

THIRD QUARTER FINANCIAL REPORT 2021



District of West Vancouver
British Columbia
December 6, 2021

**DISTRICT OF WEST VANCOUVER
2021 THIRD QUARTER FINANCIAL REPORT**

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**DISTRICT OF WEST VANCOUVER
2021 THIRD QUARTER SUMMARY**

The 2021 third quarter financial report includes a review of operating results, investment results, capital expenditures, reserve balances, and procurement statistics to September 30, 2021. It includes analysis of actual results to the year-to-date (YTD) amended budget. The budget amendment was approved by Council on November 8, 2021. 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 (not including third party works, non-recurring items and transfers) exceeded target by \$7.07M.

Revenues

Revenue Item	YTD Result (in millions)	YTD Budget (in millions)	YTD Variance (in millions)
General Taxation	\$ 81.25	\$ 81.06	\$ 0.19
Fees & Charges	\$ 8.77	\$ 7.73	\$ 1.04
Licences & Permits	\$ 6.60	\$ 6.19	\$ 0.41
Other Revenue	\$ 6.93	\$ 4.93	\$ 2.00
Government Grants	\$ 1.41	\$ 1.11	\$ 0.30
Total	\$ 104.96	\$ 101.02	\$ 3.94

Revenue (not including third party works, non-recurring items and transfers) exceeded budget by \$3.94M (3.9%). Variances included:

- increased development activity in the District resulting in higher collection of third party administration fees;
- higher than expected performance and availability of services in Parks, Culture & Community Services;
- higher than anticipated revenue from collection of fines, Board of Variance and Freedom of Information and Protection of Privacy Act (FOIPPA) fees, false alarm charges and fire plan review;
- higher than expected number of building permits issued and rezoning applications received;
- lower than anticipated temporary street occupancy permits issued;
- higher than budgeted investment revenue resulting from robust cash flow projection and actively seeking investment opportunities;
- higher than budgeted penalties collected on late tax payment and interest on tax arrears;
- timing of foreshore lease remittance; and
- receipt of unbudgeted rebates, grants, donations and one-time top-up gas tax refund.

Expenditures

Expenditure Item	YTD Result (in millions)	YTD Budget (in millions)	YTD Variance (in millions)
Administrative Services	\$ 2.29	\$ 2.44	\$ 0.15
Human Resources	\$ 1.31	\$ 1.49	\$ 0.18
Financial Services	\$ 2.47	\$ 2.57	\$ 0.10
Police Services	\$ 12.69	\$ 12.96	\$ 0.27
Fire & Rescue Services	\$ 13.21	\$ 13.37	\$ 0.16
Engineering & Transportation Services	\$ 3.36	\$ 4.02	\$ 0.66

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2021 THIRD QUARTER SUMMARY**

Corporate Services	\$ 7.63	\$ 8.13	\$ 0.50
Planning & Development Services	\$ 4.23	\$ 4.62	\$ 0.39
Parks, Culture & Community Services	\$ 12.06	\$ 12.18	\$ 0.12
Library Services	\$ 3.49	\$ 3.75	\$ 0.26
General Government	\$ 3.41	\$ 3.75	\$ 0.34
Total	\$ 66.15	\$ 69.28	\$ 3.13

Expenditures (not including third party works, non-recurring items and transfers) were under budget by \$3.13M (4.5%) due to:

- savings in salary due to impacts of COVID-19 resulting in reduced operating hours, multiple staff vacancies, and delays in hiring;
- savings in training/professional development costs and consulting costs;
- lower than budgeted expenditures in the area of winter maintenance, utility and fuel costs;
- savings in office supplies, small equipment, software maintenance and data/telephone lines costs;
- lower than expected legal, interest and bank charges;
- unbudgeted inventory adjustment, and
- timing of invoices received resulting in delays in payments.

Unfavourable expenditure variances resulted from:

- unbudgeted lease costs for Human Resources (HR) offices at Park Royal; and
- increased program costs related to changes in Public Health Orders.

Transfers

Transfers	YTD Result (in millions)	YTD Budget (in millions)	YTD Variance (in millions)
Transfer In	\$ (0.99)	\$ (1.08)	\$ (0.09)
Tax Transfer to Asset Reserves	\$ 10.73	\$ 10.73	\$ (0.00)
Transfers to Reserves	\$ 1.38	\$ 1.29	\$ (0.09)
Total	\$ 11.12	\$ 10.94	\$ (0.18)

Unfavourable transfer resulted from:

- timing of the legal reserve transfer in, and
- more than anticipated lease revenues collected leading to higher transfer out.

Third Party Works and Non-Recurring Items

Third party works resulted in higher than expected revenues and expenditures.

Land development costs were generally offset by land sales proceeds, with net proceeds transferred to the Land Reserve. In the years when there are no land sales, costs are covered by transferring funds from the Land Reserve at year end. So far, there have been no land sales in 2021.

Community Amenity Contributions (CACs) are voluntary contributions from developers which contribute towards community enhancement. CACs are unpredictable, therefore not budgeted. Details are provided in the General Fund Results.

DISTRICT OF WEST VANCOUVER 2021 THIRD QUARTER SUMMARY

One-time initiatives are non-capital projects addressing improvements in efficiency and effectiveness. In 2021, most of these initiatives are related to COVID-19 recovery. YTD expenditures were lower than anticipated or deferred due to capacity issues and changes in external circumstances.

Detailed variance explanations are provided in the Notes to the General Fund Results.

Utility and Other Funds

Water Utility – Water consumption is seasonal and difficult to predict accurately. User fee revenues are favourable to budget due to higher usage in rate tiers 3 and 4. The operating expenditures are favourable to budget due to lower than projected water purchase costs and maintenance costs. The capital work program is delayed, and construction activities are expected to accelerate in the fourth quarter with some projects scheduled to commence in 2022.

Sewer Utility – YTD revenues were lower due to a drop in consumption and incorrect coding used for utility vehicle recoveries, this will be corrected in the fourth quarter. Unfavourable revenues are offset by the favourable expenditures which resulted from lower than expected Greater Vancouver Sewerage and Drainage District (GVSD) levy. Capital program expenditures are delayed due to capacity issues and will resume in the fourth quarter with some projects scheduled to commence in 2022.

Solid Waste – YTD revenues are unfavourable due to a refund processed in 2021 for a duplicate payment received from Recycle BC in 2020. YTD expenditures are favourable due to less than anticipated operating costs in garbage, green can and yard trimming.

Golf Fund – YTD revenues significantly exceeded the budget due to higher participation at the Gleneagles Golf Course. Golf has been very popular, mainly due to good weather and limited indoor recreational activities during the pandemic. A portion of the favourable variance is offset by higher than budgeted maintenance costs associated with increased use of the golf course.

Cemetery Fund – YTD revenues are favourable due to the timing of the budget allocation. Sales are on track for interment and plot sales based on at-need restrictions. The capital program will continue to take place this year and the expenditures are expected to grow in the fourth quarter.

Investment

The investment policy requires that investment returns be reported on a quarterly basis to provide updates on the status of the current investment portfolio and 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 Bank of Montreal (BMO) cash deposit accounts and high interest saving accounts, as well as investments in the Municipal Finance Authority of BC (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 Government Focused Ultra-Short Bond Fund for investments from one to three years; MFA Bond Fund for investments greater than three years and Guaranteed Investment Certificates (GICs) for terms greater than one year, issued by Canadian chartered banks that meet the District's risk management requirements.

**DISTRICT OF WEST VANCOUVER
2021 THIRD QUARTER SUMMARY**

Investment portfolio details and results are provided in this report. YTD actual results are favourable by seventeen basis points to the performance benchmark set by the MFA pooled high interest saving accounts.

Capital Program

2021 capital projects are initiated and commitments are set up upon the approval of the annual financial plan. The majority of capital projects were delayed or postponed due to capacity issues related to COVID-19, therefore, YTD expenditures are favourable to budget. Some projects require more than one year to complete, forecast is adjusted to include the factors of actual spending pattern and limitation of resources.

Reserves and Development Cost Charges (DCCs)

The reserves and DCCs as at September 30, 2021 totalled \$173.5M. There is also \$7.38M held in trust. Further details are provided in the reserve schedules.

Procurement Statistics and Contracts Awarded

The third quarter report includes an update on procurement activity to September 30, 2021 and contracts awarded over \$75K in value (excluding tax). Contracts that are reported to Council or the Finance and Audit Committee are not included here. Also excluded from this report are contracts related to West Vancouver Transit, West Vancouver Police Department and West Vancouver Memorial Library.

The District also calculates a savings metric by deducting the successful/awarded bid price on contracts from the average bid price received, based on the understanding that if no competitive bid process was conducted that prices would be average or higher. The savings for three quarters of the year calculated using this metric reached \$1.24M.

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 approved by staff with appropriate acquisition and commitment authority. The reported contract value is the value at the time of contract award and is subject to change.

DISTRICT OF WEST VANCOUVER
GENERAL FUND RESULTS
FOR THE PERIOD ENDING SEPTEMBER 30, 2021
GENERAL FUND REVENUE SUMMARY (\$ 000's)

