



District of  
West Vancouver  
British Columbia

FIVE YEAR  
FINANCIAL  
**PLAN**  
2016-2020





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# AWARD FOR FINANCIAL REPORTING

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**The Corporation of The District of West Vancouver**

**British Columbia**

For the Fiscal Year Beginning

**January 1, 2015**

A handwritten signature in black ink, reading "Jeffrey R. Brown".

Executive Director



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Corporation of the District of West Vancouver, British Columbia for its annual budget for the fiscal year beginning January 1, 2015. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

This award is valid for a period of one time only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

## CHIEF ADMINISTRATIVE OFFICER'S MESSAGE

*I am pleased to present the Five-Year Financial Plan 2016–2020 on behalf of the District of West Vancouver. The plan is the culmination of many months of hard work and difficult decisions due to competing demands for services and programs. In essence, it is our promise to West Vancouver residents to provide excellent municipal services and programs in a fiscally responsible way. As with every District financial operation, the plan was created using all of the Government Finance Officers' Association recommended best practices for local government budgeting. Maintaining fiscal discipline and seeking efficiencies is key to our approach.*

*The plan also outlines our efforts to implement this Council's seven priorities. These are:*

- 1. Ambleside: Waterfront & Town Centre*
- 2. Built Form, Housing & Neighbourhood Character*
- 3. Fiscal Sustainability & Municipal Services*
- 4. Natural Environment & Climate Action*
- 5. Official Community Plan Review*
- 6. Arts, Culture & Heritage*
- 7. Police Services & Municipal Hall Project*

*In 2016, District staff proposed and Council approved a 1.62 per cent increase to our operating budget. This figure was generated after extensive community engagement and public consultation during the budget's development and refinement, and as such, we are confident that it reflects our community's wishes and priorities as well as Council's.*

*More than half of Canada's infrastructure is maintained by cities, and most of it is aging rapidly, but property taxes do not provide an appropriate level of revenue to properly maintain it, a problem now recognized by the federal government. In 2016, we have taken concrete steps to close the infrastructure gap for the long-term benefit of West Vancouver's future generations. Based on two years of detailed research, staff proposed a suite of asset reserves and an asset management levy to fund maintenance and replacement of the District's \$1 billion worth of assets over the long term. After many community consultations and conversations with residents and stakeholder groups, Council approved an asset management levy of 5.25 per cent. This will help ensure that the burden of maintaining, replacing and renewing facilities and capital assets does not fall only to future generations, and that they will enjoy the same high level of municipal services that residents do today.*

*Sincerely,*



*Nina Leemhuis  
Chief Administrative Officer*



Nina Leemhuis | Chief Administrative Officer



## DIRECTOR OF FINANCIAL SERVICES' MESSAGE

*In this document, the District is outlining how it has allocated its available resources to achieve Council's priorities while continuing to deliver services at the high level expected by District residents. Staff have prepared the Five-Year Financial Plan 2016-2020 with a focus on Council's established priority of fiscal sustainability at both the operational and capital levels.*

*Operationally, on the revenue side, a comprehensive review of Fees & Charges was undertaken in fall, 2015, and has resulted in an enhanced fee structure. This initiative reflected Council's instructions to identify all areas where services to individuals could properly be paid by fees, and to consider carefully any areas where subsidies are applied to ensure that they reflect District policies. Additionally, potential new sources of revenue were identified, and these will be studied during 2016 to see if they can be implemented.*

*On the expenditure side, a comprehensive core services review is underway in 2016, to identify efficiencies, assess District business practices, and search for better ways to maintain delivery of District services without increasing costs.*

*A specific focus in the 2016 Financial Plan has been the area of asset management. The District has completed a comprehensive listing of all its assets valued at replacement cost, along with 20-year asset maintenance and replacement schedules for all assets. (A document listing all District assets, and providing the maintenance schedules and other analysis is available at [westvancouver.ca](http://westvancouver.ca)). The result of this analysis was the identification of a requirement for a \$13.9 million annual asset investment, in order to maintain the full suite of District non-utility assets at an optimal level. Due to resource constraints, investment at approximately one-half of the required level, or \$7.4 million, had been taking place in prior years, leading to a significant infrastructure deficit. Municipal infrastructure deficits are a Canada-wide issue, so the District is by no means unique in this respect. However, the District has shown leadership in compiling a comprehensive asset replacement database, and by establishing the Asset Levy in 2016, along with a series of asset reserves. The Asset Levy provides a dedicated funding source for asset management. This will go a long way towards addressing the identified infrastructure deficit. Going forward, Council and the community will now begin the work of reviewing the asset information that has been compiled, and considering whether the District's current and future suite of assets should be retained as is, modified or possibly reduced in some way. Life-cycle costing principles and a comprehensive understanding of asset service requirements will aid in this process, which will become embedded in all future District planning.*

*I would like to thank staff in all District departments for their input and contribution to this budget. The planning process undertaken reflects best practices for municipal budget planning and forecasting, but it was greatly improved by the efforts of many staff over a considerable period of time, who contributed invaluable support to make this budget a comprehensive and relevant document.*

*And, finally, I would like to thank the residents of West Vancouver who attended budget meetings, participated in budget surveys and provided many important comments on both the budget itself, and the process. This document has benefited from your involvement, but it can always be improved, and we welcome your future comments and feedback.*

Sincerely Yours,



Isabel Gordon MBA, CPA, CA  
Director of Financial Services



Isabel Gordon | Director of Financial Services

# CONSOLIDATED 2016 BUDGET EXECUTIVE SUMMARY

## Summary of 2016 Budget Impacts

The District's 2016 budget provides for a 6.87 per cent increase in property taxes to facilitate the implementation of an asset levy (5.25 per cent) and to fund the net increase in operating costs (1.62 per cent). This translates to an increase of \$186 (Asset Levy) and \$56 (operations), for a total increase of \$242 to the average residential property, assessed at \$2.378 million. District services and programs will be delivered at the same level as 2015.

## Asset Management

The first phase of the Long Term Sustainability Review was completed in 2015. Over the past two years, the District of West Vancouver has developed a comprehensive listing of assets, assessed their state and condition, and compiled information on the probable costs of maintaining and replacing these assets over the next twenty years. Through this process it has been determined that West Vancouver owns over \$1 billion in assets, all of which will need to be replaced at some point during the next 50 years. The annual level of funding required to maintain the District's current assets is just under \$14 million annually. As of 2015, \$7.4 million has been made available from the established tax levy for capital maintenance and investment. Therefore, an annual funding deficit of just over \$6 million for asset infrastructure needed to be addressed. The 5.25 per cent asset levy portion of the property tax rate increase addresses half of the long-term asset maintenance and replacement funding deficit. Decisions to decommission, maintain or replace facilities will impact future funding requirements and will be incorporated into the facilities systems renewal model in 2016.

## Utilities: Water, Sewer & Solid Waste

For 2016, utility rates were presented ahead of the budget submission. Within the water and sewer utilities, projected timing and costs of future infrastructure replacements were integrated into long-term operating and funding models; the rate increases for water and sewer are in keeping with these projected funding models. Details of the changes to rates for the various utilities are as follows:

- **water utility:** a 6 per cent increase to revenue requirements translates to an increase of \$28 for the median single family household
- **sewer utility:** a 10 per cent increase to revenue requirements translates to an increase of \$109 for the median single family household
- **solid waste & recycling:** increased costs associated with the dissolution of the North Shore Recycling program and the administration by the District of the tri-municipal recycling contract have been offset by savings realized from the transition of financial responsibility for the collection and processing of recyclable materials to industry producers. Solid waste and recycling rates have been restructured to reflect changes in the programs, however the overall rate remains unchanged.



# COUNCIL'S SEVEN PRIORITIES

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Early in their mandate, Mayor and Council worked together to determine seven priorities for the District to focus on throughout their term, starting in 2015.



## 1. Ambleside: Waterfront & Town Centre

The District is closer than ever to achieving a contiguous District-owned Ambleside waterfront, which gives options for how the waterfront is used and enjoyed by residents. Working with residents and stakeholders in the community, we are harnessing the momentum generated by the sale of the 1300 block lands and pushing forward with the opportunity to rejuvenate and re-energize Ambleside.



## 2. Built Form, Housing & Neighbourhood Character

This issue has galvanized neighbours and neighbourhoods in West Vancouver. Council is committed to finding solutions that residents and the development community can work with so that West Vancouver's cherished housing and neighbourhood character is protected and enhanced as our municipality undergoes unprecedented change.



## 3. Fiscal Sustainability & Municipal Services

Council supports staff's success in fine-tuning budget processes, finding greater efficiencies and developing long-term financial plans. A reconstituted Finance Committee now includes community members with financial expertise. A long-term fiscal sustainability plan will be created to address the issue of aging municipal infrastructure and how to manage District assets in a strategic way.



## 4. Natural Environment & Climate Action

Recognizing that West Vancouver residents have a deep desire to preserve the municipality's natural capital, Council is working to put West Vancouver on the forefront of reducing emissions and protecting watersheds, the foreshore, green spaces, trees and parks.



## 5. Official Community Plan Review

The Official Community Plan (OCP) establishes policies, goals and community objectives. West Vancouver is a changed community and very different external factors have emerged since Council adopted the last OCP in 2004. An OCP updated in consultation with the community at every stage will give Council, staff and the community a vital planning tool for the next decade.



## 6. Arts, Culture & Heritage

Council will update the District's Arts & Culture Strategy and will add to the District's arts and culture offerings while creating policies that protect and foster West Vancouver's heritage. A vital element of the District's Ambleside waterfront plan will address the overall plan for arts facilities.



## 7. Police Services & Municipal Hall Project

The new Police Services Building connected to Municipal Hall is a vital investment in the District's infrastructure. The West Vancouver Police Department can increase every-day operational efficiency and perform its critical role as a key first responder in a wider emergency, such as a major seismic event. Design review and public information sessions have begun, to ensure that the project is complete by 2017.

# CHALLENGES FOR 2016

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## The Economy

The global economy is anticipated to grow even more gradually in 2016 and 2017 in comparison to the deceleration experienced in 2014–15. Key factors impacting the slowdown in growth are a downturn and rebalancing of the Chinese economy, lower commodity prices and strains in some large emerging market economies such as Brazil, Russia and some countries in the Middle East.

The US economy outlook is for continued but moderate progress. US domestic demand strengthened in 2015 due to the strong US dollar making imported goods cheaper in the US. Domestic demand is expected to remain strong in 2016. US consumers are in a strong position; the labour market is operating close to full employment and wage growth is starting to accelerate. The strong US dollar means that contracts and purchases of goods from US suppliers will cost more in Canada.

Canada-wide, the outlook for provincial economies remains divided along the oil producer-consumer line. Continued low oil prices will cause further hardship for the commodity-producing provinces, including Alberta, Newfoundland and Labrador, and Saskatchewan this year. However, British Columbia is expected to remain at the top of the provincial growth rankings for the second consecutive year in 2016, with a growth rate of 2.9 per cent, followed closely by Ontario and Manitoba with rates of 2.3 and 2.2 per cent, respectively. All other provinces are expected to come in below the national average of 1.7 per cent: Quebec at 1.4 per cent, Nova Scotia at 1.3 per cent, Prince Edward Island and Saskatchewan at 1.2 per cent, and New Brunswick at 0.4 per cent, with both Alberta, and Newfoundland and Labrador trailing with negative rates.

## Long-term Asset Management

Asset management is an increasing concern for municipalities across Canada with estimates of the Canada-wide deficit ranging from \$141 to 247 billion. Maintenance of existing assets is a priority to support the sustainability of the District of West Vancouver. The District owns over \$1 billion in assets and should be investing approximately \$13.9 million annually to maintain these assets at an optimal level. The optimal level is the point at which asset maintenance is most effective and provides the most value for money. Assets maintained at the optimal level are the most cost-efficient. The framework for long-term asset management which includes the setting up of asset reserves and establishing an asset levy has been one of the major focuses of the 2016 budget process. Over the past two years, the District has compiled a comprehensive listing of assets with their replacement costs and identified what is appropriate to be done for their maintenance. Now that the District has a baseline, asset management discussions in 2016 will focus on the appropriate suite of assets and the appropriateness of new asset investments for the District of West Vancouver.

## Impacts to Local Government

Local governments have been faced with significant uncertainty in forecasting the impacts of the downturn in the global economies would have on their operating activities, and on their approach to annual budgeting. While the local economy has remained strong since 2008, the impact of global economy and geopolitical risks in Russia, Ukraine and the Middle East mean the economic outlook remains unclear.

In West Vancouver, the specific financial exposures are as follows:

- if anticipated increase in construction levels is not achieved, it could translate into lower values being added to the assessment roll; thus, new taxation revenues from new construction could be impacted
- low interest rates continue to impact investment earnings
- exchange fluctuations in \$US continue to add a high level of uncertainty to certain purchasing decisions

Following the 2008 economic crisis, senior governments intervened with various stimulus packages designed to counter the recession and the District benefited from substantial infrastructure grants towards water treatment facilities, sewer mains and an artificial turf sports field. As economic recovery proceeded, such stimulus packages disappeared. However, there are strong indications that the Federal Government now intends to ramp up infrastructure funding and the District will continue to obtain as much appropriate infrastructure funding as possible from this source.



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The District has taken a long-term view to preserving valued service levels during this period of uncertainty, rather than implement reductions which are not strategic and may compromise the District's future, while at the same time responding to resident comments of tax rates.

### **Housing Market Impacts**

Active housing market conditions are poised to keep fueling incomes and household spending in British Columbia and maintain the province at the top of the provincial growth rankings.

In the past year, fast-rising home prices have bolstered consumers' confidence and sense of wealth. The risk of overheating in the Lower Mainland market remains; however, the likelihood of a crash is remote in the near-term given current momentum. The upswing in housing market activity continued unabated in 2015, with existing home sales in the province posting a near all-time high level of 102,500 units, representing a 22 per cent advance from 2014. With the sales-to-new listings ratio sitting at a 12-year high in the early stages of 2016, there is little indication that the brisk pace of activity will subside in the near term.

If anything, an up-tick in hiring and newcomers to the province (partly at the expense of Alberta) could even potentially boost demand for housing. Strong housing demand will translate into further increases in new home construction in the province in 2016.

Sky-high (and still rapidly escalating) prices in the Greater Vancouver area, including the District, have prompted the Province to introduce a series of measures to address the rising economic and financial system risks that they represent. Among these measures, a proposal to improve data collection announced in the 2016 BC budget to enhance the transparency of foreign investment in the housing market is a welcome development that in time will hopefully shed some light on this phenomenon.

Locally, it is anticipated that housing values will continue to escalate generally, with some neighbourhoods continuing to see assessed value increases of 40 to 60 per cent. The extent to which this is driven by offshore investors and by real estate speculation is unknown, but it poses challenges for long-term residents of the District, placing redevelopment pressure on established neighbourhoods, and creating tax affordability shifts that are difficult to anticipate. The need to create more housing diversity to provide downsizing options for seniors, and accommodation for young families and local workers is also challenged by the very high land values in the District.

# READERS' GUIDE

This budget document encompasses information from the 2016 annual budget process and the five-year financial plan bylaw for the period from 2016 through to 2020. The document incorporates best practices recommended by the Government Finance Officers Association (GFOA) of the United States and Canada. The document aims to act as:

- a policy document that sets out financial priorities and issues, and outlines the financial policies that guide the development of the plan
- a financial plan that identifies historical and projected revenues (and their sources) and expenditures for both operating and capital, as well as the rate-setting mechanisms for all funds
- an operations guide that helps staff manage the day-to-day operations of the District by documenting the policies, organizational framework, goals, milestones and resources that are available to provide services to the community
- a communications tool that provides contextual and statistical data, along with other summary information, to enable an understanding of the budget process and the basis for the priorities and choices reflected in the final five-year financial plan.

## THE MATERIAL IS ORGANIZED INTO THE FOLLOWING BROAD SECTIONS:

<b>1. Completed Five-Year Financial Plan, Fund &amp; Reserve Balances</b> . . . . .	<b>11</b>
the first stage of the budget process, along with highlights of selected service level choices, and the detailed impact to residents by way of tax and other rate increases/decreases	
<b>2. West Vancouver Overview</b> . . . . .	<b>29</b>
an overview of the District of West Vancouver and its history, along with its governing structure	
<b>3. Planning Environment</b> . . . . .	<b>39</b>
the planning processes within which the District's values, objectives and policies are formed	
<b>4. Financial Planning Framework</b> . . . . .	<b>47</b>
the process, timing and underlying assumptions of the current-year budget cycle	
<b>5. Financial Trends &amp; Cost Drivers</b> . . . . .	<b>55</b>
the impact of the overall economy on the current budget, other important issues that drive municipal costs and recent and projected trends in the District's revenues and expenses	
<b>6. Service Level Choices</b> . . . . .	<b>61</b>
the adjustments made to the budget at each stage of the current process, from initial outlook, to the first formal draft, to final responses relative to residents' comments and Council discussion	
<b>7. 2016 General Fund Financial Plan Overview</b> . . . . .	<b>63</b>
summaries of the revenues and expenditures of the general fund, wherein property tax rates are established, as well as the net taxation requirement of each operating division	
<b>8. Divisional Operations</b> . . . . .	<b>77</b>
additional details on individual general fund operating departments, such as mandates, staffing and budgets, divisional capital requests, service level statistics and an accounting of the increase or decrease in net expenditures from year to year. This section also provides details of the 2015 Accomplishments to Support Council Priorities, 2015 Operational Accomplishments, 2016 Initiatives to Support Council Priorities and 2016 Operational Initiatives	



**9. Capital Program . . . . . 139**

This section presents the Five-Year Capital Plans for all funds. This section discusses the general approach to capital, principles that guide planning and the detailed projects proposed in each fund.

**10. Utility & Other Funds . . . . . 159**

This section presents an overview, namely of the Five-Year Financial Plan and budget highlights, for each of the other funds maintained by the District.

**11. Glossary of Terminology . . . . . 234**

The glossary defines terms that are either technical in nature or have a unique meaning for the District of West Vancouver.







**1. Completed Five-Year Financial Plan, Fund & Reserve Balances**

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# 2016 BUDGET HIGHLIGHTS

The 2016 budget incorporates a 6.87 per cent increase in property taxes. The property tax rate increase is allocated in the budget as follows:

	%	\$000s
Capital	5.25	3,057
Operations	1.62	945
Final Tax Rate Adjustment	6.87%	\$4,002

## Highlights of the 2016 budget include the following:

- a new levy for asset maintenance was established to provide for the adequate maintenance and replacement of the District of West Vancouver’s assets. This new capital asset levy results in a 5.25 per cent increase to the effective property tax rate
- in 2015, the District of West Vancouver engaged in a review of the group benefits plan to ensure that costs are market competitive. After a request for proposal process, a new carrier was chosen that provided comparable service levels at a lower cost
- refuse collection in public areas has been transferred from the General Fund to the Solid Waste Utility with no change in service levels
- revenue has been reviewed and increased where warranted.

## Change Analysis

	%	\$000's	Explanation
<b>REVENUE</b>			
new construction	1.67	975	new taxation dollars from development
fees & charges	.11	62	increase program revenue in Parks, Culture & Community Services
licenses & permits	.66	385	increase permit revenue based on trending
other transfers	.35	205	transfer a portion of 2015's year end surplus to reduce tax levy increase as per Council's direction
Revenue Increase	2.78%	\$1,627	
<b>EXPENSES</b>			
salaries	4.4	2,569	net impact of collective agreement provisions, step adjustments, reorganization changes & additional labour requests
benefits	-.68	-400	cost savings from changing groups benefit carrier
non-labour costs	1.41	832	external cost pressures (hydro rate increases, contractual increases, exchange rate impact) and increases in operating initiatives aligned with Council priorities, offset by some operating efficiency savings
refuse collection	-.73	-429	transfer to Solid Waste Utility
asset levy	5.25	3,057	transferred to asset reserves
Expenditure Increase	9.65%	\$5,629	
<b>APPROVED TAX INCREASE</b>	<b>6.87%</b>	<b>\$4,002</b>	

# IMPACTS TO RESIDENTS

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## Property Taxes

Property taxes in British Columbia are calculated by multiplying the *tax rate* by *property assessed value*. Tax rates for municipal taxes are determined by Council. *Property assessed values* are determined annually by the BC Assessment Authority based on fair market values as of the previous July 1st. This means that 2016 property assessed values are based on fair market value as of July 1, 2015. When Council sets tax rates for municipal services, changes in the overall property assessed values are taken into consideration. If the overall property assessed values in the community have increased, the rates are adjusted downward to factor out that average increase. What this means is that, on average, taxes are not affected by increases in assessed values.

However, there are two other factors affecting taxes. First, Council may decide to collect more taxes. The rate will then be adjusted upwards to reflect this increase. Secondly, a particular property's assessed value may increase by either more, or less, than the average increase. Rates are adjusted for the average increase; but properties where values increase more than the average will see taxes shift onto them from properties where the increase was less than the average.

In 2016, in West Vancouver, the changes in property assessed values were much greater in some neighbourhoods than in others.

## Utility User Fees

Utility user fees in water and sewer were approved by Council in December 2015 and are included in the five-year financial plan. There was no change to solid waste user fees.

Water user rates are based on cubic meters of consumption, with quarterly billings based on monthly meter readings. The sewer user rate shadows water consumption and is adjusted for outdoor water use that does not enter the sewer system. The cost to individual users depends on the extent to which conservation practices are followed. The user rate increases will result in the following median single family household costs:

- **water user rate:** \$587, reflecting an increase of \$28 over 2015
- **sewer user rate:** \$859, reflecting an increase of \$109 over 2015.

Solid waste and recycling fees are set at a flat rate, with additional charges for garbage pickup in excess of an established base level. For 2016, flat rate fees remained unchanged for single family house-holds, resulting in an annual fee of \$275 for 2016.

# FIVE-YEAR FINANCIAL PLAN: CONSOLIDATED

## Schedule A to Bylaw #4884.2016

	5 Year Financial Plan \$000's				
	2016	2017	2018	2019	2020
<b>REVENUE</b>					
General Taxation	64,374	66,699	68,061	70,246	73,552
Fees and Charges	50,065	52,370	54,964	57,754	60,793
Licences and Permits	7,035	7,125	7,267	7,413	7,561
Other Revenue	10,824	10,006	10,187	10,371	10,559
Government Grants	1,003	1,023	1,043	1,064	1,086
External Contributions & Partnerships	2,473	445	375	495	396
External Borrowing	16,968	12,034	-	-	-
Land Sales	150	153	156	159	162
Transit Reimbursement	16,473	16,802	17,138	17,481	17,831
Business Improvement Area Levy	500	500	500	500	500
Levies Other Governments	64,000	67,000	70,000	74,000	75,500
	<b>233,865</b>	<b>234,157</b>	<b>229,691</b>	<b>239,483</b>	<b>247,940</b>
Transfers from Reserves					
Asset Reserves	10,332	11,325	11,505	12,483	14,556
Amenity Contributions	3,221	-	-	-	-
Other Reserves	577	380	5,116	3,605	403
Development Cost Charges	1,299	-	-	-	-
Water Reserves	17	-	-	-	-
Sewer Reserves	564	-	-	-	-
	<b>16,010</b>	<b>11,705</b>	<b>16,621</b>	<b>16,088</b>	<b>14,959</b>
	<b>249,875</b>	<b>245,862</b>	<b>246,312</b>	<b>255,571</b>	<b>262,899</b>
<b>EXPENDITURE</b>					
General Government	21,336	21,544	21,975	22,414	22,862
Public Safety	31,596	32,323	33,044	33,781	34,534
Environment, Engineering and Transportation	4,512	4,602	4,694	4,788	4,884
Planning, Land Development & Permits	4,343	4,499	4,589	4,681	4,775
Recreation & Library	23,062	23,561	24,032	24,513	25,003
Capital	34,293	23,804	16,609	16,188	14,952
Cemetery	1,029	1,050	1,071	1,092	1,114
Golf	1,108	1,130	1,152	1,176	1,199
Transit	16,473	16,802	17,138	17,481	17,831
Water	12,942	13,590	13,975	14,441	14,978
Sewer	14,911	15,630	16,941	18,305	19,803
Solid Waste	6,546	6,592	6,734	6,876	7,022
Business Improvement Area Levy	500	500	500	500	500
Levies Other Governments	64,000	67,000	70,000	74,000	75,500
	<b>236,651</b>	<b>232,627</b>	<b>232,454</b>	<b>240,236</b>	<b>244,957</b>
Transfers to Reserves					
Asset Reserves	10,432	11,325	11,505	12,483	14,556
Endowment Fund	381	388	395	402	410
Water Reserve	-	7	265	476	648
Sewer Reserve	-	144	398	753	1,149
Solid Waste Reserve	328	265	166	69	3
Cemetery Development Fund	89	91	93	95	97
Other Transfers	1,994	1,015	1,036	1,057	1,079
	<b>13,224</b>	<b>13,235</b>	<b>13,858</b>	<b>15,335</b>	<b>17,942</b>
	<b>249,875</b>	<b>245,862</b>	<b>246,312</b>	<b>255,571</b>	<b>262,899</b>



# REVENUE/TAX DISTRIBUTION: OBJECTIVES & POLICIES

## Five-year Financial Plan Bylaw #4884.2016: Schedule B

The *Community Charter* requires, as part of the consideration and adoption of five-year financial plans, the disclosure of municipal objectives and policies regarding each of the following:

- the proportion of total revenue that comes from each of the main funding sources: property taxes, parcel taxes, fees, other sources and proceeds of debt
- the distribution of property taxes among property classes
- the use of permissive tax exemptions, as well as a discussion of the relative tax rates for each property class.

This disclosure requirement, some of which is included in the District's comprehensive budget document, is organized and attached as follows:

### Fund Structure

A schematic of the funds' framework has been developed, which illustrates how the District segregates specific stand-alone business units, each with its own revenue structure, from the General Fund where property tax rates are established.

### Revenue Policies

Trends in general revenues and their proportions to total revenue are presented graphically. Revenue objectives and policies are described.

### Property Taxation Policies

Trends in property taxation and the proportion that each class contributes to total tax revenues are shown graphically. Property tax objectives and policies are described, as are practices relating to how permissive tax exemptions are granted.

### In Summary:

- user-pay is a focus within the District, and is maximized where appropriate
- erosion of the assessment base through permissive exemptions is minimized wherever possible
- although property taxation is by far the largest proportion of ongoing revenues, annual rate increases are a revenue of last resort in order to balance budgets
- in order to encourage small business, business property tax class multiples in the District continue to be among the lowest in Metro Vancouver.

# FUND STRUCTURE

The District's financial framework is organized around several high-level functional units, called funds. Each fund is a stand-alone business entity that engages in specific service activities and has its own particular revenues, expenditures, reserves and capital program. Each fund also has its own particular approach to budgeting and rate-setting.

## GENERAL FUND

The General Fund encompasses all activities not assigned to a specific stand-alone Fund.

This fund has a diverse range of service activities: administration and support to Council, public safety, recreation, culture, community planning, business regulation, traffic and roads.

It is within this Fund that property tax rates are determined, as the most significant revenue source to provide these services.

## UTILITY FUNDS

### WATER UTILITY FUND

This Fund supplies all residents with potable water on a metered user-pay basis.

User-rates are established in a separate rate setting exercise in late fall.

### SEWER & DRAINAGE UTILITY FUND

This Fund deals with collection and treatment of liquid waste, on a user-pay basis.

User-rates are established in a separate rate setting exercise in late fall.

### SOLID WASTE & RECYCLING FUND

This Fund administers the garbage & recycling contracts on a user-pay basis.

User rates have remained unchanged since 2013.

## OTHER STAND-ALONE FUNDS

### CEMETERY FUND

Capilano View Cemetery operates on a stand-alone basis, with a user rate structure sufficient to fund all expansions & improvements.

### GOLF FUND

Ambleside Par 3 and Gleneagles Golf Course are self-contained businesses that generate a bottom line sufficient to fund golf course improvements and to transfer an administration fee to the General Fund.

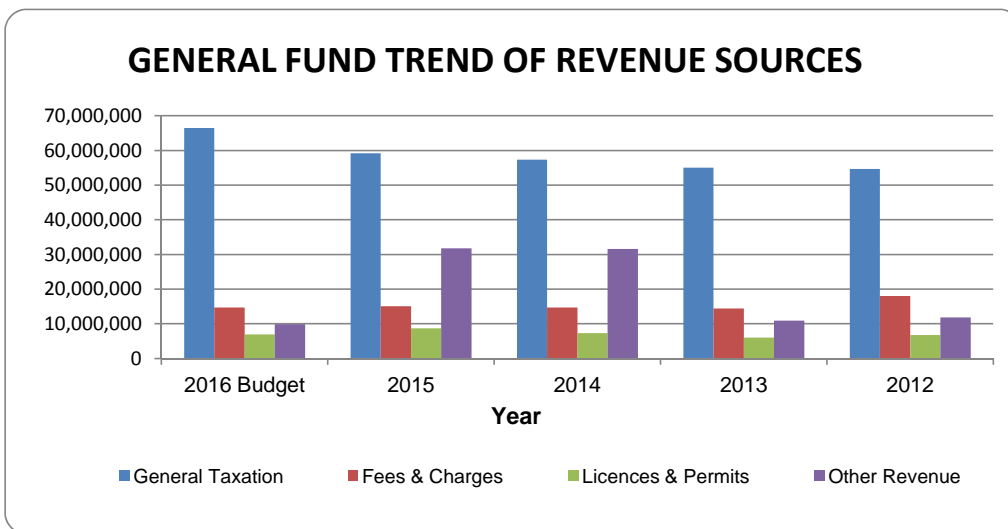
### BLUE BUS TRANSIT FUND

The Blue Bus service is operated on a contract basis for TransLink, which sets service levels, establishes the budget and reimburses all costs.

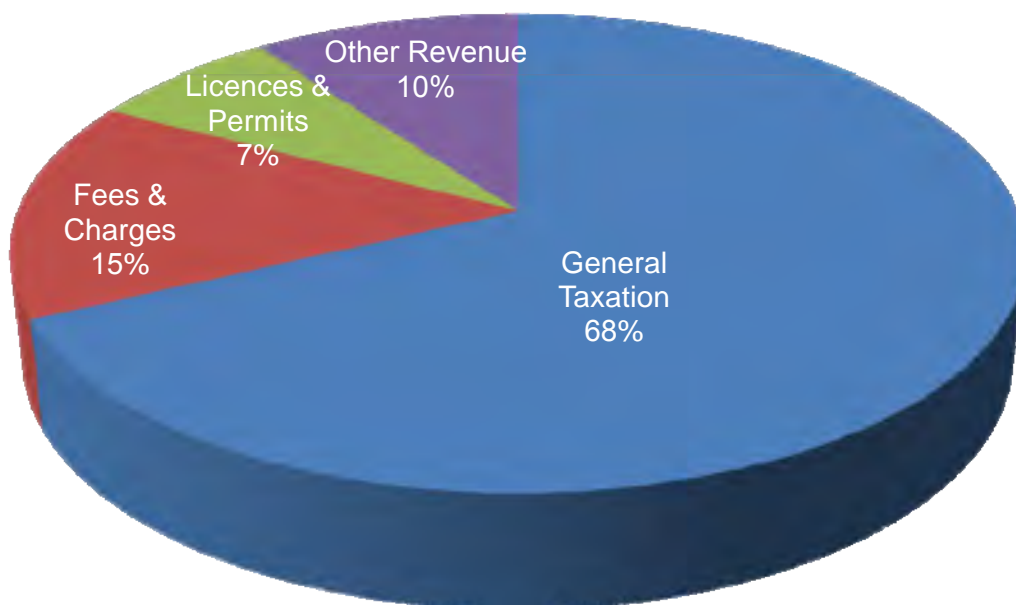
# REVENUE POLICIES

The following charts show the trend and relative distribution of each of the District’s major ongoing general revenue sources. Funding sources for the annual capital program are not presented here.

The charts below illustrate the significance of property taxation to the District’s operations, as well as the relative stability of the proportions year over year. Fluctuations in other revenues are caused by land sales transactions.



### 2016 BUDGET GENERAL FUND REVENUE SOURCES



*\*In addition to proceeds on sale of lands, other revenue includes items such as facility leases and rentals, third party contributions for public works, administration fees and interest on investments and penalties charged on late property tax payments.*

.....

All revenue sources are reviewed annually for potential rate adjustments. In the case of sewer, water and solid waste utilities, annual user rates are established to cover all costs—operating, capital and debt service—of these stand-alone utilities.

For the other stand-alone business units, such as golf and cemetery, user rate structures are established that are sufficient to cover all current costs and to provide development funds for future planned capital replacement and expansions.

Fees and charges in the General Fund are reviewed annually within the context of:

- costs involved in providing a service
- program participation objectives
- special consideration for youth and seniors
- rates as compared to surrounding municipalities
- targeted recovery rates for recreational facilities
- ensuring that new developments pay their own way.

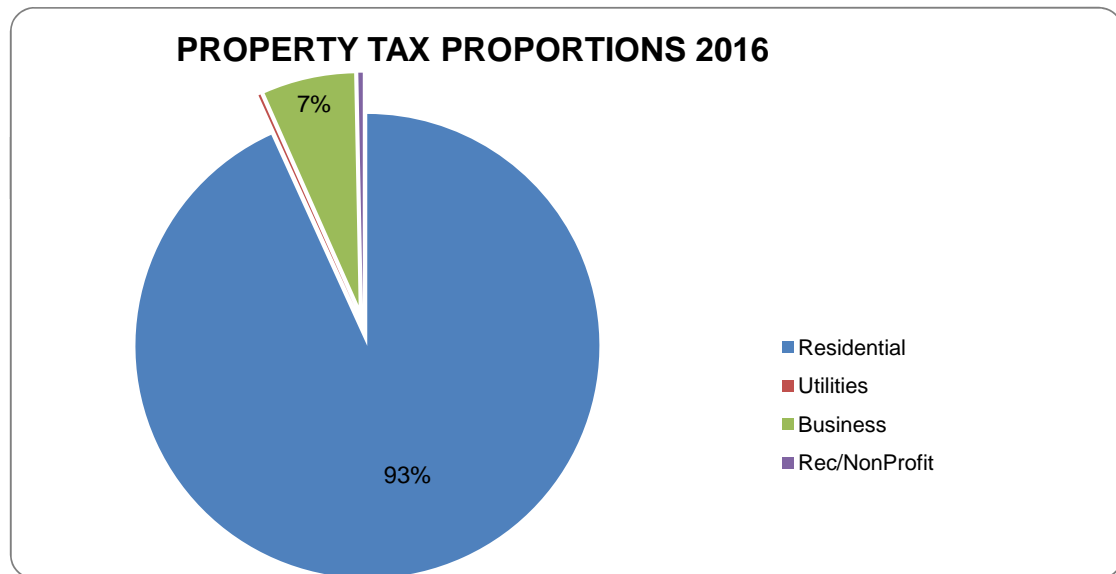
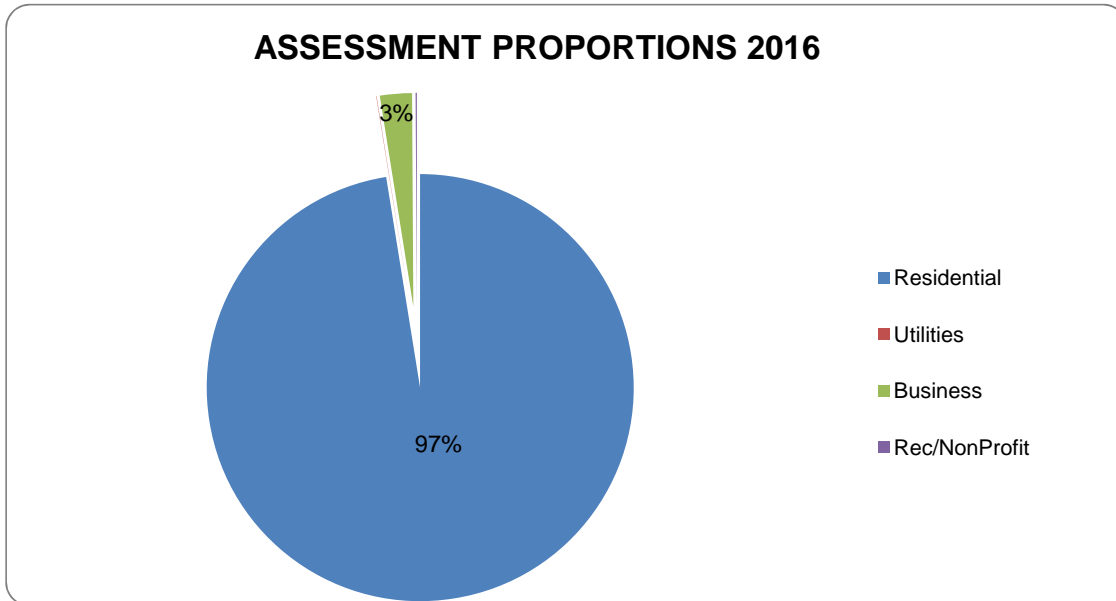
The application of user-pay principles is based on the Government Finance Officers Association’s recommended best practices, feedback from residents and is in accordance with Council’s direction. In addition, grants and other contributions including partnerships, are pursued wherever possible.

Property tax increases are considered a revenue of last resort after all other revenue sources have been maximized in order to balance budgets.

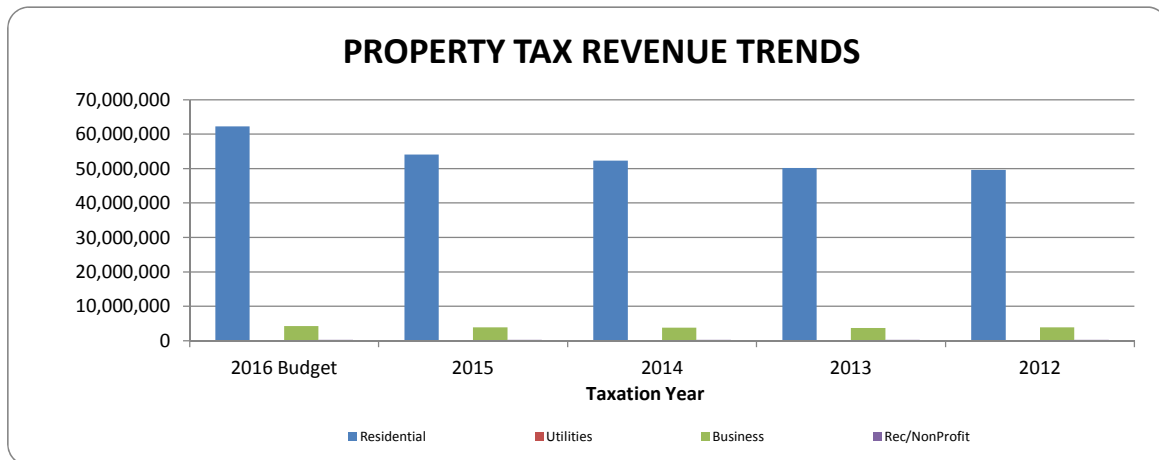


# PROPERTY TAXATION POLICIES

Property taxation is the District's most significant revenue source. Assessed property values in each of four categories presented in the charts below drive taxation revenues. These charts portray the distribution of property types both as to the proportion of total assessment and their contribution to total taxation revenues.



The chart below represents the five-year trend in taxation revenues, from 2012 to 2016, and illustrates that residential taxation is the most significant source of revenue for the District at 93 per cent of the 2016 total. The increase in general taxation for 2016 is primarily due to the implementation of an asset levy to address the infrastructure fund gap for maintenance of the District’s capital assets.



### Permissive Tax Exemptions

The *Community Charter* makes provisions for exempting, at Council’s discretion, certain categories of property from taxation. In West Vancouver, such exemptions have been tightly controlled in order to constrain erosion of the assessment base.

Current practice allows for exemptions only as follows:

- for senior citizen housing projects built with provincial assistance that do not fall within the exemption provisions of S 224(2)(h) of the *Community Charter*
- for non-profit organizations
- for land surrounding buildings for public worship and other necessary ancillary buildings
- for certain properties deemed to be National Historic Sites.

These limited allowable exemptions will amount to \$312,380 of foregone taxation revenues for 2016.

### Business Class Rate Multiple

The extent to which the business class is taxed at rates greater than the residential class rate is commonly called the Business Class Rate Multiple. For example, a multiple of 3.00 means that the business class tax rate will be three times higher than the residential tax rate.

In West Vancouver, that multiple has always been kept low in order to encourage small business. A survey of business class property taxation within Metro Vancouver municipalities for 2015 (next page) indicates a range of class multiples, from a high of 4.24 to a low of 2.27, with the average being 3.15, and the median 2.97.

West Vancouver’s tax rate multiple is 2.55.

By policy, annual per cent tax increases are applied equally to all property classes.

# BUSINESS CLASS PROPERTY TAXATION SURVEY

## Metro Vancouver Municipalities

2015	Residential			Business			Tax
	Assessment	Tax Rate	Tax Dollars	Assessment	Tax Rate	Tax Dollars	Multiple
Burnaby	49,211,307,305 80%	2.29380	112,880,897 49%	10,149,850,518 17%	9.12440	92,611,296 40%	3.98
Coquitlam	26,122,659,635 88%	3.14820	82,239,357 64%	2,958,902,601 10%	13.34520	39,487,147 31%	4.24
Delta	18,270,720,414 80%	3.51560	64,232,545 54%	2,633,878,810 11%	10.44420	27,508,757 23%	2.97
Langley City	3,101,353,803 71%	3.87940	12,031,392 51%	1,124,591,666 26%	8.79470	9,890,446 42%	2.27
Langley District	20,285,341,039 83%	3.36210	68,201,345 61%	2,917,158,001 12%	9.96950	29,082,607 26%	2.97
Maple Ridge	12,004,517,984 91%	4.47130	53,675,801 78%	900,715,133 7%	12.30380	11,082,219 16%	2.75
New Westminster	10,971,070,148 85%	3.71910	40,802,507 60%	1,695,231,145 13%	12.92410	21,909,337 32%	3.48
North Vancouver City	11,850,633,329 83%	2.51383	29,790,478 55%	2,231,161,300 16%	8.42034	18,787,137 35%	3.35
North Vancouver District	25,809,063,617 92%	2.37397	61,269,943 71%	1,819,880,916 6%	8.27863	15,066,121 17%	3.49
Pitt Meadows	2,680,789,054 83%	3.94790	10,583,487 61%	437,183,478 14%	11.18660	4,890,597 28%	2.83
Port Coquitlam	8,798,769,381 82%	3.79500	33,391,330 56%	1,502,905,502 14%	12.64730	19,007,697 32%	3.33
Port Moody	6,738,121,022 92%	3.46820	23,369,151 68%	476,012,906 6%	9.95770	4,739,994 14%	2.87
Richmond	47,402,471,266 79%	2.18723	103,680,107 55%	9,770,811,614 16%	6.94287	67,837,475 36%	3.17
Surrey	76,727,297,715 86%	2.49070	191,104,680 69%	10,134,058,613 11%	7.02465	71,188,215 26%	2.82
Vancouver	202,593,205,987 83%	1.77001	358,592,001 53%	39,575,649,179 16%	7.34590	290,718,761 43%	4.15
West Vancouver	32,001,275,930 97%	1.69110	54,117,358 93%	897,508,600 3%	4.31540	3,873,109 7%	2.55
White Rock	5,418,972,512 95%	3.44748	18,681,799 90%	257,770,502 5%	7.85907	2,025,836 10%	2.28

### WEST VANCOUVER RANKING GVRD MUNICIPALITIES

West Vancouver	Residential			Business			Tax
	Assessment	Tax Rate	Tax Dollars	Assessment	Tax Rate	Tax Dollars	Multiple
	32,001,275,930 97%	1.69110	54,117,358 93%	897,508,600 3%	4.31540	3,873,109 7%	2.55

High	4.24
Median	2.97
Average	3.15
Low	2.27

# SUPPLEMENTAL SCHEDULE: GENERAL FUND CAPITAL

	Five-Year Financial Plan \$000's				
	2016	2017	2018	2019	2020
<b>REVENUE SOURCES</b>					
External Borrowing	16,968	12,034	-	-	-
Grants and Partnerships	2,473	445	375	495	396
	<u>19,441</u>	<u>12,479</u>	<u>375</u>	<u>495</u>	<u>396</u>
<b>TRANSFERS FROM RESERVES</b>					
Asset Reserves	9,968	11,326	11,505	12,483	14,556
Prior Years Approved WIP	364	-	-	-	-
Amenity Contributions	3,221	-	-	-	-
Other Reserves	-	-	4,729	3,210	-
Development Cost Charges	1,299	-	-	-	-
	<u>14,852</u>	<u>11,326</u>	<u>16,234</u>	<u>15,693</u>	<u>14,556</u>
	<u>34,293</u>	<u>23,805</u>	<u>16,609</u>	<u>16,188</u>	<u>14,952</u>
<b>CAPITAL EXPENDITURES</b>					
Information Technology	1,181	586	326	433	324
Equipment	1,007	1,195	922	614	920
Vehicle Fleet	1,364	863	965	1,255	1,569
Facilities	20,223	15,289	8,626	5,984	4,121
Grounds and Parks	2,424	1,058	991	1,817	1,327
Transportation Infrastructure	8,094	4,814	4,779	6,085	6,691
	<u>34,293</u>	<u>23,805</u>	<u>16,609</u>	<u>16,188</u>	<u>14,952</u>



# SUPPLEMENTAL SCHEDULE: UTILITY & OTHER FUNDS

Five-Year Financial Plan \$000's					
	2016	2017	2018	2019	2020
<b>WATER UTILITY</b>					
Revenue					
User Fees	12,209	12,881	13,524	14,201	14,910
Meter Rental Charges	550	550	550	550	550
Micro Power Generation	31	31	31	31	31
Equipment Recovery	135	135	135	135	135
Transfers In	17	-	-	-	-
	<u>12,942</u>	<u>13,597</u>	<u>14,240</u>	<u>14,917</u>	<u>15,626</u>
Expenditure					
Water Purchases	3,390	3,650	3,798	3,952	4,111
System Operating	3,663	3,733	3,804	3,875	3,949
System Replacements	3,420	3,738	3,983	4,224	4,528
Equipment Replacement	402	402	402	402	402
Debt Service	2,067	2,067	1,988	1,988	1,988
Transfer Out	-	7	265	476	648
	<u>12,942</u>	<u>13,597</u>	<u>14,240</u>	<u>14,917</u>	<u>15,626</u>
<b>SEWER UTILITY</b>					
Revenue					
User Fees	14,217	15,639	17,202	18,923	20,817
Equipment Recovery	130	135	135	135	135
Transfers In	564	-	-	-	-
	<u>14,911</u>	<u>15,774</u>	<u>17,337</u>	<u>19,058</u>	<u>20,952</u>
Expenditure					
GVSDD Levy	5,753	6,099	6,495	6,950	7,471
Administration Charge	200	200	200	200	200
Sanitary Operating	1,420	1,448	1,476	1,506	1,538
Storm Operating	983	1,003	1,023	1,044	1,064
Capital Program	6,290	6,640	7,560	8,480	9,400
Equipment Replacement	265	240	185	125	130
Transfer Out	-	144	398	753	1,149
	<u>14,911</u>	<u>15,774</u>	<u>17,337</u>	<u>19,058</u>	<u>20,952</u>
<b>SOLID WASTE</b>					
Revenue					
User Fees Solid Waste	3,401	3,401	3,401	3,401	3,435
User Fees Recycling	2,773	2,755	2,798	2,843	2,889
Sales	701	701	701	701	701
	<u>6,875</u>	<u>6,857</u>	<u>6,900</u>	<u>6,945</u>	<u>7,025</u>
Expenditure					
Waste (Garbage & Organics)	2,378	2,417	2,485	2,550	2,617
Public Realm Waste	840	968	981	994	1,008
Recycling Collection & Processing	3,309	3,207	3,268	3,332	3,397
Capital	20	-	-	-	-
Transfers Out	328	265	166	69	3
	<u>6,875</u>	<u>6,857</u>	<u>6,900</u>	<u>6,945</u>	<u>7,025</u>

# SUPPLEMENTAL SCHEDULE: UTILITY & OTHER FUNDS

...continued

	Five-Year Financial Plan \$000's				
	2016	2017	2018	2019	2020
<b>CEMETERY</b>					
Revenue					
User Fees	1,000	1,021	1,042	1,062	1,084
Interest Revenue	118	120	122	125	127
	<u>1,118</u>	<u>1,141</u>	<u>1,164</u>	<u>1,187</u>	<u>1,211</u>
Expenditure					
Operations	477	488	497	507	517
Sales and Use Costs	190	194	198	202	206
Administration Charge	179	182	186	189	193
Capital Program	183	186	190	194	198
Transfers Out	89	91	93	95	97
	<u>1,118</u>	<u>1,141</u>	<u>1,164</u>	<u>1,187</u>	<u>1,211</u>
<b>GOLF</b>					
Revenue					
Golf Fees	1,048	1,069	1,090	1,112	1,134
Clubhouse Rentals	60	61	62	64	65
	<u>1,108</u>	<u>1,130</u>	<u>1,152</u>	<u>1,176</u>	<u>1,199</u>
Expenditure					
Proshop and Management	187	191	194	198	202
Operations and Maintenance	689	702	717	732	746
Administration Charge	132	135	137	140	143
Capital Program	-	-	-	-	-
Debt Service	100	102	104	106	108
	<u>1,108</u>	<u>1,130</u>	<u>1,152</u>	<u>1,176</u>	<u>1,199</u>
<b>TRANSIT</b>					
Revenue					
Transit Reimbursement	16,473	16,802	17,138	17,481	17,831
Expenditure					
Operations	9,867	10,065	10,265	10,471	10,681
Maintenance	5,450	5,558	5,670	5,783	5,899
Administration	1,156	1,179	1,203	1,227	1,251
	<u>16,473</u>	<u>16,802</u>	<u>17,138</u>	<u>17,481</u>	<u>17,831</u>

# CHANGE IN FUND BALANCES

	Opening Balances	Current Additions	Current Expend	Closing Balances
<b>General Fund</b>				
Unappropriated (Surplus) / Deficit	13,865,472	-	-	13,865,472
Reserve Funds	44,887,398	11,743,893	(14,267,058)	42,364,233
	<u>58,752,870</u>	<u>11,743,893</u>	<u>(14,267,058)</u>	<u>56,229,705</u>
<b>Water Utility</b>				
Unappropriated (Surplus) / Deficit	8,954,256	357,900	-	9,312,156
Reserve Funds	200,000	4,600	-	204,600
	<u>9,154,256</u>	<u>362,500</u>	<u>-</u>	<u>9,516,756</u>
<b>Sewer Utility</b>				
Unappropriated (Surplus) / Deficit	(1,968,886)	-	(24,500)	(1,993,386)
Reserve Funds	445,922	10,256	-	456,178
	<u>(1,522,963)</u>	<u>10,256</u>	<u>(24,500)</u>	<u>(1,537,207)</u>
<b>Solid Waste and Recycling</b>				
Unappropriated (Surplus) / Deficit	-	-	-	-
Reserve Funds	1,608,945	327,950	-	1,936,895
	<u>1,608,945</u>	<u>327,950</u>	<u>-</u>	<u>1,936,895</u>
<b>Golf</b>				
Unappropriated (Surplus) / Deficit	905,568	-	-	905,568
Reserve Funds	6,517	150	-	6,666
	<u>912,084</u>	<u>150</u>	<u>-</u>	<u>912,234</u>
<b>Cemetery</b>				
Unappropriated (Surplus) / Deficit	-	-	-	-
Reserve Funds	1,300,851	120,389	-	1,421,240
	<u>1,300,851</u>	<u>120,389</u>	<u>-</u>	<u>1,421,240</u>
<b>CONSOLIDATED</b>	<u><u>70,206,043</u></u>	<u><u>12,565,139</u></u>	<u><u>(14,291,558)</u></u>	<u><u>68,479,623</u></u>

## Notes on significant changes:

The District had planned to obtain Municipal Finance Authority debt to fund the construction of the West Vancouver Community Centre, of the Eagle Lake Water Treatment Plant and of the Gleneagles Clubhouse. Accordingly, the balance to be borrowed had been presented as "Capital to be Financed in Future Years" on the District's Financial Statements. In 2012, a decision was made to fund these projects internally, and the amount that had previously been identified as Capital to be Financed in Future Years was rolled into the District's Unappropriated Surplus.

A breakdown of the reserves in the General Fund is outlined on the following page.

# RESERVE PROJECTIONS

	2016	2017	2018	2019	2020
<b>Endowment Reserve</b>					
Balance, Opening	32,592,989	33,381,186	34,193,678	30,248,324	28,210,273
Land sales	150,000	150,000	150,000	150,000	150,000
Net Rentals/Leases	367,448	376,276	385,457	395,005	404,935
Interest Earned	407,320	425,518	389,900	321,873	306,819
Acquisition of Land	-	-	-	-	-
Current Project Expenditures	(136,571)	(139,302)	(4,870,710)	(2,904,930)	(147,829)
Balance, Closing	33,381,186	34,193,678	30,248,324	28,210,273	28,924,198
<b>Amenity Contributions Reserve</b>					
Balance, Opening	6,541,251	3,433,998	3,512,980	3,593,779	3,676,435
Current Developer Contributions	-	-	-	-	-
Interest Earned	113,411	78,982	80,799	82,657	84,558
Current Project Expenditures	(3,220,664)	-	-	-	-
Balance, Closing	3,433,998	3,512,980	3,593,779	3,676,435	3,760,993
<b>Capital Facilities Reserve</b>					
Balance, Opening	518,615	627,141	641,566	656,322	671,417
Annual Transfer from Operating Budget	2,366,000	2,568,648	2,609,474	2,831,297	3,301,510
Interest Earned	13,026	14,424	14,756	15,095	15,443
Current Project Expenditures	(2,270,500)	(2,568,648)	(2,609,474)	(2,831,297)	(3,301,510)
Balance, Closing	627,141	641,566	656,322	671,417	686,860
<b>Infrastructure Maintenance Reserve</b>					
Balance, Opening	1,077,212	725,138	725,138	725,138	725,138
Annual Transfer from Operating Budget	4,756,538	5,163,936	5,246,012	5,691,957	6,637,261
Interest Earned	-	-	-	-	-
Current Project Expenditures	(5,108,612)	(5,163,936)	(5,246,012)	(5,691,957)	(6,637,261)
Balance, Closing	725,138	725,138	725,138	725,138	725,138
<b>Capital Equipment Reserve <sup>1</sup></b>					
Balance, Opening	-	176,600	176,600	176,600	176,600
Annual Transfer from Operating Budget	2,459,000	2,669,614	2,712,044	2,942,586	3,431,282
Interest Earned	-	-	-	-	-
Current Project Expenditures	(2,282,400)	(2,669,614)	(2,712,044)	(2,942,586)	(3,431,282)
Balance, Closing	176,600	176,600	176,600	176,600	176,600
<b>Operating Equipment Reserve <sup>2</sup></b>					
Balance, Opening	-	178,700	178,700	178,700	178,700
Annual Transfer from Operating Budget	850,000	922,803	937,470	1,017,161	1,186,088
Interest Earned	-	-	-	-	-
Current Project Expenditures	(671,300)	(922,803)	(937,470)	(1,017,161)	(1,186,088)
Balance, Closing	178,700	178,700	178,700	178,700	178,700
<b>Other Operating Reserves <sup>various</sup></b>					
Balance, Opening	2,175,223	1,689,655	1,402,329	1,108,294	807,411
Current Contributions and Revenues	78,950	79,513	80,013	80,513	81,013
Interest Earned	12,493	12,867	13,253	13,651	14,061
Current Project Expenditures	(577,011)	(379,706)	(387,300)	(395,046)	(402,947)
Balance, Closing	1,689,655	1,402,329	1,108,294	807,411	499,537
<b>Other Capital Reserves <sup>various</sup></b>					
Balance, Opening	1,982,108	2,151,815	2,322,264	2,493,476	2,215,474
Current Contributions and Revenues	145,000	145,000	145,000	145,000	145,000
Interest Earned	24,707	25,449	26,212	26,998	27,808
Current Project Expenditures	-	-	-	(450,000)	(450,000)
Balance, Closing	2,151,815	2,322,264	2,493,476	2,215,474	1,938,282
<b>TOTAL GENERAL FUND</b>	<b>42,364,233</b>	<b>43,153,253</b>	<b>39,180,632</b>	<b>36,661,448</b>	<b>36,890,309</b>

26 1 The Capital Equipment Reserve was established in 2016 and is a statutory reserve.

