast due to less than projected user fees billed.
- ² \$4M DCC funding for 5 Creeks Diversion Project was approved and \$1.75M was built into the 2019 budget, actual spending for that project in 2019 was \$2.2M and the amount was transferred from DCC at year end; the remaining balance will be carried forward to 2020.
- ³ YTD revenues are under budget due to the difference between hourly charge out rates for utility vehicles and the cost of maintenance. Charge out rates and their associated expenses are being reviewed.
- ⁴ Transfers from the Sewer & Drainage Reserve Fund are budgeted for approved capital projects, there was no actual transfer in 2019 due to strong operating financial results at year end.
- ⁵ Sanitary expense is favourable due to seasonal fluctuations, budget will be reviewed in 2020 to reflect an average annual cost.
- ⁶ Storm expense is unfavourable due to seasonal fluctuations, budget will be reviewed in 2020 to reflect an average annual cost.
- ⁷ Capital program expenditures heavily rely on resource and capacity, therefore they are difficult to project. YTD expenditures are unfavourable to budget, but favourable to forecast.
- ⁸ Surplus was transferred to the Sewer Reserve Fund.

DISTRICT OF WEST VANCOUVER
SOLID WASTE FUND RESULTS & ANNUAL FORECAST
FOR THE PERIOD ENDING December 31, 2019
SOLID WASTE UTILITY (\$000's)

	2019 Jan 1 to Dec 31				2019 Annual Forecast			2019 Annual Budget		2018 Prior Year YTD Results	Notes
	YTD Results	YTD Budget	YTD Variance	YTD % Variance	Projected Results	Projected Variance to Budget	% Variance	Annual Approved Budget	%		
REVENUE											
Waste User Fees	2,300	2,342	(42)	-1.8%	2,342	0	0.0%	2,342	98.2%	2,292	
Recycling User Fees	350	352	(3)	-0.8%	352	0	0.0%	352	99.2%	375	
Tag Sales	15	12	3	23.5%	12	0	0.0%	12	123.5%	14	
Contract/Material Revenue	728	722	6	0.8%	722	0	0.0%	722	100.8%	685	
Public Realm Refuse Fee	825	832	(8)	-0.9%	832	0	0.0%	832	99.1%	820	
Recycling Contract Recovery	2,618	2,555	62	2.4%	2,555	0	0.0%	2,555	102.4%	2,521	
	6,835	6,816	19	0.3%	6,816	0	0.0%	6,816	100.3%	6,707	
EXPENDITURE											
Management/Outreach/NSRP	627	581	(46)	-7.9%	581	0	0.0%	581	107.9%	532	
Garbage, Green Can & Yard Trimmings	2,374	2,432	58	2.4%	2,432	0	0.0%	2,432	97.6%	2,211	
Administration Charge	90	90	0	0.0%	90	0	0.0%	90	100.0%	75	
Recycling	3,131	3,111	(19)	-0.6%	3,111	0	0.0%	3,111	100.6%	3,086	
Public Realm Refuse	842	878	36	4.1%	878	0	0.0%	878	95.9%	632	
Capital Program	0	0	0		0	0		0		0	
	7,063	7,091	28	0.4%	7,091	0	0.0%	7,091	99.6%	6,536	
EXCESS REVENUES OVER EXPENDITURES	(229)	(276)	47		(276)	0		(276)		172	

Notes:

¹ Transfer took place at year end from the Solid Waste Reserve Fund to cover the operating deficit.

DISTRICT OF WEST VANCOUVER
GOLF FUND RESULTS & ANNUAL FORECAST
FOR THE PERIOD ENDING December 31, 2019

GOLF FUND (\$000's)

	2019 Jan 1 to Dec 31				2019 Annual Forecast			2019 Annual Budget		2018	Notes
	YTD Results	YTD Budget	YTD Variance	YTD % Variance	Projected Results	Projected Variance to Budget	% Variance	Annual Approved Budget	%	Prior Year YTD Results	
REVENUE											
Golf Fees	984	904	80	8.8%	975	71	7.8%	904	108.8%	929	¹
Rental Revenue - Facility	68	54	14	25.1%	55	1	0.9%	54	125.1%	55	²
	<u>1,052</u>	<u>958</u>	<u>93</u>	<u>9.7%</u>	<u>1,029</u>	<u>71</u>	<u>7.4%</u>	<u>958</u>	<u>109.7%</u>	<u>984</u>	
EXPENDITURE											
Pro Shop & Management	178	170	(8)	-4.6%	180	(10)	-5.9%	170	104.6%	171	
Operations & Maintenance	755	689	(66)	-9.6%	743	(54)	-7.9%	689	109.6%	720	³
Administrative Fee	0	0	0		0	0		0		(7)	
Debt Service	100	100	(0)	-0.0%	100	0	0.0%	100	100.0%	100	
	<u>1,032</u>	<u>958</u>	<u>(74)</u>	<u>-7.7%</u>	<u>1,023</u>	<u>(64)</u>	<u>-6.7%</u>	<u>958</u>	<u>107.7%</u>	<u>984</u>	
EXCESS REVENUES OVER EXPENDITURES	<u>19</u>	<u>0</u>	<u>19</u>		<u>7</u>	<u>0</u>		<u>0</u>		<u>0</u>	⁴

Notes:

¹ Golf revenues are highly dependent on weather. YTD revenues are higher than budget due to favourable weather.

² Rentals and wedding revenues have grown significantly resulting in a favourable variance.

³ Expenditures are unfavourable due to higher water charges, cleaning cost for the new washroom and additional cost associated with an emergent fencing issue. Unfavourable expenditures are offset by favourable revenue.

⁴ Surplus was transferred to the Golf Development Reserve Fund.