	2021 January 1 to September 30				2021 Annual Forecast			2021 Annual Budget		2020 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	79,984	79,624	361	0.5%	79,989	365	0.5%	79,624	100.5%	76,190	
Specified Area	506	507	(1)	-0.2%	507	0	0.0%	507	99.8%	507	
Grants in Lieu	762	928	(166)	-17.9%	980	52	5.6%	928	82.1%	710	1
	<u>81,252</u>	<u>81,059</u>	<u>194</u>	<u>0.2%</u>	<u>81,475</u>	<u>417</u>	<u>0.5%</u>	<u>81,059</u>	<u>100.2%</u>	<u>77,406</u>	
FEES AND CHARGES											
Police	123	146	(24)	-16.2%	181	(14)	-7.3%	195	62.8%	115	2
Engineering & Transportation Services	485	431	55	12.7%	674	100	17.4%	574	84.5%	478	3
Parks, Culture & Community Services	4,911	3,971	940	23.7%	6,158	230	3.9%	5,927	82.9%	3,420	4
Library	48	53	(5)	-9.6%	72	0	0.0%	72	66.7%	31	
First Nations	2,624	2,701	(77)	-2.8%	2,624	(77)	-2.8%	2,701	97.2%	2,701	
Fire & Rescue Services	205	146	59	40.4%	250	25	11.1%	225	91.2%	255	5
Parking Tickets	176	140	36	25.7%	187	0	0.0%	187	94.3%	120	6
Vehicle Towing	24	19	5	26.0%	32	6	26.0%	25	94.5%	18	
General Administration & Finance Fees	177	118	59	49.7%	169	14	8.7%	156	113.8%	132	7
	<u>8,773</u>	<u>7,725</u>	<u>1,047</u>	<u>13.6%</u>	<u>10,345</u>	<u>284</u>	<u>2.8%</u>	<u>10,061</u>	<u>87.2%</u>	<u>7,270</u>	
LICENCES AND PERMITS											
Business Licences	1,346	1,416	(70)	-5.0%	1,432	(0)	-0.0%	1,432	93.9%	1,334	
Inspection Permits	4,054	3,841	213	5.5%	4,978	36	0.7%	4,941	82.0%	3,205	8
Other Permits/Licences	1,201	931	270	29.0%	1,488	290	24.2%	1,198	100.2%	1,193	9
	<u>6,600</u>	<u>6,188</u>	<u>413</u>	<u>6.7%</u>	<u>7,898</u>	<u>326</u>	<u>4.3%</u>	<u>7,572</u>	<u>87.2%</u>	<u>5,732</u>	
OTHER REVENUE											
Administration Fees (TransLink/Utilities)	917	902	15	1.7%	1,202	0	0.0%	1,202	76.2%	790	
Interest on Investments	2,155	1,040	1,115	107.3%	1,786	400	28.9%	1,386	155.5%	1,674	10
Tax Penalties & Interest	969	835	134	16.1%	1,078	0	0.0%	1,078	89.9%	964	11
Library Contributions	0	0	0		253	0	0.0%	253	0.0%	31	
Taylor Way Lease	293	275	18	6.7%	292	17	6.3%	275	106.7%	281	
Lease & Rentals	1,847	1,534	313	20.4%	2,091	4	0.2%	2,087	88.5%	1,732	12
Miscellaneous	746	342	404	118.3%	802	145	22.1%	657	113.5%	847	13
	<u>6,926</u>	<u>4,926</u>	<u>2,000</u>	<u>40.6%</u>	<u>7,504</u>	<u>566</u>	<u>8.2%</u>	<u>6,938</u>	<u>99.8%</u>	<u>6,318</u>	
GOVERNMENT GRANTS											
Provincial Revenue Sharing	832	692	140	20.2%	829	137	19.8%	692	120.2%	833	14
Library	142	161	(19)	-11.6%	149	(14)	-8.6%	163	87.2%	189	
Other	435	253	182	72.0%	455	183	67.3%	272	159.7%	269	15
	<u>1,409</u>	<u>1,106</u>	<u>303</u>	<u>27.4%</u>	<u>1,434</u>	<u>306</u>	<u>27.1%</u>	<u>1,128</u>	<u>124.9%</u>	<u>1,290</u>	
OTHER TRANSFERS											
Transfer In from Reserves	985	1,079	(94)	-8.7%	2,364	(515)	-17.9%	2,879	34.2%	1,367	16
	<u>985</u>	<u>1,079</u>	<u>(94)</u>	<u>-8.7%</u>	<u>2,364</u>	<u>(515)</u>	<u>-17.9%</u>	<u>2,879</u>	<u>34.2%</u>	<u>1,367</u>	
TOTAL REVENUE	<u>105,946</u>	<u>102,083</u>	<u>3,863</u>	<u>3.8%</u>	<u>111,022</u>	<u>1,385</u>	<u>1.3%</u>	<u>109,637</u>	<u>96.6%</u>	<u>99,384</u>	

DISTRICT OF WEST VANCOUVER
GENERAL FUND RESULTS
FOR THE PERIOD ENDING SEPTEMBER 30, 2021
GENERAL FUND OPERATING RESULTS (\$ 000's)

	2021 January 1 to September 30				2021 Annual Forecast			2021 Annual Budget		2020	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	81,252	81,059	194	0.2%	81,475	417	0.5%	81,059	100.2%	77,406	Notes 1 to 16 are reflected on the Revenue Summary
Fees & Charges	8,773	7,725	1,047	13.6%	10,345	284	2.8%	10,061	87.2%	7,270	
Licences & Permits	6,600	6,188	413	6.7%	7,898	326	4.3%	7,572	87.2%	5,732	
Other Revenue	6,926	4,926	2,000	40.6%	7,504	566	8.2%	6,938	99.8%	6,318	
Government Grants	1,409	1,106	303	27.4%	1,434	306	27.1%	1,128	124.9%	1,290	
Other Transfers	985	1,079	(94)	-8.7%	2,364	(515)	-17.9%	2,879	34.2%	1,367	
REVENUE TOTAL	105,946	102,083	3,863	3.8%	111,022	1,385	1.3%	109,637	96.6%	99,384	
EXPENDITURES											
Administrative Services	2,289	2,440	151	6.2%	3,224	114	3.4%	3,337	68.6%	2,216	17
Human Resources	1,309	1,486	177	11.9%	2,134	(120)	-6.0%	2,014	65.0%	1,289	18
Financial Services	2,474	2,566	92	3.6%	3,363	55	1.6%	3,418	72.4%	2,434	
Police Services	12,691	12,963	272	2.1%	17,359	13	0.1%	17,372	73.1%	11,709	
Fire & Rescue Services	13,212	13,374	161	1.2%	18,062	(93)	-0.5%	17,968	73.5%	13,012	
Engineering & Transportation Services	3,363	4,021	657	16.4%	5,212	575	9.9%	5,787	58.1%	3,850	19
Corporate Services	7,634	8,126	491	6.0%	11,094	116	1.0%	11,210	68.1%	7,108	20
Planning & Development Services	4,228	4,615	388	8.4%	6,097	280	4.4%	6,377	66.3%	3,951	21
Parks, Culture & Community Services	12,057	12,184	127	1.0%	16,737	246	1.4%	16,982	71.0%	10,895	
Library Services	3,486	3,750	264	7.0%	5,003	7	0.1%	5,011	69.6%	3,436	22
General Government (Schedule A)	3,414	3,752	337	9.0%	5,135	347	6.3%	5,481	62.3%	2,312	See below
	66,158	69,276	3,118	4.5%	93,419	1,538	1.6%	94,957	69.7%	62,213	
Tax Transfer to Asset Reserves	10,725	10,725	(0)	-0.0%	10,725	0	0.0%	10,725	100.0%	7,828	
Transfers to Reserves	1,380	1,289	(91)	-7.0%	3,017	(436)	-16.9%	2,582	53.5%	1,154	23
EXPENDITURES TOTAL	78,263	81,290	3,027	3.7%	107,161	1,102	1.0%	108,264	72.3%	71,195	
EXCESS REVENUES OVER EXPENDITURES	27,683	20,793	6,890	33.1%	3,861	2,487		1,374		28,189	
THIRD PARTY WORKS & NON-RECURRING ITEMS											
REVENUE											
Third Party Works	3,875	2,475	1,400	56.6%	4,358	1,026	30.8%	3,332	116.3%	2,636	24
Gain on Sale of Land	0	575	(575)	-100.0%	0	(1,150)	-100.0%	1,150	0.0%	286	25
Amenity Contributions	224	0	224		851	851		0		15,140	26
Transfer-In for One-Time Initiatives	0	0	0		3,619	(4,213)	-53.8%	7,832	0.0%	0	27
REVENUE TOTAL	4,099	3,050	1,049	11.9%	8,828	(3,486)	-28.3%	12,314	33.3%	18,062	
EXPENDITURES											
Third Party Works	3,953	2,564	(1,390)	-54.2%	4,445	(1,083)	-32.2%	3,362	117.6%	2,769	24
Land Management Costs & Transfer Proceeds	80	608	529	86.9%	98	1,047	91.4%	1,145	7.0%	418	25
Transfer to Amenity Contributions Reserve	224	0	(224)	0.0%	851	(851)		0		15,140	26
One-Time Initiatives	1,203	3,378	2,176	64.4%	4,441	4,740	51.6%	9,180	13.1%	430	27
EXPENDITURES TOTAL	5,460	6,550	1,090	16.6%	9,835	3,852	28.1%	13,687	39.9%	18,757	
EXCESS REVENUES OVER EXPENDITURES	(1,361)	(3,500)	2,140	-61.1%	(1,007)	366	-26.7%	(1,374)	99.1%	(695)	
TOTAL EXCESS REVENUES OVER EXPENDITURES	26,322	17,292	9,030	52.2%	2,853	2,853	-27%	(0)	1.0%	27,493	

Schedule A - General Government Details											
Legal & Severance	404	614	210	34.2%	736	145	16.5%	881	45.9%	499	28
Property & Liability Insurance	815	780	(35)	-4.5%	1,075	(35)	-3.4%	1,040	78.4%	702	
Fiscal Services	1,182	1,325	143	10.8%	1,997	57	2.8%	2,054	57.6%	1,671	29
Grants-in-Aid	444	454	10	2.1%	492	0	0.0%	492	90.3%	370	
Election	0	0	0		0	180	100.0%	180	0.0%	0	
Employee Engagement	(0)	4	4	102.8%	5	0	0.0%	5	-2.1%	1	
Business Improvement Area Levy	500	500	0	0.0%	500	0	0.0%	500	100.0%	500	
Provisional Fringe Benefit Expenditures	69	75	6	8.2%	330	0	0.0%	330	20.9%	(1,430)	
	3,414	3,752	337	9.0%	5,135	347	6.7%	5,481	62.3%	2,312	

**DISTRICT OF WEST VANCOUVER
NOTES TO GENERAL FUND RESULTS
FOR THE PERIOD ENDING SEPTEMBER 30, 2021**

REVENUES

GENERAL TAXATION

- 1 **Grants-in-Lieu** - YTD revenues are unfavourable due to timing of payments, grants-in-lieu payments from BC housing and Public Services and Procurement Canada received in October which is later than anticipated.

FEES AND CHARGES

- 2 **Police Services** - Due to COVID-19, there is a reduction in the number of false alarm fees issued to home and business owners, therefore, YTD revenue is unfavourable comparing to the budget.
- 3 **Engineering & Transportation Services** -YTD administration fees charged on the third party work is favourable due to the large Grosvenor Ambleside development.
- 4 **Parks, Culture & Community Services** - Since the Province has gradually eased some of the COVID-19 restrictions, revenues are trending high in the areas of recreational programs and lessons, park usage and filming, facility rentals and special events. The modified Harmony Arts Festival has brought in significant sponsorship revenues along with liquor sales and other festival revenues. Budget has been amended to capture the favourable variance based on the mid-year review. YTD revenues are favourable comparing to the amended budget due to timing of budget allocation as well as continued strong performance associated with September restart plan.
- 5 **Fire & Rescue Services** - \$30K Community Wildfire Protection Plan grant received in 2020 was moved from deferred revenue to revenue in the second quarter of 2021. Budget has been amended to capture the actual favourable revenue. YTD revenues are favourable comparing to the amended budget due to higher than anticipated revenues in the area of false alarms and plan reviews which are hard to predict. The District has taken a conservative approach in terms of budgeting, especially during the pandemic. Second new inspector was hired in August and the inspection revenue is slowly picking up and is expected to be on target at the year end.
- 6 **Parking Tickets** - YTD revenues are favourable due to timing, ticketing revenue trended high in summer months.
- 7 **General Admin & Finance Fees** - YTD revenues are favourable due to higher than anticipated Board of Variance and FOIPPA applications received. Board of Variance and FOIPPA fees are based on applications therefore are difficult to predict.