2 The Operating Equipment Reserve was established in 2016.

# CONSOLIDATED BUDGET: THREE-YEAR TREND

2016	2015	2014
Annual Budget	Year End Actual	Year End Actual

## CONSOLIDATED REVENUES

### General Fund:

General Taxation	64,374,234	59,221,604	57,294,230
Other General Revenues	33,780,624	56,996,924	54,081,721
General Capital Funding	34,292,958	29,356,333	31,868,175
	<u>132,447,816</u>	<u>145,574,861</u>	<u>143,244,126</u>

### Utility & Other Funds:

Water Utility Fees & Revenues	12,941,700	12,468,043	11,776,475
Sewer Utility Fees & Revenues	14,911,400	11,992,657	14,270,618
Solid Waste & Recycling Fees	6,874,250	4,754,832	4,445,831
Transit Reimbursements	16,472,900	16,031,316	15,070,287
Golf Fees & Revenues	1,107,743	1,024,569	1,015,678
Cemetery Fees & Revenues	1,118,500	1,059,097	1,156,242
	<u>185,874,309</u>	<u>192,905,375</u>	<u>190,979,258</u>

### Tax Levies for Other Governments

	64,000,000	57,989,008	56,261,228
	<u>249,874,309</u>	<u>250,894,383</u>	<u>247,240,486</u>

## CONSOLIDATED EXPENDITURE

### General Fund:

General Departmental Operating	63,513,147	77,883,087	81,759,257
General Operating Other	34,641,711	36,995,904	28,489,060
General Capital Program	34,292,958	29,356,333	31,868,175
	<u>132,447,816</u>	<u>144,235,324</u>	<u>142,116,492</u>

### Utility & Other Funds:

Water Utility Operating & Capital	12,941,700	12,468,043	11,776,475
Sewer Utility Operating & Capital	14,911,400	11,992,657	14,270,618
Solid Waste & Recycling Operating	6,874,250	4,754,832	4,445,831
Transit Operating	16,472,900	16,031,316	15,070,287
Golf Operating & Capital	1,107,743	1,024,569	1,015,678
Cemetery Operating & Capital	1,118,500	1,059,097	1,156,242
	<u>185,874,309</u>	<u>191,565,838</u>	<u>189,851,624</u>

### Tax Levies for Other Governments

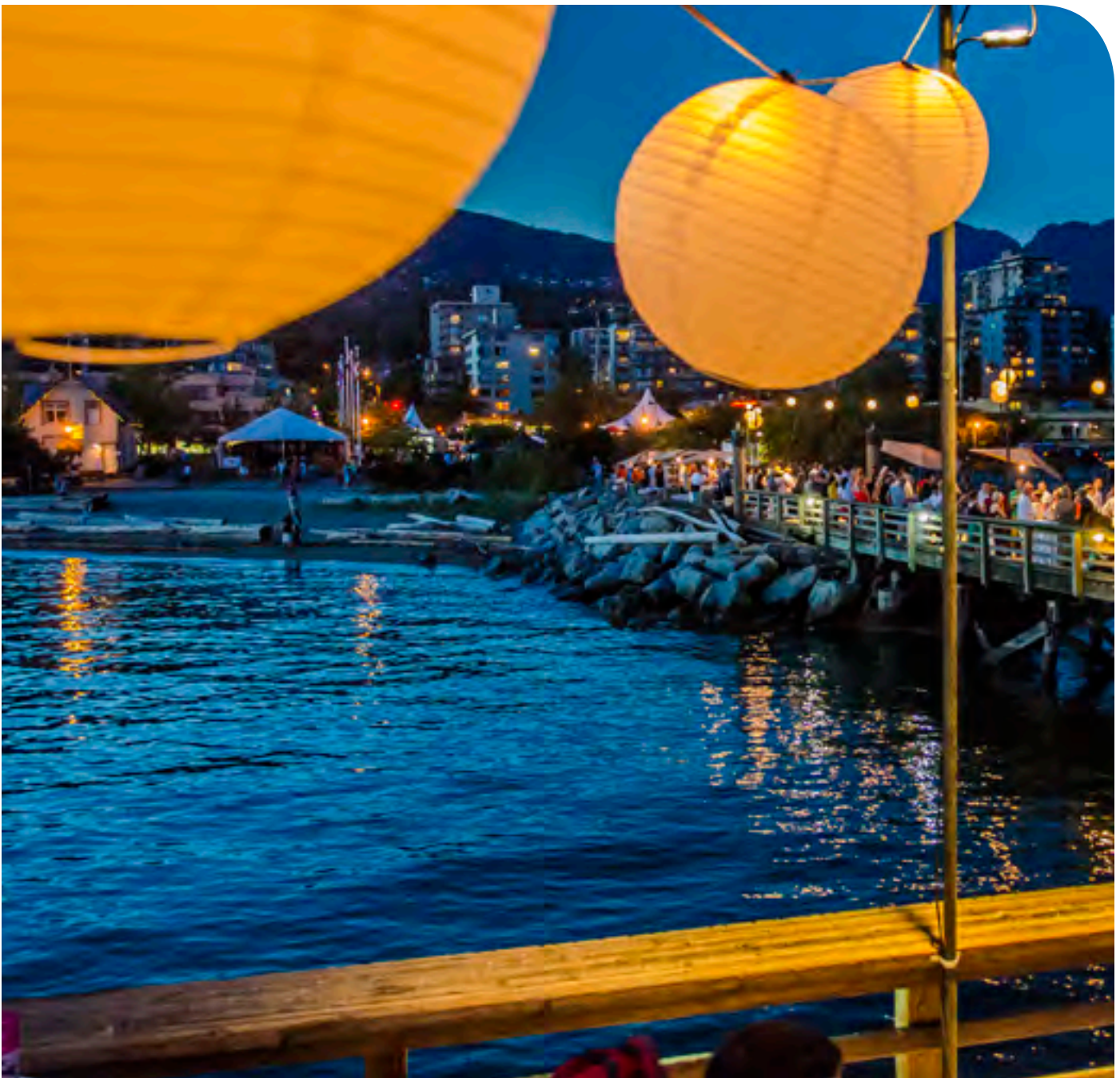
	64,000,000	57,989,008	56,261,228
	<u>249,874,309</u>	<u>249,554,846</u>	<u>246,112,852</u>

## CONSOLIDATED SURPLUS

	-	1,339,537	1,127,634
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**2. West Vancouver Overview**

Demographics & Statistics . . . . . 30

West Vancouver: Yesterday and Today . . . . . 35

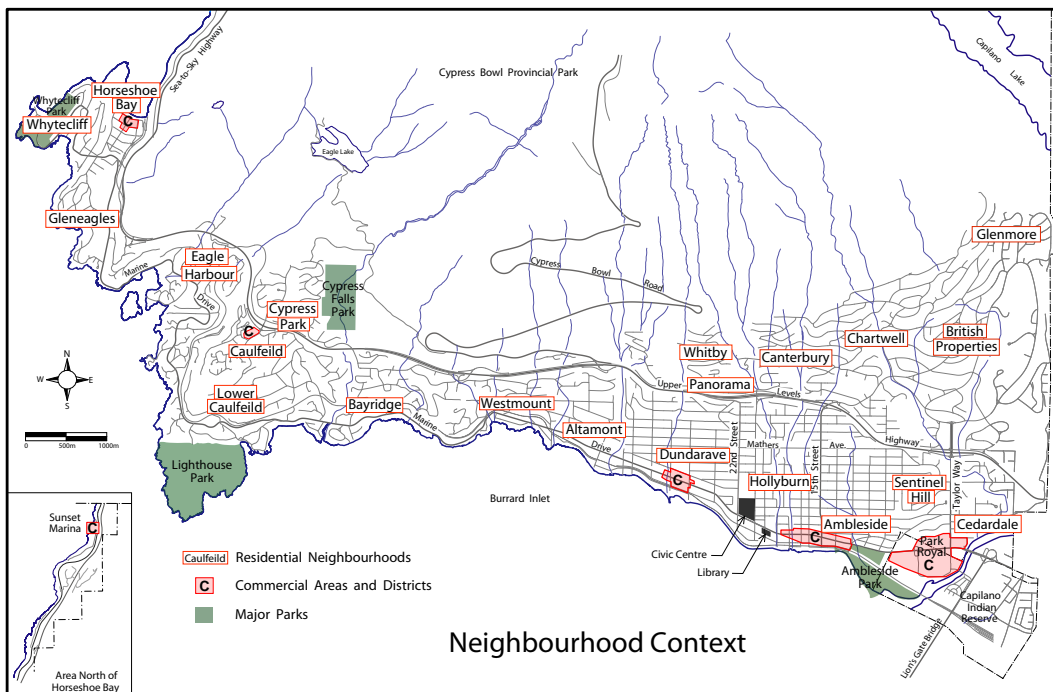
Municipal Government Overview . . . . . 37

Organizational Chart . . . . . 38

# DEMOGRAPHICS & STATISTICS

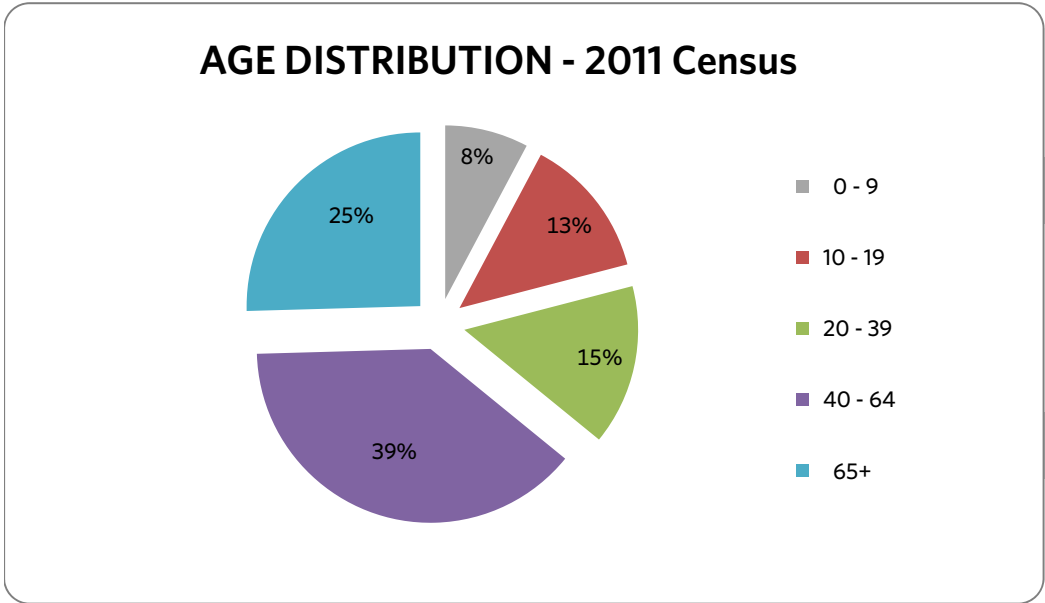
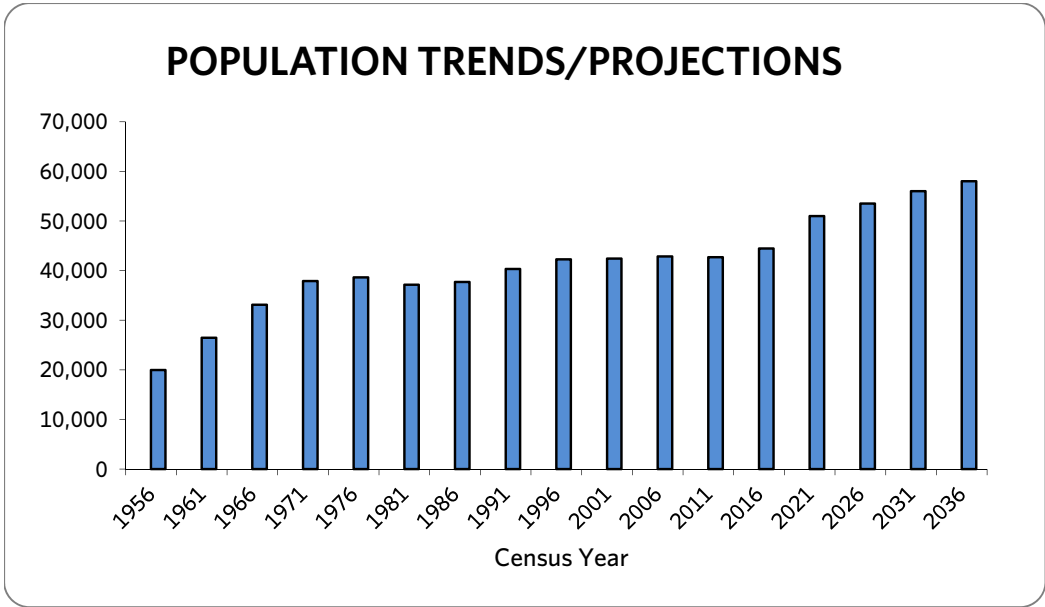
West Vancouver is a waterfront community bounded by the mountains to the north, Burrard Inlet and Howe Sound to the south and west, and the Capilano River corridor to the east.

Connections to downtown Vancouver and points east and south from West Vancouver are via the Lions Gate Bridge and through North Vancouver via Highway 1 to the Second Narrows Bridge. The Upper Levels Highway serves as the major east/west connection to the Horseshoe Bay ferry terminal, Sea to Sky Highway (Highway 99 North) and Whistler to the north, and to the other North Shore municipalities. Marine Drive is the scenic route connecting local neighbourhoods along West Vancouver's waterfront and providing a lower connection to North Vancouver and the Lions Gate Bridge.



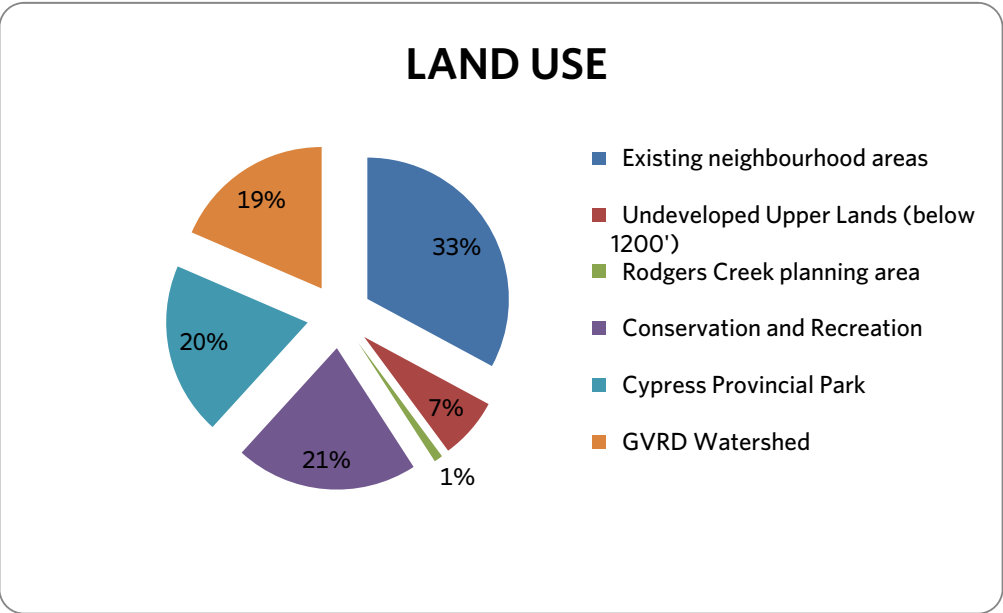
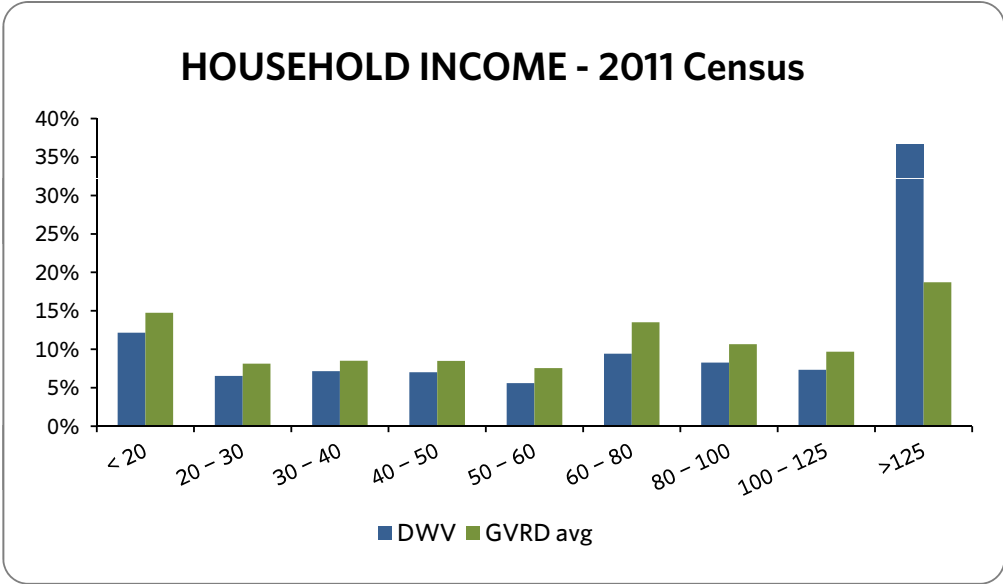
# DEMOGRAPHICS & STATISTICS

## Population Demographics, Trends & Projections



# DEMOGRAPHICS & STATISTICS

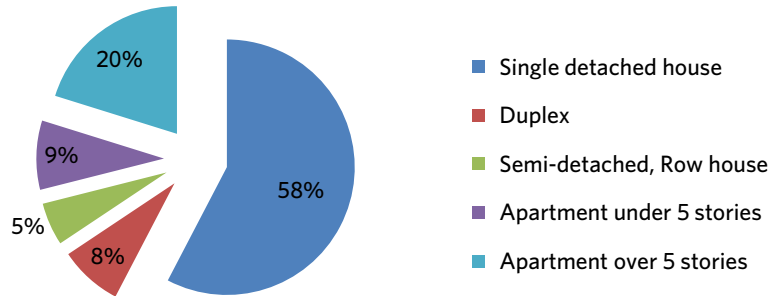
## Population Demographics, Trends & Projections...continued



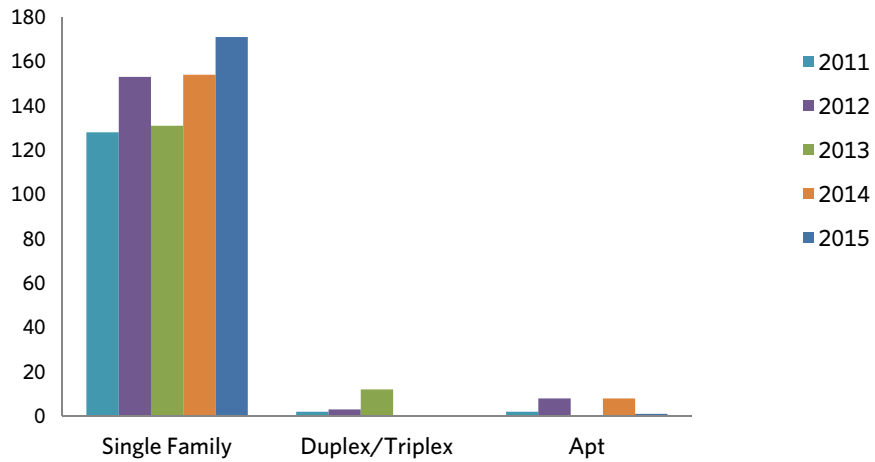
# DEMOGRAPHICS & STATISTICS

## Land Use & Housing

### HOUSING TYPES - 2011 Census



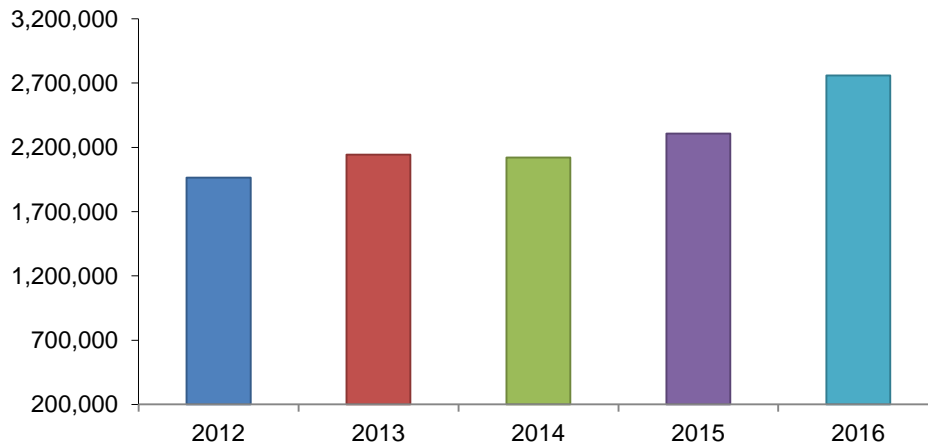
### RESIDENTIAL BUILDING PERMITS



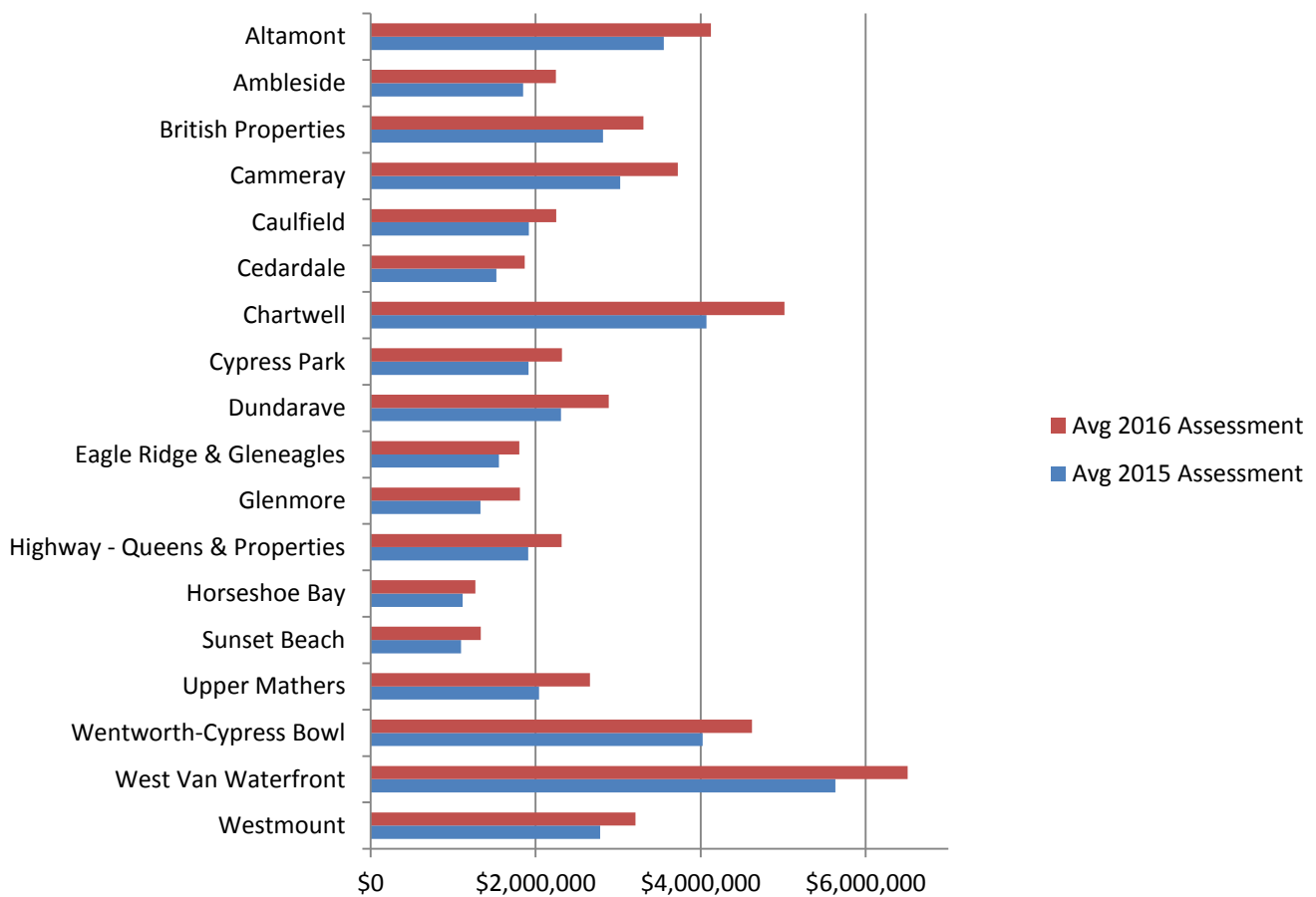
# DEMOGRAPHICS & STATISTICS

## Land Use & Housing...continued

### AVG DETACHED SINGLE FAMILY ASSESSED VALUE



### SINGLE FAMILY AVG ASSESSMENT VALUE BY NEIGHBOURHOOD





## WEST VANCOUVER: YESTERDAY AND TODAY



The District of West Vancouver, stretching along 28 kilometres of shoreline and up the slopes of Hollyburn Ridge, began as a popular summer holiday destination and has grown to become an affluent North Shore municipality.

The earliest known settlement here was a Coast Salish village at what is now known as Sandy Cove. The First Nations village at the mouth of the Capilano River later became the Capilano Indian Reserve (Xwemelch'stn), a separate legal entity.

As Vancouver was established in the late 19th century and grew during the 20th century, its residents crossed Burrard Inlet from the city to picnic or camp in West Vancouver. Eventually, they settled in a string of small, self-contained communities, which were oriented to the shoreline and, over time, crept up the mountainside. The natural topography separated the early settlements and later served to define West Vancouver's neighbourhoods.

The District of West Vancouver was incorporated on March 15, 1912, taking jurisdiction over what had been a part of the District of North Vancouver.

Apart from logging, the new municipality didn't attract much commerce. Determined to turn that negative into a positive, the first Official Community Plan under the Town Planning Act of 1926 banned any new industry and called for building lots that were larger than elsewhere in the Lower Mainland.

That decision attracted a group of British investors, led by the Guinness family, which purchased most of the Upper Lands and began to build the British Properties in 1932. The family built the Lions Gate Bridge (1937–38) to provide the first fixed crossing to Vancouver, and later built the Capilano Golf Course and the north part of Park Royal, one of the first shopping centres in Canada, in the 1950s.

Ambleside was an early subdivision built on a gridiron plan with a commercial strip along Marine Drive. John Lawson Park was named for the *father* of West Vancouver, who settled in this beautiful spot with his family. Dundarave was named for the Scottish castle that was home to the clan of early resident R.E. Macnaghten. Caulfeild owes its eccentric spelling to Francis William Caulfeild, an Englishman, who laid out an English-style village *according to the contours of nature*, including the paths of wild animals and cows. Before 1931, when Dan Sewell opened a marina and Whytecliff Lodge, only a few families lived in Horseshoe Bay year-round.

As car ownership became more common after 1945, new neighbourhoods spread across the upper areas. Altamont is one such neighbourhood, with its large lots, mature trees, attractive landscaping and narrow public roads that give its homes the feel of country estates.



In 1959, 20 hectares of land were rezoned, permitting dozens of high-density apartment buildings to be constructed in Ambleside and Hollyburn. The Crescent Apartments (1961) was West Vancouver's first high-rise. Some apartment buildings from that era, notably Villa Maris, also known as the Pink Palace, have paint colours influenced by the pastel palette of Miami, Florida.

From 1945 to 1975, West Vancouver was a centre of innovative residential design that became known as West Coast Style, which was inspired to a large extent by the dramatic landscape and the availability of lumber as a building material. Hundreds of West Coast modern houses were designed by talented architects such as Arthur Erikson, Ron Thom, Charles Edward (Ned) Pratt, Fred Hollingsworth and Barry Downs.

As the population and diversity of the Metro Vancouver region has grown, so it has in West Vancouver. Compared to several decades ago, West Vancouver has a greater proportion of older residents and a smaller proportion of young children and young adults. Average income levels are higher than in the past, land values are have risen tremendously, and the population is more diverse.

Today, West Vancouver's ethnic and cultural diversity is drawn from Asia, the Middle East and Europe, as well as from elsewhere in BC and Canada. The Squamish First Nation, with its lands adjacent to the eastern border of West Vancouver, is a key partner with the District.

The District continues to have no industry and offers the same attractions that originally drew the first tourists: beaches, forests, mountain trails, golf courses and ski slopes. Residents place a high value on the natural environment, recreational opportunities, quality community amenities and a rich cultural life.

## MUNICIPAL GOVERNMENT OVERVIEW

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The District of West Vancouver is responsible for governing the municipality under the authority of the *Local Government Act* and of the *Community Charter*. The District operates under a Council/CAO system; an elected Council provides policy direction to a professional staff, who then implement Council policy and manage the day-to-day operations of the District. The Mayor is the Chief Executive Officer, chairing regular Council meetings and acting as the key spokesperson between Council and the public.

Here are members of Council, elected on November 15, 2014, who will hold office until November, 2018. They are named from left to right: Councillor Michael Lewis, Councillor Nora Gambioli, Councillor Craig Cameron, Councillor Mary-Ann Booth, Councillor Bill Soprovich, Councillor Christine Cassidy and Mayor Michael Smith.

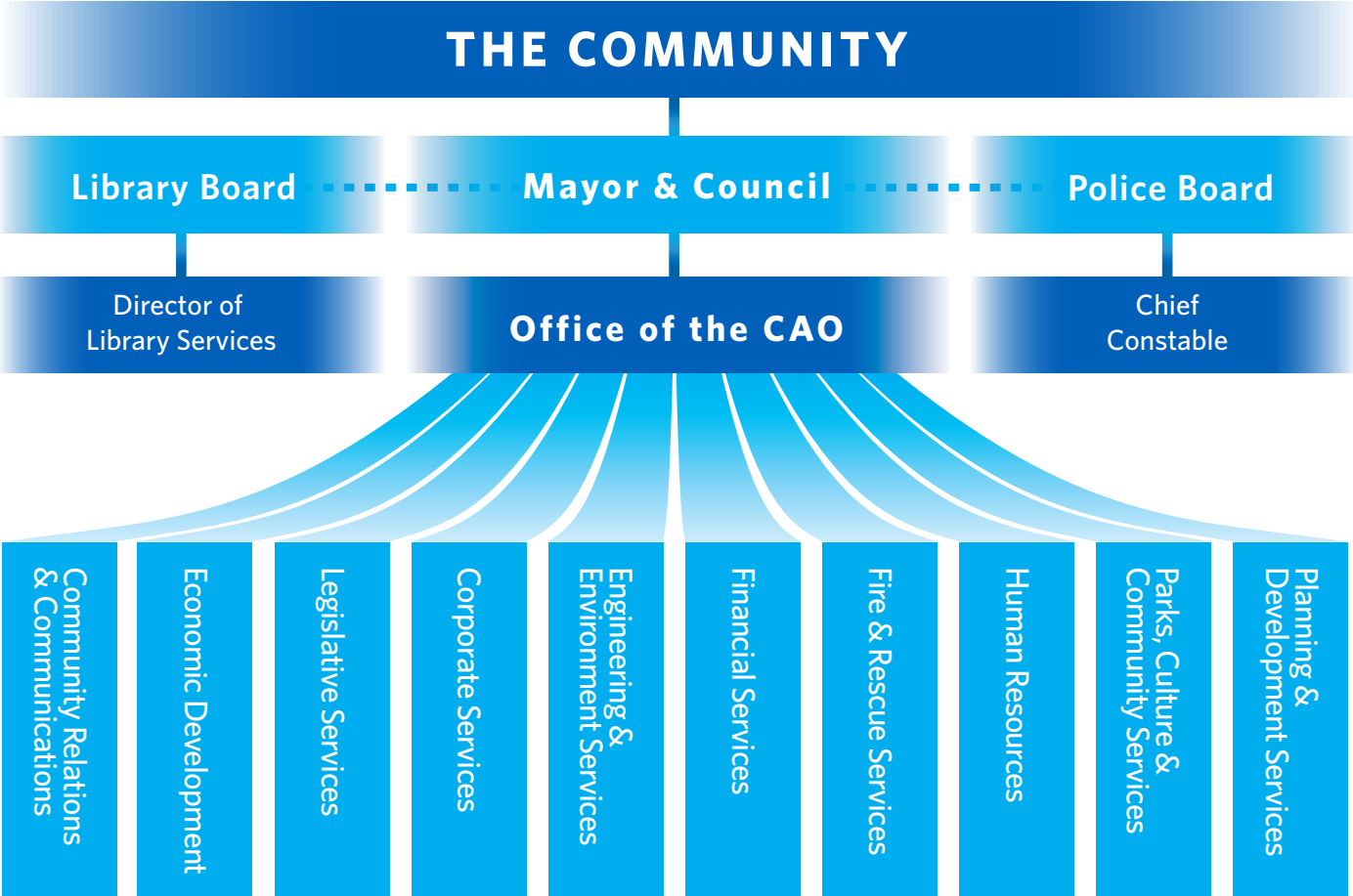


The Chief Administrative Officer (CAO), working with divisional directors, provides corporate leadership and service to realize organizational values and to support Council's vision for the community. The following are the senior management group: Chief Administrative Officer Nina Leemhuis; Director of Community Relations & Communications Jeff McDonald; Director of Corporate Services Mark Chan; Director of Engineering & Environment Services Raymond Fung; Director of Financial Services Isabel Gordon; Chief of Fire & Rescue Services Randy Heath; Police Chief Constable Len Goerke; Director of Human Resources Lauren Hughes; Legislative Services Municipal Clerk Sheila Scholes; Director of Parks, Culture & Community Services Anne Mooi; Director of Planning & Development Services Jim Bailey; and Director of Library Services Jenny Benedict.

Boards, committees and working groups also provide advice to Council and staff.



# ORGANIZATIONAL CHART





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# OFFICIAL COMMUNITY PLAN POLICIES

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The overarching local government planning document is the Official Community Plan (OCP). The OCP lays out high-level policy statements on such matters as land use, zoning, servicing, community amenities and finances.

It is a priority of the current Council to update the OCP to reflect how the community has changed, new pressures affecting growth and development, and to provide a contemporary planning context for West Vancouver. West Vancouver's current OCP was adopted in June, 2004. The financial framework from that document appears below, but readers should note that some of these policies have been revised.

## OCP POLICY SECTION 16: FINANCIAL FRAMEWORK

### Context

Municipal corporations are complex organizations, deriving their authority from the *Local Government Act*. They conduct their affairs through an elected Council, locally enacted bylaws, professional staff and the advice of various appointed commissions, boards and committees.

Municipalities conduct their financial affairs through formal annual budgets and five-year financial plans. These budgets and plans define services to be provided and at what cost, and determine revenue sources (chief among which is the power to tax) to pay for them. The form and character of a community as proposed in its OCP will play a significant role in shaping the future demand for infrastructure and services.

### The Financial Framework

Although there continues to be challenges in managing the complex and changing financial issues facing West Vancouver, staff have developed a coherent framework that defines, in a principled way, a long-term approach to maintaining financial stability. Some of the elements of that financial framework include:

- a budget process that goes beyond single year budgeting to include five-year financial plans, and which includes a significant resident consultation component
- a formal set of budget principles, which guide the annual budget process in establishing overall expenditures and departmental activity levels and, ultimately, the setting of tax rates. These budget principles, applied by Council and staff, cover such matters as commitment to a long-term corporate, results-oriented approach that stresses responsibility and accountability
- capital planning principles that emphasize a long-term program of infrastructure improvement and maintenance on a pay-as-you-go basis, integrating capital construction and maintenance activities within an affordable long-term capital plan
- a Community Strategic Plan, incorporating a high-level strategy map, which links corporate objectives, initiatives and measures to the organization's mission
- a long-term approach to utilities infrastructure replacement, including developing West Vancouver's own water source at Eagle Lake, which provides the rationale for gradually rising service charges followed by long-term stability of sewer and water rates over the next 10 years [note that more recent studies of the condition of sewer and water infrastructure have indicated the need to further increase utility rates—see section 10, Utility & Other Funds]
- an ongoing review of fees and charges for the many user-pay services and activities offered by the municipality. Many user-pay activities do not involve full cost recovery measures, but include a municipal subsidy from general taxation. Identifying the services and activities that should be approached on a user-pay basis, and determining the amount of the municipal subsidy, is the subject of ongoing debate
- a system of Development Cost Charges and individually negotiated servicing agreements that serve to finance the costs associated with growth from new development. This system ensures that the infrastructure requirements of new development are not a burden to existing taxpayers.



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## Challenges and Trends

The overall fiscal stability is managed within the context of certain challenges and trends that may or may not be within the direct control of the District. The most significant challenge facing the District is the financial implications of a historic decision to remain a predominantly residential community, which makes for singular patterns of service consumption. In communities with a significant business and industrial component to the tax base, it is not unusual for those sectors to contribute tax revenues in excess of the value of services that they actually consume, thus subsidizing residential taxpayers. That subsidization of the residential tax burden is not available in West Vancouver.

Changing demographics—for example, an increase in the proportion of elderly and retired residents as compared to the number of young families—will result in demands for changed in land use and a change to the mix and cost of required services. Conversely, the demographics of a community may develop in response to the housing forms and land uses permitted in the OCP.

The actions of senior levels of government also place additional burdens on municipal finances. These actions include:

- downloading of responsibilities, cutbacks in cost-sharing programs and the elimination of revenue sharing grants
- the imposition of new standards in such diverse areas as sewage treatment, water quality, solid waste handling, site contamination and the environment, adding directly to municipal costs
- legislative changes to railway taxation, access to information and privacy, and the *Police Act*, adding indirect costs.

West Vancouver's service levels exceed those of other municipalities in Metro Vancouver on a per capita basis and yet, in many cases, describing and quantifying these services with precision is difficult. The next stage of the fiscal sustainability review, launched in 2014, will see this critical area addressed.

The debate around user-pay initiatives is expected to continue relative to water metering in West Vancouver. Metro Vancouver restrictions on water use will continue to tighten.

Regional issues are becoming more complex and costly and are further complicated by the problem of less-than-direct municipal representation in decision-making around Metro Vancouver core services, sewer and solid waste. This is also true of regional transportation issues within TransLink. The District increasingly needs to monitor external events, protect its interests and intervene when necessary.

## OBJECTIVES

Financial Framework policies ensure fiscal sustainability, and are based on the following objectives:

- recognize that the form and patterns of land use are fundamental to shaping future demand for infrastructure and services and, ultimately, the levels of taxation required
- recognize that decisions on general land use and specific development proposals must be made in the context of overall financial affordability and sustainability
- establish a system to ensure that new development does not impose new financial burdens on the community.

---

## POLICIES

### Policy F1

Provide for public involvement in ongoing financial planning and budgeting, including the development of capital and business plans.

- conduct a comprehensive annual budget, and five-year capital plan process, which includes a public consultation component
- annually review and update all current and long-term financial plans based on current conditions
- provide meaningful documentation of all financial plans, budgets and long-term tax policies
- ensure that the policies and priorities identified in the OCP are consistent with municipal financial planning.

### Policy F2

Ensure that new development pays its own way without impact to existing residents, and provides community benefits when appropriate.

- review on a regular basis, and amend as necessary, rates of Development Cost Charges to ensure that they are equitable and that they adequately cover the associated costs of development
- review all development proposals for financial impact, especially as they relate to incremental taxation and to the provision of new community amenities.

### Policy F3

Ensure that service levels respond to changing community demographics.

- review service level requirements during each year's budget consultations.

### Policy F4

Ensure that infrastructure renewal and replacement are provided for on an appropriate basis.

- review and amend, as necessary, five- and 10-year infrastructure maintenance plans as part of the annual budget process
- continue development of the Eagle Lake water source
- consider the full life-cycle costing of infrastructure, in particular, off-site services and transportation, and the need for adequate funding for future infrastructure replacement.

### Policy F5

Implement user-pay initiatives when appropriate.

- [continue] universal water metering.

### Policy F6

Monitor legislative changes for impacts and opportunities.

- review *Community Charter* legislation for new revenue/cost reduction opportunities and to minimize potential new service burdens.

### Policy F7

Monitor and participate in decision-making within the region.

- continue to be involved at both the staff and political levels in regional forums and organizations
- assume leadership roles on regional issues that affect the District.

# COMMUNITY STRATEGIC PLAN

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In 2009, the District launched a comprehensive public engagement process for residents to envision the strongest and most appealing community imaginable 20 to 30 years into the future, and to identify their most important values, key concerns and priorities. A Strategic Planning working group was formed to distill the results and directives from the public engagement process into high-level vision and mission statements. These statements provide the context for achieving the public's goals in the present and for the future.

## 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.

## Mission

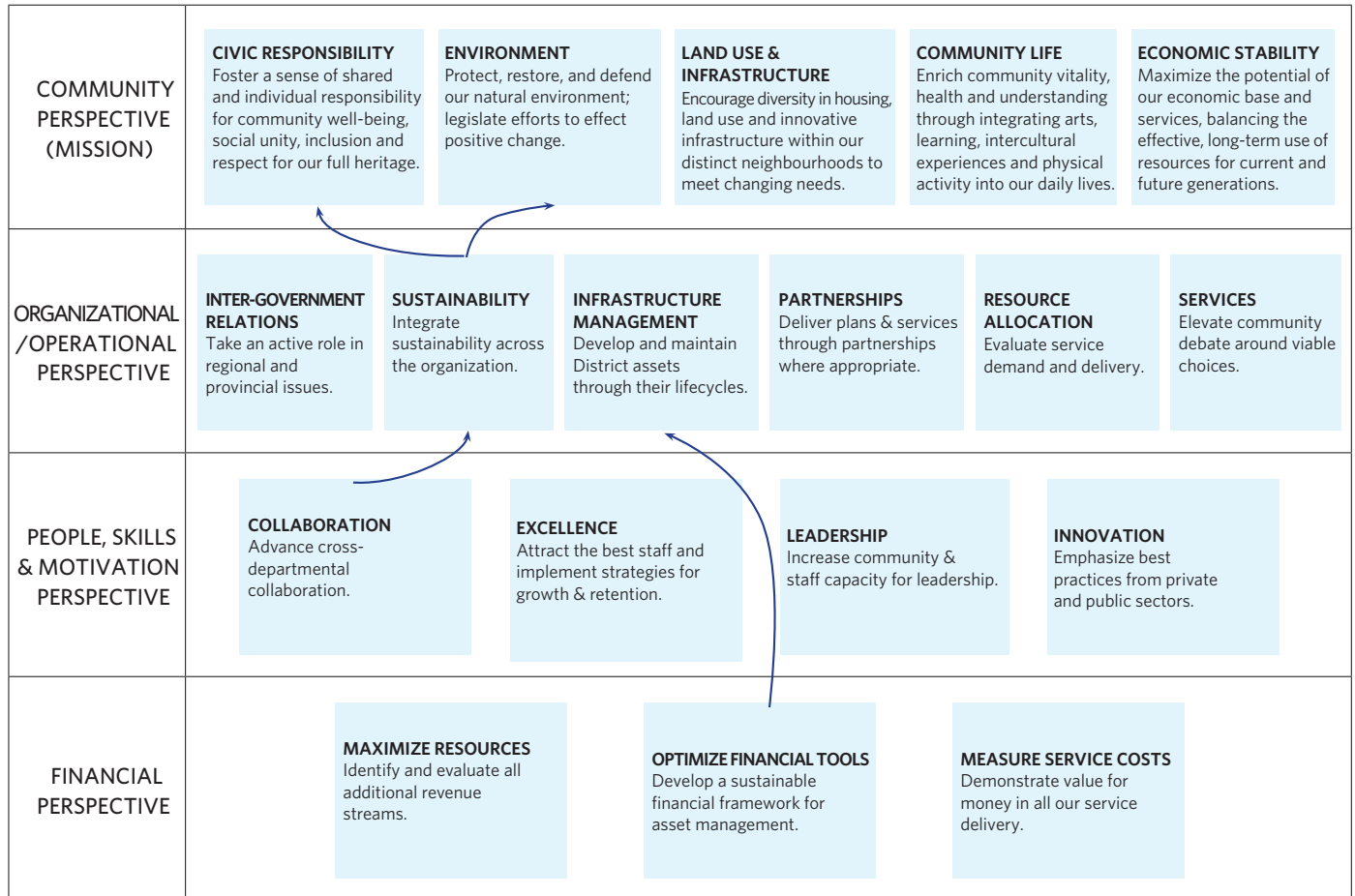
We champion the opportunities that demonstrate our deep commitment to:

- 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; and
- maximize the potential of our economic base and services, balancing the effective, long-term use of resources for current and future generations.

Much has changed in the District of West Vancouver since the Community Strategic Plan was written. While the vision and mission hold true and the plan's strategy map continues to guide District staff in their work, an update of the Community Strategic Plan is being contemplated as a corporate approach for implementing an updated Official Community Plan in the next two to three years.

# STRATEGY MAP

The Strategy Map below provides 18 corporate objectives organized within four perspectives that ensure the organization has developed the capacity to carry out the goals of the community; the Community Perspective draws directly from the Mission. The other perspectives represent corporate objectives in the organizational, human resource and financial realms.



# COUNCIL PRIORITIES & DIVISIONAL WORK PLANS FOR 2016

Municipal elections took place in November 2014. Early the following year, with its new mandate, Council identified the seven priority areas outlined earlier in this book. These priorities have guided divisional objectives for 2016. Key divisional objectives for each priority are outlined below.

## **Priority: Ambleside: Waterfront & Town Centre**

In 2016, District staff will:

- implement a cross-divisional approach for the Ambleside Waterfront Concept Plan public engagement and implementation phase; report back to Council with recommendations and options
- continue the District's long-standing policy of acquisition of Argyle Avenue waterfront lots
- update the Ambleside Parking Study to support Waterfront & Town Centre activities
- begin improvements at 13th Street railway crossing in consultation with Transport Canada and CN Rail
- provide financial information related to proposed Waterfront & Town Centre plans
- begin a policy and zoning review of Ambleside Town Centre
- continue to review development projects that support Ambleside revitalization
- expand Harmony Arts Festival programming and continue activation of Ambleside through special events.

## **Priority: Built Form, Housing & Neighbourhood Character**

In 2016, District staff will:

- support the implementation of community-driven solutions to protect and enhance neighbourhood character
- complete a long-term municipal land strategy for underutilized municipal lands
- review applications for new development; continue public consultation and prepare options for Council consideration
- refine the process related to review of proposals for use of District boulevards
- collaborate across divisions on tree management policies and procedures
- continue implementation of recommendations from Community Dialogue on Neighbourhood Character & Housing working group.

## **Priority: Fiscal Sustainability & Municipal Services**

In 2016, District staff will:

- continue to review and refine the 20-year Capital Asset Management Plan
- provide oversight to the operational programs and services review
- continue to enhance key financial documents and communications to build residents' understanding of District budget and finances
- collaborate with Squamish Nation to reach agreement on commercial terms, and thereafter finalize a master servicing agreement
- proceed with the second phase of the long-term fiscal sustainability plan to strengthen asset management
- review the Endowment Reserve fund to ensure continuity and clarity of funding for District land transactions
- continue with the renewal plan for District-owned facilities
- review operational reserves to ensure that contingency planning is adequate
- complete core services review to seek operational efficiencies
- conduct a Certificate of Recognition (COR) review to achieve COR certification with WorksafeBC
- continue an inventory of park infrastructure, including assessment of District trails.

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### **Priority: Natural Environment & Climate Action**

In 2016, District staff will:

- support the Community Energy & Emissions Plan working group in developing a plan for the municipality to address greenhouse gas emissions, energy and transportation use and energy security
- continue to provide communications support for the Community Energy & Emissions Plan working group, foreshore preservation and development of tree bylaws for District lands
- continue the LED street light implementation program
- implement Phase 4 of the Cycling Network Implementation Plan
- advance Zone 4 concepts for the Spirit Trail in Horseshoe Bay to detailed design
- complete and adopt the Shoreline Management Plan (2016–20)
- complete an environmental study related to Species at Risk legislation to determine municipal impacts
- continue to implement the Invasive Plants Strategy
- undertake park irrigation replacement to improve drought resiliency.

### **Priority: Official Community Plan Review**

In 2016, District staff will:

- launch the public consultation process that will guide the review of the OCP with the goal of creating a more robust policy framework to guide future planning decisions
- inform the OCP review in relation to transportation and environmental objectives and policy recommendations arising from the Community Energy & Emissions Plan
- advance the OCP review through an assessment of the Community Amenity Contribution Policy, presentation of demographic profile and housing and employment projections, an institutional lands study, housing diversity policies (including rental) and background work for planning Cypress Village.

### **Priority: Arts, Culture & Heritage**

In 2016, District staff will:

- support work with key arts and culture stakeholders and community residents to develop a detailed five-year Arts & Culture Strategic Action Plan with extensive community input
- work to ensure that continuity of funding for arts and culture programs forms an integral part of the action plan; provide communications support for community engagement
- review the proposed Centre for Art, Architecture + Design and collaborate on a review of financial model
- conduct an economic impact study for the AmblesideLive concert series and the 26th annual Harmony Arts Festival.

### **Priority: Police Services & Municipal Hall Project**

In 2016, District staff will:

- manage the construction of the Police Services & Municipal Hall Project with the goal of completion in 2017
- assist area residents and staff with timely information as construction moves into a more intensive phase
- work through the initial construction phase of project relative to servicing requirements
- continue to support the financing process
- support development of the site's landscape plan, and issue building and other permits.





#### **4. Financial Planning Framework**

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# BUDGET PROCESS TIMING OVERVIEW

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Although the specifics of a particular year's budget process may vary from year to year, the following notes describe the components and timing that in most significant respects has been followed in past years.

## August

The formal budget process begins:

- detailed update to labour model
- update to projections of fringe rate pool adjustments (required for the following year):
  - updates are based on currently authorized staffing levels, incorporating both known and estimated union settlements
- formal process instructions sent to all divisions
- fees and charges review
- an outlook for the following year
- confirmation of approach to the following year's budget
- deadline date for budget submissions is set (the end of September), budget submissions include:
  - new capital, operating and FTE request forms
  - business cases for significant projects
  - any proposals for service level adjustments
  - proposed work program details.

## September

The mid-year operating review is a comprehensive review of operating results to June 30. The review is presented to the Finance Committee and to Council, and includes:

- forecast through to year end
- details of progress on work programs.

## October

The comprehensive general operating budget model is assembled:

- divisional submissions are confirmed as being complete
- divisional interviews are held as necessary
- specific achievement targets are set
- submissions are signed off by directors.

The resulting budget model draft then goes through a series of reviews and refinements within the senior management group, with the objective of establishing a formal first draft for discussion with Council before the end of the month.

Financial Services and Communications collaborate to establish a high-level framework for the proposed budget book document that forms the basis of the public budget process. Financial Services and Engineering staff collaborate on establishing water, sewer and drainage and solid waste five-year financial plans, and proposed user rate structures for the following year. Other divisions assemble infrastructure maintenance budgets, and prepare a preliminary first draft of the five-year major capital projects budget.

## November

This is a period for public discussion and input. The first discussion draft of the budget is authorized by Council for release as the basis for the public consultation process. The draft contains:

- an overview report
- selected financial data
- proposed work program narratives.

.....

The process includes:

- establishment of venues and dates for public dialogue sessions:
  - the dialogue sessions aim to be informative, inclusive and issues-focused, with the opportunity for the sharing of concrete proposals for budget and service level revisions
  - over the years, the details of the component have varied widely and the outcomes have been similarly variable
- posting of additional information, documentation and issue identification to local newspapers and the District's website.

## **December**

Council conducts its own discussion of budget proposals and considers resident input. By mid-December, Council reaches a consensus on instructions to staff for preparation of the final five-year financial plan bylaw:

- budget bylaws and utility rate setting bylaws are considered by Council and are adopted by the end of December. Budget bylaws may be subsequently amended at any time.

In order to incorporate the findings of the long-term fiscal sustainability review into the budget, staff did not bring the 2016 budget to Council until the middle of February 2016. The budget process for 2016 used both Finance Committee and regular Council meetings as the main venues for deliberations and decision-making. The regular meetings of Council were also used as information sessions and forums for dialogue with residents.

The schedule for the 2016 budget was as follows:

## **January 2016**

- three public open houses, relative to staff's methodological approach to the 2016 budget
- draft 2016 proposed budget book posted on website and made available to public including staff proposed 2.09 per cent tax rate increase for the operating budget and 10.5 per cent tax rate increase for asset management.

## **January–February 2016**

- four public presentations, relative to staff's methodological approach to the 2016 budget, to the Finance Committee and to Council, respectively.

## **February 2016**

- the Finance Committee deliberated a staff-recommended budget based on a targeted property tax rate increase of 12.59 per cent
- the Finance Committee recommended that an asset levy equivalent to a 10.5 per cent tax rate increase and an increase to the operating budget equivalent to a 1.62 per cent tax rate increase be approved for 2016
- public open house and Council deliberations, relative to the staff-recommended 2016 municipal budget.

## **March 2016**

- final public open house on the 2016 five-year financial plan bylaw at the beginning of the month, prior to adoption of the bylaw
- 2016 five-year financial plan bylaw, which includes a 6.87 per cent property tax rate increase, was given first, second, and third readings
- draft 2015 proposed budget book updated and posted on the District website to reflect the 6.87 per cent increase to the effective 2015 property tax rate.

## **April 2016**

- 2016 five-year financial plan bylaw adopted.

# 2016 BUDGET PRINCIPLES

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The following principles guide the development of District operating budgets:

## **Principles-Based**

Guidelines and priorities change from year to year but the broader principles remain consistent over time. Principles, on which there is wide-spread agreement, are more fundamental building blocks than guidelines. The budget process must be guided by a specific set of fundamental principles.

## **Corporate Approach**

The budget should result in a financial plan that furthers the interests of West Vancouver as a whole. Departmental interests and goals are formulated only within the context of promoting the wider corporate interest, in coordination with all departments. The vision, mission and Community Strategic Plan, adopted by Council in 2011, as well as Council's seven priorities, determined in 2015, provided the overall framework for future budgets.

## **Broad Involvement and Support**

Staff at all levels should be aware of the nature and significance of the budget process, and those with budget responsibilities should participate in discussions and revisions throughout. Communication throughout the process is vital with wide spread involvement and participation ensuring wide spread support for final decisions.

## **Role at Policy Level**

Council's role is to set policy and priorities, and to approve overall targets and final tax and utility rates.

## **Empowerment of Staff**

Within an overall resource allocation, and according to approved plans and priorities, departments manage budget line item detail and work programs. Staff decision-making and problem-solving within administrative guidelines is encouraged.

## **Commitment to Planning**

Planning is central to achieving results and to avoiding unexpected situations. It is a commitment to being strategic, to thinking about context before acting and to being in control. Planning is ongoing and requires appropriate documentation and continuous review.

## **Long-term Outlook**

A long-term outlook ensures that annual work plans support the vision and values of the organization, and acknowledges that short-term actions are cumulative in their effect. A long-term outlook is reflected in formal long-term plans: five- and 10-year capital plans, five-year operating plans, and three-year and longer-term business plans. These plans identify investment opportunities and demonstrate affordability.

## **Results-Oriented**

The focus of operational budgets should be on anticipated outputs and desired outcomes, as opposed to the traditional focus of inputs such as line item detail and specific expenditures. This focus involves comparing the District's effectiveness with other jurisdictions and developing appropriate performance measures. Thus work programs describing projects and activities beyond normal day-to-day operations assume a higher profile in the organization.

## **Responsibility and Accountability**

Throughout the budget process, the onus is on senior staff to accept responsibility for the financial health of the District as a whole, and to be accountable for those resources allocated directly to their departments. Responsibility and accountability assumes that adequate financial systems and interim reporting procedures are in place to facilitate ongoing analysis and timely responses to variances.

## **Role of Residents**

The budget process must provide for informed comment by the public, which assumes that appropriate information is made publicly available including facts, issues identification and options, and that the appropriate forums are scheduled to receive this input.

# FINANCIAL POLICIES

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The development of the District's five-year financial plan requires that staff adhere to the following financial policies:

## Compliance with Relevant Legislation and Accounting Principles

The District complies with all legislative requirements contained in the *Local Government Act* and in the *Community Charter*. Significant legislative requirements include:

- the inclusion of a public consultation process
- that financial plans cover a five-year period
- that financial plans be authorized by bylaw within a specific time frame (prior to adoption of tax rate bylaws, which must be adopted no later than May 15)
- that financial plans be subsequently amended only by bylaw.

Generally accepted accounting principles (GAAPs) require the accrual method of accounting whereby revenues and expenditures are recognized at the time they are incurred, not received. The District's budgets and annual financial statements are both prepared according to this method.

As of 2009, Public Sector Accounting Board (PSAB) requirements have provided for significant changes to the way in which local governments account for capital assets. After the completion of a comprehensive two-year project to inventory and to value all tangible capital assets owned by the District, PSAB required that expenditures related to new capital assets be recorded as an increase to tangible capital assets on the Statement of Financial Position, while the Statement of Operations reflect a charge for the orderly amortization of District infrastructure over its estimated useful life.

For budget purposes, the District continues to reflect capital expenditures as funded either on a current basis or through long-term borrowings, and for principal repayments of long-term borrowings to be reflected as current expenditures. Direct funding of amortization charges is not included in the 2016 budget.

## Balanced Budgets

Local governments are required to balance budgets annually. The District ensures that operating expenditures and infrastructure maintenance programs are funded from current revenues. This funding means that we avoid artificial deferral of expenditures to future periods, or inappropriate use of reserve funds in order to balance budgets. One-time expenditures may be funded by one-time use of selected reserves. Capital expenditures are funded from long-term sources as required.

## Five-Year Planning Horizon

A five-year planning horizon, with an informed outlook on future growth, labour contracts and the general economic climate, allows for the phasing of program expenditures in alignment with available resources. In particular, proposed service level adjustments will be influenced by this outlook. In addition, a five-year planning horizon requires that future programs must account for increased operating costs associated with capital expenditures of earlier periods.

## Asset Management Framework

An asset management framework has been developed and will facilitate all aspects of capital planning, including timing and resource requirements for infrastructure maintenance and replacement cycles.

## Investments

Excess cash is invested by professional advisors in a manner that complies with legislative restrictions, ensures cash flow is available as required, maximizes investment returns and achieves benchmark targets. Investments are pooled, and interest earnings are allocated to appropriate reserve and other funds based on average balances.

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## Debt Management

Current practices do not provide for incurring tax-supported debt. Significant initiatives, with a sound business case and designated source of repayment, are considered on a case-by-case basis. Debt statistics, borrowing capacity calculations and annual servicing requirements are reported annually. Examples include:

- development of the Eagle Lake Water Treatment Plant, repaid through water user rates
- West Vancouver Community Centre partnership, repaid from a long-term lease agreement
- Police Services & Municipal Hall building to be repaid through interest earned on the Endowment Fund
- local improvement initiatives, repaid by benefiting property owners.

## Revenues

All revenue sources are reviewed annually for potential rate adjustments. In the case of sewer, water and solid waste utilities, annual user rates are established to cover all costs (operating, capital, debt service) of these standalone utilities.

Fees and charges are reviewed annually within the context of:

- costs involved in providing the service
- program participation objectives
- special consideration for youth and seniors
- competitive rates compared to surrounding municipalities
- target recovery rates with regard to recreation facilities.

In the case of other stand-alone business units, such as golf and cemetery, user rate structures are established to cover all current costs and to provide development funds for future planned capital replacements/expansions.

## Financial Reporting Cycle

Real-time monitoring of financial progress through the enquiry and reporting capabilities of our JD Edwards ERP system is ongoing within all District departments. High-level reports in standard format, for review by Council, are prepared quarterly and are made available to the public. These reports confirm year-end projections within budget targets and comment on significant issues as they emerge. The mid-year operating review comments on work program progress and begins a dialogue on potential budget issues for the subsequent year.

## Accountability

Department managers are expected to determine budgets that are reflective of the activity within their areas of responsibility. Reallocation of resources between specific line items to adapt to changing conditions and circumstances is supported with the proviso of no significant changes to program or project scope without specific authority. Divisional accountability extends to the accomplishment of the District's corporate objectives.



# KEY BUDGET ASSUMPTIONS

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## Economy

Global, national and regional economic performance is assumed to continue in accordance with Bank of Canada, chartered bank and BC Business Council projections. The consequences of expected economic conditions for the District include the following:

- construction activity is anticipated to remain strong
- returns on investments will continue to be impacted by low interest rates
- growth in the assessment base will be higher than historical averages.

## Capital Program

Costs in the capital budget are determined by the useful life, state and condition, and maintenance schedules of assets required to support the delivery of services. In West Vancouver, insufficient investment has taken place to ensure that assets perform at an optimal level. The level of funding available in recent years has resulted in the state and condition of many assets deteriorating to a critical point with risk of failure before investment in maintenance or replacement. The 2016 budget focuses on incorporating long-term financial planning and asset management principles to ensure maintenance and investment occur at the optimal point.

## Operating Costs

The 2016 budget includes the following:

- 2015 service levels are unchanged
- labour cost escalates in line with collective agreement
- a nominal allowance for increases to divisional non-labour costs
- recovery of costs, as appropriate, through selected increases to certain categories of fees and charges.

## Budget Refinements

Resources are provided for budget initiatives that are consistent with Council's priorities, the Official Community Plan and the Strategic Plan, with additional refinements in response to resident comments.



