

2021

ANNUAL REPORT

FOR THE YEAR ENDED DECEMBER 31, 2021



AWARD FOR FINANCIAL REPORTING



Government Finance Officers Association

Canadian Award for Financial Reporting

Presented to

**District of West Vancouver
British Columbia**

For its Annual
Financial Report
for the Year Ended

December 31, 2020

Christopher P. Morill

Executive Director/CEO

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Canadian Award for Financial Reporting to the District of West Vancouver for its annual financial report for the fiscal year ended December 31, 2020.

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

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





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OUR VISION

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

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

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

OUR MISSION

We champion the opportunities that demonstrate our deep commitment to:

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

District of West Vancouver at a Glance*

LAND AREA (2021 Census Canada)

- 87.18 square kilometres

POPULATION (2021 Census Canada)

- 44,122 residents
- 14% are 0–14 years old
- 57.5% are 15–64 years old
- 28.5% are 65 years and older
- 17,690 households

BUSINESSES (District of West Vancouver)

- 5,765 businesses

MUNICIPAL FACTS

(District of West Vancouver)

- 814 permanent employees
- \$166 million operating budget
- \$84 million capital budget

*sources are portrayed in brackets

OFFICIAL COMMUNITY PLAN POLICIES & STRATEGIES



Meeting long-term, community-wide plan objectives requires the collective efforts of many individuals and organizations. In addition to residents, businesses, and workers in our community, stakeholders include senior levels of government, community groups, boards and agencies. Official Community Plan (OCP) policies are implemented through a range of strategies, regulations and plans that are approved through decisions of West Vancouver Council, including local area plans, housing strategies, transportation plans, and park management plans. Section 478 of the Act clarifies that an OCP does not commit or authorize a municipality to proceed with any project specified in the plan. However, all bylaws and works must be consistent with the OCP upon its adoption. As the District moves forward with this OCP, Council decisions and community input opportunities can ensure key OCP implementation strategies and plans continue to meet the community's needs over the coming years.

WEST VANCOUVER COUNCIL



Peter Lambur, Sharon Thompson, Craig Cameron, Mayor Mary-Ann Booth, Bill Soprovich, Nora Gambioli, and Marcus Wong.

COUNCIL STRATEGIC GOALS & OBJECTIVES

At the beginning of the term, in early 2019, Council worked together to set strategic goals and objectives to accomplish in the first two years, to be reviewed annually.

In March and April 2020, Council reviewed and confirmed the major Strategic Goals from the previous 2019-2020 plan and reviewed and updated the objectives for the next two years.

In 2021, Council reviewed, reaffirmed and updated the Strategic goals and objectives for 2021/2022. On November 8, 2021, Council adopted the updated Strategic Plan 2021-2022.

The plan directly advances a number of policies in the Official Community Plan, which was developed over 18 months with extensive community consultation. Many of the objectives and deliverables within Council's Strategic Plan 2021-2022 will include a public engagement/consultation component.

Council's Vision

Our goal is to make West Vancouver a complete community; and one that is liveable, vibrant and inclusive. To accomplish this, we need to attract and inspire a full spectrum of people to live, play and work here. A vibrant economy, diverse housing choices and exciting amenities consistent with the Official Community Plan are also part of Council's vision.



HOUSING

West Vancouver has the highest average housing costs in the region for both homeowners and renters. This is amplified by the limited diversity of housing and too many vacant homes in our community. Although housing affordability is driven by a number of factors, including market economics and demand, Council can take action to enable the development of desired forms of housing to increase housing options in our community.

Strategic Goal: Significantly expand the diversity and supply of housing, including housing that is more affordable.

Objectives and Deliverables:

Objective 1.1: Approve an average of 250 net new housing units each year, including accessible housing, of which approximately 100 are market or non-market rental, approximately 75 are infill or missing middle (such as coach houses, multiplexes, and townhouses), and approximately 75 are strata apartment or mixed-use.

- Deliverable 1.1.1: Approval of average of 250 net new housing units each year. (2021–2022) (2023+)

Objective 1.2: Work towards an Area Development Plan for a residential mixed-use neighbourhood in the Upper Lands - Cypress Village.

- Deliverable 1.2.1: Complete preconditions and subsequent planning phases; working towards Area Development Plan. (2021–2022)

Objective 1.3: Create policies and guidelines for single-family residential zones with reference to the findings of the Neighbourhood Character Working Group report.

- Deliverable 1.3.1: Develop policies and guidelines and obtain Council approval. (2021–2022)

Objective 1.4: Complete the Local Area Plan for Horseshoe Bay.

- Deliverable 1.4.1: Complete Local Area Plan. (2021–2022)

Objective 1.5: Initiate a Local Area Plan for Ambleside Town Centre.

- Deliverable 1.5.1: Complete Phase 1 of Local Area Plan. (2021–2022)

Objective 1.6: Consider initial scoping for Taylor Way Corridor Local Area Plan.

- Deliverable 1.6.1: By Q2 2022, report back to Council with timing, implications, and resource requirements of commencing Taylor Way LAP concurrently during Ambleside LAP. (2021–2022)

Objective 1.7: Address the long-term need for approximately 1000 additional seniors housing units/beds by 2041 by approving an average of 250 net new seniors housing units/beds every five years.

- Deliverable 1.7.1: Approval of average of 250 net new seniors housing units/beds every five years. (2021–2022) (2023+)

LOCAL ECONOMY

Our businesses are facing a diminishing local market and are having difficulty attracting and retaining staff due to high housing costs and limited transit options. We want to ensure that our residents retain the commercial services they are accustomed to while maintaining the character of our commercial centres. Council can take action by planning land use to support commercial activities through collaboration with the local business community.

Strategic Goal: Create vital and vibrant commercial centres.

Objectives and Deliverables:

Objective 2.1: Collaborate with the business improvement associations and West Vancouver Chamber of Commerce to provide economic development support to local businesses, in conjunction with the Mayor's Economic Recovery Task Force.

- Deliverable 2.1.1: Support existing businesses. (2021–2022) (2023+)
- Deliverable 2.1.2: Incentivize redevelopment. (2021–2022) (2023+)
- Deliverable 2.1.3: Help manage business mix. (2021–2022) (2023+)
- Deliverable 2.1.4: Restructure the economic development portfolio. (2021–2022) (2023+)
- Deliverable 2.1.5: Support home-based businesses. (2021–2022) (2023+)

Objective 2.2: Review and update the Economic Development Plan.

- Deliverable 2.2.1: Update visitor strategy (including consideration of a West Vancouver brand), commercial area strategy, and emerging opportunities strategies. (2021–2022) (2023+)
- Deliverable 2.2.2: Report to Council and the community on progress of the economic development goals and objectives. (2021–2022) (2023+)

Objective 2.3: Strengthen relationships with the business community.

- Deliverable 2.3: Council to meet annually with Chamber of Commerce, Ambleside Dunderave Business Improvement Association, Horseshoe Bay Business Association, Caulfeild Business Association and Park Royal. (2021–2022) (2023+)

Objective 2.4: Ensure that a vibrant commercial component is included in the neighbourhood development of Cypress Village.

- Deliverable 2.4.1: Continue working towards Area Development Plan which incorporates a commercial component. (2021–2022)

Objective 2.5: Take measures to support vibrancy, diversity, locality, and charm in commercial centers.