LICENCES AND PERMITS

- 8 **Inspection Permits** - Step Code requirement deadline was February 28, which created a surge in building permit applications. On top of it, the strong house market caused a high demand for building permits. Therefore budget has been amended to reflect the favourable trend based on mid-year review. YTD revenues are favourable comparing to the amended budget due to higher than expected revenue in building permits driven by the house market, which is difficult to predict.
- 9 **Other Permits/Licences** - Development/rezoning permits revenue are variable each year depending on housing market conditions. YTD revenues are favourable comparing to the amended budget due to higher than expected revenue in rezoning application, environmental development permits and tree permit applications. The favourable variance is partially offset by unfavourable variance in temporary street occupancy permits revenue due to less demand during the pandemic.

OTHER REVENUE

- 10 **Interest on Investments** - Based on the robust cash flow forecast model, Finance is closely monitoring balances in both the cash and investment accounts, and regularly transferring funds between the accounts to achieve the optimal results. YTD revenues are favourable due to strong cash management and actively seeking investment opportunities.
- 11 **Tax Penalties & Interest** - YTD revenues are favourable due to higher than budgeted penalties collected on late tax payment and interest on tax arrears for the nine months of the year.
- 12 **Lease & Rentals** - The Beach House Restaurant minimum rent is paid monthly based on a payment schedule. The reconciled rent is a true up payment paid after the calendar year is completed and based on a percentage of gross sales. 2020 reconciled payment for the Beach House received and recorded in 2021, therefore the budget has been amended to capture the actual favourable revenue. YTD revenues are favourable to the amended budget mainly due to the timing difference between foreshore lease payment collection and remittance.

**DISTRICT OF WEST VANCOUVER
NOTES TO GENERAL FUND RESULTS
FOR THE PERIOD ENDING SEPTEMBER 30, 2021**

- 13 **Miscellaneous** - Revenues trended high due to unbudgeted ICBC COVID-19 rebate, cyber crime grant and other grants/external donations received, increased revenue from ride hailing sharing programs and launching of new revenue stream of pre-application review fees also contributed to the favourable variances at the second quarter. The budget has been amended to reflect the favourable trend based on the mid-year review. YTD revenues are favourable resulting from higher than expected fines revenue due to an increase in construction related offences and an increased tree bylaw penalty.

GOVERNMENT GRANTS

- 14 **Provincial Revenue Sharing** - Traffic Fine Revenue Sharing Grant was budgeted based upon the grant received from prior year. Started from 2020, the payment schedule was changed and the grant was distributed in two payments. The 2021 budget accidentally left out the second payment, and as a result, YTD revenues are favourable comparing to the budget.
- 15 **Others** - YTD revenues are favourable due to an unbudgeted one time top-up Community Works Fund payment received from Union of BC Municipalities (UBCM).

OTHER TRANSFERS

- 16 **Transfer In from Reserves** - YTD revenues are temporarily unfavourable comparing to the amended budget due to timing of the legal reserve transfer. These transfer accounts (which are actually transfers, not revenues) correspond to the expenditure transfers in note 23, which usually take place at year end depending on the actual financial results.

EXPENDITURES

- 17 **Administrative Services** - YTD expenditures are favourable to the amended budget due to labour savings from unfilled positions. Lower than expected costs in advertisement, office supplies and small equipment purchases are other factors contributing to the YTD favourable variance.
- 18 **Human Resources** - YTD expenditures are favourable to the amended budget due to savings from lower than anticipated corporate training. Due to COVID-19 corporate training has been limited.
- 19 **Engineering & Transportation Services** - YTD expenditures are favourable to budget due to labour cost savings from unfilled vacancies. Internal vehicle charge-backs credit is higher than budget due to increased usage complying with the social distancing requirements. Lower than budgeted expenditures in the area of winter maintenance, fuel costs and timing of utility bills resulted in an additional favourable variance.
- 20 **Corporate Services** - Expenditures are favourable comparing to the amended budget due to labour cost savings from multiple staff position vacancies in the IT, Facilities and Bylaw Departments, some of the labour savings are offset with increase in temporary salary to backfill vacant positions. Favourable variance is also a result of savings in supplies, software maintenance and data/telephone lines costs as well as temporary savings from timing of utility billings at West Vancouver Community Center and delay in North Shore emergency program payment. Unfavourable variance from unbudgeted lease costs for the Human Resources (HR) offices at Park Royal due to the Municipal Hall renovation project is offset by higher than budgeted Beach House rent revenue (see revenue section in note 12).
- 21 **Planning & Development Services** - Unfilled newly approved positions in Urban Design and Community Planning & Sustainability areas resulted in YTD favourable variance comparing to the amended budget. Additional savings are from operating costs in the areas of consulting charges, legal fees, training and small equipment purchases, as well as delayed payments of dues and membership fees.
- 22 **Library Services** - YTD expenditures are favourable to the amended budget mainly due to labour cost savings resulting from reduced operating hours, multiple staff vacancies, and delays in hiring. Small operating savings from administrative, technology, and facility expenditures also contributed to the favourable variance.
- 23 **Transfers to Reserves** - YTD expenditures are unfavourable to budget due to higher than expected transfers resulting from more than anticipated lease revenues collected from Artificial Turf, 320 Taylor Way and Bean Around the World Coffee. These transfer accounts (which are actually transfers, not expenditures) correspond to the revenue transfers in note 16. Transfers to operating reserves usually take place at year end depending on the actual financial results.

THIRD PARTY WORKS & NON-RECURRING ITEMS

- 24 **Third Party Works** - Increased demand for third party works is largely offset by increased third party works revenue. At year end, revenue will be trued up to offset expenditures.
- 25 **Land Sales & Costs** - \$1.15M was budgeted for land sales in 2021 based on the best estimation, but no actual sales occurred. Costs are incurred to manage the use and development of land resources. At year end, funds from the Land Reserve will be transferred to cover any shortfall.

**DISTRICT OF WEST VANCOUVER
NOTES TO GENERAL FUND RESULTS
FOR THE PERIOD ENDING SEPTEMBER 30, 2021**

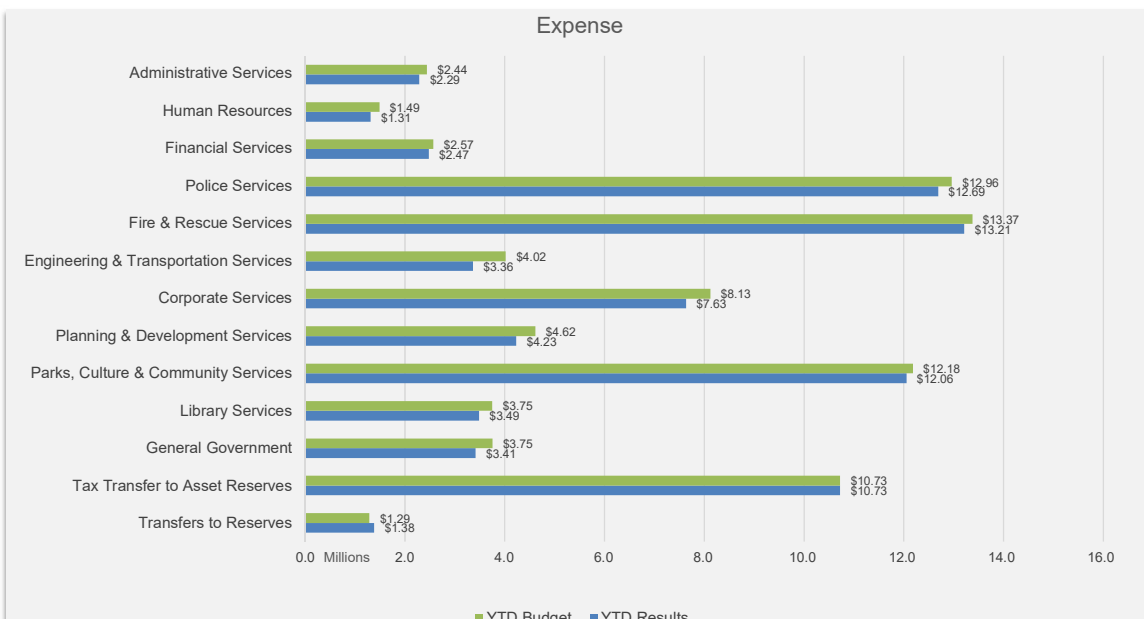
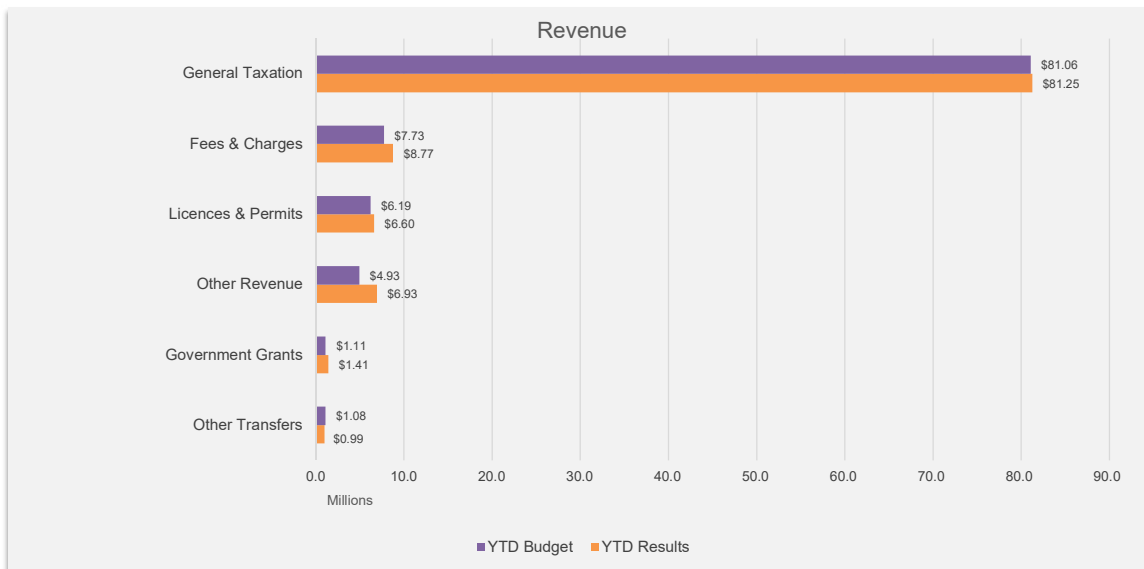
26 **Amenity Contributions** - Community Amenity Contributions are unpredictable and therefore not budgeted. Two contributions totalling \$224K were received and transferred to the Community Amenity Fund in July and September of 2021.

27 **One-Time Initiatives** - These initiatives are non-capital project expenditures, including consulting engagements that are one-time in nature. In 2021, many of these initiatives are related to COVID-19 recovery. Due to COVID-19, many of these initiatives were delayed resulting in favourable YTD expenditures.

SCHEDULE A - GENERAL GOVERNMENT DETAILS

28 **Legal & Severance** - Severance payouts and legal costs are hard to predict and budgeted based upon the best estimation. YTD expenditures are favourable comparing to the amended budget due to lower than expected costs.

29 **Fiscal Services** - YTD expenditures are favourable due to fluctuation of inventory adjustment and timing of expenses related to bank charges and copier lease costs. In addition, a favourable variance resulted by not having to pay interest on tax pre-payments because prime rate is below 3%.