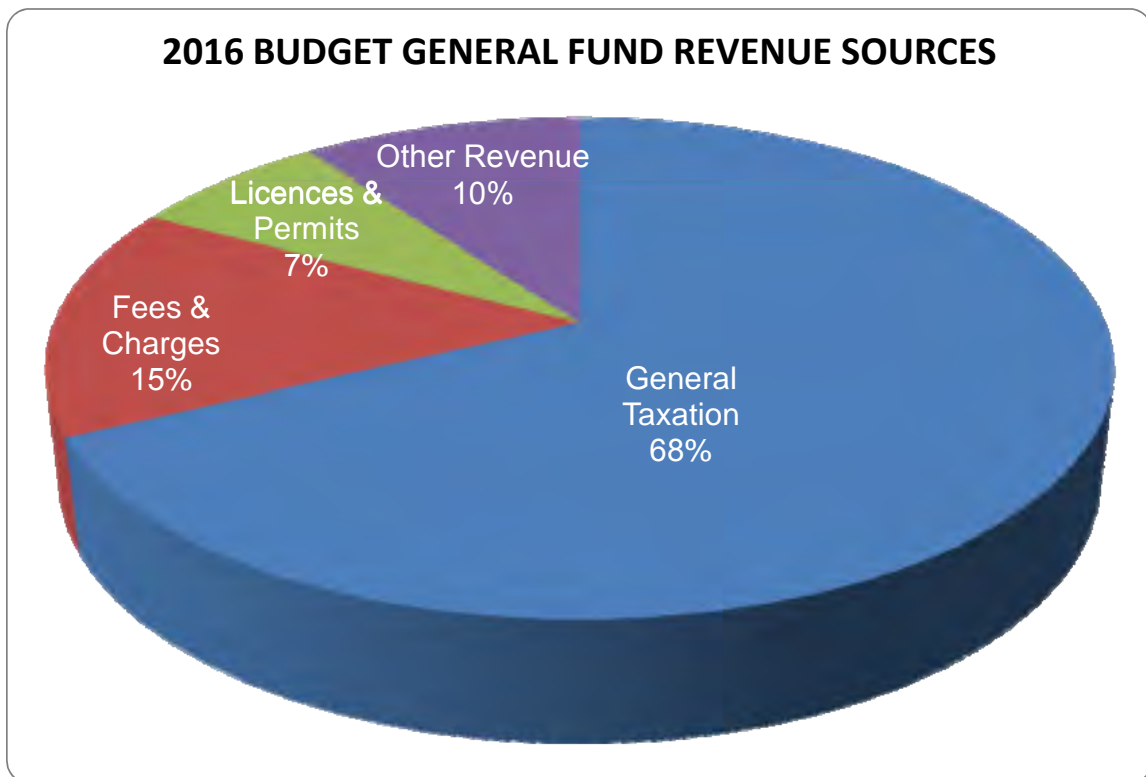
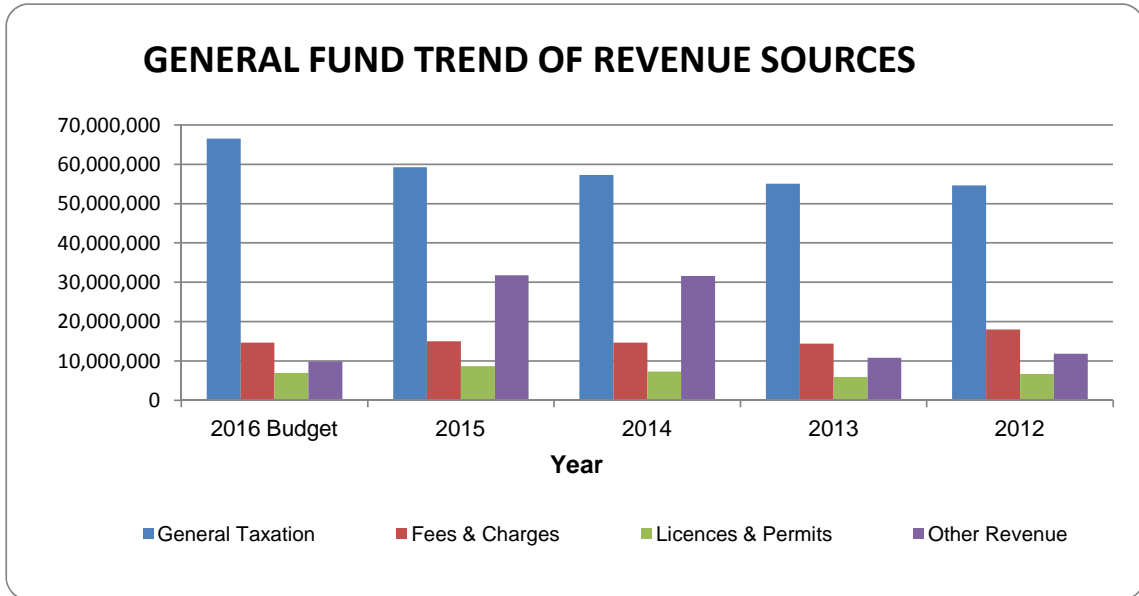


## 5. Financial Trends & Cost Drivers

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# REVIEW OF REVENUES

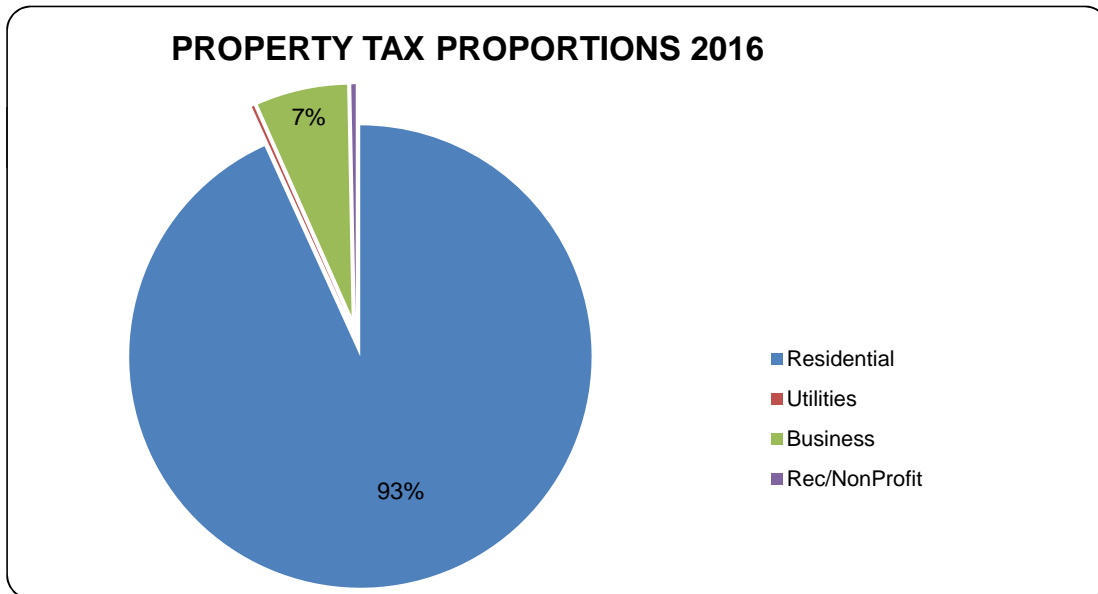
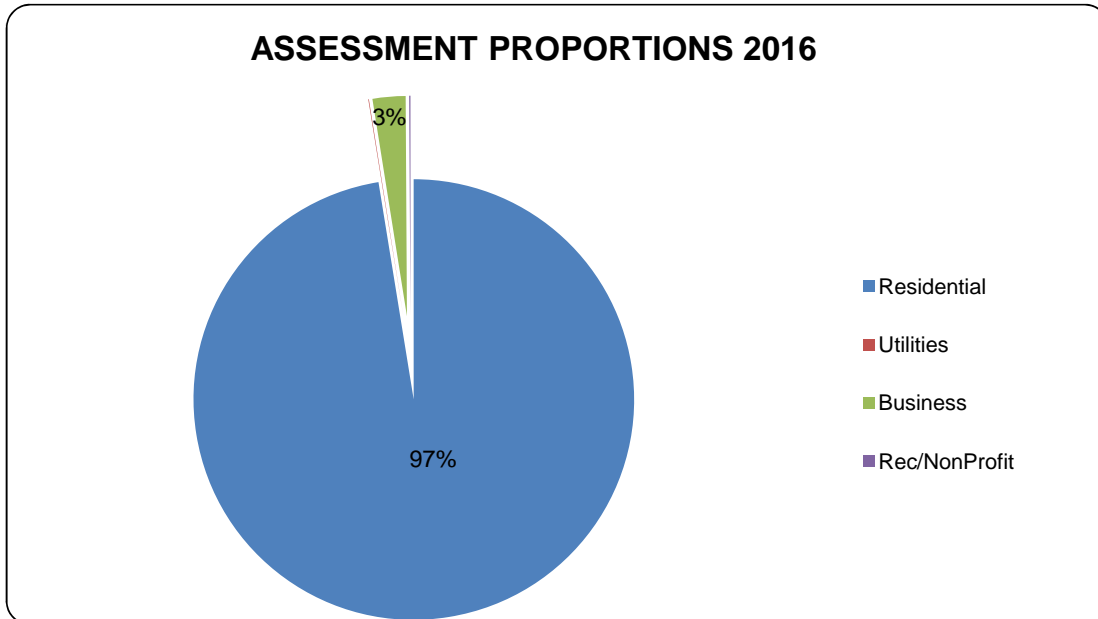
The following charts indicate a five-year trend in our main categories of General Fund revenue sources, as well as the relative dollar importance of each source.



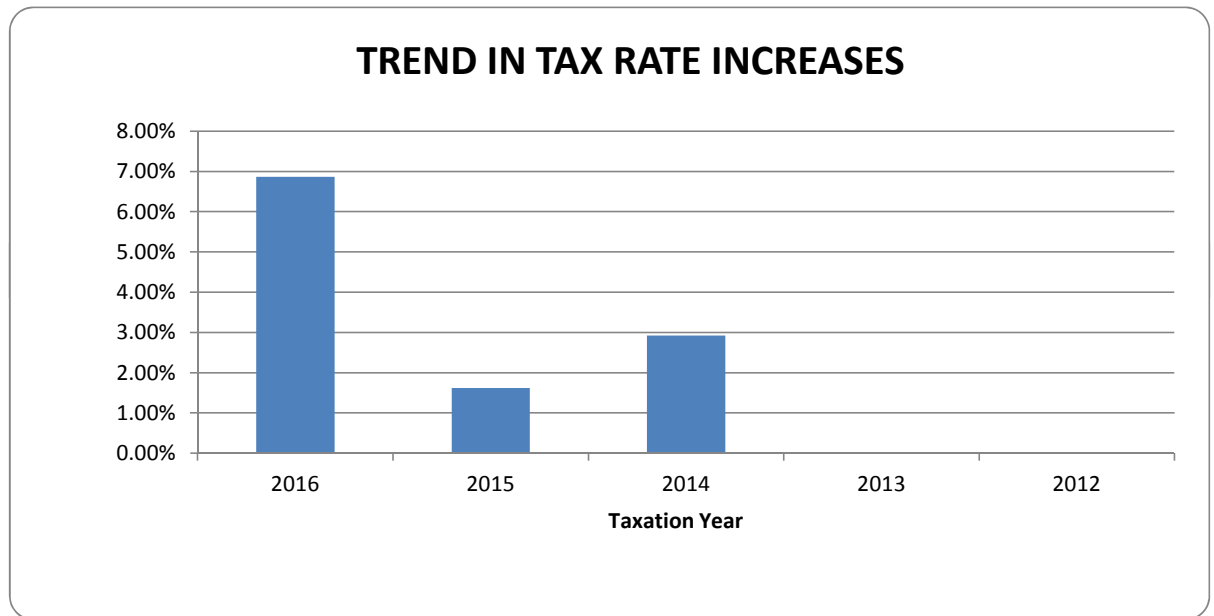
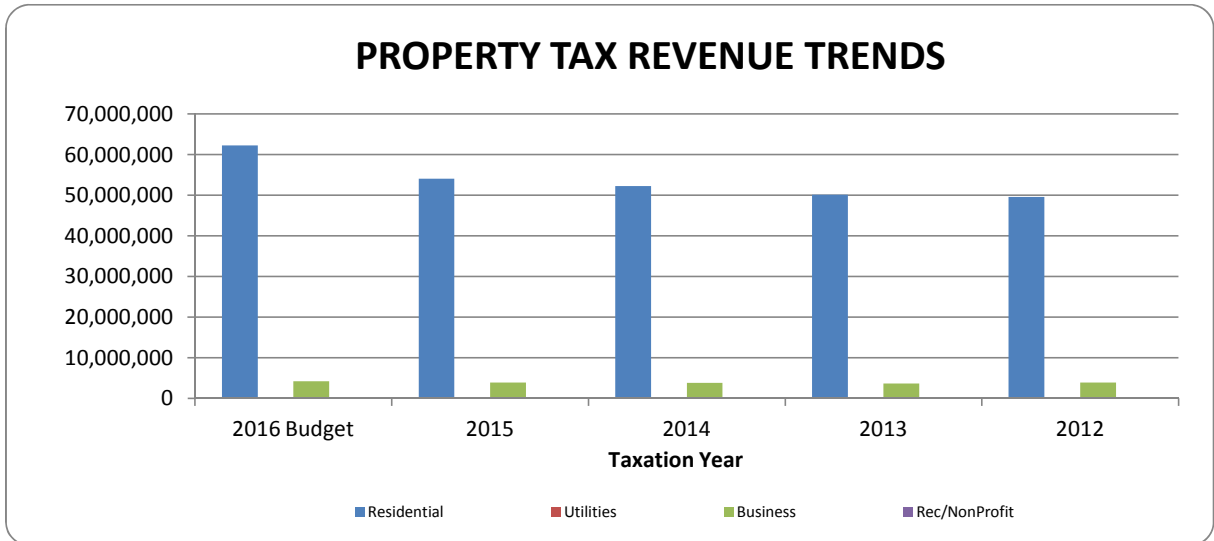
*In addition to proceeds on sale of lands, other revenue includes items such as facility leases and rentals, third party contributions for public works, administration fees, interest on investments and penalties charged on late property tax payments.*

# TRENDS IN PROPERTY TAXATION

Property taxation is the District's most significant revenue source. Assessed property values, in each of four categories presented in the charts below drive taxation revenues. These charts portray the distribution of property types, both as to proportion of total assessment and to contribution to total taxation revenues.



The following is five-year trend of property tax revenues with residential taxation being the most significant of the four categories at 93 per cent of the 2016 total:



The increase in general taxation for 2016 is primarily due to the implementation of an asset levy to address the infrastructure fund gap for maintenance of the District’s capital assets.



# SIGNIFICANT COST DRIVERS

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Cost drivers can be summarized under two main headings:

- circumstances and features unique to West Vancouver that impact the way services are provided
- cost elements common to most local governments.

## **Cost Drivers Specific to West Vancouver**

West Vancouver's geography, topography and population distribution present servicing challenges that significantly add to costs. For example, the District requires four fire halls to achieve required coverage and response times.

Due to the operating cost of pumping and the distributing of water and liquid waste, utility infrastructure in West Vancouver is much more expensive to install and to maintain than in other jurisdictions.

Service levels in public safety, recreation and culture are, by design, higher here than in the other North Shore municipalities. These service areas have evolved over the years, and they consistently receive high satisfaction ratings in periodic and post triennial citizen surveys.

Recent completion of significant new and expanded recreational facilities has led to additional operating cost increases. Increased participation, usage rates and user fees have helped to offset the costs of these new facilities.

## **Cost Drivers Common to Metro Vancouver Local Governments**

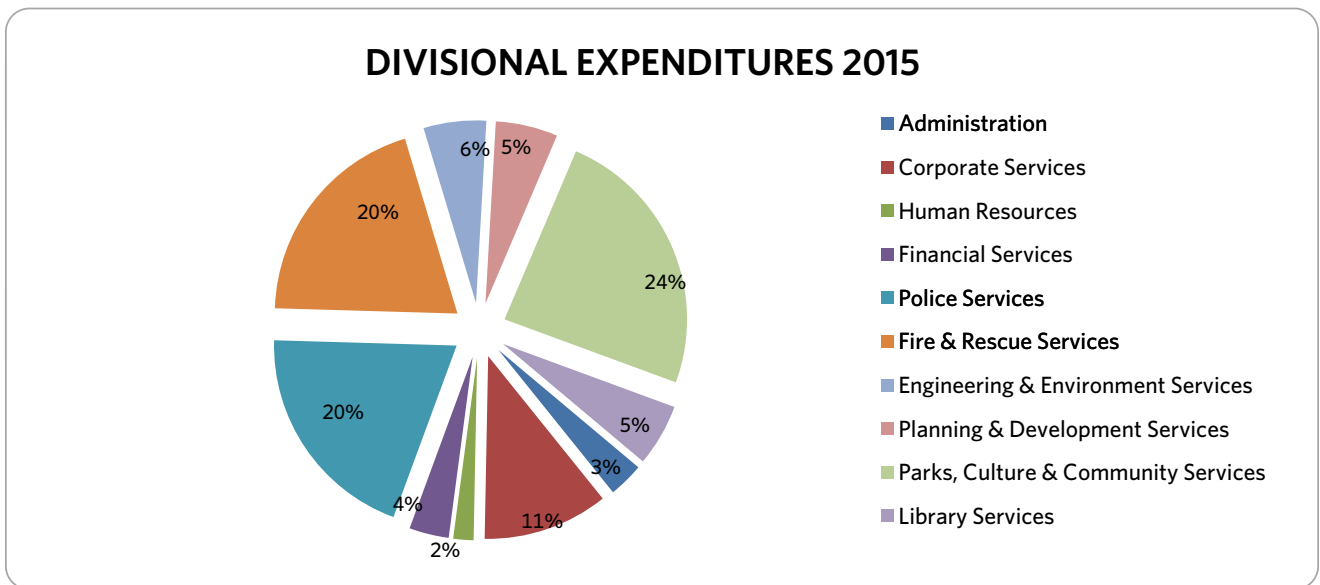
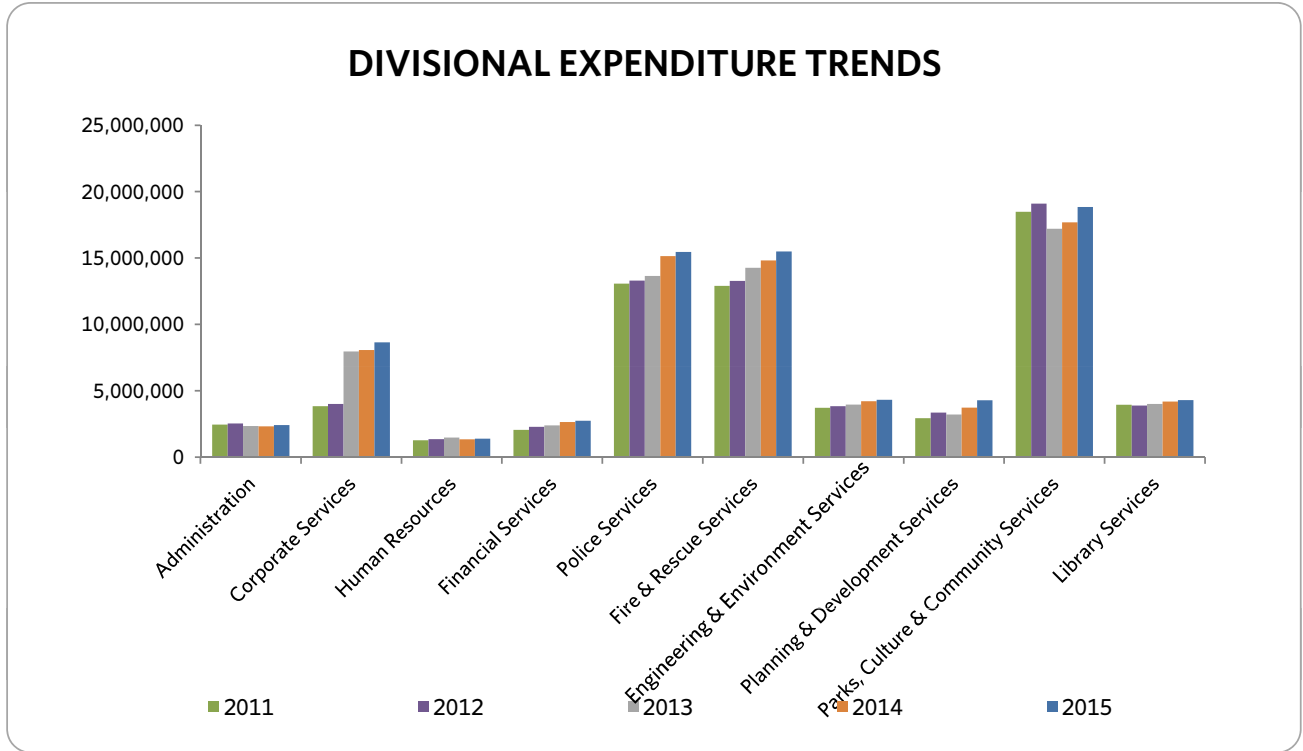
Our most fundamental cost driver is the regional trend in annual labour settlements. These settlements, which historically have been in the range of two to four per cent but are expected to decline, impact over 80 per cent of general departmental operating expenditures, and over 65 per cent of consolidated operating expenditures.

Utility operations include levies and allocations from Metro Vancouver for the costly regional infrastructure required as a consequence of both regional growth and significantly increasing health and treatment standards.

There is growing recognition of the need to determine the future costs and timing to replace aging infrastructure. The District owns over \$1 billion in assets and has recognized that more investment is required to maintain these assets at an optimal level.

# DIVISIONAL EXPENDITURE TRENDS

The following charts indicate a five-year trend in our main categories of General Fund divisional operations, and the proportional share for each in 2015.





**6. Service Level Choices**

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## INITIAL OUTLOOK

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Staff provided Council with a budget update at a regular Council meeting in February 2016. At that meeting, staff advised that:

- staff were developing an operating budget based on a 2.09 per cent increase and a capital budget based on a 10.5 per cent increase to the effective 2015 property tax rate
- the first phase of the long-term sustainability review was completed in 2015. Over the past two years the District has developed a comprehensive listing of assets, has assessed their state and condition, and has compiled information on the probable costs of maintaining and replacing these assets over the next 20 years. An annual level of funding of \$14 million is required to maintain the District's current suite of assets. As of 2015, just over \$7.3 million funding is available from the established tax levy for capital maintenance and investment. Therefore a funding deficit of just over \$6 million should be addressed. An asset levy of \$372 to the average residential and business class taxpayer which would be equivalent to a 10.5 per cent increase to effective 2015 property tax rates is required to address the funding deficit
- the 2016 budget would provide for current service and program levels.

## RESIDENT COMMENT

Residents were encouraged to comment on the budget at community open house information sessions held on various dates and at different venues throughout West Vancouver, at regular Council meetings, through survey responses, letters and emails directly to Council. Forty members of the public responded to an online and paper survey on 2016 budget issues. Respondents indicated that:

- 58 per cent were in support of a proposed operational increase of 2.09 per cent
- 63 per cent supported establishment of an asset reserve system
- 48 per cent supported the establishment of an asset levy in theory
- 54 per cent supported an asset levy phased in over either one, four or 10 years.

While the results of this survey must be interpreted with caution, as it clearly represents only the opinions of those who chose to complete it, it does indicate that the asset management issue is of concern to residents and almost all comments reflected the opinion that a solution should be found.

In addition to the focused public commentary during the budget process, it should be noted that there is a significant resident/Council interaction that takes place throughout the year. Residents attend and provide comment at biweekly Council meetings. Residents also attend and comment at various committee and working group sessions; at the Library, Police and West Vancouver Community Services Society board meetings; and at special interactions, such as Official Community Plan amendments and strategic planning exercises.

These are also opportunities for residents to comment on issues around community development and character, land use, municipal services and financial issues. Taken altogether, residents' comments and feedback are continuously informing Council and staff.





**7. 2016 General Fund Financial Plan Overview**

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# GENERAL FUND SUMMARY

## General Fund Budget

	2016	2015	2014
	Annual Budget	Year End Actual	Year End Actual
<b>REVENUE</b>			
General Taxation	60,342,334	59,221,604	57,294,230
New Construction	975,000	-	-
Capital Asset Levy	3,057,000	-	-
Business Improvement Area Levy	500,000	-	-
Fees and Charges	14,587,045	14,759,652	14,463,674
Licences and Permits	7,034,821	8,522,060	7,323,851
Other Revenue	9,928,912	10,506,818	9,756,047
Government Grants	1,002,835	1,281,357	829,830
Other Transfers	577,011	413,731	277,203
Extraordinary Items	150,000	21,513,306	21,431,115
	<b>98,154,957</b>	<b>116,218,528</b>	<b>111,375,951</b>
<b>EXPENSES</b>			
Office of the CAO, Legislative Services, Community Relations & Communications	2,624,510	2,417,338	2,317,903
Corporate Services	9,445,175	8,641,983	8,067,768
Human Resources	1,551,732	1,392,977	1,341,126
Financial Services	2,874,169	2,739,688	2,648,982
Police Services	16,170,202	15,457,191	15,137,640
Fire & Rescue Services	15,426,110	15,491,659	14,811,944
Engineering & Environment Services	4,511,676	4,319,993	4,207,122
Planning & Development Services	4,343,484	4,284,956	3,725,889
Parks, Culture & Community Services	18,612,857	18,846,087	17,691,240
Library Services	4,448,918	4,291,216	4,187,643
General Government	7,701,158	8,136,248	7,538,518
	<b>87,709,990</b>	<b>86,019,335</b>	<b>81,675,775</b>
Tax Transfer for Capital Funding	7,374,538	7,374,538	7,226,408
Tax Transfer for Capital Asset Levy	3,057,000	-	-
Extraordinary Items			
Land Sales	13,429	21,485,118	13,724,134
	<b>98,154,957</b>	<b>114,878,991</b>	<b>110,248,317</b>
<b>YEAR END (DEFICIT) / SURPLUS</b>	<b>-</b>	<b>1,339,537</b>	<b>1,127,634</b>



# REVENUE SUMMARY

## General Fund Budget

	2016	2015	2014
	Annual Budget	Year End Actual	Year End Actual
<b>GENERAL TAXATION</b>			
Municipal Taxes	59,429,561	58,308,592	56,408,112
Specified Area	28,000	29,444	29,801
Grants in Lieu	884,773	883,567	856,317
New Construction	975,000	-	-
Capital Asset Levy	3,057,000	-	-
Business Improvement Area Levy	500,000	-	-
	64,874,334	59,221,604	57,294,230
<b>FEES AND CHARGES</b>			
Police Services	102,800	104,040	104,642
Engineering & Environment Services	390,000	417,748	418,614
Parks, Culture & Community Services	11,285,195	11,378,439	11,244,844
Library Services	121,550	120,661	134,660
First Nations Band	2,040,000	2,075,427	1,939,477
Fire & Rescue Services	220,000	247,010	221,963
Parking Tickets	397,500	392,327	375,473
Vehicle Towing	30,000	24,000	24,000
	14,587,045	14,759,652	14,463,674
<b>LICENCES AND PERMITS</b>			
Business Licenses	1,236,000	1,225,750	1,206,947
Inspection Permits	4,820,571	6,267,531	5,123,575
Other Permits & Licenses	978,250	1,028,780	993,329
	7,034,821	8,522,060	7,323,851
<b>OTHER REVENUE</b>			
Administration Fees (Translink/Utilities)	605,200	599,748	604,939
Interest on Investments	1,500,000	1,629,412	1,827,434
Tax Penalties & Interest	510,000	542,334	551,428
Library Contributions	147,625	137,535	145,596
Taylor Way Lease	220,698	229,570	220,699
Leases & Rentals	1,904,269	1,915,915	1,933,536
Miscellaneous	1,294,542	2,835,210	1,527,044
Third Party Contributions	3,746,578	2,617,094	2,945,372
	9,928,912	10,506,818	9,756,047
<b>GOVERNMENT GRANTS</b>			
Provincial Traffic Fine Revenue Sharing	742,100	742,199	535,746
Library	181,527	184,987	208,051
Other	79,208	354,170	86,033
	1,002,835	1,281,357	829,830
<b>OTHER TRANSFERS</b>			
Operating Reserves	577,011	413,731	277,203
	577,011	413,731	277,203
<b>EXTRAORDINARY ITEMS</b>			
Amenity Contribution	-	1,000	7,622,000
Land Sales	150,000	21,512,306	13,809,115
	150,000	21,513,306	21,431,115
	<b>98,154,957</b>	<b>116,218,528</b>	<b>111,375,951</b>

# DIVISIONAL REVENUE SUMMARY

## General Fund Budget

	2016 Annual Budget	2015 Year End Actual	2014 Year End Actual
<b>OFFICE OF THE CAO, LEGISLATIVE SERVICES, COMMUNITY RELATIONS &amp; COMMUNICATIONS</b>			
Legislative Services	13,700	30,577	25,682
	<u>13,700</u>	<u>30,577</u>	<u>25,682</u>
<b>CORPORATE SERVICES</b>			
Facilities Management	317,489	404,219	302,692
Bylaw Enforcement	1,800,750	1,817,208	1,788,755
	<u>2,118,239</u>	<u>2,221,427</u>	<u>2,091,447</u>
<b>HUMAN RESOURCES</b>			
Human Resources	-	-	580
	<u>-</u>	<u>-</u>	<u>580</u>
<b>FINANCIAL SERVICES</b>			
Taxes and Utilities	60,000	77,070	76,950
Purchasing and Risk Management	-	39,411	36,641
	<u>60,000</u>	<u>117,328</u>	<u>113,591</u>
<b>POLICE SERVICES</b>			
Chief Constable's Office	-	-	-
Administrative Support	844,900	849,020	640,117
Operations Division	130,000	1,390,421	1,072,060
Support Delivery	1,504,386	129,195	120,818
	<u>2,479,286</u>	<u>2,368,636</u>	<u>1,832,996</u>
<b>FIRE &amp; RESCUE SERVICES</b>			
Fire Prevention	210,000	232,630	212,814
Emergency Services	10,000	14,379	9,150
	<u>220,000</u>	<u>247,010</u>	<u>221,963</u>
<b>ENGINEERING &amp; ENVIRONMENT SERVICES</b>			
Engineering Services	400,000	464,127	456,234
Roads and Traffic	122,000	159,078	135,484
	<u>522,000</u>	<u>623,205</u>	<u>591,718</u>
<b>PLANNING &amp; DEVELOPMENT SERVICES</b>			
Planning and Development	1,115,853	1,134,851	958,593
Permits and Inspections	4,902,071	6,390,487	5,236,387
	<u>6,017,924</u>	<u>7,525,339</u>	<u>6,194,980</u>
<b>PARKS, CULTURE &amp; COMMUNITY SERVICES</b>			
Community Services	10,125,370	10,151,052	9,917,667
Parks Maintenance	954,225	873,947	994,994
Cultural Services	221,600	417,127	348,184
	<u>11,301,195</u>	<u>11,442,126</u>	<u>11,260,844</u>
<b>LIBRARY SERVICES</b>			
Administration	305,150	299,544	308,315
Service Delivery	-	103	25,937
Operations Support	400	521	550
External Funding	160,152	154,352	156,259
	<u>465,702</u>	<u>454,519</u>	<u>491,061</u>
	<b>23,198,046</b>	<b>25,030,167</b>	<b>22,824,862</b>
<b>NON DIVISIONAL REVENUE</b>			
General Taxation	64,874,334	59,221,604	57,294,230
Fees and Charges	2,070,000	2,099,427	1,963,477
Other Revenue	7,285,567	7,678,629	7,585,063
Government Grants	-	261,899	-
Other Transfers	577,011	386,575	277,203
Amenity Contribution	-	1,000	7,622,000
Land Sales	150,000	21,539,228	13,809,115
	<u>74,956,912</u>	<u>91,188,362</u>	<u>88,551,088</u>
<b>TOTAL REVENUE</b>	<b>98,154,957</b>	<b>116,218,528</b>	<b>111,375,951</b>

# DIVISIONAL EXPENSE SUMMARY

## General Fund Budget

	2016 Annual Budget	2015 Year End Actual	2014 Year End Actual
<b>OFFICE OF THE CAO, LEGISLATIVE SERVICES, COMMUNITY RELATIONS &amp; COMMUNICATIONS</b>			
Mayor and Council	426,372	393,895	373,577
Chief Administration Officer	728,029	794,896	847,300
Legislative Services	825,908	681,809	707,413
Communications	644,201	546,737	389,612
	<u>2,624,510</u>	<u>2,417,338</u>	<u>2,317,903</u>
<b>CORPORATE SERVICES</b>			
Information Technology	3,646,156	2,909,950	2,498,013
Facilities Management	4,044,281	4,134,082	4,085,054
Emergency Program	240,014	282,117	226,716
Bylaw Enforcement	1,063,951	1,034,754	961,262
Lands, Legal and First Nations	450,773	281,081	296,724
	<u>9,445,175</u>	<u>8,641,983</u>	<u>8,067,768</u>
<b>HUMAN RESOURCES</b>			
Human Resources	1,253,063	1,124,933	1,086,946
Payroll Services	298,669	268,044	254,181
	<u>1,551,732</u>	<u>1,392,977</u>	<u>1,341,126</u>
<b>FINANCIAL SERVICES</b>			
Finance	1,541,147	1,511,667	1,335,830
Taxes and Utilities	380,898	278,021	370,800
Purchasing and Risk Management	952,125	949,999	942,353
	<u>2,874,169</u>	<u>2,739,688</u>	<u>2,648,982</u>
<b>POLICE SERVICES</b>			
Chief Constable's Office	861,284	799,670	810,705
Administrative Support	4,386,807	4,326,289	4,363,199
Operations Division	7,434,508	8,455,910	8,177,346
Support Delivery	3,487,603	1,875,322	1,786,389
	<u>16,170,202</u>	<u>15,457,191</u>	<u>15,137,640</u>
<b>FIRE &amp; RESCUE SERVICES</b>			
Administrative Support	735,598	941,934	646,430
Fire Prevention	724,393	763,575	589,614
Emergency Services	13,966,118	13,786,150	13,575,900
	<u>15,426,110</u>	<u>15,491,659</u>	<u>14,811,944</u>
<b>ENGINEERING &amp; ENVIRONMENT SERVICES</b>			
Engineering Services	1,168,600	1,105,732	1,009,409
Roads and Traffic	3,147,586	3,034,804	3,045,618
Environmental Services	195,490	179,456	152,095
	<u>4,511,676</u>	<u>4,319,993</u>	<u>4,207,122</u>
<b>PLANNING &amp; DEVELOPMENT SERVICES</b>			
Planning and Development	2,398,951	2,377,353	2,052,695
Permits and Inspections	1,944,533	1,907,603	1,673,195
	<u>4,343,484</u>	<u>4,284,956</u>	<u>3,725,889</u>
<b>PARKS, CULTURE &amp; COMMUNITY SERVICES</b>			
Central Administration	543,038	474,637	443,586
Community Services	12,095,947	11,971,146	11,390,544
Parks Maintenance	4,975,421	5,222,626	4,819,573
Cultural Services	998,452	1,177,679	1,037,537
	<u>18,612,857</u>	<u>18,846,087</u>	<u>17,691,240</u>
<b>LIBRARY SERVICES</b>			
Administration	506,889	526,403	505,743
Service Delivery	3,422,882	3,256,580	3,173,166
Operations Support	358,995	353,881	352,602
Third Party	160,152	154,352	156,132
	<u>4,448,918</u>	<u>4,291,216</u>	<u>4,187,643</u>
	<b>80,008,832</b>	<b>77,883,088</b>	<b>74,137,258</b>
<b>GENERAL GOVERNMENT</b>			
	<b>7,701,158</b>	<b>8,136,248</b>	<b>7,538,518</b>
<b>TOTAL</b>	<b>87,709,990</b>	<b>86,019,335</b>	<b>81,675,775</b>

# DEPARTMENTAL NET EXPENSE SUMMARY

## General Fund Budget

	2016 Annual Budget			2015	2014
	Expenses	Revenues	Net	Net Actual	Net Actual
Office of the CAO, Legislative Services, Community Relations & Communications	2,624,510	13,700	2,610,810	2,386,762	2,292,221
Corporate Services	9,445,175	2,118,239	7,326,936	6,420,556	5,976,321
Human Resources	1,551,732	-	1,551,732	1,392,977	1,340,547
Financial Services	2,874,169	60,000	2,814,169	2,622,359	2,535,391
Police Services	16,170,202	2,479,286	13,690,916	13,088,555	13,304,644
Fire & Rescue Services	15,426,110	220,000	15,206,110	15,244,649	14,589,981
Engineering & Environment Services	4,511,676	522,000	3,989,676	3,696,788	3,615,404
Planning & Development Services	4,343,484	5,802,521	(1,459,037)	(3,240,383)	(2,428,564)
Parks, Culture & Community Services	18,612,857	11,301,195	7,311,662	7,403,961	6,430,396
Library Services	4,448,918	465,702	3,983,216	3,836,697	3,696,581
	<b>80,008,832</b>	<b>22,982,643</b>	<b>57,026,189</b>	<b>52,852,921</b>	<b>51,352,922</b>
General Government	7,701,158	75,172,315	(67,471,157)	(83,052,114)	(81,053,097)
<b>Net Divisional Total</b>	<b>87,709,990</b>	<b>98,154,957</b>	<b>(10,444,967)</b>	<b>(30,199,193)</b>	<b>(29,700,175)</b>
Tax Transfer for Capital Funding	7,374,538	-	7,374,538	7,374,538	7,226,408
Tax Transfer for Capital Asset Levy	3,057,000	-	3,057,000	-	-
Extraordinary Items	13,429	-	13,429	21,485,118	21,346,134
<b>Total</b>	<b>98,154,957</b>	<b>98,154,957</b>	<b>(0)</b>	<b>(1,339,537)</b>	<b>(1,127,634)</b>

# GENERAL GOVERNMENT EXPENSES

## General Fund Budget

2016	2015	2014
Annual Budget	Year End Actual	Year End Actual

### GENERAL GOVERNMENT

Severance and Collective Bargaining	-	443,240	677,622
Legal	280,186	275,221	295,373
Property & Liability Insurance	1,075,000	1,078,050	850,260
Fiscal Services	449,800	426,541	409,880
Grants In Aid	404,000	376,161	396,099
One-time Initiatives	855,047	284,609	126,890
Election	-	146	176,156
Third Party Works	2,175,400	2,582,870	1,818,860
Other Transfers			
Endowment Fund - Taylor Way Lease	220,698	229,570	220,699
Endowment Fund - Wetmore Revenue	116,000	116,000	116,000
Endowment Fund - Physiotherapy Clinic Rent	30,750	30,750	30,750
Debt Retirement Reserve - Community Centre Rentals	773,020	773,020	773,020
Election Reserve	28,950	28,950	28,951
Engagement Fund	50,000	50,000	-
Interest on Reserves	1,000,000	738,956	949,570
Other Transfers	-	527,713	75,941
Capital Reserves - Artificial Turf	142,307	174,452	142,447
Development Operations Stabilization Reserve	-	-	450,000
Land Sale- Net Proceeds	-	-	-
Business Improvement Area	500,000	-	-
Benefits Carrier Change Savings	(400,000)	-	-
	<b>7,701,158</b>	<b>8,136,248</b>	<b>7,538,518</b>

# REVENUE ALLOCATION SUMMARY

## General Fund Budget

	2016		
	Annual Budget	Allocated to Departments	Balance Unallocated
<b>GENERAL TAXATION</b>			
Municipal Taxes	59,429,561	-	59,429,561
Specified Area	28,000	-	28,000
Grants in Lieu	884,773	-	884,773
New Construction	975,000	-	975,000
Capital Asset Levy	3,057,000	-	3,057,000
Business Improvement Area Levy	500,000	-	500,000
	<b>64,874,334</b>	<b>-</b>	<b>64,874,334</b>
<b>FEES AND CHARGES</b>			
Police Services	102,800	102,800	-
Engineering & Environment Services	390,000	390,000	-
Parks, Culture & Community Services	11,285,195	11,285,195	-
Library Services	121,550	121,550	-
First Nations Band	2,040,000	-	2,040,000
Fire & Rescue Services	220,000	220,000	-
Parking Tickets	397,500	397,500	-
Vehicle Towing	30,000	-	30,000
	<b>14,587,045</b>	<b>12,517,045</b>	<b>2,070,000</b>
<b>LICENCES AND PERMITS</b>			
Business Licenses	1,236,000	1,236,000	-
Inspection Permits	4,820,571	4,820,571	-
Other Permits & Licenses	978,250	978,250	-
	<b>7,034,821</b>	<b>7,034,821</b>	<b>-</b>
<b>OTHER REVENUE</b>			
Administration Fees (Translink/Utilities)	605,200	-	605,200
Interest on Investments	1,500,000	-	1,500,000
Tax Penalties & Interest	510,000	-	510,000
Library Contributions	147,625	147,625	-
Taylor Way Lease	220,698	-	220,698
Leases & Rentals	1,904,269	215,000	1,689,269
Miscellaneous	1,294,542	709,542	585,000
Third Party Contributions	3,746,578	1,571,178	2,175,400
	<b>9,928,912</b>	<b>2,643,345</b>	<b>7,285,567</b>
<b>GOVERNMENT GRANTS</b>			
Provincial Traffic Fine Revenue Sharing	742,100	742,100	-
Library	181,527	181,527	-
Other	79,208	79,208	-
	<b>1,002,835</b>	<b>1,002,835</b>	<b>-</b>
	<b>98,154,957</b>	<b>23,198,046</b>	<b>74,956,912</b>



# WAGES & BENEFITS DIVISIONAL SUMMARY

## General Fund Budget

	2016			
	Annual Budget	Salary Budget	Other Costs	Salary %
<b>OFFICE OF THE CAO, LEGISLATIVE SERVICES, COMMUNITY RELATIONS &amp; COMMUNICATIONS</b>				
Mayor and Council	426,372	358,172	68,200	84.00%
Chief Administration Officer	728,029	636,204	91,825	87.39%
Legislative Services	825,908	783,408	42,500	94.85%
Communications	644,201	603,501	40,700	93.68%
	<u>2,624,510</u>	<u>2,381,285</u>	<u>243,225</u>	<u>90.73%</u>
<b>CORPORATE SERVICES</b>				
Information Technology	3,646,156	1,719,812	1,926,344	47.17%
Facilities Management	4,044,281	2,014,081	2,030,200	49.80%
Emergency Program	240,014	-	240,014	0.00%
Bylaw Enforcement	1,063,951	881,801	182,150	82.88%
Lands, Legal and First Nations	450,773	438,408	12,365	97.26%
	<u>9,445,175</u>	<u>5,054,102</u>	<u>4,391,073</u>	<u>53.51%</u>
<b>HUMAN RESOURCES</b>				
Human Resources	1,253,063	1,117,971	135,092	89.22%
Payroll Services	298,669	298,669	-	100.00%
	<u>1,551,732</u>	<u>1,416,640</u>	<u>135,092</u>	<u>91.29%</u>
<b>FINANCIAL SERVICES</b>				
Finance	1,541,147	1,426,157	114,990	92.54%
Taxes and Utilities	380,898	340,648	40,250	89.43%
Purchasing and Risk Management	952,125	706,725	245,400	74.23%
	<u>2,874,169</u>	<u>2,473,529</u>	<u>400,640</u>	<u>86.06%</u>
<b>POLICE SERVICES</b>				
Chief Constable's Office	861,284	607,644	253,640	70.55%
Administrative Support	4,386,807	2,129,374	2,257,433	48.54%
Operations Division	7,434,508	7,216,908	217,600	97.07%
Support Delivery	3,487,603	3,246,363	241,240	93.08%
	<u>16,170,202</u>	<u>13,200,289</u>	<u>2,969,913</u>	<u>81.63%</u>
<b>FIRE &amp; RESCUE SERVICES</b>				
Administrative Support	735,598	677,388	58,210	92.09%
Fire Prevention	724,393	714,718	9,675	98.66%
Emergency Services	13,966,118	13,078,560	887,558	93.64%
	<u>15,426,110</u>	<u>14,470,667</u>	<u>955,443</u>	<u>93.81%</u>
<b>ENGINEERING &amp; ENVIRONMENT SERVICES</b>				
Engineering Services	1,168,600	1,080,000	88,600	92.42%
Roads and Traffic	3,147,586	2,952,186	195,400	93.79%
Environmental Services	195,490	178,690	16,800	91.41%
	<u>4,511,676</u>	<u>4,210,876</u>	<u>300,800</u>	<u>93.33%</u>

# WAGES & BENEFITS DIVISIONAL SUMMARY

## General Fund Budget...continued

	2016			
	Annual Budget	Salary Budget	Other Costs	Salary %
<b>PLANNING &amp; DEVELOPMENT SERVICES</b>				
Planning and Development	2,398,951	2,347,316	51,635	97.85%
Permits and Inspections	1,944,533	1,877,033	67,500	96.53%
	<u>4,343,484</u>	<u>4,224,349</u>	<u>119,135</u>	<u>97.26%</u>
<b>PARKS, CULTURE &amp; COMMUNITY SERVICES</b>				
Central Administration	543,038	514,438	28,600	94.73%
Community Services	12,095,947	9,448,936	2,647,011	78.12%
Parks Maintenance	4,975,421	3,607,221	1,368,200	72.50%
Cultural Services	998,452	710,027	288,425	71.11%
	<u>18,612,857</u>	<u>14,280,621</u>	<u>4,332,236</u>	<u>76.72%</u>
<b>LIBRARY SERVICES</b>				
Administration	506,889	388,869	118,020	76.72%
Service Delivery	3,422,882	3,057,557	365,325	89.33%
Operations Support	358,995	213,395	145,600	59.44%
Third Party	160,152	41,912	118,240	26.17%
	<u>4,448,918</u>	<u>3,701,733</u>	<u>747,185</u>	<u>83.21%</u>
	<b><u>80,008,832</u></b>	<b><u>65,414,090</u></b>	<b><u>14,594,742</u></b>	<b><u>81.76%</u></b>

# STAFFING SUMMARY

FTE count = Full time equivalents

	Permanent			Temporary			Total		
	Exempt	Union	Total	Exempt	Union	Total	Exempt	Union	Total
<b>GENERAL FUND</b>									
Office of the CAO, Legislative Services, Community Relations & Communications	9.00	8.00	17.00	-	0.84	0.84	9.00	8.84	17.84
Corporate Services	8.55	41.05	49.60	-	2.63	2.63	8.55	43.68	52.23
Human Resources	12.00	-	12.00	-	0.20	0.20	12.00	0.20	12.20
Financial Services	9.00	16.20	25.20	-	0.65	0.65	9.00	16.85	25.85
Police Services	13.00	92.00	105.00	-	-	-	13.00	92.00	105.00
Fire & Rescue Services	9.00	102.00	111.00	-	-	-	9.00	102.00	111.00
Engineering & Environment Services	7.50	28.15	35.65	-	-	-	7.50	28.15	35.65
Planning & Development Services	12.00	26.00	38.00	-	0.66	0.66	12.00	26.66	38.66
Parks, Culture and Community Services	15.80	91.96	107.76	1.13	37.10	38.23	16.93	129.06	145.99
Library Services	7.00	28.40	35.40	-	10.20	10.20	7.00	38.60	45.60
	<b>102.85</b>	<b>433.76</b>	<b>536.61</b>	<b>1.13</b>	<b>52.28</b>	<b>53.41</b>	<b>103.98</b>	<b>486.04</b>	<b>590.02</b>
<b>OTHER FUNDS</b>									
Water Utility	1.75	13.00	14.75	-	-	-	1.75	13.00	14.75
Sewer Utility	3.25	8.40	11.65	-	-	-	3.25	8.40	11.65
Solid Waste Utility	1.50	1.35	2.85	-	-	-	1.50	1.35	2.85
Golf	-	3.67	3.67	-	1.55	1.55	-	5.22	5.22
Cemetery	-	5.00	5.00	-	1.10	1.10	-	6.10	6.10
Transit/Blue Bus	6.00	131.40	137.40	-	2.97	2.97	6.00	134.37	140.37
	<b>12.50</b>	<b>162.82</b>	<b>175.32</b>	<b>0.00</b>	<b>5.62</b>	<b>5.62</b>	<b>12.50</b>	<b>168.44</b>	<b>180.94</b>
<b>OTHER</b>									
Shared Services	2.00	9.00	11.00	-	-	-	2.00	9.00	11.00
Third Party Works	-	9.00	9.00	-	-	-	-	9.00	9.00
Capital Maintenance - Engineering	-	12.10	12.10	-	-	-	-	12.10	12.10
Capital Maintenance - Parks	-	-	-	-	-	-	-	-	-
	<b>2.00</b>	<b>30.10</b>	<b>32.10</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2.00</b>	<b>30.10</b>	<b>32.10</b>
	<b>117.35</b>	<b>626.68</b>	<b>744.03</b>	<b>1.13</b>	<b>57.90</b>	<b>59.03</b>	<b>118.48</b>	<b>684.58</b>	<b>803.06</b>

# STAFFING CHANGES

FTE count = Full time equivalents

	2014 Total	2015 Total	2015 Adjustments		2015 Revised Total	2016 Changes			2016 Total
			Transfers *	Other		Transfers	Other	Total	
<b>GENERAL FUND</b>									
Office of the CAO, Legislative Services, Community Relations & Communications	14.84	16.84	-	-	16.84	1.00	-	1.00 <sup>a</sup>	17.84
Corporate Services	-	-	50.23	1.00	51.23 <sup>1</sup>	-	1.00	1.00 <sup>b</sup>	52.23
Culture, Environment & Partnerships	12.32	12.32	(12.32)	-	-	-	-	-	-
Human Resources	11.70	11.70	-	0.50	12.20 <sup>2</sup>	-	-	-	12.20
Financial Services	59.18	62.48	(36.63)	-	25.85	-	-	-	25.85
Police Services	102.50	100.50	-	1.00	101.50 <sup>3</sup>	-	3.50	3.50 <sup>c</sup>	105.00
Fire & Rescue Services	111.00	111.00	-	-	111.00	-	-	-	111.00
Engineering & Environment Services	30.05	31.05	1.00	0.60	32.65 <sup>4</sup>	-	3.00	3.00 <sup>d</sup>	35.65
Lands, Bylaw, First Nations & Legal Affairs	12.60	12.60	(12.60)	-	-	-	-	-	-
Planning & Development Services	34.46	35.66	-	4.00	39.66 <sup>5</sup>	(1.00)	-	(1.00) <sup>a</sup>	38.66
Parks, Culture & Community Services	134.32	134.32	11.32	0.35	145.99 <sup>6</sup>	-	-	-	145.99
Library Services	45.60	45.60	-	-	45.60	-	-	-	45.60
	<u>568.57</u>	<u>574.07</u>	<u>1.00</u>	<u>7.45</u>	<u>582.52</u>	<u>-</u>	<u>7.50</u>	<u>7.50</u>	<u>590.02</u>
<b>OTHER FUNDS</b>									
Water Utility	13.05	13.05	-	(0.30)	12.75 <sup>7</sup>	-	2.00	2.00 <sup>e</sup>	14.75
Sewer Utility	11.95	11.95	-	(0.30)	11.65 <sup>8</sup>	-	-	-	11.65
Solid Waste Utility	0.85	0.85	-	1.00	1.85 <sup>9</sup>	-	1.00	1.00 <sup>f</sup>	2.85
Golf	5.22	5.22	-	-	5.22	-	-	-	5.22
Cemetery	5.10	5.10	-	-	5.10	-	1.00	1.00 <sup>g</sup>	6.10
Transit/Blue Bus	130.37	140.37	-	-	140.37	-	-	-	140.37
	<u>166.54</u>	<u>176.54</u>	<u>-</u>	<u>0.40</u>	<u>176.94</u>	<u>-</u>	<u>4.00</u>	<u>4.00</u>	<u>180.94</u>
<b>OTHER</b>									
Shared Services	12.00	12.00	-	(1.00)	11.00 <sup>10</sup>	-	-	-	11.00
Third Party Works	9.00	9.00	-	-	9.00	-	-	-	9.00
Capital Maintenance - Engineering	8.10	8.10	-	4.00	12.10 <sup>11</sup>	-	-	-	12.10
Capital Maintenance - Parks	-	-	-	-	-	-	-	-	-
	<u>29.10</u>	<u>29.10</u>	<u>-</u>	<u>3.00</u>	<u>32.10</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>32.10</u>
	<u>764.21</u>	<u>779.71</u>	<u>1.00</u>	<u>10.85</u>	<u>791.56</u>	<u>-</u>	<u>11.50</u>	<u>11.50</u>	<u>803.06</u>

**Notes** Staffing FTEs reflect "authorized" staffing levels, which may not be fully funded in the budget due to assumptions on vacancy rates.

Transit/Blue Bus is fully funded by TransLink.

Shared services includes fleet, carpentry, signage, dispatch and administration support provided by Engineering to other divisions/funds at the District's Operations Centre on a cost recovery basis.

Third party works are Engineering construction/renovation projects that are fully recovered from third party developers.

Capital maintenance labour costs are included in the capital budgets of the respective departments.

## 2015 Adjustments:

### \* Transfers

The District reviews staffing levels on an ongoing basis and redeploys positions as appropriate in order to best utilize resources. In 2015, the District's organizational structure was reviewed and restructured with a net 1.0 FTE increase to support Corporate Services.

### Other

- 1 Corporate Services
- 2 Human Resources & Labour Relations
- 3 Police Services
- 4 Engineering & Environment Services
- 5 Planning & Development Services
- 6 Parks, Culture & Community Services
- 7 Water Utility
- 8 Sewer Utility
- 9 Solid Waste Utility
- 10 Shared Services
- 11 Capital Maintenance - Engineering

To address increasing technology service requests (1 FTE).

Adjust staffing levels (0.5 FTE) to meet required services.

Correction to 2015 FTE count.

Result of restructure within the Division to enable better capability of meeting service levels (0.6 FTE).

To address permit issuance wait time due to increasing construction activity (4 FTEs).

Restatement of FTE count (0.35 FTE) as the funds for this position was already included in the 2015 budget.

Result of restructure within the Engineering & Environment Services Division to enable better capability of meeting service levels (-0.3 FTE).

Result of restructure within the Engineering & Environment Services Division to enable better capability of meeting service levels (-0.3 FTE).

New position (1 FTE) to coordinate the North Shore Recycling Program which the District has taken over.

Result of restructure within the Engineering & Environment Services Division to enable better capability of meeting service levels (-1 FTE).

Staffing changes to address needs within the capital projects (4 FTEs).

## 2016 Changes:

- a Office of the CAO, Legislative Services,  
Community Relations & Communications

- b Corporate Services

- c Police Services

- d Engineering & Environment Services

- e Water Utility

- f Solid Waste Utility

- g Cemetery

Transfer position (1 FTE) from Planning & Development Services to Office of the CAO.

Network Analyst (1 FTE) to address security concerns for the District's hardware and software infrastructure.

Additional secondments (2 FTEs) that are fully recovered, one new position (1 FTE) Manager, Records and an increase of 0.5 FTE to 1.0 FTE for Administrative Assistant as approved by the Police Board.

Foreshore Technologist (1 FTE) to provide coastal knowledge and expertise to activate the Shoreline Protection Plan and conversion of 2 temporary full-time employees to permanent full-time (2 FTEs). The conversion of the positions have a nominal impact to the budget.

Conversion of 2 temporary full-time employees to permanent full-time (2 FTEs).

Community Programs Coordinator (1 FTE) to support the District's recycling program.

Conversion of contract employee to permanent PT role and increase casual labour for burials and inurnments.

# ASSESSMENT & TAXATION ANALYSIS

## 2016 Revised Roll

Cycle 10

ASSESSMENT ANALYSIS	2015 Revised Roll Totals	Subsequent Supps & Transfers	2015 Year End Totals	2016 Market Changes	Existing at 2016 Values	2016 New Construct	2016 Taxable Totals	Market Increase as %
1 Residential	32,001,275,930	(6,875,500)	31,994,400,430	5,377,933,900	37,372,334,330	597,730,400	37,970,064,730	16.81%
2 Utilities	9,256,909	-	9,256,909	1,374,173	10,631,082	761,000	11,392,082	14.84%
4 Major Industry	2,286,000	-	2,286,000	(70,000)	2,216,000	138,000	2,354,000	-3.06%
5 Light Industry	-	-	-	-	-	-	-	n/a
6 Business & Other	897,508,600	-	897,508,600	20,585,500	918,094,100	19,764,400	937,858,500	2.29%
8 Rec/Non-Profit	39,532,300	(64,000)	39,468,300	4,462,600	43,930,900	-	43,930,900	11.31%
	<b>32,949,859,739</b>	<b>(6,939,500)</b>	<b>32,942,920,239</b>	<b>5,404,286,173</b>	<b>38,347,206,412</b>	<b>618,393,800</b>	<b>38,965,600,212</b>	

MILL RATE CONVERSION	2015 Taxable Totals	2015 Mill Rate	2015 Taxation Revenues	Equivalent 2016 Taxable Totals	Equivalent 2016 Rate	Revenue Proof
1 Residential	31,994,400,430	1.6963	54,271,575	37,372,334,330	1.4522	54,271,575
2 Utilities	9,256,909	10.6678	98,751	10,631,082	9.2889	98,751
4 Major Industry	2,286,000	16.0454	36,680	2,216,000	16.5522	36,680
5 Light Industry	-	16.0454	-	-	16.5522	-
6 Business & Other	897,508,600	4.3154	3,873,085	918,094,100	4.2186	3,873,085
8 Rec/Non-Profit	39,468,300	5.1709	204,087	43,930,900	4.6456	204,087
	<b>32,942,920,239</b>		<b>58,484,178</b>	<b>38,347,206,412</b>		<b>58,484,178</b>

TAXATION ANALYSIS	2016 Taxable Totals	Tax on New Constr at 2016 Equiv Rate	2016 Equivalent Mill Rate	2016 Revenues @ 2015 Rates	2016 1.62 Rate Increase	2016 Total Revenues	2016 Mill Rates	Class Multiple	Tax Burden
1 Residential	37,970,064,730	868,016	1.4522	55,139,591	3,876,761	59,016,352	1.5543	1.0000	92.99%
2 Utilities	11,392,082	7,069	9.2889	105,820	1,714	107,534	9.4394	6.0731	0.17%
4 Major Industry	2,354,000	2,284	16.5522	38,964	631	39,595	16.8204	10.8219	0.06%
5 Light Industry	-	-	16.5522	-	-	-	16.8204		
6 Business & Other	937,858,500	83,378	4.2186	3,956,464	64,095	4,094,058	4.3653	2.8086	6.45%
8 Rec/Non-Profit	43,930,900	-	4.6456	204,087	3,306	207,393	4.7209	3.0373	0.33%
	<b>38,965,600,212</b>	<b>960,747</b>		<b>59,444,925</b>	<b>3,946,508</b>	<b>63,464,933</b>			<b>100.00%</b>

### REVENUE INCREASE ANALYSIS

2016 Taxation revenues - budget calcs		58,484,178
2016 increase from:		
new construction at 2016 equivalent rates	960,747	
current rate increase is 1.62% plus asset levy	3,946,508	4,980,755
2016 loss from utilities cap		n/a
<b>Total 2016 taxation revenues</b>		<b>63,464,933</b>

### RESIDENTIAL AVERAGE VALUES

	Values	Folios	Average
Detached	32,814,793,900	11,896	2,758,473
Strata	3,487,220,928	3,380	1,031,722
Combined	36,302,014,828	15,276	2,376,408
Vacant	774,258,600	969	799,028
Other	893,791,302	127	7,037,727
Class Total	37,970,064,730	16,372	2,319,207

### Average Tax Increase

Average taxable value		2,376,408
Tax before rate increase	1.4522	3,450.99
Tax after rate increase	1.5543	3,693.62
Increase		242.63







**8. Divisional Operations**

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# OFFICE OF THE CAO

The Office of the Chief Administrative Officer leads, coordinates and provides oversight for all District divisions to ensure the District is accomplishing Council's priorities, goals of the community and the District's vision and mission.

The Chief Administrative Officer (CAO) takes direction from Mayor and Council in their roles as governors of the District of West Vancouver. The CAO serves as a link between Council, which sets priorities, and the executive committee, which implements them. The CAO keeps Mayor and Council informed of corporate policies, plans and financial information, and provides them with analysis, options and recommendations. As administrative head of the District, the CAO provides leadership and direction to executive committee members on development and execution of divisional and departmental work plans, while creating the working environment and procedures to allow the executive committee to successfully fulfill their roles. The CAO personally represents the District at all levels in the community, maintains relationships with community groups and agencies, and manages the District's interests on intergovernmental issues.



Nina Leemhuis | Chief Administrative Officer



## 2015 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

### Ambleside: Waterfront & Town Centre

- supported further acquisition of waterfront properties on Argyle Avenue
- presented the draft Ambleside Waterfront Concept Plan and moved toward public consultation.

### Built Form, Housing & Neighbourhood Character

- moved forward with policy/regulatory tools to address neighbourhood character
- held extensive public consultation to seek balanced solutions to challenges around housing bulk.

### Fiscal Sustainability & Municipal Services

- fostered completion of first phase of the long-term fiscal sustainability review, which is a detailed inventory of every District-owned asset, and creation of detailed renewal plans
- moved the review into the second phase: an inventory of functions and services.

### **Natural Environment & Climate Action**

- supported the Shoreline Protection Plan, Shoreline Management Plan and foreshore planning
- supported the Community Energy & Emissions Plan working group
- provided oversight to District work as an intervenor in the Trans Mountain Expansion Project application.

### **Official Community Plan Review**

- implemented a structure to update OCP sections reflecting policy plans adopted since 2004.

### **Arts, Culture & Heritage**

- supported development of a high-level arts and culture strategy leading to a detailed action plan.

### **Police Services & Municipal Hall Project**

- supported the adoption of the construction plan and funding model
- oversaw the beginning of excavation and construction.

## **2015 OPERATIONAL ACCOMPLISHMENTS**

- undertook an organizational alignment and streamlined the departmental and divisional reporting structure to improve service to residents, execute the District's mission and vision and carry out Council's priorities
- incorporated formal succession and professional development plans across all divisions
- developed emergency preparedness and business continuity plans for all divisions
- supported creation of a new community engagement policy to broaden and deepen public engagement.

## **2016 INITIATIVES TO SUPPORT COUNCIL PRIORITIES**

### **Ambleside: Waterfront & Town Centre**

- provide oversight across divisions for the Ambleside Waterfront Concept Plan public engagement and implementation phase.

### **Built Form, Housing & Neighbourhood Character**

- support the implementation of community-driven solutions to protect and enhance neighbourhood character.

### **Fiscal Sustainability & Municipal Services**

- support the further refinement and review of the 20-year Capital Asset Management Plan
- provide oversight to the operational programs and services review.

### **Natural Environment & Climate Action**

- support the Community Energy & Emissions Plan working group in developing a plan for the municipality to address greenhouse gas emissions, energy and transportation use and energy security.

### **Official Community Plan Review**

- launch the public consultation process that will guide the update of the OCP with the goal of creating a more robust policy framework to guide future planning decisions.

### **Arts, Culture & Heritage**

- support work with key arts and culture stakeholders and community residents to develop a detailed five-year Arts & Culture Strategic Plan with extensive community input.

### **Police Services & Municipal Hall Project**

- support area residents and staff with timely information as construction moves into a more intensive phase.

## **2016 OPERATIONAL INITIATIVES**

- continue to sharpen our focus on customer service in all aspects of District services and operations
- implement the newly drafted community engagement policy to ensure citizens inform Council decisions and staff by participating more fully in District projects and plans
- continue to improve emergency preparedness and resiliency for all divisions
- develop and implement an Economic Development strategy.



