



COUNCIL AGENDA/INFORMATION		
<input type="checkbox"/> Closed	Date: _____	Item # _____
<input checked="" type="checkbox"/> Reg. Council	Date: <u>July 4, 2011</u>	Item # <u>9</u>
<input type="checkbox"/> Supplemental	Date: _____	Item # _____

	
Director	CAO

9

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

COUNCIL REPORT

Date: June 22, 2011 File: 1610-20-4693
From: Nina Leemhuis, Chief Financial Officer
Subject: **2011 5 Year Financial Plan Budget Amendment Bylaw No. 4693, 2011**

RECOMMENDED THAT:

The 2011 5 Year Financial Plan Budget Amendment Bylaw No. 4693, 2011 be introduced and read a first, second, and third time by Council.

Purpose

The Finance Committee is recommending to Council that the “2011 5 Year Financial Plan” be amended to reflect the following:

1. to include the AmblesideNow 2011 budget, in the amount of \$3,134,600, as approved by Council at the June 6, 2011 Council Meeting; and
2. to reallocate \$150,000 dollars from the construction of a roundabout at 21st Street and Queens Avenue to the safety improvement project being proposed at Marine Drive and Keith Road (Gleneagles Elementary).

1.0 Background

1.1 AmblesideNow 2011 Budget

At the June 6, 2011 Council meeting, Council approved the 2011 AmblesideNow budget in the amount of \$3,134,600 as set out in Schedule D of Appendix A to this report. The AmblesideNow 2011 budget consists mainly of fees for expertise that will further define the scope of the Public Safety Building project. It also includes capital costs related to the Presentation Centre as well as administrative and other overhead costs.

1.2 Marine Drive and Keith Road (Gleneagles Elementary)

A budgeted project at 21st Street and Queens Avenue is being delayed so that the construction of a roundabout at this location can be incorporated into upgrades to underground utilities that are scheduled for 2012. The funds will be reallocated to a safety improvement project at Marine Drive and Keith Road (Gleneagles Elementary).

2.0 Policy

2.1 No policy applies.

3.0 Balanced Scorecard

STRATEGIC INITIATIVES	2011 MILESTONE
1.4.2 Implement the Ambleside Town Centre Strategy	1.4.2a Finalize the scope of project, including phasing plan.

4.0 Analysis

4.1 AmblesideNow 2011 Budget

The 2011 AmblesideNow budget, in the amount of \$3,134,600, is to be funded through the net proceeds of land sales at 2301 Ottawa Avenue and the Horseshoe Bay Firehall lots. Should there be an outstanding balance, it will be internally funded pending the sale of other District lands including the 1300 Block of Marine Drive, Municipal Hall precinct lands, and other lands currently under review.

4.2 Marine Drive and Keith Road (Gleneagles Elementary)

The proposed budget amendment reallocates \$150,000 from an existing capital project to a new capital project and requires no incremental funding.

5.0 Options

5.1 It is recommended that Council approve an amendment to "5 Year Financial Plan Bylaw No. 4671, 2011" to:

1. include the AmblesideNow 2011 budget, in the amount of \$3,134,600, as approved by Council at the June 6, 2011 Council Meeting; and

Date: June 22, 2011
From: Nina Leemhuis, Chief Financial Officer
Subject: **2011 5 Year Financial Plan Budget Amendment
Bylaw No. 4693, 2011**

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2. reallocate \$150,000 dollars from the construction of a roundabout at 21st Street and Queens Avenue to the safety improvement project being proposed at Marine Drive and Keith Road (Gleneagles Elementary).

Author:



Appendices:

- Appendix A: 5 Year Financial Plan Budget Amendment Bylaw No. 4693, 2011
- Appendix B: 5 Year Financial Plan Bylaw No. 4671, 2011

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District of West Vancouver

**5 Year Financial Plan Budget Amendment
Bylaw No. 4693, 2011**

Effective Date:

5 Year Financial Plan Budget Amendment Bylaw No. 4693, 2011

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District of West Vancouver

5 Year Financial Plan Budget Amendment Bylaw No. 4693, 2011

A bylaw to amend the Annual Budget for 2011.

WHEREAS the Council of The Corporation of the District of West Vancouver caused to be prepared a 5 Year Financial Plan for the years 2011 - 2015;

AND WHEREAS the said Plan was approved by "5 Year Financial Plan Bylaw No. 4671, 2011", adopted on February 7, 2011;

AND WHEREAS it is deemed advisable and expedient that the annual budget for the year 2011 be now further amended;

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

Part 1 Citation

- 1.1 This bylaw may be cited as "5 Year Financial Plan Budget Amendment Bylaw No. 4693, 2011".

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 Budget Amendments

The 2011 annual budget which forms part of 5 Year Financial Plan Bylaw No. 4671, 2011", adopted on February 7, 2011 is hereby amended to:

1. include the AmblesideNow 2011 budget, in the amount of \$3,134,600, as approved by Council at the June 6, 2011 Council Meeting; and

2. reallocate \$150,000 dollars from the construction of a roundabout at 21st Street and Queens Avenue to the safety improvement project being proposed at Marine Drive and Keith Road.