DISTRICT OF WEST VANCOUVER
CEMETERY FUND RESULTS & ANNUAL FORECAST
FOR THE PERIOD ENDING December 31, 2019

CEMETERY FUND (\$000's)

	2019 Jan 1 to Dec 31				2019 Annual Forecast			2019 Annual Budget		2018	Notes
	YTD Results	YTD Budget	YTD Variance	YTD % Variance	Projected Results	Projected Variance to Budget	% Variance	Annual Approved Budget	%	Prior Year YTD Results	
REVENUE											
User Fees	886	932	(46)	-4.9%	900	(32)	-3.4%	932	95.1%	1,054	¹
Interest Revenue	181	141	40	28.5%	141	0	0.0%	141	128.5%	113	²
	<u>1,068</u>	<u>1,073</u>	<u>(5)</u>	<u>-0.5%</u>	<u>1,041</u>	<u>(32)</u>	<u>-3.0%</u>	<u>1,073</u>	<u>99.5%</u>	<u>1,167</u>	
EXPENDITURE											
Operations & Maintenance	529	516	(12)	-2.4%	533	(17)	-3.2%	516	102.4%	490	
Sales & Use Costs	160	177	18	9.9%	172	6	3.2%	177	90.1%	172	
Administration Fees	179	179	0	0.0%	179	0	0.0%	179	100.0%	179	
Capital Improvements	897	967	70	7.2%	836	131	13.6%	967	92.8%	74	³
	<u>1,764</u>	<u>1,839</u>	<u>75</u>	<u>4.1%</u>	<u>1,719</u>	<u>120</u>	<u>6.5%</u>	<u>1,839</u>	<u>95.9%</u>	<u>915</u>	
EXCESS REVENUES OVER EXPENDITURES	<u>(696)</u>	<u>(766)</u>	<u>70</u>		<u>(678)</u>	<u>88</u>		<u>(766)</u>		<u>252</u>	

Notes:

¹ Currently rights of interment for full burial grave spaces are only being sold "at need" with no presales, as a result, revenues are slightly unfavourable to budget at the year end. Once the current phase of development has been completed, presales will again be allowed, and revenue is expected to grow in subsequent years.

² YTD interest revenues are higher than budget due to interest rate increase and more efficient cash management.

³ Capital programs are funded from the Cemetery Development Reserve.

DISTRICT OF WEST VANCOUVER
GENERAL FUND RESULTS
FOR THE PERIOD ENDING December 31, 2019

SALARY VACANCY ADJUSTMENT (\$ 000's)

	2019 Jan 1 to Dec 31				2019 Annual Forecast			2019 Annual Budget	
	YTD Result	YTD Budget	YTD Variance	YTD % Variance	Projected Results	Projected Variance to Budget	% Variance	Annual Approved Budget	%
SUMMARY									
Salaries Regular	72,610	74,518	1,908	2.6%	73,738	779	1.0%	74,518	97.4%
Vacancy Adjustment	0	(805)	(805)		(547)	(258)	32.1%	(805)	
	<u>72,610</u>	<u>73,713</u>	<u>1,103</u>	<u>1.5%</u>	<u>73,192</u>	<u>521</u>	<u>0.7%</u>	<u>73,713</u>	<u>98.5%</u>
Overtime	1,819	1,488	(331)	-22.2%	1,427	61	4.1%	1,488	122.2%
Car Allowances	269	241	(28)	-11.7%	257	(16)	-6.8%	241	111.7%
External Recoveries	(2,581)	(2,748)	(167)	6.1%	(2,748)	0	0.0%	(2,748)	93.9%
General Fund	<u>72,116</u>	<u>72,693</u>	<u>577</u>	<u>0.8%</u>	<u>72,128</u>	<u>566</u>	<u>0.8%</u>	<u>72,693</u>	<u>99.2%</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 favourable. However, this is partially offset by vacancy adjustment and overtime cost.

Staff worked additional hours to cover for the vacancies, address backlog of work, meet required service level and respond to extraordinary events related to weather, audit and IT infrastructure, resulting in additional overtime.

Engineering & Transportation along with 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, Culture and Community Services is related to statutory pay which is required for providing services seven days a week, including service provided for filming and special events.

A large portion of the overtime incurred in Police Services is related to integrated teams/special duties and is recoverable. Salary and overtime expenditures for seconded and assigned staff are also recoverable.

ADMINISTRATION

Salaries Regular	2,871	2,819	(52)	-1.8%	2,819	(0)	-0.0%	2,819	101.8%
Vacancy Adjustment	0	(33)	(33)		(33)	(0)		(33)	
	<u>2,871</u>	<u>2,785</u>	<u>(85)</u>	<u>-3.1%</u>	<u>2,785</u>	<u>(0)</u>	<u>-0.0%</u>	<u>2,785</u>	<u>103.1%</u>
Overtime	1	4	3	85.6%	4	0	0.0%	4	14.4%
Car Allowances	17	16	(1)	-3.4%	16	0	0.0%	16	103.4%
Division Total	<u>2,888</u>	<u>2,805</u>	<u>(83)</u>	<u>-3.0%</u>	<u>2,805</u>	<u>(0)</u>	<u>-0.0%</u>	<u>2,805</u>	<u>103.0%</u>