# COMMUNITY RELATIONS & COMMUNICATIONS

Residents are informed of and engaged in District projects and activities through the Community Relations & Communications Division. Working with other District divisions, this division creates and enhances relationships with residents, all levels of government and community and corporate groups. While serving as a liaison between individuals, businesses and organizations and the District, Community Relations works to address community concerns with the goal of providing a higher level of customer service.

Through best practices in corporate communications, this division identifies opportunities for better two-way communication and enhanced awareness of District projects, programs and services. This division also plans and operates all District websites and social media channels, creates printed communications and marketing materials, and provides graphic design services in support of District marketing. District media relations are handled by Community Relations & Communications, as is District preparedness for communications during emergencies.



Jeff McDonald | Director of Community Relations & Communications



## 2015 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

### Built Form, Housing & Neighbourhood Character

- supported community engagement on this priority with public information in the form of print materials, social media and online engagement.

### Fiscal Sustainability & Municipal Services

- provided online support for a competitive identity study
- worked with Financial Services in the production of the District's annual report and budget documents.

### Natural Environment & Climate Action

- provided community engagement and media relations support for the Upper Lands working group and foreshore preservation.

### Arts, Culture & Heritage

- led the development of a new website for the Harmony Arts Festival
- provided ongoing communications and marketing support to all waterfront arts facilities and the West Vancouver Museum.

### Police Services & Municipal Hall Project

- provided information to area residents as the project moved into the first construction phase.

## 2015 OPERATIONAL ACCOMPLISHMENTS

- worked with Information Technology Services to implement a new governance model for website development
- continued to enhance opportunities for District residents and groups to have their concerns heard so that District services can be improved and the impact of District operations is managed
- began an audit of District marketing services to identify new opportunities and seek efficiencies



- increased the District's social media presence in terms of targeted posts and number of followers gained, while linking social media strategies into communications plans
- rebuilt all District e-newsletters in compliance with Canadian Anti-Spam Legislation and with consistent design and branding
- continued to build District-wide crisis communications capacity and train staff in crisis communications.

## **2016 INITIATIVES TO SUPPORT COUNCIL PRIORITIES**

### **Ambleside: Waterfront & Town Centre**

- provide comprehensive community engagement and support for the Ambleside Waterfront Concept Plan.

### **Fiscal Sustainability & Municipal Services**

- continue to produce key financial documents to build residents' understanding of District budget and finances.

### **Natural Environment & Climate Action**

- continue to provide communications support for the Community Energy & Emissions Plan working group, foreshore preservation and development of tree bylaws for District lands.

### **Official Community Plan Review**

- support the community engagement process as public input is gathered for the review.

### **Arts, Culture & Heritage**

- provide communications support for community engagement and development of the Arts & Culture Strategic Action Plan.

### **Police Services & Municipal Hall Project**

- keep area residents informed as the project moves into new construction phases.

## **2016 OPERATIONAL INITIATIVES**

- enhance the online experience for residents through provision of mobile-friendly websites and improved online business services
- continue to improve communications and community relations mechanisms to inform residents of impending service changes and infrastructure projects to minimize disruptions
- work to help implement the newly drafted community engagement policy to ensure citizens inform Council and staff by participating more fully in District projects and plans
- produce and distribute a District e-newsletter to provide key information to community members and groups
- build on emergency preparedness planning and training to support crisis communications.

This division supports legislative matters and decisions of Council and its committees, while providing the communication link between Council, departments and the public through the provision of services related to legislation, and statutory process and procedures. The division records the official minutes of Council business, manages the bylaw process and bylaw and document certification, administers and maintains corporate policies, and executes legal documents on the District's behalf. Legislative Services also manages compliance with the *Freedom of Information and Protection of Privacy Act* which includes ongoing development and maintenance of the corporate records and information management program to ensure appropriate access to and protection of complete, accurate and reliable records and information maintained by the District. The division also conducts all legislated elector approval processes and the general local and school district elections.



## 2015 OPERATIONAL ACCOMPLISHMENTS

- performed statutory and other requirements for Council meetings, town hall meetings, board of variance and public hearings and statutory notifications
- administered the *Freedom of Information and Protection of Privacy Act*, corporate records and information management program, and corporate agreements and bylaws processing
- implemented improved Council report process
- began a comprehensive review of corporate policies to ensure consistency with current operations and to reflect Council and corporate structures and goals.

## 2016 OPERATIONAL INITIATIVES

- continue to perform statutory and other requirements for Council meetings, town hall meetings, board of variance and public hearings and statutory notifications
- continue to administer the *Freedom of Information and Protection of Privacy Act*, corporate records and information management program, implement updated training program and develop online process to improve access to information
- continue to manage corporate agreement and bylaw processing
- initiate next phases for corporate policy review
- continue to develop and implement best practices regarding corporate administrative requirements.



# CAO; COMMUNITY RELATIONS & COMMS; LEGISLATIVE SERVICES

## Net Divisional Expenses

	Budget 2016		Actual 2015		Actual 2014	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
Legislative Services	100.00%	13,700	100.00%	30,577	100.00%	25,682
	<b>100.00%</b>	<b>13,700</b>	<b>100.00%</b>	<b>30,577</b>	<b>100.00%</b>	<b>25,682</b>
<b>Expenses</b>						
<b>Mayor and Council</b>						
Labour	13.65%	358,172	14.22%	343,731	13.72%	317,959
Non Labour	2.60%	68,200	2.08%	50,164	2.40%	55,618
	<b>16.25%</b>	<b>426,372</b>	<b>16.29%</b>	<b>393,895</b>	<b>16.12%</b>	<b>373,577</b>
<b>Chief Administrative Officer</b>						
Labour	24.24%	636,204	29.65%	716,768	33.54%	777,351
Non Labour	3.50%	91,825	3.23%	78,129	3.02%	69,950
	<b>27.74%</b>	<b>728,029</b>	<b>32.88%</b>	<b>794,896</b>	<b>36.55%</b>	<b>847,300</b>
<b>Legislative Services</b>						
Labour	29.85%	783,408	26.44%	639,120	28.53%	661,241
Non Labour	1.62%	42,500	1.77%	42,690	1.99%	46,172
	<b>31.47%</b>	<b>825,908</b>	<b>28.20%</b>	<b>681,809</b>	<b>30.52%</b>	<b>707,413</b>
<b>Communications</b>						
Labour	22.99%	603,501	19.23%	464,771	14.82%	343,476
Non Labour	1.55%	40,700	3.39%	81,967	1.99%	46,136
	<b>24.55%</b>	<b>644,201</b>	<b>22.62%</b>	<b>546,737</b>	<b>16.81%</b>	<b>389,612</b>
<b>Total</b>						
Labour	90.73%	2,381,285	89.54%	2,164,389	90.60%	2,100,027
Non Labour	9.27%	243,225	10.46%	252,949	9.40%	217,876
	<b>100.00%</b>	<b>2,624,510</b>	<b>100.00%</b>	<b>2,417,338</b>	<b>100.00%</b>	<b>2,317,903</b>
<b>Net Divisional Expenses</b>						
<b>Mayor and Council</b>	16.33%	(426,372)	16.50%	(393,895)	16.30%	(373,577)
<b>Chief Administrative Officer</b>	27.89%	(728,029)	33.30%	(794,896)	36.96%	(847,300)
<b>Legislative Services</b>	31.11%	(812,208)	27.29%	(651,233)	29.74%	(681,731)
<b>Communications</b>	24.67%	(644,201)	22.91%	(546,737)	17.00%	(389,612)
	<b>100.00%</b>	<b>(2,610,810)</b>	<b>100.00%</b>	<b>(2,386,762)</b>	<b>100.00%</b>	<b>(2,292,221)</b>

# CAO; COMMUNITY RELATIONS & COMMS; LEGISLATIVE SERVICES

## Divisional Expenses

	Budget 2016		Actual 2015		Actual 2014	
	%	\$	%	\$	%	\$
<b>Expenses</b>						
<b>Mayor and Council</b>						
Salaries & Benefits	84.00%	358,172	87.26%	343,731	85.11%	317,959
Supplies & Other Expenses	16.00%	68,200	12.74%	50,164	14.89%	55,618
Recoveries & Allocations	0.00%	-	0.00%	-	0.00%	-
	<b>100.00%</b>	<b>426,372</b>	<b>100.00%</b>	<b>393,895</b>	<b>100.00%</b>	<b>373,577</b>
<b>Chief Administrative Officer</b>						
Salaries & Benefits	87.39%	636,204	90.17%	716,768	91.74%	777,351
Supplies & Other Expenses	10.14%	73,825	9.83%	78,129	8.26%	69,950
Professional & Consulting	0.82%	6,000	0.00%	-	0.00%	-
Recoveries & Allocations	1.65%	12,000	0.00%	-	0.00%	-
	<b>100.00%</b>	<b>728,029</b>	<b>100.00%</b>	<b>794,896</b>	<b>100.00%</b>	<b>847,300</b>
<b>Legislative Services</b>						
Salaries & Benefits	94.85%	783,408	93.74%	639,120	93.47%	661,241
Supplies & Other Expenses	5.15%	42,500	3.83%	26,088	5.34%	37,802
Professional & Consulting	0.00%	-	2.43%	16,601	1.18%	8,370
Recoveries & Allocations	0.00%	-	0.00%	-	0.00%	-
	<b>100.00%</b>	<b>825,908</b>	<b>100.00%</b>	<b>681,809</b>	<b>100.00%</b>	<b>707,413</b>
<b>Communications</b>						
Salaries & Benefits	93.68%	603,501	85.01%	464,771	88.16%	343,476
Supplies & Other Expenses	6.32%	40,700	7.70%	42,073	9.63%	37,526
Professional & Computing	0.00%	-	7.30%	39,894	2.21%	8,610
Recoveries & Allocations	0.00%	-	0.00%	-	0.00%	-
	<b>100.00%</b>	<b>644,201</b>	<b>100.00%</b>	<b>546,737</b>	<b>100.00%</b>	<b>389,612</b>
<b>Total</b>						
Salaries & Benefits	90.73%	2,381,285	89.54%	2,164,389	90.60%	2,100,027
Supplies & Other Expenses	8.58%	225,225	8.13%	196,454	8.67%	200,896
Professional & Consulting	0.23%	6,000	2.34%	56,495	0.73%	16,980
Recoveries & Allocations	0.46%	12,000	0.00%	-	0.00%	-
	<b>100.00%</b>	<b>2,624,510</b>	<b>100.00%</b>	<b>2,417,338</b>	<b>100.00%</b>	<b>2,317,903</b>

# CAO; COMMUNITY RELATIONS & COMMS; LEGISLATIVE SERVICES

## Stats & Trends

### SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2015	2014	2013	2012	2011
Meetings of Council	34	36	57	38	40
Freedom of Information & Protection of Privacy Act Requests	103	103	81	82	64
Board of Variance Applications	22	34	27	29	30
Board of Variance Hearings	10	6	9	10	9
% Voter Turnout		28.37%			23.72%

### TREND OF RESOURCE REQUIREMENTS

	2015	2014	2013	2012	2011
Salaries & Benefits	2,164,389	2,100,027	2,002,876	2,312,287	2,228,556
Supplies & Other Expenses	196,454	200,896	231,271	172,131	179,225
Professional & Consulting	56,495	16,980	62,149	3,559	1,990
Recoveries & Allocations	-	-	49,172	45,682	47,885
	2,417,338	2,317,903	2,345,467	2,533,659	2,457,657
Less: Direct Revenues	(30,577)	(25,682)	(27,643)	(24,854)	(27,086)
	2,386,762	2,292,221	2,317,824	2,508,805	2,430,571

# CORPORATE SERVICES

The Corporate Services Division provides support services to the organization, and is responsible for Facilities & Asset Management, Municipal Lands, Information Technology Services, Bylaw & Licensing Services, Corporate Emergency Planning, First Nations and Legal Services.

Facilities & Asset Management provides a pan-organizational approach to facilities and asset maintenance, replacement and renewal. The Lands Department is responsible for the administration of municipally-owned land and municipal property transactions. Information Technology Services (ITS) manages the computer equipment, applications and technology infrastructure, telephone systems and wide-area network linking municipal facilities and provides technical support. Bylaw & Licensing Services provides education and enforcement for municipal bylaws, rules and regulations designed to keep citizens safe. Emergency Planning works with the tri-municipal North Shore Emergency Management to oversee District plan development, capital improvements and training to move our community towards greater disaster resilience. The division also acts as the municipality's liaison to the Squamish Nation and oversees legal services.



Mark Chan | Director of Corporate Services



## 2015 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

### Ambleside: Waterfront & Town Centre

- continued the long-standing policy of acquisition of Argyle Avenue waterfront lots, with acquisition of 1454 Argyle Avenue, so that 30 of 32 waterfront lots are now publicly owned
- completed the land disposition for the east parcel of 1300 block Marine Drive
- collaborated with Planning on municipal land initiatives for the Ambleside Waterfront Concept Plan
- continued development of a long-term municipal land strategy for underutilized municipal lands, which can be used to create community amenities and housing opportunities.

### Fiscal Sustainability & Municipal Services

- progressed negotiations with Squamish Nation on a master servicing agreement.

### Natural Environment & Climate Action

- led the District's efforts as Intervenor in the Trans Mountain Expansion Project application to the National Energy Board
- represented the District in the MV Marathassa fuel spill in English Bay and follow-up actions.

### Official Community Plan Review

- completed a high-level master program for the District Operations Centre and collaborated with the Planning Department to begin planning for Cypress Village.

### Police Services & Municipal Hall Project

- proceeded with the design and tender process and began construction.

## 2015 OPERATIONAL ACCOMPLISHMENTS

- continued to process sales of smaller surplus District-owned lands in response to resident requests
- increased education and monitoring for construction standards
- increased the presence of Bylaw Services staff in public parks for education and compliance purposes
- implemented online applications for additional permits and e-inspections in Tempest, the land software application
- upgraded network connectivity between major municipal facilities
- implemented the space utilization plan and standards to better utilize facilities
- enhanced the customer service experience through improved space organization in District facilities.

## 2016 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

### Ambleside: Waterfront & Town Centre

- continue the District's long-standing policy of acquisition of Argyle Avenue waterfront lots
- collaborate with Planning on the public consultation and next steps for the Ambleside Waterfront Concept Plan.

### Built Form, Housing & Neighbourhood Character

- complete a long-term municipal land strategy for underutilized municipal lands.

### Fiscal Sustainability & Municipal Services

- collaborate with Squamish Nation to reach agreement on commercial terms, and thereafter finalize a master Servicing Agreement
- continue with implementation of the renewal plan for District-owned facilities.

### Natural Environment & Climate Action

- continue to represent District as Intervenor on matters following up from the MV Marathassa fuel spill
- complete a sustainability plan for District facilities.

### Official Community Plan Review

- collaborate with Planning with respect to District-owned lands within the OCP review.

### Arts, Culture & Heritage

- collaborate on the planning process for the proposed Centre for Art, Architecture + Design.

### Police Services & Municipal Hall Project

- manage the construction of the Police Services & Municipal Hall Project with the goal of completion in 2017.

## 2016 OPERATIONAL INITIATIVES

- continue to process sales of smaller surplus District-owned lands in response to resident requests
- collaborate with the Planning with respect to Cypress Village planning process
- continue to pro-actively monitor construction sites for compliance with municipal bylaws, and initiate contact with large development sites early to provide clear expectations and follow-through with increased presence and enforcement as necessary
- continue to increase presence of Bylaw Services staff in public parks for education and compliance purposes, including regular ongoing patrols on the Seawalk
- work with external agencies including Vancouver Coastal Health and the BC SPCA to ensure regulations are current and relevant
- design and implement ITS department-wide online change management processes for all changes to applications and infrastructure
- develop and implement ITS Project Management Methodology for all major ITS initiatives, and a mobile device management solution for all laptops, tablets, phones and other mobile devices
- continue to implement District-wide emergency planning and preparedness.

# CORPORATE SERVICES

## Net Divisional Expenses

	Budget 2016		Actual 2015		Actual 2014	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
Information Technology	0.00%	-	0.00%	-	0.00%	-
Facilities Management	14.99%	317,489	18.20%	404,219	14.47%	302,692
Emergency Program	0.00%	-	0.00%	-	0.00%	-
Bylaw Enforcement	85.01%	1,800,750	81.80%	1,817,208	85.53%	1,788,755
Lands, Legal and First Nations	0.00%	-	0.00%	-	0.00%	-
	<b>100.00%</b>	<b>2,118,239</b>	<b>100.00%</b>	<b>2,221,427</b>	<b>100.00%</b>	<b>2,091,447</b>
<b>Expenses</b>						
<b>Information Technology</b>						
Labour	18.21%	1,719,812	15.76%	1,361,771	13.68%	1,103,439
Non Labour	20.40%	1,926,344	17.91%	1,548,179	17.29%	1,394,575
	<b>38.60%</b>	<b>3,646,156</b>	<b>33.67%</b>	<b>2,909,950</b>	<b>30.96%</b>	<b>2,498,013</b>
<b>Facilities Management</b>						
Labour	21.32%	2,014,081	23.76%	2,053,501	24.49%	1,975,507
Non Labour	21.49%	2,030,200	24.08%	2,080,581	26.15%	2,109,547
	<b>42.82%</b>	<b>4,044,281</b>	<b>47.84%</b>	<b>4,134,082</b>	<b>50.63%</b>	<b>4,085,054</b>
<b>Emergency Program</b>						
Labour	0.00%	-	0.04%	3,617	0.00%	-
Non Labour	2.54%	240,014	3.22%	278,500	2.81%	226,716
	<b>2.54%</b>	<b>240,014</b>	<b>3.26%</b>	<b>282,117</b>	<b>2.81%</b>	<b>226,716</b>
<b>Bylaw Enforcement</b>						
Labour	9.34%	881,801	9.61%	830,096	9.24%	745,698
Non Labour	1.93%	182,150	2.37%	204,658	2.67%	215,564
	<b>11.26%</b>	<b>1,063,951</b>	<b>11.97%</b>	<b>1,034,754</b>	<b>11.91%</b>	<b>961,262</b>
<b>Lands, Legal and First Nations</b>						
Labour	4.64%	438,408	3.18%	274,864	3.61%	291,514
Non Labour	0.13%	12,365	0.07%	6,217	0.06%	5,209
	<b>4.77%</b>	<b>450,773</b>	<b>3.25%</b>	<b>281,081</b>	<b>3.68%</b>	<b>296,724</b>
<b>Total</b>						
Labour	53.51%	5,054,102	52.35%	4,523,848	51.02%	4,116,158
Non Labour	46.49%	4,391,073	47.65%	4,118,135	48.98%	3,951,610
	<b>100.00%</b>	<b>9,445,175</b>	<b>100.00%</b>	<b>8,641,983</b>	<b>100.00%</b>	<b>8,067,768</b>
<b>Net Divisional Expenses</b>						
Information Technology	49.76%	(3,646,156)	45.32%	(2,909,950)	41.80%	(2,498,013)
Facilities Management	50.86%	(3,726,792)	58.09%	(3,729,863)	63.29%	(3,782,361)
Emergency Program	3.28%	(240,014)	4.39%	(282,117)	3.79%	(226,716)
Bylaw Enforcement	-10.06%	736,799	-12.19%	782,454	-13.85%	827,493
Lands, Legal and First Nations	6.15%	(450,773)	4.38%	(281,081)	4.96%	(296,724)
	<b>100.00%</b>	<b>(7,326,936)</b>	<b>100.00%</b>	<b>(6,420,556)</b>	<b>100.00%</b>	<b>(5,976,321)</b>
<b>Capital</b>		<b>19,328,646</b>		<b>5,941,429</b>		<b>18,594,657</b>



# CORPORATE SERVICES

## Divisional Expenses

	Budget 2016		Actual 2015		Actual 2014	
	%	\$	%	\$	%	\$
<b>Expenses</b>						
<b>Information Technology</b>						
Salaries & Benefits	47.17%	1,719,812	46.80%	1,361,771	44.17%	1,103,439
Supplies & Other Expenses	46.63%	1,700,357	43.59%	1,268,485	50.15%	1,252,676
Professional & Consulting	6.47%	236,087	9.96%	289,779	6.09%	152,079
Recoveries & Allocations	-0.28%	(10,100)	-0.35%	(10,084)	-0.41%	(10,180)
	<b>100.00%</b>	<b>3,646,156</b>	<b>100.00%</b>	<b>2,909,950</b>	<b>100.00%</b>	<b>2,498,013</b>
<b>Facilities Management</b>						
Salaries & Benefits	49.45%	1,999,952	49.56%	2,048,722	48.26%	1,971,299
Supplies & Other Expenses	46.64%	1,886,325	47.08%	1,946,302	47.77%	1,951,232
Professional & Consulting	2.60%	104,950	2.31%	95,411	3.13%	127,928
Recoveries & Allocations	1.31%	53,054	1.06%	43,647	0.85%	34,595
	<b>100.00%</b>	<b>4,044,281</b>	<b>100.00%</b>	<b>4,134,082</b>	<b>100.00%</b>	<b>4,085,054</b>
<b>Emergency Program</b>						
Salaries & Benefits	0.00%	-	1.28%	3,617	0.00%	-
Supplies & Other Expenses	100.00%	240,014	96.07%	271,032	94.46%	214,146
Professional & Consulting	0.00%	-	2.65%	7,467	5.54%	12,570
Recoveries & Allocations	0.00%	-	0.00%	-	0.00%	-
	<b>100.00%</b>	<b>240,014</b>	<b>100.00%</b>	<b>282,117</b>	<b>100.00%</b>	<b>226,716</b>
<b>Bylaw Enforcement</b>						
Salaries & Benefits	82.88%	881,801	80.22%	830,096	77.57%	745,698
Supplies & Other Expenses	15.52%	165,150	17.73%	183,495	19.63%	188,732
Professional & Computing	0.00%	-	0.08%	806	0.56%	5,421
Recoveries & Allocations	1.60%	17,000	1.97%	20,358	2.23%	21,411
	<b>100.00%</b>	<b>1,063,951</b>	<b>100.00%</b>	<b>1,034,754</b>	<b>100.00%</b>	<b>961,262</b>
<b>Lands, Legal and First Nations</b>						
Salaries & Benefits	41.21%	438,408	26.56%	274,864	30.33%	291,514
Supplies & Other Expenses	1.16%	12,365	0.60%	6,217	0.54%	5,209
Professional & Computing	0.00%	-	0.00%	-	0.00%	-
Recoveries & Allocations	0.00%	-	0.00%	-	0.00%	-
	<b>42.37%</b>	<b>450,773</b>	<b>27.16%</b>	<b>281,081</b>	<b>30.87%</b>	<b>296,724</b>
<b>Total</b>						
Salaries & Benefits	53.36%	5,039,973	52.29%	4,519,069	50.97%	4,111,950
Supplies & Other Expenses	42.39%	4,004,211	42.53%	3,675,530	44.77%	3,611,995
Professional & Consulting	3.61%	341,037	4.55%	393,463	3.69%	297,997
Recoveries & Allocations	0.63%	59,954	0.62%	53,920	0.57%	45,826
	<b>100.00%</b>	<b>9,445,175</b>	<b>100.00%</b>	<b>8,641,983</b>	<b>100.00%</b>	<b>8,067,768</b>

### Significant changes to the 2016 operating budget include:

- a District-wide refresh of computers as they are at end-of-life; the new computers will be leased over five years
- an additional resource to support network security for the District's infrastructure
- an increase to a technology fee related to the replacement of the District's recreation management software system
- and a provision for annual costs increases on software and hardware maintenance contracts.

# CORPORATE SERVICES

## Divisional Capital Requests

	2016 Budget	Funding Source			
		Tax Levy Funded	External Funding	Development Cost Charges	External Borrowing
<b>Current Year Projects</b>					
<b>Information Technology Infrastructure</b>					
Community Services - Staff Scheduling Software, Audio Visual Solution and Hardware	41,700	41,700			
eDocs Licensing True Up	73,188	73,188			
Engineering - Additional Licenses for GIS software and Maintenance Connections	30,161	30,161			
Fire & Rescue Services - Information systems upgrades and fire truck hardware	69,400	69,400			
Fire & Rescue Services - Upgrade fibre connectivity	18,190		18,190		
General Refresh - Failed Print Devices	20,000	20,000			
Maintenance Connections - work order and scheduling software	13,804	13,804			
Mobile Device Replacement	46,374	46,374			
Parks - Maintenance Connections licenses and Skylogic Lighting application	27,320	27,320			
SAN Storage Expansion	39,574	39,574			
Server Refresh	37,447	37,447			
Switch Replacement	43,260	43,260			
Transit - Barcoding solution implementation including hardware	350,000		350,000		1
UPS Battery Replacement	10,000	10,000			
VMWare ESX Hosts Replacement	116,626	116,626			
Voice Routers Replacement	69,552	69,552			
Wi-Fi upgrade project	28,944	28,944			
Replacement of obsolete Recreation Operating System Software (Class)	41,000	41,000			
Network Security	21,450	21,450			
	<u>1,097,990</u>	<u>729,800</u>	<u>350,000</u>	<u>18,190</u>	<u>-</u>
<b>Facilities Maintenance Infrastructure</b>					
Aquatic Centre - Steel Structure Protection	25,000	25,000			
Aquatic Centre Washer/Dryer Upgrade	21,500	21,500			
Facilities renewal - Aquatic Centre air handling units	327,000	327,000			
Facilities renewal - general infrastructure repairs and replacement	296,100	296,100			
FH4 Exercise Room Ventilation	10,000	10,000			
Fire Hall #1 - Apparatus Floor Structural Repairs	115,000	115,000			
Municipal Hall - Council Chambers AV Air Conditioning	18,000	18,000			
Municipal Hall - Minor Renovations	40,000	40,000			
Municipal Rental Facilities - Minor Renovations and Upgrades	35,000	35,000			
Operations Centre - Plough Storage Replacement	30,000	30,000			
Operations Centre Salt Spreader Truck Wash Station	25,000	25,000			
Playground Skylight Replacement - WV Community Centre	48,000	48,000			
Police Services and Municipal Hall Project	16,967,963				16,967,963
Seniors' Activity Centre Coffee Bar Replacement	14,300	7,150	7,150		2
	<u>17,972,863</u>	<u>997,750</u>	<u>7,150</u>	<u>-</u>	<u>16,967,963</u>
<b>Current Year Projects Sub-Total</b>	<b><u>19,070,853</u></b>	<b><u>1,727,550</u></b>	<b><u>357,150</u></b>	<b><u>18,190</u></b>	<b><u>16,967,963</u></b>
<b>Prior Year Approved Work in Progress</b>					
<b>Information Technology Infrastructure</b>					
Core HW for Legislative Services	13,959	13,959			
Replacement of obsolete Recreation Operating System Software (Class)	68,999	68,999			
	<u>82,958</u>	<u>82,958</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Facilities Maintenance Infrastructure</b>					
Light Tower Restoration at Lighthouse Park	49,500	16,500	33,000		3
Aquatic Centre change room expansion and upgrade	22,500	22,500			
Community Centre Pathway Markings for Visually Impaired	20,000	20,000			
Gertrude Lawson Museum & Archives	40,000	40,000			
West Bay Park Washroom Replacement	42,835	10,709		32,126	
	<u>174,835</u>	<u>109,709</u>	<u>33,000</u>	<u>32,126</u>	<u>-</u>
<b>Prior Year Approved Work in Progress Sub-Total</b>	<b><u>257,793</u></b>	<b><u>192,667</u></b>	<b><u>33,000</u></b>	<b><u>32,126</u></b>	<b><u>-</u></b>
<b>Total Capital Requests</b>	<b><u>19,328,646</u></b>	<b><u>1,920,217</u></b>	<b><u>390,150</u></b>	<b><u>50,316</u></b>	<b><u>16,967,963</u></b>

1 Funding provided by Translink.

2 Funding provided by Seniors Activity Centre Advisory Board.

3 Funding provided by the Federal Government and Point Atkinson Lighthouse Association.

# CORPORATE SERVICES

## Stats & Trends

### SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2015	2014	2013	2012	2011
Business Licences Issued	5,058	4,788	4,815	4,519	3,645
Dog Licences Issued	3,053	3,110	3,143	3,021	3,192
Bylaw Calls for Service	4,187	3,127	2,942	3,385	4,058
Bylaw & Parking Tickets Issued	10,602	9,302	9,632	7,731	9,284
IT Service Requests	9,739	6,893	4,851	4,117	4,287

### TREND OF RESOURCE REQUIREMENTS

	2015	2014	2013	2012	2011
Salaries & Benefits	4,519,069	4,111,950	3,947,585	1,986,073	2,019,678
Supplies & Other Expenses	3,675,530	3,611,995	3,667,118	1,798,152	1,612,703
Professional & Consulting	393,463	297,997	327,547	108,459	64,807
Recoveries & Allocations	53,920	45,826	14,055	112,159	141,500
	8,641,983	8,067,768	7,956,306	4,004,843	3,838,688
Less: Direct Revenues	(2,221,427)	(2,091,447)	(2,019,232)	(1,862,727)	(1,869,151)
	6,420,556	5,976,321	5,937,074	2,142,117	1,969,538

# ENGINEERING & ENVIRONMENT SERVICES

The Engineering & Environment Services Division comprises five departments: Roads & Transportation; Utilities; Engineering Services; Environment & Sustainability; and Transit. The Water, Sewer and Solid Waste Utilities and Transit are funded from specific funds, while the other services are funded by the General Fund.

The Roads & Transportation Department ensures the safe and efficient movement of people, goods and services within West Vancouver. Functions include providing technical expertise for municipal infrastructure projects, road maintenance, traffic operations and the Sign Shop. The Engineering Services Department provides Geographical Information Systems (GIS) and mapping services for the District and public. Functions also include maintenance of fleet and equipment, as well as Operations Centre support such as Dispatch and the Maintenance Management System. The Environment & Sustainability Department works to reinforce best environmental practices in the District while working on multi-year programs such as foreshore enhancement and community energy planning.



Raymond Fung |  
Director of Engineering & Environment Services

## Director of Engineering & Environment Services

environment & sustainability

transit

roads & transportation

solid waste, storm drainage, sewerage & water

geographic information system (GIS) & mapping

## 2015 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

### Ambleside: Waterfront & Town Centre

- supported Planning for its review of 752 Marine Drive (White Spot site) rezoning application
- supported Planning related to parking solutions in Ambleside in terms of collecting data on inventory and utilization signage directing customers to back lanes and adjusting time-restricted zones, in consultation with Ambleside Dundarave Business Association
- supported Planning in the development of the Ambleside Waterfront Concept Plan
- completed Phase 2 of 1200 block Clyde Avenue and Keith Road Traffic Calming and Pedestrian Safety Project
- constructed sub-tidal reefing at Ambleside Pier in partnership with West Vancouver Shoreline Preservation Society.

### Built Form, Housing & Neighbourhood Character

- supported Planning in implementing servicing guidelines to support coach houses
- supported Planning in development of streetscape guidelines in Horseshoe Bay
- supported Lands in review of underutilized municipal lands.

### Fiscal Sustainability & Municipal Services

- supported Finance in development of the long-term fiscal sustainability review relative to Engineering assets
- transitioned administrative processing of filming applications to the Special Events Department and land management services to Development Planning Department
- deployed infrastructure maintenance system to field staff across multiple departments
- undertook process engineering improvements related to the Calls For Service tracking system
- completed the Annual Roads Infrastructure Capital Program
- completed the Annual Roads Infrastructure Operations and Maintenance Program.

### **Natural Environment & Climate Action**

- constructed the section of the Spirit Trail from Gleneagles Community Centre to Gleneagles Elementary School
- refined design alternatives for Zone 4 improvements of the Spirit Trail in Horseshoe Bay in consultation with the Western Residents Association and Horseshoe Bay Business Association
- implemented Phase 3 of the Cycling Network Implementation Plan
- completed the Pedestrian Network Study
- continued the LED street light implementation program
- conducted aquatic impact assessments and made improvements to the Eagle Island dock structures
- reconstructed Rodgers Creek at foreshore in partnership with the West Vancouver Streamkeeper Society
- developed a Community Energy & Emissions Plan (CEEP) and a Corporate Energy and Emissions Plan
- assisted Parks in the carbon offset valuation process for Whyte Lake Park.

### **Police Services & Municipal Hall Project**

- supported Facilities through design and construction phases of project relative to servicing requirements.

## **2015 OPERATIONAL ACCOMPLISHMENTS**

- constructed Phase 2 of 21st Street and Queens Avenue intersection upgrade
- advanced improvements at railway crossings in consultation with Transport Canada and CN Rail
- normalized procedures to address invasive plants in public works operations.

## **2016 INITIATIVES TO SUPPORT COUNCIL PRIORITIES**

### **Ambleside: Waterfront & Town Centre**

- update the Ambleside Parking Study to support Waterfront & Town Centre activities
- support Planning's public consultation process related to Ambleside Waterfront Concept Plan
- initiate improvements at 13th Street railway crossing in consultation with Transport Canada and CN Rail.

### **Built Form, Housing & Neighbourhood Character**

- support Planning in reviewing applications for new development (Sewell's Landing, Cypress Village, Taylor Way/Marine Drive Corridor Area Plan, 657 Marine Drive, 303 Marine Drive).

### **Natural Environment & Climate Action**

- continue the LED street light implementation program
- implement Phase 4 of the Cycling Network Implementation Plan
- advance Zone 4 concepts for the Spirit Trail in Horseshoe Bay to detailed design
- complete and adopt the Shoreline Management Plan (2016-20)
- review the process by which foreshore works are completed in partnership with private property owners
- implement CEEP recommendations in collaboration with community partners
- complete an environmental study related to Species at Risk legislation to determine municipal impacts.

### **Official Community Plan Review**

- support Planning in review of the OCP related to transportation and environmental objectives
- ensure policy recommendations arising from the CEEP inform the OCP review.

### **Arts, Culture & Heritage**

- support Cultural Services in a review of the proposed Centre for Art, Architecture + Design.

### **Police Services & Municipal Hall Project**

- support Facilities through the initial construction phase of project relative to servicing requirements.

## **2016 OPERATIONAL INITIATIVES**

- complete improvements at the 24th Street railway crossing in consultation with Transport Canada and CN Rail.

# ENGINEERING & ENVIRONMENT SERVICES

## Net Divisional Expenses

	Budget 2016		Actual 2015		Actual 2014	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
Engineering Services	76.63%	400,000	74.47%	464,127	77.10%	456,234
Roads and Traffic	23.37%	122,000	25.53%	159,078	22.90%	135,484
	<b>100.00%</b>	<b>522,000</b>	<b>100.00%</b>	<b>623,205</b>	<b>100.00%</b>	<b>591,718</b>
<b>Expenses</b>						
<b>Engineering Services</b>						
Labour	23.94%	1,080,000	24.18%	1,044,539	22.56%	948,943
Non Labour	1.96%	88,600	1.42%	61,193	1.44%	60,467
	<b>25.90%</b>	<b>1,168,600</b>	<b>25.60%</b>	<b>1,105,732</b>	<b>23.99%</b>	<b>1,009,409</b>
<b>Roads and Traffic</b>						
Labour	65.43%	2,952,186	60.02%	2,592,695	62.93%	2,647,388
Non Labour	4.33%	195,400	10.23%	442,109	9.47%	398,230
	<b>69.77%</b>	<b>3,147,586</b>	<b>70.25%</b>	<b>3,034,804</b>	<b>72.39%</b>	<b>3,045,618</b>
<b>Environmental Services</b>						
Labour	3.96%	178,690	3.35%	144,660	3.23%	135,757
Non Labour	0.37%	16,800	0.81%	34,797	0.39%	16,337
	<b>4.33%</b>	<b>195,490</b>	<b>4.15%</b>	<b>179,456</b>	<b>3.62%</b>	<b>152,095</b>
<b>Total</b>						
Labour	93.33%	4,210,876	87.54%	3,781,894	88.71%	3,732,088
Non Labour	6.67%	300,800	12.46%	538,099	11.29%	475,034
	<b>100.00%</b>	<b>4,511,676</b>	<b>100.00%</b>	<b>4,319,993</b>	<b>100.00%</b>	<b>4,207,122</b>
<b>Net Divisional Expenses</b>						
<b>Engineering Services</b>	19.26%	(768,600)	17.36%	(641,605)	15.30%	(553,176)
<b>Roads and Traffic</b>	75.84%	(3,025,586)	77.79%	(2,875,726)	80.49%	(2,910,134)
	<b>100.00%</b>	<b>(3,989,676)</b>	<b>100.00%</b>	<b>(3,696,788)</b>	<b>100.00%</b>	<b>(3,615,404)</b>
<b>Capital</b>		<b>8,557,800</b>		<b>5,307,268</b>		<b>4,764,574</b>



# ENGINEERING & ENVIRONMENT SERVICES

## Divisional Expenses

	Budget 2016		Actual 2015		Actual 2014	
	%	\$	%	\$	%	\$
<b>Expenses</b>						
<b>Engineering Services</b>						
Salaries & Benefits	92.42%	1,080,000	94.47%	1,044,539	94.01%	948,943
Supplies & Other Expenses	3.73%	43,600	3.79%	41,868	2.64%	26,697
Professional & Consulting	3.85%	45,000	1.11%	12,228	3.35%	33,770
Recoveries & Allocations	0.00%	-	0.64%	7,098	0.00%	-
	<b>100.00%</b>	<b>1,168,600</b>	<b>100.00%</b>	<b>1,105,732</b>	<b>100.00%</b>	<b>1,009,409</b>
<b>Roads and Traffic</b>						
Salaries & Benefits	49.29%	1,551,586	47.70%	1,447,723	45.39%	1,382,550
Supplies & Other Expenses	35.70%	1,123,550	38.21%	1,159,536	39.67%	1,208,087
Recoveries & Allocations	15.01%	472,450	14.08%	427,326	14.94%	454,980
	<b>100.00%</b>	<b>3,147,586</b>	<b>100.00%</b>	<b>3,034,804</b>	<b>100.00%</b>	<b>3,045,618</b>
<b>Environmental Services</b>						
Salaries & Benefits	91.41%	178,690	80.61%	144,660	89.26%	135,757
Supplies & Other Expenses	8.08%	15,800	19.39%	34,797	10.74%	16,337
Professional & Consulting	0.00%	-	0.00%	-	0.00%	-
Recoveries & Allocations	0.51%	1,000	0.00%	-	0.00%	-
	<b>100.00%</b>	<b>195,490</b>	<b>100.00%</b>	<b>179,456</b>	<b>100.00%</b>	<b>152,095</b>
<b>Total</b>						
Salaries & Benefits	62.29%	2,810,276	61.04%	2,636,922	58.64%	2,467,250
Supplies & Other Expenses	26.22%	1,182,950	28.62%	1,236,200	29.74%	1,251,122
Professional & Consulting	1.00%	45,000	0.29%	12,447	0.80%	33,770
Recoveries & Allocations	10.49%	473,450	10.06%	434,424	10.81%	454,980
	<b>100.00%</b>	<b>4,511,676</b>	<b>100.00%</b>	<b>4,319,993</b>	<b>100.00%</b>	<b>4,207,122</b>

Significant changes to the 2016 operating budget include:

- additional resources to support the increasing complexity and use of Geographic Information System (GIS) and to supplement knowledge of coastal processes in managing the foreshore
- and a rise in hydro costs associated with street lights from a rate increase from BC Hydro.

# ENGINEERING & ENVIRONMENT SERVICES

## Divisional Capital Requests

	2016 Budget	Funding Source			
		Tax Levy Funded	External Funding	Community Amenity Contributions	Development Cost Charges
<b>Current Year Projects</b>					
<b>Vehicle Fleet Infrastructure</b>					
Refurbish Tandem Dump boxes. Units M001 and M023.	14,000	14,000			
Single axle dump truck. Unit M016.	122,000	122,000			
Single axle dump truck. Unit M040.	122,000	122,000			
Single axle dump truck. Unit P026.	78,000	78,000			
Utility Vehicle. Unit A006.	20,000	20,000			
	<u>356,000</u>	<u>356,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Transportation Infrastructure</b>					
Road and Pavement Infrastructure	2,820,000	2,820,000			
Storm Diversion	2,083,000		2,083,000		
Underground Wiring	850,000		250,000		600,000 <sup>1</sup>
Bridge and Structural Infrastructure	600,000	600,000			
Spirit Trail	400,000	133,334	266,666		
Transportation Support Infrastructure	340,000	265,000	75,000		
Railway Crossing Safety Improvements	300,000	150,000	150,000		
Union Court	216,300		216,300		
Pedestrian Infrastructure & Letdown Upgrades	175,000	160,000	15,000		
Orthophotos & Building Outlines (Footprints)	65,000	65,000			
Cycling Infrastructure	55,000	55,000			
Translink - Transit Related Road Infrastructure Program (TRRIP)	50,000	25,000	25,000		
1100 - 1200 Block Keith Road Traffic Calming and Pedestrian Improvements Project Phase 2	40,000		40,000		
	<u>7,994,300</u>	<u>4,273,334</u>	<u>1,037,966</u>	<u>2,083,000</u>	<u>600,000</u>
<b>Environmental Infrastructure</b>					
Dundarave/Marr Creek Habitat Compensation Reef	48,500	48,500			
Navvy Jack Sub-tidal Habitat	59,000	59,000			
	<u>107,500</u>	<u>107,500</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Current Year Projects Sub-Total</b>	<b><u>8,457,800</u></b>	<b><u>4,736,834</u></b>	<b><u>1,037,966</u></b>	<b><u>2,083,000</u></b>	<b><u>600,000</u></b>
<b>Prior Year Approved Work in Progress</b>					
<b>Transportation Infrastructure</b>					
Rail Crossing Upgrades	100,000	100,000			
<b>Total Capital Requests</b>	<b><u>8,557,800</u></b>	<b><u>4,836,834</u></b>	<b><u>1,037,966</u></b>	<b><u>2,083,000</u></b>	<b><u>600,000</u></b>

- 1 Funding provided by the BC Hydro Beautification Fund.
- 2 Funding provided by Translink BICCS Regional Needs Program and Provincial Government LocalMotion Program.
- 3 Funding provided by Translink Major Roads Network Operation and Maintenance Program.
- 4 Funding provided by Transport Canada.
- 5 Funding provided by Developer Capital Contribution.
- 6 Funding provided by ICBC Road Improvement Program.
- 7 Funding provided by Translink Transit Related Road Infrastructure Program.
- 8 Funding provided by Developer Capital Contribution.

# ENGINEERING & ENVIRONMENT SERVICES

## Stats & Trends

### SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2015	2014	2013	2012	2011
Requests for Service - Roads	933	1,092	1,204	1,011	1,050
3rd Party Jobs Completed	304	244	306	338	286
Roads - Pavement Quality Index	76.00	76.00	72.49	73.26	74.03
Environmental Development Permits Issued	27	30	30	35	27
Riparian Habitat Regained (square metres)	590	1,806	973	1,288	930

### TREND OF RESOURCE REQUIREMENTS

	2015	2014	2013	2012	2011
Salaries & Benefits	2,636,922	2,467,250	2,345,217	2,132,195	2,079,177
Supplies & Other Expenses	1,236,200	1,251,122	1,182,621	1,189,709	944,527
Professional & Consulting	12,447	33,770	25,233	29,237	16,576
Recoveries & Allocations	434,424	454,980	411,599	491,244	681,165
	4,319,993	4,207,122	3,964,670	3,842,385	3,721,444
Less: Direct Revenues	(623,205)	(591,718)	(646,802)	(610,044)	(564,341)
	3,696,788	3,615,404	3,317,868	3,232,340	3,157,103

# FINANCIAL SERVICES

The Financial Services Division supports business operations by providing financial guidance and advice to ensure strong fiscal management.

The Finance Department is responsible for accounting, reporting and budgeting functions as well as revenue collection and cash management.

The Taxes & Utilities Department is responsible for rate-setting, utility and tax billing and utility and tax collection.

The Purchasing Department provides contracting, procurement and risk management services.



Isabel Gordon | Director of Financial Services

## Director of Financial Services

finance

taxes & utilities

purchasing & risk  
management

### 2015 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

#### Fiscal Sustainability & Municipal Services

- completed the first phase of the long-term fiscal sustainability review and report which includes a condition assessment of District-wide assets
- proposed a funding model to Council to accommodate infrastructure needs as identified in the long-term fiscal sustainability review
- established utility, equipment and infrastructure reserves and reserve policies for long-term management and replacement of the District's facility, infrastructure, and equipment assets
- initiated a core services review of District activities.

#### Natural Environment & Climate Action

- updated contaminated sites procedures to meet current accounting and regulatory requirements.

#### Police Services & Municipal Hall Project

- received preliminary approval from the Inspector of Municipalities to adopt a Loan Authorization Bylaw for borrowing to finance the project.

### 2015 OPERATIONAL ACCOMPLISHMENTS

- restructured Financial Services to strengthen the financial planning and financial reporting functions
- refined the public consultation process for the 2015 budget to incorporate the District's online public consultation tool
- automated internal financial reporting, including self-serve options for divisional business managers
- received the Government Finance Officers Association distinguished budget presentation award



- updated the purchasing policy to reflect current best practices and developed reporting to Finance Committee and Council on significant procurement activities and transactions
- updated District fees and charges to consolidate schedules and provide clearer information to the public
- with Corporate Services, advanced negotiations with the Squamish Nation on a master servicing agreement.

## 2016 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

### Ambleside: Waterfront & Town Centre

- support Planning to provide financial information related to proposed Waterfront & Town Centre plans

### Fiscal Sustainability & Municipal Services

- continuation of the second phase of the long-term fiscal sustainability plan to strengthen asset management
- review the Endowment Reserve fund to ensure continuity and clarity of funding for District land transactions
- review operational reserves to ensure that contingency planning is adequate
- complete core services review to seek operational efficiencies.

### Natural Environment & Climate Action

- work with Environment & Sustainability staff to ensure that the goals and objectives of Community Energy & Emissions Plan can be met.

### Arts, Culture & Heritage

- work to ensure that continuity of funding for arts and culture programs forms an integral part of the Arts & Culture Strategic Action Plan
- collaborate on a review of financial model for the proposed Centre for Art, Architecture + Design.

### Police Services & Municipal Hall Project

- continue to support the financing process for Police Service & Municipal Hall Project.

## 2016 OPERATIONAL INITIATIVES

- using the Insight real-time reporting module, continue to improve financial reporting for internal and external users
- implement budget phasing for 2016 budget by spreading budgets over 12 months as per best practices
- streamline chart of accounts and related category codes for better data availability
- review and establish capital and operating reserve policies
- conduct facilitation study of customer hub to be provided in new Municipal Hall.

# FINANCIAL SERVICES

## Net Divisional Expenses

	Budget 2016		Actual 2015		Actual 2014	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
Finance	0.00%	-	0.72%	847	0.00%	-
Taxes and Utilities	100.00%	60,000	65.69%	77,070	67.74%	76,950
Purchasing and Risk Management	0.00%	-	33.59%	39,411	32.26%	36,641
	<b>100.00%</b>	<b>60,000</b>	<b>100.00%</b>	<b>117,328</b>	<b>100.00%</b>	<b>113,591</b>
<b>Expenses</b>						
<b>Finance</b>						
Labour	49.62%	1,426,157	51.46%	1,409,864	45.95%	1,217,179
Non Labour	4.00%	114,990	3.72%	101,803	4.48%	118,652
	<b>53.62%</b>	<b>1,541,147</b>	<b>55.18%</b>	<b>1,511,667</b>	<b>50.43%</b>	<b>1,335,830</b>
<b>Taxes and Utilities</b>						
Labour	11.85%	340,648	8.96%	245,608	12.27%	324,905
Non Labour	1.40%	40,250	1.18%	32,413	1.73%	45,894
	<b>13.25%</b>	<b>380,898</b>	<b>10.15%</b>	<b>278,021</b>	<b>14.00%</b>	<b>370,800</b>
<b>Purchasing and Risk Management</b>						
Labour	24.59%	706,725	24.54%	672,286	27.55%	729,766
Non Labour	8.54%	245,400	10.14%	277,714	8.03%	212,587
	<b>33.13%</b>	<b>952,125</b>	<b>34.68%</b>	<b>949,999</b>	<b>35.57%</b>	<b>942,353</b>
<b>Total</b>						
Labour	86.06%	2,473,529	84.96%	2,327,758	85.76%	2,271,850
Non Labour	13.94%	400,640	15.04%	411,930	14.24%	377,133
	<b>100.00%</b>	<b>2,874,169</b>	<b>100.00%</b>	<b>2,739,688</b>	<b>100.00%</b>	<b>2,648,982</b>
<b>Net Divisional Expenses</b>						
<b>Finance</b>	54.76%	(1,541,147)	57.61%	(1,510,820)	52.69%	(1,335,830)
<b>Taxes and Utilities</b>	11.40%	(320,898)	7.66%	(200,951)	11.59%	(293,850)
<b>Purchasing and Risk Management</b>	33.83%	(952,125)	34.72%	(910,588)	35.72%	(905,711)
	<b>100.00%</b>	<b>(2,814,169)</b>	<b>100.00%</b>	<b>(2,622,359)</b>	<b>100.00%</b>	<b>(2,535,391)</b>



# FINANCIAL SERVICES

## Divisional Expenses

	Budget 2016		Actual 2015		Actual 2014	
	%	\$	%	\$	%	\$
<b>Expenses</b>						
<b>Finance</b>						
Salaries & Benefits	92.54%	1,426,157	93.27%	1,409,864	91.12%	1,217,179
Supplies & Other Expenses	3.57%	54,990	3.35%	50,660	4.25%	56,730
Professional & Consulting	4.22%	65,000	3.71%	56,143	5.01%	66,922
Recoveries & Allocations	-0.32%	(5,000)	-0.33%	(5,000)	-0.37%	(5,000)
	<b>100.00%</b>	<b>1,541,147</b>	<b>100.00%</b>	<b>1,511,667</b>	<b>100.00%</b>	<b>1,335,830</b>
<b>Taxes and Utilities</b>						
Salaries & Benefits	89.43%	340,648	88.34%	245,608	87.62%	324,905
Supplies & Other Expenses	10.57%	40,250	11.66%	32,413	12.38%	45,894
Recoveries & Allocations	0.00%	-	0.00%	-	0.00%	-
	<b>100.00%</b>	<b>380,898</b>	<b>100.00%</b>	<b>278,021</b>	<b>100.00%</b>	<b>370,800</b>
<b>Purchasing and Risk Management</b>						
Salaries & Benefits	74.23%	706,725	70.77%	672,286	77.44%	729,766
Supplies & Other Expenses	5.31%	50,550	1.17%	11,140	0.58%	5,460
Professional & Computing	0.00%	-	0.00%	-	0.01%	135
Recoveries & Allocations	20.46%	194,850	28.06%	266,574	21.97%	206,991
	<b>100.00%</b>	<b>952,125</b>	<b>100.00%</b>	<b>949,999</b>	<b>100.00%</b>	<b>942,353</b>
<b>Total</b>						
Salaries & Benefits	86.06%	2,473,529	84.96%	2,327,758	85.76%	2,271,850
Supplies & Other Expenses	5.07%	145,790	3.44%	94,212	4.08%	108,085
Professional & Consulting	2.26%	65,000	2.05%	56,143	2.53%	67,057
Recoveries & Allocations	6.61%	189,850	9.55%	261,574	7.63%	201,991
	<b>100.00%</b>	<b>2,874,169</b>	<b>100.00%</b>	<b>2,739,688</b>	<b>100.00%</b>	<b>2,648,982</b>

# FINANCIAL SERVICES

## Stats & Trends

### SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2015	2014	2013	2012	2011
Tax Payment Transactions	15,266	14,856	14,941	14,959	14,972
Utility Payment Transactions	34,318	34,571	34,632	34,707	34,923
Purchase Orders Over \$5,000 (\$2,000 prior to 2010)	2,205	1,925	1,960	1,626	1,616
Quotes Over \$5,000	162	169	180	166	116
Tenders Over \$50,000	26	16	28	16	20
Requests for Proposal (RFPs)	85	93	89	68	53
Cheques Issued	12,850	12,533	13,068	12,554	12,086
P-Card Dollar Value	1,322,402	1,247,439	1,299,560	1,352,983	1,357,663

### TREND OF RESOURCE REQUIREMENTS

	2015	2014	2013	2012	2011
Salaries & Benefits	2,327,758	2,271,850	2,258,346	2,027,213	1,871,262
Supplies & Other Expenses	94,212	108,085	92,533	93,604	66,714
Professional & Consulting	56,143	67,057	58,695	113,770	90,047
Recoveries & Allocations	261,574	201,991	(10,852)	46,675	32,688
	2,739,688	2,648,982	2,398,722	2,281,263	2,060,711
Less: Direct Revenues	(117,328)	(113,591)	(55,403)	(61,153)	(82,051)
	2,622,359	2,535,391	2,343,320	2,220,110	1,978,660



# FIRE & RESCUE SERVICES

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
- 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, Public Education, Mechanical and Training.



Randy Heath | Fire Chief



## 2015 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

### Fiscal Sustainability & Municipal Services

- provided financial reporting and analysis of departmental revenue, expenditures and key performance indicators.

### Official Community Plan Review

- investigated possibility for a dedicated fire training ground or facility and a fifth fire hall.

### Police Services & Municipal Hall Project

- supported process for design and development.

## 2015 OPERATIONAL ACCOMPLISHMENTS

- implemented a training records and new asset management system while improving quality assurance
- improved staffing and scheduling software
- continued the review process of the Standards of Cover & Fire Services report
- finalized the Vancouver Marine Fire Response Service Agreement
- completed Phase 1 of the Self-Contained Breathing Apparatus (SCBA) upgrade and Turnout Gear replacement program to comply with industry standards
- identified potential alternative water sources in the event of a mechanical system failure
- completed the reorganization of exempt staff
- completed the mobile application pilot program for fire inspections
- completed approximately 1,800 fire inspections
- developed and delivered innovative fire and life safety public education presentations



- successfully completed annual Commercial Vehicle Inspections (CVIP), pump, aerial ladder and ground ladder testing to comply with industry and legislative standards
- continued to develop cooperative initiatives through shared fire services with the District of North Vancouver and City of North Vancouver, including recruitment and training
- completed Officer's Training Program for four firefighters
- upgraded inventory and training for Wildland and Urban Interface.

## 2016 OPERATIONAL INITIATIVES

- further improvement of training records and new asset management system
- finalize Standards of Cover & Fire Services report
- implement Vancouver Marine Fire Response Service Agreement
- complete Phase 2 of the Self-Contained Breathing Apparatus (SCBA) and Turnout Gear replacement program to comply with industry standards
- ongoing development of the alternative water sources program
- update Fire Rescue Operational Guidelines
- investigate a dedicated fire training ground/facility and a fifth fire hall
- continue to develop and deliver innovative fire and life safety public education presentations
- redevelop fire preplanning system requirements
- review of fire bylaw
- complete annual Commercial Vehicle Inspections (CVIP), pump, aerial ladder and ground ladder testing to comply with industry and legislative standards
- continue to develop cooperative initiatives through shared fire services with the District and City of North Vancouver, including recruitment and training
- complete 2016 joint North Shore, tri-municipal recruitment process
- continue development of work plans for joint North Shore training programs
- maintain training requirements for Fire & Rescue Services Division in accordance with legislative requirements.



# FIRE & RESCUE SERVICES

## Net Divisional Expenses

	Budget 2016		Actual 2015		Actual 2014	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
Fire Prevention	95.45%	210,000	94.18%	232,630	95.88%	212,814
Emergency Services	4.55%	10,000	5.82%	14,379	4.12%	9,150
	<b>100.00%</b>	<b>220,000</b>	<b>100.00%</b>	<b>247,010</b>	<b>100.00%</b>	<b>221,963</b>
<b>Expenses</b>						
<b>Administrative Support Fire</b>						
Labour	4.39%	677,388	5.70%	882,776	3.94%	583,019
Non Labour	0.38%	58,210	0.38%	59,158	0.43%	63,411
	<b>4.77%</b>	<b>735,598</b>	<b>6.08%</b>	<b>941,934</b>	<b>4.36%</b>	<b>646,430</b>
<b>Fire Prevention</b>						
Labour	4.63%	714,718	4.86%	752,982	3.91%	578,537
Non Labour	0.06%	9,675	0.07%	10,593	0.07%	11,077
	<b>4.70%</b>	<b>724,393</b>	<b>4.93%</b>	<b>763,575</b>	<b>3.98%</b>	<b>589,614</b>
<b>Emergency Services</b>						
Labour	84.78%	13,078,560	83.37%	12,915,781	84.86%	12,569,517
Non Labour	5.75%	887,558	5.62%	870,369	6.79%	1,006,383
	<b>90.54%</b>	<b>13,966,118</b>	<b>88.99%</b>	<b>13,786,150</b>	<b>91.66%</b>	<b>13,575,900</b>
<b>Total</b>						
Labour	93.81%	14,470,667	93.93%	14,551,539	92.70%	13,731,073
Non Labour	6.19%	955,443	6.07%	940,120	7.30%	1,080,871
	<b>100.00%</b>	<b>15,426,110</b>	<b>100.00%</b>	<b>15,491,659</b>	<b>100.00%</b>	<b>14,811,944</b>
<b>Net Divisional Expenses</b>						
<b>Administrative Support Fire</b>	4.84%	(735,598)	6.18%	(941,934)	4.43%	(646,430)
<b>Fire Prevention</b>	3.38%	(514,393)	3.48%	(530,945)	2.58%	(376,800)
<b>Emergency Services</b>	91.78%	(13,956,118)	90.34%	(13,771,771)	92.99%	(13,566,750)
	<b>100.00%</b>	<b>(15,206,110)</b>	<b>100.00%</b>	<b>(15,244,649)</b>	<b>100.00%</b>	<b>(14,589,981)</b>
<b>Capital</b>		<b>1,192,000</b>		<b>636,432</b>		<b>433,649</b>



# FIRE & RESCUE SERVICES

## Divisional Expenses

	Budget 2016		Actual 2015		Actual 2014	
	%	\$	%	\$	%	\$
<b>Expenses</b>						
<b>Administrative Support Fire</b>						
Salaries & Benefits	92.09%	677,388	93.72%	882,776	90.19%	583,019
Supplies & Other Expenses	7.91%	58,210	6.28%	59,158	9.81%	63,411
Recoveries & Allocations	0.00%	-	0.00%	-	0.00%	-
	<b>100.00%</b>	<b>735,598</b>	<b>100.00%</b>	<b>941,934</b>	<b>100.00%</b>	<b>646,430</b>
<b>Fire Prevention</b>						
Salaries & Benefits	98.66%	714,718	98.61%	752,982	98.12%	578,537
Supplies & Other Expenses	1.34%	9,675	1.37%	10,480	1.88%	11,077
Recoveries & Allocations	0.00%	-	0.01%	114	0.00%	-
	<b>100.00%</b>	<b>724,393</b>	<b>100.00%</b>	<b>763,575</b>	<b>100.00%</b>	<b>589,614</b>
<b>Emergency Services</b>						
Salaries & Benefits	93.69%	13,084,452	93.69%	12,915,781	92.52%	12,560,254
Supplies & Other Expenses	6.36%	887,558	6.31%	869,450	7.40%	1,004,856
Recoveries & Allocations	-0.04%	(5,892)	0.01%	919	0.08%	10,790
	<b>100.00%</b>	<b>13,966,118</b>	<b>100.00%</b>	<b>13,786,150</b>	<b>100.00%</b>	<b>13,575,900</b>
<b>Total</b>						
Salaries & Benefits	93.84%	14,476,558	93.93%	14,551,539	92.64%	13,721,810
Supplies & Other Expenses	6.19%	955,443	6.06%	939,087	7.29%	1,079,344
Professional & Consulting	0.00%	-	0.00%	-	0.00%	-
Recoveries & Allocations	-0.04%	(5,892)	0.01%	1,033	0.07%	10,790
	<b>100.00%</b>	<b>15,426,110</b>	<b>100.00%</b>	<b>15,491,659</b>	<b>100.00%</b>	<b>14,811,944</b>

# FIRE & RESCUE SERVICES

## Divisional Capital Requests

	2016 Budget	Funding Source
		Tax Levy Funded
<b>Current Year Projects</b>		
<b>Equipment Infrastructure</b>		
Auto Extrication Equipment	18,448	18,448
Fire Hoses	10,700	10,700
Personal Protection Equipment	95,000	95,000
SCBA - Self-Contained Breathing Apparatus	167,513	167,513
Technical Rescue Equipment	100,339	100,339
	392,000	392,000
<b>Vehicle Fleet Infrastructure</b>		
Unit F048 - Replacement of Fire Truck	800,000	800,000
	800,000	800,000
<b>Total Capital Requests</b>	<b>1,192,000</b>	<b>1,192,000</b>

# FIRE & RESCUE SERVICES

## Stats & Trends

### SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2015	2014	2013	2012	2011
Fire Prevention Services					
Inspections	1,642	1,528	1,602	1,725	1,796
Fire Drills	39	52	56	34	61
Total Fire Prevention Services	1,681	1,580	1,658	1,759	1,857
Emergency Calls					
Fire Calls	252	153	188	182	169
EMS/Rescue	2,083	1,756	1,915	1,752	1,851
Motor Vehicle Accidents	273	219	252	231	219
Hazardous Materials	58	76	62	43	59
Public Assistance	489	373	427	429	480
Alarm Activations	469	475	502	499	486
Total Emergency Calls	3,624	3,510	3,346	3,136	3,264
Standby Calls	278	137	263	330	187
Property \$ Loss	2,705,919	1,461,515	5,097,020	7,789,930	2,576,465
Training Hours					
Fire & Rescue	6,971	4,654	2,064	1,510	1,880
First Responder	987	3,353	277	1,405	744
Total Training Hours	7,958	8,007	2,341	2,915	2,624
Fire and Life Safety programs					
Number of Programs	102	108	126	56	90
Number of Clients	2,155	2,695	4,724	1,800	3,198
Permits Issued - Risk Management R.U.S.T.	201	282	238	146	194

### TREND OF RESOURCE REQUIREMENTS

	2015	2014	2013	2012	2011
Salaries & Benefits	14,551,539	13,721,810	13,293,487	12,302,222	12,006,744
Supplies & Other Expenses	939,087	1,079,344	1,027,177	927,947	865,760
Professional & Consulting	-	-	-	-	-
Recoveries & Allocations	1,033	10,790	(51,451)	40,563	34,644
	15,491,659	14,811,944	14,269,213	13,270,732	12,907,148
Less: Direct Revenues	(247,010)	(221,963)	(217,649)	(281,552)	(206,218)
	15,244,649	14,589,981	14,051,565	12,989,180	12,700,930

# HUMAN RESOURCES

Human Resources provide direct, operational and strategic support to District departments for all human resource activities and all employees. 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.