Schedules

Schedule A – 5 Year Financial Plan 2011 – 2015, General Operations

Schedule B – 5 Year Financial Plan 2011 – 2015, General Capital

Schedule C – Amended 5 Year Financial Plan 2011 – 2015, Other Funds

Schedule D – AmblesideNow Budget for the period from March 1, 2011 to December 31, 2011

READ A FIRST TIME on

READ A SECOND TIME on

READ A THIRD TIME on

ADOPTED by Council on

Mayor

Municipal Clerk

DISTRICT OF WEST VANCOUVER
5 YEAR FINANCIAL PLAN
GENERAL OPERATIONS
Schedule "A" to Bylaw No. 4693

5 Year Financial Plan					
	2011	2012	2013	2014	2015
REVENUE					
Property Taxes	54,181,693	56,577,919	58,722,847	60,943,709	63,271,736
Fees and Charges	12,518,773	12,768,788	13,017,072	13,270,322	13,528,635
Licences and Permits	3,497,540	3,567,491	3,638,841	3,711,617	3,785,850
Other Revenue	4,993,152	5,189,192	5,302,133	5,392,041	5,484,984
Government Grants	1,072,695	1,072,695	1,072,695	1,072,695	1,072,695
Reserve Transfers	617,300	617,300	617,300	617,300	617,300
	76,881,153	79,793,385	82,370,888	85,007,684	87,761,200
Levies, Other Governments	55,000,000	58,000,000	61,000,000	64,000,000	67,000,000
	131,881,153	137,793,385	143,370,888	149,007,684	154,761,200
EXPENDITURE					
Administration	2,345,818	2,411,421	2,490,593	2,572,502	2,656,871
Community Engagement	2,102,272	2,153,151	2,220,030	2,289,133	2,360,251
HR & Payroll Services	1,300,690	1,339,798	1,387,413	1,436,756	1,487,640
Financial Services	4,607,747	4,728,107	4,881,922	5,041,019	5,204,875
Police Services	12,984,825	13,365,894	13,833,601	14,318,124	14,817,666
Fire & Rescue Services	12,822,761	13,222,343	13,703,240	14,201,814	14,716,116
Engineering & Transportation	3,291,157	3,375,964	3,484,879	3,597,513	3,713,501
Planning, Lands & Permits	4,037,241	4,155,645	4,301,001	4,451,582	4,606,829
Parks & Community Services	17,199,122	17,655,968	18,236,306	18,836,710	19,455,166
Library Services	4,141,966	4,255,436	4,398,017	4,545,590	4,697,642
	64,833,599	66,663,727	68,937,002	71,290,743	73,716,557
Legal	250,186	255,190	260,294	265,499	270,809
Property & Liability Insurance	1,055,000	1,076,100	1,097,622	1,119,574	1,141,966
Principal on Debt					
Interest on Debt	1,161,320	1,161,320	1,138,922	1,094,820	1,094,820
Other Fiscal Services					
Grants in Aid	369,700	369,700	369,700	369,700	369,700
Initiatives	540,000	540,000	540,000	540,000	540,000
Third Party Works	978,200	978,200	978,200	978,200	978,200
Transfers to Reserves:					
Capital Facility Reserve	1,140,000	1,240,000	1,240,000	1,240,000	1,240,000
Infrastructure Fund	6,044,000	7,000,000	7,300,000	7,600,000	7,900,000
Other Transfers	509,148	509,148	509,148	509,148	509,148
	76,881,153	79,793,385	82,370,888	85,007,684	87,761,200
Levies, Other Governments	55,000,000	58,000,000	61,000,000	64,000,000	67,000,000
	131,881,153	137,793,385	143,370,888	149,007,684	154,761,200
EXCESS OF REVENUE	-	-	-	-	-

The 5 Year Financial Plan is based upon the following assumptions:
Labour and non-labour increases forecasted at 2% per year
Capital infrastructure funding based on currently estimated future requirements

DISTRICT OF WEST VANCOUVER
5 YEAR FINANCIAL PLAN
GENERAL CAPITAL
Schedule "B" to Bylaw No. 4693

5 Year Financial Plan					
	2011	2012	2013	2014	2015
CAPITAL EXPENDITURES					
Infrastructure Program	7,156,222	7,000,000	7,300,000	7,600,000	7,900,000
Transportation Projects	4,370,000	2,010,000	2,169,000	2,108,000	2,064,000
Parks, Recreation & Culture	5,338,000	3,850,000	1,450,000	-	-
Other Civic Facilities	75,000	200,000	-	-	-
Other Projects	-	-	-	-	-
	<u>16,939,222</u>	<u>13,060,000</u>	<u>10,919,000</u>	<u>9,708,000</u>	<u>9,964,000</u>
REVENUE SOURCES					
Transfers From Reserves:					
Infrastructure Fund	6,916,122	7,000,000	7,300,000	7,600,000	7,900,000
Endowment Fund	-	3,300,000	-	-	-
Capital Facility Reserve	1,898,000	1,000,000	1,150,000	250,000	250,000
Dev Cost Charges	1,333,900	500,000	500,000	500,000	500,000
Long-Term Debt	-	-	-	-	-
Amenity Contributions	470,000	-	1,000,000	-	-
Grants & Partnerships	6,191,100	1,260,000	969,000	1,358,000	1,314,000
Other Reserves	130,100	-	-	-	-
	<u>16,939,222</u>	<u>13,060,000</u>	<u>10,919,000</u>	<u>9,708,000</u>	<u>9,964,000</u>