- Deliverable 2.5.1: Amend zoning regulations in commercial areas to manage the prevalence of financial services/institutions, nail salons, and real estate offices. (2021–2022)
- Deliverable 2.5.2: Consider permanent changes to streetscapes initiated by COVID response (i.e. outdoor spaces for seating/pedestrians/cyclists, etc.). (2021–2022)

CLIMATE CHANGE AND NATURE

Adapting to a changing climate is one of the greatest challenges our community faces. We contribute more GHG emissions per capita than the regional average. These emissions come from three primary sources: burning natural gas for our buildings, fuel to power vehicles and decomposition of solid waste. We are already experiencing the effects of climate change such as shoreline flooding from sea level rise, storm events, wildfires and summer droughts and these will likely continue. Council can support a resilient community through adaptation measures and policy.

Strategic Goal: Protect our natural environment, reduce our impact on it, and adapt to climate change.

Objectives and Deliverables:

Objective 3.1: Create a reporting framework to reduce energy use and carbon emissions by the community and in District operations.

- Deliverable 3.1.1: Prepare metrics, modeling and projections for 2030 and 2050 in accordance with IPCC targets. (2021-2022) (2023+)

Objective 3.2: Address the threats of wildfires and floods.

- Deliverable 3.2.1: Complete the Development Permit Area for Coastal Flooding and Foreshore Protection. (2021-2022)
- Deliverable 3.2.2: Consider the recommendations of the Coastal Marine Management Plan Working Group. (2021-2022)
- Deliverable 3.2.3: Continue implementation of the Community Wildfire Protection Plan. (2021-2022) (2023+)

Objective 3.3: Develop an Urban Forest Management Plan.

- Deliverable 3.3.1: Complete the Urban Forest Management Plan. (2021-2022) (2023+)

Objective 3.4: Integrate natural capital assets into the District's regular management and budgeting process.

- Deliverable 3.4.1: Develop workplan for inclusion of natural capital assets inventory in annual budgeting process and annual Financial Statements, and for inclusion of natural capital assets in infrastructure maintenance and replacement decision-making. (2021-2022) (2023+)
- Deliverable 3.4.2: Review the creation of a stormwater utility and report back to Council on the findings. Additional resources required. (2021-2022) (2023+)

Objective 3.5: Reduce community and corporate waste.

- Deliverable 3.5.1: Address the reduction of single-use plastics, including by assessing the introduction of recycling in District parks and working with businesses to reduce waste. Additional resources required. (2021-2022)
- Deliverable 3.5.2: Continue to advance corporate waste metrics. (2021-2022) (2023+)
- Deliverable 3.5.3: Continue to advance community zero waste goal. (2021-2022) (2023+)
- Deliverable 3.5.4: Research and report back on single use plastics with updates on recent legislation, actions done by other North Shore municipalities, options and recommendations, and requesting additional direction regarding implementation.(2021-2022)
- Deliverable 3.5.5: Report back on the feasibility and implementation of introducing disposal bins for cigarette butts. (2021-2022)

MOBILITY

Our community's topography and low-density neighbourhoods give us little opportunity to expand our existing road network and have contributed to a car-dependent community. Three-quarters of our workforce and one-quarter of our students commute into West Vancouver every day while many of our residents commute out of West Vancouver for employment. The resulting congestion impacts residents' quality of life, the ability of employers to attract and retain employees, increases road maintenance costs, creates pedestrian safety concerns and increases greenhouse gas (GHG) emissions. Council will strategically address these challenges by working collaboratively with multiple regional partners and our citizens.

Strategic Goal: Improve mobility and reduce congestion for people and goods.

Objectives and Deliverables:

Objective 4.1: Collaborate with the North Shore municipalities, First Nations, and regional, provincial and federal agencies to reduce traffic congestion and improve transit options on the North Shore, to include investigation of integrating a Sea to Sky bus system.

- Deliverable 4.1.1: Work through North Shore Connects and TransLink to improve mobility. Additional resources required. (2021–2022) (2023+)

Objective 4.2: Modernize the District's transportation objectives to focus on transit and active transportation (in alignment with the District's existing Transportation Hierarchy), and as part of the District's update to its Strategic Transportation Plan.

- Deliverable 4.2.1: Completed Strategic Transportation Plan. (2021–2022) (2023+)

Objective 4.3: Diversify, expand, and improve the safety and appeal of active transportation options.

- Deliverable 4.3.1: Implement the 30 km/hour slow streets initiative. Additional resources required. (2021–2022)
- Deliverable 4.3.2: Implement dedicated cycling infrastructure. Additional resources required. (2021–2022) (2023+)

MUNICIPAL SERVICES

West Vancouver is fortunate to have many residents who contribute their time, expertise and passion in shaping our community, our priorities and our objectives. We also have dedicated and professional staff who are committed to delivering high-quality and efficient programs and services. Council will continue to build on this strong foundation and engage the community to deliver the services that our residents are accustomed to while being fiscally responsible.

Strategic Goal: Deliver municipal services efficiently.

Objectives and Deliverables:

Objective 5.1: Review current services and staffing levels in order to ensure District services are appropriate and delivered in an effective and efficient manner.

- Deliverable 5.1.1: Chief Administrative Officer to prepare, in conjunction with the annual report, a summary that identifies organizational changes, accomplishments, and challenges over the past year. (2021–2022) (2023+)

Objective 5.2: Continue to attract and retain high-quality employees.

- Deliverable 5.2.1: Implement best practices in keeping with the designation of being an ‘Employer of Choice’. (2021–2022) (2023+)
- Deliverable 5.2.2: Create a Living Wage Policy. (2021–2022)

Objective 5.3: Continue to pursue excellence in community engagement, consultation and communication, leveraging technology.

- Deliverable 5.3.1: Implement the recommendations for improved accessible online content as envisioned in the Young Citizens’ Forum Report. (2021–2022)
- Deliverable 5.3.2: Implement website regeneration, including website best practices, accessible content and design, and integration with other District online services and digital platforms. (2021–2022)
- Deliverable 5.3.3: Adopt best practices in addressing misinformation and misunderstandings circulating in the community regarding District matters. (2021–2022)
- Deliverable 5.3.4: Explore virtual and in-person meetings balance, including retaining efficiencies of the virtual world. (2021–2022)

Objective 5.4: Address systemic racism in the organization (equity, diversity, and inclusion).

- Deliverable 5.4.1: Provide education and training to build awareness of systemic racism in the organization. Additional resources required. (2021–2022) (2023+)
- Deliverable 5.4.2: Determine and implement appropriate metrics for assessing organizational equity, diversity and inclusion. Additional resources required. (2021–2022)
- Deliverable 5.4.3: Develop a policy to address systemic racism and improve organizational equity, diversity and inclusion. Additional resources required. (2021–2022)

SOCIAL WELL-BEING

Our community recognizes the importance of social inclusion, high-quality public facilities and the valuable services provided by our community organizations. West Vancouver is becoming less age-diverse as our population ages while at the same time, we are becoming more culturally diverse and have opportunities to celebrate our increasing cultural richness. Council supports our residents' well-being through the programs and facilities that contribute to a strong social fabric.

Strategic Goal: Enhance the social well-being of our community.

Objectives and Deliverables:

Objective 6.1: Continue with Arts and Culture Facility planning by engaging with the community and developing plans for governance and fundraising.

- Deliverable 6.1.1: Develop 'working vision', governance model and fundraising plan for the proposed Arts and Culture Facility and report back to Council.

Objective 6.2: Complete the 1976 Waterfront Acquisition Plan as soon as possible but no later than 2023.