Lauren Hughes | Director of Human Resources



## 2015 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

### Fiscal Sustainability & Municipal Services

- improved operational efficiencies for WorkSafeBC and leave administration to be consistent with current industry best practices
- made adjustments to organizational structure and design in order to achieve greater efficiency and to maintain customer service.

## 2015 OPERATIONAL ACCOMPLISHMENTS

- completed a review of District Employee Benefit Plans and achieved improvements in plan administration with cost savings
- supported all divisions in establishing, advancing and enhancing succession plans for key positions
- provided support in the recruitment of two executive team members.

## 2016 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

### Fiscal Sustainability & Municipal Services

- Conduct a Certificate of Recognition (COR) review to achieve COR certification with WorksafeBC with the potential for a yearly rebate from WorksafeBC.

## 2016 OPERATIONAL INITIATIVES

- continue to provide comprehensive organization-wide employee training and development programs to enhance productivity and performance
- expand employee metrics program in order to gather information to develop programs and services that improve delivery of Human Resources services
- support all divisions in establishing, advancing and enhancing succession plans for key positions.

# HUMAN RESOURCES

## Net Divisional Expenses

	Budget 2016		Actual 2015		Actual 2014	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
Human Resources		-		-	100.00%	580
		-		-	100.00%	580
<b>Expenses</b>						
<b>Human Resources</b>						
Labour	72.05%	1,117,971	71.22%	992,070	72.71%	975,162
Non Labour	8.71%	135,092	9.54%	132,863	8.34%	111,784
	<b>80.75%</b>	<b>1,253,063</b>	<b>80.76%</b>	<b>1,124,933</b>	<b>81.05%</b>	<b>1,086,946</b>
<b>Payroll Services</b>						
Labour	19.25%	298,669	19.24%	268,044	18.95%	254,181
Non Labour	0.00%	-	0.00%	-	0.00%	-
	<b>19.25%</b>	<b>298,669</b>	<b>19.24%</b>	<b>268,044</b>	<b>18.95%</b>	<b>254,181</b>
<b>Total</b>						
Labour	91.29%	1,416,640	90.46%	1,260,114	91.66%	1,229,343
Non Labour	8.71%	135,092	9.54%	132,863	8.34%	111,784
	<b>100.00%</b>	<b>1,551,732</b>	<b>100.00%</b>	<b>1,392,977</b>	<b>100.00%</b>	<b>1,341,126</b>
<b>Net Divisional Expenses</b>						
<b>Human Resources</b>	80.75%	(1,253,063)	80.76%	(1,124,933)	81.04%	(1,086,366)
<b>Payroll Services</b>	19.25%	(298,669)	19.24%	(268,044)	18.96%	(254,181)
	<b>100.00%</b>	<b>(1,551,732)</b>	<b>100.00%</b>	<b>(1,392,977)</b>	<b>100.00%</b>	<b>(1,340,547)</b>

# HUMAN RESOURCES

## Divisional Expenses

	Budget 2016		Actual 2015		Actual 2014	
	%	\$	%	\$	%	\$
<b>Expenses</b>						
<b>Human Resources</b>						
Salaries & Benefits	89.22%	1,117,971	88.19%	992,070	89.72%	975,162
Supplies & Other Expenses	10.78%	135,092	11.63%	130,869	10.19%	110,800
Professional & Consulting	0.00%	-	0.18%	1,994	0.09%	984
Recoveries & Allocations	0.00%	-	0.00%	-	0.00%	-
	<b>100.00%</b>	<b>1,253,063</b>	<b>100.00%</b>	<b>1,124,933</b>	<b>100.00%</b>	<b>1,086,946</b>
<b>Payroll Services</b>						
Salaries & Benefits	100.00%	298,669	100.00%	268,044	100.00%	254,181
Supplies & Other Expenses	0.00%	-	0.00%	-	0.00%	-
	<b>100.00%</b>	<b>298,669</b>	<b>100.00%</b>	<b>268,044</b>	<b>100.00%</b>	<b>254,181</b>
<b>Total</b>						
Salaries & Benefits	91.29%	1,416,640	90.46%	1,260,114	91.66%	1,229,343
Supplies & Other Expenses	8.71%	135,092	9.39%	130,869	8.26%	110,800
Professional & Consulting	0.00%	-	0.14%	1,994	0.07%	984
Recoveries & Allocations	0.00%	-	0.00%	-	0.00%	-
	<b>100.00%</b>	<b>1,551,732</b>	<b>100.00%</b>	<b>1,392,977</b>	<b>100.00%</b>	<b>1,341,126</b>



# HUMAN RESOURCES

## Stats & Trends

### SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2015	2014	2013	2012	2011
Corporate Training Hours	233	261	144	158	662
Corporate Training Participants	248	263	278	279	288
Permanent Employee Turnover	40	35	42	32	36
WCB Claims Filed	28	39	84	86	111
WCB Claim Duration (days)	29	49	22	22	21
Paycheques Issued	32,984	32,513	35,046	31,848	29,479
Job Applications Received	10,867	9,435	8,585	6,012	6,753
Positions Filled	80	87	84	88	118

### TREND OF RESOURCE REQUIREMENTS

	2015	2014	2013	2012	2011
Salaries & Benefits	1,260,114	1,229,343	1,315,552	1,191,486	1,122,695
Supplies & Other Expenses	130,869	110,800	147,038	142,519	135,579
Professional & Consulting	1,994	984	10,902	14,531	8,649
Recoveries & Allocations	-	-	4,000	5,662	4,767
	1,392,977	1,341,126	1,477,492	1,354,198	1,271,689
Less: Direct Revenues	-	(580)	(172)	(166)	(143)
	1,392,977	1,340,547	1,477,320	1,354,032	1,271,546

## PARKS, CULTURE & COMMUNITY SERVICES

Parks, Culture & Community Services provides a broad continuum of services and programs. The Parks Department manages over 140 parks, including natural areas, sports amenities, playgrounds, beaches, the Seawalk, over 100 kilometres of trails, Ambleside Par 3 and Gleneagles golf courses and a cemetery.

The Cultural Services Department offers exhibitions at the Ferry Building Gallery and West Vancouver Museum, and cultural and educational programs at various locations throughout the District. This department oversees public art and collections and offers visual arts programming and events. Art education programs are offered in conjunction with West Vancouver schools through classroom programs, student exhibitions and gallery tours.

The Community Services Department offers programs and services ranging from support and outreach to health, fitness and leisure programs at the West Vancouver Community Centre, Aquatic Centre, Gleneagles Community Centre, Ice Arena, Seniors' Activity Centre (SAC) and Ambleside Youth Centre. This department also oversees Access & Inclusion, the West Vancouver Child & Family Hub, specialized leisure services, the Community Grants Program, childcare and family services and youth and seniors' outreach services. New to Community Services, Special Events & Filming facilitate over 60 special events and issues more than 50 film permits annually.



Anne Mooi | Director of Parks, Culture & Community Services

### Director of Parks, Culture & Community Services

arts & culture

community services

parks

### 2015 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

#### Ambleside: Waterfront & Town Centre

- worked closely with Planning to develop the Ambleside Waterfront Concept Plan
- began the Ambleside Skatepark renewal project
- worked with the Ambleside Dundarave Business Association, residents and farmers' market to establish a long-term seasonal location
- completed Ambleside F Field drainage and irrigation replacement giving a better quality field for all users.

#### Built Form, Housing & Neighbourhood Character

- worked with other District divisions in the review of tree protection on public lands.

#### Fiscal Sustainability & Municipal Services

- received external funding to enhance services and infrastructure.

#### Natural Environment & Climate Action

- dedicated Caulfeild Park in its entirety as per the 2012 Parks Master Plan
- implemented Year Two of the Invasive Plants Strategy by supporting stewardship groups and amending the Pesticide Use Control Bylaw
- worked with other Divisions to obtain carbon credits for Whyte Lake Park resulting in the District achieving corporate carbon neutrality.

### Official Community Plan Review

- supported Planning in preparation for the review.

### Arts, Culture & Heritage

- continued activation of the arts in West Vancouver through special events and exhibitions/programs at District arts facilities
- hosted the AmblesideLive concert and conducted a traffic management study in order to accommodate larger crowd sizes
- celebrated the Harmony Arts Festival 25th anniversary, and elevated visual and performing arts
- supported the community-driven fundraising campaign for the renewal of Hollyburn Ski Lodge.

## 2015 OPERATIONAL ACCOMPLISHMENTS

- in consultation with the community, began development of a Municipal Alcohol Policy for District parks and community facilities
- continued working with community partners for more local youth mental health services
- commenced community consultation on future youth space and resource needs
- initiated the development of a Sport and Active Recreation Policy
- implemented phase one of new recreation registration software for all community facilities.

## 2016 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

### Ambleside: Waterfront & Town Centre

- support community engagement for the Ambleside Waterfront Concept Plan
- expand the Harmony Arts Festival programming and continue activation of Ambleside through special events.

### Fiscal Sustainability & Municipal Services

- continue an inventory of park infrastructure including assessment of District trails.

### Natural Environment & Climate Action

- continue to implement the Invasive Plants Strategy
- undertake park irrigation replacement projects to improve drought resiliency.

### Official Community Plan Review

- support Planning in the OCP review.

### Arts, Culture & Heritage

- complete facilities needs assessment for arts, culture and heritage
- complete a five year Arts & Culture Strategic Action Plan
- conduct an economic impact study for the AmblesideLive concert series and the 26th annual Harmony Arts Festival.

### Police Services & Municipal Hall Project

- support Facilities in development of the site's landscape plan.

## 2016 OPERATIONAL INITIATIVES

- work with the West Vancouver Community Centres Society on future needs of the civic site
- initiate the process to draft a new five-year Child Care Plan to reflect current needs
- complete and present the draft Sport and Active Recreation Policy for Council consideration
- work with other divisions to review tree protection on public lands
- develop a film marketing plan that includes an inventory and image library of municipal parks and facilities and a program that allows for the film production to give back to neighbourhoods where productions are taking place
- implement zero waste management into all District-led events.

# PARKS, CULTURE & COMMUNITY SERVICES

## Net Divisional Expenses

	Budget 2016		Actual 2015		Actual 2014	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
Community Services	89.60%	10,125,370	88.72%	10,151,052	88.07%	9,917,667
Parks Maintenance	8.44%	954,225	7.64%	873,947	8.84%	994,994
Cultural Services	1.96%	221,600	3.65%	417,127	3.09%	348,184
	<b>100.00%</b>	<b>11,301,195</b>	<b>100.00%</b>	<b>11,442,126</b>	<b>100.00%</b>	<b>11,260,844</b>
<b>Expenses</b>						
<b>Central Administration</b>						
Labour	2.76%	514,438	2.39%	450,987	2.34%	413,999
Non Labour	0.15%	28,600	0.13%	23,649	0.17%	29,587
	<b>2.92%</b>	<b>543,038</b>	<b>2.52%</b>	<b>474,637</b>	<b>2.51%</b>	<b>443,586</b>
<b>Community Services</b>						
Labour	50.77%	9,448,936	49.20%	9,273,059	50.19%	8,879,376
Non Labour	14.22%	2,647,011	14.32%	2,698,087	14.19%	2,511,168
	<b>64.99%</b>	<b>12,095,947</b>	<b>63.52%</b>	<b>11,971,146</b>	<b>64.39%</b>	<b>11,390,544</b>
<b>Parks Maintenance</b>						
Labour	19.38%	3,607,221	18.32%	3,452,270	18.65%	3,299,638
Non Labour	7.35%	1,368,200	9.39%	1,770,356	8.59%	1,519,935
	<b>26.73%</b>	<b>4,975,421</b>	<b>27.71%</b>	<b>5,222,626</b>	<b>27.24%</b>	<b>4,819,573</b>
<b>Cultural Services</b>						
Labour	3.81%	710,027	3.98%	750,660	3.82%	676,498
Non Labour	1.55%	288,425	2.27%	427,019	2.04%	361,039
	<b>5.36%</b>	<b>998,452</b>	<b>6.25%</b>	<b>1,177,679</b>	<b>5.86%</b>	<b>1,037,537</b>
<b>Total</b>						
Labour	76.72%	14,280,621	73.90%	13,926,977	75.01%	13,269,511
Non Labour	23.28%	4,332,236	26.10%	4,919,111	24.99%	4,421,729
	<b>100.00%</b>	<b>18,612,857</b>	<b>100.00%</b>	<b>18,846,087</b>	<b>100.00%</b>	<b>17,691,240</b>
<b>Net Divisional Expenses</b>						
<b>Central Administration</b>	7.43%	(543,038)	6.41%	(474,637)	6.90%	(443,586)
<b>Community Services</b>	26.95%	(1,970,577)	24.58%	(1,820,094)	22.90%	(1,472,877)
<b>Parks Maintenance</b>	55.00%	(4,021,196)	58.73%	(4,348,679)	59.48%	(3,824,579)
<b>Cultural Services</b>	10.62%	(776,852)	10.27%	(760,552)	10.72%	(689,353)
	<b>100.00%</b>	<b>(7,311,662)</b>	<b>100.00%</b>	<b>(7,403,961)</b>	<b>100.00%</b>	<b>(6,430,396)</b>
<b>Capital</b>		<b>2,582,795</b>		<b>2,380,785</b>		<b>7,357,921</b>

# PARKS, CULTURE & COMMUNITY SERVICES

## Divisional Expenses

	Budget 2016		Actual 2015		Actual 2014	
	%	\$	%	\$	%	\$
<b>Expenses</b>						
<b>Central Administration</b>						
Salaries & Benefits	94.73%	514,438	95.02%	450,987	93.33%	413,999
Supplies & Other Expenses	5.27%	28,600	3.76%	17,847	5.51%	24,431
Professional & Consulting	0.00%	-	1.22%	5,781	1.16%	5,156
Recoveries & Allocations	0.00%	-	0.00%	21	0.00%	-
	<b>100.00%</b>	<b>543,038</b>	<b>100.00%</b>	<b>474,637</b>	<b>100.00%</b>	<b>443,586</b>
<b>Community Services</b>						
Salaries & Benefits	78.12%	9,448,936	77.46%	9,273,059	77.95%	8,879,376
Supplies & Other Expenses	20.97%	2,536,551	20.75%	2,483,921	20.38%	2,321,302
Professional & Consulting	0.00%	-	0.06%	7,422	0.14%	15,593
Recoveries & Allocations	0.91%	110,460	1.73%	206,744	1.53%	174,273
	<b>100.00%</b>	<b>12,095,947</b>	<b>100.00%</b>	<b>11,971,146</b>	<b>100.00%</b>	<b>11,390,544</b>
<b>Parks Maintenance</b>						
Salaries & Benefits	72.50%	3,607,221	66.10%	3,452,270	68.46%	3,299,638
Supplies & Other Expenses	26.49%	1,317,750	25.70%	1,342,308	21.84%	1,052,701
Professional & Consulting	0.00%	-	0.01%	745	0.15%	7,364
Recoveries & Allocations	1.01%	50,450	8.18%	427,303	9.54%	459,870
	<b>100.00%</b>	<b>4,975,421</b>	<b>100.00%</b>	<b>5,222,626</b>	<b>100.00%</b>	<b>4,819,573</b>
<b>Cultural Services</b>						
Salaries & Benefits	71.11%	710,027	63.73%	750,530	65.18%	676,305
Supplies & Other Expenses	28.89%	288,425	31.80%	374,488	34.55%	358,469
Professional & Computing	0.00%	-	4.45%	52,376	0.21%	2,182
Recoveries & Allocations	0.00%	-	0.02%	284	0.06%	581
	<b>100.00%</b>	<b>998,452</b>	<b>100.00%</b>	<b>1,177,679</b>	<b>100.00%</b>	<b>1,037,537</b>
<b>Total</b>						
Salaries & Benefits	76.72%	14,280,621	73.90%	13,926,847	75.01%	13,269,318
Supplies & Other Expenses	22.41%	4,171,326	22.38%	4,218,564	21.24%	3,756,902
Professional & Consulting	0.00%	-	0.35%	66,324	0.17%	30,295
Recoveries & Allocations	0.86%	160,910	3.37%	634,352	3.59%	634,724
	<b>100.00%</b>	<b>18,612,857</b>	<b>100.00%</b>	<b>18,846,087</b>	<b>100.00%</b>	<b>17,691,240</b>

### Significant changes to the 2016 operating budget include:

- an increase to water, sewer and hydro costs from escalating rates
- additional costs for park washrooms cleaning
- a reduction of costs related to garbage collection in parks
- and additional programming costs related to an increase in revenue.

# PARKS, CULTURE & COMMUNITY SERVICES

## Divisional Capital Requests

	2016 Budget		Funding Source		
		Tax Levy Funded	External Funding	Community Amenity Contributions	Development Cost Charges
<b>Current Year Projects</b>					
<b>Park Infrastructure Replacement / Improvement</b>					
Altamont Park Completion	140,000		40,000		100,000 <sup>1</sup>
Ambleside Park Playground Replacement - Phase 3	225,000		30,000		195,000 <sup>2</sup>
Ambleside Waterfront Parks Redevelopment	100,000				100,000
Eagle Harbour Drainage and Irrigation Replacement	239,000	108,000			131,000
Lighthouse Park Parking Lot - Safety Upgrade Phase 1	55,000	55,000			
Memorial Park - Accessibility Improvements	30,500		30,500		
Park Outdoor Fitness Equipment	195,000		195,000		
Replacement of Failing Park Infrastructure	45,000	45,000			
Replacement/Repair Trails and Trail Structures	90,000	90,000			
Track and Artificial Field - West Vancouver Secondary School	200,000		200,000		
Waterfront Park Pier Repairs	40,300	40,300			
Whyte Lake Park - Improve Trailhead and Parking	25,000	25,000			
	<u>1,384,800</u>	<u>363,300</u>	<u>495,500</u>	<u>-</u>	<u>526,000</u>
<b>Community Services</b>					
Aquatic Inflatable Play Structure	8,250		8,250		
Gymnastics Equipment Replacement	11,300	11,300			
Pool Accessibility Lift	5,300	5,300			
Replacement of SAC Refrigerated Food Service Units	10,000	5,000	5,000		
Smaller Vehicle Replacement of 15 Passenger Van	64,000	32,000	32,000		
Weight room Equipment Replacement - Aquatic Centre	95,800	95,800			
Weight room Equipment Replacement - GECC	71,600	71,600			
	<u>266,250</u>	<u>221,000</u>	<u>45,250</u>	<u>-</u>	<u>-</u>
<b>Current Year Projects Sub-Total</b>	<b><u>1,651,050</u></b>	<b><u>584,300</u></b>	<b><u>540,750</u></b>	<b><u>-</u></b>	<b><u>526,000</u></b>
<b>Prior Year Approved Work in Progress</b>					
<b>Park Infrastructure Replacement / Improvement</b>					
Western Civic Site Parking	160,000		75,200	84,800	
Rodgers Creek Development of Trails	101,200		101,200		
Ambleside Playground Equipment Replacement	170,000	22,100	25,500		122,400
Revitalization and Upgrade of the Ambleside Skateboard Park	275,000	24,000	175,000	76,000	
	<u>706,200</u>	<u>46,100</u>	<u>376,900</u>	<u>160,800</u>	<u>122,400</u>
<b>Arts &amp; Culture</b>					
Hollyburn Lodge (Planning Rebuild)	200,000			200,000	
Public Art Repair and Maintenance	25,545	25,545			
	<u>225,545</u>	<u>25,545</u>	<u>-</u>	<u>200,000</u>	<u>-</u>
<b>Prior Year Approved Work in Progress Sub-Total</b>	<b><u>931,745</u></b>	<b><u>71,645</u></b>	<b><u>376,900</u></b>	<b><u>360,800</u></b>	<b><u>122,400</u></b>
<b>Total Capital Requests</b>	<b><u>2,582,795</u></b>	<b><u>655,945</u></b>	<b><u>917,650</u></b>	<b><u>360,800</u></b>	<b><u>648,400</u></b>

- 1 Funding provided by the community.
- 2 Funding provided by Ambleside Tiddlycove Lions Club.
- 3 Seeking grant funding.
- 4 Funding provided by the community.
- 5 Seeking funding.
- 6 Funding provided by West Vancouver Community Centres Society.
- 7 Funding provided by Seniors Activity Centre Advisory Board.
- 8 Funding provided by Seniors Activity Centre Advisory Board.
- 9 Funding provided by Union of BC Municipalities Community Works Fund.
- 10 Funding provided by the Developer.
- 11 Funding provided by Ambleside Tiddlycove Lions Club.
- 12 Funding provided by community donations (\$100K) and the Youth Activity Fund (\$75K).



# PARKS, CULTURE & COMMUNITY SERVICES

## Stats & Trends

### SERVICE LEVEL STATISTICS

Transaction Counts /Activity Levels				
2015	2014	2013	2012	2011

Community Services Attendance					
Aquatic Centre	815,400	802,300	753,600	744,500	715,400
Community Centre	490,400	496,500	460,700	417,500	364,400
Gleneagles Community Centre	122,900	125,600	135,700	134,700	130,000
Ice Arena	109,500	119,100	121,000	121,100	119,700
Seniors' Activity Centre	258,000	267,900	264,900	250,300	245,800
Ambleside Youth Centre	7,400	8,500	7,500	8,300	8,500
Special Event Participation *	152,400	94,602	99,375	120,713	158,730
Harmony Arts Festival Participation	130,000	130,000	120,000	100,000	80,000
Total Participation	2,086,000	2,044,502	1,962,775	1,897,113	1,822,530

\* Special Event attendance includes farmers' market in 2015

#### Parks Requests for Service

General	265	315	21	37	31
Arboriculture	398	532	462	241	233
Tree Permits Issued **	130	262	226	236	197

\*\* no high impact tree permits issued

#### Cultural Attendance

Cultural Events & Facility Use	70,400	76,029	60,616	95,155	119,925
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### TREND OF RESOURCE REQUIREMENTS

	2015	2014	2013	2012	2011
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Salaries & Benefits	13,926,847	13,269,318	13,031,730	13,859,577	13,477,832
Supplies & Other Expenses	4,218,564	3,756,902	3,330,497	4,157,591	3,913,208
Professional & Consulting	66,324	30,295	17,929	16,188	35,108
Recoveries & Allocations	634,352	634,724	824,605	1,064,703	1,055,648
	18,846,087	17,691,240	17,204,761	19,098,058	18,481,796
Less: Direct Revenues	(11,442,126)	(11,260,844)	(10,363,166)	(10,210,509)	(9,784,924)
	7,403,961	6,430,396	6,841,596	8,887,549	8,696,872

# PLANNING & DEVELOPMENT SERVICES

The Planning & Development Services Division works with residents, stakeholders and Council to manage change and help shape the future of the community through policy development and implementation.

Community Planning works with the community to create long-range plans and policies that support our economic, environmental and social goals. This includes managing growth and change through housing and other land use policies. Urban Design works alongside Community Planning to ensure changes to our built environment are positive and that we continue to provide great places for our resident, businesses and visitors to enjoy.

Development Services is focused on current planning and implementation, and provides three key functions. Development Planning provides guidance on policies and regulations related to land use and development and processes development applications. The Land Development team is responsible for the review and approval of all engineering services requirements and creek protection matters related to any new development.

Permits & Inspections is responsible for the processing and issuing of building, electrical, plumbing and signage permits and provides inspection services.



Jim Bailey | Director of Planning & Development Services

## Director of Planning & Development Services

community planning

permits & inspections

development planning

land development  
engineering

## 2015 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

### Ambleside: Waterfront & Town Centre

- prepared and presented to Council an Ambleside Waterfront Concept Plan based on 11 principles from the Official Community Plan (OCP)
- began preliminary stakeholder outreach on the Ambleside Waterfront Concept Plan
- supported formation of the Ambleside Dundarave Business Improvement Area
- continued to review development projects that support Ambleside revitalization.

### Built Form, Housing & Neighbourhood Character

- ongoing public consultation on housing bulk and neighbourhood character
- continued implementation of recommendations from Community Dialogue on Neighbourhood Character & Housing working group
- continued to address neighbourhood character on all development and development variance permits.

### Fiscal Sustainability & Municipal Services

- examined services provided and fees and charges to address adequate and equitable cost recovery.

### Natural Environment & Climate Action

- assisted in implementation of recommendations from Parks Master Plan
- provided core project team support to the Community Energy & Emissions Plan (CEEP) working group.

### Official Community Plan Review

- division staff began background and scoping work to frame the OCP review, including: a demographic profile and projections, the Rental Housing Strategy Study and Marine Drive corridor study

- facilitated successful completion of the Upper Lands working group review
- secured Council direction to use the working group's recommendations as a framework to review the Upper Lands OCP policies prepare a Cypress Village Plan and develop a Trails Plan.

#### Arts, Culture & Heritage

- integrated Arts, Culture & Heritage into Ambleside plans and projects.

#### Police Services & Municipal Hall Project

- served on the steering committee for Police Services & Municipal Hall project, reviewed plans and issued building permits.

### 2015 OPERATIONAL ACCOMPLISHMENTS

- completed process improvements for development planning, permits and inspections and land development functions
- staff moved forward with regional coordination initiatives including North Shore Advisory Committee on Disability Issues, Regional Planning Advisory Committee, Regional Permit & Licences Committee, and Lower Mainland Technical Committee.

### 2016 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

#### Ambleside: Waterfront & Town Centre

- complete the community and stakeholder consultation on the Ambleside Waterfront Concept Plan
- report back to Council with recommendations and options on the Ambleside Waterfront Concept Plan
- initiate a policy and zoning review of Ambleside Town Centre
- continue to review development projects that support Ambleside revitalization.

#### Built Form, Housing & Neighbourhood Character

- continue public consultation and prepare options for Council consideration
- refine the process related to review of proposals for use of District boulevards
- collaborate with Parks, Culture & Community Services on tree management
- continue implementation of recommendations from Community Dialogue on Neighbourhood Character & Housing working group.

#### Fiscal Sustainability & Municipal Services

- continue work on fees and charges to address adequate and equitable cost recovery.

#### Natural Environment & Climate Action

- continue to support the Community Energy & Emissions Plan working group
- support Engineering in the shoreline management plan.

#### Official Community Plan Review

- advance OCP review through an assessment of the Community Amenity Contribution Policy, presentation of Demographic Profile and Housing and Employment Projections, an Institutional Lands study, Housing Diversity Policies (including rental) and background work for planning Cypress Village.

#### Arts, Culture & Heritage

- integrate Arts, Culture & Heritage into plans and initiatives.

#### Police Services & Municipal Hall Project

- issue building and other permits.

### 2016 OPERATIONAL INITIATIVES

- continue process improvements related to development planning, permits and inspections and land development functions
- continue regional coordination initiatives, including North Shore Advisory Committee on Disability Issues, Regional Planning Advisory Committee, Regional Permit & Licences Committee and Lower Mainland Technical Committee.

# PLANNING & DEVELOPMENT SERVICES

## Net Divisional Expenses

	Budget 2016		Actual 2015		Actual 2014	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
Planning and Development	18.54%	1,115,853	15.07%	1,134,345	15.47%	958,593
Permits and Inspections	81.46%	4,902,071	84.93%	6,390,487	84.53%	5,236,387
	<b>100.00%</b>	<b>6,017,924</b>	<b>100.00%</b>	<b>7,524,833</b>	<b>100.00%</b>	<b>6,194,980</b>
<b>Expenses</b>						
<b>Planning and Development</b>						
Labour	54.04%	2,347,316	47.73%	2,045,351	48.55%	1,808,805
Non Labour	1.19%	51,635	7.75%	332,002	6.55%	243,890
	<b>55.23%</b>	<b>2,398,951</b>	<b>55.48%</b>	<b>2,377,353</b>	<b>55.09%</b>	<b>2,052,695</b>
<b>Permits and Inspections</b>						
Labour	43.21%	1,877,033	41.77%	1,789,893	43.01%	1,602,593
Non Labour	1.55%	67,500	2.75%	117,710	1.89%	70,602
	<b>44.77%</b>	<b>1,944,533</b>	<b>44.52%</b>	<b>1,907,603</b>	<b>44.91%</b>	<b>1,673,195</b>
<b>Total</b>						
Labour	97.26%	4,224,349	89.50%	3,835,244	91.56%	3,411,398
Non Labour	2.74%	119,135	10.50%	449,712	8.44%	314,491
	<b>100.00%</b>	<b>4,343,484</b>	<b>100.00%</b>	<b>4,284,956</b>	<b>100.00%</b>	<b>3,725,889</b>
<b>Net Divisional Expenses</b>						
<b>Planning and Development</b>	-76.63%	(1,283,098)	-38.37%	(1,243,008)	-44.31%	(1,094,102)
<b>Permits and Inspections</b>	176.63%	2,957,538	138.37%	4,482,884	144.31%	3,563,193
	<b>100.00%</b>	<b>1,674,440</b>	<b>100.00%</b>	<b>3,239,876</b>	<b>100.00%</b>	<b>2,469,091</b>
<b>Capital</b>		-		<b>6,688,891</b>		<b>47,186</b>

The revenue budget for Permits & Inspection was adjusted to reflect permanent ongoing permit activity levels for construction.

# PLANNING & DEVELOPMENT SERVICES

## Divisional Expenses

	Budget 2016		Actual 2015		Actual 2014	
	%	\$	%	\$	%	\$
<b>Expenses</b>						
<b>Planning and Development</b>						
Salaries & Benefits	97.85%	2,347,316	86.03%	2,045,351	88.12%	1,808,805
Supplies & Other Expenses	2.03%	48,635	13.21%	314,082	9.96%	204,383
Professional & Consulting	0.13%	3,000	0.71%	16,899	1.90%	38,961
Recoveries & Allocations	0.00%	-	0.04%	1,020	0.03%	545
	<b>100.00%</b>	<b>2,398,951</b>	<b>100.00%</b>	<b>2,377,353</b>	<b>100.00%</b>	<b>2,052,695</b>
<b>Permits and Inspections</b>						
Salaries & Benefits	96.53%	1,877,033	93.80%	1,789,243	95.77%	1,602,418
Supplies & Other Expenses	3.47%	67,500	6.20%	118,257	4.23%	70,777
Recoveries & Allocations	0.00%	-	0.01%	104	0.00%	-
	<b>100.00%</b>	<b>1,944,533</b>	<b>100.00%</b>	<b>1,907,603</b>	<b>100.00%</b>	<b>1,673,195</b>
<b>Total</b>						
Salaries & Benefits	97.26%	4,224,349	89.49%	3,834,594	91.55%	3,411,223
Supplies & Other Expenses	2.67%	116,135	10.09%	432,339	7.39%	275,160
Professional & Consulting	0.07%	3,000	0.39%	16,899	1.05%	38,961
Recoveries & Allocations	0.00%	-	0.03%	1,124	0.01%	545
	<b>100.00%</b>	<b>4,343,484</b>	<b>100.00%</b>	<b>4,284,956</b>	<b>100.00%</b>	<b>3,725,889</b>

# PLANNING & DEVELOPMENT SERVICES

## Stats & Trends

### SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2015	2014	2013	2012	2011
Development Applications					
Rezoning & Major Development Permits	11	11	8	13	7
Watercourse Permits	35	34	23	41	37
Development Permit - Steep Terrain	4	-	2	-	1
Minor Development Permit	6	3	1	1	2
Development Variance Permit	15	4	7	11	10
Development Permit - Exempt	2	14	27	10	10
Development Permit - Other	11	3	6	9	5
Subdivisions	7	8	5	3	8
Blasting Permit Applications	53	34	40	37	20
Building Permit Applications	793	904	637	831	735
Building Permit Inspections	13,173	12,369	11,414	12,438	10,779
Building Permits - Number	744	751	650	718	663
Building Permits - \$ Revenue	4,367,603	3,895,047	2,831,156	3,748,563	2,802,669
Plumbing Permits - Number	1,096	1,008	975	1,035	915
Plumbing Permits - \$ Revenue	511,838	370,015	387,162	397,963	243,705
Electrical Permits - Number	1,100	1,070	977	1,060	1,009
Electrical Permits - \$ Revenue	732,343	634,321	600,006	679,892	433,199

### TREND OF RESOURCE REQUIREMENTS

	2015	2014	2013	2012	2011
Salaries & Benefits	3,834,594	3,411,223	2,987,236	3,002,334	2,655,320
Supplies & Other Expenses	432,339	275,160	123,928	114,136	140,510
Professional & Consulting	16,899	38,961	68,078	201,993	111,546
Recoveries & Allocations	1,124	545	30,488	34,231	33,178
	4,284,956	3,725,889	3,209,730	3,352,695	2,940,554
Less: Direct Revenues	(7,524,833)	(6,194,980)	(4,861,806)	(5,680,198)	(4,084,185)
	(3,239,876)	(2,469,091)	(1,652,076)	(2,327,503)	(1,143,631)





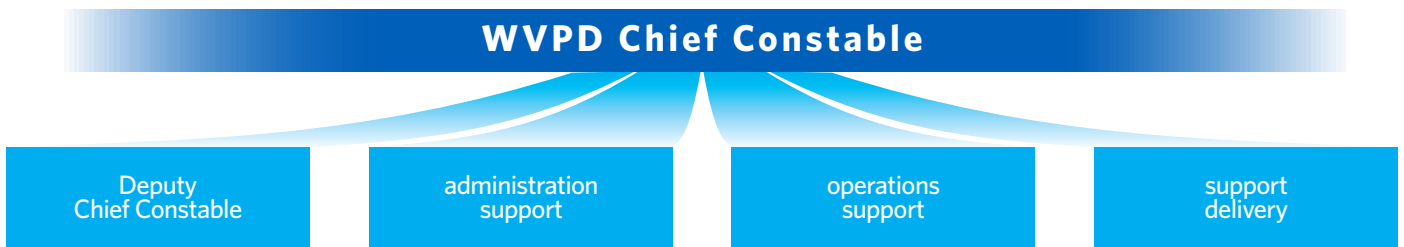
# POLICE SERVICES

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 (WVPD) is *Making West Vancouver safe today and safer tomorrow.*



Len Goerke | Chief Constable



## 2015 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

### Police Services & Municipal Hall Project

- continued to work with the project design team in planning the new building.

## 2015 OPERATIONAL ACCOMPLISHMENTS

- civilianized our human resource manager's position providing professional services to our staff
- implemented an employee health and wellness program wherein 87 per cent of staff participated in a health assessment
- provided mental health training for our staff to build their own resilience
- increased involvement with the Integrated First Nations Policing Unit by placing a West Vancouver Sergeant in charge of the unit
- completed extensive work towards creating a North Shore Domestic Violence Unit
- on track with a 20 per cent reduction, from the five-year average, of residential break and enters
- developed the new West Vancouver Police Department 2016–2019 Strategic Plan.

## 2016 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

### Police Services & Municipal Hall Project

- continue to work with District staff on planning and construction.

## 2016 OPERATIONAL INITIATIVES

- implement West Vancouver Police Department 2016–2019 Strategic Plan
- fully implement a North Shore Domestic Violence Unit
- complete further work on our employee health and wellness initiative.

# POLICE SERVICES

## Net Divisional Expenses

	Budget 2016		Actual 2015		Actual 2014	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
Administrative Support	34.08%	844,900	35.84%	849,020	34.92%	640,117
Operations Division	5.24%	130,000	58.70%	1,390,421	58.49%	1,072,060
Support Delivery	60.68%	1,504,386	5.45%	129,195	6.59%	120,818
	<b>100.00%</b>	<b>2,479,286</b>	<b>100.00%</b>	<b>2,368,636</b>	<b>100.00%</b>	<b>1,832,996</b>
<b>Expenses</b>						
<b>Chief Constable's Office</b>						
Labour	3.76%	607,644	3.22%	498,398	4.13%	625,640
Non Labour	1.57%	253,640	1.95%	301,272	1.22%	185,065
	<b>5.33%</b>	<b>861,284</b>	<b>5.17%</b>	<b>799,670</b>	<b>5.36%</b>	<b>810,705</b>
<b>Administrative Support</b>						
Labour	13.17%	2,129,374	13.44%	2,077,555	14.68%	2,222,731
Non Labour	13.96%	2,257,433	14.55%	2,248,734	14.14%	2,140,468
	<b>27.13%</b>	<b>4,386,807</b>	<b>27.99%</b>	<b>4,326,289</b>	<b>28.82%</b>	<b>4,363,199</b>
<b>Operations Division</b>						
Labour	44.63%	7,216,908	53.73%	8,305,274	53.34%	8,074,546
Non Labour	1.35%	217,600	0.97%	150,636	0.68%	102,800
	<b>45.98%</b>	<b>7,434,508</b>	<b>54.71%</b>	<b>8,455,910</b>	<b>54.02%</b>	<b>8,177,346</b>
<b>Support Delivery</b>						
Labour	20.08%	3,246,363	10.22%	1,579,887	10.25%	1,551,272
Non Labour	1.49%	241,240	1.91%	295,435	1.55%	235,118
	<b>21.57%</b>	<b>3,487,603</b>	<b>12.13%</b>	<b>1,875,322</b>	<b>11.80%</b>	<b>1,786,389</b>
<b>Total</b>						
Labour	81.63%	13,200,289	80.62%	12,461,115	82.41%	12,474,188
Non Labour	18.37%	2,969,913	19.38%	2,996,076	17.59%	2,663,451
	<b>100.00%</b>	<b>16,170,202</b>	<b>100.00%</b>	<b>15,457,191</b>	<b>100.00%</b>	<b>15,137,640</b>
<b>Net Divisional Expenses</b>						
<b>Chief Constable's Office</b>	6.29%	(861,284)	6.11%	(799,670)	6.09%	(810,705)
<b>Administrative Support</b>	25.87%	(3,541,907)	26.57%	(3,477,269)	27.98%	(3,723,082)
<b>Operations Division</b>	53.35%	(7,304,508)	53.98%	(7,065,489)	53.40%	(7,105,286)
<b>Support Delivery</b>	14.49%	(1,983,217)	13.34%	(1,746,127)	12.52%	(1,665,571)
	<b>100.00%</b>	<b>(13,690,916)</b>	<b>100.00%</b>	<b>(13,088,555)</b>	<b>100.00%</b>	<b>(13,304,644)</b>
<b>Capital</b>		<b>175,600</b>		<b>410,067</b>		<b>227,630</b>

### Note:

Budgeted revenue and expenditures for 2016 were reclassified from the Operations division to Support Delivery. Budgeted revenues and expenditures included in the Operations Division in 2015 are now included in the Support Delivery area.

# POLICE SERVICES

## Divisional Expenses

	Budget 2016		Actual 2015		Actual 2014	
	%	\$	%	\$	%	\$
<b>Expenses</b>						
<b>Chief Constable's Office</b>						
Salaries & Benefits	70.55%	607,644	62.33%	498,398	77.17%	625,640
Supplies & Other Expenses	5.58%	48,040	19.99%	159,837	5.50%	44,612
Professional & Consulting	23.87%	205,600	17.69%	141,435	17.32%	140,453
	<b>100.00%</b>	<b>861,284</b>	<b>100.00%</b>	<b>799,670</b>	<b>100.00%</b>	<b>810,705</b>
<b>Administrative Support</b>						
Salaries & Benefits	48.54%	2,129,374	48.02%	2,077,555	50.94%	2,222,731
Supplies & Other Expenses	43.55%	1,910,333	44.27%	1,915,458	39.52%	1,724,156
Recoveries & Allocations	7.91%	347,100	7.70%	333,276	9.54%	416,312
	<b>100.00%</b>	<b>4,386,807</b>	<b>100.00%</b>	<b>4,326,289</b>	<b>100.00%</b>	<b>4,363,199</b>
<b>Operations Division</b>						
Salaries & Benefits	97.07%	7,216,908	98.22%	8,305,274	98.74%	8,074,546
Supplies & Other Expenses	2.93%	217,600	1.78%	150,636	1.26%	102,800
	<b>100.00%</b>	<b>7,434,508</b>	<b>100.00%</b>	<b>8,455,910</b>	<b>100.00%</b>	<b>8,177,346</b>
<b>Support Delivery</b>						
Salaries & Benefits	93.08%	3,246,363	84.25%	1,579,887	86.84%	1,551,272
Supplies & Other Expenses	6.92%	241,240	15.75%	295,435	13.16%	235,118
	<b>100.00%</b>	<b>3,487,603</b>	<b>100.00%</b>	<b>1,875,322</b>	<b>100.00%</b>	<b>1,786,389</b>
<b>Total</b>						
Salaries & Benefits	81.63%	13,200,289	80.62%	12,461,115	82.41%	12,474,188
Supplies & Other Expenses	14.95%	2,417,213	16.31%	2,521,365	13.92%	2,106,686
Professional & Consulting	1.27%	205,600	0.92%	141,435	0.93%	140,453
Recoveries & Allocations	2.15%	347,100	2.16%	333,276	2.75%	416,312
	<b>100.00%</b>	<b>16,170,202</b>	<b>100.00%</b>	<b>15,457,191</b>	<b>100.00%</b>	<b>15,137,640</b>

Significant changes to the 2016 operating budget include:

- additional resources to support records managements and administrative services
- and an increase in integrated service costs passed on from the provincial government.

# POLICE SERVICES

## Divisional Capital Requests

	2016 Budget	Funding Source
<b>Current Year Projects</b>		<b>Tax Levy Funded</b>
<b>Equipment Infrastructure</b>		
Real Time Identification (RTID) Package	32,000	32,000
	32,000	32,000
<b>Vehicle Fleet Infrastructure</b>		
Police - 2 Front Line Vehicles	116,600	116,600
Purchase of Leased Vehicle	27,000	27,000
	143,600	143,600
<b>Total Capital Requests</b>	<b>175,600</b>	<b>175,600</b>

# POLICE SERVICES

## Stats & Trends

### SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2015	2014	2013	2012	2011
Property Crimes -					
Break and Enter	173	174	137	164	114
Theft of Motor Vehicle	27	31	24	26	24
Theft from Motor Vehicle	308	244	208	154	183
Other Theft	162	187	161	210	177
Mischief	187	236	245	219	195
Shoplifting	319	218	224	242	212
Total Property Crimes	1409	1,090	999	1,015	905
Violent Crimes	293	285	284	312	291
Motor Vehicle Accidents	503	429	423	461	396

### TREND OF RESOURCE REQUIREMENTS

	2015	2014	2013	2012	2011
Salaries & Benefits	12,461,115	12,474,188	11,172,952	11,118,956	11,218,699
Supplies & Other Expenses	2,521,365	2,106,686	1,934,096	1,936,193	1,688,902
Professional & Consulting	141,435	140,453	117,731	228,200	102,552
Recoveries & Allocations	333,276	416,312	428,126	18,944	55,226
	15,457,191	15,137,640	13,652,903	13,302,293	13,065,379
Less: Direct Revenues	(2,368,636)	(1,832,996)	(985,555)	(1,521,880)	(1,472,164)
	13,088,555	13,304,644	12,667,348	11,780,413	11,593,214







# WEST VANCOUVER MEMORIAL LIBRARY

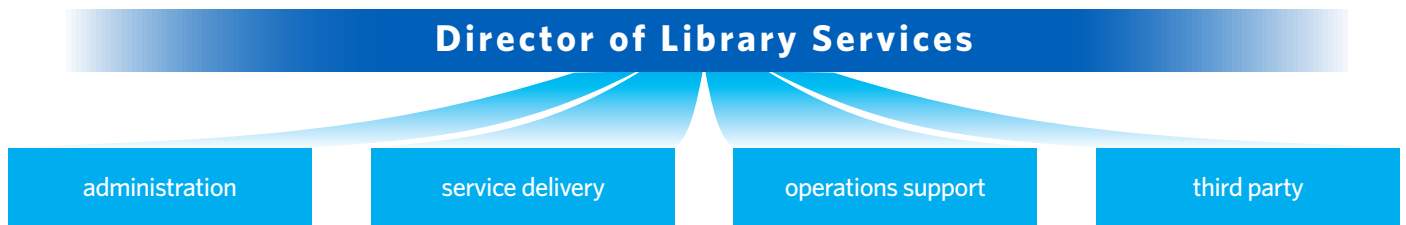
The West Vancouver Memorial Library (WVML) is governed by the BC Library Act and managed by the Council-appointed West Vancouver Memorial Library Board.

**Our Mission:** Open and welcoming to all, our Library connects people with information, the world of imagination and each other.

**Our Vision:** Where wonder sparks, possibilities emerge, and minds thrive. Our Library inspires people to grow in a dynamic world.



Jenny Benedict | Director of Library Services



## 2015 ACCOMPLISHMENTS

### Facility Sustainability

- completed planning for accessibility, exterior signage and interior space allocations
- prepared Phase 1 of wayfinding and directional signage for implementation.

### Facility Enhancement

- completed the courtyard enhancement project.

### Building our Digital Experience

- implemented an upgrade of ILS software to support efficient and effective workflows and customer service
- upgraded our wireless network infrastructure to improve connectivity.

### Deliver Service Excellence

- replaced self-service check-out and payment stations, including reconfiguration of registration desk and stand-alone cabinets
- completed early years, kids and digital life skills service model reviews.

### Manage Resources Wisely

- produced and published the 2016-2020 Strategic Plan.



## 2016 STRATEGIC INITIATIVES

### Support 21st Century Learning

- launch an electronic resource subscription to support development of digital skills
- pilot a digital badging project
- complete adult learning and enrichment service model reviews.

### Deepen and Extend Community Collaborations

- expand our relationship with West Vancouver School District through executing the WVML Library card project in elementary schools and delivering the Research to Remember program
- devise a framework for community consultation on service planning
- develop a plan for emerging physical space needs consultation.

### Sustain and Enhance our Physical Space

- renovate West Wing exterior and interior to address envelope integrity, structural stability, accessibility, systems renewal and reallocation of program functions
- plan technology spaces for computer training
- install a managed fibre optic wireless network connection.

### Develop and Integrate our Digital Platform

- increase selection and availability of ebooks and e-audiobooks
- develop new collection policy to reflect digital and physical collections
- expand and improve mobile website functionality.

# WEST VANCOUVER MEMORIAL LIBRARY

## Net Divisional Expenses

	Budget 2016		Actual 2015		Actual 2014	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
Administration	65.52%	305,150	65.90%	299,544	62.79%	308,315
Service Delivery	0.00%	-	0.02%	103	5.28%	25,937
Operations Support	0.09%	400	0.11%	521	0.11%	550
External Funding	34.39%	160,152	33.96%	154,352	31.82%	156,259
	<b>100.00%</b>	<b>465,702</b>	<b>100.00%</b>	<b>454,519</b>	<b>100.00%</b>	<b>491,061</b>
<b>Expenses</b>						
<b>Administration</b>						
Labour	8.74%	388,869	9.29%	398,617	9.29%	389,211
Non Labour	2.65%	118,020	2.98%	127,786	2.78%	116,532
	<b>11.39%</b>	<b>506,889</b>	<b>12.27%</b>	<b>526,403</b>	<b>12.08%</b>	<b>505,743</b>
<b>Service Delivery</b>						
Labour	68.73%	3,057,557	68.80%	2,952,540	68.06%	2,850,248
Non Labour	8.21%	365,325	7.09%	304,040	7.71%	322,918
	<b>76.94%</b>	<b>3,422,882</b>	<b>75.89%</b>	<b>3,256,580</b>	<b>75.77%</b>	<b>3,173,166</b>
<b>Operations Support</b>						
Labour	4.80%	213,395	4.96%	212,956	5.02%	210,158
Non Labour	3.27%	145,600	3.28%	140,926	3.40%	142,444
	<b>8.07%</b>	<b>358,995</b>	<b>8.25%</b>	<b>353,881</b>	<b>8.42%</b>	<b>352,602</b>
<b>Partnerships</b>						
Labour	0.94%	41,912	0.87%	37,401	0.59%	24,528
Non Labour	2.66%	118,240	2.73%	116,951	3.14%	131,604
	<b>3.60%</b>	<b>160,152</b>	<b>3.60%</b>	<b>154,352</b>	<b>3.73%</b>	<b>156,132</b>
<b>Total</b>						
Labour	83.21%	3,701,733	83.93%	3,601,514	82.96%	3,474,146
Non Labour	16.79%	747,185	16.07%	689,702	17.04%	713,497
	<b>100.00%</b>	<b>4,448,918</b>	<b>100.00%</b>	<b>4,291,216</b>	<b>100.00%</b>	<b>4,187,643</b>
<b>Net Divisional Expenses</b>						
Administration	5.06%	(201,739)	5.91%	(226,859)	5.34%	(197,428)
Service Delivery	85.93%	(3,422,882)	84.88%	(3,256,477)	85.14%	(3,147,228)
Operations Support	9.00%	(358,595)	9.21%	(353,361)	9.52%	(352,052)
External Funding	0.00%	-	0.00%	-	0.00%	127
	<b>100.00%</b>	<b>(3,983,216)</b>	<b>100.00%</b>	<b>(3,836,697)</b>	<b>100.00%</b>	<b>(3,696,581)</b>
<b>Capital</b>		<b>2,456,434</b>		<b>756,776</b>		<b>441,089</b>

# WEST VANCOUVER MEMORIAL LIBRARY

## Divisional Expenses

	Budget 2016		Actual 2015		Actual 2014	
	%	\$	%	\$	%	\$
<b>Expenses</b>						
<b>Administration</b>						
Salaries & Benefits	76.72%	388,869	75.72%	398,617	76.96%	389,211
Supplies & Other Expenses	18.84%	95,520	21.56%	113,483	20.86%	105,488
Professional & Consulting	1.48%	7,500	0.00%	-	0.00%	-
Recoveries & Allocations	2.96%	15,000	2.72%	14,303	2.18%	11,044
	<b>100.00%</b>	<b>506,889</b>	<b>100.00%</b>	<b>526,403</b>	<b>100.00%</b>	<b>505,743</b>
<b>Service Delivery</b>						
Salaries & Benefits	89.33%	3,057,557	90.66%	2,952,540	89.82%	2,850,248
Supplies & Other Expenses	10.67%	365,325	9.34%	304,040	10.14%	321,636
Professional & Consulting	0.00%	-	0.00%	-	0.04%	1,281
Recoveries & Allocations	0.00%	-	0.00%	-	0.00%	-
	<b>100.00%</b>	<b>3,422,882</b>	<b>100.00%</b>	<b>3,256,580</b>	<b>100.00%</b>	<b>3,173,166</b>
<b>Operations Support</b>						
Salaries & Benefits	59.44%	213,395	60.18%	212,956	59.60%	210,158
Supplies & Other Expenses	39.14%	140,500	38.41%	135,910	39.00%	137,524
Recoveries & Allocations	1.42%	5,100	1.42%	5,016	1.40%	4,920
	<b>100.00%</b>	<b>358,995</b>	<b>100.00%</b>	<b>353,881</b>	<b>100.00%</b>	<b>352,602</b>
<b>Partnerships</b>						
Salaries & Benefits	26.17%	41,912	24.23%	37,401	15.71%	24,528
Supplies & Other Expenses	73.83%	118,240	75.68%	116,809	84.29%	131,604
Recoveries & Allocations	0.00%	-	0.09%	142	0.00%	-
	<b>100.00%</b>	<b>160,152</b>	<b>100.00%</b>	<b>154,352</b>	<b>100.00%</b>	<b>156,132</b>
<b>Total</b>						
Salaries & Benefits	83.21%	3,701,733	83.93%	3,601,514	82.96%	3,474,146
Supplies & Other Expenses	16.17%	719,585	15.62%	670,241	16.63%	696,252
Professional & Consulting	0.17%	7,500	0.00%	-	0.03%	1,281
Recoveries & Allocations	0.45%	20,100	0.45%	19,461	0.38%	15,964
	<b>100.00%</b>	<b>4,448,918</b>	<b>100.00%</b>	<b>4,291,216</b>	<b>100.00%</b>	<b>4,187,643</b>

Significant changes to the 2016 operating budget include:

- expansion of the eBook collection due to growing demand
- enhancing the public Wi-Fi network capacity to deliver better service
- and a rise in hydro costs from a rate increase from BC Hydro.

# WEST VANCOUVER MEMORIAL LIBRARY

## Divisional Capital Requests

	2016 Budget	Funding Source		
		Tax Levy Funded	External Funding	Community Amenity Contributions
<b>Current Year Projects</b>				
<b>Facilities Maintenance Infrastructure</b>				
Library Facility Enhancements	67,000		67,000	1
Library Interior Facility Project	1,019,800	1,019,800		
Library Shelving Replacement	103,125	103,125		
Network Backbone Recabling	36,175	36,175		
West Wing Exterior	135,100	135,100		
	<u>1,361,200</u>	<u>1,294,200</u>	<u>67,000</u>	<u>-</u>
<b>Equipment Infrastructure</b>				
Library Books & Materials - Core Collection	257,800	257,800		
Library Books & Materials - Enhanced Collection	60,570		60,570	2
	<u>318,370</u>	<u>257,800</u>	<u>60,570</u>	<u>-</u>
<b>Current Year Projects Sub-Total</b>	<b><u>1,679,570</u></b>	<b><u>1,552,000</u></b>	<b><u>127,570</u></b>	<b><u>-</u></b>
<b>Prior Year Approved Work in Progress</b>				
<b>Facilities Maintenance Infrastructure</b>				
West Wing Exterior	736,034			736,034
Library Interior Signage	40,830			40,830
	<u>776,864</u>	<u>-</u>	<u>-</u>	<u>776,864</u>
<b>Prior Year Approved Work in Progress Sub-Total</b>	<b><u>776,864</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>776,864</u></b>
<b>Total Capital Requests</b>	<b><u>2,456,434</u></b>	<b><u>1,552,000</u></b>	<b><u>127,570</u></b>	<b><u>776,864</u></b>

1 Funding provided by West Vancouver Memorial Library Foundation.

2 Funding provided by West Vancouver Memorial Library Foundation, Friends of the Library and various grants.

# WEST VANCOUVER MEMORIAL LIBRARY

## Stats & Trends

### SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2015	2014	2013	2012	2011
Questions Answered	186,513	190,153	187,743	182,100	157,089
Program Attendance/Participation	28,876	26,960	26,062	26,815	23,501
Circulation per Capita	21.7	21.2	21.7	22.9	23.5
Circulation (physical material)	948,823	925,173	956,871	1,015,335	1,050,759
Circulation (e-books, e-music)	62,522	56,692	44,972	42,864	34,358
Database Use	110,517	104,813	96,224	86,065	81,445
New Library Cards	3,994	3,928	3,992	3,927	4,497
Hours Open	3,203	3,221	3,210	3,236	3,209
Library Visits	504,843	510,266	519,974	539,313	522,040
Home Page Visits	236,022	237,170	305,406	366,739	366,994
Catalogue Visits	252,495	232,184	238,436	221,058	222,146

### TREND OF RESOURCE REQUIREMENTS

	2015	2014	2013	2012	2011
Salaries & Benefits	3,601,514	3,474,146	3,369,023	3,307,983	3,204,372
Supplies & Other Expenses	670,241	696,252	598,790	551,686	726,117
Professional & Consulting	-	1,281	15,775	-	-
Recoveries & Allocations	19,461	15,964	24,883	23,003	21,066
	4,291,216	4,187,643	4,008,471	3,882,671	3,951,555
Less: Direct Revenues & Fundraising	(454,519)	(491,061)	(471,491)	(428,175)	(601,814)
	3,836,697	3,696,581	3,536,980	3,454,496	3,349,741







## 9. Capital Program

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# INTRODUCTION TO CAPITAL PROGRAMS

## Introduction to Capital Programs

Capital planning and budgeting are conducted within relevant Funds—the General Fund, Sewer Utility Fund, Water Utility Fund, Cemetery Fund and Golf Fund. As each Fund is a self-contained entity, each capital plan is subject to the available resources and rate structures within that particular fund.

Capital planning is further broken down within each fund between maintenance of existing infrastructure and new infrastructure/major replacements:

- maintenance of existing infrastructure is best viewed as ongoing and operational in nature. Such expenditures are appropriately embedded within the relevant annual rate structure (property tax, utility user fees, etc.)
- new infrastructure/major replacements are longer-term in nature, and are appropriately funded from longer term resources such as reserve funds, grants, developer contributions, long-term borrowings, etc.

## Direction of Capital Planning

Capital planning continues to be guided by and linked to the Community Strategic Plan.

A review and reconsideration of our capital program principles, including consideration of the conditions attached to key reserve accounts, such as the Endowment Reserve Fund, and consideration of an expanding range of capital funding sources is currently underway.

Consideration of a much longer planning horizon has been introduced through a condition assessment of District owned facilities that occurred in 2012. The District is moving towards planning horizons that encompass five-, 10- and 20-year cycles.

Finally, capital planning is being conducted within an asset management framework. The preliminary steps to establish such a framework included the following:

- maintaining current inventories of all categories of District assets/infrastructure, as originally established by the Tangible Capital Assets reporting project
- estimating condition and remaining life of those assets
- defining appropriate maintenance standards for all categories of assets
- determining the ongoing costs of those maintenance standards
- establishing appropriate replacement cycles and replacement costs
- establishing a system of asset reserves to address the long-term asset infrastructure funding deficit.

The water and sewer utilities have led the District in these asset management endeavours, and formal consultant reports have already established the rationale for a phasing-in of significantly increased annual replacement provisions within the annual user rate structures (see Utilities in section 10 for further details).

Comprehensive documentation of infrastructure across all District operations was updated in 2015. This documentation has brought together all preceding information to demonstrate the requirements for short-term maintenance programs and for long-term replacement cycles. As well, projecting timing, and costs and funding sources for new facilities and infrastructure required by future growth capital planning, will be linked with business planning, long-term outcomes, performance measurement and operational improvements within the principles of sustainability.

## Long-term Fiscal Sustainability Review

The focus on the long-term financial health of the District is reflected in Council's priorities, and District staff are moving forward in 2016 by incorporating the results of the fiscal sustainability review with respect to infrastructure renewal. The 2016 capital plan includes financial projections, organizational assessment and options to fund necessary upgrades to the District's assets. This plan also ensures that short-term decisions are not made without consideration of significant infrastructure obligations.

# CAPITAL PROGRAM PRINCIPLES

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The following principles have guided the development of District capital programs:

## **Planning is Paramount**

Our approach to capital expenditure programming for any given period is predicated on appropriate planning. Planning presumes agreement on assumptions, the availability of relevant data and follow-through to clear and comprehensive documentation.

## **Outlook is Corporate**

Acquisition, maintenance, renewal and eventual replacement of all categories of infrastructure are subject to corporate policies, standards and best practice guides, irrespective of which department has use and/or custody.

## **Outlook is Long-Term**

A long-term outlook is necessary to demonstrate long-term affordability. The principle presumes active management of growth and identification of the timing of future significant replacement/acquisition requirements.