HUMAN RESOURCES & PAYROLL SERVICES

Salaries Regular	1,592	1,631	40	2.4%	1,631	0	0.0%	1,631	97.6%
Vacancy Adjustment	0	(28)	(28)		(28)	0		(28)	
	<u>1,592</u>	<u>1,604</u>	<u>12</u>	<u>0.7%</u>	<u>1,604</u>	<u>0</u>	<u>0.0%</u>	<u>1,604</u>	<u>99.3%</u>
Overtime	3	5	3	51.1%	5	(0)	-0.0%	5	48.9%
Car Allowances	6	3	(3)	-80.6%	3	(0)	-0.0%	3	180.6%
Division Total	<u>1,600</u>	<u>1,612</u>	<u>12</u>	<u>0.7%</u>	<u>1,612</u>	<u>0</u>	<u>0.0%</u>	<u>1,612</u>	<u>99.3%</u>

FINANCIAL SERVICES

Salaries Regular	2,926	2,969	43	1.4%	2,898	71	2.4%	2,969	98.6%
Vacancy Adjustment	0	(41)	(41)		(11)	(30)	73.4%	(41)	
	<u>2,926</u>	<u>2,928</u>	<u>2</u>	<u>0.1%</u>	<u>2,887</u>	<u>40</u>	<u>1.4%</u>	<u>2,928</u>	<u>99.9%</u>
Overtime	9	0	(9)		5	(5)		0	
Car Allowances	12	12	(0)	-3.4%	12	(0)	-0.0%	12	103.4%
Division Total	<u>2,946</u>	<u>2,939</u>	<u>(7)</u>	<u>-0.2%</u>	<u>2,904</u>	<u>35</u>	<u>1.2%</u>	<u>2,939</u>	<u>100.2%</u>

POLICE SERVICES

Salaries Regular	14,472	15,277	804	5.3%	15,103	173	1.1%	15,277	94.7%
Vacancy Adjustment	0	(275)	(275)		(275)	(0)		(275)	
	<u>14,472</u>	<u>15,002</u>	<u>529</u>	<u>3.5%</u>	<u>14,828</u>	<u>173</u>	<u>1.2%</u>	<u>15,002</u>	<u>96.5%</u>
Overtime	893	464	(428)	-92.2%	636	(171)	-36.8%	464	192.2%
Car Allowances	18	17	(1)	-3.4%	17	(0)	-0.0%	17	103.4%
External Recoveries	(2,497)	(2,678)	(181)	6.8%	(2,678)	(0)	0.0%	(2,678)	93.2%
Division Total	<u>12,886</u>	<u>12,805</u>	<u>(81)</u>	<u>-0.6%</u>	<u>12,803</u>	<u>2</u>	<u>0.0%</u>	<u>12,805</u>	<u>100.6%</u>

DISTRICT OF WEST VANCOUVER
GENERAL FUND RESULTS
FOR THE PERIOD ENDING December 31, 2019

SALARY VACANCY ADJUSTMENT (\$ 000's)

	2019 Jan 1 to Dec 31				2019 Annual Forecast			2019 Annual Budget	
	YTD Result	YTD Budget	YTD Variance	YTD % Variance	Projected Results	Projected Variance to Budget	% Variance	Annual Approved Budget	%
FIRE & RESCUE SERVICES									
Salaries Regular	15,773	15,863	90	0.6%	15,863	(0)	-0.0%	15,863	99.4%
Vacancy Adjustment									
	15,773	15,863	90	0.6%	15,863	(0)	-0.0%	15,863	99.4%
Overtime	332	493	161	32.7%	225	268	54.3%	493	67.3%
Car Allowances	9	8	(0)	-3.4%	8	0	0.0%	8	103.4%
External Recoveries	(84)	(70)	14	-20.3%	(70)	0	-0.0%	(70)	120.3%
Division Total	16,030	16,295	265	1.6%	16,026	268	1.6%	16,295	98.4%
ENGINEERING & TRANSPORTATION SERVICES									
Salaries Regular	5,473	5,735	262	4.6%	5,735	0	0.0%	5,735	95.4%
Vacancy Adjustment	0	(49)	(49)		(49)	(0)		(49)	
	5,473	5,686	213	3.7%	5,686	0	0.0%	5,686	96.3%
Overtime	285	402	117	29.0%	402	0	0.0%	402	71.0%
Car Allowances	14	16	2	14.9%	16	0	0.0%	16	85.1%
External Recoveries									
Division Total	5,772	6,104	332	5.4%	6,104	0	0.0%	6,104	94.6%
CORPORATE SERVICES									
Salaries Regular	5,387	5,634	247	4.4%	5,634	0	0.0%	5,634	95.6%
Vacancy Adjustment	0	(84)	(84)		(84)	(0)		(84)	
	5,387	5,550	163	2.9%	5,550	0	0.0%	5,550	97.1%
Overtime	97	57	(41)	-71.5%	57	0	0.0%	57	171.5%
Car Allowances	18	18	(1)	-3.4%	18	0	0.0%	18	103.4%
Division Total	5,502	5,625	122	2.2%	5,625	0	0.0%	5,625	97.8%
PLANNING & DEVELOPMENT SERVICES									
Salaries Regular	4,746	4,788	42	0.9%	4,618	170	3.6%	4,788	99.1%
Vacancy Adjustment	0	(69)	(69)		0	(69)		(69)	
	4,746	4,720	(26)	-0.6%	4,618	102	2.2%	4,720	100.6%
Overtime	30	15	(15)	-102.7%	35	(20)	-136.4%	15	202.7%
Car Allowances	126	100	(25)	-25.3%	117	(17)	-16.7%	100	125.3%
Division Total	4,902	4,835	(67)	-1.4%	4,770	65	1.3%	4,835	101.4%
PARKS, CULTURE & COMMUNITY SERVICES									
Salaries Regular	15,316	15,610	294	1.9%	15,312	298	1.9%	15,610	98.1%
Vacancy Adjustment	0	(168)	(168)		(9)	(159)	94.8%	(168)	
	15,316	15,442	127	0.8%	15,303	139	0.9%	15,442	99.2%
Overtime	152	48	(104)	-216.7%	58	(11)	-22.1%	48	316.7%
Car Allowances	46	44	(2)	-3.4%	44	0	0.7%	44	103.4%
Division Total	15,513	15,535	21	0.1%	15,405	129	0.8%	15,535	99.9%
LIBRARY SERVICES									
Salaries Regular	4,055	4,192	137	3.3%	4,125	67	1.6%	4,192	96.7%
Vacancy Adjustment	0	(58)	(58)		(58)	0		(58)	
	4,055	4,134	79	1.9%	4,067	67	1.6%	4,134	98.1%
Overtime	18	0	(18)		0	0		0	
Car Allowances	4	5	2	31.2%	5	0	0.0%	5	68.8%
Division Total	4,076	4,139	63	1.5%	4,072	67	1.6%	4,139	98.5%