- Deliverable 6.2.1: Implement the Brissenden Park Court Judgement, including the land sale. (2021-2022) (2023+)
- Deliverable 6.2.2: Acquire the two remaining waterfront properties on Argyle Avenue using the proceeds of the land sale. (2021-2022) (2023+)

Objective 6.3: Improve outdoor recreational opportunities for residents and visitors of all ages and abilities.

- Deliverable 6.3.1: Improve recreational cycling opportunities. Additional resources required. (2021-2022) (2023+)
- Deliverable 6.3.2: Improve walking and hiking trails. Additional resources required. (2021-2022) (2023+)
- Deliverable 6.3.3: Initiate stewardship programs for cycling and hiking trails. Additional resources required. (2021-2022) (2023+)

Objective 6.4: Work with senior levels of government, non-profits, and private sector service providers to enable supports for healthy ageing in place.

- Deliverable 6.4.1: Conduct outreach and facilitate supports for senior residents to remain in their homes as they age. Additional resources required. (2021-2022) (2023+)
- Deliverable 6.4.2: Council to advocate at provincial level for funding and supports. Additional resources required. (2021-2022) (2023+)

Objective 6.5: Foster knowledge about gardening and growing own food.

- Deliverable 6.5.1: Increase education and awareness of how to grow own food. (2021-2022) (2023+)
- Deliverable 6.5.2: Ensure that the vulnerable have nutritional support (including the Feed the Need program). (2021-2022) (2023+)

Objective 6.6: Implement the Child Care Plan.

- Deliverable 6.6.1: Create an action plan implementation group. (2021–2022)
- Deliverable 6.6.2: Create an inventory of lands for potential inclusion of child care during development. (2021–2022)
- Deliverable 6.6.3: Achieve 2022 numbers for childcare spaces. (2021–2022)
- Deliverable 6.6.4: Consider community amenity contribution policy regarding childcare. (2021–2022)
- Deliverable 6.6.5: Consider permissive tax exemption for non-profit child care operators. (2021–2022)

Objective 6.7: Select a permanent home for the Youth Hub.

- Deliverable 6.7.1: Report back to Council on options for a permanent Youth Hub facility. (2021–2022)

Objective 6.8: Strengthen relationships with First Nations based on respect, equality and meaningful engagement by exploring new pathways to reconciliation, such as increased engagement, dialogue and collaboration.

- Deliverable 6.8.1: Request an annual meeting with members of the Squamish, Tsleil-Waututh, and Musqueam Nation Councils to discuss matters of mutual interest. (2021–2022) (2023+)
- Deliverable 6.8.2: Work towards implementing Truth and Reconciliation Commission recommendations that are within local government's ability to affect; and advocate for the implementation of Truth and Reconciliation Commission recommendations outside of local government's control in accordance with the priorities of indigenous communities. Additional resources required. (2021–2022) (2023+)

Objective 6.9: Develop a District Vision and Framework for the collection of historical objects.

- Deliverable 6.9.1: Assess costs for preservation and protection of historical artifacts, conditions required for storage for the artifacts and the long-term cost and space implications to the community. Additional resources required. (2021–2022) (2023+)

Objective 6.10: Address the health impacts of noise and/or air pollution on livability for residents.

- Deliverable 6.10.1: Advocate for quieter and less polluting aftermarket mufflers. Additional resources required. (2021–2022)
- Deliverable 6.10.2: Ban gas-powered leaf blowers. Additional resources required. (2021–2022)
- Deliverable 6.10.3: Explore measures to limit gas-powered gardening equipment. Additional resources required. (2021–2022)

COMMUNITY INVOLVEMENT

West Vancouver is committed to seeking the advice and tapping into the expertise of residents wishing to contribute to District governance and strategies by serving on boards, committees and working groups.

2021 Committees

Standing committees of Council are appointed by the Mayor. At least half the members of standing committees must be Council members. Select committees of Council and advisory committees are appointed by Council. At least one member of a select committee must be a Council member.

Art Museum Advisory Committee

The Art Museum Advisory Committee acts as an advisory committee to Council and staff of the Parks, Culture & Community Services Division to guide long-term planning and to enhance and build community pride through the art museum's programs and services. The Art Museum Advisory Committee also works with staff to set policy for the art museum's public programs and services.

Arts & Culture Advisory Committee

The purpose of the Arts & Culture Advisory Committee is to advise Council on the implementation of the West Vancouver Arts & Culture Strategy (2018–2023) and provide general oversight on arts and culture in the District of West Vancouver, taking into consideration the programming, physical administrative/governance, capital and operating funding, and ongoing operational aspects.

Arts Facilities Advisory Committee

The purpose of the Arts Facilities Advisory Committee is to prepare a comprehensive arts and culture facilities plan that considers the demands for arts and culture programming and services, growth and evolution of artistic practices and audiences, types of spaces and opportunities for co-location, as well as physical, administrative, governance and capital and operating funding needs.

Awards Committee

The Awards Committee is a select committee of Council and oversees an annual, ongoing District program. Consistent with our Vision, the District will recognize personal civic commitment in several aspects of community life. An effective recognition process will strengthen the relationship that will help "secure our treasured quality of life and will be the measure of our success as a community".

Community Engagement Committee

The Community Engagement Committee is a select committee of Council which oversees:

- the establishment and implementation of new working groups and revisions as may be necessary to Working Group Guidelines
- the optimal functioning of the District's other community engagement activities, as may be directed by Council

Community Grants Committee

The Committee will allocate Council's Community Grants, according to Council Committee Policy.

Design Review Committee

The Design Review Committee (DRC) is an advisory committee of Council that makes recommendations to staff and Council on matters of design, and physical and aesthetic impact, including the impartial and professional review of development applications, relevant policies and regulations, major infrastructure and capital projects, and other matters that may be referred to the DRC by Council or staff from time to time. The DRC does not approve or reject projects or make policy decisions.

Finance & Audit Committee

The Finance & Audit Committee is comprised of all seven members of Council. The Committee collaborates with staff in reviewing a broad range of financial policy and process issues.

Gleneagles Community Centre Advisory Committee

The Gleneagles Community Centre Advisory Committee (GAC) provides support and guidance to staff in Parks, Culture & Community Services.

Heritage Advisory Committee

The Heritage Advisory Committee (HAC) is established as an advisory body to Council and the Director of Planning and Development Services to assist in the processing of heritage applications, identifying and supporting the conservation of structures and landscapes recognised by the District as having significant heritage value and in undertaking education and engagement opportunities related to heritage conservation.

Lower Caulfeild Advisory Committee

The Lower Caulfeild Advisory Committee (LCAC) is established as an advisory body to Council and the Director of Planning and Development Services in the application of objectives and guidelines for the Lower Caulfeild Heritage Conservation Area.

North Shore Advisory Committee on Disability Issues

A joint North Shore Committee which formulates proposals and makes recommendations to the three North Shore Municipalities and the North Shore Health Board on matters affecting people with disabilities. It also provides a forum for discussion on issues affecting people with disabilities.

Public Art Advisory Committee

The Public Art Advisory Committee is an advisory committee of Council. The primary functions of the Committee are:

- make recommendations regarding Public Art Policy and Procedures, and on any matters referred to it by Council
- advise on all issues pertaining to the Public Art Inventory Collection according to Council's established policy and procedures
- to assist with the implementation and enhancement of the Public Art Program
- provide advice regarding best practices for public art funding and opportunities to advance community visual art

2021 Working Groups

Working groups tap into the expertise of residents wishing to work on specified projects or issues. Working groups are chaired by citizens who work to ensure priorities identified by Council receive focused attention.

