

2012 ANNUAL REPORT

FOR THE YEAR ENDING DECEMBER 31, 2012



ABOUT THIS REPORT

District of West Vancouver
British Columbia, Canada

Annual Report
for the year ending
December 31, 2012

Designed and prepared by the
Communications Department

Produced by the
Finance Department
May 2013

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*This report is printed on an as-needed basis
to reduce wasted resources.*

AWARD FOR FINANCIAL REPORTING



Government Finance Officers Association

Canadian Award for Financial Reporting

Presented to

**District of West Vancouver
British Columbia**

For its Annual
Financial Report
for the Year Ended

December 31, 2011

Executive Director/CEO

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Canadian Award for Financial Reporting to the District of West Vancouver for its annual financial report for the fiscal year ended December 31, 2011.

In order to be awarded a Canadian Award for Financial Reporting, a government must publish an easily readable and efficiently organized annual financial report, whose contents conform to program standards. Such reports should go beyond the minimum requirements of generally accepted accounting principles and demonstrate an effort to clearly communicate the municipal government's financial picture, enhance an understanding of financial reporting by municipal governments and address user needs.

A Canadian Award for Financial Reporting is valid for a period of one year only. We believe our current report continues to conform to the Canadian Award for Financial Reporting program requirements and we are submitting it to the GFOA.





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District of West Vancouver at a Glance

LAND AREA

- 87.4 square kilometres

POPULATION

- 44,284 residents (BC Stats)
- 8% children 0-9 (2006 Census)
- 14% youth 10-19 (2006 Census)
- 23% seniors 65+ (2006 Census)
- 23% are a visible minority (2006 Census)
- 15% have a disability (2001 Census)
- 4519 businesses (District of West Vancouver)
- 18,757 households (Canada Post)

MUNICIPAL FACTS

- 744 full-time equivalent employees
- \$116 million operating budget
- \$31 million capital budget

** sources are portrayed in brackets*



OUR VISION

West Vancouver will **inspire excellence** and lead by example.

Collaborative government and a spirit of **personal civic commitment** will power the **innovations** that shape our **shared future**.

The **strength** of this relationship will secure our treasured quality of life and will be the measure of our **success** as a **community**.

OUR MISSION

We champion the opportunities that demonstrate our deep commitment to:

- Foster a sense of shared and individual responsibility for community well being, inclusion, social unity, and respect for our full heritage.
- Protect, restore, and defend our natural environment; legislate efforts to effect positive change.
- Encourage diversity in housing, land use, and innovative infrastructure within our distinct neighbourhoods to meet changing needs.
- Enrich community vitality, health, and understanding through integrating arts, learning, inter-cultural experiences, and physical activity into our daily lives.
- Maximize the potential of our economic base and services, and balancing the effective long-term use of resources for current and future generations.

MESSAGE FROM THE MAYOR & COUNCIL

Much of Council's early work in 2012 was establishing and then focusing on five priorities based on what we heard from citizens and the direction offered by our professional municipal staff. These priorities are: the Public Safety Building; Ambleside Activation; Municipal Services and Finances; Housing and Neighbourhood Character; and Environment, Parks and Upper Lands. This report outlines significant progress on those priorities.

We are a corporation. Administering public money and managing assets is something we take very seriously. There are no simple answers to the fiscal challenges we and all municipalities face. Competing demands for scarce resources means that Council must continue to develop and apply sound fiscal policy, streamline operations wherever possible and get the maximum return for every dollar we spend.

The District has many financial obligations to meet. The funds received from the completed sale of the 1300 block of Marine Drive would be substantial and would be used to pay for future capital projects in the community. There are many needs: for example, Federal Government regulations require the District of West Vancouver and North Vancouver City and District to construct a new Lions Gate Secondary Wastewater Treatment Plant by 2020. As well, much of our infrastructure (roads, water and sewer lines) and municipal buildings are aging and need upgrades or replacement. Prudent planning needs to happen now.

Council is moving ahead with an Upper Lands Study to plan for the future of this vital area. We are also implementing the recently completed Parks Master Plan and examining our building bylaws to ensure they are creating housing that fits well into our neighbourhoods.

Despite the many challenges, 2012 was a year of milestones for the District of West Vancouver. We celebrated 100 years together as a municipality with many joyous events for people of all ages and from all parts of the community to enjoy. As your Mayor, it has been an honour and a privilege to continue working with our Council to serve the community as we move into the next 100 years together.



Michael Smith | Mayor of West Vancouver



MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER

On behalf of the District of West Vancouver Administration, I am proud to present the 2012 Annual Report.

Citizens have asked the District to be more transparent and open about how we plan for and use public funds. I invite you to have a look and see how the report sheds light of accountability on the District's annual work, as well as our programs and services.

The 2012 Annual Report provides a record of the vision and dedication of Council, working groups, task forces and volunteers, as well as the commitment and hard work of District staff. The goal of this report is to give you a clear view into our financial picture and our strategic priorities.

Our 2012 Work Program was driven by Council's five priorities:

- 1. Public Safety Building*
- 2. Ambleside Activation*
- 3. Municipal Services and Finances*
- 4. Housing and Neighbourhood Character*
- 5. Environment, Parks and Upper Lands*

The revitalization of Ambleside is one of Council's main priorities and the District is currently in the process of reviewing a development application for the 1300 block of Marine Drive submitted by Grosvenor. The success of our efforts to activate Ambleside and revitalize West Vancouver's urban core will benefit all residents of this community now and in the future. In fall 2012 District staff recommended, and Council approved, moving forward with public consultation on a series of smaller projects and further examination of several larger projects that are intended to make Ambleside a more vibrant, people-friendly and business-friendly area of West Vancouver. Those larger projects include options for a visual arts centre and a waterfront dining facility.

The proposed Public Safety Building is in the conceptual design stage. An extensive public consultation process during the summer confirmed citizen support for the Public Safety Building concept, which would co-locate municipal police and fire services on the municipal hall site in a post-disaster, seismically-sound facility.

While the projects mentioned above have been clear priorities, the District has also continued to focus on a careful, rigorous and transparent budget process to highlight the strength of its municipal finances. In late 2012, Council approved a zero per cent increase to property taxes for 2013, setting an example that few, if any, other municipalities in Metro Vancouver were able to match. The challenge is to continue to institute and maintain tight fiscal controls while at the same time elevating the delivery of quality services and facilities to the residents of West Vancouver. As 2012 drew to a close, we began to prepare for a review of divisional services to take place throughout 2013 with the goal of a deeper examination of the services and programs we deliver, how we deliver them, and whether their return on investment justifies them, with the goal to ensure we continually strive to improve the effectiveness and efficiency of our service delivery.

Our Mayor and Council moved into the second year of their current mandates. They marked 2012 with an unwavering commitment to listening to the needs and desires of the community who elected them, and to ensuring that policies, projects and programs are driven by community input and aspiration.

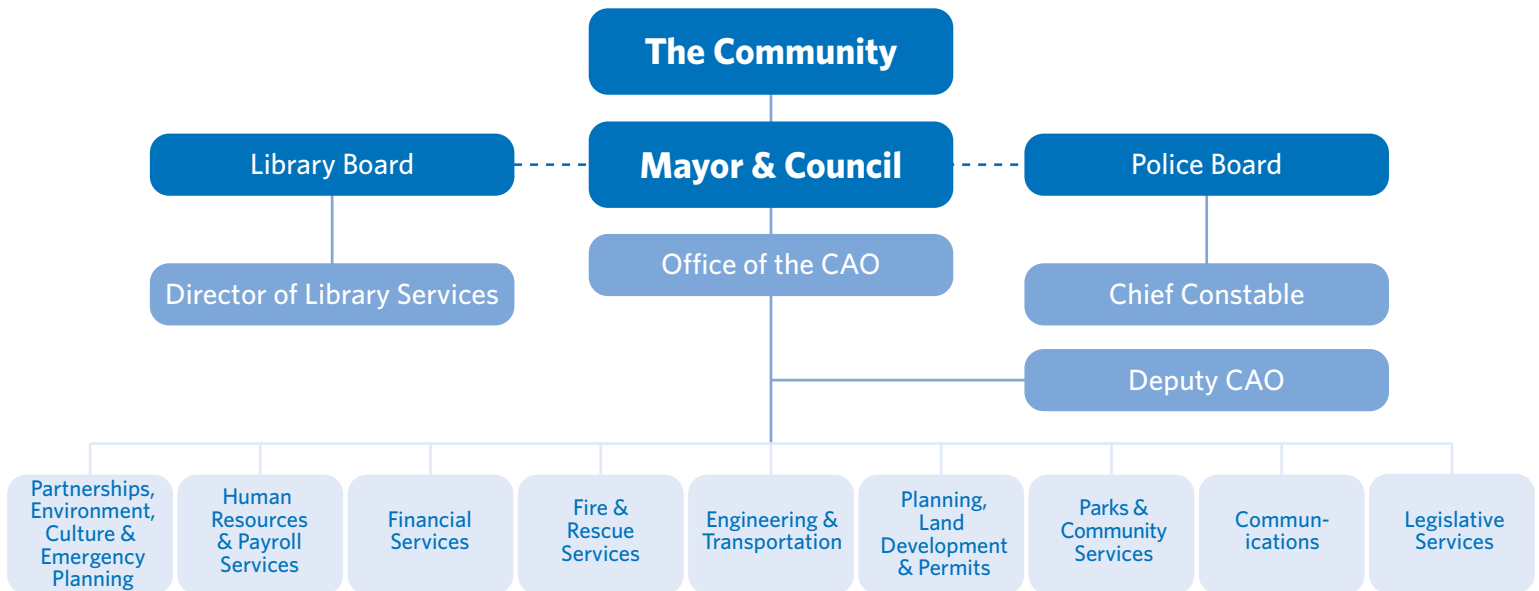
It is my pleasure to present to you this 2012 Annual Report, which reflects our commitment to serving residents, building this community and making it one of the best places in the world to live.

*Grant McRadu
Chief Administrative Officer*



Grant McRadu | Chief Administrative Officer

EXECUTIVE TEAM



- Grant McRadu**, Chief Administrative Officer
- Brent Leigh**, Deputy Chief Administrative Officer
- Terrence J. (TJ) Schmaltz**, Director of Human Resources & Payroll Services
- Michael Koke**, Chief Financial Officer (Acting)
- Peter Lepine**, Chief Constable
- Jim Cook**, Fire Chief
- Raymond Fung**, Director of Engineering & Transportation
- Bob Sokol**, Director of Planning, Lands & Permits
- Anne Mooi**, Director of Parks & Community Services
- Jenny Benedict**, Director of Library Services
- Jeff McDonald**, Director of Communications (Acting)
- Sheila Scholes**, Manager of Legislative Services/Municipal Clerk
- Mark Chan**, Director of Lands, Bylaws, First Nations & Legal Affairs

ADMINISTRATION

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER • LEGISLATIVE SERVICES • COMMUNICATIONS • MAYOR AND COUNCIL SUPPORT • CORPORATE INITIATIVES

The Office of the CAO leads, coordinates and provides oversight for all District divisions and departments to ensure the District is accomplishing Council's priorities, the public's goals and the District's Vision, Mission and Balanced Scorecard Initiatives.

Legislative Services and the Municipal Clerk provide service and support to Council, its committees and working groups, while the Communications Department informs and engages residents on district projects and activities, and coordinates all media relations. The Administration Division also builds relationships with other levels of government, the community and corporate groups.

2012 HIGHLIGHTS

2012 was the year of the District's Centennial celebrations and the first full year that our current Mayor and Council worked together. The Administration Division made significant progress in finding new efficiencies in order to deliver services and support to Council and the community. The development and growth of the waterfront, District lands, endowments, facilities and infrastructure were key areas of focus in 2012—from public consultation on proposed developments for the 1300 block of Marine Drive to moving forward in the development of a new Public Safety Building on the municipal hall site. Administration staff are committed to supporting Council and their five key priorities in an effort to ensure long term benefits to our residents both today and in the future.

Within our community, we continued negotiation with the Squamish Nation on a new servicing agreement, we began the development of a new District website to benefit the entire community and we supported enhanced community engagement across the District.

Despite continually rising costs for services, the Administration Division found new efficiencies and creative ideas to provide top-level services and to steer the community towards long-term prosperity and growth.

2012 ACCOMPLISHMENTS

- Efficiently allocated staff resources to focus on Council priorities and delivered on Council's mandate
- Enhanced role of performance measurement across organization
- Continued long-term planning for the waterfront, District lands, endowments, facilities and infrastructure
- Conducted a public consultation process on the sale and purchase agreements for the 1300 Block of Marine Drive, which led to the approval of the agreements
- Confirmed feasibility, target budget and project parameters for Public Safety Building project, and commenced detailed planning
- Continued negotiations with Squamish Nation for servicing agreement
- Began development of a new District website
- Supported effective community engagement across the District
- Enhanced service and information delivery and efficiency, expanded use of e-government



Grant McRadu | Chief Administrative Officer



2013 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

Public Safety Building

- Continue design process for Public Safety Building and begin planning for construction

Ambleside Activation

- Move ahead with consultation and implementation on initiatives to revitalize Ambleside and the waterfront

Municipal Services and Finances

- Develop short, medium and long-term strategy for surplus lands
- Approval by Mayor and Council of 2013 Work Plan and budget
- Develop and implement communications strategy for public consultation, engagement and dialogue for Council priorities
- Continue negotiations on Squamish Nation Servicing Agreement
- Oversee legislative/statutory processes required for Council priorities

2013 OPERATIONAL INITIATIVES

- Support Council to efficiently deliver Council priorities
- Provide strategic planning for the organization, and oversee District operations
- Efficiently allocate staff resources, approve divisional goals and work plans, and lead the senior management team
- Continue to implement additional performance management tools across the organization
- Complete design and implement new District website
- Continue to enhance community engagement in District operations to provide information, and gather feedback for consideration by Council and staff
- Continue to enhance service and information delivery and efficiency, and expand the use of e-government
- Continue to maximize current revenue sources and identify alternate revenue-generating opportunities to reduce the District's reliance upon property taxation

CULTURE, ENVIRONMENT & PARTNERSHIPS

PARTNERSHIPS • SPECIAL EVENTS • CULTURAL SERVICES • SUSTAINABILITY • EMERGENCY PLANNING

Culture, Environment and Partnerships is comprised of the Office of Cultural Services, the Partnerships Department, the Office of Sustainability and Emergency Planning, delivered through the North Shore Emergency Management Office (NSEMO).

The Office of Cultural Services oversees cultural facilities and programs and a number of events and festivals. The Office of Sustainability works to reinforce best environmental practices in the District while working on multi-year programs such as foreshore enhancement. The Partnerships Department develops community, corporate and intergovernmental relationships on behalf of the District, and generates off income statement revenue and gifting opportunities. Emergency Planning undertakes plan development, capital improvements and training that move our community towards greater disaster resilience. The Office of the Deputy CAO oversees these functions as well as corporate initiatives, such as the Community Strategic Plan, contractual matters and community engagement initiatives.



Brent Leigh | Deputy Chief Administrative Officer

2012 ACCOMPLISHMENTS OVERVIEW

2012 was another successful year for Culture, Environment and Partnerships. The department continued in its commitment to demonstrating the Strategic Plan's role in delivering the District's Balanced Scorecard. Various projects and initiatives, from newly-completed cultural facilities to securing a location for our new arts centre, enhanced West Vancouver's role as a cultural hotbed in the region. 2012 was West Vancouver's centennial and the District, along with its presenting partners, the British Pacific Properties and Park Royal, celebrated with a commemorative event on March 15 and several community-wide celebrations throughout the year. The department concluded the long-term tenure to permit holders of Hollyburn cabins and initiated the transfer of Hollyburn Lodge to the District. The department also shaped a community retention strategy for Point Atkinson Lighthouse, ensuring these important cultural and community fixtures will be well maintained for future generations to enjoy.

The department concluded the renewal of the 30-year foreshore lease and initiated subleases with the eight community marinas and yacht clubs. Achieving new levels of regulatory support, the goals of the 2011-2014 Shoreline Protection Plan were advanced. In addition, a collaborative management structure to support environmental services was devised. The department also maintained important partnerships in 2012, deepened relations with the Squamish Nation, enhanced emergency planning, executed memorable Centennial and Harmony Arts Festival celebrations and expanded our Community Awards from two to three award categories.

2012 ACCOMPLISHMENT HIGHLIGHTS

- Determined location of arts centre, formed board and processes to deliver business plan
- Completed collaborative user designation and development of cultural facilities
- Delivered on the goals of 2011-2014 Shoreline Protection Plan
- Devised management structure to support environmental services
- Initiated transfer of Hollyburn Lodge to the District and restoration fundraising
- Shaped community retention strategy for Point Atkinson lighthouse
- Completed all marina subleases in alignment with 30-year foreshore lease
- Maintained partnerships within the District
- Deepened emergency planning understanding and practice
- Executed memorable Centennial and Harmony Arts Festival events with a balanced budget
- Worked with over 30 not-for-profit agencies to host events in parks
- Expanded Community Awards from two to three award categories



- Continued to demonstrate the Strategic Plan's role in delivering the community's work through the Balanced Scorecard
- Deepened relations with the Squamish Nation and proceeded with providing servicing agreements
- Acted as support for many corporate undertakings of CAO

2013 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

Public Safety Building

- Work with project team on sustainability and green building aspects of the Public Safety Building

Ambleside Activation

- Further develop Arts Facility Strategy and arts centre
- Foreshore Plan and foreshore integration with urban landscape design

Environment, Parks and Upper Lands

- Rehire and optimize vacant position in Environment and Sustainability
- Ensure an integrated approach to the management of marine, streams and foreshore

2013 OPERATIONAL INITIATIVES

- Rehire vacant position in partnerships to ensure achievement of plan
- Maintain and renew multiple service agreements with partners
- Continue the high-calibre of special events and provide additional summer series offerings
- Pursue fundraising for events, Hollyburn Lodge and other specific funding goals
- Deliver two additional emergency plans while advancing training and capital budget development
- Resolve cultural and heritage groups requirements for space
- Service multiple committees and ensure the delegation of tasks from Community Engagement Committee to working groups
- Assist with multiple corporate objectives including the renewal of strategic plans

HUMAN RESOURCES & PAYROLL SERVICES

EMPLOYEE RELATIONS • PAYROLL • RECRUITMENT • TRAINING •
HEALTH AND SAFETY • BENEFITS AND COMPENSATION

Human Resources and Payroll Services provides direct, operational and strategic support to District departments for all human resource activities. Employment accounts for approximately 82 per cent of the District's overall operating budget and the Human Resources team ensures these people resources are managed efficiently and effectively through best practices.

The division is responsible for employee and labour relations activities (including the bargaining of six collective agreements) and employee training; leadership development and succession planning; recruitment and selection; employment metrics; payroll and benefits administration; disability, health and safety programs; and employee recognition and engagement programs.

Human Resources both leads and is part of many organization-wide initiatives that build organizational culture, find efficiencies, reduce costs and, most importantly, recognize and support employees.