DISTRICT OF WEST VANCOUVER
5 YEAR FINANCIAL PLAN
OTHER FUNDS
Schedule "C" to Bylaw No. 4693

5 Year Financial Plan					
	2011	2012	2013	2014	2015
DISTRICT LANDS STEWARDSHIP FUND					
AmblesideNow Project Account					
Revenue					
Land Sales	3,134,600				
Expenditure					
AmblesideNow	3,134,600				
WATER UTILITY					
Revenue					
User Fees	9,134,200	10,321,700	11,663,500	13,179,800	14,893,100
Meter Rental Charges	580,000	580,000	580,000	580,000	580,000
Micro Power Generation	35,000	35,000	35,000	35,000	35,000
Debt Proceeds	300,000	-	-	-	-
Sundry	28,000	-	-	-	-
Government Grants	1,113,700	-	-	-	-
	<u>11,190,900</u>	<u>10,936,700</u>	<u>12,278,500</u>	<u>13,794,800</u>	<u>15,508,100</u>
Expenditure					
Water Purchases	2,993,200	3,217,600	3,561,800	3,793,200	4,020,600
System Operating	3,336,300	3,419,800	3,505,200	3,592,800	3,682,700
System Replacements	1,628,000	2,200,000	2,800,000	3,400,000	3,900,000
Montizambert Plant	1,645,000	-	-	-	-
Eagle Lake Capital	300,000	-	-	-	-
Principal on Debt					
Interest on Debt	1,871,400	2,130,700	2,135,700	2,140,700	2,140,700
Transfer to (from) Surplus	(583,000)	(31,400)	275,800	868,100	1,764,100
	<u>11,190,900</u>	<u>10,936,700</u>	<u>12,278,500</u>	<u>13,794,800</u>	<u>15,508,100</u>
SEWER UTILITY					
Revenue					
User Fees	9,598,200	10,654,000	11,825,900	13,126,800	14,570,700
Development Cost Charges	400,000	400,000	400,000	400,000	400,000
Government Grants	1,106,600	-	-	-	-
	<u>11,104,800</u>	<u>11,054,000</u>	<u>12,225,900</u>	<u>13,526,800</u>	<u>14,970,700</u>
Expenditure					
GVSDD Levy	5,389,500	5,712,900	6,027,100	6,328,500	6,644,900
Administration Charge	150,000	153,800	157,600	161,500	165,600
Sanitary Operating	1,125,500	1,153,600	1,182,500	1,212,000	1,242,300
Storm Operating	839,400	860,400	881,900	904,000	926,600
Capital Program	3,631,600	2,600,000	3,300,000	4,000,000	4,700,000
Transfer to surplus	(31,200)	573,300	676,800	920,800	1,291,300
	<u>11,104,800</u>	<u>11,054,000</u>	<u>12,225,900</u>	<u>13,526,800</u>	<u>14,970,700</u>

DISTRICT OF WEST VANCOUVER
5 YEAR FINANCIAL PLAN
OTHER FUNDS (continued)
Schedule "C" to Bylaw No. 4693 (continued)

	5 Year Financial Plan				
	2011	2012	2013	2014	2015
CEMETERY					
Revenue					
User Fees	806,800	908,100	968,100	1,008,100	1,008,100
Interest Revenue	160,400	160,400	160,400	160,400	160,400
Transfer from Dev Fund	501,200	352,500	-	-	199,200
	<u>1,468,400</u>	<u>1,421,000</u>	<u>1,128,500</u>	<u>1,168,500</u>	<u>1,367,700</u>
Expenditure					
Operations	452,000	461,000	470,200	479,600	489,200
Sales and Use Costs	101,900	103,900	106,000	108,100	110,300
Admin Fee to General	178,500	182,100	185,700	189,400	193,200
Capital Improvements	736,000	674,000	200,000	75,000	575,000
Transfer to Dev Fund	-	-	166,600	316,400	-
	<u>1,468,400</u>	<u>1,421,000</u>	<u>1,128,500</u>	<u>1,168,500</u>	<u>1,367,700</u>
SOLID WASTE					
User Fees Revenue	<u>3,523,300</u>	<u>3,748,200</u>	<u>3,982,400</u>	<u>4,232,000</u>	<u>4,497,900</u>
Expenditure					
Garbage Coll & Disposal	2,321,200	2,290,200	2,384,400	2,553,500	2,705,300
Recycling Coll & Processing	1,589,100	1,635,000	1,674,200	1,707,700	1,742,000
Capital Program	-	-	-	-	-
Rate Stabilization	(387,000)	(177,000)	(76,200)	(29,200)	50,600
	<u>3,523,300</u>	<u>3,748,200</u>	<u>3,982,400</u>	<u>4,232,000</u>	<u>4,497,900</u>
GOLF					
Revenue					
Golf Fees	1,264,400	1,413,404	1,421,174	1,555,133	1,563,700
Clubhouse Rentals	50,000	50,000	80,820	96,000	96,000
Transfer From Dev Fund	-	-	-	-	-
	<u>1,314,400</u>	<u>1,463,404</u>	<u>1,501,994</u>	<u>1,651,133</u>	<u>1,659,700</u>
Expenditure					
Proshop & Management	256,000	261,120	266,342	271,669	277,103
Operations & Maintenance	728,900	743,478	758,348	773,515	788,985
Capital Program	97,000	109,800	131,022	186,000	162,000
Debt Service	55,000	127,107	124,360	121,504	118,533
Admin Fee to General	127,500	130,100	132,700	135,400	138,100
Transfer to Dev Fund	50,000	91,799	89,222	163,045	174,979
	<u>1,314,400</u>	<u>1,463,404</u>	<u>1,501,994</u>	<u>1,651,133</u>	<u>1,659,700</u>