DISTRICT OF WEST VANCOUVER
WATER FUND RESULTS & ANNUAL FORECAST
FOR THE PERIOD ENDING SEPTEMBER 30, 2021

WATER UTILITY (\$000's)

	2021 January 1 to September 30				2021 Annual Forecast			2021 Annual Budget		2020	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	15,137	14,334	803	5.6%	17,917	0	0.0%	17,917	84.5%	13,617	¹
Meter Rental Charges	377	353	25	7.0%	500	30	6.4%	470	80.2%	379	
Micro Power Generation	22	17	6	36.1%	22	0	0.0%	22	102.0%	20	
Development Contributions	0	0	0		0	0		0		0	
Recoveries	50	115	(65)	-56.7%	154	0	0.0%	154	32.5%	107	²
Other Revenue	37	25	12	50.4%	33	0	0.0%	33	112.8%	30	
Transfers In	0	2	(2)	-100.0%	5,474	745	15.8%	4,729	0.0%	0	³
	<u>15,623</u>	<u>14,845</u>	<u>778</u>	<u>5.2%</u>	<u>24,100</u>	<u>775</u>	<u>3.3%</u>	<u>23,325</u>	<u>67.0%</u>	<u>14,153</u>	
EXPENDITURE											
Water Purchases	3,459	4,154	694	16.7%	4,000	774	16.2%	4,774	72.5%	2,722	⁴
Administration Fee	263	263	(0)	-0.0%	350	0	0.0%	350	75.0%	263	
Operations & Maintenance	2,289	3,293	1,004	30.5%	4,639	(0)	-0.0%	4,639	49.3%	2,741	⁵
Capital Program	2,687	8,821	6,134	69.5%	3,813	6,268	62.2%	10,081	26.7%	2,020	⁷
Debt Service	1,339	1,334	(5)	-0.3%	1,776	9	0.5%	1,785	75.0%	1,497	
	<u>10,037</u>	<u>17,864</u>	<u>7,827</u>	<u>43.8%</u>	<u>14,578</u>	<u>7,051</u>	<u>32.6%</u>	<u>21,629</u>	<u>46.4%</u>	<u>9,243</u>	
EXCESS REVENUES OVER EXPENDITURES	<u>5,586</u>	<u>(3,019)</u>	<u>8,605</u>		<u>9,522</u>	<u>7,826</u>		<u>1,696</u>		<u>4,910</u>	⁸

Notes:

¹ YTD revenues are favourable due to higher than expected usage in rate tiers three and four. Forecast is expected to be higher than annual target.

² YTD revenues are unfavourable due to incorrect mapping of utility vehicles in the financial system, solutions are in place for the fourth quarter to fix the issues of missing revenues or miscoding.

³ Transfers from the Water Reserve Fund for capital projects are performed at year end depending on the actual capital spending and yearly financial result.

⁴ YTD expenditures are favourable due to lower than anticipated water purchase costs. Estimates are based on three year average water consumption using 2021 Metro rates, but consumption has dropped as a result of increased utilization of Eagle Lake.

⁵ YTD expenditures are favourable in the area of water distribution and water supply, as well as in the areas of service renewals/repair and treatment plant maintenance.

⁶ \$10,081K Annual Approved Budget amount includes: \$5,425K Capital Program approved under Water Utility Five-Year Financial Plan and \$4,656K Prior Year Approved Work in Progress. Following the 2021-2025 Financial Plan Bylaw adoption, the latter has been adjusted to reflect changes in the capital work plan.

⁷ Capital program is underway and will continue to the fourth quarter, several projects have been completed under budget. Due to long lead time for design, tender and material procurement, some projects are expected to start in 2022.

⁸ Annual surplus will be rolled up to Accumulated Surplus or transferred to Water Reserve Fund at year end.

DISTRICT OF WEST VANCOUVER
SEWER FUND RESULTS & ANNUAL FORECAST
FOR THE PERIOD ENDING SEPTEMBER 30, 2021

SEWER UTILITY (\$'000's)

	2021 January 1 to September 30				2021 Annual Forecast			2021 Annual Budget		2020	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	16,642	17,060	(419)	-2.5%	22,747	0	0.0%	22,747	73.2%	14,944	¹
Development Cost Charges	0	0	0		0	0		0		0	
Developer Contributions	0	0	0		0	0		0		0	
Recoveries	50	114	(64)	-56.1%	165	0	0.0%	165	30.3%	107	²
Other Revenue	0	21	(21)	-100.0%	0	(28)	-0.1%	28	0.0%	0	
Transfers In	0	0	0		11,387	1,985	21.1%	9,403	0.0%	0	³
	<u>16,692</u>	<u>17,195</u>	<u>(503)</u>	<u>-2.9%</u>	<u>34,299</u>	<u>1,957</u>	<u>0.0%</u>	<u>32,342</u>	<u>51.6%</u>	<u>15,051</u>	
EXPENDITURE											
Greater Vancouver Sewerage and Drainage District Levy	6,284	7,102	818	11.5%	8,379	1,091	11.5%	9,470	66.4%	5,755	⁴
Administration Fee	277	278	0	0.0%	370	0	0.0%	370	75.0%	277	
Sanitary Operations & Maintenance	1,429	1,322	(107)	-8.1%	1,781	0	0.0%	1,781	80.3%	1,250	⁵
Storm Operations & Maintenance	724	679	(45)	-6.7%	921	0	0.0%	921	78.6%	749	⁶
Capital Program	1,652	16,596	14,945	90.0%	5,111	13,856	73.1%	18,967	8.7%	1,423	⁸
	<u>10,367</u>	<u>25,978</u>	<u>15,610</u>	<u>60.1%</u>	<u>16,562</u>	<u>14,947</u>	<u>47.4%</u>	<u>31,509</u>	<u>32.9%</u>	<u>9,454</u>	
EXCESS REVENUES OVER EXPENDITURES	<u>6,324</u>	<u>(8,783)</u>	<u>15,107</u>		<u>17,737</u>	<u>16,904</u>		<u>833</u>		<u>5,597</u>	⁹

Notes:

¹ YTD revenues are unfavourable due to lower than expected usage.

² YTD revenues are unfavourable due to incorrect mapping of utility vehicles in the financial system, solutions are in place for the fourth quarter to fix the issues of missing revenues or miscoding.

³ Transfers from the Sewer & Drainage Fund for capital projects are performed at the year end depending on the actual capital spending and yearly financial result.

⁴ Greater Vancouver Sewerage and Drainage District (GVS&DD) Levy was budgeted based on Metro 2021 estimation received in 2019. Forecast is reduced to final amount approved by the GVS&DD Board in November 2020 but no budget amendment was made, as a result, YTD expenditures are favourable to budget.

⁵ YTD sanitary expenditures are trending unfavourable in the area of reactive maintenance.

⁶ YTD storm expenditures are trending unfavourable in drain blockages, training, and standby costs. Due to unprecedented weather-related challenges, it is anticipated that these costs will continue to rise, and will need to be covered from operational reserves at year end.

⁷ \$18,967K Annual Approved Budget amount includes: \$9,725K Capital Program approved under Water Utility Five-Year Financial Plan, \$7,414K Prior Year Approved Work in Progress, and \$1,828K Capital Financial Plan Adjustment which followed the 2021-2025 Financial Plan Bylaw adoption to reflect changes in the capital work plan.

⁸ Capital program is underway and will continue to the fourth quarter, several projects have been completed under budget. Due to long lead time for design, tender and material procurement, some projects are expected to start in 2022.

⁹ Annual surplus will be rolled up to Accumulated Surplus or transferred to Sewer & Drainage Reserve Fund at the year end.

DISTRICT OF WEST VANCOUVER
SOLID WASTE FUND RESULTS & ANNUAL FORECAST
FOR THE PERIOD ENDING SEPTEMBER 30, 2021
SOLID WASTE UTILITY (\$000's)

	2021 January 1 to September 30				2021 Annual Forecast			2021 Annual Budget		2020 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	1,964	1,964	0	0.0%	2,618	0	0.0%	2,618	75.0%	1,732	
Recycling User Fees	(4)	0	(4)		0	0		0		128	
Tag Sales	12	8	4	55.9%	10	0	0.0%	10	116.9%	4	
Contract/Material Revenue	(58)	0	(58)		0	0		0		445	¹
Public Realm Refuse Fee	710	695	15	2.2%	927	0	0.0%	927	76.6%	621	
Recycling Contract Recovery	1	0	1		0	0		0		1,361	
	<u>2,624</u>	<u>2,666</u>	<u>(42)</u>	<u>-1.6%</u>	<u>3,555</u>	<u>0</u>	<u>0.0%</u>	<u>3,555</u>	<u>73.8%</u>	<u>4,292</u>	
EXPENDITURE											
Management/Outreach/ North Shore Recycling Program (NSRP)	173	193	20	10.3%	257	0	0.0%	257	67.1%	402	
Garbage, Green Can & Yard Trimmings	1,932	1,985	53	2.7%	2,640	6	0.2%	2,646	73.0%	1,916	²
Administration Charge	68	68	0	0.0%	90	0	0.0%	90	75.0%	68	
Recycling	0	0	0		0	0		0		1,698	
Public Realm Refuse	941	997	56	5.6%	1,370	0	0.0%	1,370	68.7%	692	³
Capital Program	0	20	20	100.0%	0	20	100.0%	20	0.0%	0	⁴
	<u>3,113</u>	<u>3,262</u>	<u>148</u>	<u>4.5%</u>	<u>4,358</u>	<u>26</u>	<u>0.6%</u>	<u>4,384</u>	<u>71.0%</u>	<u>4,775</u>	⁵
EXCESS REVENUES OVER EXPENDITURES	<u>(489)</u>	<u>(596)</u>	<u>106</u>		<u>(803)</u>	<u>26</u>		<u>(829)</u>		<u>(483)</u>	

Notes:

¹ The debit balance is a result of a refund processed in 2021 to return a duplicate payment that was received in 2020 from Recycle BC.

² Budget was built to include the projected unit price increase as a result of Garbage Collection and Yard Trimmings & Floor Space Ratio (FSR) Collection contract update. YTD expenditures are favourable to budget due to lower than expected house counts and contract price increase.

³ Public realm refuse costs are seasonal and based on park usage. Increase in park garbage and litter collection is expected as a result of COVID-19, budget has been amended to accommodate the additional expenditures based on the mid-year review. YTD expenditures are favourable due to savings from the new District facilities' waste collection contract and reduced waste collection at District facilities due to COVID-19.

⁴ Eagle Island waste enclosure construction has been deferred, as a result, YTD capital expenditures are favourable comparing to budget.