TJ Schmaltz | Director of HR & Payroll Services

2012 HIGHLIGHTS

Human Resources and Payroll Services takes pride in helping to foster a corporate environment of inclusion, commitment and passionate staff members. Whether focusing on employee engagement or occupational health and safety, the department is invested in the District's number one resource: its people.

Highlights of notable activities in 2012 include the Walk a Mile Program, which saw members of the executive staff spend a day working on the frontline in various roles. This was a huge success that strengthened our spirit of collaboration across departments and will continue into 2013. Our employee newsletter *The Lookout* was published eight times in 2012 and we received plenty of positive feedback about this enhanced internal communications endeavour. Our division also launched a new employee training and development program with the goal of offering more opportunities for our staff to learn and grow.

In ongoing efforts to be leaders in occupational health and safety, we recruited and hired a Return to Work and Wellness Coordinator in 2012 and took on the role of coordinating and managing an Employee Wellness Program. 2012 also saw a reduction in WorkSafeBC premiums and short-term sick leave costs.

Recruitment and selection was also very active in 2012 with 103 vacancies posted attracting 6012 applications. The average time to complete a competition from posting to offer was 55 days in 2012—an excellent result! At the same time, we formally recognized six new award recipients for employee awards and celebrated the retirement of seven staff members.

Last but not least, Payroll's use of electronic pay slips (e-pay) saved 29,248 pieces of paper in 2012. e-pay continues to be one of our division's most successful electronic initiatives.



2012 ACCOMPLISHMENTS

- Developed and implemented a new District-wide Corporate Training and Development Program
- Introduced an enhanced Employee Leadership Development Program
- Completed Phase II of Benefit Management Project
- Conducted collective bargaining with fire services and transit union
- Began Payroll and Human Resources information system upgrades (Phase 1)
- Expanded implementation of Employee Engagement Strategy
- Implemented Human Resource Metrics Program
- Completed District-wide implementation of performance management and development Program
- West Vancouver staff appointed vice-chair of regional Human Resource Advisory Committee

2013 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

Public Safety Building

- Assist all divisions in meeting the operational requirements to support Council priorities
- Assist with employee engagement, labour relations and continuity of operations during construction of Public Safety Building

2013 OPERATIONAL INITIATIVES

- Continue expansion of Employee Engagement Program
- Commence negotiations of three collective agreements with the West Vancouver Municipal Association
- Support collective bargaining for police services, as appropriate
- Continue negotiations with fire services
- Complete negotiations with transit union
- Introduce a comprehensive Employee Health and Wellness Program
- Expand Employee Leadership Development Program
- Complete Payroll and Human Resources information system upgrades

FINANCIAL SERVICES

FINANCE • PURCHASING AND RISK MANAGEMENT • FACILITIES AND ASSET MANAGEMENT • INFORMATION TECHNOLOGY SERVICES

The Financial Services Division provides a variety of support services to the District including financial, risk, facility and asset management. Additionally, the Information Technology Services Department supports the District by providing technology infrastructure support.

The Finance Department provides financial planning, budgeting, rate setting and financial reporting. Purchasing provides contracting, procurement and risk management financial services. Facilities and Asset Management provides a pan-organizational approach to facilities and asset maintenance, replacement and renewal. Information Technology Services manages the computer equipment, applications and technology infrastructure, telephone systems, and wide-area network linking municipal facilities and provides support services for employees and residents who use these services.



Michael Koke | Acting Chief Financial Officer

2012 HIGHLIGHTS

The District owes its sound financial position to fiscal policies that find new efficiencies, do away with redundancies and search out innovative means to get the most out of every dollar. This commitment was recognized in 2012 with various awards and recognitions, including being co-recipient of the “Most Fiscally Responsible Municipality” award from the Commercial Real Estate Development Association (NAIOP) Vancouver Chapter for keeping cost increases in-line with, or below, the average rate of inflation for the region.

Financial Services takes the long view in the development and implementation of our policies, ensuring that we remain strong and equitable now and for years to come. In 2012, Financial Services consolidated all District facilities and asset management functions into a single portfolio, developed a comprehensive maintenance and annual review plan for District facility systems and assets, all in an effort to streamline our processes and enhance our organizational efficiency.

From a technological standpoint, a long-term technology plan for the District continued to be developed in 2012 and the District’s Information Technology Services department underwent a review and assessment of its services and infrastructure requirements.

The District has long been a leader in its financial reporting practices, and 2012 was no different. Financial Services developed and implemented a budget timeline and process that allows a budget to be adopted for the subsequent year before the current year-end, in addition to refining the budget and periodic reporting functions to incorporate utilities, funds and reserves, and tangible capital assets. Through innovation, creativity and commitment to sound fiscal management, Financial Services plays an important role in ensuring the financial longevity of the District and the services it provides to the community.

2012 ACCOMPLISHMENTS

- Completed the Process Improvement Review
- Reviewing and amending, where required, all administrative policies that relate to the Financial Services Division
- Consolidated all of the District’s facilities maintenance and asset management functions in the financial services portfolio
- Developed and implemented a comprehensive maintenance and annual renewal plan for District facilities and assets
- Completed a review of the infrastructure used and services provided by the District’s Information Technology Services Department
- Continued to develop and implement an ongoing long-term technology plan for the District
- Continued to assess the financial impacts of changing the underlying assumptions of the utility rate model that is currently used to develop rates and long-term capital funding requirements for the District’s various utilities
- Further refined the budget and periodic financial reporting functions within the District to better incorporate utilities, funds and reserves and tangible capital assets



- Incorporated the processes around setting utility rates and the development of the Fees and Charges Bylaw into the annual budget process
- Continued to develop standardized contracts for goods and services as well as a contract repository for the District
- Implemented the internal Financial Services Communication Plan

2013 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

Public Safety Building

- Develop alternative funding models/options
- Assist in development and oversight of project budget
- Provide support for the procurement of consulting and professional services and insurance related to construction
- Provide leadership/liaison role for Public Safety Building project, determine and coordinate any applicable municipal hall upgrades and connectivity requirements
- Assist in occupancy and continuity of operations plan for the Public Safety Building
- Work with project team regarding the implementation and compatibility of IT systems

Ambleside Activation

- Develop alternative funding models/options
- Assist in development and oversight of project budget
- Provide support for the procurement of consulting and professional services

Municipal Services and Finances

- Oversee organizational Core Services Review
- Further develop and implement one, three, and five-plus-year plans for facilities, capital equipment and infrastructure
- Review underlying philosophy and principles used to establish the user fees included in the 2013 Fees and Charges Bylaw
- Review and revise the District's development cost charges and community amenity contribution policies

2013 OPERATIONAL INITIATIVES

- Implement additional functionality available in JD Edwards, particularly as it relates to the automation of all periodic financial reporting
- Review, define and document the structure of data stored in the JD Edwards database to simplify financial reporting across the organization
- Develop and implement green initiatives designed to reduce energy and paper consumption within financial services
- Define and document desktop, print and server infrastructure replacement strategies
- Form and develop terms of reference for a Technology Standards Committee at the District
- Establish, document and test the District's ITS Disaster Recovery Plan
- Form and develop terms of reference for an Operations Committee for each of the District's enterprise applications (JD Edwards, Class, Tempest)
- Establish, document and roll-out ITS Policies and an ITS Service Catalogue across the organization
- Implement a facilities work order management system to improve customer service and response times
- Complete an administrative space review of all facilities to ensure optimum use of space
- Develop a sustainability and energy management plan for District facilities
- Implement new standards for hired equipment and traffic control contracts
- Review emergency scenarios and determine requirements for business interruption insurance
- Further refine and implement the internal Financial Services Communication Plan

POLICE

EVIDENCE-BASED • PROTECTION • INTELLIGENCE-LED • ENFORCEMENT • PREVENTION • EDUCATION

The Police Department is governed by, and reports to, the West Vancouver Police Board. The Mayor is the Chair of the Police Board.

The Mission of the West Vancouver Police Department:

Through innovation and policing excellence, the West Vancouver Police Department is committed to community engagement and crime reduction in cooperation with our partners. The West Vancouver Police Department is committed to serving and protecting the people and property of West Vancouver.

We will accomplish our mission through innovative approaches to enhancing public safety, unbiased treatment of all people, upholding the highest standards of justice and delivering top quality policing service in collaboration with our community.

2012 HIGHLIGHTS

In 2012, the West Vancouver Police Department (WVPD) celebrated a major milestone as we celebrated our 100th Anniversary as a police department. In recognition of this milestone, the Department was awarded its very own flag under the authority of the Office of the Chief Herald of Canada. The unveiling of the flag was held in the community at a regular council meeting on May 7, 2012 which is the exact day 100 years ago when council hired its first Chief Constable.

The WVPD has a long and proud tradition of protecting the life and property of the people of West Vancouver, a tradition upheld through innovative approaches to enhancing public safety.

Every year, WVPD looks at ways to evolve and enhance the services it provides to the community, ensuring that it is adapting, rather than reacting, to the District's changing needs. The department is proud of what it has accomplished and is committed to ensuring that West Vancouver remains one of Canada's safest communities for many years to come.

2012 ACCOMPLISHMENTS

- Developed the capacity to track crime trends on a near real-time basis
- Developed and presented training on evidence collection and crime scene protection
- Utilized resources more efficiently to enhance public safety and reduce crime by targeting high-risk driving behaviour
- Enhanced effectiveness in response to family violence related incidents
- Continued to reduce opportunities for youth to engage in illegal activity and increased communication between youth and police
- Addressed key policing issues on the Squamish Nation Capilano Reserve through the strategic allocation of resources
- Optimized the WVPD website
- Researched public perception of crime and community satisfaction
- Developed partnerships with those agencies which support the work of the WVPD
- Continued to develop an external communications strategy that increases public understanding of the department and enables feedback
- Continued to develop and implement an internal communications strategy and plan
- Continued to update policies and procedures related to board governance
- Reviewed and updated all policies and procedures related to the department
- Partnered with E-Comm on the provision of Police Communication Services



Peter Lepine | Chief Constable



2013 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

Public Safety Building (PSB)

- Work with the PSB project team on functional programming and design
- Determine and coordinate user engagement plan
- Provide WVPD Police Board with regular updates on the development progress of the PSB
- Coordinate and implement required operational changes and move management

2013 OPERATIONAL INITIATIVES

- Develop business rules that both clarify and reflect our integrated approach to managing repeat offenders and those identified as posing a risk to offend in our community
- Reduce family/intimate partner violence and enhance the department's effectiveness in responding to incidents of family/intimate partner violence.
- Ensure that the Crime Action Team continues to develop the capacity to track crime trends and respond effectively with the appropriate resources
- Utilize resources more efficiently to enhance public safety and reduce crime by targeting high risk driving behaviour
- Reduce opportunities for youth to engage in illegal activity and increase the amount and quality of communication between police and youth
- Address the key policing issues on the Capilano Reserve through the strategic allocation of resources
- Develop an external communications strategy to enable stakeholders and the public to provide feedback to the department
- Develop and implement an internal communications strategy to ensure open lines of communication throughout the department
- Implement programs and activities which serve to retain employees

FIRE & RESCUE SERVICES

PUBLIC SAFETY • EDUCATION • PREVENTION • FIRE SUPPRESSION •
EMERGENCY MEDICAL • ENVIRONMENT

The Mission of Fire & Rescue Services is to prevent or minimize the impacts of emergency incidents through:

- Provision of exceptional public safety by delivering prompt and effective response to fire, rescue and medical emergencies;
- Ensuring the protection of life, property and the environment;
- Delivery of fire prevention and education services to the public; and
- Enforcement of regulations including the Fire Code, and Building and Municipal Bylaws.

Fire & Rescue Services is comprised of six functions: Administration, Emergency Response, Fire Prevention and Education, Mechanical and Training.

2012 HIGHLIGHTS

In 2012, Fire & Rescue Services continued in its mission to protect the life, property and environment of West Vancouver through the adoption of new technologies and an ongoing push towards shared services with the City and District of North Vancouver fire departments.

The department implemented the E-Comm Wide-Area Radio System in 2012 and decommissioned the old radio system. Both of the other two North Shore fire departments were already using E-Comm and the department can now communicate with them far more effectively, enhancing shared services in the event of emergency.

The process to procure a much-needed new fire engine began in 2012 by issuing an RFP to start the bidding process from prospective vendors. The department also continued to support the District in the development of a new Public Safety Building adjoined to municipal hall and established a Training Officer position to support the Training Division.

In total, West Vancouver Fire & Rescue responded to 3613 emergency incidents in 2012, including 241 fire calls, 1811 rescue calls, 285 motor vehicle accidents, 86 hazardous materials, 387 public assistance requests and 803 alarm activations.

2012 ACCOMPLISHMENTS

- Implemented E-Comm Wide-Area Radio System and decommissioned the old radio system
- Implemented Telestaff software for employee scheduling and payroll functions
- Continued to develop cooperative initiatives through Shared Fire Services with the District and City of North Vancouver
- Initiated purchase of a new fire engine (joint North Shore purchase)
- Ongoing negotiation for renewal of the collective agreement
- Provided on-going assistance with the development of a Public Safety Building
- Reviewed and updated management processes to improve statistical reporting capabilities based on key performance indicators
- Established a training officer position to support the Training Division



Jim Cook | Fire Chief



2013 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

Public Safety Building

- Work with the project team on functional programming and design
- Determine and coordinate user engagement plan
- Coordinate and implement required operational changes and move management

2013 OPERATIONAL INITIATIVES

- Review and upgrade records management functions
- Develop and implement shared services initiatives
- Link key performance indicators with best practices
- Update the Fire Protection Bylaw to include new fees and charges
- Complete purchase of new engine
- Deliver firefighter certification and training programs
- Complete the annual Fire Prevention Inspection Program
- Deliver public safety education to high-risk groups in the community
- Complete fire vehicle and equipment maintenance
- Complete negotiation and renewal of the collective agreement
- Implement a door-to-door Working Smoke Alarm Campaign
- Increase public education presence in the community (Adopt a School Program)

ENGINEERING AND TRANSPORTATION

INFRASTRUCTURE PLANNING • ROADS • FLEET AND EQUIPMENT • ENGINEERING SERVICES • GEOGRAPHIC INFORMATION SYSTEMS (GIS) • CARPENTRY AND PAINT SHOP • SIGN SHOP • OPERATIONS CENTRE SUPPORT • BLUE BUS TRANSIT

Engineering and Transportation ensures the safe and efficient movement of people, goods and services within West Vancouver, provides technical expertise for municipal infrastructure projects, and provides Geographical Information Systems (GIS) and mapping services for the District and to the public.

Engineering functions provided out of general revenue include road maintenance and operations, traffic operations and maintenance, fleet and equipment, operations centre support, carpentry, paint shop and sign shop.

West Vancouver Blue Bus began in 1912, and today is the oldest continuously-operated municipal bus system in North America. All capital and operating expenditures associated with Blue Bus are recovered from TransLink.

2012 HIGHLIGHTS

Like many municipalities in the region, West Vancouver is faced with aging infrastructure and increasingly downloaded costs from other levels of government. Within this environment, Engineering and Transportation found innovative ways in 2012 to work with available resources to enhance and improve our infrastructure, from roads to water to waste.

On West Vancouver roads, the department continued in its commitment to expanding alternatives to the automobile. The District developed a Cycling Network Implementation Plan. A new section of the Spirit Trail was completed in 2012 and public consultation on another commenced. The District also participated in TransLink's North Shore Area Transit Plan development and entered into a partnership with TravelSmart and the other North Shore municipalities to expand outreach and education about sustainable transportation choices on the North Shore. Important improvements to the parking area at the Seniors' Activity Centre enhanced safety and accessibility for centre patrons, while the construction of a new roundabout at Marine Drive and Keith Road helped to make the roads near Gleneagles Elementary School safer for all.

2012 ACCOMPLISHMENTS

- Celebrated the centennial of West Vancouver Blue Bus
- Received 17 new buses to replace aging fleet
- Completed annual road maintenance and capital programs
- Continued implementation of maintenance management system for engineering infrastructure; expanded implementation into the sign shop and road assets
- Completed annual fleet replacement program on-time and on budget
- Finalized Asset Management Plan for road and transportation system
- Completed construction of traffic safety improvements, including construction of a roundabout at Marine Drive and Keith Road near Gleneagles Elementary School
- Initiated public consultation with Western Residents Association on phase four of the Spirit Trail from Seaview Walk to Horseshoe Bay



Raymond Fung |
Director of Engineering and Transportation



2013 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

Public Safety Building

- Assist with identifying infrastructure improvements, such as roads to support development of the Public Safety Building site, leading to a detailed Servicing Plan

Ambleside Activation

- Improve traffic circulation on Marine Drive
- Implement Ambleside Streetscape Guidelines, as opportunities arise

Municipal Services and Finances

- Continue implementation of Strategic Transportation Plan and Cycling Implementation Plan, as budgets permit
- Complete Condition Assessment of District-maintained retaining walls as a component of transportation infrastructure
- Develop integrated Capital Plan for infrastructure (above ground and below ground)
- Continue implementation of Maintenance Management System software for engineering infrastructure

Environment, Parks and Upper Lands

- Ongoing consultation and design of the western section of the Spirit Trail from Seaview Walk to Horseshoe Bay
- Assist with development of the Upper Lands Study
- Support implementation of Shoreline Protection Plan

2013 OPERATIONAL INITIATIVES

- Complete Pedestrian Network Study
- Complete regular Road Capital Program, including drainage and pedestrian and parking upgrades along Orchill Road adjacent to the Gleneagles Community Centre

ENGINEERING UTILITY FUNDS

DRINKING WATER • SANITARY SEWER • STORM DRAINAGE • GARBAGE • RECYCLING

Engineering's Water Utility provides a safe and continuous supply of drinking water to residents by providing and maintaining water mains, valves, reservoirs, pump stations and treatment. This also includes the operation of the District's state-of-the-art Eagle Lake and Montizambert Creek membrane filtration facilities. The District also supplements water provided from its own sources through purchases of bulk treated water from Metro Vancouver. The Sewer and Drainage Utility provides sanitary sewer and storm drainage services by providing and maintaining pipes, manholes, culverts, sewage lift stations and a sewage treatment plant. The Solid Waste Utility is responsible for collecting and processing household garbage, yard trimmings and recyclables.

2012 HIGHLIGHTS

In order for a municipality to function properly, its utilities—drinking water, sewer and solid waste—must operate with minimal disruptions or issues. The District's utilities departments work hard every day to ensure that clean water flows into our homes, our sewage system is performing properly and our solid waste is handled efficiently, without negatively impacting the lives of District residents.

The Solid Waste Utility continued efforts towards full implementation of the Provincially-approved, Metro Vancouver Integrated Solid Waste and Resource Management Plan. The District-wide single family food scraps program began in 2012 with the goal of diverting all organic waste away from our landfills. This will include the switchover to biweekly garbage pick-up and weekly pick-up of food scraps and recycling in 2013. The Utility will continue to monitor the effects of this service change on current levels of service provided to the community.