DISTRICT OF WEST VANCOUVER
5 YEAR FINANCIAL PLAN
OTHER FUNDS (continued)
Schedule "C" to Bylaw No. 4693 (continued)

5 Year Financial Plan					
	2011	2012	2013	2014	2015
TRANSIT					
Revenue					
Transit Reimbursement	13,283,000	13,691,300	14,249,000	15,016,100	15,767,800
Expenditure					
Operations	7,691,000	7,845,000	8,237,000	8,669,500	9,103,000
Maintenance	4,717,100	4,860,000	5,006,000	5,306,000	5,571,300
Administration	874,900	986,300	1,006,000	1,041,200	1,093,500
	<u>13,283,000</u>	<u>13,691,300</u>	<u>14,249,000</u>	<u>15,016,700</u>	<u>15,767,800</u>

AmblesideNow: March to December 2011 Expenditures

Schedule D

OVERHEAD & ADMINISTRATION

DESCRIPTION	AMOUNT (\$)
Equipment	25,000
IT & Utilities	27,000
Administrator - Temporary	48,000
Printing	5,000
Maintenance/Cleaning	10,000
Supplies and Stationery	7,600
Office Preparation	35,000
Office Rent	45,000
General Administrative Expenses	11,500
Contingency	23,000
SUB-TOTAL	237,100
Contract Services (ALMIC)	210,000
TOTAL: OVERHEAD AND ADMINISTRATION [A]	447,100

SALE OF MUNICIPALLY OWNED LANDS

DESCRIPTION	AMOUNT (\$)
Consultants - Master Programming	40,000
Planning - Temporary Administrative Staff	40,000
Public Consultation/Communication	108,000
Urban Arts Consultant	75,000
Collateral Materials - Model, etc.	50,000
Media - Advertising - RFP	3,000
Land Appraisals	42,000
Legal	30,000
Civil/Environmental Consultants	40,000
Contingency	31,500
TOTAL: SALE OF MUNICIPALLY OWNED LANDS [B]	459,500

PUBLIC SAFETY BUILDING

DESCRIPTION	AMOUNT (\$)
EXTERNAL EXPERTS	
Architect and Planning	500,000
Programming	80,000
Structural Engineering	150,000
Civil Engineering	50,000
Electrical Engineering	150,000
Mechanical Engineering	150,000
Environmental	50,000
Geotechnical	75,000
Landscape Architect	75,000
Survey	25,000
Code	50,000
Envelope	50,000
Interior Designer	50,000
Other	300,000
TOTAL: EXTERNAL EXPERTS	1,755,000
OTHER SOFT COSTS	
Permits and Fees	150,000
Public Consultation	20,000
Collateral Material	40,000
Advertising	10,000
Development Management	20,000
TOTAL OTHER SOFT COSTS	240,000
HARD CONSTRUCTION COSTS	
Pre-Construction/QS	30,000
TOTAL HARD CONSTRUCTION COSTS	30,000
CONTINGENCY	203,000
TOTAL: PUBLIC SAFETY BUILDING COSTS [C]	2,228,000
TOTAL AMBLESIDENOW COSTS [A+B+C]	3,134,600



District of West Vancouver

**5 Year Financial Plan
Bylaw No. 4671, 2011**

Effective Date: February 7, 2011

District of West Vancouver

5 Year Financial Plan Bylaw No. 4671, 2011

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District of West Vancouver

5 Year Financial Plan Bylaw No. 4671, 2011

A bylaw to approve the 5 Year Financial Plan for the years 2011 - 2015

WHEREAS pursuant to the provisions of the Local Government Act, the Municipal Council caused to be prepared a 5 Year Financial Plan for the period 2011 – 2015 inclusive;

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

Part 1 Citation

- 1.1 This bylaw may be cited as 5 Year Financial Plan Bylaw No. 4671, 2011.