Child Care Services Working Group

The working group's purpose is to provide advice (e.g. information, options, analysis and recommendations) to Council regarding the development of a new 10-year District of West Vancouver Child Care Plan.

The Child Care Services Working Group's terms of reference are based on the Working Group Guidelines which were prepared by the Community Engagement Committee in 2014.

Coastal Marine Management Plan Working Group

This working group's purpose is to provide policy recommendations on the management of our coast with respect to ecology, utility and infrastructure protection, shoreline protection from climate change and the balance of public and private benefits.

2021 Boards

Boards are created by an enabling statute, and operate in an arms-length capacity on behalf of, or in cooperation with, the municipality. Seniors' Activity Centre board members and Enhance West Van members are not appointed by Council. The Mayor is Chair of the West Vancouver Police Board, and Council makes a recommendation for one member of the board.

Board of Variance

A local government that has adopted a zoning bylaw must establish one or more Boards of Variance (BOV). A person may apply to the BOV for a minor variance if they feel compliance with the bylaw would cause them a hardship. In a municipality, a BOV will consist of three or five persons, depending upon the population size of the municipality. Each member is appointed for a three-year term by the municipal council but members of an Advisory Planning Commission or an officer or employee of the local government are prohibited from being appointed to a BOV.

Enhance West Van

Enhance West Van is a charitable society governed by a board of directors who live in the community. Enhance West Van provides oversight and management to the Ice Arena, Aquatic Centre and West Vancouver Community Centre through a Joint Operating Agreement with the District of West Vancouver.

Seniors' Activity Centre Advisory Board

The Seniors' Activity Centre Board (SAC Board) and staff partner together for effective program and service delivery at the Seniors' Activity Centre. With 11 voting members and three non-voting members, the SAC Board works closely with Seniors' Activity Centre staff in achieving program, facility, and equipment enhancements, welcoming social ambiance, excellent food service delivery and advocating for supportive seniors services in West Vancouver.

West Vancouver Memorial Library Board

Operating under the authority of the Library Act, the West Vancouver Memorial Library Board is an autonomous body appointed by Municipal Council to manage the provision of a public library service in West Vancouver. The board appoints a Director, controls the expenditure of Council approved annual operating and capital budgets and regulates the use of library facilities.

West Vancouver Police Board

A Municipal Police Board provides governance to the Police Department in accordance with the Police Act. In consultation with the Chief Constable, the board determines the priorities, goals and objectives of the municipal police department, including the development of the annual police budget, for consideration by Council.

For more information, visit westvancouver.ca/committees.

MESSAGE FROM THE MAYOR

In 2021, the COVID-19 pandemic continued to significantly change life in West Vancouver. The District responded by focusing on providing high-quality core services and supporting our most vulnerable residents. We adjusted our work plans, and I'm very proud of what we were able to achieve together.

Our accomplishments were guided by Council's Strategic Goals. The Official Community Plan mirrors these goals, and we continued to advance a number of policies that will shape the future of our community:

Housing: significantly expand the diversity and supply of housing, including housing that is more affordable. We advanced our workforce housing project at 2195 Gordon, which when completed in 2024, will include below-market rental units, as well as a much-needed new adult day centre. We approved the recommendations of the Neighbourhood Character Working Group to manage the scale and fit of all new houses, while enabling more coach houses and smaller lots in our residential neighbourhoods.

Local Economy: create vital and vibrant commercial centres We extended the popular outdoor patio program until 2022. In Millennium Park, the ability to consume alcohol outside was so successful that we made it permanent. And Council took immediate steps to restrict the number of currency exchanges, nail salons, and real estate offices in our Town Centre.

Climate Change and Nature: protect our natural environment, reduce our impact on it, and adapt to climate change. To reduce energy use and carbon emissions, we took a number of steps, including launching an electric bike-share program on the North Shore; and updating the old energy systems at Municipal Hall, which will reduce its greenhouse gas emissions by over 90%.

Mobility: improve mobility and reduce congestion for people and goods. We launched the North Shore Connects transportation partnership, which I Chair, and we are working together to make it easier for people to get around. The Lower Lynn interchanges and the new Burrard Chinook Seabus were opened in 2021, and we announced our plans to bring rapid transit across Burrard Inlet as soon as possible. And, together with our partners at Park Royal and the Squamish Nation, we completed safety and structural improvements to the Spirit Trail over the Capilano River, an important link for all users.

Municipal Services: deliver municipal services efficiently. In response to the pandemic, staff had to constantly adjust, pivot, and innovate to ensure continued high-quality services in the face of the ongoing pandemic. In 2021, our property tax increase was below the rate of inflation; and restarting the asset levy was a step toward recovery for our asset maintenance program.

Social Well-being: enhance the social well-being of our community. We continue to implement the Brissenden Park court judgement allowing us to sell the lots on Rosebery and use the proceeds to acquire the last two properties on the Ambleside waterfront, a vision that began in 1976. And finally, after six years of fundraising, West Vancouver's Armitage family made the largest donation to date toward the West Vancouver Place for Sport, bringing the total amount raised to more than \$4.8 million dollars. This made it possible for Council to close the gap by using Community Amenity Contributions; and work will soon get underway on this community track and field facility.

For more information about Council's Strategic Plan, please visit westvancouver.ca/2021.

On behalf of Council, I would like to thank everyone who continues to strive to make West Vancouver the most livable, vibrant, and inclusive it can be, and I look forward to working with Council, staff, and residents to continue to build an outstanding and resilient community.

Sincerely,



Mayor Mary-Ann Booth



Mayor Mary-Ann Booth | West Vancouver

MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER

I am pleased to present the 2021 Annual Report on behalf of the District of West Vancouver.

The detailed and audited numbers in this report clearly describe our 2021 financial activities and offer a comprehensive picture of the District's position at the end of the year. This report has been prepared in accordance with Canadian Generally Accepted Accounting Principles, as set out by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada.

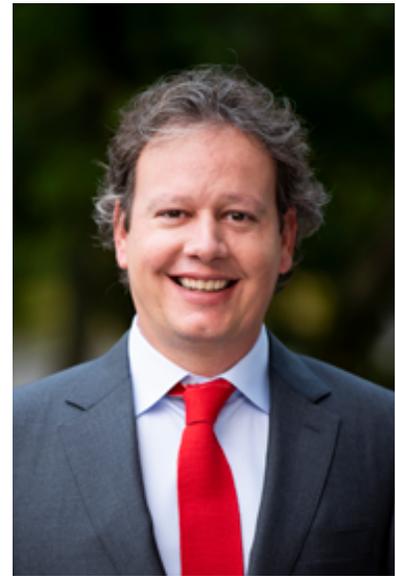
The COVID-19 pandemic continued to impact life in West Vancouver during 2021. The 2021 budget reflected the District's response to the pandemic and the ongoing priority to provide high-quality core services in a fiscally responsible manner. Only the capital works and operating costs that were considered to be critical in providing services were taken into consideration during the budgeting process.

Last year, staff continued to make progress on Council's six Strategic Goals, which encompass housing, the local economy, climate change and nature, mobility, municipal services, and social well-being. These goals, which are closely aligned with the objectives of the Official Community Plan, are the primary drivers of our work at the District and will guide our community into the future.