2012 ACCOMPLISHMENTS

- Completed annual water, sewer, and drainage maintenance and capital replacement programs on time and on budget
- Finalized the development of a water model to predict user needs as a result of changing consumption patterns/new development in anticipation of a Master Water Servicing Study to be completed in the future. Completed annual sanitary sewer maintenance and capital replacement program—a significant project included the replacement of the sewer lift station at the foot of 31st Street
- Developed and implemented a storm water monitoring program in preparation for future Integrated Storm Water Management Plans
- In conjunction with Finance, initiated the development of a utilities reserve management policy
- Continue to implement the municipal obligations under the new Integrated Liquid Waste and Resource Management Plan
- Began District-wide single family food scraps recycling in spring of 2012—monitor and evaluate effects of this service change on current service levels in West Vancouver
- Continued to monitor/prepare for full implementation of the municipal impacts of the approved Integrated Solid Waste and Resource Management Plan, including working with permits department to develop a process for recycling of demolition and construction waste



Raymond Fung |
Director of Engineering and Transportation



2013 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

Public Safety Building

- Assist with identifying infrastructure improvements, such as water mains to support development of the Public Safety Building site, leading to a detailed Servicing Plan

Ambleside Activation

- Support redevelopment of Ambleside through rehabilitation of water, sanitary and storm drainage infrastructure

Municipal Services and Finances

- Develop integrated Capital Plan for infrastructure (above ground and below ground)
- Continue detailed condition assessment of utilities infrastructure assets
- Continue benchmarking performance of engineering utilities
- Continue implementation of Maintenance Management System software for engineering infrastructure
- Advocate for municipal interests associated with Metro Vancouver's Secondary Upgrade of the Lions Gate Waste Water Treatment Plant
- Advocate for municipal interests associated with inclusion of packaging and printed papers under the Extended Producer Responsibility regulations being considered by Multi Materials BC
- Monitor and assess implementation of Green Can Program
- Transition to biweekly garbage collection in April 2013

PLANNING, LANDS & PERMITS

COMMUNITY PLANNING • PERMITS AND INSPECTIONS • LANDS •
BYLAWS AND LICENSING • LAND DEVELOPMENT ENGINEERING

The Planning Department works with the community and Council to develop long-range plans, policies and regulations that support the environmental, social and economic goals of the community. The department processes development applications and ensures implementation of environmental protection measures for building permits.

The Permits and Inspections Department reviews and issues permits and carries out inspections relating to building, plumbing, electrical and signage. The Lands Department handles municipal property transactions, licences and leases, and administers the foreshore. The Bylaw and Licensing Services Department ensures compliance with municipal bylaws and licensing requirements. Land Development Engineering works to ensure that new development is serviced by appropriate levels of utilities and provides engineering review of development applications and building permits.



Bob Sokol | Director of Planning, Lands & Permits

2012 HIGHLIGHTS

2012 was a busy year for Planning, Lands and Permits. A major and ongoing focus is the development and activation of Ambleside Village. From the major development application on the 1300 block of Marine Drive to the projects found under the Ambleside Village Centre Strategy and Ambleside Activation project, Ambleside is poised to evolve into a true village centre, with diverse commercial and residential opportunities and a busy, vibrant waterfront. The completion of the new Fresh Street Market at the former Safeway site ensures that Ambleside residents have easy access to a well-stocked grocery store.

Other major developments in 2012 included the at-grade intersection at Park Royal Shopping Centre, the issuance of four development permits in the Rodgers Creek Area, and Evelyn by Onni, which was granted two building permits at 988 and 908-918 Keith Road.

Our Bylaws Department unveiled its new licence plate reader car in 2012. Once fully optimized, the car will more than double the traffic enforcement capabilities of officers on foot. The launch of the Abbie Program in 2012 allows us to actively promote responsible dog ownership in the District and provides dog owners with clear, concise codes of canine conduct.

In addition to these major projects, the Bylaw and Licensing Department issued over 3,094 dog licences, 3,680 Business Licences and responded to over 3,385 bylaw-related calls last year. In 2012, the Permits and Inspections Department issued 2,906 permits and conducted 12,438 inspections.

2012 ACCOMPLISHMENTS

- Implemented and processed applications for Evelyn Drive
- Implemented and processed applications for Rodgers Creek
- Completed Ambleside Streetscape Plan and began implementation
- Continued with Zoning Bylaw policy rewrites
- Evolved Housing Pilot Project Program to emphasize coach houses
- Continued implementation of Secondary Suites Program
- Completed Lower Caulfeild Heritage Conservation area review; prepared for Council consideration and implemented new processes and procedures
- Commenced Regional Context Statement and Housing Action Plan under the Regional Growth Strategy
- Continued to participate with Metro Vancouver on regional planning issues
- Commenced Upper Lands Study Review and established the Upper Lands Study Review Working Group
- Continued to expand e-government initiatives in all departments
- Continued digitalization of records in Permits and Inspections Department



2013 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

Public Safety Building

- Work with project team to identify site constraints and opportunities, develop urban design principles for building design and incorporate heritage aspects of municipal hall into site planning and design where appropriate
- Coordinate reviews of project with design review committee
- Coordinate and facilitate any applicable approval process
- Permits and Inspections to review plans, issue permits and conduct inspections as appropriate

Environment, Parks and Upper Lands

- Establish staff Technical Advisory Committee for Upper Lands Study Review
- Facilitate and coordinate Upper Lands Study Review Working Group
- Begin development of New Surface Water Standards for new development
- Provide Planning resources to promote District sustainability initiatives

Ambleside Activation

- Process development applications, as appropriate
- Oversee Ambleside Activation projects across divisions
- Facilitate public consultation on Ambleside Activation projects
- Facilitate meetings with the West Vancouver Chamber of Commerce and Ambleside Business Association to further District goals regarding Ambleside
- Prepare Ambleside Development Economics Review and Retail Study
- Promote the Sidewalk Dining Program
- Work with Hollyburn Sailing Club to redesign its facility to better achieve community goals
- Conduct 1300 Block rezoning and development application process

Housing and Neighbourhood Character

- Continue implementation of Community Dialogue Working Group recommendations
- Continue to address neighbourhood character through development permit/variance application process
- Housing Action Plan implementation
- Purpose-Built Rental Housing Report prepared
- Coach House public engagement followed by a report back to Council
- Enhance Boulevard Guidelines
- Research and prepare background report on housing bulk, report to Council, and perform public engagement

Municipal Services and Finances

- Review Fees and Charges to ensure cost recovery
- Review Community Amenity Contribution Policy and Process

2013 OPERATIONAL INITIATIVES

- Continue to expand e-government initiatives
- Continue digitalization of records in Permits and Inspections Department
- Continue to process building permit applications
- Continue to process development applications

PARKS & COMMUNITY SERVICES

PARKS • RECREATION PROGRAMS & FACILITIES • GOLF COURSES • SOCIAL SERVICES & COMMUNITY DEVELOPMENT • CEMETERY • SPORTS FIELDS • PLAYGROUNDS • BEACHES • TRAILS • TREES • FORESTRY

The Parks and Community Services Division provides a broad continuum of services and programs, from community recreation facilities and parks to trails and natural spaces.

The Parks Department manages and maintains over 140 parks, including natural areas, sport amenities, playgrounds, the Seawalk, over 100 kilometres of urban and wilderness trails, Ambleside Par 3 and Gleneagles golf courses, a cemetery and public beaches.

The Community Services Department offers programs and services ranging from support and outreach to health, fitness and leisure programs. The West Vancouver Community Centre and Aquatic Centre, Gleneagles Community Centre, Ice Arena, Seniors' Activity Centre and Ambleside Youth Centre provide programs and services for residents of all ages and abilities. This department also oversees community development initiatives, including Access and Inclusion, the West Vancouver Child and Family Hub, specialized leisure services, the Community Grants Program, child care and family services and youth and seniors outreach services.



Anne Mooi | Director of Parks & Community Services

2012 HIGHLIGHTS

Parks and Community Services is committed to engaging the community to meet the diverse needs of residents.

In 2012, in conjunction with the Parks Master Plan Working Group, we completed the Parks Master Plan and were able to develop long-term capital and operating requirements to address priorities from the plan in time for the 2013 budget. We also partnered with the West Vancouver Streamkeeper Society to build the first phase of a rearing pond in Memorial Park, and constructed a community garden at Gleneagles Community Centre, in collaboration with the community.

2012 was a year of supporting play: we received a grant from Western Economic Diversification Canada, a department of the Government of Canada, to renew the John Lawson Park playground, alongside financial support from community partners. We also received a contribution from the Ambleside Tiddlycove Lions Club to help upgrade the Ambleside Park Playground, and received two grants from Tire Stewardship BC towards the upgrade of Ambleside Fields D and E with new artificial turf carpet.

The District was officially recognized in 2012 as an Age-friendly Community for our efforts to support seniors through our programs and services, and received an Age-friendly Initiative grant from UBCM for our 'North Shore Age-friendly Initiative: Seniors Connecting Seniors for Healthy Living'.

2012 ACCOMPLISHMENTS

- Completed Parks Master Plan; approved by Council in June, 2012
- Received Age-friendly BC Recognition—one of 11 municipalities designated by the province—and received \$20,000 to reconnect seniors to recreation services in the community
- Implemented key recommendations identified in the Youth Services Review
- Implemented recommendations identified in the Child Care Plan and in the Child and Family Hub work plan
- Completed Parks and Community Services Divisional Emergency Plan
- Continued to partner with community stewardship groups, who work in collaboration with the District to protect, enhance and restore our natural areas
- Began community consultation for a revitalized playground at John Lawson Park
- Replaced artificial turf on Ambleside Fields D and E
- Rutledge Field achieved 'Global Compliance' from the International Field Hockey Federation, which is the highest standard that this federation grants to fields worldwide
- Constructed a community garden at Gleneagles Community Centre, in partnership with the Advisory Committee and the community

- New agreement with the Royal Canadian Marine Search and Rescue at Horseshoe Bay Pier
- Formalized the Gleneagles Community Centre Advisory Committee
- Completed parking, lighting and safety enhancements at the Seniors' Activity Centre
- Completed initial phase of the Centennial Rearing Pond, in partnership with West Vancouver Streamkeeper Society
- Initiated construction of the Woods II Columbaria at the Capilano View Cemetery
- Developed long-term capital and operating requirements to address priorities from the Parks Master Plan

2013 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

Public Safety Building

- Review and provide advice on the exterior public spaces associated with the Public Safety Building project to promote connectivity with existing streetscape and landscape, and to ensure long-term maintenance costs are minimized

Ambleside Activation

- Support the revitalization of the Ambleside Plan through redesign or redevelopment of applicable lands
- Work to integrate new uses along the Ambleside waterfront into existing park lands
- Complete John Lawson Park playground upgrade in collaboration with Western Economic Diversification Canada, a department of the Government of Canada, and working with the Planning for Play Idea Group
- Initiate further redevelopment of Ambleside playground in partnership with the Ambleside Tiddlycove Lions Club

Environment, Parks and Upper Lands

- Implement recommendations from the Parks Master Plan

Municipal Services and Finances

- Participate in fees and charges, core services, and key performance indicator development
- Review Parks' development cost charges
- Update a capital asset inventory and replacement plan

2013 OPERATIONAL INITIATIVES

- Begin implementation of priority recommendations in the Parks Master Plan
- Develop a Five-Year Invasive Plant Species Strategy
- Continue to work with the West Vancouver Community Centres Society, Seniors' Activity Centre Advisory Board and Gleneagles Community Centre Advisory Committee to ensure programs and services support community needs
- Continue to partner with community stewardship groups, who work in collaboration with the District to protect, enhance and restore our natural areas
- Develop an implementation plan based on the recommendations in the Sports Field Master Plan
- Complete pedestrian and parking improvements at the Western Civic Site for safety and connectivity between the Gleneagles Community Centre, the Gleneagles Golf Course and the Gleneagles Clubhouse facilities
- Commence Caulfeild Park Management Plan Implementation Strategy
- Develop a divisional Volunteer Strategy
- Implement a comprehensive Access Audit of all recreation facilities
- Establish a Youth Hub model as identified in the Youth Services Review
- Increase services for newcomers to Canada in partnership with community organizations and groups
- Working with the Seniors' Activity Centre Advisory Board, complete an in-depth analysis of food service options to develop a more effective and efficient model of operation
- Continue to implement recommendations from the Child Care Plan
- Complete final phase of work on the Centennial Rearing Pond Project in Memorial Park
- Continue to develop the demonstration garden on the West Vancouver Community Centre site, and work with the Table Matters Network on a North Shore-wide food strategy
- Develop new ice allocation guidelines in consultation with the Ice Arena stakeholders
- Complete the renewal of John Richardson Park

WEST VANCOUVER MEMORIAL LIBRARY

INFORMATION ASSISTANCE • EARLY LITERACY • PUBLIC COMPUTING
• LIFELONG LEARNING • IN-DEPTH COLLECTIONS • ONLINE SERVICES •
EDUCATIONAL AND CULTURAL PROGRAMMING • HOME SERVICES

The West Vancouver Memorial Library (WVML) is governed by the BC Library Act, and managed by the Council-appointed West Vancouver Memorial Library Board.

Our Mission defines our purpose and reason for being:

The Library is open, free and welcoming to all. We connect people with ideas, information and the world of imagination. We are the cornerstone of an engaged, democratic and literate community.

Our Vision expresses a broad, aspirational image of the future:

The Library is recognized as the leader in navigating information and as a dynamic space that inspires discovery and connection.

2012 HIGHLIGHTS

WVML is keenly aware of our importance to our community in our changing world. Learning is being redefined by our digital environment and sustainability is of utmost importance due to both the economic climate and our impact on natural resources. In 2012, the second year of our five-year Strategic Plan, WVML made significant progress in the following areas:

Preserving Our Community's Heritage

WVML simultaneously launched three initiatives in March, supporting promoting knowledge and improving access to our community's heritage:

- Hosted first in a series of West Vancouver's 100th birthday celebration events
- Launched collection of digital photographs at digital.westvanlibrary.ca
- Held two exhibitions from our own collections, *From Print to Digital: Originals Restored* and *Changing Time*

Building Our Digital Experience

Our website is currently under development and we have implemented a new brand that is optimized for digital representation, including tablet and smart phone screens. In 2012, the Youth Department launched a new mobile device *petting zoo* and a Kindle lending program with over 50 youth-specific titles, and we upgraded our public servers and software. The mobile devices and digital content were generously funded by the Friends of the West Vancouver Memorial Library.

Sustaining And Enhancing Our Facility

Thanks to the District, the library building saw significant attention in 2012, including a mechanical systems upgrade and the replacement of both the north-facing wall and the courtyard window systems. Looking ahead, a seismic structural assessment and a life-cycle assessment have been conducted and incorporated into the library's long-term capital planning.

In addition, the WVML Foundation enabled the Library to develop a well-designed and forward-looking space on the Lower Level. A soothing waterwall provides an attractive focal point in the space thanks to a bequest from the estate of former Foundation Director and Library Board Trustee Joan Creighton.

With more than 44,500 monthly visitors and 32,000 monthly home page visits, West Vancouver Memorial Library continues to grow as the centre of culture and knowledge in one of Canada's most well-read and educated communities.



Jenny Benedict | Director of Library Services



2012 ACCOMPLISHMENTS

- Developed and implemented 2012 Business Plan
- Collaborated on InterLINK regional strategic initiatives
 - Planned urban settlement partnership
 - Evaluated vendor options for direct patron requests
 - Implemented consortial purchasing of multilingual materials
- Implemented Capital Project Retrofit projects—mechanical systems, window glazing, north exterior wall and completed Seismic Assessment
- Designed space designated for teens
- Planned website redesign to accommodate digital content delivery and interactive applications

2013 STRATEGIC INITIATIVES

Facility Sustainability

- Complete capital projects, including mechanical systems, Main Hall structural reinforcement, and domestic water distribution replacements
- Complete design for a signage system

Facility Enhancement

- Plan a Reading Garden in the courtyard

Building our Digital Experience

- Integrate social tools into the website to foster online dialogue
- Develop services for personal mobile devices

Deliver Service Excellence

- Develop and implement service model for teens to include digital content creation, educational and cultural enrichment

Manage Resources Wisely

- Implement urban settlement partnership plan in collaboration with InterLINK libraries to increase our capacity to serve newcomers
- Complete review of circulation functions and implement recommendations for efficiencies and improved customer service



2012 FOR THE DISTRICT OF WEST VANCOUVER ANNUAL FINANCIAL REPORT





REPORT FROM THE CHIEF FINANCIAL OFFICER

Your Worship and Members of Council:

I am pleased to present the Annual Financial Report for the District of West Vancouver (the “District”) for the year ended December 31, 2012.

The preparation and presentation of the annual financial statements and related information in the 2012 Annual Report are the responsibility of the Financial Services Division. These consolidated financial statements were prepared in accordance with Canadian Generally Accepted Accounting Principles (GAAP) as prescribed by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants (CICA).

The District continues to maintain a comprehensive system of internal controls to safeguard District assets and to provide reliable financial information. The system is regularly evaluated and revised to ensure these controls are operating as intended.

The Notes to the Consolidated Financial Statements are an integral part of the District’s financial information and, as such, I encourage you to read them thoroughly. The notes describe the District’s accounting policies and provide full disclosure of the more significant financial statement items, commitments, and contingencies.

The District’s independent auditors, KPMG LLP, have been engaged to express an opinion as to whether these financial statements present fairly, in all material respects, the District of West Vancouver’s financial position, financial activities, and cash flows in accordance with Canadian generally accepted accounting principles. KPMG LLP has been given unrestricted access to all financial and other records of the District. Their opinion, which follows, is based on procedures they consider sufficient to support their audit opinion.



Michael Koke | Acting Chief Financial Officer

FINANCIAL OVERVIEW

The District’s financial position continued to be strong throughout 2012.

The Consolidated Statement of Operations shows net results for the year are favourable to budget. The District’s revenues totalled \$126.4 million in 2012 which is an increase of \$700 thousand over 2011. This increase was largely attributable to higher than budgeted business licenses and building permits. On a consolidated basis, there was an excess of revenues over expenditures in the amount of \$3.4 million.

As a result, cash and Investments totalling \$70.3 million at the year end, increased by almost \$2 million over 2011.

The net book value of Tangible Capital Assets shown on the District’s Statement of Financial Position totalled \$419.5 million as at December 31, 2012. The total cost of these assets, which represents the District’s investment in infrastructure and facilities over time, is \$675 million which is an increase of \$19.6 million over 2011. Accumulated amortization totalled \$255.5 million at December 31, 2012 of which \$14 million was expensed in 2012.

CURRENT DEVELOPMENTS IN CANADIAN AUDITING STANDARDS

The Public Sector Accounting Standards Board has approved a new accounting standard for Government Transfers which requires that revenue be recorded in the year it is received. This standard is effective for years commencing on or after April 1, 2012.