⁵ Transfer will take 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 SEPTEMBER 30, 2021
GOLF FUND (\$000's)

	2021 January 1 to September 30				2021 Annual Forecast			2021 Annual Budget		2020	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	1,470	919	551	60.0%	1,001	(0)	-0.0%	1,001	146.9%	1,019	¹
Rental Revenue - Facility	3	13	(10)	-77.9%	17	0	0.0%	17	16.8%	15	²
	<u>1,473</u>	<u>932</u>	<u>541</u>	<u>58.0%</u>	<u>1,018</u>	<u>(0)</u>	<u>-0.0%</u>	<u>1,018</u>	<u>144.7%</u>	<u>1,034</u>	
EXPENDITURE											
Pro Shop & Management	199	153	(46)	-29.7%	189	(0)	-0.0%	189	105.1%	155	³
Operations & Maintenance	613	534	(79)	-14.9%	729	0	0.0%	729	84.1%	509	⁴
Administrative Fee	0	0	0		0	0		0		0	
Debt Service	0	0	0		100	0	0.0%	100	0.0%	0	
	<u>812</u>	<u>687</u>	<u>(125)</u>	<u>-18.2%</u>	<u>1,018</u>	<u>0</u>	<u>0.0%</u>	<u>1,018</u>	<u>79.7%</u>	<u>663</u>	
EXCESS REVENUES OVER EXPENDITURES	<u>661</u>	<u>245</u>	<u>416</u>		<u>0</u>	<u>0</u>		<u>(0)</u>		<u>370</u>	⁵

Notes:

- ¹ Gleneagles Golf Course is experiencing high participation due to a combination of good weather and limited available recreational activities resulting in favourable YTD revenues.
- ² YTD revenues are unfavourable due to lack of events and regular rentals which continue to be negatively affected by the pandemic.
- ³ Higher contractor costs directly tied to higher revenues received, therefore, YTD expenditures are unfavourable comparing to budget.
- ⁴ Increased use of golf course requires additional servicing resulting in unfavourable YTD expenditures comparing to budget.
- ⁵ Annual surplus will be transferred to Golf Development Fund at the year end.

DISTRICT OF WEST VANCOUVER
CEMETERY FUND RESULTS & ANNUAL FORECAST
FOR THE PERIOD ENDING SEPTEMBER 30, 2021

CEMETERY FUND (\$000's)

	2021 January 1 to September 30				2021 Annual Forecast			2021 Annual Budget		2020 Prior Year YTD Results	Notes
	YTD Results	YTD Budget	YTD Variance	YTD % Variance	Projected Results	Projected Variance to Budget	% Variance	Annual Approved Budget	%		
REVENUE											
User Fees	890	630	260	41.3%	900	0	0.0%	900	98.9%	633 ¹	
Interest Revenue	0	0	0		141	0	0.0%	141	0.0%	0	
	<u>890</u>	<u>630</u>	<u>260</u>	<u>41.3%</u>	<u>1,041</u>	<u>0</u>	<u>0.0%</u>	<u>1,041</u>	<u>85.5%</u>	<u>633</u>	
EXPENDITURE											
Operations & Maintenance	381	427	46	10.8%	548	0	0.0%	548	69.5%	380 ²	
Sales & Use Costs	141	130	(11)	-8.2%	163	(0)	-0.0%	163	86.5%	169	
Administration Fees	134	143	9	6.3%	179	0	0.0%	179	75.0%	134	
Capital Improvements	18	155	137	88.4%	108	47	30.3%	155	11.6%	64 ³	
	<u>673</u>	<u>854</u>	<u>181</u>	<u>21.2%</u>	<u>997</u>	<u>47</u>	<u>4.5%</u>	<u>1,044</u>	<u>64.5%</u>	<u>747</u>	
EXCESS REVENUES OVER EXPENDITURES	<u>217</u>	<u>(224)</u>	<u>441</u>		<u>44</u>	<u>47</u>		<u>(3)</u>		<u>(114)</u>	

Notes:

- ¹ YTD revenues are favourable to budget due to timing of budget allocation. Sales are tracking in interment and plot sales.
- ² YTD expenditures are slightly favourable due to reduced spending in education/training costs, cemetery conference did not occur as a result of COVID-19.
- ³ Capital program expenditures are expected to accelerate at year-end. Capital programs are funded from the Cemetery Development Reserve.

DISTRICT OF WEST VANCOUVER
GENERAL FUND RESULTS
FOR THE PERIOD ENDING SEPTEMBER 30, 2021

SALARY VACANCY ADJUSTMENT (\$ 000's)

	2021 January 1 to September 30				2021 Annual Forecast			2021 Annual Budget	
	YTD Result	YTD Budget	YTD Variance	YTD % Variance	Projected Results	Projected Variance to Budget	% Variance	Annual Approved Budget	%
SUMMARY									
Salaries Regular	54,079	57,936	3,856	6.7%	76,610	2,120	2.7%	78,730	68.7%
Vacancy Adjustment	0	(619)	(619)	100.0%	(297)	(523)	63.7%	(820)	0.0%
	<u>54,079</u>	<u>57,316</u>	<u>3,237</u>	<u>5.6%</u>	<u>76,313</u>	<u>1,597</u>	<u>2.1%</u>	<u>77,910</u>	<u>69.4%</u>
Overtime	1,374	697	(677)	-97.0%	1,770	(742)	-72.3%	1,027	133.7%
Car Allowances	178	190	12	6.3%	255	4	1.5%	259	68.8%
External Recoveries	(1,856)	(2,015)	(159)	7.9%	(2,718)	5	-0.2%	(2,713)	68.4%
General Fund	<u>53,775</u>	<u>56,189</u>	<u>2,413</u>	<u>4.3%</u>	<u>75,620</u>	<u>864</u>	<u>1.1%</u>	<u>76,484</u>	<u>70.3%</u>

YTD salary expenses are favourable to the budget. Due to impacts of COVID-19, there have been vacancies and delays in hiring. Favourable variance is partially offset by vacancy adjustment and overtime expenditures.

Staff worked additional hours to cover staff shortage due to vacations, COVID-19 related layoffs, general backlog of work, required service levels and responding to extraordinary events related to weather and IT infrastructure which resulted in additional overtime.

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

The majority of the overtime in Engineering & Transportation is related to third party work which is recoverable and there was some overtime incurred at the beginning of the year for winter maintenance. Current weather responses have also resulted in additional overtime, which will be reflected in year-end results.

Parks, Culture & Community Services (PCCS) incurred a considerable amount of overtime to accommodate the strict COVID-19 protocols. The increase in people visiting parks in turn resulted in additional washroom cleaning costs, park litter collection and longer service hours. In addition, Police and Bylaws were needed for enforcement support at parks. The overtime from those teams are included in PCCS overtime figures as it is related to managing park visitation.

ADMINISTRATION

Salaries Regular	2,179	2,395	216	9.0%	3,154	126	3.9%	3,280	66.4%
Vacancy Adjustment	0	(35)	(35)	100.0%	0	(47)		(47)	0.0%
	<u>2,179</u>	<u>2,361</u>	<u>181</u>	<u>7.7%</u>	<u>3,154</u>	<u>80</u>	<u>2.5%</u>	<u>3,234</u>	<u>67.4%</u>
Overtime	5	6	0	6.7%	7	1	7.9%	8	69.9%
Car Allowances	6	5	(1)	-14.8%	8	0	0.0%	8	73.1%
External Recoveries	0	0	0		0	0		0	
Division Total	<u>2,190</u>	<u>2,371</u>	<u>181</u>	<u>7.6%</u>	<u>3,169</u>	<u>80</u>	<u>2.5%</u>	<u>3,250</u>	<u>67.4%</u>

HUMAN RESOURCES & PAYROLL SERVICES

Salaries Regular	1,248	1,315	67	5.1%	1,760	0	0.0%	1,760	70.9%
Vacancy Adjustment	0	(25)	(25)	100.0%	(34)	(0)	0.0%	(34)	0.0%
	<u>1,248</u>	<u>1,290</u>	<u>42</u>	<u>3.2%</u>	<u>1,726</u>	<u>(0)</u>	<u>-0.0%</u>	<u>1,726</u>	<u>72.3%</u>
Overtime	1	4	3	75.5%	5	0	0.0%	5	18.3%
Car Allowances	9	9	0	2.6%	12	0	0.0%	12	73.1%
Division Total	<u>1,258</u>	<u>1,303</u>	<u>45</u>	<u>3.5%</u>	<u>1,743</u>	<u>(0)</u>	<u>-0.0%</u>	<u>1,743</u>	<u>72.1%</u>

FINANCIAL SERVICES

Salaries Regular	2,385	2,533	148	5.8%	3,251	122	3.6%	3,373	70.7%
Vacancy Adjustment	0	(45)	(45)	100.0%	0	(60)		(60)	0.0%
	<u>2,385</u>	<u>2,488</u>	<u>103</u>	<u>4.1%</u>	<u>3,251</u>	<u>62</u>	<u>1.9%</u>	<u>3,313</u>	<u>72.0%</u>
Overtime	11	0	(11)		17	(17)		0	
Car Allowances	8	9	0	2.6%	12	0	0.0%	12	73.1%
Division Total	<u>2,405</u>	<u>2,497</u>	<u>92</u>	<u>3.7%</u>	<u>3,279</u>	<u>45</u>	<u>1.4%</u>	<u>3,325</u>	<u>72.3%</u>

POLICE SERVICES

Salaries Regular	10,786	11,886	1,101	9.3%	15,152	775	4.9%	15,927	67.7%
Vacancy Adjustment	0	(201)	(201)	100.0%	0	(275)		(275)	0.0%
	<u>10,786</u>	<u>11,686</u>	<u>900</u>	<u>7.7%</u>	<u>15,152</u>	<u>500</u>	<u>3.2%</u>	<u>15,652</u>	<u>68.9%</u>
Overtime	724	319	(405)	-126.8%	855	(375)	-78.1%	480	150.8%
Car Allowances	12	12	0	0.0%	17	0	0.0%	17	67.8%
External Recoveries	(1,634)	(1,836)	(201)	11.0%	(2,448)	(25)	1.0%	(2,473)	66.1%
Division Total	<u>9,887</u>	<u>10,181</u>	<u>294</u>	<u>2.9%</u>	<u>13,576</u>	<u>100</u>	<u>0.7%</u>	<u>13,676</u>	<u>72.3%</u>

FIRE & RESCUE SERVICES

Salaries Regular	12,477	12,519	42	0.3%	16,797	29	0.2%	16,826	74.2%
	<u>12,477</u>	<u>12,519</u>	<u>42</u>	<u>0.3%</u>	<u>16,797</u>	<u>29</u>	<u>0.2%</u>	<u>16,826</u>	<u>74.2%</u>
Overtime	184	179	(6)	-3.2%	578	(340)	-142.7%	238	77.4%
Car Allowances	6	6	0	2.6%	8	0	0.0%	8	73.1%
External Recoveries	(90)	(52)	38	-72.6%	(100)	30	-42.9%	(70)	128.9%
Division Total	<u>12,577</u>	<u>12,651</u>	<u>74</u>	<u>0.6%</u>	<u>17,283</u>	<u>(281)</u>	<u>-1.7%</u>	<u>17,002</u>	<u>74.0%</u>

ENGINEERING & TRANSPORTATION SERVICES

Salaries Regular	4,171	4,653	482	10.4%	6,459	(217)	-3.5%	6,242	66.8%
Vacancy Adjustment	0	(49)	(49)	100.0%	(66)	0		(66)	0.0%
	<u>4,171</u>	<u>4,603</u>	<u>433</u>	<u>9.4%</u>	<u>6,393</u>	<u>(217)</u>	<u>-3.5%</u>	<u>6,176</u>	<u>67.5%</u>
Overtime	207	69	(138)	-200.0%	106	0	0.0%	106	195.0%