The accomplishments of previous years have made it possible for the District to continue to serve our community and enhance the social well-being of our residents. With the easing of health restrictions, we saw the return of community activities, in a modified manner, such as Harmony Arts and the expanding of programs at the West Vancouver Community Centre.

However, we are not immune to the regional pressures that continue to impact West Vancouver. High real estate costs, strengthening the economy, the ability to move people and goods in and out of West Vancouver, and the increasing impact of climate change on our natural assets are examples of pressures that require regional policy response from all levels of government.

I look forward to working with Council, staff, resident working groups and committees, volunteers, and the many others who contribute to making West Vancouver a great place to live. Your commitment and engagement has created an outstanding and resilient community that our residents are proud to call home.



Robert Bartlett | Chief Administrative Officer

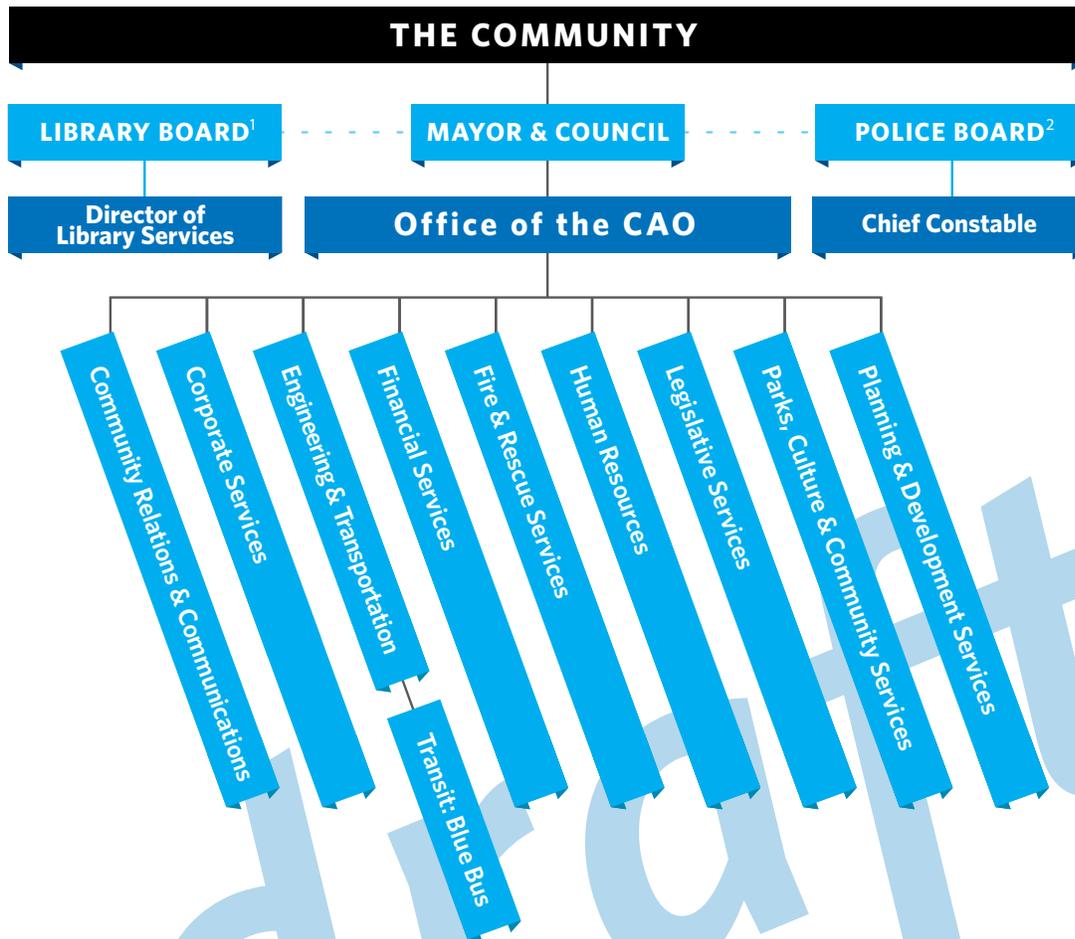
Sincerely,

A handwritten signature in blue ink, which appears to read "Robert Bartlett". The signature is fluid and cursive, written in a professional style.

Robert Bartlett



EXECUTIVE TEAM



¹The West Vancouver Memorial Library is governed by the B.C. Library Act, and managed by the West Vancouver Memorial Library Board which is appointed by Council.

²Police services are provided by the West Vancouver Police Department, an independent municipal police department, which operates under the governance of the Police Board appointed by Council, as per the BC Police Act (RSBC 1996, chapter 367).

- Robert Bartlett** Chief Administrative Officer
- Donna Powers** Director of Community Relations & Communications
- Mark Chan** Deputy Chief Administrative Officer/Director of Corporate Services
- Jenn Moller** Director of Engineering & Transportation
- Isabel Gordon** Director of Financial Services
- Dave Clark** Chief of Fire & Rescue Services
- Eva Glickman** Director of Human Resources
- Mark Panneton** Director of Legislative Services/Corporate Officer
- Stephanie Hall** Director of Library Services
- Sue Ketler** Director of Parks, Culture & Community Services
- Jim Bailey** Director of Planning & Development Services
- John Lo** Police Chief Constable

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

The Office of the Chief Administrative Officer (CAO) 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 CAO also manages the District's interests on intergovernmental issues.

The Chief Administrative Officer 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 ensures that the organization is operating at optimal levels, provides leadership and direction to executive committee members on development and execution of divisional and departmental work plans, while creating the working environment to allow the executive committee to successfully fulfill their roles.

2021 ACCOMPLISHMENTS TO SUPPORT COUNCIL STRATEGIC GOALS

Housing

- provided oversight for the development of opportunities to increase the number of units of purpose-built rental housing, including accessible units
- oversaw implementation of the Neighbourhood Character Working Group recommendations as policies and guidelines for single-family neighbourhoods
- continued to provide oversight for the Cypress Village area development plan as it moves through public engagement

Local Economy

- oversaw the completion of the Horseshoe Bay Local Area Plan
- provided oversight for the development of measures to support local businesses during the COVID-19 pandemic, including the Temporary Outdoor Business Areas Program

Climate Change & Nature

- continued to drive efforts to meet Council's climate change targets, including policy updates, bylaw amendments, and operational measures
- continued to guide the development of measures responding to sea level rise, including the implementation of a development permit area for flood construction levels and foreshore protection

Mobility

- collaborated with neighbouring municipalities and First Nations to advance projects to improve transportation and reduce traffic congestion through the North Shore Connects partnership
- oversaw the review and implementation of alternative forms of transportation, including active transportation and micro-mobility
- continued to oversee the update of the Strategic Transportation Plan

Municipal Services

- delivered a budget that continued to respond to the pandemic and the ongoing priority to provide high-quality services
- continued to review current services and staffing levels and optimized processes in order to ensure District services are appropriate and delivered in an effective and efficient manner

Social Well-being

- continued to oversee initiatives that support the social well-being of our community by enhancing cultural, health, recreational and socially supportive programs, including virtual programming, meals for families in need, and a shower program for the unhoused

2021 OPERATIONAL ACCOMPLISHMENTS

- ensured continued safe delivery of essential services in accordance with Provincial Health Orders
- oversaw implementation of technology solutions to deliver services, track progress of initiatives, and improve transparency
- directed development of divisional work plans to reflect and execute Council's Strategic Plan

COMMUNITY RELATIONS & COMMUNICATIONS

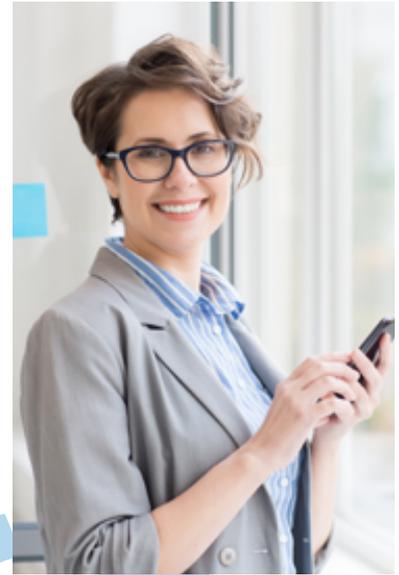
The Community Relations & Communications Division creates and administers integrated programs to keep residents informed of, and engaged with, District projects, policies, services, and events.