## **Assets are Liabilities**

Future obligations accompany asset acquisition decisions. Those decisions must be accompanied by formal provisions for ongoing maintenance and eventual renewal/replacement.

## **Commitment to Ongoing Maintenance**

Management of infrastructure requires an understanding of life-cycle events and a commitment to ongoing standards of maintenance that maximizes the useful life of the infrastructure, and thereby minimizes the average annual cost.

## **Commitment to Managing Ongoing Costs**

This principle assumes that the maintenance requirements of a life-cycle cost approach are integrated into annual budgets, and that charge-out rate structure design is appropriate. This principle also assumes that infrastructure acquisition decisions are made within a context of overall ongoing maintenance-affordability targets.

## **Integration of Capital and Operating Costs**

This principle recognizes that operating and capital costs are at opposite ends of a continuum of costs, and that planning practices must integrate the two distinct budgets.

## **Commitment to Pay-as-you-go Where Possible**

The management and planning of future infrastructure costs ensure no artificial deferral of necessary maintenance/replacements, and further ensure that funds are available when required, to avoid debt or spikes in annual rate setting.

## **Specialized Expertise Applied**

This principle recognizes the need to apply specialized expertise such as fleet management techniques, facility component analysis, condition assessments and approaches to risk management.

## **Funding Sources Developed**

The funding requirements of capital plans can be substantial and careful planning and exploration of a range of strategies is therefore essential. This principle includes an appropriate financial framework overall, formal surplus and reserve policies, openness to realistic business-case scenarios and development of partnership opportunities wherever possible. The availability of government grants and stimulus programs may influence the timing of specific capital projects.

## **Capitalization Policy**

Notwithstanding that the capital program includes the infrastructure maintenance program, capitalization of individual expenditures follows the guidelines for Tangible Capital Assets as prescribed in Public Sector Accounting Board (PSAB) 3150:

- dollar thresholds are established by category of asset/improvement
- replacements/improvements must, in addition, meet a test of increasing service capacity, extending asset life or improving the quality of the asset's output.

## CAPITAL BUDGETING PROCESS

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The capital budgeting process begins with all divisions reviewing business needs, asset replacement schedules and areas of concern submit their capital requests to the Finance Division. The divisions must prepare a one-page executive summary for their capital request, as well as a business case for all significant projects. The business case includes a description of the project, situational analysis, benefits analysis, a risk assessment and a financial summary. The financial summary identifies the preferred funding sources, includes the details of any ongoing operating and maintenance costs necessary to service the project and quantifies any expected operational savings.

The capital requests are consolidated to determine the total value of the projects. All members of the executive committee (made up of the District's directors and the Chief Administrative Officer) receive a package that includes all of the capital requests, executive summaries and business cases. Projects are reviewed to determine which will be included in the proposed capital budget that will be presented to Council. As a part of this review, the projects are ranked based on the following criteria:

**CRITICAL:** projects that are essential to operations on a daily basis to carry out the business of the District, including a piece of equipment or other infrastructure item that is in risk of failure if not maintained or replaced jeopardizing the District's ability to function if not acquired

**REQUIRED:** projects have a significant impact on the District's ability to achieve its annual strategic goals and objectives in meeting service levels, or Council priorities, in a cost effective and timely manner

**IMPROVEMENTS:** projects that would improve the efficiency or functionality of the District or enhance service levels but would not have a major impact on the operations of the District if they were deferred to a subsequent year

In addition, projects are identified as either infrastructure- or community-related. Infrastructure projects are for the maintenance, replacement or addition of assets that are deemed necessary to provide services demanded by the public. Community projects are requests in response to what the community is asking for. These requests are received through previous board, committee or community group approval.

This process concludes with a final list of approved projects included in the proposed budget that is presented to Council.

Capital budgets include all of the costs required to complete a capital project. Some of these costs may not fall within the Public Sector Accounting Board's (PSAB) definition of a tangible capital asset. They are, however, included in the capital budget to facilitate tracking and analysis of total project costs. At year end, those expenditures that do not meet the PSAB definition of a tangible capital asset are reported as an operating expenditure in the financial statements.

# FIVE-YEAR CAPITAL PLAN

## Consolidated Summary

	2016	2017	2018	2019	2020
<b>PROJECT COSTS</b>					
General Fund	34,293,275	23,804,077	16,608,622	16,188,000	14,951,641
Water Utility Fund	3,821,500	4,140,000	4,385,000	4,625,000	4,930,000
Sewer Utility Fund	6,554,500	6,880,000	7,745,000	8,605,000	9,530,000
Solid Waste Utility Fund	20,000	-	-	-	-
Cemetery Fund	182,745	186,400	190,128	193,930	197,809
	<b>44,872,020</b>	<b>35,010,477</b>	<b>28,928,750</b>	<b>29,611,930</b>	<b>29,609,450</b>
<b>FUNDING SOURCES</b>					
<b>General Fund Resources</b>					
Tax Levy Funded	9,968,285	11,325,000	11,505,000	12,483,000	14,556,141
Prior Year Approved Work in Progress	364,312	-	-	-	-
Community Amenity Contributions	3,220,664	-	-	-	-
Other Reserves	-	-	4,728,622	3,210,000	-
Development Cost Charges	1,298,715	-	-	-	-
External Borrowing	16,967,963	12,034,077	-	-	-
External Funding	2,473,336	445,000	375,000	495,000	395,500
	<b>34,293,275</b>	<b>23,804,077</b>	<b>16,608,622</b>	<b>16,188,000</b>	<b>14,951,641</b>
<b>Water Fund Resources</b>					
Operations	3,600,000	3,900,000	4,200,000	4,500,000	4,800,000
Internal Vehicle Recoveries	135,000	135,000	135,000	135,000	135,000
Transfers In	86,500	105,000	50,000	(10,000)	(5,000)
	<b>3,821,500</b>	<b>4,140,000</b>	<b>4,385,000</b>	<b>4,625,000</b>	<b>4,930,000</b>
<b>Sewer Fund Resources</b>					
Operations	6,290,000	6,640,000	7,560,000	8,480,000	9,400,000
Internal Vehicle Recoveries	130,000	135,000	135,000	135,000	135,000
Transfers In	134,500	105,000	50,000	(10,000)	(5,000)
	<b>6,554,500</b>	<b>6,880,000</b>	<b>7,745,000</b>	<b>8,605,000</b>	<b>9,530,000</b>
<b>Solid Waste Fund Resources</b>					
Operations	20,000	-	-	-	-
	<b>20,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Cemetery Fund Resources</b>					
Operations	182,745	186,400	190,128	193,930	197,809
	<b>182,745</b>	<b>186,400</b>	<b>190,128</b>	<b>193,930</b>	<b>197,809</b>
	<b>44,872,020</b>	<b>35,010,477</b>	<b>28,928,750</b>	<b>29,611,930</b>	<b>29,609,450</b>



# FIVE-YEAR CAPITAL PLAN

## General Fund Projects

### FIVE YEAR CAPITAL PLAN General Fund Projects

	2016	2017	2018	2019	2020
<b>Information Technology</b>	<b>1,180,948</b>	<b>586,453</b>	<b>326,154</b>	<b>432,547</b>	<b>324,118</b>
<b>Equipment</b>	<b>1,006,950</b>	<b>1,195,470</b>	<b>922,372</b>	<b>614,082</b>	<b>919,681</b>
<b>Vehicle Fleet</b>	<b>1,363,600</b>	<b>862,899</b>	<b>964,905</b>	<b>1,255,415</b>	<b>1,569,025</b>
<b>Facilities</b>					
Facility Renewal	3,255,469	3,254,478	3,897,426	3,224,161	4,121,490
Major Projects					
Financial Services - Police Services & Municipal Hall Project	16,967,963	12,034,077			
Municipal Hall Seismic Structural & Facility Upgrade			4,728,622	2,760,000	
	<b>20,223,432</b>	<b>15,288,555</b>	<b>8,626,048</b>	<b>5,984,161</b>	<b>4,121,490</b>
<b>Grounds and Parks</b>					
Major Projects					
Revitalization and Upgrade of the Ambleside Skateboard Park	275,000				
Eagle Harbour Drainage and Irrigation Replacement	239,000				
Ambleside Park Playground Replacement - Phase 3	225,000				
Hollyburn Lodge (Planning Rebuild)	200,000				
Track and Artificial Field - West Vancouver Secondary School	200,000				
Park Outdoor Fitness Equipment	195,000				
Western Civic Site Parking	160,000				
Ambleside Playground Equipment Replacement	170,000				
Altamont Park Completion	140,000				
Rodgers Creek Development of Trails	101,200				
Ambleside Waterfront Parks Redevelopment	100,000				
Environment and Sustainability	107,500	150,000	150,000	150,000	150,000
Athletic Field Drainage & Irrigation Replacement		180,000	180,000	85,000	100,000
Artificial Turf Field Replacement				450,000	
Major Landscape Improvements		100,000	100,000	100,000	100,000
Parking Lots & Underground Infrastructure					125,000
Whytecliff Park Picnic Shelter			100,000		
Playground & Equipment/Outdoor Court Replacement		200,000	150,000	500,000	150,000
Tennis Court Replacements (Various Locations)		150,000		70,000	100,000
Trail Structures Replacement		53,000	80,000	80,000	160,000
Walkway, Plaza & Surface Replacement				75,000	100,000
Other Projects	311,345	225,000	230,500	307,200	341,500
	<b>2,424,045</b>	<b>1,058,000</b>	<b>990,500</b>	<b>1,817,200</b>	<b>1,326,500</b>
<b>Transportation Infrastructure</b>					
Road and Pavement Infrastructure	2,820,000	3,179,782	3,145,449	3,901,696	4,683,368
Bridge and Structural Infrastructure	600,000	502,124	501,527	664,284	650,000
Transportation Support Infrastructure	340,000	550,607	549,952	732,926	732,459
Pedestrian Infrastructure	175,000	580,187	581,715	785,689	625,000
Cycling Infrastructure	55,000				
Major Projects					
Storm Diversion	2,083,000				
Underground Wiring	850,000				
Spirit Trail	400,000				
Railway Crossings	400,000				
Union Court	216,300				
Orthophotos & Building Outlines (Footprints)	65,000				
Translink - Transit Related Road Infrastructure Program (TRRIP)	50,000				
1100 - 1200 Block Keith Road Traffic Calming and Pedestrian Improvements	40,000				
	<b>8,094,300</b>	<b>4,812,700</b>	<b>4,778,643</b>	<b>6,084,595</b>	<b>6,690,827</b>
	<b>34,293,275</b>	<b>23,804,077</b>	<b>16,608,622</b>	<b>16,188,000</b>	<b>14,951,641</b>
<b>FUNDING SOURCES</b>					
Tax Levy Funded	9,968,285	11,325,000	11,505,000	12,483,000	14,556,141
Prior Year Approved Work in Progress	364,312				
Community Amenity Contributions	3,220,664				
Other Reserves			4,728,622	3,210,000	
Development Cost Charges	1,298,715				
External Borrowing	16,967,963	12,034,077			
External Funding	2,473,336	445,000	375,000	495,000	395,500
	<b>34,293,275</b>	<b>23,804,077</b>	<b>16,608,622</b>	<b>16,188,000</b>	<b>14,951,641</b>

# FIVE-YEAR CAPITAL PLAN

## Water, Sewer, Solid Waste, Cemetery & Golf

	2016	2017	2018	2019	2020
<b>WATER UTILITY FUND</b>					
<b>Project Costs</b>					
Annual Replacements Program	3,600,000	3,900,000	4,200,000	4,500,000	4,800,000
Equipment Replacement	221,500	240,000	185,000	125,000	130,000
	<b>3,821,500</b>	<b>4,140,000</b>	<b>4,385,000</b>	<b>4,625,000</b>	<b>4,930,000</b>
<b>Funding Sources</b>					
Operations	3,600,000	3,900,000	4,200,000	4,500,000	4,800,000
Internal Vehicle Recoveries	135,000	135,000	135,000	135,000	135,000
Transfers In	86,500	105,000	50,000	(10,000)	(5,000)
	<b>3,821,500</b>	<b>4,140,000</b>	<b>4,385,000</b>	<b>4,625,000</b>	<b>4,930,000</b>
<b>SEWER UTILITY FUND</b>					
<b>Project Costs</b>					
Sanitary Replacements	3,410,000	3,280,000	3,720,000	4,160,000	4,600,000
Storm Improvements	2,880,000	3,360,000	3,840,000	4,320,000	4,800,000
Vehicles and Equipment	264,500	240,000	185,000	125,000	130,000
	<b>6,554,500</b>	<b>6,880,000</b>	<b>7,745,000</b>	<b>8,605,000</b>	<b>9,530,000</b>
<b>Funding Sources</b>					
Operations	6,290,000	6,640,000	7,560,000	8,480,000	9,400,000
Internal Vehicle Recoveries	130,000	135,000	135,000	135,000	135,000
Transfers In	134,500	105,000	50,000	(10,000)	(5,000)
	<b>6,554,500</b>	<b>6,880,000</b>	<b>7,745,000</b>	<b>8,605,000</b>	<b>9,530,000</b>
<b>SOLID WASTE UTILITY FUND</b>					
<b>Project Costs</b>					
Eagle Island Waste Enclosure	20,000	-	-	-	-
	<b>20,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Funding Sources</b>					
Operations	20,000	-	-	-	-
	<b>20,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CEMETERY FUND</b>					
<b>Project Costs</b>					
Annual Renewal Program	48,745	49,720	50,714	51,729	52,763
Ongoing Site Development	134,000	136,680	139,414	142,202	145,046
	<b>182,745</b>	<b>186,400</b>	<b>190,128</b>	<b>193,930</b>	<b>197,809</b>
<b>Funding Sources</b>					
Operations	182,745	186,400	190,128	193,930	197,809
	<b>182,745</b>	<b>186,400</b>	<b>190,128</b>	<b>193,930</b>	<b>197,809</b>

# INFRASTRUCTURE MAINTENANCE

The infrastructure maintenance program represents a high-profile commitment to maintain existing infrastructure through ongoing funding for each of six asset categories.

Funding is a combination of current revenues and grant funding. Budget requests are prepared departmentally and aggregated corporately into broad asset categories for consistent treatment across the organization.

Many of these projects are operational in nature (and thus are appropriately funded from within the operating budget). However, our commitment to maintain infrastructure and coordinating the diverse categories and projects is more effectively carried out within a capital planning framework. This approach is designed to isolate infrastructure maintenance provisions, as much as is practicable, from being compromised during departmental budget considerations.

## THE PROGRAM FOR 2016 IS AS FOLLOWS:

ASSET CATEGORY	\$
information technology	1,180,941
equipment	1,006,760
facilities maintenance	20,223,313
vehicle fleet	1,363,600
grounds & parks	2,424,045
transportation infrastructure	8,094,300
	<b>34,292,959</b>

### Information Technology

This category includes the following:

- the replacement of servers and peripherals, such as printers and scanners, as required
- annual development and periodic upgrades to core software applications: JD Edwards, CLASS/Active Net, Tempest, GIS, eDOCS and the Microsoft Office suite
- specialized technology upgrades and replacements for Police and Fire that are not part of the District-wide network

### Equipment

A substantial portion of this budget is utilized by Community Services in the cyclical replacement of equipment for fitness, recreation programs, cultural and special event programs and maintenance. The balance is used for Police and Fire operational equipment and other ad hoc equipment requirements.

### Facilities Maintenance

Historically, this budget was established as a percentage of the original cost of District facilities included in the program. However, in 2012, the District conducted a condition assessment of all major facilities. As part of this undertaking, a maintenance/replacement schedule was developed for each of these assets, and the budget is now driven by a facility maintenance program based on actual facility condition assessments.

In 2016, a significant portion of the budget is for the construction of the new Police Services & Municipal Hall building.

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## Vehicle Fleet

The District currently maintains a fleet of vehicles and other motorized equipment (excluding Transit) at over 200 units. The fleet is maintained according to best practices recommended in a Fleet Management Review conducted in 2006.

Replacement cycles average nine to 10 years for cars, trucks and vans; three to four years for frontline police vehicles; eight to 15 years for dump trucks and other heavy equipment; and 20 years for fire pumpers, 15 years as a first response vehicle and five years as a reserve. Actual replacement is subject to an individual case assessment, inspection and review of historical maintenance costs.

## Grounds and Parks

Generally speaking, Grounds and Parks is broken into sub-categories of infrastructure; each sub-category has a five-year planning horizon. Projects are prioritized according to safety issues, profile and visibility and degree of deterioration.

## Transportation Infrastructure

West Vancouver's Roads Maintenance Program is managed through Road Matrix, a state-of-the-art pavement management system. Stantec Engineering physically tests representative road structures every three to five years and provides the District with a recommended five-year road maintenance program. Current funding levels have not kept pace with construction cost increases over the past several years.

West Vancouver's Bridge Maintenance Program is derived from bridge inspections performed annually by AECOM and is reported in their most recent Bridge Inspection Report, which recommends a five-year bridge maintenance program.

# 2016 CAPITAL PROGRAM

## Program Summary

	2016 Budget		Funding Source					
	Tax Levy Funded	Prior Year Approved Work in Progress	External Funding	Endowment Fund	Community Amenity Contributions	Development Cost Charges	External Borrowing	
<b>CAPITAL PROGRAM</b>								
<b>Information Technology</b>	<b>1,180,948</b>	<b>812,758</b>	-	<b>350,000</b>	-	-	<b>18,190</b>	-
Current Year Projects	1,097,990	729,800	-	350,000	-	-	18,190	-
Prior Year Approved Work in Progress	82,958	82,958	-	-	-	-	-	-
<b>Equipment</b>	<b>1,006,950</b>	<b>892,300</b>	-	<b>73,820</b>	-	<b>40,830</b>	-	-
Current Year Projects	966,120	892,300	-	73,820	-	-	-	-
Prior Year Approved Work in Progress	40,830	-	-	-	-	40,830	-	-
<b>Vehicle Fleet</b>	<b>1,363,600</b>	<b>1,331,600</b>	-	<b>32,000</b>	-	-	-	-
Current Year Projects	1,363,600	1,331,600	-	32,000	-	-	-	-
Prior Year Approved Work in Progress	-	-	-	-	-	-	-	-
<b>Facilities</b>	<b>20,223,432</b>	<b>2,380,159</b>	-	<b>107,150</b>	-	<b>736,034</b>	<b>32,126</b>	<b>16,967,963</b>
Current Year Projects	19,312,563	2,270,450	-	74,150	-	-	-	16,967,963
Prior Year Approved Work in Progress	910,869	109,709	-	33,000	-	736,034	32,126	-
<b>Grounds and Parks</b>	<b>2,424,045</b>	<b>542,445</b>	-	<b>872,400</b>	-	<b>360,800</b>	<b>648,400</b>	-
Current Year Projects	1,492,300	470,800	-	495,500	-	-	526,000	-
Prior Year Approved Work in Progress	931,745	71,645	-	376,900	-	360,800	122,400	-
<b>Transportation Infrastructure</b>	<b>8,094,300</b>	<b>4,373,334</b>	-	<b>1,037,966</b>	-	<b>2,083,000</b>	<b>600,000</b>	-
Current Year Projects	7,994,300	4,273,334	-	1,037,966	-	2,083,000	600,000	-
Prior Year Approved Work in Progress	100,000	100,000	-	-	-	-	-	-
<b>Total</b>								
Current Year Projects	32,226,873	9,968,284	-	2,063,436	-	2,083,000	1,144,190	16,967,963
Prior Year Approved Work in Progress	2,066,402	364,312	-	409,900	0	1,137,664	154,526	-
	<b>34,293,275</b>	<b>10,332,596</b>	-	<b>2,473,336</b>	-	<b>3,220,664</b>	<b>1,298,716</b>	<b>16,967,963</b>

# 2016 CAPITAL PROGRAM

## Information Technology

	2016 Budget	Funding Source		
		Tax Levy Funded	External Funding	Development Cost Charges
<b>Current Year Projects</b>				
<b>Technology Plan</b>				
<b>Core Applications Support</b>				
eDocs Licensing True Up	73,188	73,188	-	-
VMWare ESX Hosts Replacement	116,626	116,626	-	-
Wi-Fi upgrade project	28,944	28,944	-	-
<b>Core Hardware</b>				
General Refresh - Failed Print Devices	20,000	20,000	-	-
Mobile Device Replacement	46,374	46,374	-	-
SAN Storage Expansion	39,574	39,574	-	-
Security, Demilitarized work zone Initiative	21,450	21,450	-	-
Server Refresh	37,447	37,447	-	-
Switch Replacement	43,260	43,260	-	-
UPS Battery Replacement	10,000	10,000	-	-
Voice Routers Replacement	69,552	69,552	-	-
	<u>506,415</u>	<u>506,415</u>	<u>-</u>	<u>-</u>
<b>Other Hardware / Software</b>				
<b>Fire &amp; Rescue Services</b>				
Information systems upgrades and fire truck hardware	69,400	69,400	-	-
Upgrade fibre connectivity	18,190	-	-	18,190
Maintenance Connections - work order and scheduling software	13,804	13,804	-	-
<b>Engineering &amp; Environment Services</b>				
Additional Licenses for GIS software and Maintenance Connections	30,161	30,161	-	-
Transit - Barcoding solution implementation including hardware	350,000	-	350,000	-
<b>Parks, Culture &amp; Community Services</b>				
Staff Scheduling Software, Audio Visual Solution and Hardware	41,700	41,700	-	-
Maintenance Connections licenses and Skylogic Lighting application	27,320	27,320	-	-
Replacement of obsolete Recreation Operating System Software (Class)	41,000	41,000	-	-
	<u>591,575</u>	<u>223,385</u>	<u>350,000</u>	<u>18,190</u>
<b>Current Year Projects Sub-Total</b>	<u><b>1,097,990</b></u>	<u><b>729,800</b></u>	<u><b>350,000</b></u>	<u><b>18,190</b></u>
<b>Prior Year Approved Work in Progress</b>				
<b>Other Hardware / Software</b>				
<b>Legislative Services</b>				
Core hardware for Legislative Services	13,959	13,959	-	-
<b>Parks, Culture &amp; Community Services</b>				
Replacement of obsolete Recreation Operating System Software (Class)	68,999	68,999	-	-
<b>Prior Year Approved Work in Progress Sub-Total</b>	<u><b>82,958</b></u>	<u><b>82,958</b></u>	<u><b>-</b></u>	<u><b>-</b></u>
<b>Total</b>	<u><b>1,180,948</b></u>	<u><b>812,758</b></u>	<u><b>350,000</b></u>	<u><b>18,190</b></u>



# 2016 CAPITAL PROGRAM

## Equipment

	2016 Budget	Funding Source		
		Tax Levy Funded	External Funding	Community Amenity Contributions
<b>Current Year Projects</b>				
<b>Corporate Services</b>				
Facilities: Aquatic Centre Washer/Dryer Upgrade	21,500	21,500	-	-
	<u>21,500</u>	<u>21,500</u>	<u>-</u>	<u>-</u>
<b>Police Services</b>				
Real Time Identification (RTID) Package	32,000	32,000	-	-
	<u>32,000</u>	<u>32,000</u>	<u>-</u>	<u>-</u>
<b>Fire &amp; Rescue Services</b>				
Auto Extrication Equipment	18,448	18,448	-	-
Fire Hoses	10,700	10,700	-	-
Personal Protection Equipment	95,000	95,000	-	-
SCBA - Self-Contained Breathing Apparatus	167,513	167,513	-	-
Technical Rescue Equipment	100,339	100,339	-	-
	<u>392,000</u>	<u>392,000</u>	<u>-</u>	<u>-</u>
<b>Parks, Culture &amp; Community Services</b>				
Aquatic Inflatable Play Structure	8,250	-	8,250	-
Gymnastics Equipment Replacement	11,300	11,300	-	-
Pool Accessibility Lift	5,300	5,300	-	-
Replacement of SAC Refrigerated Food Service Units	10,000	5,000	5,000	-
Weight room Equipment Replacement - Aquatic Centre	95,800	95,800	-	-
Weight room Equipment Replacement - GECC	71,600	71,600	-	-
	<u>202,250</u>	<u>189,000</u>	<u>13,250</u>	<u>-</u>
<b>Library Services</b>				
Library Books & Materials - Core Collection	257,800	257,800	-	-
Library Books & Materials - Enhanced Collection	60,570	-	60,570	-
	<u>318,370</u>	<u>257,800</u>	<u>60,570</u>	<u>-</u>
<b>Current Year Projects Sub-Total</b>	<b><u>966,120</u></b>	<b><u>892,300</u></b>	<b><u>73,820</u></b>	<b><u>-</u></b>
<b>Prior Year Approved Work in Progress</b>				
<b>Library Services</b>				
Library Interior Signage	40,830	-	-	40,830
<b>Total</b>	<b><u>1,006,950</u></b>	<b><u>892,300</u></b>	<b><u>73,820</u></b>	<b><u>40,830</u></b>

# 2016 CAPITAL PROGRAM

## Vehicle Fleet

	2016 Budget	Funding Source	
		Tax Levy Funded	External Funding
<b>Current Year Projects</b>			
<b>Police Services</b>			
Police - 2 Front Line Vehicles	116,600	116,600	-
Purchase of Leased Vehicle	27,000	27,000	-
	<u>143,600</u>	<u>143,600</u>	<u>-</u>
<b>Fire &amp; Rescue Services</b>			
Replacement of Fire Truck F048	800,000	800,000	-
	<u>800,000</u>	<u>800,000</u>	<u>-</u>
<b>Engineering &amp; Environment Services</b>			
Refurbish Tandem Dump boxes. Units M001 and M023.	14,000	14,000	-
Single axle dump truck. Unit M016.	122,000	122,000	-
Single axle dump truck. Unit M040.	122,000	122,000	-
	<u>258,000</u>	<u>258,000</u>	<u>-</u>
<b>Parks, Culture &amp; Community Services</b>			
Replacement of 15 Passenger Van	64,000	32,000	32,000
Single axle dump truck. Unit P026.	78,000	78,000	-
Utility Vehicle. Unit A006.	20,000	20,000	-
	<u>162,000</u>	<u>130,000</u>	<u>32,000</u>
<b>Total</b>	<b><u>1,363,600</u></b>	<b><u>1,331,600</u></b>	<b><u>32,000</u></b>

# 2016 CAPITAL PROGRAM

## Facilities Maintenance

	2016 Budget		Funding Source				
		Tax Levy Funded	External Funding	Community Amenity Contributions	Development Cost Charges	External Borrowing	
<b>Current Year Projects</b>							
<b>Facility Maintenance</b>							
<b>Corporate Services</b>							
Facilities renewal - general infrastructure repairs and replacement	296,100	296,100	-	-	-	-	
Municipal Hall - Council Chambers AV Air Conditioning	18,000	18,000	-	-	-	-	
Municipal Hall - Minor Renovations	40,000	40,000	-	-	-	-	
Municipal Rental Facilities - Minor Renovations and Upgrades	35,000	35,000	-	-	-	-	
Police Services & Municipal Hall Project	16,967,963	-	-	-	-	16,967,963	
	<u>17,357,063</u>	<u>389,100</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>16,967,963</u>	
<b>Fire &amp; Rescue Services</b>							
Fire Hall #4 - Exercise Room Ventilation	10,000	10,000	-	-	-	-	
Fire Hall #1 - Apparatus Floor Structural Repairs	115,000	115,000	-	-	-	-	
	<u>125,000</u>	<u>125,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
<b>Engineering &amp; Environment Services</b>							
Operations Centre - Plough Storage Replacement	30,000	30,000	-	-	-	-	
Operations Centre Salt Spreader Truck Wash Station	25,000	25,000	-	-	-	-	
	<u>55,000</u>	<u>55,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
<b>Parks, Culture &amp; Community Services</b>							
Aquatic Centre - Steel Structure Protection	25,000	25,000	-	-	-	-	
Aquatic Centre - Air handling Units	327,000	327,000	-	-	-	-	
WV Community Centre - Playground Skylight Replacement	48,000	48,000	-	-	-	-	
Seniors' Activity Centre Coffee Bar Replacement	14,300	7,150	7,150	-	-	-	
	<u>414,300</u>	<u>407,150</u>	<u>7,150</u>	<u>-</u>	<u>-</u>	<u>-</u>	
<b>Library Services</b>							
Facility Enhancements	67,000	-	67,000	-	-	-	
Shelving Replacement	103,125	103,125	-	-	-	-	
West Wing Renovation	135,100	135,100	-	-	-	-	
Interior Facility Project	1,019,800	1,019,800	-	-	-	-	
Network Backbone Recabling	36,175	36,175	-	-	-	-	
	<u>1,361,200</u>	<u>1,294,200</u>	<u>67,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	
<b>Current Year Projects Sub-Total</b>	<b>19,312,563</b>	<b>2,270,450</b>	<b>74,150</b>	<b>-</b>	<b>-</b>	<b>16,967,963</b>	
<b>Prior Year Approved Work in Progress</b>							
<b>Facility Maintenance</b>							
<b>Parks, Culture &amp; Community Services</b>							
Aquatic Centre change room expansion and upgrade	22,500	22,500	-	-	-	-	
Lighthouse Park - Light Tower Restoration	49,500	16,500	33,000	-	-	-	
Community Centre Pathway Markings for Visually Impaired	20,000	20,000	-	-	-	-	
Gertrude Lawson Museum & Archives	40,000	40,000	-	-	-	-	
West Bay Park Washroom Replacement	42,835	10,709	-	-	32,126	-	
	<u>174,835</u>	<u>109,709</u>	<u>33,000</u>	<u>-</u>	<u>32,126</u>	<u>-</u>	
<b>Library Services</b>							
West Wing Renovation	736,034	-	-	736,034	-	-	
<b>Prior Year Approved Work in Progress Sub-Total</b>	<b>910,869</b>	<b>109,709</b>	<b>33,000</b>	<b>736,034</b>	<b>32,126</b>	<b>-</b>	
<b>Total</b>	<b>20,223,432</b>	<b>2,380,159</b>	<b>107,150</b>	<b>736,034</b>	<b>32,126</b>	<b>16,967,963</b>	

# 2016 CAPITAL PROGRAM

## Grounds & Parks

	2016	Funding Source			
	Budget	Tax Levy Funded	External Funding	Community Amenity Contributions	Development Cost Charges
<b>Current Year Projects</b>					
<b>Parks, Culture &amp; Community Services</b>					
<b>Upgrade and renewal of various parks and sports fields:</b>					
Altamont Park Completion	140,000	-	40,000	-	100,000
Ambleside Park Playground Upgrades - Phase 3	225,000	-	30,000	-	195,000
Ambleside Waterfront Parks Redevelopment	100,000	-	-	-	100,000
Park Outdoor Fitness Equipment	195,000	-	195,000	-	-
Track and Artificial Field - West Vancouver Secondary	200,000	-	200,000	-	-
	<u>860,000</u>	<u>-</u>	<u>465,000</u>	<u>-</u>	<u>395,000</u>
<b>Landscape, trails and tree renewal:</b>					
Replacement/Repair Trails and Trail Structures	90,000	90,000	-	-	-
Whyte Lake Park - Improve Trailhead and Parking	25,000	25,000	-	-	-
	<u>115,000</u>	<u>115,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Other park facilities:</b>					
Eagle Harbour Drainage and Irrigation Replacement	239,000	108,000	-	-	131,000
Lighthouse Park Parking Lot - Safety Upgrade Phase 1	55,000	55,000	-	-	-
Memorial Park - Accessibility Improvements	30,500	-	30,500	-	-
Replacement of Failing Park Infrastructure	45,000	45,000	-	-	-
Waterfront Park Pier Repairs	40,300	40,300	-	-	-
	<u>409,800</u>	<u>248,300</u>	<u>30,500</u>	<u>-</u>	<u>131,000</u>
<b>Engineering &amp; Environment Services</b>					
Dundarave/Marr Creek Habitat Compensation Reef	48,500	48,500	-	-	-
Navy Jack Sub-tidal Habitat	59,000	59,000	-	-	-
	<u>107,500</u>	<u>107,500</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Current Year Projects Sub-Total</b>	<b><u>1,492,300</u></b>	<b><u>470,800</u></b>	<b><u>495,500</u></b>	<b><u>-</u></b>	<b><u>526,000</u></b>
<b>Prior Year Approved Work in Progress</b>					
<b>Parks, Culture &amp; Community Services</b>					
<b>Upgrade and renewal of various parks and sports fields:</b>					
Ambleside Playground Equipment Replacement	170,000	22,100	25,500	-	122,400
Revitalization and Upgrade of the Ambleside Skateboard Park	275,000	24,000	175,000	76,000	-
	<u>445,000</u>	<u>46,100</u>	<u>200,500</u>	<u>76,000</u>	<u>122,400</u>
<b>Landscape, trails and tree renewal:</b>					
Rodgers Creek Development of Trails	101,200	-	101,200	-	-
<b>Other park facilities:</b>					
Western Civic Site Parking	160,000	-	75,200	84,800	-
<b>Arts &amp; Culture</b>					
Hollyburn Lodge (Planning Rebuild)	200,000	-	-	200,000	-
Public Art Repair and Maintenance	25,545	25,545	-	-	-
	<u>225,545</u>	<u>25,545</u>	<u>-</u>	<u>200,000</u>	<u>-</u>
<b>Prior Year Approved Work in Progress Sub-Total</b>	<b><u>931,745</u></b>	<b><u>71,645</u></b>	<b><u>376,900</u></b>	<b><u>360,800</u></b>	<b><u>122,400</u></b>
<b>Total</b>	<b><u>2,424,045</u></b>	<b><u>542,445</u></b>	<b><u>872,400</u></b>	<b><u>360,800</u></b>	<b><u>648,400</u></b>

# 2016 CAPITAL PROGRAM

## Transportation Infrastructure

	2016 Budget	Funding Source			
		Tax Levy Funded	External Funding	Community Amenity Contributions	Development Cost Charges
<b>Current Year Projects</b>					
<b>Renewal of Existing Infrastructure</b>					
Bridge and Structural Infrastructure	600,000	600,000	-	-	-
Cycling Infrastructure	55,000	55,000	-	-	-
Pedestrian Infrastructure	175,000	160,000	15,000	-	-
Road and Pavement Infrastructure	2,820,000	2,820,000	-	-	-
Transportation Support Infrastructure	340,000	265,000	75,000	-	-
	<u>3,990,000</u>	<u>3,900,000</u>	<u>90,000</u>	<u>-</u>	<u>-</u>
<b>Other Projects</b>					
Union Court	216,300	-	216,300	-	-
Underground Wiring	850,000	-	250,000	-	600,000
Translink - Transit Related Road Infrastructure Program (TRRIP)	50,000	25,000	25,000	-	-
Storm Diversion	2,083,000	-	-	2,083,000	-
Spirit Trail - Horseshoe Bay	400,000	133,334	266,666	-	-
Railway Crossing	300,000	150,000	150,000	-	-
Orthophotos & Building Outlines (Footprints)	65,000	65,000	-	-	-
1100 - 1200 Block Keith Road Traffic Calming and Pedestrian Improvements Project Phase 2	40,000	-	40,000	-	-
	<u>4,004,300</u>	<u>373,334</u>	<u>947,966</u>	<u>2,083,000</u>	<u>600,000</u>
<b>Current Year Projects Sub-Total</b>	<b><u>7,994,300</u></b>	<b><u>4,273,334</u></b>	<b><u>1,037,966</u></b>	<b><u>2,083,000</u></b>	<b><u>600,000</u></b>
<b>Prior Year Approved Work in Progress Sub-Total</b>					
<b>Other Projects</b>					
Railway Crossing	100,000	100,000	-	-	-
<b>Total</b>	<b><u>8,094,300</u></b>	<b><u>4,373,334</u></b>	<b><u>1,037,966</u></b>	<b><u>2,083,000</u></b>	<b><u>600,000</u></b>

# CAPITAL PROJECT DESCRIPTIONS

## General Fund Projects

### **Police Services & Municipal Hall Project (\$16,967,963)**

This project is for the planning, design and construction of the new Police Services & Municipal Hall Project, on the Municipal Hall site. This building will house the functional requirements for police, municipal services, meeting and training spaces and building support systems.

### **Storm Water Diversion System (\$2,083,000)**

Managing storm water to prevent flooding and to keep residents safe is a priority for the District of West Vancouver. An Integrated Stormwater Management Plan (ISMP) for the Rodgers Creek Development area was completed in 2013. The ISMP recommends the construction of a diversion pipe to divert water from five creeks under high-flow conditions to reduce concerns of flooding related to life and property safety in the existing Westmount and Altamont neighbourhoods. The first phase of this project will be the construction of a large storm sewer that will run from above the Upper Levels Highway to a new outfall at Burrard Inlet.

### **West Vancouver Memorial Library Interior Facility Project (\$1,019,800)**

This project addresses infrastructure renewal requirements identified in a Facility Life Cycle Assessment Report, as well as space needs identified through public consultation and by space planning professionals. The interior renovations will be done in conjunction with the west wing exterior renovation to minimize service disruption in future years and to achieve cost efficiencies by aggregating construction management, mobilization of trades and moving/storage of collections and furnishings. The scope of work includes renewal of mechanical systems, replacement of water distribution lines, network and electrical cabling, lighting fixtures, carpeting, and washroom finishings and fixtures.

### **West Vancouver Memorial Library West Wing Renovation (\$871,134)**

This project to renovate the library's west wing addresses envelope and structural issues identified in the 2009 Building Assessment and 2012 Seismic Assessment Reports. The scope of work includes the replacement of the roofing membrane, west wing skylights, structural bracing and resurfacing of the parking deck.

### **Underground Wiring (\$850,000)**

The undergrounding of the hydro poles will improve the aesthetics of the area, open up the road right-of-way to allow future street improvements, and provide better views down to the waterfront. The District contracted BC Hydro to put underground hydro poles in the 1000 and 2100 blocks of Marine Drive.

### **Replacement of Fire Truck (\$800,000)**

This project replaces an end-of-life quint-type fire truck with a pumper-type fire truck. As part of the North Shore shared services, this pumper fire truck will provide greater consistency among the three North Shore municipalities while improving the versatility, useful life and service to the community.

### **Spirit Trail (\$400,000)**

The Spirit Trail is a unique, waterfront-oriented, multi-use pathway that will provide pedestrians, cyclists and people with wheeled mobility aids a continuous and relatively flat connection across the North Shore. This project involves proposed sections of the Spirit Trail from Seaview Walk to the trail's terminus at Horseshoe Bay, depending on ongoing public consultation and final design. The construction of the Spirit Trail from Gleneagles Elementary School to Horseshoe Bay (Zones 3 and 4) is expected to be completed in 2016.



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### **Railway Crossing Safety Improvements (\$400,000)**

In 2008, CN Rail and the District of West Vancouver agreed to a number of significant upgrades at rail crossings throughout the municipality in order to meet new Transport Canada regulations and maintain the District's current Anti-Whistling Policy. The Roads & Transportation Division proposes to begin these improvements at the crossing with the highest need that has been identified by CN Rail and the District. District staff has been undertaking a detailed assessment of all railway crossings to determine the highest priority for improvements. The District has benefited from cost sharing through the federal Grade Crossing Improvement Program (GCIP). The work includes the installation of automatic flashers and gates at a selected vehicular rail crossing location in the District.

### **Revitalization and Upgrade of the Ambleside Skatepark (\$275,000)**

This project is a continuation of the 2015 capital project to renovate the Ambleside Skatepark, which had reached the end of its lifespan. In 2013 a group of park users approached the District to develop a collaborative process to renovate the park. The users also donated funding in 2014 for the District to hire a skateboard design company, and subsequently fundraised \$100,000 towards the construction. Staff, park users and the design firm collaborated on the design and the new skatepark is anticipated to be a signature element of Ambleside Park.

# CAPITAL PROJECT DESCRIPTIONS

## Water, Sewer, Cemetery & Golf

### WATER UTILITY FUND

#### Annual Replacement Program (\$3,600,000)

Work within the water annual asset management program is in support of the Water Asset Management Plan. The annual work plan includes mainline rehabilitation, Supervisory Control And Data Acquisitions (SCADA) system rehabilitation and upgrades and water treatment facilities upgrades, as well as continued asset design and condition assessments.

#### Equipment Replacement (\$221,500)

This represents the water utility fund portion of replacement of fleet vehicles and equipment primarily used in utility construction and operations (one tandem, one backhoe and one utility service vehicle), as well as additional equipment to replace hired equipment servicing a fourth utility crew (one tandem and one backhoe).

### SEWER UTILITY FUND

#### Sanitary Replacements (\$3,410,000)

Work within the sewer annual asset management program is in support of the Sewer Asset Management Plan. The annual work plan includes mainline rehabilitation, SCADA system rehabilitation and, upgrades to sewer treatment facilities and lifts station replacements, as well as continued asset design and condition assessments.

#### Storm Improvements (\$2,880,000)

Work within the storm annual asset management program is in support of the Stormwater Asset Management Plan. The annual work plan includes mainline rehabilitation, culvert replacement and upgrades, as well as continued asset design and condition assessments.

#### Vehicles and Equipment (\$264,500)

This represents the sewer utility fund portion of replacement of fleet vehicles and equipment primarily used in utility construction and operations (one tandem, one backhoe and one utility service vehicle), as well as additional equipment to replace hired equipment servicing a fourth utility crew (one tandem and one backhoe).

### SOLID WASTE UTILITY FUND

#### Improvements (\$20,000)

Capital funding has been set aside to enhance the solid waste collection location for Eagle Island. The project will proceed subject to completion of the Metro Vancouver sewer rehabilitation in that area.

### CEMETERY FUND (\$182,745)

#### Annual Renewal Program/Vehicles and Equipment

The work being performed under this category for 2016 is to replace the deteriorating entrance sign with one similar to those used at park entries, with complimentary landscaping to create a welcoming entrance to the Cemetery.

#### Ongoing Site Development

The scope of work in 2016 includes a drainage study for develop options to address ground water in the context of ongoing long-term site development. In 2016, as part of longer term development, there will be an expansion of burial space in the west area north of Mathers Avenue, to provide 100 traditional in-ground burial plots which will provide sufficient in-ground burial in this area for approximately seven years.





**10. Utility & Other Funds**

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# WATER UTILITY

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The Water Utility provides for a safe and continuous supply of drinking water to residents through establishing and maintaining water mains, valves, reservoirs, pump stations and treatment. This utility includes the operation of the District's state-of-the-art Eagle Lake and Montizambert Creek membrane filtration facilities. The District also supplements its own water sources by purchasing bulk treated water from Metro Vancouver.

## 2015 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

### Ambleside: Waterfront & Town Centre

- supported redevelopment of Ambleside through rehabilitation of water infrastructure.

### Built Form, Housing & Neighbourhood Character

- supported Planning in reviewing applications for new development related to water servicing considerations.

### Fiscal Sustainability & Municipal Services

- developed a Water Reserve Fund Bylaw, in conjunction with Finance
- completed a Master Water Servicing Study
- completed Annual Water System Capital Replacement/Renewal programs.

### Natural Environment & Climate Action

- managed 2015 drought conditions through enhanced water conservation outreach to residents.

### Police Services & Municipal Hall Project

- provided support for the design and construction phase of the project with respect to water servicing requirements.

## 2016 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

### Built Form, Housing & Neighbourhood Character

- support Planning in the review of applications for new development related to water servicing considerations (Sewell's Landing, Cypress Village).

### Fiscal Sustainability & Municipal Services

- implement long-term replacement planning for water assets further to deficiencies, system improvements, and upgrades as identified in the Water Master Servicing Study
- complete Annual Water System Capital Replacement/Renewal programs
- develop District Engineering Design Guidelines in conjunction with Land Development, Engineering and Roads & Transportation.

### Natural Environment & Climate Action

- provide assistance on cross-departmental collaboration that supports environmental and sustainability projects.

## 2016 OPERATIONAL INITIATIVES

- support the Ministry of Health's proposal for the adoption of a professional reliance model in the preparation of Public Health and Environmental Risk Management Plans
- support policy changes to the Environmental Operators Certification Program (EOCP) operating model being led by the Province with the ultimate goal of better reflecting the needs of all water systems including operator training, system classification and management structures.

# WATER UTILITY

## Statement of Operations

	Budget 2016		Actual 2015		Actual 2014	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
User Fees	94.47%	12,209,500	94.95%	11,838,726	92.36%	10,877,145
Meter Rental Charges	4.25%	549,500	4.26%	531,173	4.59%	541,091
Micro Power Generation	0.24%	30,500	0.00%	-	0.13%	15,565
Developer Contributions	0.00%	-	0.00%	-	2.49%	293,037
Internal Recoveries	1.04%	135,000		46,452		-
Other Revenue	0.00%	-	0.41%	51,692	0.42%	49,637
	<b>100.00%</b>	<b>12,924,500</b>	<b>99.63%</b>	<b>12,468,043</b>	<b>100.00%</b>	<b>11,776,475</b>
<b>Expenses</b>						
Water Purchases	48.18%	3,390,000	61.49%	4,211,274	55.36%	3,397,823
Administration Charge	2.84%	200,000	2.92%	200,000	3.26%	200,000
Operations and Maintenance	49.22%	3,463,400	54.21%	3,712,797	56.80%	3,485,922
Transfer to/(from) Surplus	-0.24%	(17,200)	-18.62%	(1,275,064)	-15.42%	(946,228)
	<b>100.00%</b>	<b>7,036,200</b>	<b>100.00%</b>	<b>6,849,008</b>	<b>100.00%</b>	<b>6,137,518</b>
		<b>5,888,300</b>		<b>5,619,035</b>		<b>5,638,957</b>
<b>Capital</b>						
Water System Rehabilitation		3,821,500		3,552,219		3,572,142
Eagle Lake Development		-		-		-
		<b>3,821,500</b>		<b>3,552,219</b>		<b>3,572,142</b>
<b>Debt Service</b>		2,066,800		2,066,816		2,066,816



# WATER UTILITY

## Rate Setting Model

Revenue Requirements	2015	2016	2017	2018	2019	2020
	Actual	Proposed	Projected	Projected	Projected	Projected
<b>Revenues</b>						
Utility Fee Revenue	11,838,726	12,209,500	12,881,000	13,525,100	14,201,300	14,911,400
Meter Rental Charges	531,173	549,500	549,500	549,500	549,500	549,500
Micro Power Generation	-	30,500	30,500	30,500	30,500	30,500
Internal Recoveries	46,452	135,000	135,000	135,000	135,000	135,000
Other Revenue	51,692	-	-	-	-	-
<b>Total Revenues</b>	<b>12,468,043</b>	<b>12,924,500</b>	<b>13,596,000</b>	<b>14,240,100</b>	<b>14,916,300</b>	<b>15,626,400</b>
<b>Expenses</b>						
Operating Expenses	8,124,072	7,053,400	7,382,700	7,601,300	7,827,400	8,059,900
Equipment Replacement	361,990	221,500	240,000	185,000	125,000	130,000
Debt Service	2,066,816	2,066,800	2,066,800	1,988,400	1,988,400	1,988,400
Infrastructure Management Program	3,190,229	3,600,000	3,900,000	4,385,000	4,625,000	4,930,000
<b>Total Expenses</b>	<b>13,743,107</b>	<b>12,941,700</b>	<b>13,589,500</b>	<b>14,159,700</b>	<b>14,565,800</b>	<b>15,108,300</b>
<b>Annual Surplus / (Deficiency)</b>	<b>(1,275,064)</b>	<b>(17,200)</b>	<b>6,500</b>	<b>80,400</b>	<b>350,500</b>	<b>518,100</b>
<b>Annual Rate Revenue Requirement</b>		<b>6.0%</b>	<b>5.5%</b>	<b>5.0%</b>	<b>5.0%</b>	<b>5.0%</b>
Metro Vancouver Rate Increases		7.9%	8.6%	4.9%	4.0%	4.0%

Operating Expenses	2015	2016	2017	2018	2019	2020
Water Consumed @ GVRD Rate	6,222,061	6,079,500	6,602,200	6,925,600	7,264,900	7,620,700
Less Water Consumed Own Source	(2,010,787)	(2,689,500)	(2,952,200)	(3,127,600)	(3,312,900)	(3,509,700)
<b>Water Purchased from GVRD</b>	<b>4,211,274</b>	<b>3,390,000</b>	<b>3,650,000</b>	<b>3,798,000</b>	<b>3,952,000</b>	<b>4,111,000</b>
Administration Fee	200,000	200,000	200,000	200,000	200,000	200,000
Operations Centre	119,891	131,600	134,200	136,900	139,700	142,400
Meters Maintenance	340,870	215,600	219,900	224,300	228,800	233,400
<b>System Operating</b>						
Administration	520,261	507,100	517,200	527,600	538,100	548,900
Supply	567,415	513,200	523,500	533,900	544,600	555,500
Distribution	1,549,853	1,412,900	1,441,200	1,470,000	1,499,400	1,529,400
Membrane Filtration	614,507	683,000	696,700	710,600	724,800	739,300
<b>Total</b>	<b>8,124,071</b>	<b>7,053,400</b>	<b>7,382,700</b>	<b>7,601,300</b>	<b>7,827,400</b>	<b>8,059,900</b>

Infrastructure Management	2015	2016	2017	2018	2019	2020
<b>Long-Term Infrastructure Management</b>						
Eagle Lake Development	-	-	-	-	-	-
Infrastructure Management	3,190,229	3,600,000	3,900,000	4,200,000	4,500,000	4,800,000
<b>Total</b>	<b>3,190,229</b>	<b>3,600,000</b>	<b>3,900,000</b>	<b>4,200,000</b>	<b>4,500,000</b>	<b>4,800,000</b>
<b>Funding Sources</b>						
Developer Contributions	-	-	-	-	-	-
Rate/Reserve Funding	3,190,229	3,600,000	3,900,000	4,200,000	4,500,000	4,800,000
<b>Total</b>	<b>3,190,229</b>	<b>3,600,000</b>	<b>3,900,000</b>	<b>4,200,000</b>	<b>4,500,000</b>	<b>4,800,000</b>



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

6.

## COUNCIL REPORT

Date: October 28, 2015  
From: Andy Kwan, Manager, Utilities  
Subject: **Water Utility Fees for 2016**

File: 1815-19

---

### RECOMMENDED THAT:

1. Water Utility fees be increased for 2016 to the amounts set out in Schedule A and B of the proposed "Waterworks Regulation Bylaw No. 4490, 2006, Amendment Bylaw No. 4861, 2015," as attached;
2. Proposed "Waterworks Regulation Bylaw No. 4490, 2006, Amendment Bylaw No. 4861, 2015," be read a first, second and third time; and
3. Proposed "Water Utility Reserve Bylaw No. 4864, 2015" be read a first, second and third time.

### Purpose

Further to Council's direction established during the 2015 rate setting exercise, this report presents information in support of the proposed Water Utility fee adjustments and details the recommended increases for 2016.

### **1.0 Background**

#### 1.1 Prior Resolutions

*Waterworks Regulation Bylaw No. 4490, 2006* ("Bylaw") was adopted in 2006. Since that time, there have been several amendments, most commonly made on an annual basis to adjust fees.

#### 1.2 History

The District's Water Utility produces and delivers potable water to all residents and businesses within the municipality. Fees collected go directly to providing these services and can be broken down into five main areas:

1. Purchase of potable water from Metro Vancouver (MV);
2. Operation and maintenance of the Eagle Lake and Montizambert supply systems (dams, intakes, pumps, pipelines, treatment plants, chlorination stations, etc.);
3. Operation and maintenance of the distribution system (storage tanks, pump stations, valves, mains, etc.);
4. Renewal of the supply and distribution systems (infrastructure management capital and debt servicing); and
5. Renewal of vehicles and equipment associated with these functions.

## **2.0 Policy**

### **2.1 Policy**

Historically, the Water Utility has operated under a pay-as-you-go approach. All costs attributable to the production and delivery of potable water are borne by the utility, and are paid for in the year that they occur. Exceptions to this policy have been related to the investments made in universal metering, and to the development of the Eagle Lake water source.

It is being proposed that a Water Utility Reserve be established. The Reserve would:

- Provide a mechanism to accumulate funds for future infrastructure investments;
- Be consistent with Divisional long term financial planning;
- Mitigate the effects of escalating regional costs by providing an alternative to unrealistic rate increases (rate stabilization); and
- Provide a funding source for operating emergencies which may occur from time to time.

The Reserve would be operated such that the planned annual contributions to capital are to be treated as Reserve Fund contributions and transferred to the Reserve. Through the financial plan process the Reserve would then serve as a funding source for the annual capital program. Unspent funds would remain within the Reserve. As the utility's annual contribution to capital approaches the CPI-adjusted long-term infrastructure funding level, the Reserve would hold the funds until they are needed. A Budget Bylaw Amendment would be required for mid-year emergency appropriations from the Reserve.

The Reserve would be treated as appropriated equity and would accrue interest. The earned interest would become part of the accumulated balance of the reserve and would be subject to the reserve guidelines for use.

There are no planned transfers to the Reserve planned for 2016. Once the Reserve is established, planned transfers will be incorporated into the financial plan.

## 2.2 Bylaw

*Waterworks Regulation Bylaw No. 4490, 2006, Amendment Bylaw No. 4861, 2015* is a bylaw to amend the fees related to the use of water.

It is proposed that *Water Utility Reserve Bylaw No. 4864, 2015* be adopted by Council to establish a Water Utility Reserve.

## 3.0 **Analysis**

### 3.1 Discussion

#### Eagle Lake Development

The Eagle Lake water source was developed over a series of years culminating in the commissioning of the membrane filtration plant in 2008. Approximately \$20 million has been invested to date in the Eagle Lake Development Plan, in part to offset the rising costs of water purchases from MV, but also to enhance the District's capability to be self-sufficient in its water supply.

The plant currently supplies approximately 45% of the municipality's water at a unit cost below that available from MV (\$0.52/m<sup>3</sup> versus \$0.65/m<sup>3</sup>).

As a result, in 2016, use of the water source at Eagle Lake is expected to save the District approximately \$525,000, when compared to purchasing the equivalent amount of water at MV rates. Once the debt associated with the construction of the plant has been retired, these savings will increase.

#### Universal Metering

The District began billing all consumers for water consumption under a full user-pay, universally metered system in January 1, 2007. The Universal Metering Project was implemented to provide customer equity, to promote water conservation, and to detect leaks. Charges based on an escalating tariff structure and the actual volume consumed, have resulted in an equitable framework that rewards conservation efforts.

Figure 1 shows the declining trend in overall water consumption. Between 2004 and 2013, total water consumption decreased by 23% with the largest reductions

occurring in 2006 and 2007 due to residents' awareness of metering and the identification and repair of private service connection leaks downstream of the water meter.

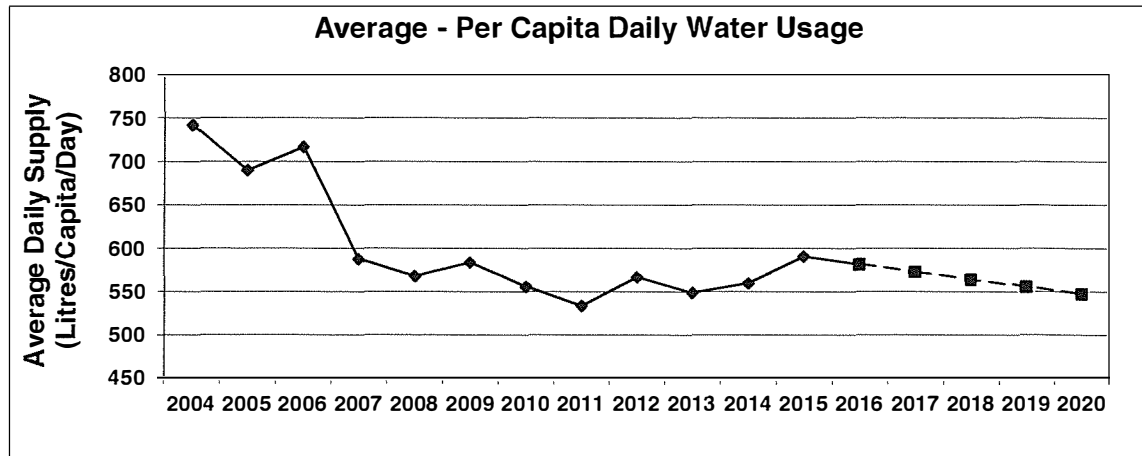


Figure 1

### Infrastructure Management Program

The District remains committed to developing a comprehensive infrastructure management plan for all District assets. Over the past number of years, particular focus has been paid to implementing an infrastructure management program for the Water Utility.

This work included the completion of a high level infrastructure management study, the *Water Asset Management Plan* (February, 2010) for the Water Utility (available for viewing on the District's website). This plan outlines sustainable infrastructure replacement funding levels over the next 100 years.

This baseline study has formed the basis for expanding the asset management program, including the following initiatives:

- Continued condition assessment of water infrastructure to better refine the District's infrastructure management needs;
- Development of a coordinated capital plan between the Water, Sewer and Drainage, and Roads groups to ensure cost-effective delivery of capital renewal works; and
- Development of a Water Distribution Network Master Plan to identify capacity restrictions within the water system for subsequent incorporation into asset management efforts and in response to new development and changing water demands.

### Five Year Financial Plan (2016-2020)

Short and long term cost drivers incorporated into the Five Year Financial Plan

(2016-2020) for the Water Utility (Appendix A) are as follows:

- Regional Water Rate: The MV rate increase for bulk treated water in 2016 is 1.7%, which is less than what was projected last year, with additional increases for 2017 to 2020 projected at 8.6% for 2017 and 4.9% for 2018 - 2020. The 2017 to 2020 projections are consistent to increases predicted last year. These projections are based on MV's long range financial projections prepared in 2013, the last year projections were produced. Through 2016 as MV completes its budget cycle process updates it is expected that revised projections will be available.

- Infrastructure Replacement: The *Water Asset Management Plan* indicates that the annual replacement requirement over the next 100 years is \$3.7 million (in 2009 dollars).

This figure compares to a current capital budget of approximately \$3 million. Further to Council's direction first provided during the 2010 rate setting exercise, a further increase of \$300,000 is proposed in 2016.

- Funding: an annual increase of \$300,000 is proposed for 2017-2020 in order to achieve the CPI adjusted long term infrastructure funding level by 2020 (\$4.8 million), which is the approach confirmed by Council last year.
- The current funding plan will result in water, sanitary, and storm systems all achieving the CPI-adjusted long-term infrastructure funding levels in 2020.
- Materials & Supplies: a \$35,600 increase to the materials and supplies budget has been incorporated into the 2016 operating budget to account for increased costs. Water treatment chemical costs have increased as a result of a new purchasing agreement; as the treatment plants are aging and components are reaching the end of their useful lives additional operating costs are being incurred to maintain the plants.
- Hydro Costs: a \$17,200 increase to the hydro budget has been incorporated into the 2016 operating budget to correspond to the posted 6% increase in BC Hydro rates.
- Equipment Replacement: In an effort to have the utility functions carry the full cost of their operating and capital needs, the capital replacement of vehicles and equipment primarily used within the Utilities Department will be funded through the Utility Funds. In past years these purchases had been funded through the General Fund. This change will more accurately reflect the true costs of operating the Utilities. An hourly capital charge will be added to the vehicle charge out rates to recover the capital cost as it is charged to operations, capital projects and third party work.

Planned 2016 Water capital vehicle and equipment purchases are:

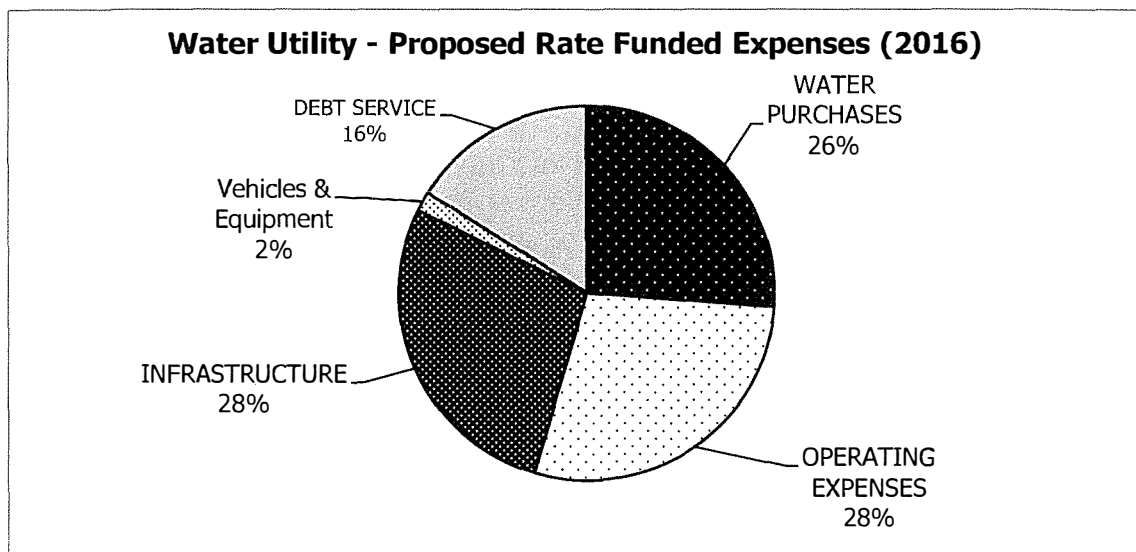
Type	Details	Cost
Pickup	New acquisition to replace a leased vehicle. Lease cost savings will be realized.	\$ 33,500

Pickup	New acquisition to replace a leased vehicle. Lease cost savings will be realized.	\$ 39,000
Pickup	New acquisition to replace a leased vehicle. Lease cost savings will be realized.	\$ 39,000
Excavator	Replacement of backhoe M057. M057 is at the end of its useful life and is being replaced with an excavator which will better meet operational demands.	\$ 110,000
<b>Total Vehicles &amp; Equipment</b>		<b>\$ 221,500</b>

Financial impacts associated with the renewal/rehabilitation costs associated with aging MV infrastructure remains unknown and thus have not been included at this time. These costs are anticipated to be reflected in future increases to the MV water rate, as regional asset management work is proposed by MV for 2016.