A new Accounting Standard called “Liability for Contaminated Sites PS 3260” has been approved and will be effective in 2014. This standard requires that Governments recognize a liability for contaminated sites when they are responsible, or accept responsibility, for contamination that exceeds environmental standards. The



impact of this standard to the District is not known and will continue to be researched thoroughly during 2013. In conclusion, I would like to acknowledge the members of the Finance and Audit Committees, municipal staff, and staff in the Financial Services Division in particular for their due diligence in governing and managing the financial affairs of the municipality. These Consolidated Financial Statements are a useful tool in understanding the District's financial position, performance, and challenges. It is our goal to make them accessible and informative to the reader.

I would also like to thank community members who have given their time and expertise to the District. Their passion for this community is apparent. We are unique in this regard and it makes us better as an organization and as a community.

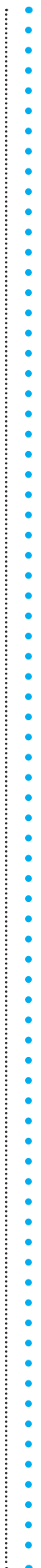
Sincerely,

*Michael Koke, CGA
Chief Financial Officer (Acting)*

**DISTRICT OF WEST VANCOUVER
ANNUAL FINANCIAL REPORT
YEAR ENDED DECEMBER 31, 2012**

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KPMG LLP
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Metrotower II
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Burnaby BC V5H 4N2

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INDEPENDENT AUDITORS' REPORT

To the Mayor and Council of the District of West Vancouver

We have audited the accompanying financial statements of the District of West Vancouver, which comprise the statement of financial position as at December 31, 2012, the statements of operations, changes in net financial assets (net debt) and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the District's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the District's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the District of West Vancouver as at December 31, 2012, its results of operations, its changes in its net financial assets (net debt), and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Chartered Accountants

June 3, 2013

Burnaby, Canada

FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL POSITION

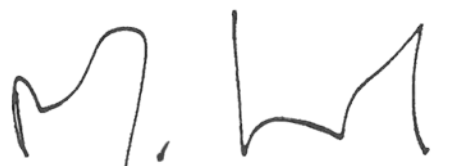
As at December 31, 2012

	2012	2011
FINANCIAL ASSETS		
Cash	1,420,637	832,903
Investments (Note 3)	68,880,752	67,488,500
Accounts Receivable		
Property Taxes	2,295,569	2,511,049
Other	9,848,222	10,852,987
Due from Other Governments	2,565,200	2,744,910
Investment in Land Held for Sale (Note 4)	–	35,387
Other Assets	37,740	49,841
	85,048,120	84,515,577
LIABILITIES		
Accounts Payable and Accrued Liabilities	15,448,025	14,101,834
Employee Future Benefits Payable (Note 5)	4,087,000	3,706,597
Deferred Revenue and Deposits (Note 6)	36,236,953	35,562,773
Deferred Development Cost Charges (Note 7)	20,999,462	19,535,059
Debt (Note 8)	9,160,877	9,726,124
	85,932,317	82,632,387
NET FINANCIAL ASSETS / (NET DEBT)	(884,197)	1,883,190
NON-FINANCIAL ASSETS		
Inventories	560,375	611,538
Prepaid Expenses	418,878	382,856
Tangible Capital Assets (Schedule 2 and 3)	419,457,573	411,625,763
	420,436,826	412,620,157
ACCUMULATED SURPLUS (Note 9)	419,552,629	414,503,347

See accompanying notes to the Financial Statements.

Commitments and Contingencies (Note 11).

Long Term Leases (Note 12).



Michael Koke, CGA
Chief Financial Officer (Acting)



Michael Smith
Mayor

FINANCIAL STATEMENTS

STATEMENT OF OPERATIONS

For the year ended December 31, 2012

	2012 Budget (Unaudited) (See Note 15)	2012 Actual	2011 Actual
REVENUE			
General Taxation (Note 13)	54,659,348	54,650,242	54,193,139
Fees and Charges	38,675,183	38,537,910	36,210,103
Licenses and Permits	4,406,214	6,733,701	5,077,848
Other Revenue	3,468,943	4,074,733	4,192,107
Government Grants	1,114,008	1,354,917	1,314,133
Transit Reimbursements	14,296,294	13,963,110	13,700,175
Development Cost Charges	910,000	400,000	977,148
Other Contributions for Capital	2,553,420	2,598,883	6,275,281
Third Party Works	1,647,628	1,069,833	1,171,720
Interest Earned on Investments	1,150,000	2,043,780	982,877
	122,881,038	125,427,109	124,094,531
Community Amenities Received from Developer	-	2,646,250	151,000
Gain on Sale of Land	-	-	1,463,420
	122,881,038	128,073,359	125,708,951
EXPENSES			
General Government	13,735,885	13,810,885	13,179,124
Public Safety	27,550,613	27,208,900	26,832,124
Engineering and Transportation	8,042,076	8,271,338	7,836,541
Solid Waste	3,995,200	4,424,427	3,657,038
Planning, Lands and Permits	4,615,590	4,855,080	4,049,044
Recreation and Library	25,967,259	26,524,809	25,338,164
Golf	1,016,723	961,750	988,731
Water Utility	9,121,950	8,977,590	9,249,360
Sewer Utility	12,073,049	13,408,015	11,917,404
Cemetery	617,498	618,173	587,395
Transit	14,296,294	13,963,110	13,700,175
	121,032,137	123,024,077	117,335,100
ANNUAL SURPLUS/(DEFICIT)	1,848,901	5,049,282	8,373,851
Accumulated Surplus, Beginning of Year	414,503,347	414,503,347	406,129,496
Accumulated Surplus, End of Year	416,352,248	419,552,629	414,503,347

See accompanying notes to the Financial Statements.

FINANCIAL STATEMENTS

STATEMENT OF CASH FLOWS

For the year ended December 31, 2012

	2012	2011
OPERATING TRANSACTIONS		
Annual Surplus	5,049,282	8,373,851
Non-Cash items included in Annual Surplus		
Amortization Expense	13,979,281	13,629,993
Loss on Disposal of Tangible Capital Assets	1,272,690	584,418
Development Cost Charge Revenue Recognized	(400,000)	(977,148)
Actuarial Adjustment Recognized on Debt	(80,882)	(193,562)
Changes in Other Non-Cash Working Capital	3,863,358	26,840,118
	23,683,729	48,257,670
CAPITAL TRANSACTIONS		
Acquisitions of Tangible Capital Assets	(23,083,781)	(16,094,016)
	(23,083,781)	(16,094,016)
FINANCING TRANSACTIONS		
Development Cost Charges received, including interest thereon	1,864,403	1,943,531
Debt principal repaid	(484,365)	(506,045)
	1,380,038	1,437,486
INVESTING TRANSACTIONS		
Investments	(1,392,252)	(34,951,592)
Disposals of Land Held for Sale	-	162,565
	(1,392,252)	(34,789,027)
INCREASE (DECREASE) IN CASH	587,734	(1,187,887)
Cash, Beginning of Year	832,903	2,020,790
CASH, END OF YEAR	1,420,637	832,903

See accompanying notes to the Financial Statements.

FINANCIAL STATEMENTS

STATEMENT OF CHANGES IN NET FINANCIAL ASSETS (NET DEBT)

For the year ended December 31, 2012

	2012 Budget (Unaudited) (See Note 15)	2012 Actual	2011 Actual
ANNUAL SURPLUS/(DEFICIT)	1,848,901	5,049,282	8,373,851
TANGIBLE CAPITAL ASSETS			
Acquisitions of Tangible Capital Assets	(31,452,201)	(23,083,781)	(16,094,016)
Amortization Expense	13,979,281	13,979,281	13,629,993
Loss on Disposal of Tangible Capital Assets	1,272,690	1,272,690	584,418
	(16,200,230)	(7,831,810)	(1,879,605)
OTHER NON-FINANCIAL ASSETS			
Acquisition of Inventories	–	(1,515,018)	(611,538)
Acquisition of Prepaid Expenses	–	(418,878)	(382,856)
Use of Inventories	–	1,566,181	642,460
Use of Prepaid Expenses	–	382,856	341,634
	–	15,141	(10,300)
DECREASE (INCREASE) IN NET DEBT	(14,351,329)	(2,767,387)	6,483,946
Net Financial Assets (Debt), Beginning of Year	1,883,190	1,883,190	(4,600,756)
NET FINANCIAL ASSETS (NET DEBT), END OF YEAR	(12,468,139)	(884,197)	1,883,190

See accompanying notes to the Financial Statements.

FINANCIAL STATEMENTS

SCHEDULE 1: SEGMENT INFORMATION - REVENUES BY TYPE AND EXPENSES BY OBJECT

For the year ended December 31, 2012

	GENERAL FUND					
	General Government	Public Safety	Engineering and Transportation	Solid Waste	Planning, Lands and Permits	Recreation and Library
REVENUE						
General Taxation (Note 13)	-	-	-	-	-	-
Fees and Charges	565,678	618,996	372,293	3,664,039	246,132	9,469,021
Licenses and Permits	-	-	81,787	-	6,651,914	-
Other Revenue	88,208	-	98,907	-	534,418	92,745
Government Grants	10,465	1,155,663	121	-	-	188,668
Transit Reimbursements	-	-	-	-	-	-
Development Cost Charges	-	-	-	-	-	-
Other Contributions for Capital	13,114	15,883	319,862	-	1,270	621,285
Third Party Works	-	-	1,069,833	-	-	-
Interest Earned on Investments	-	-	-	-	-	-
Community Amenities Received from Developer	-	-	-	-	-	-
Gain on Sale of Land	-	-	-	-	-	-
	677,465	1,790,542	1,942,803	3,664,039	7,433,734	10,371,719
EXPENSES						
Salaries and Benefits	7,650,849	23,280,370	2,077,442	107,967	3,625,895	16,224,927
Supplies and Other Expenses	2,741,070	2,864,140	1,168,998	3,947,826	552,680	3,996,760
Professional and Consulting	243,578	66,780	29,237	-	101,637	10,354
Recoveries and Allocations	(79,865)	30,732	425,324	1,107	82,866	1,063,168
Legal and Severance	469,921	176,416	10,004	-	130,645	8,272
Grants in Aid	65,438	-	-	-	-	315,060
Property and Liability Insurance	1,040,624	-	-	-	-	-
Tangible Capital Asset Maintenance	248,588	48,492	726,720	367,527	281,047	867,840
Tangible Capital Asset Write Downs	-	-	-	-	-	-
Tangible Capital Asset Amortization	428,851	741,970	2,187,689	-	8,880	3,477,484
Net Loss on Sale of Tangible Capital Asset	1,273	-	564,726	-	-	505,751
Interest and Other Bank Charges	360,916	-	-	-	-	-
Interest on Long Term Debt	-	-	-	-	-	-
One-time Initiatives	639,642	-	23,269	-	71,430	55,193
Third Party Works	-	-	1,057,929	-	-	-
	13,810,885	27,208,900	8,271,338	4,424,427	4,855,080	26,524,809
ANNUAL SURPLUS/(DEFICIT)	(13,133,420)	(25,418,358)	(6,328,535)	(760,388)	2,578,654	(16,153,090)

Golf	Unallocated	Total	WATER UTILITY FUND	SEWER UTILITY FUND	CEMETERY FUND	TRANSIT BLUE BUS	2012	2011
-	54,650,242	54,650,242	-	-	-	-	54,650,242	54,193,139
1,057,294	2,070,000	18,063,453	10,109,086	9,735,212	630,159	-	38,537,910	36,210,103
-	-	6,733,701	-	-	-	-	6,733,701	5,077,848
-	3,053,189	3,867,467	-	-	207,266	-	4,074,733	4,192,107
-	-	1,354,917	-	-	-	-	1,354,917	1,314,133
-	-	-	-	-	-	13,963,110	13,963,110	13,700,175
-	-	-	-	400,000	-	-	400,000	977,148
-	-	971,414	798,137	819,157	10,175	-	2,598,883	6,275,281
-	-	1,069,833	-	-	-	-	1,069,833	1,171,720
7,943	1,949,331	1,957,274	-	1,916	84,590	-	2,043,780	982,877
-	2,646,250	2,646,250	-	-	-	-	2,646,250	151,000
-	-	-	-	-	-	-	-	1,463,420
1,065,237	64,369,012	91,314,551	10,907,223	10,956,285	932,190	13,963,110	128,073,359	125,708,951
377,794	-	53,345,244	1,403,311	1,182,657	413,113	10,017,426	66,361,751	65,185,752
335,300	-	15,606,774	3,803,616	6,294,170	105,673	3,735,422	29,545,655	27,475,280
-	-	451,586	-	-	3,561	48,874	504,021	407,946
80,984	-	1,604,316	483,220	289,636	35,626	161,388	2,574,186	3,003,188
-	-	795,258	-	-	-	-	795,258	730,545
-	-	380,498	-	-	-	-	380,498	366,180
-	-	1,040,624	-	-	-	-	1,040,624	967,940
28,549	-	2,568,763	176,827	1,306,303	19,675	-	4,071,568	2,738,967
-	-	-	-	-	-	-	-	-
113,881	-	6,958,755	2,711,908	4,268,093	40,525	-	13,979,281	13,629,993
25,242	-	1,096,992	108,542	67,156	-	-	1,272,690	584,418
-	-	360,916	-	-	-	-	360,916	333,656
-	-	-	290,166	-	-	-	290,166	372,337
-	-	789,534	-	-	-	-	789,534	359,649
-	-	1,057,929	-	-	-	-	1,057,929	1,179,249
961,750	-	86,057,189	8,977,590	13,408,015	618,173	13,963,110	123,024,077	117,335,100
103,487	64,369,012	5,257,362	1,929,633	(2,451,730)	314,017	-	5,049,282	8,373,851

FINANCIAL STATEMENTS

SCHEDULE 2: TANGIBLE CAPITAL ASSET CONTINUITY SCHEDULE

For the year ended December 31, 2012

	Land	Land Improvements	Buildings	Machinery, Furniture, and Equipment
COST				
Opening Balance (Note 2)	97,249,064	24,082,947	81,725,529	11,448,578
Add: Additions	10,889,785	1,402,591	638,501	1,346,253
Less: Disposals	-	(833,645)	-	(594,412)
Closing Balance	108,138,849	24,651,893	82,364,030	12,200,419
ACCUMULATED AMORTIZATION				
Opening Balance	-	12,010,363	20,640,733	5,703,702
Add: Amortization	-	886,339	2,166,772	1,204,854
Less: Accumulated Amortization on Disposals	-	(338,252)	-	(587,409)
Closing Balance	-	12,558,450	22,807,505	6,321,147
NET BOOK VALUE, YEAR END 2012	108,138,849	12,093,443	59,556,525	5,879,272

¹ Additions to Assets Under Construction are shown net of transfers to other Tangible Capital Asset categories.

SCHEDULE 2 - Continued

Vehicles	Infrastructure			Assets Under Construction	2012 Total
	Streets	Water	Sanitary Sewer		
13,679,670	78,908,936	133,617,770	211,811,847	2,898,196	655,422,537
733,291	4,086,931	1,800,878	1,617,221	568,330 ¹	23,083,781
(507,611)	(1,063,178)	(323,539)	(152,072)	-	(3,474,457)
<u>13,905,350</u>	<u>81,932,689</u>	<u>135,095,109</u>	<u>213,276,996</u>	<u>3,466,526</u>	<u>675,031,861</u>
8,157,119	29,635,616	49,362,267	118,286,974	-	243,796,774
994,848	1,781,863	2,711,156	4,233,449	-	13,979,281
(460,494)	(515,699)	(214,997)	(84,916)	-	(2,201,767)
<u>8,691,473</u>	<u>30,901,780</u>	<u>51,858,426</u>	<u>122,435,507</u>	<u>-</u>	<u>255,574,288</u>
<u>5,213,877</u>	<u>51,030,909</u>	<u>83,236,683</u>	<u>90,841,489</u>	<u>3,466,526</u>	<u>419,457,573</u>

FINANCIAL STATEMENTS

SCHEDULE 3: TANGIBLE CAPITAL ASSET CONTINUITY SCHEDULE (Prior Year)

For the year ended December 31, 2011

	Land	Land Improvements	Buildings	Machinery, Furniture, and Equipment
COST				
Opening Balance (Note 2)	97,209,064	21,818,692	79,642,776	11,611,383
Add: Additions	40,000	2,956,403	2,659,813	1,259,559
Less: Disposals	-	(692,148)	(577,060)	(1,422,364)
Closing Balance	97,249,064	24,082,947	81,725,529	11,448,578
ACCUMULATED AMORTIZATION				
Opening Balance	-	11,466,925	19,092,592	5,952,190
Add: Amortization	-	802,124	2,059,915	1,167,450
Less: Accumulated Amortization on Disposals	-	(258,686)	(511,774)	(1,415,938)
Closing Balance	-	12,010,363	20,640,733	5,703,702
NET BOOK VALUE, YEAR END 2011	97,249,064	12,072,584	61,084,796	5,744,876

¹ Additions to Assets Under Construction are shown net of transfers to other Tangible Capital Asset categories.

SCHEDULE 3 - Continued

Vehicles	Infrastructure			Assets Under Construction	2011 Total
	Streets	Water	Sanitary Sewer		
13,571,867	75,082,678	129,336,109	209,738,437	5,572,545	643,583,551
513,632	3,877,376	4,816,820	2,644,762	(2,674,349) ¹	16,094,016
(405,829)	(51,118)	(535,159)	(571,352)		(4,255,030)
<u>13,679,670</u>	<u>78,908,936</u>	<u>133,617,770</u>	<u>211,811,847</u>	<u>2,898,196</u>	<u>655,422,537</u>
7,468,066	28,424,207	46,889,761	114,543,652	-	233,837,393
1,101,654	1,541,425	2,813,824	4,143,601	-	13,629,993
(412,601)	(330,016)	(341,318)	(400,279)	-	(3,670,612)
<u>8,157,119</u>	<u>29,635,616</u>	<u>49,362,267</u>	<u>118,286,974</u>	<u>-</u>	<u>243,796,774</u>
<u>5,522,551</u>	<u>49,273,320</u>	<u>84,255,503</u>	<u>93,524,873</u>	<u>2,898,196</u>	<u>411,625,763</u>

FINANCIAL STATEMENTS

NOTES TO FINANCIAL STATEMENTS

For the Year Ended December 31, 2012

1. OPERATIONS

The District of West Vancouver was incorporated in 1912 under the Local Government Act of British Columbia. The District's principal activity is the provision of local government services to residents of the incorporated area. These include administrative, protective, transportation, environmental, recreational, water and sanitary services.

2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements of the District have been prepared in accordance with Canadian public sector accounting standards, as prescribed by the Public Sector Accounting Board ("PSAB") of the Canadian Institute of Chartered Accountants.

The significant accounting policies are summarized below:

(a) Basis of Presentation

The financial statements reflect the assets, liabilities, revenues, expenses, and changes in financial position of the District including the West Vancouver Municipal Library and the West Vancouver Police Department.

(b) Basis of Accounting

The District follows the accrual method of accounting for revenues and expenses. Revenues are recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods and services and/or the creation of a legal obligation to pay.

(c) Revenue Recognition

Taxation

Annual levies for non-optional District services and general administrative services are recorded as General Taxation in the year to which they relate. Levies imposed by other taxing authorities are not included in these financial statements.