Community Relations is a liaison and point of contact between individuals, businesses, and organizations, and District staff. Working with other District divisions, Community Relations proactively identifies and responds to residents' questions and concerns and provides them with current information about municipal projects and services. This department also advocates for residents who are impacted by projects undertaken by external agencies such as Metro Vancouver and BC Hydro.

Communications provides information to residents, stakeholders, and media, and responds to media requests for information and interviews. Working with other District divisions, this department plans and oversees execution of coordinated communications projects, and also provides graphic design services in support of District publications, community engagement, marketing, events, advertising, online tools and sign plans.

Community Engagement administers a suite of District websites, social media channels, and digital communications and engagement platforms. Working with other divisions, this department plans and oversees execution of community engagement on District projects and initiatives.

This division is also responsible for communications during emergencies and for the majority of internal staff communications.



2021 ACCOMPLISHMENTS TO SUPPORT COUNCIL STRATEGIC GOALS

Housing

- provided communications and engagement support for the 2195 Gordon housing proposal
- provided communications and engagement support for the Upper Lands/Cypress Village planning process
- supported communications and engagement efforts of the Neighbourhood Character Working Group

Local Economy

- provided communications and engagement support for the Horseshoe Bay Local Area Plan
- provided communications support for economic recovery plans for local businesses

Climate Change & Nature

- provided communications support for implementation of Council's Climate Emergency deliverables
- supported the Community Wildfire Protection Plan, North Shore Sea Level Rise engagement, the Wildfire Hazard Development Permit Area, and the Foreshore Development Permit Area
- supported communications and engagement efforts of the Coastal Marine Management Plan Working Group

Mobility

- provided communications support for a suite of actions to improve movement of goods and people across the North Shore

Municipal Services

- shifted and adapted the District's community engagement, consultation, and communication to virtual platforms, leveraging technology

Social Well-being

- provided communications and media support for a suite of programs to support vulnerable citizens during the COVID-19 pandemic
- continued providing communications and engagement support for the Arts and Culture Facility planning
- provided communications and engagement support for planning next steps for Klee Wyck Park
- provided support for planning the next steps for Navy Jack House
- continued supporting communication and fundraising efforts for West Vancouver Place for Sport
- provided communications and engagement support to select a permanent Youth Hub

2021 OPERATIONAL ACCOMPLISHMENTS

- working in close collaboration with provincial and other agencies, supported the gathering and dissemination of critical information related to health and safety, and accompanying changes to the provision of municipal services.
- supported transformation of business processes in response to COVID-19
- developed a virtual platform for community meetings, Council meetings, and community engagement
- implemented email notification processes for the commercial districts of Ambleside, Dundarave, and Horseshoe Bay to keep business operator and residents informed of local capital works and District initiatives
- continued to advocate for and provide information to residents impacted by major development or infrastructure work



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 related matters and Legal Services.

Facilities & Asset Management provides a pan-organizational approach to facilities and asset maintenance, replacement and renewal. The Lands Department plans and administers municipally-owned land and municipal property transactions. Information Technology Services manages computer equipment, applications and technology infrastructure, telephone systems and the wide-area network that links municipal facilities. Bylaw & Licensing Services provides education and enforcement for municipal bylaws, rules and regulations intended to keep the public 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 toward greater disaster resilience. The division also acts as the municipality's liaison to First Nations and oversees legal services.



2021 ACCOMPLISHMENTS TO SUPPORT COUNCIL STRATEGIC GOALS

Housing

- completed selection process and entered into negotiations for disposition of District-owned property at 2195 Gordon Avenue to enable below-market rental housing, adult day centre and condominium housing to increase housing supply, improve affordability, and generate revenue

Climate Change & Nature

- continued implementation of Municipal Hall seismic upgrades and restoration project to reduce greenhouse gas emissions by over 90% through improved building envelope and mechanical system efficiencies, and EV charging stations throughout District

Municipal Services

- led and coordinated overall District response to Covid-19 pandemic to ensure continuity of services for public, Council and staff
- implemented multiple information technology system enhancements to improve delivery of services remotely to the public
- in collaboration with the Communications Division, commenced District website redesign to modernize and consolidate various District websites
- enhanced and modernized public and staff wireless internet coverage, and improved wired network security for public and staff throughout District facilities

Social Well-being

- commenced restoration of Ferry Building Gallery with partial grant funding
- completed feasibility and business case analysis for Navy Jack House, working with West Vancouver Streamkeepers and Citizen Group
- demolished house at Klee Wyck Park to enable park enhancements
- prepared Brissenden Park for disposition to enable acquisition of final two remaining Argyle Avenue properties for public park

2021 OPERATIONAL ACCOMPLISHMENTS

- migration of corporate email and collaboration services to Cloud, with all services protected with modern multi-factor authentication to enhance cyber security
- migration of District public websites to public cloud providers to enhance cyber security, business continuity and resiliency
- implemented automation tools to allow for financial application integration with process automation and audit tracking
- golf system upgrade and replacement with a modern platform to better serve patrons
- implemented additional business intelligence dashboards to further enhance timely business decisions
- collaborated with North Shore Emergency Management to respond to Covid-19 State of Emergency, extreme heat and wildfire preparations



ENGINEERING & TRANSPORTATION

The Engineering & Transportation Division is comprised of four departments: Roads & Transportation, Utilities, Engineering Services, and Blue Bus Transit. The Water, Sewer and Solid Waste Utilities are funded through rates specific to the utility servicing, while the other services are funded by the General Fund. Blue Bus Transit funding is based on a cost recovery model from Translink, the regional transportation authority

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 signage.

The Engineering Services Department provides supporting Engineering & Transportation Division operational functions including Geographical Information Systems (GIS) and mapping services for the District and public; maintenance of fleet and equipment; and, Operations Centre support such as Dispatch and the Asset Maintenance Management System. Engineering Services also oversees the District's solid waste utility.

The Utilities Department provides for a safe and continuous supply of drinking water to residents by constructing and maintaining water supply and distribution system and operation of the district membrane filtration treatment facilities. It also provides sanitary sewer and storm drainage services by constructing and maintaining the collection network and sewage lift stations, and by operating the district Wastewater Treatment Plant.

West Vancouver's Blue Bus is part of a regional system. As a sub-contractor to TransLink, Blue Bus service levels are set by TransLink. Blue Bus serves to provide safe, convenient, reliable and efficient travel throughout West Vancouver and connecting to the rest of the region.