2016 Water Utility Expenditures

Figure 2 shows the breakdown of the proposed Water Utility expenditures for 2016.



**Figure 2**

Additional revenue requirements anticipated for the 2016 - 2020 budget years are projected to be 6% in 2016, 5.5% in 2017, and 5% for each of the last three years of the Five Year Financial Plan. These estimates are subject to change with continuing efforts related to development of the asset management program, fluctuations in the cost of bulk water from MV, and the potential to increase usage of Eagle Lake water within the District as the system is further optimized.

The 6% increase for 2016 is higher than the 5% predicted last year. While there is uncertainty associated with MV rate projections, and they are expected to

increase in future years, at this time, the historical practice of transferring Metro Vancouver costs directly to West Vancouver rate payers has been maintained.

The predicted annual charge for the median single family household in 2016 is \$587. This represents an increase of \$28 or 5.1% over 2015.

The difference in the percentage associated with the total revenue increase and the median user increase can be attributed to the metered rate structure, the unique nature of water usage for individuals, and the split between base and variable charges.

Figure 3 illustrates the actual historical and proposed median customer bill for single family dwellings in the District between 2009 and 2020.

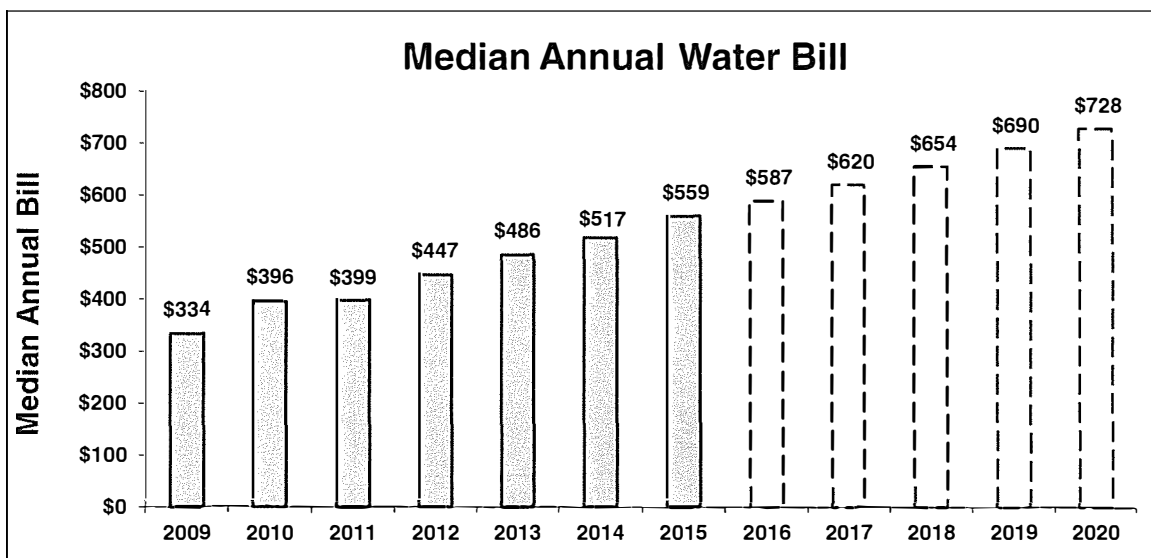


Figure 3

The increase to the Water Utility bill can be primarily attributed to the proposed increases for infrastructure renewal and water purchases from Metro Vancouver.

### Conclusion

Staff recommends that an overall revenue increase of 6% be approved for 2016.

This increase results in a quarterly charge for single family, multi-family and commercial class users, as specified in Schedule A of the proposed Bylaw (Appendix B).

Staff also recommends the creation of a Water Utility Reserve (Appendix C).

### 3.2 Sustainability

The District's universal metering program provides the ability for residents to monitor and control their water usage which helps to foster conservation.



### 3.3 Consultation

The rate setting exercise for the Water Utility Fund was a collaborative effort with Finance Department staff.

### 3.4 Communications Process

Presentation of the revenue requirement for the Water Utility Fund is included as part of the communications related to the overall District Budget process.

## 4.0 Options

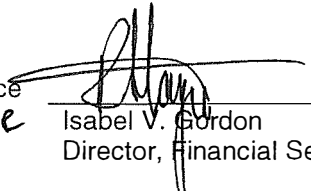
### 4.1 Council may:

- Approve the proposed bylaw amendments; or
- Defer consideration of the proposed bylaw amendments; or
- Request further information regarding the proposed bylaw amendments.

Author:

*for*   
\_\_\_\_\_  
Andy Kwan  
Manager, Utilities

Concurrence

*for*   
\_\_\_\_\_  
Isabel V. Gordon  
Director, Financial Services

Appendices:

Appendix A: Water Utility - 5 Year Financial Plan (2016 - 2020).

Appendix B: Proposed "Waterworks Regulation Bylaw No. 4490, 2006, Amendment Bylaw No. 4861, 2015."

Appendix C: Proposed "Water Utility Reserve Bylaw No. 4864, 2015".

# District of West Vancouver

Water Utility - 5 Year Financial Plan

## Summary

APPENDIX A

	2015	2015 (FC)	2016	2017	2018	2019	2020
Revenue Requirements	BUDGET	FORECASTED ACTUALS	PROPOSED	PROPOSED	PROPOSED	PROPOSED	PROPOSED
<b>Revenues</b>							
Utility Fee Revenue	\$ 11,518,400	\$ 12,100,000	\$ 12,209,500	\$ 12,881,000	\$ 13,525,100	\$ 14,201,300	\$ 14,911,400
Meter Rental Charges	\$ 549,500	\$ 549,500	\$ 549,500	\$ 549,500	\$ 549,500	\$ 549,500	\$ 549,500
Micro Power Generation	\$ 30,500	\$ 30,500	\$ 30,500	\$ 30,500	\$ 30,500	\$ 30,500	\$ 30,500
Equipment Recovery	\$ -	\$ 46,300	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 12,098,400</b>	<b>\$ 12,726,300</b>	<b>\$ 12,924,500</b>	<b>\$ 13,596,000</b>	<b>\$ 14,240,100</b>	<b>\$ 14,916,300</b>	<b>\$ 15,626,400</b>
<b>Expenses</b>							
Operating Expenses	\$ 6,657,300	\$ 7,589,300	\$ 7,053,400	\$ 7,382,700	\$ 7,601,300	\$ 7,827,400	\$ 8,059,900
Equipment Replacement	\$ 401,500	\$ 401,500	\$ 221,500	\$ 240,000	\$ 185,000	\$ 125,000	\$ 130,000
Debt Service	\$ 2,066,800	\$ 2,066,800	\$ 2,066,800	\$ 2,066,800	\$ 1,988,400	\$ 1,988,400	\$ 1,988,400
Infrastructure Management Program	\$ 3,300,000	\$ 3,300,000	\$ 3,600,000	\$ 3,900,000	\$ 4,385,000	\$ 4,625,000	\$ 4,930,000
<b>Total Expenses</b>	<b>\$ 12,425,600</b>	<b>\$ 13,357,600</b>	<b>\$ 12,941,700</b>	<b>\$ 13,589,500</b>	<b>\$ 14,159,700</b>	<b>\$ 14,565,800</b>	<b>\$ 15,108,300</b>
<b>FINAL NET REVENUE</b>	<b>\$ (327,200)</b>	<b>\$ (631,300)</b>	<b>\$ (17,200)</b>	<b>\$ 6,500</b>	<b>\$ 80,400</b>	<b>\$ 350,500</b>	<b>\$ 518,100</b>
Annual Rate Revenue Requirement			6.0%	5.5%	5.0%	5.0%	5.0%
Metro Vancouver Rate Increases			7.9%	8.6%	4.9%	4.0%	4.0%
<b>Operating Expenses</b>	<b>2015 BUDGET</b>	<b>2015 (FC)</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Water Consumed @ GVRD Rate	5,861,000	6,185,000	6,079,500	6,602,200	6,925,600	7,264,900	7,620,700
Less - Water Consumed from Own Sources	(2,791,000)	(2,183,000)	(2,689,500)	(2,952,200)	(3,127,600)	(3,312,900)	(3,509,700)
<b>Water Purchased from GVRD</b>	<b>3,070,000</b>	<b>4,002,000</b>	<b>3,390,000</b>	<b>3,650,000</b>	<b>3,798,000</b>	<b>3,952,000</b>	<b>4,111,000</b>
Administration Fee	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Operations Centre Charge	131,600	131,600	131,600	134,200	136,900	139,700	142,400
Meters Maintenance	214,100	214,100	215,600	219,900	224,300	228,800	233,400
<b>System Operating</b>							
Administration	509,400	509,400	507,100	517,200	527,600	538,100	548,900
Supply	489,800	489,800	513,200	523,500	533,900	544,600	555,500
Distribution	1,397,600	1,397,600	1,412,900	1,441,200	1,470,000	1,499,400	1,529,400
Membrane Filtration	644,800	644,800	683,000	696,700	710,600	724,800	739,300
<b>Total</b>	<b>\$ 6,657,300</b>	<b>\$ 7,589,300</b>	<b>\$ 7,053,400</b>	<b>\$ 7,382,700</b>	<b>\$ 7,601,300</b>	<b>\$ 7,827,400</b>	<b>\$ 8,059,900</b>
<b>Infrastructure Management</b>	<b>2015 BUDGET</b>	<b>2015 (FC)</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Long Term - Infrastructure Management							
Eagle Lake Development Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Infrastructure Management Program	\$ 3,300,000	\$ 3,300,000	\$ 3,600,000	\$ 3,900,000	\$ 4,200,000	\$ 4,500,000	\$ 4,800,000
<b>Total</b>	<b>\$ 3,300,000</b>	<b>\$ 3,300,000</b>	<b>\$ 3,600,000</b>	<b>\$ 3,900,000</b>	<b>\$ 4,200,000</b>	<b>\$ 4,500,000</b>	<b>\$ 4,800,000</b>
<b>Funding Sources</b>							
Grant/Third Party Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rate/Reserve Funding	\$ 3,300,000	\$ 3,300,000	\$ 3,600,000	\$ 3,900,000	\$ 4,200,000	\$ 4,500,000	\$ 4,800,000
<b>Total</b>	<b>\$ 3,300,000</b>	<b>\$ 3,300,000</b>	<b>\$ 3,600,000</b>	<b>\$ 3,900,000</b>	<b>\$ 4,200,000</b>	<b>\$ 4,500,000</b>	<b>\$ 4,800,000</b>
<b>Equipment Renewal</b>	<b>2015 BUDGET</b>	<b>2015 (FC)</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Acquisitions	\$ 401,500	\$ 401,500	\$ 221,500	\$ 240,000	\$ 185,000	\$ 125,000	\$ 130,000
Recoveries	\$ -	\$ (46,300)	\$ (135,000)	\$ (135,000)	\$ (135,000)	\$ (135,000)	\$ (135,000)
<b>Total</b>	<b>\$ 401,500</b>	<b>\$ 355,200</b>	<b>\$ 86,500</b>	<b>\$ 105,000</b>	<b>\$ 50,000</b>	<b>\$ (10,000)</b>	<b>\$ (5,000)</b>
<b>Fund Balances</b>	<b>2015 BUDGET</b>	<b>2015 (FC)</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Water - Operating Surplus	\$ 1,870,783	\$ 1,566,683	\$ 1,549,500	\$ 1,556,000	\$ 1,636,400	\$ 1,986,900	\$ 2,505,000
Development Cost Charges	\$ 606,972	\$ 650,321	\$ 680,321	\$ 700,321	\$ 720,321	\$ 740,321	\$ 760,321
<b>Total</b>	<b>\$ 2,477,755</b>	<b>\$ 2,217,004</b>	<b>\$ 2,229,821</b>	<b>\$ 2,256,321</b>	<b>\$ 2,356,721</b>	<b>\$ 2,727,221</b>	<b>\$ 3,265,321</b>

### NOTES -

Current Five Year Plan Includes the following Assumptions  
 Estimated contractual staff/labour increases  
 2% CPI Increases for five years 2016-2019  
 Increases to the Metro Vancouver Bulk Water Rate as provided by Metro Vancouver (See above)  
 Increases in the Infrastructure Management Program to reach CPI adjusted sustainable funding levels, by 2020



District of West Vancouver

**Waterworks Regulation**  
**Bylaw No. 4490, 2006,**  
**Amendment Bylaw No. 4861, 2015**

Effective Date: December 7, 2015

# Waterworks Regulation Bylaw No. 4490, 2006, Amendment Bylaw No. 4861, 2015

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District of West Vancouver

## **Waterworks Regulation Bylaw No. 4490, 2006, Amendment Bylaw No. 4861, 2015**

A bylaw to amend the fees related to the use of water.

Previous amendments: Amendment Bylaws 4521, 4539, 4584, 4587, 4662, 4667, 4706, 4741, 4774, 4819.

WHEREAS the Council of The Corporation of the District of West Vancouver deems it expedient to amend “Waterworks Regulation Bylaw No. 4490, 2006”;

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

### **Part 1 Citation**

- 1.1 This bylaw may be cited as Waterworks Regulation Bylaw No. 4490, 2006, Amendment Bylaw No. 4861, 2015.

### **Part 2 Severability**

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

### **Part 3 Amendments**

- 3.1 Waterworks Regulation Bylaw No. 4490, 2006, is amended as follows:
  - 3.1.1 Deleting Schedules “A” and “B” and replacing with new Schedules “A” and “B” as attached hereto.

### **Schedules**

Schedule A: Schedule of Water Meter Base Rates


Schedule B: Schedule of Water Meter Volume Rates

READ A FIRST TIME on November 23, 2015

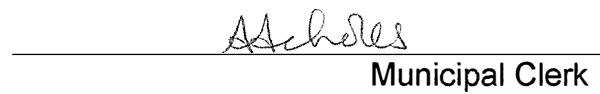
READ A SECOND TIME on November 23, 2015

READ A THIRD TIME on November 23, 2015

ADOPTED by the Council on December 7, 2015



\_\_\_\_\_ Mayor



\_\_\_\_\_ Municipal Clerk

## Schedule A: Water Meter Base Rates

### 1. Water Base Charge (Quarterly) for Universal Metered Customers

<b>Meter Size</b>	<b>Single Family Residential</b>	<b>Multi-Family Residential</b>	<b>Commercial</b>
16 mm	\$59.63	\$127.68	\$170.24
19 mm	\$59.93	\$127.68	\$170.24
25 mm	\$59.63	\$127.68	\$170.24
38 mm	\$93.77	\$227.91	\$313.36
50 mm	\$148.87	\$366.14	\$499.22
75 mm	\$396.73	\$797.47	\$1,053.05
100 mm	\$556.04	\$1,239.15	\$1,670.50
150 mm	\$964.28	\$2,318.04	\$3,184.97
200 mm		\$3,612.45	\$4,995.01
250 mm		\$5,168.36	\$7,147.69

### 2. Meter Fee Per Unit (Quarterly) for Universal Metered Customers

	<b>Single Family Residential</b>	<b>Multi-Family Residential</b>	<b>Commercial</b>
<b>Per Unit</b>	\$16.67	\$16.67	\$16.67



## Schedule B: Water Meter Volume Rates

### 1. Metered Water Volume Rates Based on Quarterly Consumption

	<b>First 60 Cubic Meters</b> (0 - 60 m <sup>3</sup> )	<b>From 61-180 Cubic Meters</b> (61 - 180 m <sup>3</sup> )	<b>All in excess of 181 Cubic Meters</b> (Over 181 m <sup>3</sup> )
<b>Single Family Residential</b>	\$1.09	\$1.47	\$1.83

	<b>All Usage Per Cubic Meter</b> (m <sup>3</sup> )
<b>Multi-Family Residential</b>	\$1.26
<b>Commercial</b>	\$1.26

# WATER UTILITY

## Supplemental Schedule Other Funds

	Five-Year Financial Plan \$000's				
	2016	2017	2018	2019	2020
<b>WATER UTILITY</b>					
<b>Revenue</b>					
User Fees	12,209	12,881	13,524	14,201	14,910
Meter Rental Charges	550	550	550	550	550
Micro Power Generation	31	31	31	31	31
Equipment Recovery	135	135	135	135	135
Transfers In	17	-	-	-	-
	<u>12,942</u>	<u>13,597</u>	<u>14,240</u>	<u>14,917</u>	<u>15,626</u>
<b>Expenditure</b>					
Water Purchases	3,390	3,650	3,798	3,952	4,111
System Operating	3,663	3,733	3,804	3,875	3,949
System Replacements	3,420	3,738	3,983	4,224	4,528
Equipment Replacement	402	402	402	402	402
Debt Service	2,067	2,067	1,988	1,988	1,988
Transfer Out	-	7	265	476	648
	<u>12,942</u>	<u>13,597</u>	<u>14,240</u>	<u>14,917</u>	<u>15,626</u>

# WATER UTILITY

## Stats & Trends

### SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2015	2014	2013	2012	2011
Requests for Service	1,898	1,815	1,562	1,176	1,617
Commenced 2010, includes meter checks & leak detection work					
Volume of Water Distributed (cubic metres)	9,657,882	9,126,866	9,027,487	9,286,763	8,716,474
% of Water from District Sources	33%	43%	52%	47%	47%
# Watermain Breaks	32	28	15	25	34

### TREND OF RESOURCE REQUIREMENTS

	2015	2014	2013	2012	2011
Salaries & Benefits	1,735,953	1,634,255	1,530,470	1,403,309	1,444,261
Supplies & Other Expenses	5,649,619	4,674,725	4,027,412	3,940,547	3,706,041
Administration Charge	200,000	200,000	150,000	150,000	150,000
Debt Service	2,066,816	2,066,816	2,066,816	2,066,816	1,385,504
Capital Project Costs	3,552,219	3,572,142	2,497,100	2,209,214	2,286,447
Recoveries & Allocations	538,500	574,765	496,126	483,219	664,612
	13,743,107	12,722,703	10,767,924	10,253,105	9,636,866

# WATER UTILITY

## Consolidated Long-term Debt Projections

2016	2017	2018	2019	2020
------	------	------	------	------

### DEBT PRINCIPAL BALANCES

#### Water Utility Fund

##### Issued and Outstanding:

Infrastructure - 1997	76,421	-	-	-	-
Infrastructure - 2005	1,258,341	1,139,436	1,015,776	887,169	753,418
Universal Metering	3,633,303	3,238,988	2,828,901	2,402,411	1,958,861
Eagle Lake Development Plan - 2009	1,689,951	1,588,311	1,482,606	1,372,672	1,258,341
	<u>6,658,016</u>	<u>5,966,735</u>	<u>5,327,283</u>	<u>4,662,252</u>	<u>3,970,619</u>

### DEBT SERVICE REQUIREMENTS

#### Water Utility Fund

Infrastructure - 1997	78,442	78,442	-	-	-
Infrastructure - 2005	186,948	186,948	186,948	186,948	186,948
Universal Metering	593,647	593,647	593,647	593,647	593,647
Eagle Lake Development Plan - 2009	189,938	189,938	189,938	189,938	189,938
	<u>1,048,975</u>	<u>1,048,975</u>	<u>970,533</u>	<u>970,533</u>	<u>970,533</u>

### DEBT BORROWING CAPACITY

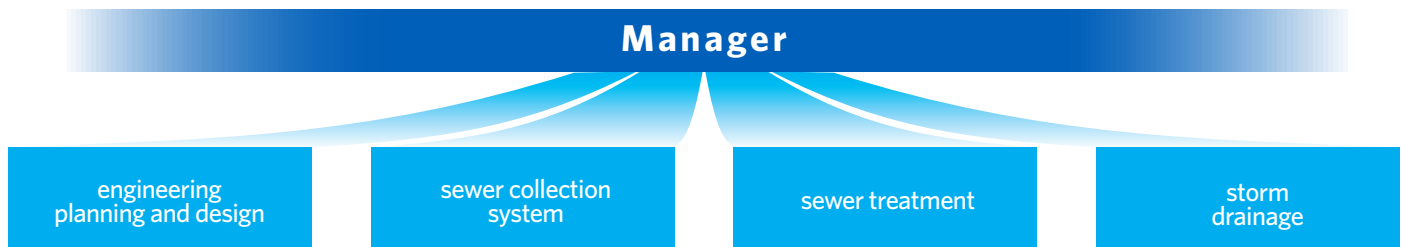
Borrowing capacity is defined in legislation as a function of liability servicing costs, which are determined with reference to prescribed annual revenues. In very general terms, the ceiling on debt servicing costs equals 25 per cent of the prior year's prescribed revenues. In turn, 20 per cent of that amount may be incurred without the assent of electors. The limits on future principal borrowings are then calculated with reference to projected future interest rates and anticipated amortization periods.

Based on 2015 revenues, the District's borrowing capacity is approximately as follows:

	2016		2017	
	Assent Free	Total Capacity	Assent Free	Total Capacity
Liability Servicing Limit	6,279,584	31,397,922	6,719,072	33,595,360
Actual Debt Servicing Costs	1,048,975	1,048,975	1,048,975	1,048,975
Liability Servicing Capacity Available	<u>5,230,609</u>	<u>30,348,947</u>	<u>5,670,097</u>	<u>32,546,385</u>
Estimated Borrowing Capacity, in Millions	<u>58.1</u>	<u>337.2</u>	<u>63.0</u>	<u>361.6</u>



# SEWER & DRAINAGE UTILITY



The Sewer & Drainage Utility provides sanitary sewer and storm drainage services through installing and maintaining pipes, manholes, culverts, sewage lift stations and the Citrus Wynd Wastewater Treatment Plant.

## 2015 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

### Ambleside: Waterfront & Town Centre

- supported redevelopment of Ambleside through rehabilitation of sanitary and storm drainage infrastructure.

### Built Form, Housing & Neighbourhood Character

- supported Planning in the review of applications for new development related to sanitary and storm servicing.

### Fiscal Sustainability & Municipal Services

- represented the District's interests related to Metro Vancouver's Lions Gate Wastewater Treatment Plant Secondary Upgrade Project process
- developed a Sewer & Drainage Reserve Fund Bylaw, in conjunction with Finance
- completed Annual Sewer Capital Replacement/Renewal programs
- began an Integrated Stormwater Management Plan for Brothers, Vinson and Hadden Creeks
- confirmed cost-sharing with British Pacific Properties Ltd. for the Five Creeks Stormwater Diversion Project.

### Police Services & Municipal Hall Project

- supported the design phase with respect to sanitary sewer and stormwater management servicing requirements.

## 2016 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

### Built Form, Housing & Neighbourhood Character

- support Planning in the review of applications for new development related to sanitary and storm servicing.

### Fiscal Sustainability & Municipal Services

- begin a Sewer Master Servicing Study and complete Annual Sewer Capital Replacement/Renewal Programs
- work towards compliance with action items in Metro Vancouver Region's Integrated Liquid Waste Resource Management Plan (ILRWMP), including an Inflow and Infiltration (I&I) Management Program
- complete an Integrated Stormwater Management Plan for Brothers, Vinson and Hadden Creeks
- support and provide assistance with construction of the Five Creeks Stormwater Diversion Project.

### Natural Environment & Climate Action

- provide assistance on cross-departmental collaborations that support environmental and sustainability projects.

### Police Services & Municipal Hall Project

- provide support for construction phase of project with respect to servicing requirements for sanitary sewer and stormwater management.

## 2016 OPERATIONAL INITIATIVES

- support the Ministry of Health's proposal for a professional reliance model for Public Health and Environmental Risk Management Plans
- support policy changes to the Environmental Operators Certification Program (EOCP) operating model.

# SEWER & DRAINAGE UTILITY

## Statement of Operations

	Budget 2016		Actual 2015		Actual 2014	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
User Fees	99.09%	14,217,700	98.78%	11,845,944	81.24%	11,593,891
Development Cost Charges	0.00%	-	0.00%	-	1.40%	200,000
Developer Contributions	0.00%	-	0.53%	64,037	17.36%	2,476,727
Internal Recoveries	0.91%	130,000		46,452		-
Other Revenue	0.00%	-	0.30%	36,224	0.00%	-
	100.00%	14,347,700	99.61%	11,992,657	100.00%	14,270,618
<b>Expenses</b>						
GVSDD Levy	73.83%	5,753,400	65.09%	5,749,913	68.07%	5,763,777
Administration Charge	2.57%	200,000	2.26%	200,000	2.36%	200,000
Sanitary Operations & Maintenance	18.22%	1,420,130	17.68%	1,562,128	17.31%	1,465,949
Storm Operations & Maintenance	12.62%	983,400	11.48%	1,014,279	13.36%	1,131,028
Transfer to/(from) Surplus	-7.23%	(563,730)	3.48%	307,727	-1.10%	(93,164)
	100.00%	7,793,200	100.00%	8,834,047	100.00%	8,467,590
		6,554,500		3,158,610		5,803,028
<b>Capital</b>						
Sanitary System Rehabilitation		3,674,500		1,542,750		3,899,698
Storm/Drainage Rehabilitation		2,880,000		1,615,860		1,903,331
		6,554,500		3,158,610		5,803,028



# SEWER & DRAINAGE UTILITY

## Rate Setting Model

Revenue Requirements	2015	2016	2017	2018	2019	2020
	Actual	Proposed	Projected	Projected	Projected	Projected
<b>Revenues</b>						
Utility Fee Revenue	11,845,944	14,217,700	15,639,500	17,203,400	18,923,800	20,816,200
Equipment Recovery	-	130,000	-	-	-	-
Developer Contributions	64,037	-	-	-	-	-
Internal Recoveries	46,452	-	-	-	-	-
Other Revenue	36,224	-	-	-	-	-
<b>Total Revenues</b>	<b>11,992,657</b>	<b>14,347,700</b>	<b>15,639,500</b>	<b>17,203,400</b>	<b>18,923,800</b>	<b>20,816,200</b>
<b>Expenses</b>						
Operating Expenses	8,526,320	8,356,900	8,750,200	9,195,600	9,700,300	10,272,600
Equipment Replacement	-	264,500	105,000	50,000	(10,000)	(5,000)
Sanitary Infrastructure	1,542,750	3,410,000	3,280,000	3,720,000	4,160,000	4,600,000
Storm Infrastructure	1,615,860	2,880,000	3,360,000	3,840,000	4,320,000	4,800,000
<b>Total Expenses</b>	<b>11,684,930</b>	<b>14,911,400</b>	<b>15,495,200</b>	<b>16,805,600</b>	<b>18,170,300</b>	<b>19,667,600</b>
<b>Annual Surplus/(Deficiency)</b>	<b>307,727</b>	<b>(563,700)</b>	<b>144,300</b>	<b>397,800</b>	<b>753,500</b>	<b>1,148,600</b>
<b>Rate Revenue Requirement Increase</b>		<b>10.0%</b>	<b>10.0%</b>	<b>10.0%</b>	<b>10.0%</b>	<b>10.0%</b>
Metro Vancouver Rate Increases		5.0%	6.0%	6.5%	7.0%	7.5%

Operating Expenses	2015	2016	2017	2018	2019	2020
GVSDD Levy	5,749,913	5,753,400	6,098,600	6,495,000	6,949,700	7,470,900
Administration Fee	200,000	200,000	200,000	200,000	200,000	200,000
Sanitary Operating & Maintenance	1,562,128	1,420,100	1,448,500	1,477,500	1,507,100	1,537,200
Storm Operating & Maintenance	1,014,279	983,400	1,003,100	1,023,100	1,043,600	1,064,500
<b>Total</b>	<b>8,526,320</b>	<b>8,356,900</b>	<b>8,750,200</b>	<b>9,195,600</b>	<b>9,700,400</b>	<b>10,272,600</b>

Infrastructure Management	2015	2016	2017	2018	2019	2020
<b>Long-Term Infrastructure Management</b>						
Storm Infrastructure	1,615,860	2,880,000	3,360,000	3,840,000	4,320,000	4,800,000
Sanitary Infrastructure	1,542,750	3,410,000	3,280,000	3,720,000	4,160,000	4,600,000
<b>Total</b>	<b>3,158,610</b>	<b>6,290,000</b>	<b>6,640,000</b>	<b>7,560,000</b>	<b>8,480,000</b>	<b>9,400,000</b>
<b>Funding Sources</b>						
Developer Contributions	64,037	-	-	-	-	-
Rate Funding - Storm	1,615,860	2,880,000	3,360,000	3,840,000	4,320,000	4,800,000
Rate Funding - Sanitary	1,478,713	3,410,000	3,280,000	3,720,000	4,160,000	4,600,000
Capital Reserves	-	(570,000)	-	-	-	-
<b>Total</b>	<b>3,158,610</b>	<b>5,720,000</b>	<b>6,640,000</b>	<b>7,560,000</b>	<b>8,480,000</b>	<b>9,400,000</b>

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

5.

## COUNCIL REPORT

Date: October 28, 2015  
From: Andy Kwan, Manager, Utilities  
Subject: **Sewer and Drainage Utility Fees for 2016**

File: 1765-01

---

### RECOMMENDED THAT:

1. Sewer Utility fees be increased for 2016 to the amounts set out in Schedule A and B of the proposed "Sewer and Drainage Utility Fee Bylaw No. 4538, 2007, Amendment Bylaw No. 4860, 2015," as attached;
2. Proposed "Sewer and Drainage Utility Fee Bylaw No. 4538, 2007, Amendment Bylaw No. 4860, 2015," be read a first, second and third time; and
3. Proposed "Sewer and Drainage Utility Reserve Bylaw No. 4865, 2015" be read a first, second and third time.

### Purpose

Further to Council's direction established during the 2015 rate setting exercise, this report presents information in support of the proposed Sewer and Drainage Utility fee adjustments, and details the recommended increases for 2016.

### 1.0 Background

#### 1.1 Prior Resolutions

*Sewer and Drainage Utility Fee Bylaw No. 4538, 2007* ("Bylaw") was adopted in 2008. Since that time, there have been several amendments, most commonly made on an annual basis to adjust fees.

#### 1.2 History

The District's Sewer and Drainage Utility conveys, treats, and disposes of sanitary sewage effluent and storm run-off for residents and businesses within the municipality. The collected fees go directly to providing sewer and drainage services, and can be broken down into five main areas:

1. Regional sewage treatment levy from Metro Vancouver (MV);
2. Operation and maintenance of the municipal Citrus Wynd Wastewater Treatment Plant;
3. Operation and maintenance of the sanitary sewer and storm drainage collection systems;
4. Renewal of the sanitary sewer and drainage systems (infrastructure management capital); and
5. Renewal of vehicles and equipment associated with these functions.

## **2.0 Policy**

### 2.1 Policy

Historically the Sewer and Drainage Utility has operated under a pay-as-you-go approach. All costs attributable to the collection and treatment of sewerage have been borne by the utility, and are paid for in the year that they occur.

It is being proposed that a Sewer and Drainage Utility Reserve be established. The Reserve would:

- Provide a mechanism to accumulate funds for future infrastructure investments;
- Be consistent with Divisional long term financial planning;
- Mitigate the effects of escalating regional costs by providing an alternative to significant rate increases (rate stabilization); and
- Provide a funding source for operating emergencies which may occur from time to time.

The Reserve would be operated such that the planned annual contributions to capital are to be treated as Reserve Fund contributions and transferred to the Reserve. Through the financial plan process the Reserve would then serve as a funding source for the annual capital program. Unspent funds would remain within the Reserve. As the utility's annual contribution to capital approaches the CPI-adjusted long-term infrastructure funding level, the Reserve would hold the funds until they are needed. A Budget Bylaw Amendment would be required for mid-year emergency appropriations from the Reserve.

The Reserve would be treated as appropriated equity and would accrue interest. The earned interest would become part of the accumulated balance of the Reserve and would be subject to the reserve guidelines for use.

There are no planned transfers to the Reserve for 2016. Once the Reserve is established, planned transfers will be incorporated into the financial plan.

## 2.2 Bylaw

*Sewer and Drainage Utility Fee Bylaw No. 4538, 2007, Amendment Bylaw No. 4860, 2015*, is a bylaw to amend the fees related to the use of the municipal Sewerage and Drainage System.

It is proposed that Sewer and Drainage Utility Reserve Bylaw No. 4865, 2015 be adopted by Council to establish a Sewer and Drainage Utility Reserve.

## 3.0 Analysis

### 3.1 Discussion

#### Key Performance Indicators (Average Water Consumption per Capita)

Water consumption serves as a proxy to annual sewer usage, due to the difficulties associated with accurately metering sewer usage. Currently single family homes are billed based on their annualized winter water consumption.

Figure 1 shows the declining trend in overall water consumption since 2004 (as represented by average daily per capita supplied volume).

Between 2004 and 2014, total water consumption decreased by 25% with the largest reductions occurring in 2006 and 2007, due to:

- Resident awareness of metering; and
- Identification and repair of private service connection leaks, downstream of the water meter.

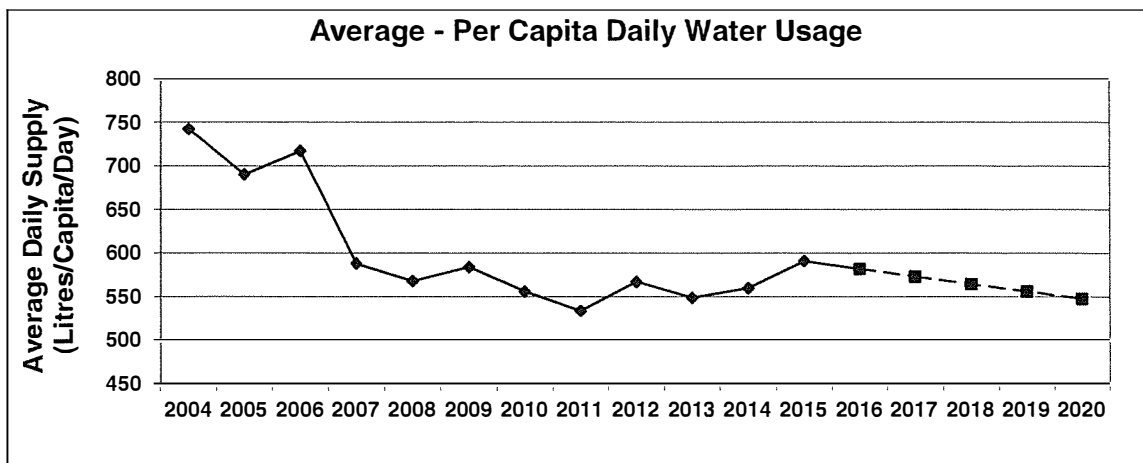


Figure 1

#### Infrastructure Management Program

The District remains committed to developing a comprehensive infrastructure

management plan for all District assets. Over the past number of years, particular focus has been paid to implementing an infrastructure management program for the Sewer and Drainage Utility.

This work included the completion of a high level infrastructure management study, the *Sanitary System Asset Management Plan* (February, 2010) for the Sewer and Drainage Utility (the full report is available on the District's website.) The plan outlines sustainable infrastructure replacement funding levels over the next 100 years:

This baseline study has formed the basis for expanding the asset management program, including the following upcoming initiatives:

- Continued condition assessment of sanitary and drainage infrastructure to better refine the District's infrastructure management needs;
- Development of a coordinated capital plan between the water, sewer and drainage, and roads systems to ensure cost-effective delivery of capital renewal works; and
- Development of a Sewer Collection System Master Plan and Integrated Stormwater Management Plan to identify capacity restrictions within the systems for subsequent incorporation into asset management efforts, and in response to new development and changing demands.

#### Five Year Financial Plan (2016-2020)

Short and long term cost drivers that have been incorporated into the Five Year Financial Plan (2016-2020) for the Sewer and Drainage Utility (Appendix A) are as follows:

- Regional Sewer Levy: the District's portion of the regional sewer levy in 2016 has increased a modest 0.44% over 2015.

However, additional increases for 2017 to 2020 are projected at 6.0%, 6.5%, 7.0%, and 7.5%, respectively, as it is anticipated that significant costs related to the existing Lions Gate Wastewater Treatment Plant will be incurred. As the existing plant ages, the costs to maintain it are expected to rise. These projections are based on MV's long range financial projections prepared in 2013, the last year projections were produced. Through 2016 as MV completes its budget cycle process updates it is expected that revised projections will be available.

- Infrastructure Replacement: the *Sanitary System Asset Management Plan* indicates that the annual replacement requirement over the next 100 years is approximately \$3.5 million and \$3.7 million (in 2009 dollars) for sanitary and drainage infrastructure, respectively.

This figure compares to a current capital budget of approximately \$2.4 million and \$2.4 million respectively. Further to Council's direction first provided

during the 2010 rate setting exercise, increases of \$440,000 and \$480,000 are proposed for sanitary and drainage capital programs in 2016.

In addition to the regular infrastructure funding, the 2016 allowances include a re-budgeting of a major 2015 capital project that will not be completed in 2015, namely:

Imperial Avenue Lift Station Replacement	A consultant was engaged in April to bring forward designs no later than October 1 in order to facilitate project completion in 2015. The consultant was not able to meet the deadline, and as such the component ordering and construction cannot be completed in 2015.	\$370,000
--	--	-----------

Carry forward funding is being sought for this 2015 project, as the 2016 infrastructure renewal program contains significant projects. This adjustment will allow the renewal program to stay on track.

- **Funding:** annual increases of \$440,000 and \$480,000 for sanitary and drainage are proposed for 2016 – 2020 in order to achieve the CPI-adjusted long-term infrastructure funding level by 2020 (approximately \$4.6 million and \$4.8 million, respectively), which is the approach confirmed by Council last year.

The current funding plan will result in water, sanitary, and storm achieving the CPI-adjusted long-term infrastructure funding levels in 2020.

- **Equipment Replacement:** In an effort to have the utility functions carry the full cost of their operating and capital needs, the capital replacement of vehicles and equipment primarily used within the Utilities Department will be funded through the Utility Funds. In past years, these purchases had been funded through the General Fund. This change will more accurately reflect the true costs of operating the Utilities. An hourly capital charge will be added to the vehicle charge out rates to recover the capital cost as it is charged to operations, capital projects and third party work.

Planned 2016 Sewer capital vehicle and equipment purchases are:

Type	Details	Cost
Pickup Truck	Replacement of M057 - has high mileage and is experiencing engine issues	\$ 45,000
Single Axle Dump Truck	Replacement of M026 - vehicle is at the end of useful life and has structural integrity concerns.	\$ 76,000
Pickup Truck	New acquisition to replace a leased vehicle. Lease cost savings will be realized.	\$ 33,500

Excavator	Replacement of backhoe M057. M057 is at the end of its useful life and is being replaced with an excavator which will better meet operational demands.	\$ 110,000
<b>Total Vehicles &amp; Equipment</b>		<b>\$ 264,500</b>

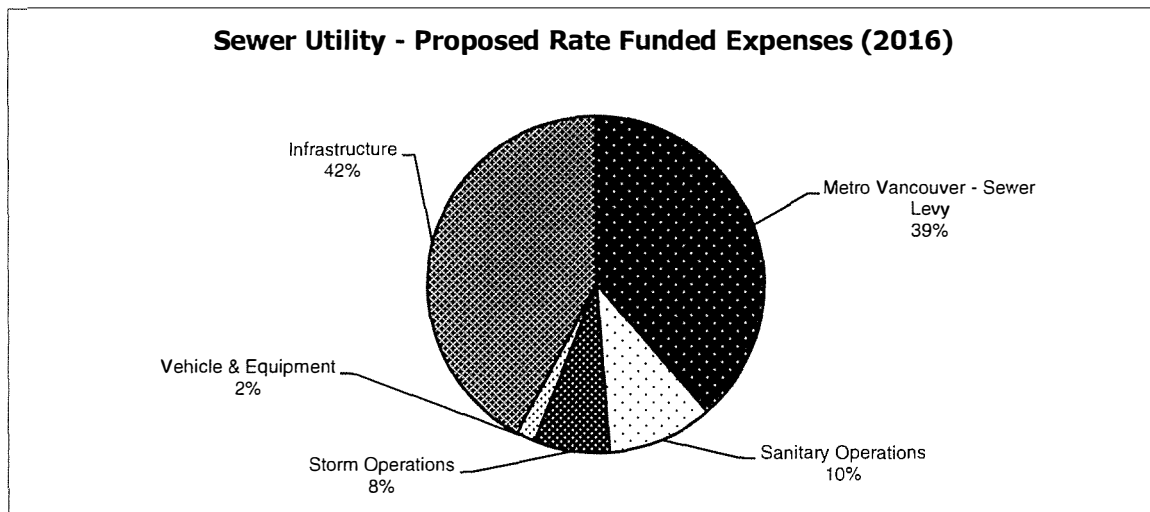
- Labour: in addition to the contractual wage increase, a further \$103,000 increase to the labour budget has been incorporated into the 2016 operating budget due to departmental restructuring and wage cost realignment.

Financial impacts associated with the following factors remain unknown, and thus have not been included at this time:

- Costs associated with the District's share of the construction of a new secondary upgrade of the Lions Gate Wastewater Treatment Plant: the MV rate increases presented above are the average for the Lower Mainland. Preliminary rate increases recently circulated suggest that MV rates for North Shore municipalities will be considerably higher than these region wide estimates. At this time, these estimates are dependent on many factors (such as senior government cost sharing) and are not reliable for use in financial planning.
- Renewal/rehabilitation costs associated with aging MV infrastructure: costs would be reflected in additional increases to the regional sewer levy in future years, as regional asset management work is proposed by MV for 2016.

2016 Sewer Utility Expenditures

Figure 2 shows the breakdown of the proposed Sewer Utility expenses for 2016.



**Figure 2**

Additional revenue requirements anticipated for the 2016 -2020 budget years are projected to be 10% for each year of the financial plan. These estimates are subject to change with continuing efforts related to development of the asset



management program, as well as fluctuations in the cost of sewage treatment by MV.

The 10% utility fee revenue increase this year is in line with the increase for 2016 projected last year. In accordance with the past pay-as-you-go policy, the District has not attempted to anticipate the future increases in the MV sewer levy due to the anticipated replacement of the Lions Gate Wastewater Treatment Plant, however establishing the Reserve will allow stabilization of future rate increases to be considered.

This overall revenue requirement will result in predicted annual charges of \$859 for the median single family household. These charges represent an increase of \$109, over 2015.

Figure 3 illustrates the historical and proposed median customer bill for single family dwellings in the District from 2009 to 2020.

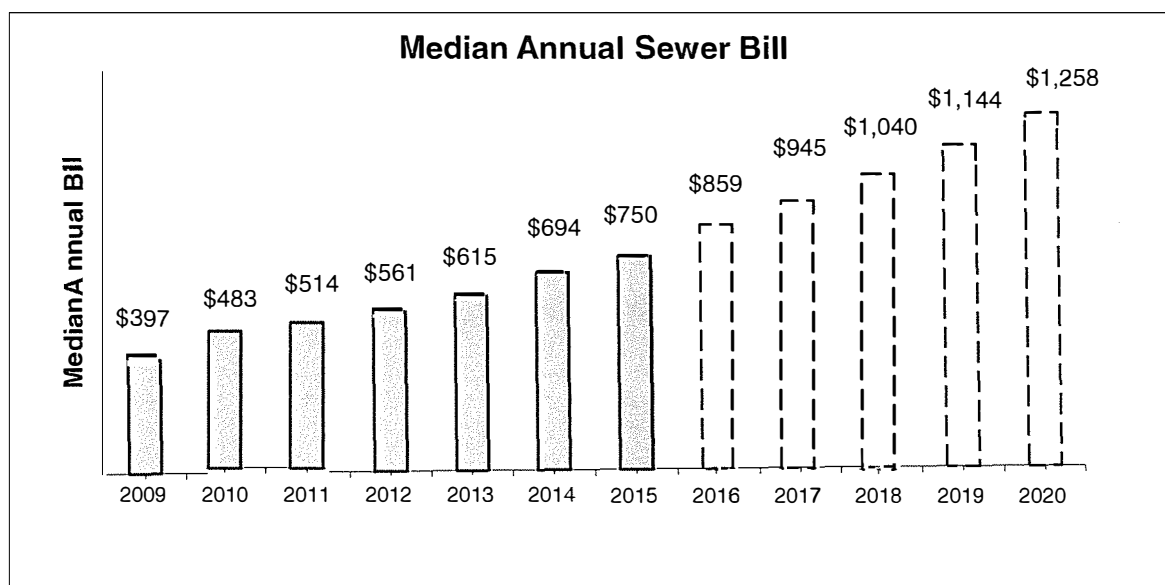


Figure 3

### Conclusion

Staff recommends that a utility fee revenue increase of 10% be approved for 2016.

This increase results in quarterly charges for single family, multi-family and commercial class users, as specified in Schedule A of the proposed Bylaw (Appendix B).

Staff also recommends the creation of a Sewer Utility Reserve (Appendix C).

### 3.2 Sustainability

The District's universal metering program provides the ability for residents to monitor and control their water usage which helps to foster conservation. As the sanitary sewage use is closely related to the quantity of water used, conservation also results in savings for residents on their Sewer and Drainage Utility bills.

### 3.3 Consultation

The rate setting exercise for the Sewer and Drainage Utility Fund was a collaborative effort with Finance Department staff.

### 3.4 Communications Process

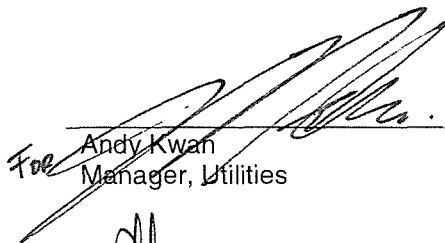
Presentation of the revenue requirement for the Sewer and Drainage Utility Fund is included as part of the communications related to the overall District Budget process.

## 4.0 Options

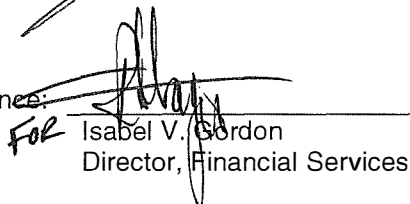
### 4.1 Council may:

- Approve the proposed bylaw amendments; or
- Defer consideration of the proposed bylaw amendments; or
- Request further information regarding the proposed bylaw amendments.

Author:

*For*   
\_\_\_\_\_  
Andy Kwan  
Manager, Utilities

Concurrence:

*For*   
\_\_\_\_\_  
Isabel V. Gordon  
Director, Financial Services

### Appendices:

Appendix A: Sewer and Drainage Utility – 5 Year Financial Plan (2016-2020).

Appendix B: Proposed “Sewer and Drainage Utility Fee Bylaw No. 4538, 2007, Amendment Bylaw No. 4860, 2015”.

Appendix C: Proposed “Sewage and Drainage Utility Reserve Bylaw No. 4865, 2015”.

**District of West Vancouver**  
**Sewer Utility - 5 Year Financial Plan**

**Summary**

Revenue Requirements	2015 BUDGET	2015 FORECASTED ACTUALS	2016 Projection	2017 Projection	2018 Projection	2019 Projection	2020 Projection
<b>Revenues</b>							
Utility Fee Revenue	\$ 12,925,200	\$ 12,925,200	\$ 14,217,700	\$ 15,639,500	\$ 17,203,400	\$ 18,923,800	\$ 20,816,200
Storm Drainage DCCS	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment Recovery	\$ -	\$ 46,000	\$ 130,000	\$ -	\$ -	\$ -	\$ -
Developer Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 13,025,200</b>	<b>\$ 13,071,200</b>	<b>\$ 14,347,700</b>	<b>\$ 15,639,500</b>	<b>\$ 17,203,400</b>	<b>\$ 18,923,800</b>	<b>\$ 20,816,200</b>
<b>Expenses</b>							
Operating Expenses	\$ 8,190,100	\$ 8,190,100	\$ 8,356,900	\$ 8,750,200	\$ 9,195,600	\$ 9,700,300	\$ 10,272,600
Equipment Replacement	\$ 401,500	\$ 401,500	\$ 264,500	\$ 105,000	\$ 50,000	\$ (10,000)	\$ (5,000)
Sanitary Infrastructure Management Program	\$ 2,400,000	\$ 1,745,000	\$ 3,410,000	\$ 3,280,000	\$ 3,720,000	\$ 4,160,000	\$ 4,600,000
Storm Infrastructure Management Program	\$ 2,400,000	\$ 2,400,000	\$ 2,880,000	\$ 3,360,000	\$ 3,840,000	\$ 4,320,000	\$ 4,800,000
<b>Total Expenses</b>	<b>\$ 13,391,600</b>	<b>\$ 12,736,600</b>	<b>\$ 14,911,400</b>	<b>\$ 15,495,200</b>	<b>\$ 16,805,600</b>	<b>\$ 18,170,300</b>	<b>\$ 19,667,600</b>
<b>Annual Surplus / (Deficiency)</b>	<b>\$ (366,400)</b>	<b>\$ 334,600</b>	<b>\$ (563,700)</b>	<b>\$ 144,300</b>	<b>\$ 397,800</b>	<b>\$ 753,500</b>	<b>\$ 1,148,600</b>
<b>Annual Rate Revenue Requirement Increase</b>			<b>10%</b>	<b>10%</b>	<b>10%</b>	<b>10%</b>	<b>10%</b>
<b>Metro Vancouver Sewer Levy Increases</b>			<b>5.0%</b>	<b>6.0%</b>	<b>6.5%</b>	<b>7.0%</b>	<b>7.5%</b>
<b>Operating Expenses</b>							
	<b>2016 (BUDGET)</b>	<b>2016 (FC)</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
GVSDD Levy	\$ 5,728,400	\$ 5,728,400	\$ 5,753,400	\$ 6,098,600	\$ 6,495,000	\$ 6,949,700	\$ 7,470,900
Administration Fee	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Sanitary Operating & Maintenance	\$ 1,332,900	\$ 1,332,900	\$ 1,420,100	\$ 1,448,500	\$ 1,477,500	\$ 1,507,100	\$ 1,537,200
Storm Operating & Maintenance	\$ 928,800	\$ 928,800	\$ 983,400	\$ 1,003,100	\$ 1,023,100	\$ 1,043,600	\$ 1,064,500
<b>Total</b>	<b>\$ 8,190,100</b>	<b>\$ 8,190,100</b>	<b>\$ 8,356,900</b>	<b>\$ 8,750,200</b>	<b>\$ 9,195,600</b>	<b>\$ 9,700,400</b>	<b>\$ 10,272,600</b>
<b>Infrastructure Management</b>							
	<b>2016 (BUDGET)</b>	<b>2016 (FC)</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Long Term - Infrastructure Management</b>							
Storm Infrastructure Management Program	\$ 2,400,000	\$ 2,400,000	\$ 2,880,000	\$ 3,360,000	\$ 3,840,000	\$ 4,320,000	\$ 4,800,000
Sanitary Infrastructure Management Program	\$ 2,400,000	\$ 1,745,000	\$ 3,410,000	\$ 3,280,000	\$ 3,720,000	\$ 4,160,000	\$ 4,600,000
<b>Total</b>	<b>\$ 4,800,000</b>	<b>\$ 4,145,000</b>	<b>\$ 6,290,000</b>	<b>\$ 6,640,000</b>	<b>\$ 7,560,000</b>	<b>\$ 8,480,000</b>	<b>\$ 9,400,000</b>
<b>Funding Sources</b>							
Storm DCC's	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -
Developer Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rate Funding - Storm	\$ 2,300,000	\$ 2,300,000	\$ 2,880,000	\$ 3,360,000	\$ 3,840,000	\$ 4,320,000	\$ 4,800,000
Rate Funding - Sanitary	\$ 2,400,000	\$ 1,830,000	\$ 3,410,000	\$ 3,280,000	\$ 3,720,000	\$ 4,160,000	\$ 4,600,000
Use of Capital Reserves	\$ -	\$ -	\$ (570,000)	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 4,800,000</b>	<b>\$ 4,230,000</b>	<b>\$ 5,720,000</b>	<b>\$ 6,640,000</b>	<b>\$ 7,560,000</b>	<b>\$ 8,480,000</b>	<b>\$ 9,400,000</b>
<b>Equipment Renewal</b>							
	<b>2016 (BUDGET)</b>	<b>2016 (FC)</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Acquisitions	\$ 401,500	\$ 401,500	\$ 264,500	\$ 240,000	\$ 185,000	\$ 125,000	\$ 130,000
Recoveries	\$ -	\$ (46,000)	\$ (130,000)	\$ (135,000)	\$ (135,000)	\$ (135,000)	\$ (135,000)
<b>Total</b>	<b>\$ 401,500</b>	<b>\$ 355,500</b>	<b>\$ 134,500</b>	<b>\$ 105,000</b>	<b>\$ 50,000</b>	<b>\$ (10,000)</b>	<b>\$ (5,000)</b>
<b>Fund Balances</b>							
	<b>2016 (BUDGET)</b>	<b>2016 (FC)</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Operating Fund (Rate Stabilization)	\$ 2,096,300	\$ 3,358,100	\$ 1,966,300	\$ 2,196,200	\$ 2,624,600	\$ 3,348,600	\$ 4,472,800
Equipment Renewal Fund	\$ (401,500)	\$ (355,500)	\$ (536,000)	\$ (641,000)	\$ (691,000)	\$ (681,000)	\$ (676,000)
Capital Fund	\$ 42,900	\$ 43,641	\$ 44,500	\$ 45,400	\$ 46,300	\$ 47,200	\$ 48,100
<b>Sub-Total - Reserves</b>	<b>\$ 1,737,700</b>	<b>\$ 3,046,241</b>	<b>\$ 1,474,800</b>	<b>\$ 1,600,600</b>	<b>\$ 1,979,900</b>	<b>\$ 2,714,800</b>	<b>\$ 3,844,900</b>
Storm DCC Balance	\$ 3,616,084	\$ 3,626,453	\$ 3,750,000	\$ 3,876,000	\$ 4,004,500	\$ 4,184,200	\$ 4,369,700
<b>Total</b>	<b>\$ 5,353,784</b>	<b>\$ 6,672,694</b>	<b>\$ 5,224,800</b>	<b>\$ 5,476,600</b>	<b>\$ 5,984,400</b>	<b>\$ 6,899,000</b>	<b>\$ 8,214,600</b>

**NOTES -**

Current Five Year Plan Includes the following Assumptions  
 Estimated contractual staff/labour increases  
 2% CPI Increases for five years 2016-2019  
 Increases to the Metro Vancouver Sewer Levy as provided by Metro Vancouver (See above)  
 Increases in the Infrastructure Management Program to reach CPI adjusted sustainable funding levels, by 2020



District of West Vancouver

**Sewer and Drainage Utility Fee  
Bylaw No. 4538, 2007,  
Amendment Bylaw No. 4860, 2015**

Effective Date: December 14, 2015

District of West Vancouver

**Sewer and Drainage Utility Fee  
Bylaw No. 4538, 2007,  
Amendment Bylaw No. 4860, 2015**

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District of West Vancouver

# **Sewer and Drainage Utility Fee Bylaw No. 4538, 2007, Amendment Bylaw No. 4860, 2015**

A bylaw to amend the fees related to the use of the Municipal Sewerage and Drainage System

Previous amendments: Amendment Bylaws 4585, 4588, 4623, 4665, 4707, 4742, 4773, and 4820, 4822.

WHEREAS the Council of The Corporation of the District of West Vancouver deems it expedient to amend the Sewer and Drainage Utility Fee Bylaw No. 4538, 2007;

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

## **Part 1 Citation**

- 1.1 This bylaw may be cited as Sewer and Drainage Utility Fee Bylaw No. 4538, 2007, Amendment Bylaw No. 4860, 2015.

## **Part 2 Severability**

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

## **Part 3 Amendments**

- 3.1 Sewer and Drainage Utility Fee Bylaw No. 4538, 2007 is amended as follows:

3.1.1 Deleting Schedule "A" and "B" and replacing with new Schedule "A" and "B" as attached hereto.

## Schedules

Schedule A: Sewer Meter Base Rates

Schedule B: Sewer Meter Volume Rates

READ A FIRST TIME on November 23, 2015

READ A SECOND TIME on November 23, 2015

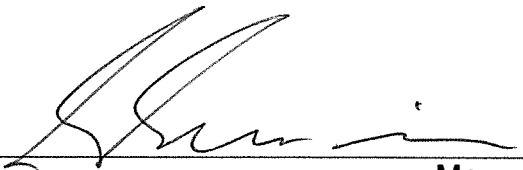
READ A THIRD TIME on November 23, 2015

THIRD READING RESCINDED on December 7, 2015

AMENDED on December 7, 2015

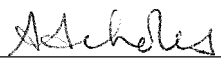
READ A THIRD TIME AS AMENDED on December 7, 2015

ADOPTED by the Council on December 14, 2015



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Mayor



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Municipal Clerk



## Schedule A: Sewer Meter Base Rates

### 1. Sewer Base Charge Per Unit (Quarterly)

Customer Class	Sanitary	Drainage Levy	Quarterly Fixed Charge: Total
Single Family Residential	\$28.76	\$91.30	\$120.06
Multi-Family Residential	\$28.76	\$91.30	\$120.06
Commercial	\$28.76	\$91.30	\$120.06
No Water Sewer*			\$251.99

\*No Water Sewer: customers, who are not charged metered water, pay a flat rate based on the median SFR monthly bill.

Per section 5.2.1 of "Sewer and Drainage Utility Fee Bylaw No. 4538, 2007," the rates shown in Schedule "A" and "B" shall be subject to a discount of ten (10) percent, provided full payment for the current billing is made on or before the close of business on the due date set out on the billing form.

## Schedule B: Sewer Meter Volume Rates

### 1. Metered Sewer Volume Rates Based on Quarterly Consumption

Customer Class	Volume Charge Per Cubic Meter (m <sup>3</sup> )
Single Family Residential*	\$1.84
Multi-Family Residential**	\$1.84
Commercial**	\$1.84

\*Single Family Residential Volume Rate applied quarterly to average winter period usage.

\*\*All other class rates applied to total water usage.

For discharge of contaminated groundwater to the sewer system the fee is \$1.50 per cubic meter for groundwater discharged.

Per section 5.2.1 of "Sewer and Drainage Utility Fee Bylaw No. 4538, 2007" the rates shown in Schedule "B" shall be subject to a discount of ten (10) percent, provided full payment for the current billing is made on or before the close of business on the due date set out on the billing form.

# SEWER & DRAINAGE UTILITY

## Supplemental Schedule Other Funds

	Five-Year Financial Plan \$000's				
	2016	2017	2018	2019	2020
<b>SEWER UTILITY</b>					
Revenue					
User Fees	14,217	15,639	17,202	18,923	20,817
Equipment Recovery	130	135	135	135	135
Transfers In	564	-	-	-	-
	<u>14,911</u>	<u>15,774</u>	<u>17,337</u>	<u>19,058</u>	<u>20,952</u>
Expenditure					
GVSDD Levy	5,753	6,099	6,495	6,950	7,471
Administration Charge	200	200	200	200	200
Sanitary Operating	1,420	1,448	1,476	1,506	1,538
Storm Operating	983	1,003	1,023	1,044	1,064
Capital Program	6,290	6,640	7,560	8,480	9,400
Equipment Replacement	265	240	185	125	130
Transfer Out	-	144	398	753	1,149
	<u>14,911</u>	<u>15,774</u>	<u>17,337</u>	<u>19,058</u>	<u>20,952</u>

# SEWER & DRAINAGE UTILITY

## Stats & Trends

### SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2015	2014	2013	2012	2011
Requests for Service	482	831	720	706	672

### TREND OF RESOURCE REQUIREMENTS

	2015	2014	2013	2012	2011
Salaries & Benefits	1,487,023	1,469,736	1,294,419	1,182,658	1,061,974
Supplies & Other Expenses	6,470,026	6,553,306	6,127,005	6,293,259	5,835,517
Administration Charge	200,000	200,000	150,000	150,000	150,000
Capital Project Costs	3,158,610	5,803,028	3,130,298	2,028,181	2,359,138
Recoveries & Allocations	369,271	337,712	325,522	289,636	280,939
	11,684,930	14,363,782	11,027,244	9,943,734	9,687,568

# SOLID WASTE UTILITY

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The Solid Waste Utility is responsible for collecting and processing household garbage, yard trimmings, the Green Can and recyclables. Starting in 2016, the utility is also responsible for funding garbage and recycling services within municipal facilities and parks.