Long-Term Prepaid Lease

Prepaid lease payments received by the District are included on the Statement of Financial Position as Deferred Revenue and Deposits. Revenue is recognized on a straight line basis over the term of the lease.

Deferred Revenue and Deposits

Deferred revenue consists of prepaid property taxes, prepaid business licenses, and fees.

(d) Non-Financial Assets

Non-financial assets are held for use in the provision of goods and services but are not available to discharge existing liabilities. These assets may have a useful life extending beyond the current year and are not intended for sale in the ordinary course of operations.

Intangible assets, such as water rights and mineral resources, are not recorded in the financial statements.

(i) Tangible Capital Assets (Schedule 2 and 3)

Tangible capital assets are recorded at cost, which includes amounts that are directly attributable to acquisition, construction, development or betterment of the assets. The cost, less residual value, of the tangible capital assets, excluding land, are amortized on a straight line basis over their estimated useful life as follows:

Type	Major Asset Category	Useful Life Range (Years)
General	Land	n/a
	Land Improvements	10 - 50
	Buildings	30 - 100
	Machinery, Furniture, & Equipment	4 - 15
	Vehicles	5 - 15
Infrastructure	Streets	10 - 100
	Water	10 - 100
	Sewer	10 - 100

Amortization is charged over the asset's useful life commencing when the asset is acquired. Assets under construction are not amortized until the asset is available for use.

The District owns a number of works of art and historical treasures including sculptures, paintings and reproductions, mosaics, totem poles, and monuments. These works of art have an approximate market value of \$2.5 million. These assets are not included as part of tangible capital assets.

Contributed tangible capital assets are recognized at fair market value at the date of contribution. No contributed assets have been received during the year (2011 - \$0). Where an estimate of fair market value cannot be made, the tangible capital asset is recognized at nominal value. Land is the only category where nominal values are assigned.

(ii) Inventory

Inventories are recorded at the lower of cost and net realizable value. Cost is determined using the weighted average cost basis.

(e) Post Employment Benefits

The District and its employees make contributions to the Municipal Pension Plan. The District's contributions are expenses as incurred.

Post-employment benefits also accrue to the District's employees. The liabilities related to these benefits are actuarially determined based on services and best estimates of retirement ages and expected future salary and wage increases. The liabilities under these benefits plans are accrued based on projected benefits as the employees render services necessary to earn the future benefits.

(f) Use of Estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the recorded amounts of assets, liabilities, revenues, expenses, and contingent liabilities. Those areas requiring the use of estimates include: 1) employee future benefits payable, 2) provisions for contingencies, and 3) the useful lives of Tangible Capital Assets. If actual results differ, adjustments are reflected on subsequent financial statements.

(g) Debt

Debt is recorded net of principal repayments and actuarial adjustments.

(h) Investments

Investments are recorded at cost. The carrying value of investments is reduced if, in management's opinion, there is a decline in value that is other than temporary.

NOTES TO FINANCIAL STATEMENTS (continued)

For the Year Ended December 31, 2012

(i) Development Cost Charge Revenue

Development cost charges are restricted by legislation or by agreement with external parties to expenditures on capital infrastructure. These amounts are deferred upon receipt and recognized as revenue when the expenditures are incurred in accordance with the restrictions.

(j) Government Transfers

Restricted transfers from government are deferred and recognized as revenue in the year in which the related expenses are incurred. Unrestricted transfers are recognized as revenue when received.

(k) Segment Disclosure

A segment is defined as a distinguishable activity or group of activities of a government for which it is appropriate to separately report financial information. The District has provided definitions of segments used by the District as well as financial information in segment format (Schedule 1).

3. INVESTMENTS

	2012	2011
Federal Bonds and Notes Interest rates from 0.94% to 4.20% Maturity dates from 2012 to 2013	–	21,765,512
Provincial Bonds and Notes Interest rates from 1.71% to 4.20% Maturity dates from 2013 to 2020		16,497,969
Schedule One Bank Notes Interest rates from 2.17% to 6.17% Maturity dates from 2012 to 2023	633	34,027,467
Municipal Finance Authority of BC Investment pools, Variable interest rates		
Money Market Fund	7,344,926	8,913
Bond Fund	47,020,629	8,427
Intermediate Fund	19,753,365	6,792
Accrued Interest	–	262,020
	74,119,553	72,577,100
Less: Trust funds (Note 16)	(5,238,801)	(5,088,600)
	68,880,752	67,488,500

Interest earned by investments for the year ended December 31, 2012 totalled \$3,241,911 (2011 - \$1,600,310).

4. INVESTMENT IN LAND HELD FOR SALE

Investment includes land acquisition costs and capitalized land improvements which are valued at the lower of cost or net realizable value.

5. EMPLOYEE FUTURE BENEFITS PAYABLE

Employees are entitled to earned benefits related to non-vested sick leave, vacation at retirement, and retirement allowances. Employees may also defer sick leave gratuity payments.

The liabilities reported in the financial statements are based on an actuarial valuation as at September 1, 2010. The significant actuarial valuation assumptions adopted in measuring the District's accrued benefit liabilities for post employment benefits are as follows:

	2012	2011
Discount rate	3.50%	3.50%
Expected future inflation rate	2.50%	2.50%
Expected wage increases	2.58% to 4.63%	2.58% to 4.63%
Estimated average remaining service life	12 years	12 years

Employee future benefits payable as at December 31 are as follows:

	2012	2011
Non-vested sick leave	1,476,200	1,471,900
Vacation at retirement	623,600	579,700
Retirement allowance	911,600	860,200
Sick leave gratuity pay	1,075,600	1,200,000
	4,087,000	4,111,800
Unamortized actuarial loss	-	(405,203)
	4,087,000	3,706,597

The continuity of the District's employee future benefits payable is as follows:

	2012	2011
Accrued benefit obligation, beginning of year	4,111,800	3,587,100
Current service costs	397,800	342,200
Interest costs	153,100	169,100
Plan Amendments	(307,547)	-
Actual benefits paid	(165,731)	(246,759)
	4,189,422	3,851,641
Actuarial (gain) loss arising in the period	(102,422)	260,159
Accrued benefit obligation, end of year	4,087,000	4,111,800
Unamortized actuarial loss	-	(405,203)
	4,087,000	3,706,597

6. DEFERRED REVENUE AND DEPOSITS

	2012	2011
Long-Term Prepaid Lease	14,372,241	14,500,000
Prepaid Taxes	6,593,214	6,318,014
Deposits	10,141,877	10,499,186
Memberships, Fees, and Other Revenues	5,129,621	4,245,573
	36,236,953	35,562,733

Deferred Revenue and Deposits are short term in nature with the exception of the Long-Term Prepaid Lease which will be recognized as revenue over the 125-year term of the lease (Note 12 (d)).

NOTES TO FINANCIAL STATEMENTS (continued)

For the Year Ended December 31, 2012

7. DEFERRED DEVELOPMENT COST CHARGES

These funds are restricted to the purposes for which they were collected from developers. Separate accounts hold funds that are to be used for underground wiring, waterworks infrastructure, drainage, roads, and parks and open space projects in specific areas. Expenditures require budgetary authorization within the purposes authorized in the establishing bylaws. The deferred development cost charges are the District's only restricted revenues.

Continuity of Deferred Development Cost Charges:

	Opening Balances	Current Receipts	Interest Earned	Amounts Spent	Closing Balance
General Fund					
Highways	5,256,975	27,545	246,144	-	5,530,664
Underground Wiring	1,287,788	17,640	60,552	-	1,365,980
Parks and Open Space	8,579,771	704,180	417,118	-	9,701,069
	15,124,534	749,365	723,814	-	16,597,713
Water Utility Fund	358,881	96,822	19,021	-	474,724
Sewer Utility Fund	4,051,644	93,330	182,051	(400,000)	3,927,025
	19,535,059	939,517	924,886	(400,000)	20,999,462

8. DEBT

The rates of interest on the principal amount of the MFA debentures vary between 4.17% and 4.90% per annum.

The District issues debt instruments through the MFA pursuant to security issuing bylaws under authority of the Community Charter to finance certain capital expenditures.

Outstanding Debt

	2012	2011
Various Infrastructure Loans	11,600,000	11,600,000
Repayments and actuarial adjustments	(2,439,123)	(1,873,876)
	9,160,877	9,726,124

Repayments of debt required in the next five years and thereafter are as follows:

	TOTAL
2013	588,456
2014	612,623
2015	637,788
2016	663,993
2017	691,280
2018 - 2029	5,966,737
	9,160,877

9. ACCUMULATED SURPLUS

Accumulated surplus is represented by:

	2012	2011
Unappropriated Surplus	(29,949,763)	1,336,614
Reserve Funds (Note 10)	38,226,443	37,208,252
	8,276,680	38,544,866
Investment in Non-Financial Assets	411,275,949	402,894,033
Capital to be Financed in Future Years	-	(26,935,552)
	411,275,949	375,958,481
	419,552,629	414,503,347

The unappropriated surplus is the amount of accumulated surplus remaining after deducting the various appropriated surplus balances and the investment in non-financial assets. It is available to temporarily finance specific operations until planned revenues are received. The unappropriated surplus may also be used for other operating or capital purposes as determined by Council.

Reserve funds represent a portion of the accumulated surplus that has been set aside by Council for specified purposes. In the normal course of operations, these funds will be used to finance the services or capital projects for which they have been appropriated.

Investment in non-financial assets represents the net book value of the District's non-financial assets less any related debt. In the normal course of operations, non-financial assets will be consumed/used to provide services and debt will be repaid by future tax revenues.

10. RESERVE FUNDS

Individual statutory and non-statutory reserve funds have restrictions and conditions as follows:

Statutory Funds

(a) Endowment Reserve

The Endowment Fund is subject to a minimum threshold as established in District's Endowment Fund Bylaw and adjusted annually for inflation using the annual Provincial Consumer Price Index. It can be used for capital projects, the acquisition of real property, or to reduce outstanding debt. Currently, it is earmarked for major projects in the Districts Long-Term Capital Plan. The amount of the threshold at December 31, 2012 is \$21,530,196 (2011 - \$21,438,187). The balance in the fund is \$23,908,266 at December 31, 2012 (2011 - \$25,794,502).

(b) Capital Facilities Reserve

The Capital Facilities Reserve is designated for major capital acquisitions and projects. It receives annual transfers from the General Fund.

Non-Statutory Reserves

(c) Infrastructure Reserve

This fund is designated for ongoing maintenance and replacements of existing infrastructure. It receives annual transfers from the General Fund.

NOTES TO FINANCIAL STATEMENTS *(continued)*

For the Year Ended December 31, 2012

(d) Capital Reserves

Capital Reserves are intended for capital projects generally and may be expended within general budgetary authority.

(e) Amenity Contributions Reserve

Developer contributions received by the District for the purpose of improving the quality of life in the Community accumulate in the Amenity Contributions Reserve. Funds may be secured under the Local Government Act, as a term of the sale of District owned land or by other means and fall within a broad range of categories.

(f) Operating Reserves

Operating Reserves are intended for one-time operating expenditures that may occur from time to time and may be expended within general budgetary authority.

(g) Golf Development Reserve

Net revenues/expenses from golf operations are transferred to/from this fund annually. These funds are designated for golf course development generally and may be expended within general budgetary authority.

(h) Sewer Capital Reserve

The funds may be used for infrastructure capital expenditures related to sewer or to reduce outstanding sewer debt.

(i) Cemetery Development Fund

Net revenues/expenses from cemetery operations are transferred to/from this fund annually. These funds are for cemetery development generally and may be expended within general budgetary authority.

(j) District Lands Stewardship Account

Expenses related to the development, servicing, and marketing of surplus lands are accumulated in this fund. Upon disposition proceeds from the sale of surplus lands are used to reimburse the fund.

As the development of the 1300 block of Marine Drive and Public Safety Building projects continue to progress, the District Lands Stewardship account will be the vehicle used to manage and account for this initiative.

At December 31, 2012, there were no funds in the District Lands Stewardship Account (2011 - nil).

Continuity of Reserve Funds is as follows:

	Opening Balance	Transfers to Reserves	Interest Earned	Transfers to Unappropriated Surplus	Closing Balance
General Fund					
Endowment Reserve	25,794,502	322,363	1,134,079	(3,342,678)	23,908,266
Capital Facilities Reserve	36,657	1,233,901	17,242	(568,795)	719,005
Infrastructure Reserve	1,935,595	6,017,771	-	(6,602,850)	1,350,516
Capital Reserves	3,647,857	1,132,422	37,057	(650,851)	4,166,485
Amenity Contributions Reserve	1,318,986	2,646,250	88,026	(14,377)	4,038,885
Operating Reserves	2,296,516	595,072	25,824	(835,355)	2,082,057
Golf Development Reserve	191,120	-	7,943	(42,048)	157,015
	35,221,233	11,947,779	1,310,171	(12,056,954)	36,422,229
Sewer Capital Reserve	41,022	-	1,916	-	42,938
Cemetery Development Fund	1,945,997	-	84,590	(269,311)	1,761,276
	37,208,252	11,947,779	1,396,677	(12,326,265)	38,226,443

11. COMMITMENTS AND CONTINGENCIES

(a) Legal Actions

The District is currently involved in certain legal actions. Financial implications of potential claims against the District, resulting from such litigation and not covered by insurance, are accrued to the extent that amounts can be reasonably estimated. Otherwise such claims are recognized in the year in which a definitive obligation is determined.

(b) Municipal Pension Plan

The District and its employees contribute to the Municipal Pension Plan (the Plan), a jointly trustee pension plan. The board of trustees, representing plan members and employers, is responsible for overseeing the management of the Plan, including investment of the assets and administration of benefits. The Plan is a multi-employer contributory pension plan. Basic pension benefits provided are defined. The Plan has about 176,000 active members and approximately 67,000 retired members. Active members include approximately 35,000 contributors from local governments.

The most recent actuarial valuation as at December 31, 2009 indicated a \$1,024 million funding deficit for basic pension benefits. The next valuation will be as of December 31, 2012 with results available in 2013. Defined contribution plan accounting is applied to the Plan as the Plan exposes the participating entities to actuarial risks associated with the current and former employees of other entities, with the result that there is no consistent and reliable basis for allocating the obligation, Plan assets and cost to individual entities participating in the Plan. The District paid \$5,241,239 (2011 - \$4,980,097) for employer contributions to the Plan in fiscal 2012.

NOTES TO FINANCIAL STATEMENTS (continued)

For the Year Ended December 31, 2012

12. LONG-TERM LEASES

The District has entered into agreements related to the lease of District property for periods from 30 to 125 years. Lease proceeds are recognized on a systematic basis over the term of the leases.

(a) 14th Street - Duchess to Esquimalt, Amblevue Place Housing Co-Operative

Included in Other Trust Funds (Note 16) are lease payments received related to District-owned land. These amounts will not be available to the District until the end of the lease period, February 28, 2047. Upon expiration of the lease, the District has committed to pay to the lessee an amount equal to the sum of the then value of the principal shares held by the members of the co-operative. This payment is anticipated to be less than the cumulative deferred proceeds at the termination of the lease.

The premises will revert to the District upon the expiration of the term.

Proceeds are to be received in annual amounts varying from \$5,040 to \$20,160 (currently \$8,190) until the year 2047. At December 31, 2012 the cumulative amount deferred totalled \$303,834 (2011 - \$290,925).

(b) 320 Taylor Way

The District receives annual lease proceeds of \$125,000 (plus an adjustment for inflation starting in 1999) to the year 2087. The net proceeds are transferred to the Endowment Fund.

(c) Community Centre

The District leases 19,529 square feet of custom designed space at the West Vancouver Community Centre under a long-term lease agreement to Vancouver Coastal Health Authority. The lease commenced May 1, 2009 with the following terms:

Term - 30 years, with one 10 year renewal option

Annual rentals are as follows:

Years 1 to 10 - \$629,810 or \$32.25 per square foot

Years 11 - 20 - \$744,250 or \$38.11 per square foot

Years 21 - 30 - \$995,002 or \$50.95 per square foot

plus a proportionate share of defined operating and maintenance costs

Certain other spaces in the Community Centre are covered by commercial third party rental and leasing agreements with varying terms.

(d) Wetmore Lands

In 2011, the District entered into an agreement with Pacific Arbour Retirement Communities to develop land at the northwest corner of Marine Drive and 22nd Street, known as the Wetmore Lands. Under the agreement, Pacific Arbour prepaid \$14.5 million for a 125-year lease of the property and paid the District \$500,000 towards the development of a park adjacent to the property. The lease proceeds were received in 2011 at the conclusion of a public consultation process and after rezoning and development approvals had been obtained.

13. TAXATION AND UTILITY USER FEE REVENUES

	2012	2012	2011
	Budget	Actual	Actual
Collection for District Purposes			
General Taxation	53,722,288	53,693,494	53,201,260
Payments in Lieu of Taxes	908,960	928,749	961,149
Specified Area Levies	28,100	27,999	30,730
	<u>54,659,348</u>	<u>54,650,242</u>	<u>54,193,139</u>
Recycling Fees and Charges	1,539,600	2,208,277	1,554,832
Solid Waste Disposal Fees	2,198,700	1,455,762	2,037,471
Water Utility Fees	10,500,200	10,109,086	9,264,107
Sewer Utility Fees	10,387,800	9,735,212	9,140,919
	<u>79,285,648</u>	<u>78,158,579</u>	<u>76,190,468</u>

Collection for Other Agencies

The following amounts collected on behalf of other taxing authorities are not included on the District's Statement of Operations:

Province of BC School Taxes			
Residential		32,289,226	29,211,953
Non-residential		6,296,719	6,088,130
		<u>38,585,945</u>	<u>35,300,083</u>
Regional Transit		10,242,723	9,623,589
BC Assessment Authority		1,809,604	1,635,101
Regional District		1,700,697	1,691,063
Municipal Finance Authority		5,910	5,145
		<u>52,344,879</u>	<u>48,254,981</u>

14. SEGMENTED REPORTING

The District is a diversified municipal government institution that provides a wide range of services to its citizens. For management reporting purposes, the activities are organized and reported by Fund. These Funds include General, Water, Sewer, Cemetery, and the District Lands Stewardship Fund. They were created to attain certain objectives in accordance with special regulations, restrictions, or limitations.

Following are the activities/services provided by each of the segments reported on:

GENERAL FUND

General Government

Finance and Administration functions of the District include: Support to Council, Legislative Services, Communications, Cultural Services, Environment Services, Emergency Program, Human Resources, Payroll Services, Taxes and Utilities, Information Technology, Purchasing and Risk Management, and Facilities and Asset Management.

Public Safety

Law enforcement and protection of persons and property by the Police Department and Fire and Rescue Services.

NOTES TO FINANCIAL STATEMENTS (continued)

For the Year Ended December 31, 2012

Engineering and Transportation

Maintenance of streets, roads and sidewalks; street and traffic signs, signals and lighting; snow removal and sanding.

Solid Waste

Administration of contracted services for the collection and disposal of the following: household garbage, yard trimmings, and recyclables.