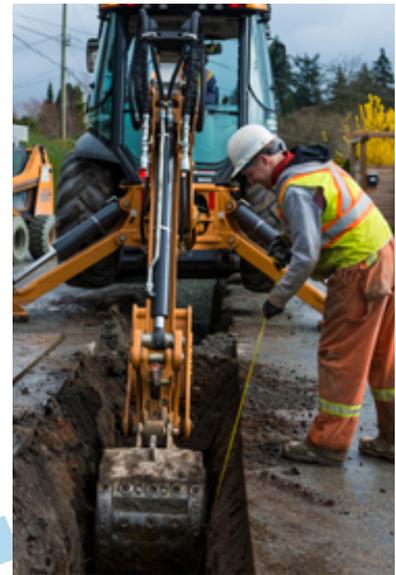
2021 ACCOMPLISHMENTS TO SUPPORT COUNCIL STRATEGIC GOALS

Climate Change & Nature

- completed provincial Climate Action Revenue Incentive Program (CARIP) reporting for 2020 period
- initiated installation of EV charging stations to support incoming EV fleet vehicles, and facilities electrical upgrades needed to accommodate future charging
- completed EV Charging Infrastructure study for District Fleet and shared results with Council in May 2021

Mobility

- coordinating with North Shore municipalities and host First Nations, the North Shore Connects partnership was launched which serves to advocate for and work towards reducing congestion, strengthening regional connections and supporting livable communities
- the partners of North Shore Connects released an economic impact study that looked at the benefits of a Burrard Inlet Rapid Transit (BIRT) investment for the North Shore, the Metro Vancouver region, as well as provincial and national economies
- conducted 30 km/hr Pilot & Speed Reduction Pilot Program
- partnered with Park Royal to upgrade Welch Street bridge to provide safe Spirit Trail linkage across the north shore for active transportation
- completed traffic signal upgrade at Marine Drive and 13th Street intersection
- enhancement to public transportation facilities



Municipal Services

- restructured division with the objective of enhancing service delivery to ensure District services are delivered in a consistent, effective and efficient manner
- supported efficient operations through custom mapping applications and data tracking tools for staff in the field.
- integrated 2020 Orthophotos into District mapping applications.
- continued to work closely with Finance to improve asset data and tracking systems, including integration between financial and asset management programming platforms.
- completed Pavement Condition Assessment and Strategic Financial Forecast; integrated findings into asset management programming and planning tools.
- completed and shared the results with Council of an updated Water Asset Management Plan identifying and securing programming and funding needs for the utility over the near and long term planning horizons

2021 OPERATIONAL ACCOMPLISHMENTS

- completed annual Roads and Bridges Capital Program for 2021



FINANCIAL SERVICES

The Financial Services Division supports the District's service delivery operations by providing financial planning, financial accounting, risk management, asset management, purchasing services, and advice to staff and Council to ensure strong fiscal performance. In addition, the Division oversees the Municipal Services Centre that provides customer service to the public.

Financial Services is responsible for accounting, reporting, budgeting and forecasting functions, as well as revenue collection, cash management, and investments. It also supports the strategic planning and decision making process of the District by identifying financial implications and assessing and mitigating risk.

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

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

The Municipal Services Centre provides a single point of access to District services such as permits and inspections, bylaw licensing and ticketing, and tax and utility billings.



2021 ACCOMPLISHMENTS TO SUPPORT COUNCIL STRATEGIC GOALS

Housing

- supported Brissenden Park plans to acquire Argyle Avenue properties for expanding public parkland on Ambleside waterfront
- supported financial analysis of options for 2195 Gordon Avenue development
- supported financial analysis for Cypress Village plan

Local Economy

- supported Ambleside Dundarave Business Improvement Association initiatives

Climate Change & Nature

- assessed possibility of a separate storm water utility for storm water management using natural assets
- explored options to raise funds for the District to be able to address climate change and protect natural assets

Mobility

- supported electrification of District fleet and implementation of charging station infrastructure

Municipal Services

- continued leading cross-divisional Innovation Group to review one-time initiatives, opportunities, and challenges created by the COVID-19 pandemic
- researched and evaluated options for a new budget system to help streamline intake and approval processes
- created Living Wage Policy to ensure that full-time employees earn a fair wage to support their fundamental needs

Social Well-being

- established a Community Amenity Contributions (CACs) policy and procedures governing use of CACs

2021 OPERATIONAL ACCOMPLISHMENTS

- supported the implementation of Cascade project management software to track progress of strategic plan and divisional work plan
- continued to support restart of District facilities and services by identifying and seeking alternative funds
- continued alignment project between Maintenance Connection (enterprise asset management software) and JD Edwards (enterprise resource planning software) for recording the District's assets
- created dashboard for vacancy reporting and listing of positions with salary budget information
- performed records management review

FIRE & RESCUE SERVICES

West Vancouver Fire & Rescue is focused on the safety and well-being of our community. We provide compassionate emergency, fire, and rescue services to residents and visitors through:

- providing exceptional public safety by delivering caring, 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 BC Fire Code, the BC Building Code, and municipal bylaws

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

Fire & Rescue Services works in collaboration with both the City of North Vancouver and District of North Vancouver fire departments to provide shared services across the North Shore with the common goals of:

- improving fire and rescue service levels to residents, businesses, and industry
- improving the safety of first responders at mutual aid incidents
- improving resource coordination between the three departments

2021 ACCOMPLISHMENTS TO SUPPORT COUNCIL STRATEGIC GOALS

Climate Change & Nature

- obtained additional grant funding approval to implement more Community Wildfire Protection Plan recommendations
- purchased an electric fire support vehicle to replace an existing internal combustion engine car
- purchased a new fire tower truck with electric idle reduction technology system to reduce green house gas emissions
- upgraded to all LED lighting at Fire Station #1

Municipal Services

- provided financial reporting and analysis of departmental expenditures and key performance indicators
- completed modified joint North Shore recruitment program with the City of North Vancouver and the District of North Vancouver in conjunction with Human Resources
- maintained staffing and service levels throughout the pandemic

2021 OPERATIONAL ACCOMPLISHMENTS

- revised the Fire Emergency Response Bylaw No. 4366, 2004 to align fire bylaws across the North Shore
- completed command, wildland support, and tower truck vehicle procurements
- participated in discussions regarding Cypress Village fire protection and response area
- enforced storage garage fire inspection guidelines to ensure occupant safety with full compliance set for January 1, 2024
- continued to rewrite and refine operational guidelines
- completed annual Commercial Vehicle Inspections Program and pump, aerial and ground ladder testing, hose testing, and self-contained breathing apparatus inspections to comply with industry standards
- continued to refine and improve asset management system for fire vehicles, life safety, and station equipment



HUMAN RESOURCES

Human Resources provides direct, operational, and strategic support to District divisions for all human resource activities and all employees. The division is responsible for employee and labour relations activities (including bargaining of six collective agreements), training, leadership development and succession planning, recruitment and selection, 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.