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 Previous Bylaw Repeal

- 3.1 5 Year Financial Plan Bylaw No. 4631, 2010 (adopted on February 10, 2010) and Amendment Bylaw No. 4664, 2010 are hereby repealed.

Part 4 5 Year Financial Plan for the Years 2011 - 2015

4.1 Property Tax Distribution Policy

The same rate of 1.1% increase will be applied to all property classes, subject to a high-level consideration of significant changes to existing class rate multiples.

4.2 Five Year Financial Plan

The Council does hereby adopt the 5 Year Financial Plan for the years 2011 – 2015 inclusive, for each year of the plan, as set out in Schedules A, B, C and D attached to this Bylaw and forming a part thereof, as follows:

Schedule A – General Operations

Schedule B – General Capital

Schedule C – Utilities, Cemetery, Solid Waste, Golf and Transit

Schedule D – Revenue/Tax Distribution, Objectives & Policies

Part 5 Offence and Penalty

5.1 Every person who violates a provision of this bylaw, or who consents, allows or permits an act or thing to be done in violation of a provision of this bylaw, or who neglects to or refrains from doing anything required to be done by a provision of this bylaw, is guilty of an offence and is liable to the penalties imposed under this bylaw, and is guilty of a separate offence each day that a violation continues to exist.

5.2 Every person who commits an offence is liable on summary conviction to a fine or to imprisonment, or to both a fine and imprisonment, not exceeding the maximum allowed by the Offence Act.

Schedules

Schedule A – General Operations

Schedule B – General Capital

Schedule C – Utilities, Cemetery, Solid Waste, Golf and Transit

Schedule D – Revenue/Tax Distribution, Objectives & Policies

READ A FIRST TIME on January 10, 2011

READ A SECOND TIME on January 10, 2011

READ A THIRD TIME on January 24, 2011

ADOPTED by the Council on February 7, 2011

P. Goumanu Th - Jones
Mayor

A. Achols
Municipal Clerk

Schedule A – General Operations

DISTRICT OF WEST VANCOUVER
5 YEAR FINANCIAL PLAN
GENERAL OPERATIONS
 Schedule "A" to Bylaw No. 4671

	5 Year Financial Plan				
	2011	2012	2013	2014	2015
REVENUE					
Property Taxes	54,181,893	56,577,919	58,722,847	60,943,709	63,271,736
Fees and Charges	12,518,773	12,768,788	13,017,072	13,270,322	13,528,636
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Surplus & Reserve Transfers	617,300	617,300	617,300	617,300	617,300
	<u>76,881,153</u>	<u>79,793,385</u>	<u>82,370,888</u>	<u>85,007,684</u>	<u>87,761,200</u>
Levies, Other Governments	55,000,000	58,000,000	61,000,000	64,000,000	67,000,000
	<u>131,881,153</u>	<u>137,793,385</u>	<u>143,370,888</u>	<u>149,007,684</u>	<u>154,761,200</u>
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Administration	2,345,818	2,411,421	2,490,593	2,572,502	2,658,871
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Library Services	4,141,966	4,255,436	4,398,017	4,545,590	4,697,642
	<u>64,833,599</u>	<u>66,663,727</u>	<u>68,937,002</u>	<u>71,290,743</u>	<u>73,716,557</u>
Legal	250,188	255,190	260,294	265,499	270,809
Property & Liability Insur	1,055,000	1,078,100	1,097,622	1,119,574	1,141,966
Principal on Debt					
Interest on Debt	1,161,320	1,161,320	1,138,922	1,094,820	1,094,820
Other Fiscal Services					
Grants in Aid	369,700	369,700	369,700	369,700	369,700
Initiatives	540,000	540,000	540,000	540,000	540,000
Third Party Works	978,200	978,200	978,200	978,200	978,200
Transfers to Reserves:					
Capital Facility Reserve	1,140,000	1,240,000	1,240,000	1,240,000	1,240,000
Infrastructure Fund	6,044,000	7,000,000	7,300,000	7,600,000	7,900,000
Other Transfers	509,148	509,148	509,148	509,148	509,148
	<u>76,881,153</u>	<u>79,793,385</u>	<u>82,370,888</u>	<u>85,007,684</u>	<u>87,761,200</u>
Levies, Other Governments	55,000,000	58,000,000	61,000,000	64,000,000	67,000,000
	<u>131,881,153</u>	<u>137,793,385</u>	<u>143,370,888</u>	<u>149,007,684</u>	<u>154,761,200</u>
EXCESS OF REVENUE					