## 2015 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

### Built Form, Housing & Neighbourhood Character

- supported Planning in reviewing applications for new development related to solid waste servicing considerations.

### Fiscal Sustainability & Municipal Services

- implemented a new recycling contract, including provision of separated curb side glass collection
- developed a new five-year financial plan together with expanded goals for the solid waste function
- negotiated an extension to the existing garbage and organics collection services contract
- transitioned from the North Shore Recycling Program to localization of solid waste diversion programming services within the District.

### Natural Environment & Climate Action

- initiated North Shore recycling collection services using partial compressed natural gas-fuelled fleet
- supported Parks to deal with illegal dumping and to explore options for expanded recycling options in business areas and destination parks
- provided input to both Corporate and Community Energy & Emissions Plans related to solid waste activities.

### Police Services & Municipal Hall Project

- supported Facilities through the design phase of project relative to servicing requirements for garbage and recycling.

## 2016 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

### Built Form, Housing & Neighbourhood Character

- support Planning in reviewing applications for new development related to solid waste servicing considerations.

### Fiscal Sustainability & Municipal Services

- transition all public realm (e.g., Parks, Facilities) solid waste functions to the Solid Waste Utility
- transition administration of joint North Shore recycling contract to District, as a shared tri-municipal service
- initiate localized solid waste diversion programming within the District.

### Natural Environment & Climate Action

- provide assistance on cross-departmental collaborations that support environmental and sustainability projects.

# SOLID WASTE UTILITY

## Statement of Operations

	Budget 2016		Actual 2015		Actual 2014	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
Waste User Fees	36.43%	2,504,300	53.11%	2,525,087	57.00%	2,533,930
Recycling User Fees	7.49%	514,800	30.06%	1,429,462	31.66%	1,407,460
Tag Sales	0.22%	15,000	0.33%	15,792	0.42%	18,864
Contract/Material Revenue	9.97%	685,500	14.95%	710,997	10.92%	485,577
Public Realm Refuse Fee	13.05%	896,800	0.00%	-	0.00%	-
Recycling Contract Recovery	32.85%	2,257,850	1.55%	73,494	0.00%	-
	100.00%	6,874,250	100.00%	4,754,832	100.00%	4,445,831
<b>Expenses</b>						
Management / Outreach / NSRP	10.02%	686,500	15.23%	719,714	9.13%	406,065
Garbage, Yard Trimmings, and FSR						
Garbage Collection Contract	7.63%	523,300	11.82%	558,673	12.24%	544,060
Yard Trimmings & FSR Collection	11.47%	786,100	17.70%	836,772	17.60%	782,302
Metro Vancouver Tipping Fees	11.47%	786,300	14.42%	681,455	16.04%	712,950
Hugo Ray - Landfill Monitoring	0.47%	32,300	0.74%	35,126	0.54%	24,122
Administration Charge	0.73%	50,000	1.06%	50,100	1.13%	50,100
Recycling						
Recycling Collection Contract	41.17%	2,821,800	20.14%	951,749	26.79%	1,190,989
Recycling Processing Costs	0.00%	-	0.60%	28,494	1.92%	85,175
Public Realm Refuse	12.26%	840,000	-	-	-	-
Transfer to/(from) Reserve	4.78%	327,950	18.29%	864,361	14.62%	650,068
	100.00%	6,854,250	100.00%	4,726,445	100.00%	4,445,831

# SOLID WASTE UTILITY

## Rate Setting Model

	2015	2016	2017	2018	2019	2020
	Actual	Proposed	Projected	Projected	Projected	Projected
<b>METRO TIPPING FEES (PER TONNE)</b>						
Garbage	112.00	112.00	113.00	114.00	115.00	116.00
Yard Trimmings/Organics	71.00	71.00	72.00	73.00	74.00	75.00
<b>DISTRICT ANNUAL FEES</b>						
Waste - Single Family	200.97	200.97	200.97	200.97	200.97	202.98
Recycling - Single & Multifamily	74.33	27.09	27.09	27.09	27.09	27.09
Public Realm Refuse Fee - Single & Multifamily	0.00	47.24	47.24	47.24	47.24	47.71
	275.30	275.30	275.30	275.30	275.30	277.78
<b>PROJECTED RATE INCREASES</b>						
Solid Waste - Single Family		0%	0%	0%	0%	1%
Recycling & Public Realm Fees - Multifamily		0%	0%	0%	0%	1%
<b>PROJECTED SINGLE FAMILY DIVERSION RATE</b>						
		70%	70%	70%	70%	70%
<b>REVENUES</b>						
Quarterly - Waste Fee	2,525,087	2,504,300	2,504,300	2,504,300	2,504,300	2,529,300
Quarterly - Recycling Fee	1,429,462	514,800	514,300	514,300	514,300	514,300
Quarterly - Public Realm Refuse Fee	-	896,800	896,800	896,800	896,800	905,700
Recovery - Recycling Contract Admin	73,494	2,257,850	2,241,190	2,284,140	2,329,100	2,374,860
Tag Sales	15,792	15,000	15,000	15,000	15,000	15,000
Contract Revenue	710,997	685,500	685,500	685,500	685,500	685,500
<b>TOTAL REVENUES</b>	<b>4,754,832</b>	<b>6,874,250</b>	<b>6,857,090</b>	<b>6,900,040</b>	<b>6,945,000</b>	<b>7,024,660</b>
<b>REVENUE INCREASE REQUIREMENT</b>						
		-6%	-7%	2%	2%	2%
<b>RATE INCREASE REQUIREMENT</b>						
		-24%	0%	0%	0%	1%
<b>EXPENDITURES</b>						
<b>WASTE</b>						
Administration	103,730	155,800	157,000	159,000	161,000	163,000
Pilot Projects	178,619	93,900	48,900	48,900	48,900	48,900
Garbage - Collection Contract	558,673	523,300	544,200	566,000	588,600	612,100
Garbage - Tipping Fees	321,161	425,100	430,600	436,100	441,700	447,300
Organics - Collection Contract	836,772	786,100	817,500	850,200	884,200	919,600
Organics - Tipping Fees	360,294	361,200	386,000	391,400	391,400	391,400
Hugo Ray - Landfill Monitoring	35,125	32,300	32,800	33,300	33,900	34,500
	2,394,374	2,377,700	2,417,000	2,484,900	2,549,700	2,616,800
<b>RECYCLING</b>						
Administration	96,670	351,800	332,580	337,960	343,340	348,820
NSRP - Office/Programs/Depot	390,796	135,000	-	-	-	-
Recycling - Single Family Pickup	743,157	1,454,400	1,481,300	1,510,200	1,540,400	1,571,200
Recycling - Multifamily Pickup	208,593	1,367,400	1,392,700	1,419,900	1,448,300	1,477,300
Processing and Marketing Costs	28,494	-	-	-	-	-
	1,467,709	3,308,600	3,206,580	3,268,060	3,332,040	3,397,320
<b>PUBLIC REALM REFUSE</b>						
Pilot Projects	-	208,000	323,600	323,600	323,600	323,600
Garbage - Collection Contract	-	60,000	61,200	62,400	63,600	64,900
Garbage & Litter - Collection & Disposal	-	572,000	583,400	595,100	607,000	619,100
	-	840,000	968,200	981,100	994,200	1,007,600
<b>CAPITAL</b>						
	28,387	20,000	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>3,890,471</b>	<b>6,546,300</b>	<b>6,591,780</b>	<b>6,734,060</b>	<b>6,875,940</b>	<b>7,021,720</b>
<b>FINAL NET REVENUE</b>	<b>864,361</b>	<b>327,950</b>	<b>265,310</b>	<b>165,980</b>	<b>69,060</b>	<b>2,940</b>
<b>RATE STABILIZATION RESERVE</b>						
Opening Balance	94,516	958,877	1,286,827	1,552,137	1,718,117	1,787,177
Current Net Revenue	864,361	327,950	265,310	165,980	69,060	2,940
Closing Balance	958,877	1,286,827	1,552,137	1,718,117	1,787,177	1,790,117



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

# COUNCIL REPORT



Date: October 28, 2015

File: 1775-01

From: Phil T. Bates, Manager, Engineering Services

Subject: **Solid Waste Utility Fees and Charges for 2016**

## RECOMMENDED THAT:

1. Solid Waste utility fees be adjusted for 2016 to the amounts set out in Schedule A of the proposed "Solid Waste Utility Bylaw No. 4740, 2012, Amendment Bylaw No. 4863, 2015" as attached; and
2. Proposed "Solid Waste Utility Bylaw No. 4740, 2012 Amendment Bylaw No. 4863, 2015" be read a first, second, and third time.

## Purpose

This report proposes consolidation of all District refuse collection activities within the Solid Waste Utility and recommends a fee structure for 2016.

### 1.0 Background

#### 1.1 Prior Resolutions

At the December 3, 2012 Council meeting Council passed the following motion:

*THAT "Solid Waste Utility Bylaw No. 4740, 2012" be adopted.*

At the May 25, 2015 Council meeting Council passed the following motion to reflect current policies, programs and contractual arrangements:

*THAT proposed "Solid Waste Utility Bylaw No. 4740, 2012, Amendment Bylaw No. 4835, 2015" be adopted.*

#### 1.2 History

Historically Solid Waste utility fees have supported the collection and disposal of garbage and organics from single family homes, and the collection of all recyclables from single and multi-family homes in the municipality. These

services are delivered through two separate contracts, one for Garbage and Organics Collection, and one for Recyclables Collection.

### **Garbage and Organics Program (Single Family)**

Garbage and organics collection services to single family homes are contracted out under a competitive bidding process. Collection contract durations are typically five years with options to extend. This duration retains dedicated contractor personnel and equipment ensuring service continuity, and lowers the overall cost of the service. The current contract was extended beyond the original term and is set to expire on July 1, 2017, with an option for an additional one year extension beyond that date.

In the spring of 2013, the frequency of garbage collection was reduced from weekly to every-other-week (i.e., bi-weekly) in support of solid waste diversion objectives. The service adjustment was difficult for some residents at first, but it has since emerged as an appropriate level of service for the majority.

### **Recyclables Program (Single and Multi-Family)**

Recycling collection services have historically been delivered through the North Shore Recycling Program (NSRP). The NSRP is a joint partnership between the District of West Vancouver, District of North Vancouver (DNV), and the City of North Vancouver (CNV). NSRP supports the Blue Box and Yellow Bag collection for single family residents, the Blue Cart recycling collection for multi-family residents, the Recycling Drop-off Depot, and public education programming services. Recycling collection services are contracted out under a competitive bidding process managed by NSRP, and the current contract expires June 30, 2020.

Amendments to the Provincial Recycling Regulations in 2011 set into motion changes to the way recycling services would be delivered by local governments in BC. The Province effectively shifted the responsibility for recycling Packaging and Printed Paper (PPP), commonly referred to locally as “Blue Box and Blue Cart materials,” from Local Government to Industry. Multi Material BC (MMBC) was formed by Industry to coordinate the PPP program on their behalf.

Council approved entering into contractual agreements with MMBC, and on May 19, 2014, the District formally began collecting PPP on behalf of MMBC. The transition to MMBC was seamless for most residents. Since May 2014, the District has been receiving regular payments from MMBC as per our agreement, these payments are offsetting costs within the Solid Waste Utility.

While the North Shore municipalities have decided to remain a joint Recycling service provider, a decision has been made to close NSRP at the end of 2015. Staff from NSRP and the three North Shore municipalities have been working on a transition plan to maintain recycling service levels and diversion rates beyond

2015. Further, District staff are in the process of developing localized public education programming options.

NSRP has been operating for 25 years and has served the three municipalities very well over the years. So while it will no longer exist as a formal agency, administration of the joint Recyclables Collection contract will be maintained. This will be accomplished by the District hiring a Contract Administrator and sharing the costs of this service with the District of North Vancouver and the City of North Vancouver. A shared service agreement has been signed and will commence on January 1, 2016.

Meanwhile, the North Shore Recycling Depot operations will continue to be managed by the District of North Vancouver with these costs shared with the City of North Vancouver and District of West Vancouver.

### **Other Solid Waste Collection & Disposal Activities (Public Realm)**

The Solid Waste Utility has focussed on the collection and disposal of garbage, organics and recyclables from residential properties. However, the municipality performs other solid waste collection activities within the public realm. Those activities can be grouped into two main areas, one in parks and open spaces, and the other in municipal facilities. The third much smaller area is that of major special events (e.g., Harmony Arts Festival).

As the solid waste collection and disposal activities within Parks and Facilities have fallen outside of the traditional Solid Waste Utility, they have been funded by property taxes through the General Fund. Meanwhile, staging a “Zero Waste” event such as Harmony Arts has relied on a mix of funding from the event itself, from corporate sponsors (e.g., Emterra Environmental), and a portion from the Solid Waste Utility.

Under the Parks, Culture and Community Services Division, the Parks Department staff have been responsible for the collection and disposal of park litter and garbage as well as the disposal of garbage from street side receptacles including bus stops and the three business areas (Ambleside, Dundarave, and Horseshoe Bay).

Under the Corporate Services Division, Facilities staff have coordinated the collection and disposal of garbage, organics and recyclables from municipal facilities, including the Community Centres, the Seniors Activity Centre, Municipal Hall, and Fire Halls.

In recent years, residents and businesses have expressed increased concerns regarding illegal dumping in parks and open spaces. These concerns were matched by anecdotal observations by Parks staff. Additionally, in certain areas, there appeared to be an escalation in incidents of repeated household garbage being dumped in parks and public spaces, which was confirmed in a waste composition audit performed in 2015. For example, a large volume of garbage

being collected in public locations in Horseshoe Bay Park and the Horseshoe Bay business area consistently included household wastes from boaters and vacationers from nearby islands, especially during the summer.

Garbage/litter throughout the District and in parks in particular, is visually unappealing, is not well received by residents, and can leave a negative impression with visitors. Staff have been challenged to provide consistent expectations and service levels, as residents move from their home environment to the public realm, and centralization of these activities within the Solid Waste Utility would be beneficial in this regard.

## **2.0 Policy**

### 2.1 Policy

A directly related corporate policy does not exist, however, District actions and the proposed bylaw amendments are supported by the Council-adopted, Integrated Solid Waste and Resource Management Plan (ISWRMP) commitment to attain a 70% diversion goal by 2015. This goal was reached in 2014 for Single Family residences due in part to a strong uptake of the Green Can. Also, some municipal actions within the ISWRMP relate to the public realm.

The proposed plans for the Solid Waste Utility include consolidation of all the District's solid waste collection and disposal activities within the Solid Waste Utility. This results in a shift of costs from property tax payers to Solid Waste Utility rate payers and is worthy of policy consideration.

### 2.2 Bylaw

The proposed bylaw amendment will set the Solid Waste Utility fees for 2016.

## **3.0 Analysis**

### 3.1 Discussion

#### **Recycling Joint Contract Management**

The recycling area of the Solid Waste Utility has been very active in 2015. Early in the year, a new tri-municipal Recyclables Collections services agreement was signed through a competitive bidding process managed by NSRP. Council was advised of the award to Smithrite Disposal Limited through the report dated January 28, 2015 from the Manager, Engineering Services titled, "Award of Contract for Recycling Collection Services". The District's portion of the annual recycling collection costs under the new agreement is \$735,000 subject to periodic adjustments for fuel, CPI and increased unit counts. This is a reduction of approximately \$1M per year over the previous contract.

The planned dissolution of NSRP has resulted in the District stepping forward to manage the administration of the tri-municipal recyclables collection contract on behalf of the three North Shore municipalities. This action takes advantage of synergies created between the North Shore Recycling contract administration, and the need to administer the West Vancouver Garbage and Organics Collection contract. A shared service agreement has been signed with DNV and CNV specifying the contract management services that will be provided and the terms of cost recovery.

A significant change to the Solid Waste Utility Five Year Financial Plan is the inclusion of the full cost of the recycling contract administration and the offsetting recovery from DNV and CNV. The program costs and allocations are shown in Figure 1 below:

	Budget	DWV	DNV	CNV
Wages and benefits	\$ 86,200	\$ 34,500	\$ 32,700	\$ 19,000
Professional development	2,500	600	1,200	700
Telecommunications	1,000	200	500	300
Stationery & supplies	500	150	225	125
SW Maint. - Salesforce	24,500	6,000	11,800	6,700
Boxes, Bags & Carts	75,000	18,300	36,100	20,600
Curbside collection	2,821,800	735,800	1,174,946	911,054
Accounting fee		-	26,700	15,200
	<u>\$3,011,500</u>	<u>\$ 795,550</u>	<u>\$ 1,284,171</u>	<u>\$ 973,679</u>

Figure 1

The District's 2015 budgeted costs for NSRP were \$1.2M, excluding Depot operations. In addition to the above costs, the proposed 2016 recycling program financial plan includes \$48,000 in funding for West Vancouver-specific recycling public outreach, advertising and pilot projects that were previously provided through NSRP.

### Impact of MMBC

The District's agreement with MMBC has provided an additional, non-rate payer revenue stream to the Solid Waste Utility. The additional revenue has allowed the District to maintain the Solid Waste Utility levies unchanged since 2013. The District recognized \$440,000 in revenue from MMBC in 2014 and is forecast to receive approximately \$690,000 in 2015 and 2016.

The District took a conservative approach to the changes presented by MMBC by not immediately adjusting rates or service levels within the utility until the reliability and consistency of the relationship with MMBC was established. The agreement also includes contamination penalty clauses, and there was



uncertainty as to how this would impact incentive payments. Since May 2014 the District has been receiving regular payments from MMBC, as per our agreement without the application of penalties. As a result, the Solid Waste Utility was able to operate with an annual surplus of \$650,000 for 2014 and is forecast to have an annual surplus of approximately \$700,000 for 2015.

### **Consolidation of Solid Waste Collection and Disposal Services**

The Solid Waste Utility Five Year Financial Plan includes the provision for not only single family and multi-family collection but also centralization of public realm refuse collection, both in parks and District facilities.

Proposed 2016 expenditures include: \$632,000 for public realm refuse management operating costs; \$20,000 for funding a dog waste pilot project; \$60,000 for a parks recycling pilot project; and \$128,000 for the expansion of organics and recycling diversion from District facilities.

### **5 Year Financial Plan**

The Solid Waste Utility 5 Year Financial Plan as presented can be roughly divided in three operating spheres:

- Garbage and organics collection and disposal;
- Recycling program; and
- Public realm refuse and collection.

The garbage organics collection and disposal sphere financial plan has not seen significant changes over prior years and continues to be funded through waste collection fees charged to single family units. Through cost reductions from the discontinuation of NSRP and experienced reduced tonnages we are able to maintain the annual rate of \$200.97 per single family unit that have been in place since 2013. The rate is forecast to remain unchanged for 2017 – 2019 and to increase 1% in 2020.

As noted above, due to the dissolution of NSRP and the administration by the District of the tri-municipal recycling contract the recycling program financial plan has undergone significant changes over prior years. The financial plan indicates that total costs have increased \$2M over 2015 but the increase is driven by the inclusion of the tri-municipal recycling collection costs and a recovery has been added. After accounting for the recovery the District's portion of recycling costs has decreased by \$250,000. The recycling program is funded by PPP revenue received from MMBC and a recyclables collection fees charged to single family and multi-family units. PPP revenues and program cost reductions have allowed the proposed 2016 annual collection fee to be decreased by 63%, or \$47.24 on a net basis, from \$74.33 to \$27.09 for both single family and multi-family properties. The rate is forecast to remain unchanged for 2017 – 2019 and to increase 1% in 2020.

A new public realm refuse fee is being proposed to fund the consolidation of public realm refuse collection and disposal included in the financial plan. The annual public realm refuse fee is set at \$47.24 (net) and will be charged to both single family and multi-family units. The rate is forecast to remain unchanged for 2017 – 2019 and to increase 1% in 2020.

The net change to both single family and multi-family units is \$0 over existing rates.

### **Emerging Considerations**

Several issues that may warrant future study and subsequent consideration by Council include:

- Potential of a business levy to recognize the District's collection of commercial garbage found in parks and open spaces (e.g., coffee cups, take-out food containers). This levy could be regarded as an incentive for businesses to move towards recyclable product packaging; and
- Potential of a levy on demolition permits to reflect the District's efforts to managing demolition waste through a more rigorous process, as current provisions do not include tracking, verification, or enforcement aspects.

These issues will be monitored in 2016 and may form changes to the Solid Waste Utility in 2017.

### **3.2 Sustainability**

Solid waste collection and disposal activities contribute 13% to the community's greenhouse gas (GHG) emissions and 2% to corporate GHG emissions (based on 2010 figures). Despite being a relatively small contributor, reductions have been made since 2010. The implementation of the Green Can Program and bi-weekly garbage collection has reduced the amount of organic waste being taken to landfill, as well as the number of collection truck trips to the transfer station. Additionally, half of the new recycling Contractor's fleet is fuelled by Compressed Natural Gas.

The District has acquired a fully electric car for use, in part, by the North Shore Recycling Contract Administrator.

The consolidation of solid waste activities within the Solid Waste Utility also provides the opportunity to expand recyclables diversion in the public realm.

### **3.3 Consultation**

This report and the proposed consolidation of District solid waste collection activities within the Solid Waste Utility has been a collaborative effort with staff from the Parks, Culture, and Community Services Division; the Facilities



Department of the Corporate Services Division; and the Financial Services Division.

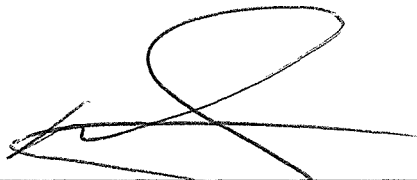
### 3.4 Communications Process

This report and other reports pertaining to the Solid Waste Utility are included as part of the communications related to the overall District Budget process.

## 4.0 Options

- 4.1 Council may endorse the staff recommendation to consolidate the District's solid waste disposal activities within the Solid Waste Utility. Under this plan, Garbage rates will remain unchanged, Recycling rates will go down and a new Public Realm Refuse Fee is created. The net change to both single family and multi-family homes is \$0 over existing rates.
- 4.2 Council may choose to maintain the status quo of the collection and disposal of garbage and organics from single family homes and the collection and marketing of all recyclables from single and multi-family homes within the Solid Waste Utility and maintain the collection and disposal of garbage, organics and recyclables from District's open spaces and facilities being funded through property taxes. This option will result in the garbage rate being unchanged, the recycling rate being reduced by \$47.24, and the absence of a public realm solid waste fee being charged.

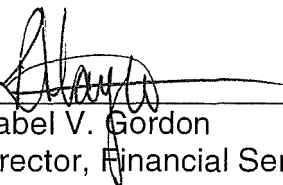
Author:



Phil T. Bates, P.Eng.  
Manager, Engineering Services

Concurrence

for



Isabel V. Gordon  
Director, Financial Services

Appendices:

Appendix A – Solid Waste 5 Year Financial Plan (2016-2020)

Appendix B – Proposed "Solid Waste Utility Bylaw No. 4740, 2012 Amendment Bylaw No. 4863, 2015"

SOLID WASTE 5 YEAR FINANCIAL PLAN - (2016-2020)

	2015 BUDGET	2015 FORECAST	2016 PROPOSED	2017 PROPOSED	2018 PROPOSED	2019 PROPOSED	2020 PROPOSED
<b>USER RATES (NET OF DISCOUNT)</b>							
METRO VANCOUVER TIPPING FEE (PER TONNE)							
Garbage	\$109.00	\$109.00	\$112.00	\$113.00	\$114.00	\$115.00	\$116.00
Yard Trimmings/Organics	\$72.00	\$72.00	\$71.00	\$72.00	\$73.00	\$74.00	\$75.00
WASTE FEE (SF)	\$ 200.97	\$ -	\$ 200.97	\$ 200.97	\$ 200.97	\$ 200.97	\$ 202.98
RECYCLING FEE (SF & MF)	\$ 74.33	\$ -	\$ 27.09	\$ 27.09	\$ 27.09	\$ 27.09	\$ 27.09
PUBLIC REALM REFUSE FEE (SF&MF)	\$ -	\$ -	\$ 47.24	\$ 47.24	\$ 47.24	\$ 47.24	\$ 47.71
	\$ 275.30		\$ 275.30	\$ 275.30	\$ 275.30	\$ 275.30	\$ 277.78
SINGLE FAMILY - SOLID WASTE FEE			0%	0%	0%	0%	1%
MULTI FAMILY - RECYCLING & PUBLIC REALM FEES			0%	0%	0%	0%	1%
PROJECTED SINGLE FAMILY DIVERSION RATE			70%	70%	70%	70%	70%
<b>REVENUES</b>							
Quarterly - Waste Fee	\$2,504,300	\$2,504,300	\$2,504,300	\$2,504,300	\$2,504,300	\$2,504,300	\$2,529,300
Quarterly - Recycling Fee	\$1,411,500	\$1,411,500	\$514,800	\$514,300	\$514,300	\$514,300	\$514,300
Quarterly - Public Realm Refuse Fee	\$0	\$0	\$896,800	\$896,800	\$896,800	\$896,800	\$905,700
Recovery - Recycling Contract Admin.	\$0	\$0	\$2,257,850	\$2,241,190	\$2,284,140	\$2,329,100	\$2,374,860
Tag Sales	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
PPP Revenue	\$710,500	\$710,500	\$685,500	\$685,500	\$685,500	\$685,500	\$685,500
<b>TOTAL SOLID WASTE REVENUE</b>	<b>\$4,641,300</b>	<b>\$4,641,300</b>	<b>\$6,874,250</b>	<b>\$6,857,090</b>	<b>\$6,900,040</b>	<b>\$6,945,000</b>	<b>\$7,024,660</b>
REVENUE REQUIREMENT INCREASE			73%	1%	2%	2%	2%
RATE REVENUE REQUIREMENT INCREASE			0%	0%	0%	0%	1%
<b>EXPENDITURES</b>							
<b>WASTE (GARBAGE AND ORGANICS)</b>							
Administration	\$121,500	\$121,500	\$155,800	\$157,000	\$159,000	\$161,000	\$163,000
Lot Projects	\$132,500	\$152,500	\$93,900	\$48,900	\$48,900	\$48,900	\$48,900
Garbage - Collection Contract	\$529,400	\$574,000	\$523,300	\$544,200	\$566,000	\$588,600	\$612,100
Garbage - Tipping Fees	\$461,700	\$450,000	\$425,100	\$430,600	\$436,100	\$441,700	\$447,300
Organics - Collection Contract	\$803,100	\$869,000	\$786,100	\$817,500	\$850,200	\$884,200	\$919,600
Organics - Tipping Fees	\$380,000	\$350,000	\$361,200	\$386,000	\$391,400	\$391,400	\$391,400
Hugo Ray - Landfill Monitoring	\$32,200	\$32,200	\$32,300	\$32,800	\$33,300	\$33,900	\$34,500
	\$2,460,400	\$2,549,200	\$2,377,700	\$2,417,000	\$2,484,900	\$2,549,700	\$2,616,800
<b>RECYCLING</b>							
Administration	\$71,600	\$121,600	\$351,800	\$332,580	\$337,960	\$343,340	\$348,820
NSRP - Office/Programs/Depot	\$185,600	\$178,000	\$135,000	\$0	\$0	\$0	\$0
Recycling - Single Family Pickup	\$782,700	\$782,700	\$1,454,400	\$1,481,300	\$1,510,200	\$1,540,400	\$1,571,200
Recycling - Multifamily Pickup	\$262,900	\$262,900	\$1,367,400	\$1,392,700	\$1,419,900	\$1,448,300	\$1,477,300
Processing & Marketing Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$1,302,800	\$1,345,200	\$3,308,600	\$3,206,580	\$3,268,060	\$3,332,040	\$3,397,320
<b>PUBLIC REALM REFUSE</b>							
Pilot Projects	\$0	\$0	\$208,000	\$323,600	\$323,600	\$323,600	\$323,600
Garbage - Collection Contract	\$0	\$0	\$60,000	\$61,200	\$62,400	\$63,600	\$64,900
Garbage & Litter - Collection & Disposal	\$0	\$0	\$572,000	\$583,400	\$595,100	\$607,000	\$619,100
	\$0	\$0	\$840,000	\$968,200	\$981,100	\$994,200	\$1,007,600
<b>CAPITAL</b>							
	\$20,000	\$35,000	\$20,000	\$0	\$0	\$0	\$0
<b>TOTAL SOLID WASTE EXPENDITURE</b>	<b>\$3,783,200</b>	<b>\$3,929,400</b>	<b>\$6,546,300</b>	<b>\$6,591,780</b>	<b>\$6,734,060</b>	<b>\$6,875,940</b>	<b>\$7,021,720</b>
<b>FINAL NET REVENUE</b>	<b>\$858,100</b>	<b>\$711,900</b>	<b>\$327,950</b>	<b>\$265,310</b>	<b>\$165,980</b>	<b>\$69,060</b>	<b>\$2,940</b>
<b>SOLID WASTE RESERVE</b>							
Opening Balance	\$744,584	\$744,584	\$1,456,484	\$1,784,434	\$2,049,744	\$2,215,724	\$2,284,784
Current Net Revenue	\$858,100	\$711,900	\$327,950	\$265,310	\$165,980	\$69,060	\$2,940
Closing Balance	\$1,602,684	\$1,456,484	\$1,784,434	\$2,049,744	\$2,215,724	\$2,284,784	\$2,287,724



District of West Vancouver

**Solid Waste Utility**  
**Bylaw No. 4740, 2012**  
**Amendment Bylaw No. 4863, 2015**

Effective Date: December 7, 2015

District of West Vancouver

# **Solid Waste Utility Bylaw No. 4740, 2012 Amendment Bylaw No. 4863, 2015**

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# **Solid Waste Utility Bylaw No. 4740, 2012 Amendment Bylaw No. 4860, 2015**

A bylaw to amend the fees related to provide for the operation and management of a solid waste utility

Previous Amendments: Amendment Bylaw 4835

WHEREAS the Council of The Corporation of the District of West Vancouver deems it expedient to amend the Solid Waste Utility Bylaw No. 4740, 2012;

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

## **Part 1 Citation**

- 1.1 This bylaw may be cited as Solid Waste Utility Bylaw No. 4740, 2012, Amendment Bylaw No. 4863, 2015.

## **Part 2 Severability**

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

## **Part 3 Amendment**

- 3.1 Solid Waste Utility Bylaw No. 4740, 2012 is amended as follows.

- 3.1.1 Deleting Schedule "A" and replacing with new Schedule "A" attached as a schedule to this bylaw.

## Schedule A – Solid Waste Utility Fees Payable

### A. Quarterly for Solid Waste Fee for each Residential Dwelling Unit on a Premises

		<b>Solid Waste Rates (Gross)</b>
1.	Waste collection fee for dwelling units qualifying for the single family curbside collection service:	\$55.83
2.	Recyclables collection fee for dwelling units qualifying for the single family curbside collection service:	\$7.53
3.	Public Realm refuse fee for primary dwelling units qualifying for the single family collection service:	\$13.12
	<i>Total</i>	\$76.48
4.	Waste collection fee for attached secondary suites qualifying for the single family curbside collection service:	\$ -
5.	Recyclables collection fee for attached secondary suites qualifying for the single family curbside collection service:	\$ -
6.	Public Realm refuse fee for attached secondary suites qualifying for the single family collection service:	\$ -
	<i>Total</i>	\$ -
7.	Waste collection fee for detached secondary suites qualifying for the single family curbside collection service:	\$33.50
8.	Recyclables collection fee for detached secondary suites qualifying for the single family curbside collection service:	\$7.53
9.	Public Realm refuse fee for detached secondary suites qualifying for the single family collection service:	\$13.12
	<i>Total</i>	\$54.15
10.	Recyclables collection fee for dwelling units qualifying for the multi-family central collection service	\$7.53
11.	Public Realm refuse fee for dwelling units qualifying for the multi-family central collection service	\$13.12
	<i>Total</i>	\$20.65

## Schedules

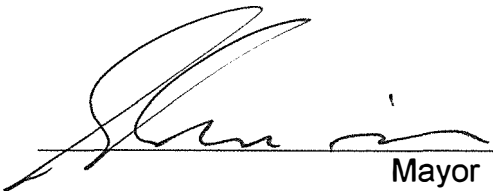
### Schedule A – Solid Waste Utility Fees Payable

READ A FIRST TIME on November 23, 2015

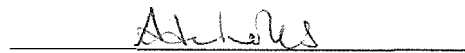
READ A SECOND TIME on November 23, 2015

READ A THIRD TIME on November 23, 2015

ADOPTED by the Council on December 7, 2015



Mayor



Municipal Clerk



## Schedule A – Solid Waste Utility Fees Payable

### B. Residential Garbage Tag

Garbage set out for collection in excess of 154 litres requires a residential garbage tag for each 77 litres of excess volume or portion thereof. Price for each tag:	\$6.00
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The rates outlined in this schedule are subject to a 10% discount for early payment.

# SOLID WASTE UTILITY

## Supplemental Schedule Other Funds

	Five-Year Financial Plan \$000's				
	2016	2017	2018	2019	2020
<b>SOLID WASTE</b>					
Revenue					
User Fees Solid Waste	3,401	3,401	3,401	3,401	3,435
User Fees Recycling	2,773	2,755	2,798	2,843	2,889
Sales	701	701	701	701	701
	<u>6,875</u>	<u>6,857</u>	<u>6,900</u>	<u>6,945</u>	<u>7,025</u>
Expenditure					
Waste (Garbage & Organics)	2,378	2,417	2,485	2,550	2,617
Public Realm Waste	840	968	981	994	1,008
Recycling Collection & Processing	3,309	3,207	3,268	3,332	3,397
Capital	20	-	-	-	-
Transfers Out	328	265	166	69	3
	<u>6,875</u>	<u>6,857</u>	<u>6,900</u>	<u>6,945</u>	<u>7,025</u>

# SOLID WASTE UTILITY

## Stats & Trends

SERVICE LEVEL STATISTICS	Transaction Counts /Activity Levels				
	2015	2014	2013	2012	2011
Metric Tonnes Collected					
Organics	5,769	5,830	5,378	5,054	4,619
Recycling	2,625	2,654	2,716	2,844	3,047
Garbage	3,016	3,128	3,716	4,903	5,487
Waste Diversion Rate	74%	73%	69%	62%	58%

TREND OF RESOURCE REQUIREMENTS	2015	2014	2013	2012	2011
Salaries & Benefits	146,796	113,444	108,722	107,966	73,662
Supplies & Other Expenses	3,591,851	3,631,548	3,819,545	3,947,826	3,582,798
Capital Project Costs	28,387	-	-	367,513	-
Recoveries & Allocations	73,337	671	361	1,107	577
	3,840,371	3,745,663	3,928,628	4,424,413	3,657,038

# GOLF



## 2015 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

### Natural Environment & Climate Action

- installed an environmentally sustainable waste-water recycling wash station for golf mowing equipment
- supported the West Vancouver Streamkeeper Society initiative to monitor Larson Creek water quality to encourage salmon return
- supported the North Shore Wetland Partners Society to re-establish the barn swallow population by installing perches on buildings
- supported collaboration between Gleneagles Golf Society and the Seniors' Activity Centre to build and install bird houses.

## 2015 OPERATIONAL INITIATIVES

- continued to top-dress greens and fairways to maintain playability in wet conditions
- supported a new food service and special event operation at Gleneagles Clubhouse.

## 2016 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

### Natural Environment & Climate Action

- continue to work with community groups on invasive plant removal
- secure Audubon Environmental Certification.

## 2016 OPERATIONAL INITIATIVES

- work with Metro Vancouver to replace main sewer line running from Horseshoe Bay to Eagle Harbour, which includes a right of way through Gleneagles Golf Course, to minimize environmental impact
- continue to support food service and special event operation at Gleneagles Clubhouse.

# GOLF

## Statement of Operations

	Budget 2016		Actual 2015		Actual 2014	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
Golf Fees	94.58%	1,047,743	98.79%	1,012,214	95.49%	969,845
Rental Revenue - Facility	5.42%	60,000	1.21%	12,355	4.51%	45,833
	<b>100.00%</b>	<b>1,107,743</b>	<b>100.00%</b>	<b>1,024,569</b>	<b>100.00%</b>	<b>1,015,678</b>
<b>Expenses</b>						
Proshop and Management	18.53%	186,816	21.10%	183,804	20.20%	184,994
Operations and Maintenance	68.37%	689,163	78.52%	683,917	73.33%	671,635
Administration Charge	13.10%	132,000	0.38%	3,294	6.47%	59,285
Transfer to / (from) Development Fund	0.00%	-	0.00%	-	0.00%	-
	<b>100.00%</b>	<b>1,007,979</b>	<b>100.00%</b>	<b>871,014</b>	<b>100.00%</b>	<b>915,914</b>
		<b>99,764</b>		<b>153,554</b>		<b>99,765</b>
<b>Capital</b>		-		53,790		-
<b>Debt Service</b>		99,764		99,765		99,765

# GOLF

## Supplemental Schedule Other Funds

	Five-Year Financial Plan \$000's				
	2016	2017	2018	2019	2020
<b>GOLF</b>					
<b>Revenue</b>					
Golf Fees	1,048	1,069	1,090	1,112	1,134
Clubhouse Rentals	60	61	62	64	65
	<u>1,108</u>	<u>1,130</u>	<u>1,152</u>	<u>1,176</u>	<u>1,199</u>
<b>Expenditure</b>					
Proshop and Management	187	191	194	198	202
Operations and Maintenance	689	702	717	732	746
Administration Charge	132	135	137	140	143
Capital Program	-	-	-	-	-
Debt Service	100	102	104	106	108
	<u>1,108</u>	<u>1,130</u>	<u>1,152</u>	<u>1,176</u>	<u>1,199</u>

# GOLF

## Stats & Trends

### SERVICE LEVEL STATISTICS

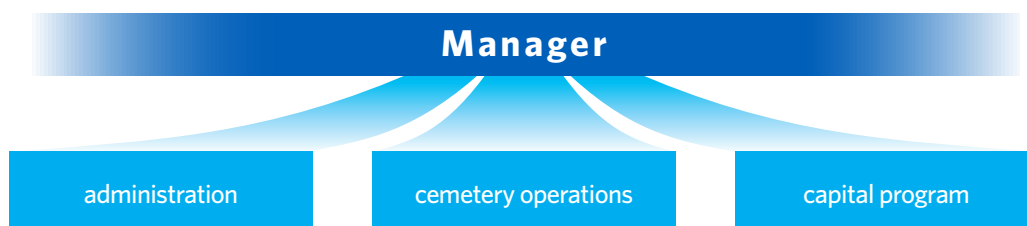
	Transaction Counts /Activity Levels				
	2015	2014	2013	2012	2011
<b>Gleneagles Golf Course</b>					
Total Rounds	41,485	39,138	42,159	39,940	39,806
Seniors	11,901	10,295	11,164	10,361	10,585
Youth	965	859	897	1,192	1,196
Tournament Rounds	411	386	340	571	376
<b>Ambleside Par 3</b>					
Total Rounds	14,385	15,060	15,430	17,559	18,321
Seniors	2,331	2,361	2,844	3,130	3,007
Youth	1,788	2,174	1,977	2,127	1,969

### TREND OF RESOURCE REQUIREMENTS

	2015	2014	2013	2012	2011
Salaries & Benefits	390,668	370,989	398,189	377,795	412,319
Supplies & Other Expenses	384,447	387,556	401,802	335,300	389,620
Professional & Consulting	-	-	-	-	4,566
Administration Charge	3,294	59,285	95,669	132,000	127,500
Debt Service	99,765	99,765	99,765	127,886	32,629
Capital Project Costs	53,790	-	128,617	36,069	86,796
Recoveries & Allocations	92,605	98,084	81,622	63,321	27,660
	1,024,569	1,015,678	1,205,664	1,072,370	1,081,091



# CEMETERY



## 2015 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

### Fiscal Sustainability & Municipal Services

- began the Capilano View Cemetery Master Plan update
- completed the conversion to new cemetery software for interment management and record-keeping.

## 2015 OPERATIONAL ACCOMPLISHMENTS

- completed landscaping the Birch II expansion project
- completed a drainage study north of the Birch area
- completed drainage works in the cemetery’s eastern section to prevent erosion
- built a small and accessible plaza for use by visitors in the recently expanded Birch area.

## 2016 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

### Fiscal Sustainability & Municipal Services

- complete Capilano View Cemetery Master Plan update.

# CEMETERY

## Statement of Operations

	Budget 2016		Actual 2015		Actual 2014	
	%	\$	%	\$	%	\$
<b>Revenue</b>						
User Fees	89.49%	1,001,000	89.15%	944,188	88.30%	1,021,019
Interest	10.51%	117,500	10.85%	114,909	11.70%	135,223
	<b>100.00%</b>	<b>1,118,500</b>	<b>100.00%</b>	<b>1,059,097</b>	<b>100.00%</b>	<b>1,156,242</b>
<b>Expenses</b>						
Operations and Maintenance	51.07%	477,914	62.72%	461,465	66.74%	463,451
Sales and Use Costs	20.29%	189,900	21.76%	160,105	20.07%	139,380
Administration Charge	19.08%	178,500	24.30%	178,784	25.72%	178,617
Transfer to / (from) Development Fund	9.56%	89,441	-8.77%	(64,549)	-12.53%	(87,030)
	<b>100.00%</b>	<b>935,755</b>	<b>100.00%</b>	<b>735,804</b>	<b>100.00%</b>	<b>694,418</b>
		<b>182,745</b>		<b>323,293</b>		<b>461,824</b>
<b>Capital</b>		182,745		323,293		461,824

# CEMETERY

## Supplemental Schedule Other Funds

Five-Year Financial Plan \$000's				
2016	2017	2018	2019	2020

### CEMETERY

#### Revenue

User Fees	1,000	1,021	1,042	1,062	1,084
Interest Revenue	118	120	122	125	127
	<u>1,118</u>	<u>1,141</u>	<u>1,164</u>	<u>1,187</u>	<u>1,211</u>

#### Expenditure

Operations	477	488	497	507	517
Sales and Use Costs	190	194	198	202	206
Administration Charge	179	182	186	189	193
Capital Program	183	186	190	194	198
Transfers Out	89	91	93	95	97
	<u>1,118</u>	<u>1,141</u>	<u>1,164</u>	<u>1,187</u>	<u>1,211</u>

# CEMETERY

## Stats & Trends

### SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2015	2014	2013	2012	2011
Sales of Plots and Columbaria					
Lawn Crypts	60	14	29	45	49
Full Burial Plots	30	99	44	10	18
Single Cremation Plots	13	22	16	21	23
Double Cremation Plots	39	31	4	21	16
Columbaria	7	20	28	3	10
Total	149	186	121	100	116
Year End - Sites Available					
Lawn Crypts	234	36	51	80	125
Full Burial Plots	157	186	142	84	69
Single Cremation Plots	162	174	83	195	38
Double Cremation Plots	77	119	194	64	83
Upper Niche Columbaria	289	296	323	1	4
Columbaria Quad	24	24	24		
Wait lists					
Full Burial Plots/Lawn Crypts	0	57	69	60	9
Double Cremation	0	4	8	3	8
Columbaria Niches	0	0	9	36	20

### TREND OF RESOURCE REQUIREMENTS

	2015	2014	2013	2012	2011
Salaries & Benefits	433,474	430,624	425,096	413,113	391,519
Supplies & Other Expenses	146,672	134,568	148,530	126,407	136,856
Professional & Consulting	3,758	3,264	2,756	3,561	6,552
Administration Charge	178,784	178,617	178,500	178,500	178,500
Capital Project Costs	323,293	461,824	438,260	370,263	50,668
Recoveries & Allocations	37,666	34,376	39,614	35,626	6,238
	1,123,647	1,243,272	1,232,757	1,127,470	770,332

# TRANSIT



The District's transportation services include West Vancouver Blue Bus, the oldest continuously operated municipal bus system in North America. All capital and operating expenditures for Blue Bus are recovered from TransLink.

## 2015 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

### Fiscal Sustainability & Municipal Services

- executed a new Operating Agreement with TransLink/Coast Mountain Bus Company (CMBC).

## 2015 OPERATIONAL ACCOMPLISHMENTS

- prepared for Compass Card implementation on Blue Buses in collaboration with TransLink/CMBC
- completed seismic upgrade of Transit Operations Centre
- fully operationalized the Transit Management and Communications (TMAC) system, allowing Real Time Transit Information (RTTI) to be offered to customers so that buses can be tracked via mobile devices
- implemented a fare zone change to allow for single zone bus travel across the region.

## 2016 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

### Fiscal Sustainability & Municipal Services

- negotiate Collective Agreement between District and the Amalgamated Transit Union.

### Natural Environment & Climate Action

- conduct BC Hydro energy saving lighting audit for Transit Operations Centre.

## 2016 OPERATIONAL OBJECTIVES

- implement TransLink wayfinding signage in West Vancouver with approval from TransLink
- transition to the Compass Card system on Blue Buses as part of the region-wide TransLink implementation
- replace the natural gas standby generator at the Transit Operations Centre with diesel.



# TRANSIT

## Divisional Expenses

	Budget 2016		Actual 2015		Actual 2014	
	%	\$	%	\$	%	\$
<b>Administration</b>						
Salaries & Benefits	73.66%	846,000	69.59%	769,520	69.64%	707,784
Supplies & Other Expenses	13.28%	152,500	15.74%	174,045	15.28%	155,319
Professional & Consulting	0.13%	1,500	0.62%	6,839	0.00%	-
Recoveries & Allocations	13.58%	156,000	14.05%	155,318	15.08%	153,267
	<b>100.65%</b>	<b>1,156,000</b>	<b>100.00%</b>	<b>1,105,723</b>	<b>100.00%</b>	<b>1,016,370</b>
<b>Operations</b>						
Salaries & Benefits	90.11%	8,932,400	90.21%	8,768,103	90.82%	8,231,900
Supplies & Other Expenses	9.42%	934,000	9.79%	951,684	9.16%	830,652
Professional & Consulting	0.00%	-	0.00%	-	0.00%	-
Recoveries & Allocations	0.01%	1,000	0.00%	298	0.01%	947
	<b>99.54%</b>	<b>9,867,400</b>	<b>100.00%</b>	<b>9,720,085</b>	<b>100.00%</b>	<b>9,063,499</b>
<b>Vehicle Maintenance</b>						
Salaries & Benefits	38.23%	2,082,200	39.60%	2,061,146	38.60%	1,926,233
Supplies & Other Expenses	61.82%	3,367,300	60.34%	3,140,787	61.40%	3,064,062
Professional & Consulting	0.00%	-	0.00%	-	0.00%	-
Recoveries & Allocations	0.00%	-	0.07%	3,575	0.00%	122
	<b>100.04%</b>	<b>5,449,500</b>	<b>100.00%</b>	<b>5,205,508</b>	<b>100.00%</b>	<b>4,990,417</b>
<b>Total</b>						
Salaries & Benefits	71.85%	11,860,600	72.35%	11,598,769	72.10%	10,865,918
Supplies & Other Expenses	26.98%	4,453,800	26.61%	4,266,516	26.87%	4,050,033
Professional & Consulting	0.01%	1,500	0.04%	6,839	0.00%	-
Recoveries & Allocations	0.95%	157,000	0.99%	159,192	1.02%	154,336
	<b>99.79%</b>	<b>16,472,900</b>	<b>100.00%</b>	<b>16,031,316</b>	<b>100.00%</b>	<b>15,070,287</b>

# TRANSIT

## Supplemental Schedule Other Funds

Five-Year Financial Plan \$000's				
2016	2017	2018	2019	2020

TRANSIT

Revenue

Transit Reimbursement

16,473	16,802	17,138	17,481	17,831
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Expenditure

Operations

9,867	10,065	10,265	10,471	10,681
-------	--------	--------	--------	--------

Maintenance

5,450	5,558	5,670	5,783	5,899
-------	-------	-------	-------	-------

Administration

1,156	1,179	1,203	1,227	1,251
-------	-------	-------	-------	-------

16,473	16,802	17,138	17,481	17,831
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# TRANSIT

## Stats & Trends

### SERVICE LEVEL STATISTICS

	Transaction Counts /Activity Levels				
	2015	2014	2013	2012	2011
Passenger Statistics					
Revenue Rides	5,375,922	5,237,319	5,250,033	5,259,020	5,129,970
Total Boardings	7,114,569	6,902,814	6,893,725	6,909,046	6,978,606
Customer Satisfaction					
West Vancouver Blue Bus	8.2	8.0	8.4	8.4	8.1
TransLink Regional Average	7.7	7.8	7.6	7.8	7.6

### TREND OF RESOURCE REQUIREMENTS

	2015	2014	2013	2012	2011
Salaries & Benefits	11,598,769	10,865,918	10,065,771	10,017,427	9,931,810
Supplies & Other Expenses	4,266,516	4,050,033	3,885,464	3,735,422	3,599,839
Professional & Consulting	6,839	-	4,391	48,874	15,553
Recoveries & Allocations	159,192	154,336	163,444	161,388	152,973
	16,031,316	15,070,287	14,119,070	13,963,111	13,700,175

# GLOSSARY OF TERMINOLOGY

## ACRONYMS

ASTTBC: Applied Science Technologists & Technicians of BC  
BICCS: Bicycle Infrastructure Capital Cost Share  
CAO: Chief Administrative Officer  
CCTV: Closed Circuit Television  
CEEP: Community Energy & Emissions Plan  
DCC: Development Cost Charge  
FSR: Floor Space Ratio  
GAAP: Generally Accepted Accounting Principles  
GFOA: Government Finance Officers Association of the United States and Canada  
GVRD: Greater Vancouver Regional District  
GVSD: Greater Vancouver Sewerage & Drainage District  
GVTA: Greater Vancouver Transportation Authority  
ILS: Integrated Library System  
IMF: International Monetary Fund  
ISMPS: Integrated Stormwater Management Plans  
MFA: Municipal Finance Authority  
MRN: Major Road Network  
NSEM: North Shore Emergency Management  
NSRP: North Shore Recycling Program  
OCP: Official Community Plan  
OECD: Organisation for Economic Co-operation & Development  
PMP: Parks Master Plan  
PSAB: Public Sector Accounting Board  
RFMP: Recreation Facilities Master Plan  
RUST: Residential Underground Storage Tanks  
SCADA: Supervisory Control and Data Acquisition  
TRRIP: Transit Related Road Infrastructure Program  
WVMEA: West Vancouver Municipal Employees' Association  
WVML: West Vancouver Memorial Library

## ACCOUNTING PRINCIPLES

*A set of generally accepted principles for administering accounting activities and regulating financial reporting.*

## ACCRUAL BASIS OF ACCOUNTING

*Accounting for transactions as they occur, regardless of when cash has been received or expended.*

## AMORTIZATION

*The expensing, over a period of years, the cost of fixed assets based on the estimated useful life of the asset.*

## ANNUAL REPORTING CYCLE

*In West Vancouver, this is a formal cycle of quarterly operating financial reports, completed by the annual audited year-end financial statements.*

## ASSENT-FREE ZONE

*Represents the level of debt that a local government may incur without approval of the electors via referendum. Within the assent-free zone, the annual cost of servicing the aggregate liabilities for the year does not exceed five per cent of the statutory annual revenue calculation for the previous year.*

## ASSET MANAGEMENT FRAMEWORK

*A long-term approach to managing infrastructure assets. It includes planning, designing, investing, maintaining, disposing and, ultimately, replacing for the purposes of extending the useful life of assets and demonstrating long-term sustainability and affordability.*

## BALANCED BUDGET

*A budget in which total revenues are equal to or greater than total expenditures; therefore, no budget deficit exists.*

## BASE CASE BUDGET

*The first step in the annual budget process that projects the future cost of existing service levels by incorporating anticipated increases to labour and benefits rates, as well as ongoing increases to selective non-labour costs.*

## BUDGET AMENDMENT

*Expenditures under the Financial Plan are authorized by a Budget Bylaw. After the Budget Bylaw is adopted, any significant revisions to the current-year planned expenditures must be authorized by a new bylaw called a Budget Amendment Bylaw.*

## CAPITAL ASSETS

*Tangible assets of significant value that have a useful life of greater than one year. See also Infrastructure, Tangible Capital Assets and Depreciation.*

## CAPITAL FACILITIES RESERVE FUND

*In West Vancouver, this is a special reserve fund that receives annual transfers from the general operating budget. It is intended as one of the significant funding sources for the long-term capital plan. The ongoing unexpended balance in the fund earns interest.*

## CAPITAL PLANNING

*Comprises the process of establishing, documenting and regularly reviewing and updating the five-year capital plan (as well as longer life-cycle infrastructure plans). It involves scoping and prioritizing proposed projects and designating specific funding sources—all within a framework of ongoing affordability.*

## COLLECTIVE BARGAINING

*Non-management District staff are organized within specific union groups (WVMEA, fire, library, transit, police and police civilians) for the purpose of negotiating terms and conditions of employment. Collective bargaining agreements regulate such matters as hours, working conditions, rates of pay, fringe benefits and matters affecting the health and safety of employees.*

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## CONSUMER PRICE INDEX (CPI)

*An index maintained by Statistics Canada that tracks monthly and annual price increases to selected 'baskets' of goods and services. The index has lost its usefulness as an indicator of overall annual inflation, partly as a result of the recent volatility of energy and housing costs, which has led the Bank of Canada to publish an alternative Core CPI. Neither Statistics Canada nor the Bank of Canada indices reflect particularly well the reality of annual cost increases for local governments, which are predominantly driven by labour agreements, construction costs and levies from regional governments.*

## COST DRIVERS

*A description of the significant circumstances, events and expenditure categories that influence overall cost structures within the context of a specific local government.*

## DEBT SERVICE

*The annual payment of principal and interest required to retire long-term debt, usually according to a predetermined amortization schedule.*

## DEPRECIATION

*The orderly charge to operations of the costs of capital assets over their estimated useful lives.*

## DEVELOPMENT COST CHARGES (DCCs)

*Levies charged to new developments to offset the costs of providing new infrastructure to service those developments. The expenditure of these funds is governed by legislation and is restricted to the purpose for which they were originally collected.*

## EAGLE LAKE DEVELOPMENT PLAN

*The long-term strategy to maximize the use of water from Eagle Lake, thereby reducing costs to residents and further lessening the District's dependence on water from Metro Vancouver.*

## ENDOWMENT RESERVE FUND

*In West Vancouver, this special reserve fund was established with an endowment feature—a threshold amount escalating annually by the rate of CPI that is to remain unexpended. Amounts in the reserve above the threshold amount are a significant funding source for the Long-term Capital Plan.*

## EXPENDITURES BY FUNCTION

*Reporting of expenditures by functional purpose, such as fire prevention and information systems. Expenditures by Function aggregate the salaries and benefits, materials and supplies, etc. devoted to that function.*

## EXPENDITURES BY OBJECT

*Reporting of expenditures by type, such as salaries, benefits, materials and supplies, regardless for which functional unit the expenditures were made.*

## FINANCIAL PLAN

*Incorporates the budget for the current year and high-level projections of revenues and expenditures for the subsequent four years. The Financial Plan is embedded in an annual bylaw that provides statutory approval for the expenditure of funds according to the current year budget.*

## FREEDOM OF INFORMATION (FOI)

*Legislation that grants individuals rights to access certain information held by local governments and protects the privacy of individuals by placing restrictions on the kinds of information that local governments may collect and how it may be disclosed.*

## FULL-TIME EQUIVALENTS (FTEs)

*A conversion measure to express all staffing (temporary, part-time, etc) in terms of a common full-time denominator.*

## FUND

*Stand-alone high-level business entities that engage in specific service activities. Each fund has its own particular revenues, expenditures, reserves and capital program. Each fund also has its own particular approach to budgeting and rate setting. Examples are the General Fund that sets annual tax rates and the Water Utility Fund that sets the annual user rates for water.*

## GENERAL FUND

*The primary fund of a government and records all assets, liabilities, receipts and payments that do not belong to another fund.*

## GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA) OF THE UNITED STATES AND CANADA

*Promotes the enhancement and professional management of governments for the public benefit by identifying and developing financial policies and best practices, and promoting them through education, training, leadership and annual awards programs.*

## INFRASTRUCTURE

*A generic term to describe the essential physical assets that enable local governments to provide services, such as roads and water mains. See also Capital Assets and Tangible Capital Assets.*

## LABOUR MODEL

*In West Vancouver, this is a detailed and comprehensive financial model that tracks all authorized staffing positions and enables the accurate projection of future labour and benefits costs by business unit and by division.*

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## MASTER PLANS

Support plans to the Official Community Plan (OCP) that cover such matters as parks planning, local and neighbourhood plans, transportation and road networks, climate action planning, among others.

## OFFICIAL COMMUNITY PLAN (OCP)

The ultimate local government planning document by which a community defines itself. The OCP lays out high-level policy statements on such matters as land use, zoning, servicing, community amenities and finances.

## PROGRAMS vs. PROJECTS

Programs tend to involve ongoing services and activities, and are embedded in base budgets, whereas projects tend to be shorter-lived, possibly one-time, and change frequently in response to annual requirements.

## PROPERTY ASSESSMENT CYCLE

The BC Assessment Authority is responsible for establishing assessed values of all properties in the District and reports those values according to an annual cycle.

A Preview Roll, with properties valued as at July 1, reflects new construction and zoning changes up to October 31. It is produced in early November, consists of high-level totals by property class and is usually incomplete as to new construction additions.

A Completed Roll is produced by December 31 and reflects all assessment data for the coming year. This roll is the basis for the individual assessment notices that are mailed to property owners in early January.

A Revised Roll, produced as at March 31 and containing adjustments due to successful assessment appeals, forms the basis of the annual property tax calculation and levy.

## PROPERTY ASSESSMENT SKEWING

Refers to the fact that market value increases and decreases are not consistent throughout the District. Assessments vary widely depending on housing type, neighbourhood location and various other factors. This has implications on the apparent tax increase experienced by each homeowner, as tax rates are established according to District-wide assessment averages, not individual property assessments.

## PROPERTY TAX RATE MULTIPLES

Different tax rates are applied to different classes of property. The tax rate multiple is the expression of a class tax rate in relation to the residential tax rate. For example, a class multiple of 2.5 means a tax rate that is two and a half times the residential tax rate.

## PUBLIC SECTOR ACCOUNTING AND AUDITING BOARD (PSAB) OF THE CANADIAN INSTITUTE OF CHARTERED ACCOUNTANTS

The PSAB recommends and prescribes accounting and reporting standards for the public sector.

## PAY-AS-YOU-GO

An approach to funding of capital projects that emphasizes the use of current revenues and reserve balances without resorting to debt.

## SERVICE LEVEL

A high-level description of the extent of a particular service offering, usually referencing a blend of quantity, frequency and quality that most often correlates to staffing levels. When service levels are described as high, it usually indicates a higher staffing commitment and hence higher costs per unit of overall service.

## SHARED SERVICES

Business units that provide services on a shared basis to other business units. Their costs are charged to other business units based on a per unit of service charge and the amount of service consumed. Fleet Services and the District garage are examples of shared services.

## STRATEGIC PLAN

Expresses the broadest aspirations of a community as embedded in the vision and mission statements. The plan also incorporates a strategy map that organizes the strategic initiatives to achieve the plan under four broad perspectives: Community Perspective, Organizational/Operational Perspective, People, Skills and Motivation Perspective and a Financial Perspective.

## TANGIBLE CAPITAL ASSETS

Formal terminology referring to non-financial assets that have physical substance held for use in the supply of goods and services, have economic useful lives greater than one year and are not held for resale in the ordinary course of operations.

## WATER CONSERVATION STRATEGY

A long-term strategy to emphasize responsible stewardship of this valuable resource. Through the implementation of universal metering, overall water consumption in the District has decreased and the implementation of user rates based on consumption ensures equitability amongst residents.

## WEST VANCOUVER COMMUNITY CENTRES SOCIETY (WVCCS)

An independent society organized to add value to programs and services offered at the West Vancouver Community Centre and Aquatic Centre, and to engage members of the Society and public in new ways.







*west vancouver*