INVESTMENT RESULTS

Summary

A summary of investment results for the period from October 1, 2019 to December 31, 2019 is presented below.

DISTRICT OF WEST VANCOUVER
INVESTMENT PORTFOLIO (\$ 000's)
As at December 31, 2019

	MFA MONEY MARKET FUND	MFA INTER- MEDIATE FUND	RBC	HSBC	BMO	TOTAL
Opening Balance as at October 1, 2019	\$10	\$29	\$6,796	\$147,840	\$9,154	\$163,829
Transfers/Adjustments			\$77	-\$36,628	\$37,239	\$688
	\$10	\$29	\$6,873	\$111,212	\$46,393	\$164,516
Interest Income	\$0	\$0	\$38	\$1,141	\$309	\$1,489
	\$0	\$0	\$38	\$1,141	\$309	\$1,489
Closing Balance as at December 31, 2019	\$10	\$29	\$6,911	\$112,353	\$46,702	\$166,005
<i>three months non-annualized¹</i>	0.44%	0.45%	0.56%	0.88%	1.11%	

Comparison to Benchmarks

The benchmarks, defined in the District's Cash Management and Investment Guidelines 04-30-371, are set on the basis of MFA funds' performance objectives as follows:

- **Short term (working capital) investments:** performance objective (based on MFA Money Market Fund) = FTSE TMX Canada 30 day Treasury Bill Index + 15 basis points, net of all expenses
 - Q4 Benchmark = 0.39 %² + 15 basis points = 0.54%
 - Q4 Actual (all short term investments) = 0.90%³

Q4 Actual is favorable by 36 basis points because short term investments are held primarily at the HSBC 31 day notice account with the annual rate of return of 2.83% and at the BMO High Interest Treasury account with the annual return rate of 2.6%, which exceeds the MFA benchmark.

¹ calculated based on average account balances. Includes unearned interest for accounts with the maturity date outside of the current time period, based on the interest rate and the time of the report.

² three months non-annualized, as per MFA Pooled Investment Results report (December 31)

³ based on average across all short term investments

- **Long term investments:**

- MFA Bond Fund: performance objective = FTSE TMX Canada Short Term Bond Index + 40 basis points, net of all expenses
 - Q4 Benchmark = %0.09⁴ + 40 basis points = 0.49%
 - Q4 Actual = NA (no investments)
- MFA Intermediate Fund: performance objective = FTSE TMX 365-Day Treasury Bill Index + 30 basis points, net of all expenses
 - Q4 Benchmark = 0.37%⁵ + 30 basis points = 0.67%
 - Q4 Actual (MFA Intermediate Fund) = 0.45%⁶

Benchmark missed by 22 basis points due to the performance of the MFA Intermediate Fund. The performance gap doesn't have significant impact on the investment portfolio due to the low account balance – the Intermediate Fund investment is \$29K

Market trends

The analysis of Q4 market trends and forward looking investment strategies for the period from October 1, 2019 to December 31, 2019 is presented in the monthly MFA reports, available online at:

https://mfa.bc.ca/sites/default/files/Pooled%20Investments/12_2019_ph_n_monthly_reporting_0.pdf

⁴ three months non-annualized, as per MFA Pooled Investment Results report (December 31)

⁵ three months non-annualized, as per MFA Pooled Investment Results report (December 31)

⁶ three months non-annualized, as per MFA Pooled Investment Results report (December 31)

**DISTRICT OF WEST VANCOUVER
CAPITAL PROGRAM SUMMARY - GENERAL FUND & CEMETERY
FOR THE PERIOD ENDING DECEMBER 31, 2019**

(\$000's)

Asset Category	FP Year	Total Budget	Total Actual + Committed 2019	Remaining Budget	Total Project Forecast	Project Forecast Variance	Notes
001 - General Fund							
Information Technology	2019	263	194	69	199	64	
Equipment	2019	1,122	805	317	970	152	
Facilities Maintenance	2019	9,324	1,888	7,436	2,946	6,378	¹
Grounds & Parks	2019	2,029	1,767	262	1,316	713	²
Transportation Infrastructure	2019	3,044	3,132	-88	3,298	-254	
Vehicle Fleet	2019	1,611	1,172	439	1,492	119	²
	Total 2019	17,393	8,958	8,435	10,221	7,172	
Information Technology	2018	1,867	1,494	373	1,179	689	
Equipment	2018	1,090	853	237	405	685	
Facilities Maintenance	2018	3,765	3,539	225	2,102	1,663	¹
Grounds & Parks	2018	8,727	812	7,915	853	7,874	³
Transportation Infrastructure	2018	3,040	2,236	804	1,281	1,759	
Vehicle Fleet	2018	259	282	-23	135	124	
	Total 2018	18,748	9,216	9,533	5,954	12,794	
Facilities Maintenance	2017	1,232	1,124	107	369	863	¹
Transportation Infrastructure	2017	1,951	1,035	916	685	1,267	⁴
	Total 2017	3,183	2,160	1,024	1,053	2,130	
Equipment	18/19	155	119	36	88	67	
Facilities Maintenance	18/19	7,264	2,194	5,070	1,653	5,611	¹
Grounds & Parks	18/19	780	673	107	525	255	²
Transportation Infrastructure	18/19	8,639	2,487	6,152	4,014	4,625	⁴
	Total 18/19	16,838	5,474	11,364	6,280	10,558	
Information Technology	17/18	602	392	210	232	370	
Facilities Maintenance	17/18	990	990	0	615	375	
Transportation Infrastructure	17/18	484	389	95	50	434	
	Total 17/18	2,075	1,771	304	897	1,178	
Total 001 - General Fund		58,238	27,578	30,660	24,405	33,832	
004 - Cemetery Fund							
Grounds & Parks	2019	102	43	59	42	60	
	Total 2019	102	43	59	42	60	
Grounds & Parks	17/18	939	929	11	794	146	
	Total 17/18	939	929	11	794	146	
Total 004 - Cemetery Fund		1,041	971	70	836	205	