Schedule B – General Capital

DISTRICT OF WEST VANCOUVER
5 YEAR FINANCIAL PLAN
GENERAL CAPITAL
 Schedule "B" to Bylaw No. 4671

	5 Year Financial Plan				
	2011	2012	2013	2014	2015
CAPITAL EXPENDITURES					
Infrastructure Program	7,158,222	7,000,000	7,300,000	7,800,000	7,900,000
Transportation Projects	4,370,000	2,010,000	2,169,000	2,108,000	2,064,000
Parks, Recreation & Culture	5,338,000	3,850,000	1,450,000	-	-
Other Civic Facilities	75,000	200,000	-	-	-
Other Projects	-	-	-	-	-
	16,939,222	13,060,000	10,919,000	9,708,000	9,964,000
REVENUE SOURCES					
Transfers From Reserves:					
Infrastructure Fund	8,916,122	7,000,000	7,300,000	7,600,000	7,900,000
Endowment Fund	-	3,300,000	-	-	-
Capital Facility Reserve	1,898,000	1,000,000	1,150,000	250,000	250,000
Dev Cost Charges	1,333,900	600,000	500,000	500,000	500,000
Long-Term Debt	-	-	-	-	-
Amenity Contributions	470,000	-	1,000,000	-	-
Grants & Partnerships	8,191,100	1,260,000	968,000	1,358,000	1,314,000
Other Reserves/Surplus	130,100	-	-	-	-
	16,939,222	13,060,000	10,919,000	9,708,000	9,964,000

Schedule C – Utilities, Cemetery, Solid Waste, Golf and Transit

**DISTRICT OF WEST VANCOUVER
5 YEAR FINANCIAL PLAN
OTHER FUNDS
Schedule "C" to Bylaw No. 4671**

5 Year Financial Plan					
	2011	2012	2013	2014	2015
WATER UTILITY					
Revenue					
User Fees	9,134,200	10,321,700	11,663,500	13,179,800	14,893,100
Meter Rental Charges	580,000	580,000	580,000	580,000	580,000
Micro Power Generation	35,000	35,000	35,000	35,000	35,000
Debt Proceeds	300,000	-	-	-	-
Sundry	28,000	-	-	-	-
Government Grants	1,113,700	-	-	-	-
	11,190,900	10,936,700	12,278,500	13,794,800	15,508,100
Expenditure					
Water Purchases	2,993,200	3,217,600	3,561,800	3,793,200	4,020,800
System Operating	3,336,300	3,419,800	3,505,200	3,592,800	3,682,700
System Replacements	1,628,000	2,200,000	2,800,000	3,400,000	3,900,000
Montzambert Plant	1,645,000	-	-	-	-
Eagle Lake Capital	300,000	-	-	-	-
Principal on Debt					
Interest on Debt	1,871,400	2,130,700	2,135,700	2,140,700	2,140,700
Transfer to (from) Surplus	(583,000)	(31,400)	275,800	668,100	1,764,100
	11,190,900	10,936,700	12,278,500	13,794,800	15,508,100
SEWER UTILITY					
Revenue					
User Fees	9,598,200	10,654,000	11,825,900	13,126,800	14,570,700
Development Cost Charges	400,000	400,000	400,000	400,000	400,000
Government Grants	1,106,600	-	-	-	-
	11,104,800	11,054,000	12,225,900	13,526,800	14,970,700
Expenditure					
GVSDD Levy	5,389,500	5,712,900	6,027,100	6,328,500	6,644,900
Administration Charge	150,000	153,800	157,600	161,500	165,600
Sanitary Operating	1,125,500	1,153,600	1,182,500	1,212,000	1,242,300
Storm Operating	838,400	860,400	881,900	904,000	926,600
Capital Program	3,831,600	2,600,000	3,300,000	4,000,000	4,700,000
Transfer to surplus	(31,200)	573,300	676,800	920,800	1,291,300
	11,104,800	11,054,000	12,225,900	13,526,800	14,970,700

DISTRICT OF WEST VANCOUVER
5 YEAR FINANCIAL PLAN
OTHER FUNDS (continued)
 Schedule "C" to Bylaw No. 4671 (continued)

5 Year Financial Plan					
	2011	2012	2013	2014	2015
CEMETERY					
Revenue					
User Fees	808,800	908,100	968,100	1,008,100	1,008,100
Interest Revenue	160,400	160,400	180,400	160,400	160,400
Transfer from Dev Fund	501,200	352,500	-	-	199,200
	<u>1,468,400</u>	<u>1,421,000</u>	<u>1,128,500</u>	<u>1,168,500</u>	<u>1,367,700</u>
Expenditure					
Operations	452,000	481,000	470,200	479,600	489,200
Sales and Use Costs	101,900	103,900	106,000	108,100	110,300
Admin Fee to General	178,500	182,100	185,700	189,400	193,200
Capital Improvements	736,000	674,000	200,000	75,000	575,000
Transfer to Dev Fund	-	-	166,600	316,400	-
	<u>1,468,400</u>	<u>1,421,000</u>	<u>1,128,500</u>	<u>1,168,500</u>	<u>1,367,700</u>
SOLID WASTE					
Revenue					
User Fees Revenue	3,523,300	3,748,200	3,982,400	4,232,000	4,497,900
Expenditure					
Garbage Coll & Disposal	2,321,200	2,290,200	2,384,400	2,553,500	2,705,300
Recycling Coll & Processing	1,589,100	1,635,000	1,674,200	1,707,700	1,742,000
Capital Program	-	-	-	-	-
Rate Stabilization	(387,000)	(177,000)	(76,200)	(29,200)	50,600
	<u>3,523,300</u>	<u>3,748,200</u>	<u>3,982,400</u>	<u>4,232,000</u>	<u>4,497,900</u>
GOLF					
Revenue					
Golf Fees	1,264,400	1,413,404	1,421,174	1,555,133	1,563,700
Clubhouse Rentals	50,000	50,000	80,820	96,000	96,000
Transfer From Dev Fund	-	-	-	-	-
	<u>1,314,400</u>	<u>1,463,404</u>	<u>1,501,994</u>	<u>1,651,133</u>	<u>1,659,700</u>
Expenditure					
Proshop & Management	256,000	261,120	266,342	271,669	277,103
Operations & Maintenance	728,900	743,478	758,348	773,515	788,985
Capital Program	97,000	109,800	131,022	186,000	162,000
Debt Service	55,000	127,107	124,360	121,504	118,533
Admin Fee to General	127,500	130,100	132,700	135,400	136,100
Transfer to Dev Fund	50,000	91,799	89,222	183,045	174,979
	<u>1,314,400</u>	<u>1,463,404</u>	<u>1,501,994</u>	<u>1,651,133</u>	<u>1,659,700</u>