DISTRICT OF WEST VANCOUVER
GENERAL FUND RESULTS
FOR THE PERIOD ENDING SEPTEMBER 30, 2021

SALARY VACANCY ADJUSTMENT (\$ 000's)

	2021 January 1 to September 30				2021 Annual Forecast			2021 Annual Budget	
	YTD Result	YTD Budget	YTD Variance	YTD % Variance	Projected Results	Projected Variance to Budget	% Variance	Annual Approved Budget	%
Car Allowances	8	10	2	17.8%	13	(0)	-0.0%	13	61.6%
Division Total	4,386	4,682	296	6.3%	6,512	(217)	-3.4%	6,295	69.7%
CORPORATE SERVICES									
Salaries Regular	4,263	4,790	526	11.0%	6,029	437	6.8%	6,466	65.9%
Vacancy Adjustment	0	(87)	(87)	100.0%	(85)	(31)	26.7%	(117)	
	4,263	4,703	439	9.3%	5,944	406	6.4%	6,350	67.1%
Overtime	48	44	(4)	-9.9%	55	10	15.4%	65	73.7%
Car Allowances	10	10	0	2.6%	14	0	0.0%	14	73.1%
Division Total	4,322	4,757	435	9.2%	6,013	416	6.5%	6,429	67.2%
PLANNING & DEVELOPMENT SERVICES									
Salaries Regular	4,100	4,411	311	7.0%	5,856	489	7.7%	6,346	64.6%
Vacancy Adjustment	0	(73)	(73)	100.0%	0	(98)	100.0%	(98)	0.0%
	4,100	4,338	238	5.5%	5,856	392	6.3%	6,248	65.6%
Overtime	39	11	(27)	-237.0%	36	(21)	-135.7%	15	251.8%
Car Allowances	86	91	5	5.5%	122	4	3.0%	126	68.7%
External Recoveries	(131)	(127)	5	-3.6%	(170)	(0)	0.0%	(170)	77.4%
Division Total	4,094	4,315	221	5.1%	5,845	375	6.0%	6,219	65.8%
PARKS, CULTURE & COMMUNITY SERVICES									
Salaries Regular	9,496	10,224	729	7.1%	13,844	356	2.5%	14,200	66.9%
Vacancy Adjustment	0	(73)	(73)	100.0%	(70)	(12)	14.9%	(82)	0.0%
	9,496	10,151	656	6.5%	13,774	344	2.4%	14,118	67.3%
Overtime	142	65	(77)		110	(0)	-0.4%	109	130.1%
Car Allowances	29	33	4	12.5%	44	0	0.0%	44	65.5%
Division Total	9,667	10,250	583	5.7%	13,928	344	2.4%	14,272	67.7%
LIBRARY SERVICES									
Salaries Regular	2,974	3,209	235	7.3%	4,309	2	0.0%	4,311	69.0%
Vacancy Adjustment	0	(32)	(32)	100.0%	(42)	0	-0.0%	(42)	0.0%
	2,974	3,177	203	6.4%	4,267	2	0.0%	4,269	69.7%
Overtime	12	0	(12)		0	0		0	
Car Allowances	4	4	0	2.2%	5	(0)	-0.0%	5	73.1%
Division Total	2,989	3,181	192	6.0%	4,272	2	0.0%	4,274	69.9%

INVESTMENT RESULTS

Summary

A summary of the District of West Vancouver investment results from July 1, 2021 to September 30, 2021 is presented below.

INVESTMENT PORTFOLIO (\$ 000's) as at September 30, 2021

	MFA MONEY MARKET FUND	MFA GFUB FUND ¹	COAST CAPITAL SAVINGS	ROYAL BANK OF CANADA	BLUESHORE FINANCIAL	VANCITY CREDIT UNION	BANK OF MONTREAL	TOTAL
Opening Balance as at July 1, 2021	\$10	\$29	\$82,232	\$2,302	\$39,678	\$-	\$138,388	\$262,639
Transfers/Adjustments	\$-	\$-	\$-	\$(1,287)	\$-	\$60,000	\$(79,279)	\$(20,566)
	\$10	\$29	\$82,232	\$1,015	\$39,678	\$60,000	\$59,109	\$242,073
Interest Income	\$0	\$0	\$291	\$0	\$125	\$132	\$238	\$786
	\$0	\$0	\$291	\$0	\$125	\$132	\$238	\$786
Closing Balance as at September 30, 2021	\$10	\$29	\$82,523	\$1,015	\$39,803	\$60,132	\$59,347	\$242,859
Three months non-annualized ²	0.03%	0.09%	0.35%	0.00%	0.31%	0.22%	0.24%	

Comparison to Benchmarks

The benchmarks, defined in the District's Cash Management and Investment Guidelines 04-30-371, are set on the basis of Municipal Finance Authority of BC (MFA) pooled high interest saving accounts (PHISA) and fund performance objectives as follows:

Short term (working capital) investments:

Performance objective equals MFA average PHISA rate at September 30, 2021, net of all expenses:

- current quarter benchmark is 0.14%³
- current quarter actual (all short term investments) equals 0.31%⁴

Current quarter actual is favourable by seventeen basis points as short term investments are held primarily in the Bank of Montreal high interest treasury accounts with annual rates of return between 0.9% and 0.95%; and the Coast Capital Savings Federal Credit Union GIC accounts with annual rates of return between 1.4% and 1.5%;

¹ MFA GFUB Fund: MFA changed the name of the fund from MFA intermediate fund to MFA Government Focused Ultra-Short Bond Fund ("MFA GFUB") during the year

² calculated based on average account balances including unearned interest for accounts with the maturity date outside of the current time period, based on the interest rate at the time of the report

³ three months non-annualized, as per MFA PHISA (September 30, 2021)

⁴ based on average across all short term investments

and the BlueShore Financial credit union GIC account with annual rate of return 1.26%, and the Vancouver City Saving Credit Union with annual rate of return 1.30%, which all exceed the MFA benchmark.

Meanwhile, MFA money market fund performance for the current quarter is 0.03%.

Long term investments:

MFA GFUB Fund⁵: performance objective equals Financial Times Stock Exchange (FTSE) Toronto Stock Exchange (TMX) 365-Day Treasury bill Index plus 30 basis points, net of all expenses:

- current quarter benchmark is 0.09%⁶ plus 30 basis points equalling 0.39%
- current quarter actual (MFA GFUB Fund) equals 0.09%⁷

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

Market trends

The analysis of current quarter market trends and forward-looking investment strategies for the period from July 1 to September 30, 2021 is presented in the monthly MFA reports, available online:

[https://mfa.bc.ca/sites/default/files/Pooled%20Investments/09 -
_2021_mfa_pif_monthly_performance_report.pdf](https://mfa.bc.ca/sites/default/files/Pooled%20Investments/09_-_2021_mfa_pif_monthly_performance_report.pdf)

⁵ MFA GFUB Fund: MFA changed the name of the fund from MFA intermediate fund to MFA Government Focused Ultra-Short Bond Fund ("MFA GFUB") during the year

⁶ three months non-annualized, as per MFA Pooled Investment Results report (September 30, 2021)

⁷ three months non-annualized, as per MFA Pooled Investment Results report (September 30, 2021)

DISTRICT OF WEST VANCOUVER
As at September 30, 2021

RESERVE SCHEDULE (\$ 000's)

	Opening Balances	Current Transactions			Current Balances	2021 Forecast Transactions			Forecast Balances	Ending Balances	
	2021/01/01	Revenues & Transfers	Interest	Expenditures & Transfers	2021/09/30	Revenues & Transfers	Interest	Expenditures & Transfers	2021/12/31	Committed	Uncommitted
GENERAL FUND											
Asset Reserves	12,861	10,675	0	0	23,536	0	0	-13,063	10,473	-6,842	3,631
<i>Statutory</i>											
Capital Facilities Reserve ¹	3,952	4,241	0	0	8,193	0	0	-3,006	5,187	-4,141	1,046
Capital Infrastructure Reserve ²	3,332	3,071	0	0	6,403	0	0	-4,085	2,318	-1,501	817
Capital Equipment Reserve ³	4,936	2,689	0	0	7,625	0	0	-5,093	2,532	-964	1,568
<i>Non-Statutory</i>											
Operational Reserve ⁴	640	675	0	0	1,315	0	0	-879	436	-236	200
Endowment Fund	28,966	-445	0	-945	27,576	897	0	-7,707	20,766	0	20,766
<i>Threshold Value ⁵</i>	18,000										
Community Amenity Contributions Fund	42,346	222	0	0	42,568	0	0	-4,004	38,564	-11,413	27,151
<i>Non-Restricted</i>	35,564	222	0	0	35,786	0	0	-3,280	32,506	-7,938	24,568
CAC-Neighbourhood Serving	17,782	-719	0	0	17,063	0	0	-784	16,278	-6,438	9,841
CAC-Community Serving	17,782	941	0	0	18,723	0	0	-2,496	16,227	-1,500	14,727
<i>Restricted ⁶</i>	6,783	0	0	0	6,783	0	0	-724	6,058	-3,475	2,584
Affordable Housing	5,157	0	0	0	5,157	0	0	0	5,157	0	5,157
Public Art Reserve	656	52	0	0	709	-2	n/a	-105	602	0	602
Archived Fund Reserve	87	7	0	0	94	0	0	-12	82	0	82
Land Reserve Fund	3,238	0	0	0	3,238	0	0	-117	3,121	0	3,121
Operating Reserves	10,741	74	0	-41	10,774	754	0	-4,965	6,563	0	6,563
Other Reserves	2,305	287	0	-114	2,477	262	0	-743	1,996	-87	1,910
OTHER FUNDS											
Golf Development Reserve	288	0	0	0	288	0	0	-114	175	0	175
Cemetery Development Reserve	1,156	0	0	0	1,156	12	0	-108	1,060	-47	1,013
Solid Waste Reserve Fund	2,105	0	n/a	0	2,105	0	0	-769	1,336	0	1,336
Water Reserves	10,340	0	0	0	10,340	5,100	0	-3,813	11,626	-5,271	6,355
Sewer & Drainage Reserves	13,787	0	0	0	13,787	9,400	0	-5,111	18,076	-9,167	8,909
TOTAL RESERVES	134,033	10,872	0	-1,100	143,805	16,422	0	-40,631	119,596	-32,826	86,771
DEVELOPMENT COST CHARGES (DCCs)	28,061	1,674	0	0	29,735	0	0	-806	28,928	-1,756	27,173
TOTAL RESERVES & DCCs	162,094	12,546	0	-1,100	173,540	16,422	0	-41,437	148,525	-34,581	113,943
TRUST FUNDS											
Seniors' Accounts	358	70	0	-19	410	0	0	0	410	0	410
Cemetery Care Fund	6,352	0	0	0	6,352	0	0	0	6,352	0	6,352
Other	613	9	0	0	622	0	0	0	622	0	622
	7,322	80	0	-19	7,383	0	0	0	7,383	0	7,383
TOTAL RESERVES, DCCs & TRUST FUNDS	169,416	12,626	0	-1,119	180,924	16,422	0	-41,437	155,908	-34,581	121,327