¹ Municipal Hall Project will continue in 2020 and 2019 funding will be re-budgeted

² Project allocation will be re-budgeted for 2020 due to projects not being completed in 2019

³ Horseshoe Bay Park Revitalization will start in 2020

⁴ Horseshoe Bay Streetscape is on hold and will continue work in 2020

**DISTRICT OF WEST VANCOUVER
CAPITAL PROGRAM SUMMARY - UTILITIES FOR
THE PERIOD ENDING DECEMBER 31, 2019**

(\$000's)

Fund	FP Year	Total Budget	Total Actual + Committed 2019	Remaining Budget	Total Project Forecast	Project Forecast Variance	Notes
Water	2019	1,578	740	837	1,270	308	1
Water	2018	3,220	1,616	1,604	2,040	1,180	
Water	2017	1,170	1,247	-77	1,190	-20	
Total 002 - Water Utility Fund		5,968	3,603	2,364	4,500	1,468	
Sewer	2019	7,003	3,604	3,398	7,003	0	
Sewer	2018	5,785	3,293	2,492	4,785	1,000	2
Sewer	2017	0	0	0	0	0	
Sewer	17/18	35	22	13	35	0	
Total 003 - Sewer Utility Fund		12,823	6,920	5,903	11,823	1,000	
Solid Waste	2018	20		20	0	20	
Total 007 - Solid Waste Utility Fund		20		20	0	20	

¹ Majority of costs will be re-budgeted for 2020 due to projects not being completed in 2019

² 5 Creek Diversion Future Fund has \$4.0M in DCC and \$1.575M in Sewer Fund

DISTRICT OF WEST VANCOUVER
As at December 31, 2019

RESERVE SCHEDULE (\$ 000's)

	Opening Balances	Current Transactions			Current Balances	Transactions	Ending Balances
	2019/01/01	Revenues & Transfers	Interest	Expenditures & Transfers	2019/12/31	Calculated Interest	2019/12/31
GENERAL FUND							
Asset Reserves	11,480	15,768	325	-15,990	11,584	341	11,584
<i>Statutory</i>							
Capital Facilities Reserve ¹	3,640	7,237	136	-4,374	6,639	152	6,639
Capital Infrastructure Reserve ²	5,660	4,240	118	-7,717	2,300	118	2,300
Capital Equipment Reserve ³	1,727	3,236	56	-2,955	2,064	56	2,064
<i>Non-Statutory</i>							
Operational Reserve ⁴	454	1,055	15	-943	580	15	580
Endowment Fund	30,323	423	892	-1,616	30,022	892	30,022
Threshold Value ⁵	18,000						
Amenity Contributions Fund	29,528	219	860	-1,961	28,646	860	28,646
<i>Non-Restricted</i>	22,400	219	860	-1,744	21,734	649	21,734
<i>Restricted</i> ⁶	7,128	0		-216	6,912	211	6,912
Affordable Housing	5,152	0	151	-244	5,059	151	5,059
Land Reserve Fund	1,579	99	46	-1,258	466	30	466
Borrowed Funds -							
Municipal Hall Project ⁷	403	0	n/a	-403	0	n/a	0
Operating Reserves	5,645	249	22	-3,137	2,779	22	2,779
Other Reserves	2,395	600	72	-296	2,771	72	2,771
OTHER FUNDS							
Golf Development Reserve	7	19	0	0	26	0	26
Cemetery Development Reserve	2,078	0	62	-696	1,444	52	1,444
Solid Waste Reserve Fund	3,067	0	n/a	-229	2,838	n/a	2,838
Water Reserve Fund	2,763	4,180	83	-489	6,537	138	6,537
Sewer & Drainage Reserve Fund	6,340	4,144	190	0	10,675	252	10,675
TOTAL RESERVES	100,759	25,703	2,704	-26,318	102,847	2,811	102,847
DEVELOPMENT COST CHARGES (DCCs)	23,991	1,743	774	-2,568	23,940	707	23,940
TOTAL RESERVES & DCCs	124,750	27,446	3,478	-28,886	126,787	3,518	126,787
TRUST FUNDS							
Seniors' Accounts	351	149	10	-155	355	10	355
Cemetery Care Fund	5,929	221	181	-181	6,150	178	6,150
Other	772	13	20	-216	588	20	588
	7,051	382	212	-552	7,093	209	7,093
TOTAL RESERVES, DCCs & TRUST FUNDS	131,801	27,828	3,690	-29,439	133,880	3,727	133,880