Planning, Lands and Permits

Community and land use planning; development issues including the processing of rezoning applications, development permits and development variances; building permit review and inspections; bylaw services.

Recreation and Library

Development and maintenance of the District's open spaces, parks, and other landscaped areas; nursery operation; maintenance and operation of recreational facilities; development and provision of recreational programs; operation of District Library, Museums, and Archives.

Golf

Operation of the Ambleside Par 3 Golf Course and the Gleneagles Golf Course at Horseshoe Bay.

WATER UTILITY FUND

Development of the water source at Eagle Lake (including a local membrane treatment facility) and distribution of water to residents from both Eagle Lake and Metro Vancouver.

SEWER UTILITY FUND

Provision of sanitary sewer collection and storm drainage management includes by providing and maintaining: pipes, manholes, culverts, and sewage lift stations. Sewage treatment is provided by Metro Vancouver.

CEMETERY FUND

Operation of the Capilano View Cemetery.

TRANSIT BLUE BUS

Operation of the Blue Bus transit services are contracted to the District and completely funded by Translink.

The attached Schedule 1, "Segment Information - Revenues by Type and Expenses by Object", presents revenues and expenses for each of the segments noted above. Only direct revenues and expenses are reflected within individual segments. Other revenues (notably property taxation) and expenses not directly arising within specific segments have been shown separately as "Unallocated".

15. 2012 BUDGET ADJUSTMENTS

The budget amounts presented throughout these financial statements are based on the Budget (referred to as the Financial Plan in the legislation) approved by Council on April 2, 2012, with the exception of the budgets for tangible capital asset related expenses (amortization, write-downs and loss on disposal). The budgets for the tangible capital asset expenses are deemed to be equal to actual expenses. This exception was made in order to improve the comparability of the budget amounts with the actual amounts given that these items are non-cash and accordingly are not required to be funded under the legislation.

The table below shows the adjustments made to the 2012 Budget values with the addition of the budgets for tangible capital asset expenses. The Adjusted Budget values are then comparable to the 2012 actual values, and are the budget values shown in the Statement of Operations and the Statement of Net Debt.

	Original	2012 Budget Adjustment for TCA ¹	As Presented on Financial Statements
Statement of Operations			
Revenues	122,881,038	-	122,881,038
Expenses			
General Government	13,305,761	430,124	13,735,885
Public Safety	26,808,643	741,970	27,550,613
Engineering and Transportation	5,289,661	2,752,415	8,042,076
Solid Waste	3,995,200	-	3,995,200
Planning, Lands and Permits	4,606,710	8,880	4,615,590
Recreation and Library	21,984,024	3,983,235	25,967,259
Golf	877,600	139,123	1,016,723
Water Utility	6,301,500	2,820,450	9,121,950
Sewer Utility	7,737,800	4,335,249	12,073,049
Cemetery	576,973	40,525	617,498
Transit	14,296,294	-	14,296,294
	105,780,166	15,251,971	121,032,137
Annual Surplus	17,100,872 ²	(15,251,971)	1,848,901
Statement of Change in Net Financial Assets (Net Debt)			
Annual Surplus	17,100,872	(15,251,971)	1,848,901
Tangible Capital Assets	(31,452,201)	15,251,971	(16,200,230)
Decrease in Net Debt	(14,351,329)	-	(14,351,329)

¹ Tangible Capital Asset expenses including amortization, write-downs, and loss on disposals.

² Net internal administration charges, debt transactions, capital transactions, and transfers to reserves included in operating budget.

NOTES TO FINANCIAL STATEMENTS (continued)

For the Year Ended December 31, 2012

16. TRUST FUNDS

The Cemetery Care Fund is restricted by legislation as to principal amount; interest earnings are available for ongoing maintenance of cemetery grounds as required. Other Trust Funds include funds for various Senior's clubs, community projects, and library bequests.

	2012	2011
Cemetery Care Trust Fund		
Balance, Opening	4,376,943	4,245,623
Additions during year		
Contributions received	122,595	131,320
Interest Earned	207,266	115,542
	4,706,804	4,492,485
Transfer to Cemetery Operations	(207,266)	(115,542)
Balance, Closing	4,499,538	4,376,943
Other Trust Funds	739,263	711,657
	5,238,801	5,088,600

17. MEMBERSHIP IN E-COMM EMERGENCY COMMUNICATIONS FOR SOUTHWEST BC INCORPORATED (E-Comm)

The District is a member of E-Comm, an organization comprised predominantly of member municipalities, for the purpose of providing emergency and dispatch services. The District is represented on the Board and as a Class "A" shareholder has voting rights should the organization want to incur debt.

The E-Comm facility was constructed using debt as a financing mechanism. Members are liable for their proportionate share of that debt with debt being repaid by members through annual fees charged by E-Comm. Should E-Comm dissolve, members would be liable for a proportionate share of any residual debt. Alternatively should a member choose to opt out of E-Comm they would be liable for a proportionate share of the debt at the time of withdrawal. The District holds two Class "A" shares and one Class "B" share.

18. COMPARATIVE FIGURES

Certain of the comparative figures have been reclassified to conform to the financial statement presentation adopted in the current year.

SUPPLEMENTARY INFORMATION

Five-Year Financial and Statistical Review

YEAR ENDED DECEMBER 31, 2012

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SUPPLEMENTARY INFORMATION

Five-Year Financial and Statistical Review

Growth Indicators

	2012	2011	2010	2009	2008
POPULATION ESTIMATES					
As estimated by BCStats (July 2012)	44,284	44,123	44,041	43,357	42,915
% Change from prior year	0.36%	0.19%	1.58%	1.03%	0.32%
BUILDING PERMITS/CONSTRUCTION VALUES					
(Source: West Vancouver Building Department)					
Permits Issued					
Building Permits	718	664	618	488	644
Plumbing and Drainage	1,035	915	799	731	960
Electrical	1,060	1,009	930	815	1,018
	<u>2,813</u>	<u>2,588</u>	<u>2,347</u>	<u>2,034</u>	<u>2,622</u>
Residential Units					
Dwellings	153	128	111	64	112
Duplex / Triplex	3	2	1	-	-
Apartment	8	2	-	-	3
	<u>164</u>	<u>132</u>	<u>112</u>	<u>64</u>	<u>115</u>
Construction Values (in millions)					
Residential	313.7	222.2	156.6	93.0	158.7
Commercial	30.8	4.5	7.4	6.0	15.4
Institutional and Other	26.7	6.8	3.2	7.4	3.6
	<u>371.2</u>	<u>233.5</u>	<u>167.2</u>	<u>106.4</u>	<u>177.7</u>
Permit Fees					
Building Permits	3,747,564	2,746,685	1,945,494	1,182,637	1,793,993
Plumbing and Drainage	397,964	243,706	206,279	159,676	246,826
Electrical	676,893	431,382	404,978	367,711	435,547
	<u>4,822,421</u>	<u>3,421,773</u>	<u>2,556,751</u>	<u>1,710,024</u>	<u>2,476,366</u>
Inspections Performed					
Building Permits	4,602	4,088	4,081	4,045	4,768
Plumbing and Drainage	5,059	4,433	4,002	3,444	4,250
Electrical	2,777	2,258	2,254	2,014	2,030
	<u>12,438</u>	<u>10,779</u>	<u>10,337</u>	<u>9,503</u>	<u>11,048</u>

SUPPLEMENTARY INFORMATION

Five-Year Financial and Statistical Review

Assessment and Taxation

(Source: West Vancouver Finance Department)

	2012	2011	2010	2009	2008
ASSESSMENTS BY PROPERTY CLASS					
(\$000's)					
Residential	27,300,722	23,626,620	20,606,622	22,284,094	22,102,479
Utilities	9,762	9,175	10,119	10,108	10,108
Major and Light Industry	2,653	2,590	1,031	1,065	1,396
Business	809,633	772,765	780,419	762,642	766,550
Rec/Non-Profit	41,840	35,005	34,799	32,178	32,178
	<u>28,164,610</u>	<u>24,446,155</u>	<u>21,432,990</u>	<u>23,090,087</u>	<u>22,912,711</u>
ANNUAL ASSESSMENT GROWTH					
(\$000's)					
Totals from prior year	<u>20,092,071</u>	<u>17,050,332</u>	<u>18,707,429</u>	<u>18,530,053</u>	<u>15,516,034</u>
Adjustments during year, net	(13,858)	28,600	(2,978)	(3,004)	607
New construction	254,796	394,381	334,302	290,510	278,743
Market valuation changes	<u>3,477,515</u>	<u>2,618,758</u>	<u>(1,988,421)</u>	<u>(110,130)</u>	<u>2,734,669</u>
	<u>3,718,453</u>	<u>3,041,739</u>	<u>(1,657,097)</u>	<u>177,376</u>	<u>3,014,019</u>
	<u>23,810,524</u>	<u>20,092,071</u>	<u>17,050,332</u>	<u>18,707,429</u>	<u>18,530,053</u>
TAX RATES BY PROPERTY CLASS					
(\$ per \$1,000 of assessment)					
Residential	1.8145	2.0790	2.3182	2.1100	2.0399
Utilities	9.0255	8.1181	9.3724	9.3130	9.0461
Major and Light Industry	13.2193	13.2193	13.0755	13.0755	12.7008
Business	4.7544	4.9439	4.8353	4.9135	4.7355
Rec/Non-Profit	4.5652	5.2931	5.2667	5.4007	5.2459
TAX REVENUES BY PROPERTY CLASS					
Residential	49,537,150	49,118,657	47,770,616	47,019,659	45,071,358
Utilities	88,108	74,489	94,838	94,134	91,436
Major and Light Industry	35,071	34,238	13,481	13,925	17,730
Business	3,849,357	3,820,492	3,773,580	3,747,207	3,630,018
Rec/Non-Profit	<u>191,010</u>	<u>185,290</u>	<u>183,274</u>	<u>173,782</u>	<u>168,804</u>
	<u>53,700,696</u>	<u>53,233,166</u>	<u>51,835,789</u>	<u>51,048,707</u>	<u>48,979,346</u>

SUPPLEMENTARY INFORMATION

Five-Year Financial and Statistical Review

Assessment and Taxation - continued

	2012	2011	2010	2009	2008
PROPERTY TAX COLLECTIONS					
District of West Vancouver					
General Taxation	53,693,494	53,201,260	51,827,831	51,043,758	48,979,346
Grants in lieu of Taxes	928,749	961,149	935,445	914,507	930,339
Specified Area & LIP levies	27,999	30,730	48,151	232,727	192,379
	<u>54,650,242</u>	<u>54,193,139</u>	<u>52,811,427</u>	<u>52,190,992</u>	<u>50,102,064</u>
Collected on behalf of others -					
School tax - Province of BC	38,585,945	35,300,083	33,606,348	35,037,232	33,984,774
Regional Transit	10,242,723	9,623,589	9,253,786	9,620,923	8,867,049
BC Assessment Authority	1,809,604	1,635,101	1,543,869	1,602,831	1,527,785
Regional District	1,700,697	1,691,063	1,556,569	1,608,212	1,581,108
Municipal Finance Authority	5,910	5,145	4,545	4,870	4,523
	<u>106,995,121</u>	<u>102,448,120</u>	<u>98,776,544</u>	<u>100,065,060</u>	<u>96,067,303</u>

RESIDENTIAL PROPERTIES IN DETAIL

Number of Folios	16,176	16,165	16,137	16,111	16,056
% of Total Folios	95.72%	95.70%	95.71%	95.77%	96.32%
% of Total Assessments	96.93%	96.65%	96.14%	96.51%	96.47%
% of Total Taxation Revenues	92.25%	92.27%	92.16%	92.11%	92.05%

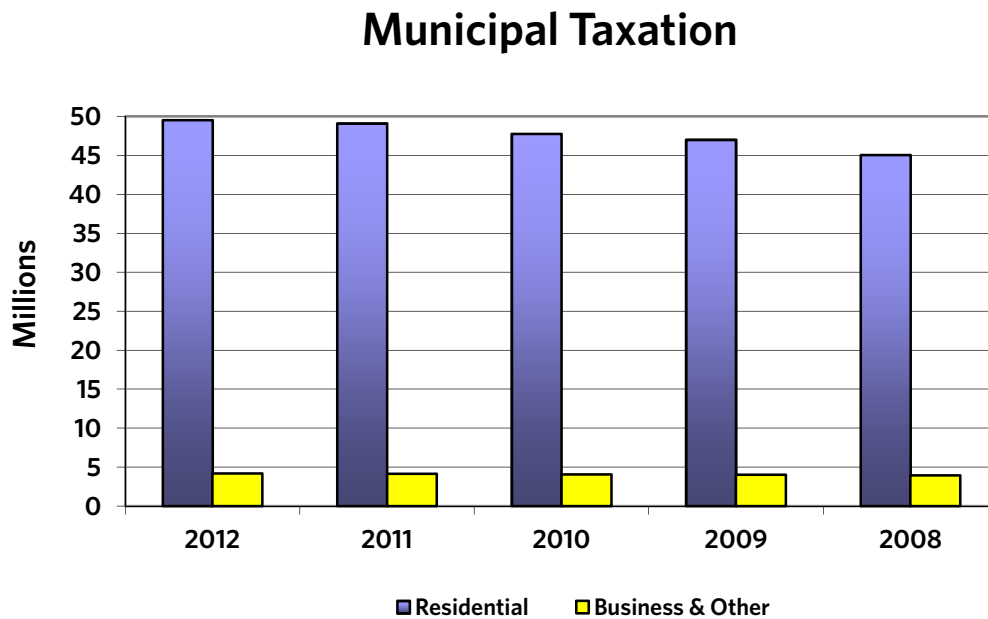
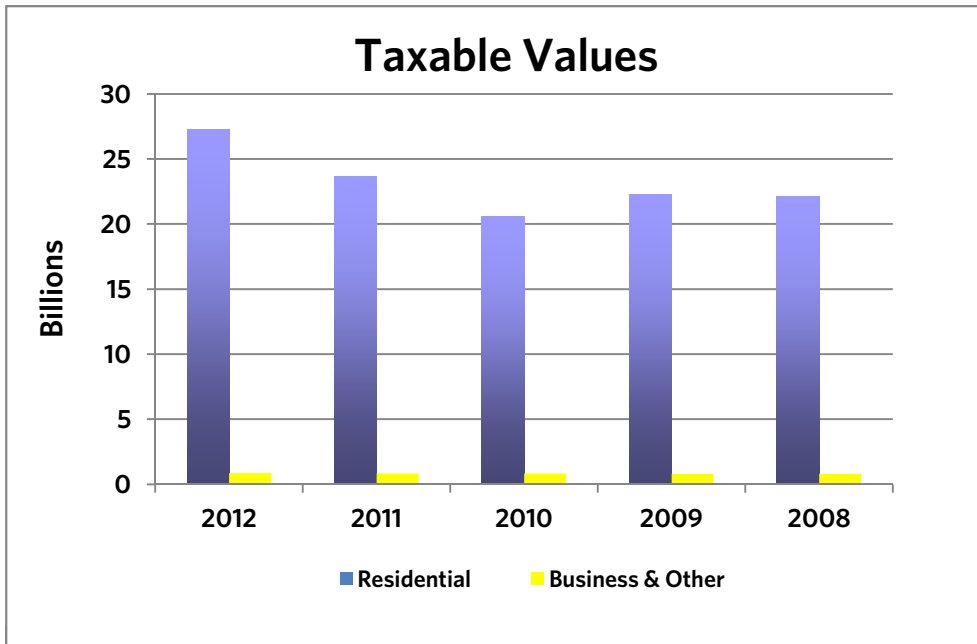
PRINCIPAL CORPORATE TAXPAYERS

Owner	Premises	Municipal Tax
Park Royal Shopping Centre Holdings	Shopping Centre	696,919
British Pacific Properties	Undeveloped Upper Lands	223,521
Hollyburn Properties Ltd.	Highrise Building	145,349
Onni Taylor Way Properties	Multi Family Residential	145,054
Caulfeild Village Shopping Centre	Shopping Centre	125,606
Austeville Properties	Highrise Building	104,001
GH West Vancouver Holdings	Canada Safeway	101,508
Hollyburn Country Club	Recreation Facility	96,000
449691 BC Ltd	Retail / Business Complexes	92,769
Hanover Properties Ltd.	Highrise Building	80,757
Hollyburn Medical Centre	Medical Offices	80,116
Wall Financial Corporation	Highrise Building	77,399
K.A. Ray Limited	Retail / Residential Strata	75,377
Capilano Golf & Country Club	Golf Course	72,796
Kiwanis Seniors Housing Society	Seniors Residential	70,281

SUPPLEMENTARY INFORMATION

Five-Year Financial and Statistical Review

Assessment and Taxation - continued



SUPPLEMENTARY INFORMATION

Five-Year Financial and Statistical Review

Revenues

(Source: West Vancouver Finance Department)

	2012	2011	2010	2009	2008
GENERAL FUND					
ONGOING REVENUES BY CATEGORY					
GENERAL TAXATION	54,650,242	54,193,139	52,811,427	52,190,992	50,115,912
FEES and CHARGES					
Bylaw Fines	612,349	722,607	913,340	668,360	526,859
Fire Service Recoveries	252,779	206,218	367,687	190,020	98,494
Engineering Admin Fees	372,293	345,855	188,546	158,472	271,940
Parks and Recreation	10,376,178	9,236,314	9,226,800	8,795,138	7,847,791
Library	146,762	156,164	161,974	138,353	176,125
Squamish Nation Fee for Service	1,760,258	1,781,887	1,589,889	1,746,157	1,537,491
	<u>13,520,619</u>	<u>12,449,045</u>	<u>12,448,236</u>	<u>11,696,500</u>	<u>10,458,700</u>
LICENCES and PERMITS					
Business Licences	1,127,101	1,030,068	825,804	741,606	735,647
Inspection Permits	4,878,175	3,501,056	2,714,801	1,754,429	2,543,652
Other	728,425	546,724	561,695	425,814	311,308
	<u>6,733,701</u>	<u>5,077,848</u>	<u>4,102,300</u>	<u>2,921,849</u>	<u>3,590,607</u>
OTHER REVENUE					
Property Rentals	1,792,749	1,628,129	1,622,150	1,361,752	964,467
Utility and Transit Admin Fees	455,113	446,090	546,523	189,653	470,507
Investment Interest	647,103	684,202	953,697	399,457	583,587
Tax Penalties and Interest	521,984	511,351	505,542	563,654	505,408
Miscellaneous	1,397,621	1,285,293	1,471,315	1,163,296	2,944,688
	<u>4,814,570</u>	<u>4,555,065</u>	<u>5,099,227</u>	<u>3,677,812</u>	<u>5,468,657</u>
GOVERNMENT GRANTS					
Revenue Sharing	1,092,574	1,045,442	829,240	970,258	864,845
Library	188,668	192,981	184,481	210,555	208,701
Other	73,675	75,710	81,671	89,824	157,076
	<u>1,354,917</u>	<u>1,314,133</u>	<u>1,095,392</u>	<u>1,270,637</u>	<u>1,230,622</u>
TOTAL GENERAL FUND	<u><u>81,074,049</u></u>	<u><u>77,589,230</u></u>	<u><u>75,556,582</u></u>	<u><u>71,757,790</u></u>	<u><u>70,864,498</u></u>