DISTRICT OF WEST VANCOUVER
As at September 30, 2021

RESERVE SCHEDULE (\$ 000's)

	Opening Balances	Current Transactions			Current Balances	2021 Forecast Transactions			Forecast Balances	Ending Balances	
	2021/01/01	Revenues & Transfers	Interest	Expenditures & Transfers	2021/09/30	Revenues & Transfers	Interest	Expenditures & Transfers	2021/12/31	Committed	Uncommitted
OPERATING RESERVES											
Weather Related Incidents Reserve	500	0	n/a	0	500	0	n/a	0	500	0	500
COVID-19 Safe Restart Reserve	5,068	0	n/a	0	5,068	0	n/a	-2,643	2,425	0	2,425
District COVID-19 Contingency Reserve	909	0	n/a	0	909	0	n/a	-832	77	0	77
Provincial Ferry Building Renovation	0	0	n/a	0	0	674	n/a	-674	0	0	0
Federal Ferry Building Renovation	0	0	n/a	0	0	0	n/a	0	0	0	0
Election Provision	180	0	n/a	0	180	80	n/a	0	260	0	260
Fleet Surcharge Reserve	0	0	n/a	0	0	0	n/a	0	0	0	0
Fringe Benefit Allocation	430	0	n/a	0	430	0	n/a	-186	244	0	244
Caulfeild LUC	109	0	n/a	0	109	0	n/a	-62	47	0	47
Youth Activity	580	0	0	0	580	0	0	0	580	0	580
<i>Threshold Value ⁷ 542</i>											
West Vancouver Shoreline Preservation Society	10	0	n/a	0	10	0	n/a	0	10	0	10
Engagement (Innovation) Fund	1,464	0	n/a	0	1,464	0	n/a	0	1,464	0	1,464
SAC - Estate of Olive Mathias	185	15	0	0	201	0	0	0	201	0	201
SAC - Donations/Bequests	154	59	0	0	213	0	0	-5	208	0	208
SAC - Feed the Need Campaign	143	0	0	-41	102	0	0	-88	14	0	14
Wage Contingency Reserve	521	0	n/a	0	521	0	n/a	-271	250	0	250
Legal Reserve	405	0	n/a	0	405	0	n/a	-205	200	0	200
Corporate Training Initiatives	82	0	n/a	0	82	0	n/a	0	82	0	82
TOTAL OPERATING RESERVES	10,741	74	0	-41	10,774	754	0	-4,965	6,563	0	6,563
OTHER RESERVES											
Artificial Turf Replacement	1,131	96	0	0	1,228	79	0	-40	1,268	0	1,268
Parkland Acquisition	10	0	0	0	10	0	0	0	10	0	10
Parkland Cash In Lieu	7	0	0	0	7	0	0	0	7	0	7
Debt Retirement (SF Surplus)	0	0	n/a	0	0	0	n/a	0	0	0	0
UBCM Community Works Fund	1,156	191	0	-114	1,233	182	n/a	-703	712	-87	625
TOTAL OTHER RESERVES	2,305	287	0	-114	2,477	262	0	-743	1,996	-87	1,910
DEVELOPMENT COST CHARGES (DCCs)											
GENERAL FUND											
Highways											
Neighbourhood Area 3	1,726	0	0	0	1,726	0	0	0	1,726	0	1,726
Neighbourhood Area 4	2,794	0	0	0	2,794	0	0	0	2,794	0	2,794
Community Areas 2 to 5	2,308	39	0	0	2,347	0	0	0	2,347	0	2,347
	<u>6,828</u>	<u>39</u>	<u>0</u>	<u>0</u>	<u>6,867</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>6,867</u>	<u>0</u>	<u>6,867</u>
Underground Wiring	1,091	36	0	0	1,126	0	0	0	1,126	-1,035	92
Parks & Open Space											
Major - Principal	5,369	632	0	0	6,001	0	0	0	6,001	0	6,001
Major - Interest	1,309	0	0	0	1,309	0	0	0	1,309	0	1,309
Ambleside Waterfront - Principal	788	196	0	0	984	0	0	-8	976	0	976
Ambleside Waterfront - Interest	190	0	0	0	190	0	0	0	190	0	190
Local - Principal	6,632	489	0	0	7,121	0	0	-147	6,974	0	6,974
Local - Interest	1,391	0	0	0	1,391	0	0	-651	740	-721	19
	<u>15,678</u>	<u>1,317</u>	<u>0</u>	<u>0</u>	<u>16,996</u>	<u>0</u>	<u>0</u>	<u>-806</u>	<u>16,189</u>	<u>-721</u>	<u>15,468</u>
OTHER FUNDS											
Water Utility											
Areas 2 & 3	0	0	0	0	0	0	0	0	0	0	0
Areas 4 & 5	1,613	93	0	0	1,706	0	0	0	1,706	0	1,706
	<u>1,613</u>	<u>93</u>	<u>0</u>	<u>0</u>	<u>1,706</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,706</u>	<u>0</u>	<u>1,706</u>
Sewer Utility											
Drainage	2,851	189	0	0	3,040	0	0	0	3,040	0	3,040
TOTAL GENERAL AND OTHER FUNDS' DCCs	28,061	1,674	0	0	29,735	0	0	-806	28,928	-1,756	27,173

DISTRICT OF WEST VANCOUVER
As at September 30, 2021

RESERVE SCHEDULE (\$ 000's)

	Opening Balances	Current Transactions			Current	2021 Forecast Transactions			Forecast Balances	Ending Balances	
	2021/01/01	Revenues & Transfers	Interest	Expenditures & Transfers	2021/09/30	Revenues & Transfers	Interest	Expenditures & Transfers	2021/09/30	Committed	Uncommitted
TRUST FUNDS ⁶											
Seniors' Accounts											
Building	0	0	0	0	0	0	0	0	0	0	0
Friends of the Centre	14	0	0	0	14	0	0	0	14	0	14
General Projects	44	0	0	0	44	0	0	0	44	0	44
Leisure Living Crafts	50	1	0	0	51	0	0	0	51	0	51
Woodworking	3	1	0	0	4	0	0	0	4	0	4
Green Thumb	4	0	0	0	4	0	0	0	4	0	4
Photo Club	17	1	0	-5	14	0	0	0	14	0	14
Hiking	3	0	0	0	3	0	0	0	3	0	3
Keynote Singers	3	0	0	0	3	0	0	0	3	0	3
Quilting	16	0	0	0	16	0	0	0	16	0	16
Computer Club	1	0	0	0	1	0	0	0	1	0	1
Stained Glass	1	0	0	0	1	0	0	0	1	0	1
Computer Equipment	12	0	0	0	12	0	0	0	12	0	12
Fundraising Events	189	68	0	-14	243	0	0	0	243	0	243
	<u>358</u>	<u>70</u>	<u>0</u>	<u>-19</u>	<u>410</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>410</u>	<u>0</u>	<u>410</u>
Memorial Library Accounts											
Adams	0	0	0	0	0	0	0	0	0	0	0
Welch	0	0	0	0	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>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Other Accounts											
Legacy Project	40	0	0	0	40	0	0	0	40	0	40
Dog Walk	0	0	0	0	0	0	0	0	0	0	0
Ambleview Place Housing	429	9	0	0	439	0	0	0	439	0	439
Dickinson Archives Trust	1	0	0	0	1	0	0	0	1	0	1
Cultural Centre	20	0	0	0	20	0	0	0	20	0	20
Brissenden Park	121	0	0	0	121	0	0	0	121	0	121
	<u>613</u>	<u>9</u>	<u>0</u>	<u>0</u>	<u>622</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>622</u>	<u>0</u>	<u>622</u>
	<u>971</u>	<u>80</u>	<u>0</u>	<u>-19</u>	<u>1,032</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,032</u>	<u>0</u>	<u>1,032</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, and playgrounds), marine structures (e.g. piers, sea walks, floats, and foreshore works) and civic works (e.g. roads, bridges, trails, lighting, and 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, and excavators), fleet vehicles (e.g. police vehicles, shuttle buses, and service vans), general equipment, information technology, and communications equipment.
- ⁴ Operational Reserve is to be used for items that may not be capital in nature but still 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 Community Amenity Contribution (CAC) Fund is related to McGavin Field, Evelyn Drive and Horseshoe Bay (Sewell's Development).
- ⁷ The threshold value for the Youth Activity Reserve is updated each year by Consumer Price Index (CPI).
- ⁸ Interest is paid on these accounts at year end.

**DISTRICT OF WEST VANCOUVER
CAPITAL PROGRAM SUMMARY - GENERAL FUND & CEMETERY
FOR THE PERIOD ENDING SEPTEMBER 30, 2021**

Asset Category	Year-to-Date (\$000's)							Inception-to-Date (\$000's)			Notes
	Budget 2021	Actual 2021	Open Purchase Orders 2021	Total Committed 2021	Remaining Budget	2021 Forecast	2021 Forecast Variance to Budget	Total Project Budget	Total Project Forecast	Total Project Forecast Variance	
001 - General Fund											
Equipment	2,309	677	121	798	1,511	1,473	836	3,018	2,687	331	²
Facilities Maintenance	19,013	6,386	3,968	10,353	8,660	12,290	6,723	28,608	27,576	1,032	³
Grounds & Parks	13,671	1,143	1,892	3,035	10,636	5,015	8,657	15,245	15,174	72	⁴
Information Technology	2,159	661	410	1,071	1,087	1,407	752	3,031	2,750	282	⁴
Transportation Infrastructure	12,275	1,978	1,156	3,134	9,141	3,819	8,456	18,434	16,778	1,656	⁵
Vehicle Fleet	3,750	2,215	827	3,043	707	3,156	594	4,014	3,740	275	⁶
Total 001 - General Fund	53,178	13,061	8,373	21,435	31,743	27,160	26,018	72,351	68,705	3,647	¹
004 - Cemetery Fund											
Grounds & Parks	140	18	7	24	115	93	47	498	498	0	
Vehicle Fleet	15	0	0	0	15	15	0	15	15	0	
Total 004 - Cemetery Fund	155	18	7	24	130	108	47	513	513	0	

Notes:

- ¹ 2021 Budget has been increased by approved Phase 2 capital funding and 2021 budget amendment requests. 2021 Forecast variance is favourable to budget as some large-scale projects will require more than one year to complete.
- ² Projects are delayed or expected to be completed under budget.
- ³ Ambleside Child Care Space project is on hold until grant funding is secured and some projects expected to be completed under budget.
- ⁴ Projects are expected to be completed under budget.
- ⁵ The District's contribution for the Welch Street Bridge project has been re-negotiated to a lower rate and other road improvements projects have been completed under budget.
- ⁶ Vehicle fleet replacement is expected or has been completed under budget.