DISTRICT OF WEST VANCOUVER
As at December 31, 2019

RESERVE SCHEDULE (\$ 000's)

	Opening Balances	Current Transactions			Current Balances	Transactions	Ending Balances
	2019/01/01	Revenues & Transfers	Interest	Expenditures & Transfers	2019/12/31	Interest	43,830
OPERATING RESERVES							
Weather Related Incidents Reserve	300	18	n/a	-218	100	n/a	100
Election Provision	100	80	n/a	-80	100	n/a	100
Fleet Surcharge Reserve	20	0	n/a	-20	0	n/a	0
Fringe Benefit Allocation	936	0	n/a	-756	180	n/a	180
Caulfield LUC	206	0	n/a	0	206	n/a	206
Youth Activity	557	0	17	-5	568	17	568
Threshold Value* 542	0	0	0	0	0		
WV Shoreline Preservation Society	10	0	n/a	0	10	n/a	10
Engagement (Innovation) Fund	2,118	1	n/a	-1,155	964	n/a	964
Public Art Reserve (Est 2016)	126	150	6	-24	258	6	258
Wage Contingency Reserve (Est 2016)	500	0	n/a	-285	215	n/a	215
Legal Reserve (Est 2016)	700	0	n/a	-595	105	n/a	105
Corporate Training Initiatives (Est 2016)	72	0	n/a	0	72	n/a	72
TOTAL OPERATING RESERVES	5,645	249	22	-3,137	2,779	22	2,779
OTHER RESERVES							
Artificial Turf Replacement	1,507	147	47	0	1,701	47	1,701
Parkland Acquisition	9	0	0	0	10	0	10
Parkland Cash In Lieu	7	0	0	0	7	0	7
Fire Fleet Reserve	0	0	n/a	0	0	n/a	0
Debt Retirement (SF Surplus)	289	0	n/a	-289	0	n/a	0
Archived Fund Reserve		82	1	-7	76	1	76
UBCM Community Works Fund	583	371	23	0	977	23	977
TOTAL OTHER RESERVES	2,395	600	72	-296	2,771	72	2,771
DEVELOPMENT COST CHARGES (DCCs)							
GENERAL FUND							
Highways							
Neighbourhood Area 3	1,644	0	49	0	1,693	49	1,693
Neighbourhood Area 4	2,510	86	77	-2	2,671	77	2,671
Community Areas 2 to 5	2,060	42	62	0	2,164	62	2,164
	6,215	128	188	-2	6,529	188	6,529
Underground Wiring	1,390	38	42	-3	1,467	42	1,467
Parks & Open Space							
Major - Principal	3,155	674	159	-62	3,768		3,768
Major - Interest	1,038	0		0	1,197	135	1,197
Ambleside Waterfront - Principle	172	207		0	379		379
Ambleside Waterfront - Interest	161	0	14	0	176	13	176
Local - Principal	5,132	417		0	5,549		5,549
Local - Interest	1,370	0	239	-281	1,329	197	1,329
	11,029	1,298	412	-342	12,397	345	12,397
OTHER FUNDS							
Water Utility							
Areas 2 & 3	0	0	0	0	0	0	0
Areas 4 & 5	1,117	79	35	0	1,230	35	1,230
	1,117	79	35	0	1,230	35	1,230
Sewer Utility							
Drainage	4,241	200	97	-2,220	2,318	97	2,318
TOTAL GENERAL & OTHER FUNDS' DCCs	23,991	1,743	774	-2,568	23,940	707	23,940

DISTRICT OF WEST VANCOUVER
As at December 31, 2019

RESERVE SCHEDULE (\$ 000's)

	Opening Balances	Current Transactions			Current Balances	Transactions	Ending Balances
	2019/01/01	Revenues & Transfers	Interest	Expenditures & Transfers	2019/12/31	Calculated Interest	2019/12/31
TRUST FUNDS ⁹							
Seniors' Accounts							
Building	0	0	0	0	0	0	0
Friends of the Centre	20	0	1	-7	14	1	14
General Projects	40	3	1	-1	44	1	44
Leisure Living Crafts	43	5	1	-1	48	1	48
Woodworking	1	4	0	-1	3	0	3
Green Thumb	5	0	0	0	4	0	4
Photo Club	16	6	0	-5	17	0	17
Hiking	3	0	0	0	3	0	3
Keynote Singers	2	1	0	0	3	0	3
Quilting	13	1	0	0	15	0	15
Computer Club	1	0	0	0	1	0	1
Stained Glass	2	0	0	-1	1	0	1
Computer Equipment	14	0	0	-2	12	0	12
Fundraising Events	191	130	6	-136	190	6	190
	<u>351</u>	<u>149</u>	<u>10</u>	<u>-155</u>	<u>355</u>	<u>10</u>	<u>355</u>
Memorial Library Accounts							
Adams	0	0	0	0	0	0	0
Welch	0	0	0	0	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Other Accounts							
Legacy Project	39	0	1	0	40	1	40
Amblevue Place Housing	384	13	12	0	409	12	409
Dickinson Archives Trust	82	0	1	-82	1	1	1
Cultural Centre	20	0	1	0	20	1	20
Brissenden Park	248	0	5	-134	119	5	119
	<u>772</u>	<u>13</u>	<u>20</u>	<u>-216</u>	<u>588</u>	<u>20</u>	<u>588</u>
	<u>1,123</u>	<u>161</u>	<u>31</u>	<u>-371</u>	<u>944</u>	<u>31</u>	<u>944</u>

Notes:

- ¹ The Capital Facilities Reserve is to be used for creation and maintenance of Facilities (e.g. roofing, flooring, HVAC systems, windows, plumbing and 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.
- ² The Capital Infrastructure Reserve is to be used for land improvements (e.g. athletic fields, tennis courts, playgrounds), marine structures (e.g. piers, sea walks, floats, foreshore works) and civic works (e.g. roads, bridges, trails, lighting, cycling infrastructure) to deliver municipal services in the District.
- ³ The Capital Equipment Reserves is to be used for heavy equipment (e.g. fire trucks, dump trucks, tractors, excavators), fleet vehicles (e.g. police vehicles, shuttle buses, service vans), general equipment and information technology and communications equipment.
- ⁴ Operational Reserve is to be used for items that may not be capital in nature but require replacement on a periodic basis (e.g. fire hoses).
- ⁵ The threshold value for the Endowment Fund has been fixed by Council at \$18M.
- ⁶ The restricted portion of the Amenity Contribution Fund is related to McGavin Field, Evelyn Drive and Horseshoe Bay (Sewell's Development).=
- ⁷ Municipal Hall project loan is used up at the end of 2019.
- ⁸ The threshold value for the Youth Activity Reserve is updated each year by CPI.
- ⁹ Interest is paid on these accounts at year end.

DISTRICT OF WEST VANCOUVER
PROCUREMENT STATISTICS
FOR THE PERIOD ENDING December 31, 2019

Purchasing:	2015	2016	2017	2018	2019 Q4
Quotations	162	194	278	266	339
Tenders	26	25	31	31	19
Request for Proposals/Expression of Interest (EOI)	85	96	93	103	93
Total number of files	273	315	402	400	451

	2015	2016	2017	2018	2019 Q4
Purchase Orders count	2205	1970	2402	1843	1733

	2015	2016	2017	2018	2019 Q4
Procurement Activity Savings	\$883,264	\$718,954	\$890,084	\$743,243	\$770,768
Purchasing Department Budget (BU 220)	\$675,350	\$702,625	\$702,680	\$723,092	\$732,092
Purchasing & Risk Management FTE count	7.6	7.6	7.6	7.6	7.6

Purchasing Card:	2015	2016	2017	2018	2019 Q4
New PCards issued	40	25	27	48	32
Total number (#) of PCards	n/a	208	206	226	234
Total # of transactions	9,296	8,410	9,918	9,834	9,024
Total \$ Spent	\$1,322,402	\$1,231,597	\$1,585,299	\$1,665,016	\$1,747,941

Stores - Operations Centre	2015	2016	2017	2018	2019 Q4
Fleet size count	127	130	133	137	139
Auto part orders count	1753	1646	1669	1465	1223
Inventory Issues count (all)	567,057	572,458	565,811	574,636	534,005
Inventory Issues count (fuel)	515,594	523,906	528,977	542,473	501,597
Inventory Issues count (all, less fuel)	51,463	48,552	36,834	32,163	32,408
Inventory Issues value (all)	\$1,772,502	\$1,889,975	\$1,817,572	\$1,838,331	\$1,755,894
Inventory Issues value (fuel)	\$573,422	\$545,864	\$601,921	\$726,280	\$633,755
Inventory Issues value (all, less fuel)	\$1,199,080	\$1,344,111	\$1,215,651	\$1,112,051	\$1,222,139

Risk Management (RM)	2015	2016	2017	2018	2019 Q4
Fleet accident claims (#)	63	63	63	57	68
Property damage recovery (#)	15	20	13	6	10
Property damage recovery (\$)	n/a	\$12,790	\$19,649	\$13,042	\$23,354
Claim Files (#) MIA	52	48	32	51	35
Claim Files (#) Other	61	41	43	26	44
Total (#) RM Files	191	172	151	140	147