DISTRICT OF WEST VANCOUVER
 5 YEAR FINANCIAL PLAN
 OTHER FUNDS (continued)
 Schedule "C" to Bylaw No. 4671 (continued)

	5 Year Financial Plan				
	2011	2012	2013	2014	2015
TRANSIT					
Revenue					
Transit Reimbursement	13,875,000	14,309,500	15,140,500	15,800,900	16,577,000
Expenditure					
Operations	8,111,000	8,300,700	8,800,700	9,250,100	9,700,600
Maintenance	4,878,000	5,022,500	5,323,900	5,500,600	5,775,600
Administration	886,000	986,300	1,015,900	1,050,200	1,100,800
	13,875,000	14,309,500	15,140,500	15,800,900	16,577,000

Schedule D – Revenue/Tax Distribution, Objectives & Policies

west vancouver

REVENUE/TAX DISTRIBUTION OBJECTIVES & POLICIES 5 Year Financial Plan Bylaw No. 4671, 2011 Schedule D

The *Community Charter* requires, as part of the consideration and adoption of five year financial plans, 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, proceeds of debt)
- the distribution of property taxes among the 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

This presents schematically the Funds framework under which the District segregates specific stand-alone business units (each with its own revenue structure) from the General Fund wherein property tax rates are established.

Revenue Policies

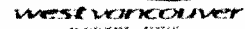
Trends in general revenues, and their proportions to total revenue are shown graphically, and revenue objectives and policies are described.

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 well as policies relating to the granting of permissive tax exemptions.

Summary

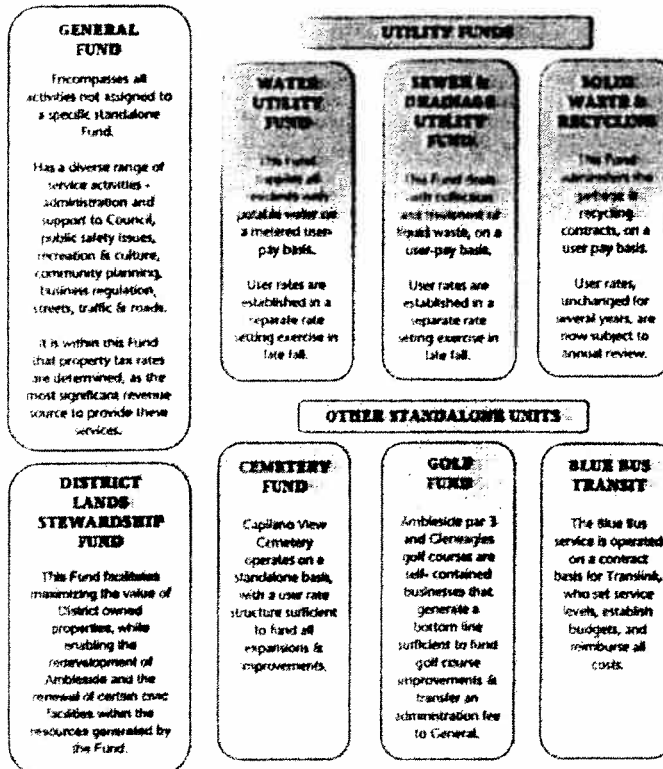
- user pay is a focus, and is maximized where appropriate
- erosion of the assessment base through permissive exemptions is minimized
- although property taxation is by far the largest proportion of ongoing revenues, annual rate increases are a 'revenue of last resort' in order to balance budgets
- business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



FUND STRUCTURE

West Vancouver's financial framework is organized around several high-level functional units, called 'Funds'. Each Fund is a standalone 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.