**DISTRICT OF WEST VANCOUVER
CAPITAL PROGRAM SUMMARY - UTILITIES
FOR THE PERIOD ENDING SEPTEMBER 30, 2021**

Fund	Year-to-Date (\$000's)							Notes	Inception-to-Date (\$000's)			Notes
	Budget 2021	Actual 2021	Open Purchase Orders 2021	Total Committed 2021	Remaining Budget	2021 Forecast	2021 Forecast Variance to Budget		Total Project Budget	Total Project Forecast	Total Project Forecast Variance	
Water	10,081	2,687	1,267	3,954	6,128	3,813	6,268		13,432	12,460	972	²
Total Water Utility Fund	10,081	2,687	1,267	3,954	6,128	3,813	6,268	¹	13,432	12,460	972	
Sewer	18,967	1,652	3,606	5,258	13,709	5,111	13,856		29,953	25,288	4,665	³
Total - Sewer Utility Fund	18,967	1,652	3,606	5,258	13,709	5,111	13,856	¹	29,953	25,288	4,665	
Solid Waste	20	0	0	0	20	0	20		20	0	20	⁴
Total - Solid Waste Utility Fund	20	0	0	0	20	0	20		20	0	20	

Notes:

¹ 2021 forecast variance is favourable to budget as some large-scale projects will require more than one year to complete with many projects expected to start in 2022 due to long lead time for design, tender and material procurement.

² Projects are expected to be completed under budget.

³ New 2021 and ongoing capital projects re-budgeted from 2020. The majority of capital work is planned to be completed by the end of 2021 with capital expenditures forecasted under budget.

⁴ Eagle Island waste enclosure construction has been deferred.

DISTRICT OF WEST VANCOUVER
PROCUREMENT STATISTICS
FOR THE PERIOD ENDING SEPTEMBER 30, 2021

		2017	2018	2019	2020	Third Quarter 2021
Purchasing:						
Quotations		278	266	339	326	269
Tenders		31	31	19	22	23
Request for Proposals/ Expression of Interest (EOI)		93	103	93	75	73
Total number (#) of files		402	400	451	423	365
Purchase Orders						
Purchase Orders	count	2402	1843	1733	1540	1227
Procurement Activity Savings						
Procurement Activity Savings		\$890,084	\$743,243	\$770,768	\$1,439,888	\$1,272,300
Purchasing Department Budget (BU 220)		\$702,680	\$723,092	\$762,080	\$783,724	\$877,938
Purchasing & Risk Management FTE count		7.6	7.6	7.6	7.6	8.6
Purchasing Card (P-Cards):						
New P-Cards issued		27	48	32	12	10
Total # of P-Cards		206	226	234	103	104
Total # of transactions		9,918	9,834	9,024	4,333	3,150
Total \$ Spent		\$1,585,299	\$1,665,016	\$1,747,941	\$975,383	\$837,091
Stores - Operations Centre						
Fleet size	count	133	137	139	144	146
Auto part orders	count	1669	1465	1223	1224	1058
Inventory Issues	count (all)	565,811	574,636	534,005	541,308	405,283
Inventory Issues	count (fuel)	528,977	542,473	501,597	511,238	383,241
Inventory Issues	count (all, less fuel)	36,834	32,163	32,408	30,070	22,042
Inventory Issues	value (all)	\$1,817,572	\$1,838,331	\$1,755,894	\$1,769,040	\$1,451,994
Inventory Issues	value (fuel)	\$601,921	\$726,280	\$633,755	\$588,998	\$514,154
Inventory Issues	value (all, less fuel)	\$1,215,651	\$1,112,051	\$1,222,139	\$1,180,042	\$937,840
Risk Management (RM)						
Fleet accident claims (#)		63	57	68	57	38
Property damage recovery (#)		13	6	10	6	7
Property damage recovery (\$)		\$19,649	\$13,042	\$23,354	\$35,965	\$4,120
Claim Files (#) MIA		32	51	35	43	21
Claim Files (#) Other		43	26	44	28	15
Total (#) RM Files		151	140	157	134	81

DISTRICT OF WEST VANCOUVER
CONTRACTS AWARDED OVER \$75K
FOR THE PERIOD ENDING SEPTEMBER 30, 2021

FILE/ DESCRIPTION	VALUE/ SUPPLIER	AVERAGE BID/ # OF BIDS	PROCESS/ DEPARTMENT	REVISED VALUE FINAL YES/NO	COMMENTS
RFP17 38 HSB Streetscape Detailed Design	\$204,857 McElhanney Consulting	\$249,983 Four	Public RFP Engineering	TBC No	
EOI19 026A Cypress Lands Policy Framework	\$1,100,000 Coriolis Consulting	\$1,100,000 One	Public EOI Planning	TBC No	
RFP19 221 Water Infrastructure Asset Management Plan	\$89,858 WSP Canada Group	\$102,466 Five	Public RFP Engineering	\$100,842 Yes	
RFP19 226 Upper Lands Environmental Inventory	\$75,075 EcoLogic Consultants Ltd.	\$81,067 Eight	Public RFP Parks	TBC No	
T19 257 Horseshoe Bay Streetscape Phase 1	\$959,000 Jack Cewe Ltd.	\$1,178,625 Four	Select Bidding Engineering	TBC No	Invited Tender of four pre-qualified bidders following public EOI
RFP19 267 Engineering Design for two Sanitary Lift Stations	\$97,195 Onsite Engineering Ltd.	\$119,435 Six	Public RFP Engineering	TBC No	
RFP20 022 Horseshoe Bay Park Working Drawings	\$799,355 PWL Partnership Landscape Architects	\$663,427 Three	Public RFP Parks	TBC No	
RFP20 077 Engineering for Closed-circuit television (CCTV) Program	\$75,060 R.F. Binnie & Associates	\$75,060 One	Public RFP Engineering	\$75,060 Yes	
T20 077A 2020 CCTV Program	\$389,008 Dougness Holdings	\$615,775 Four	Public Tender Engineering	\$389,008 Yes	
T20 191A The Glen Sanitary Lift Station Replacement	\$698,900 Bel Contracting	\$826,641 Five	Select Bidding Engineering	TBC No	Invited Tender of five pre-qualified bidders following public EOI
RFP20 194 WVSS Artificial Turf Field and Sport Track	\$117,500 Core Group Civil Consultants Ltd.	\$182,007 Three	Public RFP Parks	TBC No	
T20 217 Eagle Lake Pump Station	\$462,000 North Construction	\$725,843 Seven	Public Tender Engineering	\$497,000 Yes	
RFP20 081 Fire Tower Truck, Unit F041	\$1,770,763 Commercial Emergency Equipment	\$1,712,150 Two	Public RFP Fire	TBC No	
RFP20 128 Strategic Transportation Plan	\$99,940 Watt Consulting Group	\$109,300 Five	Public RFP Engineering	TBC No	
RFP20 208A Ferry Building Gallery Architect	\$142,000 DA Architects + Planners	\$142,000 One	Direct Award Facilities	TBC No	Direct award approved by Purchasing Manager
RFP21 010A Ferry Building Restoration Construction Management	\$387,292 Scott Special Projects	\$565,770 Nine	Public RFP Facilities	TBC No	
RFP21 012 EV Fleet Infrastructure	\$86,285 Mott Electric	\$98,418 Eight	Public RFP Facilities	TBC No	
Q21 013 Weston Park Pipe Bursting	\$78,097 PW Trenchless Construction	78097 One	Direct Award Engineering	\$96,545 Yes	Emergency repair Direct award approved by Purchasing Manager
T21 020 Cotton B Lift Station Replacement	\$799,702 Merletti Construction	\$816,591 Two	Public Tender Engineering	TBC No	
T21 030 Park Verdun	\$339,954 Summitt Earthworks	\$552,653 Ten	Public Tender Parks	TBC No	
RFP21 032E Capilano Pacific Trail Sewer Design	\$107,160 ISL Engineering	\$107,160 One	Direct Award Engineering	TBC No	Emergency repair Direct award approved by Purchasing Manager
T21 049A Cab & Chassis for Tandem Dump Trucks (two)	\$294,963 First Truck Centre	\$299,025 Two	Public Tender Engineering	\$294,963 Yes	One other non-compliant bid received
T21 049B Dump Bodies for Tandem Dump Trucks (two)	\$212,080 Viking Cives	\$226,415 Two	Public Tender Engineering	\$212,080 Yes	One other non-compliant bid received
RFP21 053 Library Cooling System	\$428,933 Professional Mechanical	\$492,655 Five	Public RFP Facilities	TBC No	
RFP21 064 Electric Greens Mower PP14	\$81,848 Oak Creek Golf & Turf	\$89,173 Two	Public RFP Parks	\$81,848 Yes	
RFP21 089 Brothers Creek & Lawson Creek Culvert Rehabilitation	\$693,350 PW Trenchless Construction	\$1,260,610 Two	Public RFP Engineering	TBC No	
T21 121A Eagle Harbour Shoreline Repairs	\$107,512 North Construction	\$107,512 One	Direct Award Parks	TBC No	Extension of previously tendered contract
T21 124A Marine Drive & 13th Traffic Signal Modification	\$257,000 Fraser City Installations	\$261,000 Two	Public Tender Engineering	TBC No	
T21 164 Memorial Park Accessibility Ramp	\$122,664 Shangri-La Landscaping	\$122,664 One	Direct Award Parks	TBC No	Negotiated contract approved by the Purchasing Manager
T21 220 22nd Street Sewer Upgrade	\$549,710 Complete Utility Contractors	\$692,950 Nine	Public Tender Engineering	TBC No	
RFP21 230 Sanitary System Asset Management Plan	\$89,242 WSP Canada Group	\$89,242 One	Public RFP Engineering	TBC No	

DISTRICT OF WEST VANCOUVER
 PROCUREMENT DOCUMENTED SAVINGS
 FOR THE PERIOD ENDING SEPTEMBER 30, 2021

Documented Savings	Value	Total Value
Year to Date		\$1,272,300
Ongoing/annual savings from prior years		\$34,275
T17 205 - Ductile Iron Water Main Pipe - Co-op Contract - annual saving to 2022	\$4,275	
RFP18 08 - Cellular Mobility Services - annual savings versus prior contract to 2023	\$30,000	
Successful versus Average		\$1,238,025
RFP20 128 - Strategic Transportation Plan	\$9,360	
RFP21 010A - Ferry Building Restoration Construction Management	\$178,478	
T21 020 - Cotton B Lift Station Replacement	\$16,889	
T21 030 - Park Verdun	\$212,699	
T21 049A - Cab & Chassis for Tandem Dump Trucks (2)	\$4,062	
T21 049B - Dump Bodies for Tandem Dump Trucks (2)	\$14,335	
Q21 138 - RRFB Installation - 3 Locations	\$17,778	
RFP21 165 - Electrical Engineering - Operations Centre EV Infrastructure	\$6,202	
RFP21 053 - Library Cooling System	\$63,722	
RFP21 089 - Brothers Creek & Lawson Creek Culver Rehabilitation	\$567,260	
T21 124A - Marine Drive & 13th Traffic Signal Modification	\$4,000	
T21 220 - 22nd Street Sewer Upgrade	\$143,240	

Savings calculated by deducting the successful/awarded bid price from the average bid price.
 In the absence of competitive bidding, invited bids would trend toward the average (if not higher).