SUPPLEMENTARY INFORMATION

Five-Year Financial and Statistical Review

Revenues - continued

	2012	2011	2010	2009	2008
SUMMARY BY FUND					
ONGOING REVENUES					
General Fund					
General Taxation	54,650,242	54,193,139	52,811,427	52,190,992	50,115,912
Fees and Charges	13,520,619	12,449,045	12,448,236	11,696,500	10,458,700
Licences and Permits	6,733,701	5,077,848	4,102,300	2,921,849	3,590,607
Other Revenue	4,814,570	4,555,065	5,099,227	3,677,812	5,468,657
Government Grants	1,354,917	1,314,133	1,095,392	1,270,637	1,230,622
	<u>81,074,049</u>	<u>77,589,230</u>	<u>75,556,582</u>	<u>71,757,790</u>	<u>70,864,498</u>
Less Administration Fees	(478,500)	(478,500)	(475,000)	(400,000)	(398,600)
	<u>80,595,549</u>	<u>77,110,730</u>	<u>75,081,582</u>	<u>71,357,790</u>	<u>70,465,898</u>
Solid Waste Fees and Revenues	3,664,039	3,592,303	3,413,337	2,205,197	2,244,787
Water Utility Fees and Revenues	10,109,086	9,264,107	9,020,591	7,928,660	6,739,779
Sewer Utility Fees and Revenues	9,735,212	9,140,919	8,758,243	7,438,726	6,574,436
Cemetery Fees and Revenues	837,425	767,976	925,129	880,526	853,176
Golf Fees and Revenues	1,057,294	1,111,295	1,296,996	1,297,535	1,314,215
Transit Reimbursements	13,963,111	13,700,175	13,607,134	12,276,782	11,545,526
Gain on Sale of Land	-	1,463,420	776,152	-	198,739
Land Expropriation Settlement	-	-	6,275,920	-	-
Donation from Developer	2,646,250	151,000	1,000,000	-	-
Development Cost Charges	400,000	977,148	4,220,061	1,183,395	2,420,561
Other Contributions for Capital	2,598,883	6,275,281	5,749,681	2,975,294	4,061,486
2010 Olympic Venue	-	-	393,794	1,483,052	-
Third Party Works	1,069,833	1,171,720	1,597,375	813,317	2,166,982
Interest Earned on Reserves	1,396,677	982,877	1,084,004	1,691,179	1,628,017
	<u>128,073,359</u>	<u>125,708,951</u>	<u>133,199,999</u>	<u>111,531,453</u>	<u>110,213,602</u>

SIGNIFICANT REVENUE RATE STRUCTURES

Based on average residential assessment of	1,732,591	1,498,135	1,305,174	1,421,135	1,412,603
Property taxation -					
Rate increase %	0.00%	1.10%	0.00%	2.95%	3.50%
Municipal portion only	3,143.79	3,114.55	3,025.68	2,998.61	2,881.53
Flat rate utilities -					
(net of applicable discounts)					
Garbage collection	43.75	40.45	37.58	27.50	20.25
Recycling	16.39	16.05	15.35	7.00	14.25

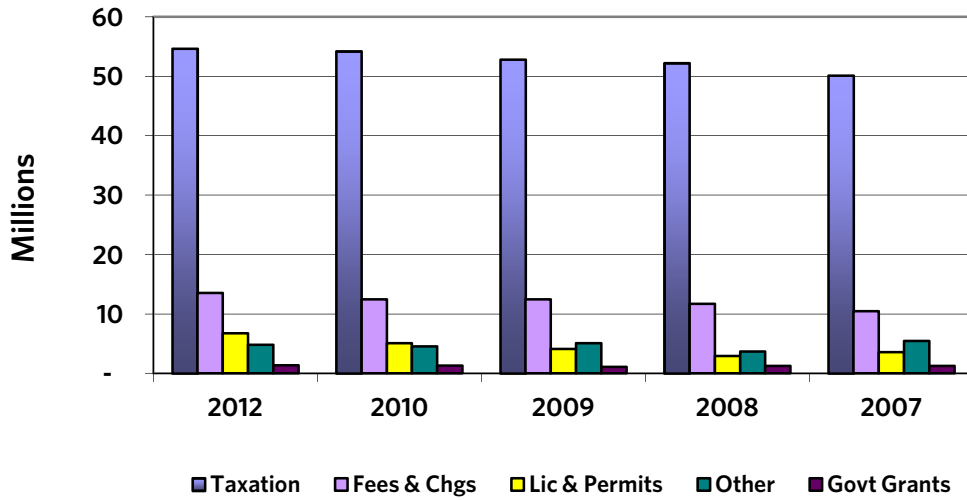
Water and Sewer rates are consumption based and not necessarily comparable from year to year.

SUPPLEMENTARY INFORMATION

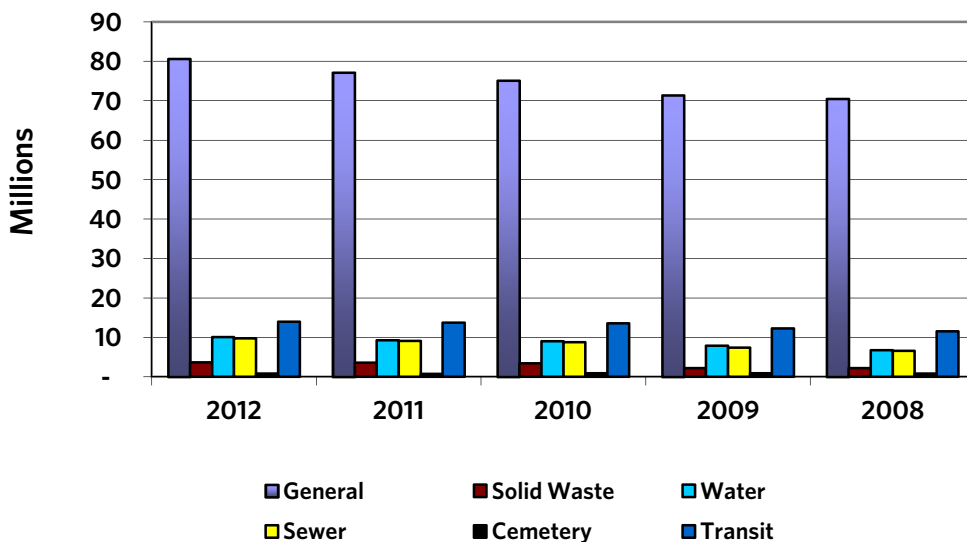
Five-Year Financial and Statistical Review

Revenues - continued

General Revenue Sources



Revenues - All Funds



SUPPLEMENTARY INFORMATION

Five-Year Financial and Statistical Review

Expenses

(Source: West Vancouver Finance Department)

	2012	2011	2010	2009	2008
GENERAL FUND					
ONGOING EXPENSES BY FUNCTION					
Administration					
Mayor and Council	372,893	399,116	375,063	401,464	375,696
Chief Administrative Officer	738,249	679,123	633,221	584,837	442,874
Legislative Services	632,490	669,554	642,150	631,447	724,315
Communications	544,225	474,619	377,197	380,337	359,134
	<u>2,287,857</u>	<u>2,222,412</u>	<u>2,027,631</u>	<u>1,998,085</u>	<u>1,902,019</u>
TCA Amortization and Adjustments	-	-	-	(4,318)	(12,359)
	<u>2,287,857</u>	<u>2,222,412</u>	<u>2,027,631</u>	<u>1,993,767</u>	<u>1,889,660</u>
Culture, Environment and Partnerships					
Deputy CAO	232,553	235,244	215,632	230,106	-
Cultural Services	1,582,541	1,554,234	1,459,011	1,434,823	1,373,363
Environmental Services	52,065	109,054	158,903	182,362	207,049
Emergency Program	319,726	190,003	196,391	193,769	140,212
	<u>2,186,885</u>	<u>2,088,535</u>	<u>2,029,937</u>	<u>2,041,060</u>	<u>1,720,624</u>
TCA Amortization and Adjustments	61,585	397,197	359,412	(4,411)	(11,180)
	<u>2,248,470</u>	<u>2,485,732</u>	<u>2,389,349</u>	<u>2,036,649</u>	<u>1,709,444</u>
Human Resources and Payroll Services					
	1,347,035	1,271,689	1,049,237	971,701	1,010,927
TCA Amortization and Adjustments	-	-	-	(2,100)	(6,569)
	<u>1,347,035</u>	<u>1,271,689</u>	<u>1,049,237</u>	<u>969,601</u>	<u>1,004,358</u>
Financial Services					
Finance	1,440,518	1,720,687	1,262,786	1,045,541	946,193
Taxes and Utilities	338,368	334,289	324,372	295,498	327,026
Information Technology	1,895,934	1,808,816	1,713,825	1,701,472	1,649,801
Purchasing and Risk Management	512,838	258,878	318,354	370,336	486,000
Facilities Management	546,363	589,852	566,116	539,336	284,913
	<u>4,734,021</u>	<u>4,712,522</u>	<u>4,185,453</u>	<u>3,952,183</u>	<u>3,693,933</u>
TCA Amortization and Adjustments	617,127	604,544	863,981	741,684	766,670
	<u>5,351,148</u>	<u>5,317,066</u>	<u>5,049,434</u>	<u>4,693,867</u>	<u>4,460,603</u>
Police					
	13,235,446	13,065,379	12,910,675	12,222,956	11,824,844
TCA Amortization and Adjustments	231,551	293,109	465,518	582,296	583,523
	<u>13,466,997</u>	<u>13,358,488</u>	<u>13,376,193</u>	<u>12,805,252</u>	<u>12,408,367</u>

SUPPLEMENTARY INFORMATION

Five-Year Financial and Statistical Review

Expenses - continued

	2012	2011	2010	2009	2008
Fire & Rescue Services	13,167,996	12,907,148	12,734,431	12,100,463	11,548,711
TCA Amortization and Adjustments	558,911	566,488	690,778	553,103	631,422
	<u>13,726,907</u>	<u>13,473,636</u>	<u>13,425,209</u>	<u>12,653,566</u>	<u>12,180,133</u>
Engineering and Transportation					
Engineering Services	1,002,421	1,065,109	975,583	960,619	1,351,729
Roads and Traffic	2,698,580	2,234,282	2,183,941	2,318,929	2,665,681
	<u>3,701,001</u>	<u>3,299,391</u>	<u>3,159,524</u>	<u>3,279,548</u>	<u>4,017,410</u>
TCA Amortization and Adjustments	3,479,135	3,068,441	3,593,497	2,442,496	3,183,433
	<u>7,180,136</u>	<u>6,367,832</u>	<u>6,753,021</u>	<u>5,722,044</u>	<u>7,200,843</u>
Planning, Lands and Permits					
Planning and Development	1,983,417	1,686,281	1,638,616	1,627,623	1,547,910
Permits and Inspections	1,504,276	1,363,847	1,311,501	1,136,736	1,208,184
Bylaw Enforcement	891,640	897,492	888,928	832,352	780,021
	<u>4,379,333</u>	<u>3,947,620</u>	<u>3,839,045</u>	<u>3,596,711</u>	<u>3,536,115</u>
TCA Amortization and Adjustments	289,927	-	100,514	21,758	(22,209)
	<u>4,669,260</u>	<u>3,947,620</u>	<u>3,939,559</u>	<u>3,618,469</u>	<u>3,513,906</u>
Parks and Community Services					
Central Administration	425,196	411,521	382,426	442,586	519,527
Community Services	12,299,394	11,984,563	11,327,905	10,685,586	10,274,962
Parks Maintenance	4,707,832	4,531,478	4,403,467	4,579,551	4,323,805
	<u>17,432,422</u>	<u>16,927,562</u>	<u>16,113,798</u>	<u>15,707,723</u>	<u>15,118,294</u>
TCA Amortization and Adjustments	4,223,874	3,495,793	3,835,567	3,753,344	2,892,145
	<u>21,656,296</u>	<u>20,423,355</u>	<u>19,949,365</u>	<u>19,461,067</u>	<u>18,010,439</u>
Library Services	3,862,784	3,951,556	3,743,874	3,793,200	3,663,060
TCA Amortization and Adjustments	627,201	546,274	530,379	524,779	552,612
	<u>4,489,985</u>	<u>4,497,830</u>	<u>4,274,253</u>	<u>4,317,979</u>	<u>4,215,672</u>
Total General Fund	<u>76,424,091</u>	<u>73,365,660</u>	<u>72,233,251</u>	<u>68,272,261</u>	<u>66,593,425</u>

SUPPLEMENTARY INFORMATION

Five-Year Financial and Statistical Review

Expenses - continued

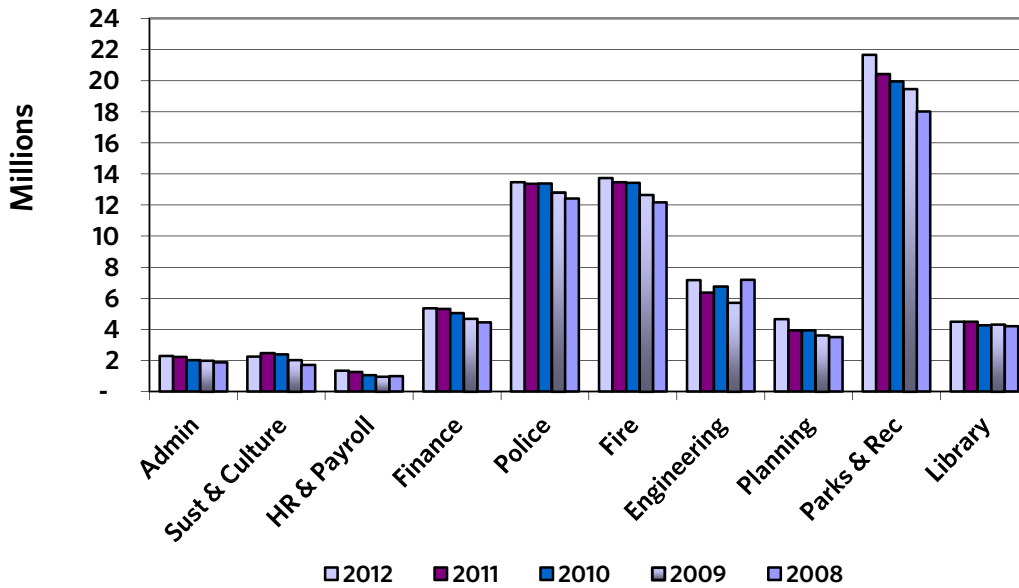
	2012	2011	2010	2009	2008
EXPENSE SUMMARY BY FUND					
General Fund					
(Divisional functions)					
Administration	2,287,857	2,222,412	2,027,631	1,993,767	1,889,660
Culture, Environment and Partnerships	2,248,470	2,485,732	2,389,349	2,036,649	1,709,444
Human Resources and Payroll Services	1,347,035	1,271,689	1,049,237	969,601	1,004,358
Financial Services	5,351,148	5,317,066	5,049,434	4,693,867	4,460,603
Police	13,466,997	13,358,488	13,376,193	12,805,252	12,408,367
Fire & Rescue Services	13,726,907	13,473,636	13,425,209	12,653,566	12,180,133
Engineering and Transportation	7,180,136	6,367,832	6,753,021	5,722,044	7,200,843
Planning, Lands and Permits	4,669,260	3,947,620	3,939,559	3,618,469	3,513,906
Parks and Community Services	21,656,296	20,423,355	19,949,365	19,461,067	18,010,439
Library Services	4,489,985	4,497,830	4,274,253	4,317,979	4,215,672
	<u>76,424,091</u>	<u>73,365,660</u>	<u>72,233,251</u>	<u>68,272,261</u>	<u>66,593,425</u>
General Operating Other	2,038,540	1,996,783	2,680,284	1,901,984	1,841,803
Solid Waste Operating	4,424,427	3,657,038	3,584,387	2,710,796	1,850,002
Water Utility Operating	8,687,424	8,877,023	8,565,373	9,579,435	7,454,930
Sewer Utility Operating	13,408,015	11,917,404	11,423,556	10,601,722	10,486,317
Cemetery Operating	618,173	587,395	833,555	579,682	586,219
Golf Operating	961,750	988,731	1,078,958	1,041,527	995,353
Transit Operating	13,963,111	13,700,175	13,607,134	12,276,782	11,545,526
Interest and Other Bank Charges	360,916	333,656	382,944	1,149,271	1,222,766
Interest on Long Term Debt	290,166	372,337	546,581	575,911	160,911
One-Time Initiatives	789,534	359,649	219,413	405,840	1,581,977
2010 Olympic Venue	-	-	406,319	1,754,455	-
Third Party Works	1,057,930	1,179,249	1,597,078	793,317	2,136,304
	<u>123,024,077</u>	<u>117,335,100</u>	<u>117,158,833</u>	<u>111,642,983</u>	<u>106,455,533</u>
EXPENSES BY OBJECT					
Wages, Salaries and Benefits	66,361,751	65,185,752	64,212,644	60,349,140	56,154,376
Operating Goods and Services	56,011,244	51,443,355	52,016,664	49,568,661	48,917,480
Interest and Other Bank Charges	651,082	705,993	929,525	1,725,182	1,383,677
	<u>123,024,077</u>	<u>117,335,100</u>	<u>117,158,833</u>	<u>111,642,983</u>	<u>106,455,533</u>

SUPPLEMENTARY INFORMATION

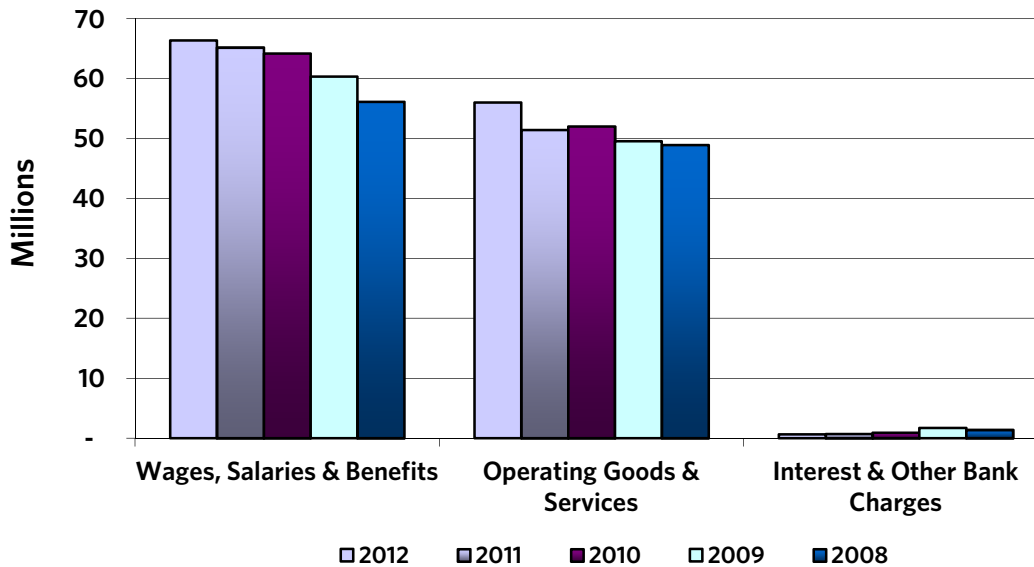
Five-Year Financial and Statistical Review