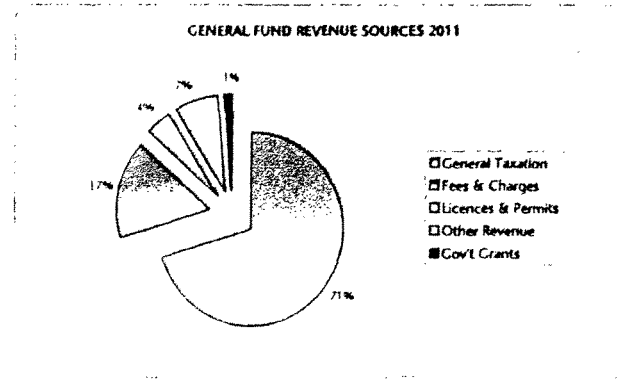
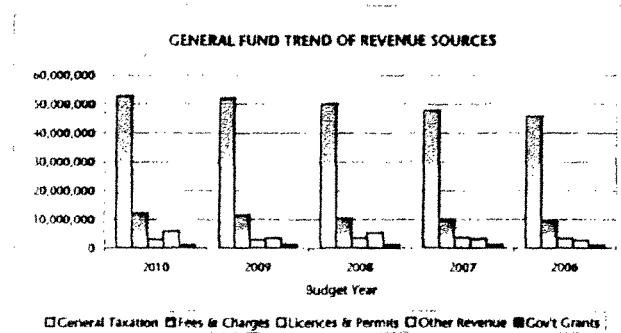
Following is a schematic representation of that framework:





REVENUES

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





REVENUE POLICIES

(Continued)

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 sufficient to cover all costs (operating, capital, debt service) of those stand-alone utilities.

In the case of other stand-alone business units, such as golf and cemetery, user rate structures are established sufficient to cover all current costs and to also provide development funds for future planned capital replacements/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
- competitive rates in surrounding municipalities
- overall target recovery rates
- ensuring that new development pays its own way

Increasing application of user pay principles are in accordance with recommendations of the Fiscal Sustainability Task Force.

In addition, grants and other contributions are pursued wherever available, and partnerships are leveraged wherever possible.

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

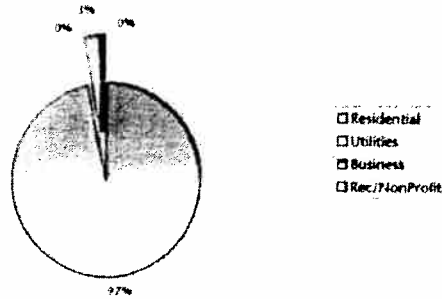


PROPERTY TAXATION POLICIES

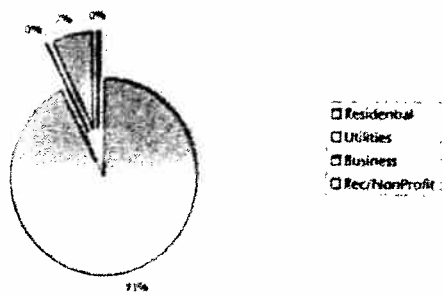
Property taxation is by far the District's most significant revenue source.

Assessed values of property, in each of four categories, drive taxation revenues. The following charts graphically portray the distribution of property types, both as to proportion of total assessment and contribution to total taxation revenues, and on the following page is a chart showing a five year trend in property tax revenues.

ASSESSMENT PROPORTIONS 2011



PROPERTY TAX PROPORTIONS 2011



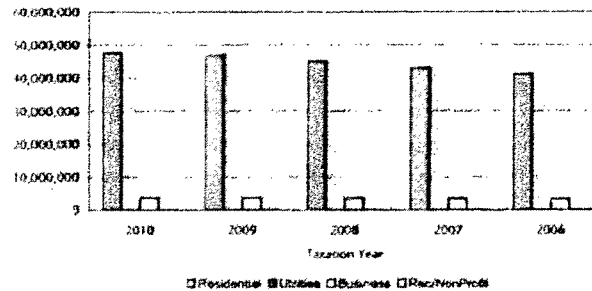


PROPERTY TAXATION POLICIES

(Continued)

Five year trend of property tax revenues - residential taxation being the most significant of the four categories at 93% of the 2010 total.

PROPERTY TAX REVENUE TRENDS



The Community Charter makes provision for exempting from taxation certain categories of property, at Council's discretion. In West Vancouver, such exemptions have been tightly controlled in order to constrain erosion of the assessment base. Current policy 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 Charter
- for non-profit organizations and community care licensed groups leasing portions of school buildings from School District #45
- for land surrounding buildings for public worship and other necessary ancillary buildings

Even so, such exemptions will amount to \$260,640 of foregone taxation revenues for 2011.



PROPERTY TAXATION POLICIES

(Continued)

An additional issue in property taxation policy is the extent to which the business class is taxed at rates greater than the residential class rate. This is commonly called the class rate multiple - a multiple of 3.00, for example, means a tax rate that is 3 times the residential tax rate.

In West Vancouver, that multiple has always been constrained, in order to encourage small business.

A survey of business class property taxation within GVRD municipalities for 2010 (attached) indicates a range of class multiples, from a high of 4.69 to a low of 2.09, with the average being 3.30 and the median at 3.32.

West Vancouver has the lowest Business Class Multiple at 2.09.

Annual % tax rate increases are by policy applied equally to all property classes.