DISTRICT OF WEST VANCOUVER
CONTRACTS AWARDED (OVER \$75K)
FOR THE PERIOD ENDING DECEMBER 31, 2019

FILE/ DESCRIPTION	VALUE/ SUPPLIER	AVERAGE BID/ # OF BIDS	PROCESS/ DEPT	REVISED VALUE/ FINAL YES/NO	COMMENTS
RFP17 13 HSB Park Redevelopment Design	\$166,133 PWL Partnership Landscape Architects	\$189,867 Five	Public RFP Parks	TBD No	
RFP17 13 Ambleside Waterfront Redevelopment Design	\$176,386 PWL Partnership Landscape Architects	\$289,870 Two	Public RFP Parks	TBD No	
RFP17 38 HSB Streetscape Detailed Design	\$204,857 McElhanney Consulting	\$249,983 Four	Public RFP Engineering	TBD No	
T18 78A Capilano View Cemetery Expansion	\$811,000 Cedar Crest Lands	\$1,283,363 Four	Public Tender Parks	TBC No	Awarded price reflects \$326,141 credit for deferred work items
T18 79A Rectangular Rapid Flashing Beacons - various locations	\$410,000 Fraser City Installations	\$474,432 Two	Public Tender Engineering	\$424,979 Yes	
RFP18 125 Fire Pumper Truck	\$797,490 Commercial/Pierce	\$799,318 Two	Public RFP Fire	TBC No	
RFP18 266 Marine Drive Corridor (Eagle Harbour to Gleneagles)	\$92,838 McElhanney Consulting	\$92,838 One	Select Bidding Engineering	TBC No	Select Bidding approved by Purchasing Manager
EOI19 026A Cypress Lands Policy Framework	\$1,100,000 Corilois Consulting	\$1,100,000 One	Public EOI Planning	TBC No	
RFP19 068 Pavement Asset Management Plan	\$99,287 Tetra Tech Canada Inc.	\$99,644 Two	Public RFP Engineering	TBC No	
RFP19 076 JDE Upgrade ver 9.1 to 9.2	\$95,410 Mid-Range Software	\$99,410 One	Direct Award ITS	\$80,700 Yes	Direct Award approved by Purchasing Manager - justification on file
T19 086 20 Passenger Bus R027 for Seniors Centre	\$101,599 The Bus Centre	\$109,653 Two	Public Tender Community Services	\$101,610 Yes	
T19 123A Lawson Creek Channel & Trash Rack Improvements	\$98,995 North Construction	\$138,748 Two	Select Bidding Engineering	\$65,432 Yes	three invited - one did not submit
RFP19 135 Network Security System Upgrade	\$111,494 Long View Systems	\$111,494 One	Select Bidding ITS	\$111,188 Yes	Piggy back on DNV contract
RFP19 145 Caulfeild Cove Pier - Float Replacement	\$99,000 Blue Water Systems Ltd.	\$117,000 Two	Public RFP Parks	TBC No	
T19 158 Former VCH Site Demolition	\$663,724 D. Litchfield & Co. Ltd.	\$725,181 Four	Select Bidding Facilities	TBC No	
Q19 195 Aquatic Centre Bulkhead Replacement	\$232,941 Acapulco Pools Ltd.	\$232,941 One	Direct Award Facilities	TBC No	Direct Award approved by Purchasing Manager - sole source
RFP19 201 2019 RTU Replacement Program	\$128,981 QCA Systems Engineering	\$128,981 One	Direct Award Engineering	\$128,981 Yes	Direct Award following public pre- qualification process
RFP19 221 Water Infrastructure Asset Management Plan	\$89,858 WSP Canada Group Ltd.	\$102,466 Five	Public RFP Engineering	TBC No	
RFP19 226 Upper Lands Environmental Inventory	\$75,075 EcoLogic Consultants Ltd.	\$81,067 Eight	Public RFP Parks	TBC No	
RFP19 229 Art Facilities Site Identification	\$91,800 Cornerstone	\$92,985 Eight	Public RFP Cultural Services	TBC No	
T19 236 Street Lighting Improvements	\$164,100 Campbell Valley Contracting	\$217,096 Four	Public Tender Engineering	TBC No	
T19 257 Horseshoe Bay Streetscape Phase 1	\$959,000 Jack Cewe Ltd.	\$1,178,625 Four	Public Tender Engineering	TBC No	Invited Tender of 4 pre-qualified bidders following public EOI
Q19 263 Eagle Lake Dam Debris Boom	\$163,500 Campbell Valley Contracting	\$193,590 Two	Select Bidding Engineering	\$163,500 Yes	three invited - one did not submit
RFP19 267 Engineering Design for 2 Sanitary Lift Stations	\$97,195 Onsite Engineering Ltd.	\$119,435 Six	Public RFP Engineering	TBC No	
T19 300 Batchelor Bay Interim Repairs	\$217,432 North Construction	\$342,828 Four	Public Tender Parks	TBC No	
Q19 305 Spare Pumps	\$105,721 Xylem	\$105,721 One	Direct Award Engineering	TBC No	Direct Award approved by Purchasing Manager - sole source
RFP19 336 Community Wayfinding Plan	\$89,677 Applied Wayfinding North America Inc.	\$89,677 One	Direct Award Administration	TBC No	Direct Award approved by Purchasing Manager - sole source

DISTRICT OF WEST VANCOUVER
 PROCUREMENT DOCUMENTED SAVINGS
 FOR THE PERIOD ENDING DECEMBER 31, 2019

Procurement Documented Savings	Value	Total Value
Year to Date		\$770,768
Ongoing/annual savings from prior years		\$77,400
RFP15 220 - Towing - successful vs. average - annual saving to 2020 Property Insurance - 2015 vs. 2014 - annual saving to 2020	\$18,000	
T17 205 - Ductile Iron Water Main Pipe - Coop Contract - annual saving to 2022	\$25,125	
RFP18 08 - Cellular Mobility Services - annual savings vs. prior contract to 2023	\$4,275	
	\$30,000	
Successful vs. Average		\$693,368
Q19 017 - Catch Basin Cleaning - successful vs. average	\$13,047	
Q19 019 - Coastal Flooding & Sea Level Rise - successful vs. average	\$9,920	
T19 042A - Rutledge Field Turf Replacement - successful vs. average	\$8,268	
T19 045 - Tandem Axle Dump Truck (M055) - successful vs. average	\$11,318	
RFP19 073 - Marine Drive Road & Sidewalk Improvements - successful vs. average	\$31,300	
Q19 074 - Street Lamp & Metal Pole Replacement - successful vs. average	\$2,333	
T19 086 - 20 Passenger Bus Unit R027 - successful vs. average	\$8,054	
EOI19 112 - SAN System Replacement - successful vs. average	\$20,973	
RFP19 123A - Lawson Creek Channel & Trash Rack - successful vs. average	\$39,753	
RFP19 145 - Caulfeild Cove Pier Float - successful vs. average	\$18,000	
T19 158 - Demolition of 2195 Haywood & 990 22nd Street - successful vs. average	\$61,457	
RFP19 221 - Water System Asset Management Plan - successful vs. average	\$12,608	
RFP19 226 - Upper Lands Environmental Inventory - successful vs. average	\$5,992	
T19 236 - Street Lighting Improvements - successful vs. average	\$52,996	
T19 257 - Horseshoe Bay Streetscape Phase 1 - successful vs. average	\$219,625	
Q19 263 - Eagle Lake Debris Boom - successful vs. average	\$30,090	
RFP19 267 - Engineering Design for 2 Sanitary Lift Stations - successful vs. average	\$22,240	
T19 300 - Batchelor Bay Interim Repairs - successful vs. average	\$125,396	

Savings calculated by deducting the successful/awarded bid price from the average bid price.