Expenses - continued

General Fund - Divisional Expenses



Expenses by Object - All Funds



SUPPLEMENTARY INFORMATION

Five-Year Financial and Statistical Review

Debt and Debt Service

(Source: West Vancouver Finance Department)

	2012	2011	2010	2009	2008
DEBT PRINCIPAL OUTSTANDING					
GENERAL FUND					
(annual payments recovered through general taxation, specified area levies, and long term lease agreement)					
Ambleside Underground Wiring	-	-	156,648	203,972	249,041
Future Debt Issues	-	14,344,921	14,344,951	14,144,659	13,127,405
	<u>-</u>	<u>14,344,921</u>	<u>14,501,599</u>	<u>14,348,631</u>	<u>13,376,446</u>
WATER UTILITY FUND					
(annual payments recovered through water user rate structure)					
Infrastructure Renewal	9,160,877	9,726,124	10,269,083	10,790,637	2,629,243
Future Debt Issues	-	12,590,631	12,523,411	12,330,418	19,214,780
	<u>9,160,877</u>	<u>22,316,755</u>	<u>22,792,494</u>	<u>23,121,055</u>	<u>21,844,023</u>
	<u>9,160,877</u>	<u>36,661,676</u>	<u>37,294,093</u>	<u>37,469,686</u>	<u>35,220,469</u>
DEBT OUTSTANDING PER CAPITA					
General Fund	-	325.11	329.27	330.94	311.70
Water Utility Fund	206.87	505.79	517.53	533.27	509.01
	<u>206.87</u>	<u>830.90</u>	<u>846.80</u>	<u>864.21</u>	<u>820.70</u>

SUPPLEMENTARY INFORMATION

Five-Year Financial and Statistical Review

Debt and Debt Service - continued

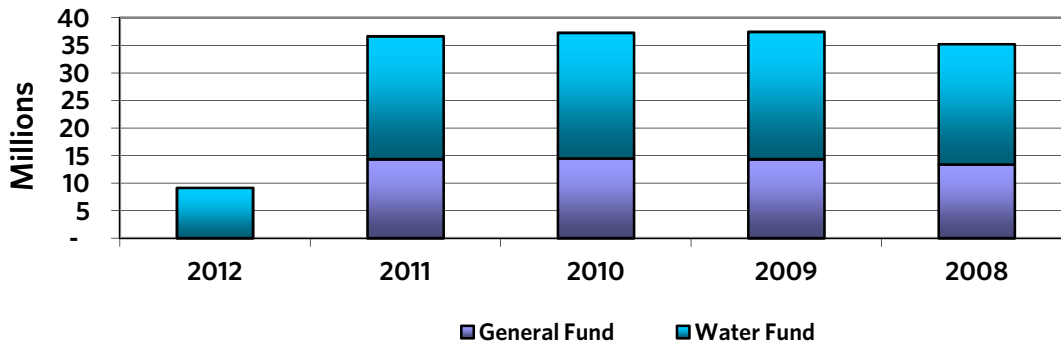
	2012	2011	2010	2009	2008
ANNUAL DEBT SERVICE					
GENERAL FUND					
From Operations					
Principal	-	21,680	21,680	21,680	21,680
Interest	-	1,289	44,803	44,803	44,803
	-	22,969	66,483	66,483	66,483
Other Repayments					
Sinking Fund earnings applied		134,968	25,644	23,391	21,245
	-	157,937	92,127	89,874	87,727
WATER UTILITY FUND					
From Operations					
Principal	484,365	484,365	484,365	138,608	132,803
Interest	564,610	564,610	564,610	409,245	132,588
	1,048,975	1,048,975	1,048,975	547,853	265,391
Other Repayments					
Sinking Fund earnings applied	80,882	58,594	37,188	-	-
	1,129,857	1,107,569	1,086,163	547,853	265,391
COMBINED					
From Operations					
Principal	484,365	506,045	506,045	160,288	154,483
Interest	564,610	565,899	609,413	454,048	177,391
	1,048,975	1,071,944	1,115,458	614,336	331,874
Other Repayments of Principal					
Sinking Fund earnings applied	80,882	193,562	62,832	23,391	21,245
	1,129,857	1,265,506	1,178,290	637,727	353,118
DEBT CHARGES TO OPERATIONS AS % OF TOTAL EXPENDITURES					
General Fund	-	0.031	0.092	0.097	0.100
Water Utility Fund	12.075	11.817	12.247	5.719	3.560
DEBT SERVICE LIMITS					
Annual debt service total limit	26,614,386	24,886,604	24,684,039	21,148,654	21,148,654
% Utilized	3.94	4.31	4.52	2.90	1.57
Annual debt service permitted without obtaining assent of electors	5,322,877	4,977,321	4,936,808	4,229,731	4,229,731
% Utilized	19.71	21.54	22.59	14.52	7.85

SUPPLEMENTARY INFORMATION

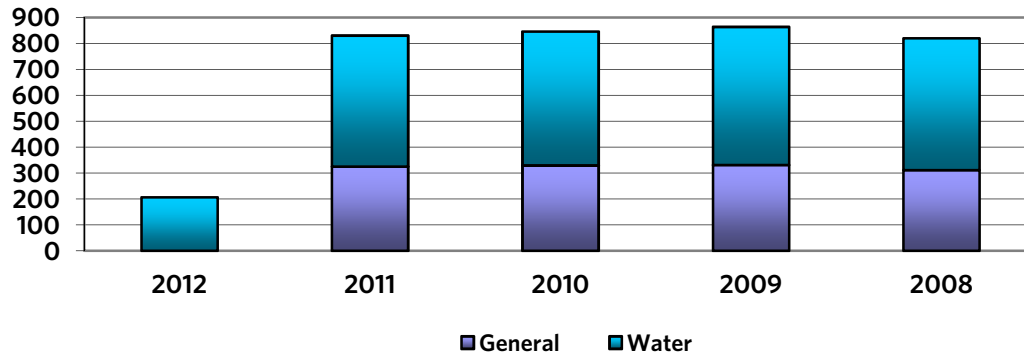
Five-Year Financial and Statistical Review

Debt and Debt Service - continued

Total Debt Outstanding



Debt per Capita



West Vancouver has historically taken a conservative approach to debt, borrowing mainly for revitalization projects in Ambleside and Dundarave, and for infrastructure improvements in the water utility. The revitalization projects involved cost recovery from benefiting business properties, and as of 2008 were substantially paid out. The water utility infrastructure borrowings have been serviced from the water user rate. Thus there has been no general tax supported debt in the District.

SUPPLEMENTARY INFORMATION

Five-Year Financial and Statistical Review

Surplus, Reserves and Development Cost Charges

(Source: West Vancouver Finance Department)

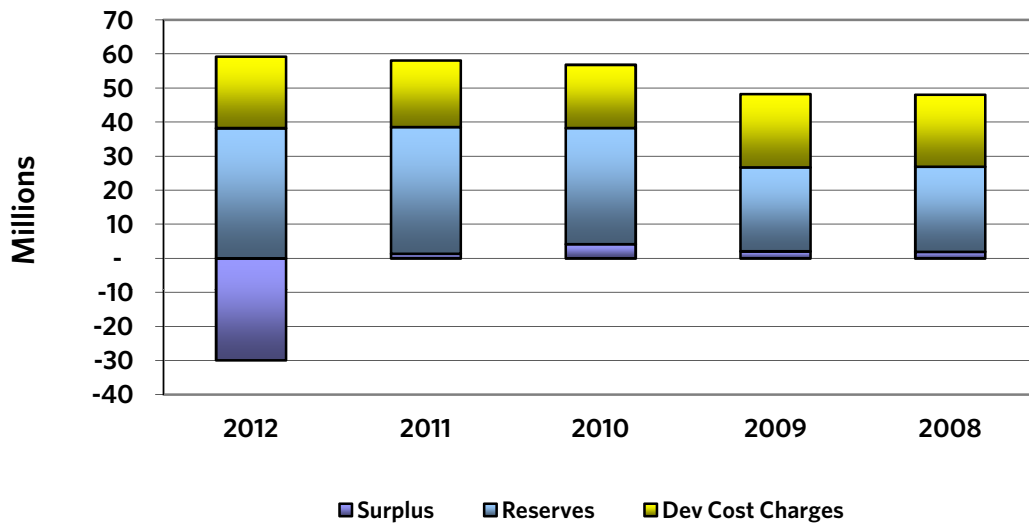
	2012	2011	2010	2009	2008
Surplus/(Deficit)					
Operating Surplus (Deficit)	(28,959,573)	2,326,804	5,153,154	3,054,864	2,925,240
Obligation to be Funded from Future Revenues	(990,190)	(990,190)	(990,190)	(990,190)	(990,190)
	<u>(29,949,763)</u>	<u>1,336,614</u>	<u>4,162,964</u>	<u>2,064,674</u>	<u>1,935,050</u>
Reserves					
Endowment Reserve	23,908,266	25,794,502	23,417,383	15,751,359	16,675,938
Capital Facilities Reserve	719,005	36,657	553,238	1,503,921	1,427,390
Infrastructure Fund	1,350,516	1,935,595	1,963,383	1,031,737	409,118
Capital Reserves	4,166,485	3,647,857	2,481,773	1,560,780	835,323
Amenity Contributions Reserve	4,038,885	1,318,986	1,420,561	778,518	782,000
Operating Reserves	2,082,057	2,296,516	2,168,158	2,244,548	3,018,476
Golf Development Reserve	157,015	191,120	178,289	55,057	61,893
Sewer Capital Reserve	42,938	41,022	39,951	38,016	35,722
Cemetery Development Fund	1,761,276	1,945,997	1,875,518	1,662,637	1,707,163
	<u>38,226,443</u>	<u>37,208,252</u>	<u>34,098,254</u>	<u>24,626,573</u>	<u>24,953,023</u>
Development Cost Charges					
Highways	5,530,664	5,256,975	5,065,038	4,791,720	4,462,874
Underground Wiring	1,365,980	1,287,788	1,225,351	1,161,410	1,087,962
Parks and Open Space	9,701,069	8,579,771	8,268,965	11,665,085	11,449,521
Water Utility Fund	474,724	358,881	215,925	143,769	56,971
Sewer Utility Fund	3,927,025	4,051,644	3,793,397	3,768,578	4,080,764
	<u>20,999,462</u>	<u>19,535,059</u>	<u>18,568,676</u>	<u>21,530,562</u>	<u>21,138,092</u>
	<u>29,276,142</u>	<u>58,079,925</u>	<u>56,829,894</u>	<u>48,221,809</u>	<u>48,026,165</u>
Summary					
Surplus/(Deficit)	(29,949,763)	1,336,614	4,162,964	2,064,674	1,935,050
Reserves	38,226,443	37,208,252	34,098,254	24,626,573	24,953,023
Development Cost Charges	20,999,462	19,535,059	18,568,676	21,530,562	21,138,092
	<u>29,276,142</u>	<u>58,079,925</u>	<u>56,829,894</u>	<u>48,221,809</u>	<u>48,026,165</u>
Accumulated Surplus					
Accumulated Surplus, Beginning of Year	414,503,347	406,129,496	390,088,330	390,199,860	386,441,791
Annual Surplus/(Deficit)	5,049,282	8,373,851	16,041,166	(111,530)	3,758,069
Accumulated Surplus, End of Year	<u>419,552,629</u>	<u>414,503,347</u>	<u>406,129,496</u>	<u>390,088,330</u>	<u>390,199,860</u>
Net Financial Assets (Net Debt)	<u>(884,197)</u>	<u>1,883,190</u>	<u>(4,600,756)</u>	<u>(16,346,351)</u>	<u>(8,332,395)</u>

SUPPLEMENTARY INFORMATION

Five-Year Financial and Statistical Review

Surplus, Reserves and Development Cost Charges - continued

Consolidated Surplus and Reserves



SUPPLEMENTARY INFORMATION

Five-Year Financial and Statistical Review

Infrastructure and Capital Programs

(Source: West Vancouver Finance Department)

	2012	2011	2010	2009	2008
CAPITAL EXPENDITURES					
GENERAL FUND					
Infrastructure Maintenance:					
Computers and Communications	848,850	613,583	377,774	627,343	538,794
Equipment and Furnishings	845,842	615,460	561,511	682,597	594,540
Facilities Maintenance	365,476	301,014	630,538	783,712	647,080
Fleet Replacements	684,887	537,671	646,607	1,206,000	883,325
Parks and Grounds	1,311,443	1,308,632	1,387,372	1,061,001	1,182,215
Streets and Roads	2,963,662	2,844,961	4,093,196	2,937,630	1,976,255
	<u>7,020,160</u>	<u>6,221,321</u>	<u>7,696,998</u>	<u>7,298,283</u>	<u>5,822,209</u>
Major Projects and Other	13,188,730	6,307,462	9,447,120	9,162,859	29,596,427
	<u>20,208,890</u>	<u>12,528,783</u>	<u>17,144,118</u>	<u>16,461,142</u>	<u>35,418,636</u>
WATER UTILITY FUND					
System and Other Replacements	2,204,955	2,477,851	3,235,895	1,051,816	918,246
Eagle Lake Development	433,862	67,221	192,993	1,415,638	6,253,549
	<u>2,638,817</u>	<u>2,545,072</u>	<u>3,428,888</u>	<u>2,467,454</u>	<u>7,171,795</u>
SEWER UTILITY FUND					
Sewer System Replacements	1,543,327	2,020,930	681,410	716,010	876,859
Storm Drainage Improvements	840,420	338,208	763,097	662,724	400,000
	<u>2,383,747</u>	<u>2,359,138</u>	<u>1,444,507</u>	<u>1,378,734</u>	<u>1,276,859</u>
CEMETERY FUND					
Capital Improvements	380,437	52,252	77,044	404,595	108,415
	<u>380,437</u>	<u>52,252</u>	<u>77,044</u>	<u>404,595</u>	<u>108,415</u>
	<u>25,611,891</u>	<u>17,485,245</u>	<u>22,094,557</u>	<u>20,711,925</u>	<u>43,975,705</u>

SUPPLEMENTARY INFORMATION

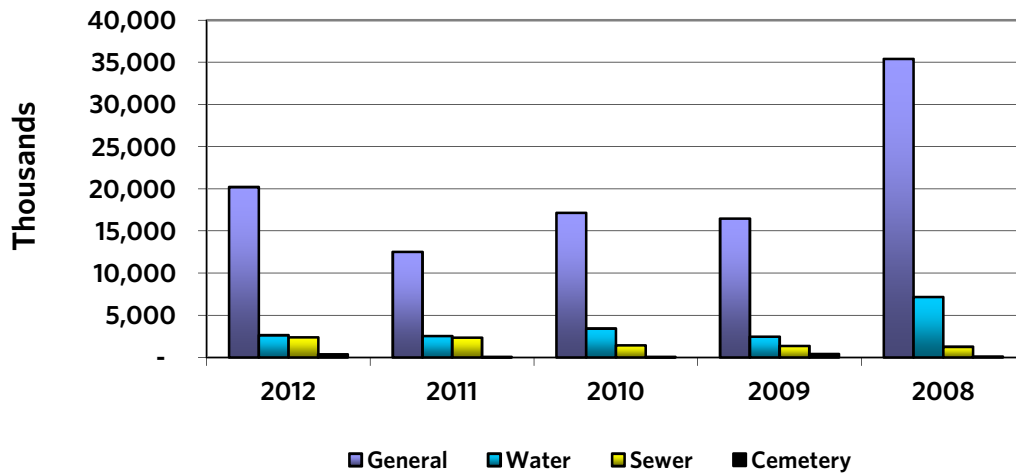
Five-Year Financial and Statistical Review

Infrastructure and Capital Programs

	2012	2011	2010	2009	2008
CAPITAL FUNDING SOURCES					
BY FUND					
GENERAL FUND					
Charges to Operations	3,331	86,796	43,628	98,672	83,257
Grants and Contributions	1,011,414	3,634,020	3,938,079	2,937,883	850,905
Surplus and Reserve Funds	11,334,245	7,830,819	8,929,833	11,798,726	29,336,508
Development Cost Charges	-	977,148	4,032,316	608,607	2,020,561
Future Debt Issues	-	-	200,262	1,017,254	3,127,405
Wetmore Lease Proceeds	7,859,900	-	-	-	-
	<u>20,208,890</u>	<u>12,528,783</u>	<u>17,144,118</u>	<u>16,461,142</u>	<u>35,418,636</u>
WATER UTILITY FUND					
Charges to Operations	2,035,933	1,740,277	1,683,459	809,261	918,246
Grants and Contributions	444,062	737,574	1,433,512	10,000	450,000
Surplus and Reserve Funds	158,822	-	118,924	232,555	-
Development Cost Charges	-	-	-	-	-
Debt and Future Debt Issues	-	67,221	192,993	1,415,638	5,803,549
	<u>2,638,817</u>	<u>2,545,072</u>	<u>3,428,888</u>	<u>2,467,454</u>	<u>7,171,795</u>
SEWER UTILITY FUND					
Charges to Operations	1,628,181	1,396,070	604,189	715,189	876,859
Surplus and Reserve Funds	-	-	274,483	53,757	-
Development Cost Charges	400,000	-	187,745	574,788	400,000
Grants and Contributions	355,566	963,068	378,090	35,000	-
	<u>2,383,747</u>	<u>2,359,138</u>	<u>1,444,507</u>	<u>1,378,734</u>	<u>1,276,859</u>
CEMETERY FUND					
Charges to Operations	100,951	50,668	77,044	404,595	108,415
Surplus and Reserve Funds	269,311	-	-	-	-
Grants and Contributions	10,175	1,584	-	-	-
	<u>380,437</u>	<u>52,252</u>	<u>77,044</u>	<u>404,595</u>	<u>108,415</u>
	<u>25,611,891</u>	<u>17,485,245</u>	<u>22,094,557</u>	<u>20,711,925</u>	<u>43,975,705</u>
CAPITAL FUNDING SOURCES					
BY SOURCE CATEGORY					
Charges to Operations	3,768,396	3,273,811	2,408,320	2,027,717	1,986,777
Grants and Contributions	1,821,217	5,336,246	5,749,681	2,982,883	1,300,905
Surplus and Reserve Funds	11,762,378	7,830,819	9,323,240	12,085,038	29,336,508
Development Cost Charges	400,000	977,148	4,220,061	1,183,395	2,420,561
Debt and Future Debt Issues	-	67,221	393,255	2,432,892	8,930,954
Wetmore Lease Proceeds	7,859,900	-	-	-	-
	<u>25,611,891</u>	<u>17,485,245</u>	<u>22,094,557</u>	<u>20,711,925</u>	<u>43,975,705</u>

Infrastructure and Capital Programs - continued

Capital Program by Fund



Financing Sources