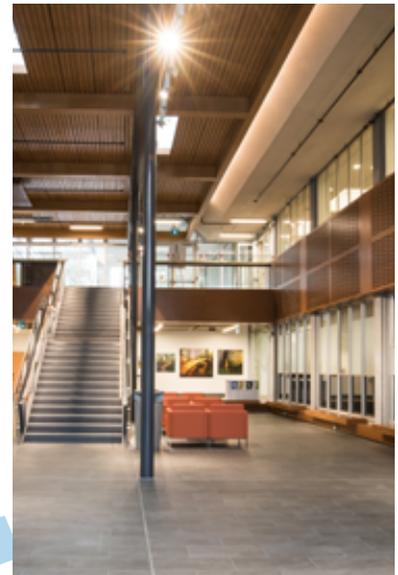
2021 ACCOMPLISHMENTS TO SUPPORT COUNCIL STRATEGIC GOALS

As a division that provides support and service to all other District divisions, the accomplishments of Human Resources and support for Council Strategic Goals is inherently reflected in the accomplishments of all other divisions.

- supported creation of the Living Wage Policy, which was adopted by Council in December 2021
- provided virtual and in-person training to staff from departments across the organization from a variety of educators, which helped to build awareness of systemic racism
- continued to implement best practices in keeping with the designation of being an Employer of Choice, including hybrid-remote work/in-person work, safe work practices, and corporate training and tuition reimbursement programs

2021 OPERATIONAL ACCOMPLISHMENTS

- completed negotiations with the West Vancouver Municipal Employees' Association to reach a collective agreement covering Inside/Outside, Library, and Police Civilian employees
- implemented the Mandatory COVID-19 Vaccination Policy to support public health objectives and create a safe workplace
- achieved Certificate of Recognition from WorkSafeBC in recognition of a comprehensive worker safety program and received a partial premium rebate
- preparation underway for bargaining with other District unions
- ensured that the District continued to meet current human resources and labour relations best practices and relevant legislative requirements
- worked with division leaders and staff to maintain a responsive approach to the dynamic requirements of the Provincial Health Orders
- provided strategic advice to departments in the areas of staffing and organization to ensure alignment with Council objectives
- strengthened relationships through provision of training, proactive communication, support for flexible work arrangements, and health and safety protocols in accordance with COVID-19 requirements



LEGISLATIVE SERVICES

The Legislative Services Division is comprised of two departments—Legislative Operations and Records & Privacy.

Legislative Operations provides support for legislative matters, including statutory processes and procedures, Council meetings, and related decisions, public notifications, Council committees, bylaw and policy processes, document certification, and the execution of legal documents on the District's behalf. Legislative Operations also provides a communications link between Council, divisions, and the public through the provision of the correspondence process.

Records & Privacy manages compliance with the Freedom of Information and Protection of Privacy Act. Records & Privacy is responsible for the ongoing development and maintenance of the corporate records and information management program, including archival records, to ensure appropriate access to, and protection of, records and information maintained by the District.

The division also conducts all legislated elector approval processes, by-elections and general local and school elections.



2021 ACCOMPLISHMENTS TO SUPPORT COUNCIL STRATEGIC GOALS

Housing

- provided support for statutory processes pertaining to development such as notifications and public hearings

Municipal Services

- continued to refine service delivery models to ensure efficient service delivery to internal and external clients
- modified and enhanced virtual service delivery due to COVID-19 pandemic

2021 OPERATIONAL ACCOMPLISHMENTS

- performed statutory and other requirements for Council meetings, public hearings, board of variance hearings, and statutory notifications
- conducted electronic Council meetings and enhanced the digital Council agenda process
- supported Council committees, including electronic meetings
- administered the Freedom of Information and Protection of Privacy Act (FIPPA), including processing Freedom of Information requests
- processed non-FIPPA information requests from internal and external sources
- continued to develop updates for records and information management best practices, and continued development of updated corporate records/information management procedures
- coordinated training on FIPPA privacy legislation requirements
- managed corporate agreement, bylaw, and policy processing
- continued to review corporate administrative requirements and provided recommendations for updates and implementation
- conducted multiple recruitments for board, committee, and working group volunteers

WEST VANCOUVER MEMORIAL LIBRARY

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

Our Mission: Our Library connects people with ideas, 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.

2021 ACCOMPLISHMENTS

Inclusion: Our Library's mandate is to support everyone in our community through our services

- awarded the W. Kaye Lamb national award for outstanding library services to seniors. Our library was specifically recognized for our materials deliveries to seniors, Squamish Nation Elders Centre partnership, and Dial-a-Story: Indigenous Storytelling program
- awarded the BC Library Association's Building Better Communities Award for our Take Home Technology initiative with the other North Shore Libraries and TELUS
- partnered with NewToBC's Library Champions project, which empowers members of diverse cultural groups to act as library ambassadors to new immigrants
- created an inclusion resource hub for West Vancouver Secondary Schools' District Parent Advisory Council inclusion committee
- launched circulation of Chromebooks and WiFi hotspots
- provided one-on-one tech support to help narrow the digital divide, along with programming and device clinics in Farsi and Mandarin
- supported the public in getting vaccine passports and navigating other essential government services
- provided staff and board training on equity, diversity, and inclusion
- ran a social media awareness campaign during Pride with posts viewed over 40,000 times
- installed trans-inclusive washroom labels

A Learning Culture: We foster the joy of learning and growth, both in our community and within our staff.

- online learning products: use of databases is up 65% vs. pre-pandemic
- registration for Summer Reading Club, a program designed to help stop summer learning loss, topped 1,700
- expanded technology support through staff structural changes—public need for technology help and interest in building skills remains high
- launched Creativebug, which gives access to thousands of online art and craft classes
- North Shore libraries presented the North Shore Writers Festival, which promotes the love of literature, in a virtual format with 500+ participants
- other program highlights: the West Vancouver Memorial Library Foundation's Signature Series, featuring Michelle Good, Raffi, Kelly Yang, and Harry Manx; popular talks by ethnobotanist Nancy Turner and historian Ivan Sayers; music lecture series; science and technology programs
- launch of the 2021/2022 North Shore Authors Collection, with keynote by Anosh Irani

Integrity: We maintain a high standard of integrity and quality in our practices and services.

- launched new Strategic Framework
- completed internal structural review
- launched facility space planning process aimed at maximizing existing footprint
- continued ongoing work to respond to changing Provincial Health Orders and restoring service levels, including the majority of seating. Other service improvements included the launch of the Lucky Day collection, BookMatch service, and automate What to Read Next recommendation tool



- Climate Action
 - » launched Climate Future campaign, including climate toolkit, climate programming including mason bee programs, a District of West Vancouver partnership to provide Repair Cafés, and the recruitment for a Climate Writer in Residence (2022 launch)
 - » Cooling Tower and Chiller decommissioning initiated; will give greenhouse gas savings
- rReconciliation
 - » the Library used operational savings to be able to open on September 30, 2021, the National Day for Truth and Reconciliation, in alignment with our role in public education. More than 800 people visited in-person, 100 viewed our online resource page, and over 120 people attended our online programs, which included a virtual movie screening with a traditional welcome by Chief Janice George and a virtual children's event with local Indigenous author Lisa Lewis
 - » partnered with other North Shore Libraries on Ta7taliya Michelle Nahanee decolonization event

Community: Community needs are at the centre of all we do. We tailor our services and spaces to those needs.

- acted as the designated cooling centre for all of West Vancouver during the heat dome event. Three nearby apartment towers lost power and hundreds of people came to the library to cool down. In anticipation of the heat event, the library had restored seating ahead of schedule
- ELL/English Conversation Circle volunteers win the North Shore Community Resources Community Spirit Award
- partnered with West Vancouver secondary schools to present the Booktopia festival featuring Roy Henry Vickers, Jerry Craft, Christina Soontornvat, and Tanya Lloyd Kyi
- for the second year in a row, we converted our rooftop parking lot into a community seating area, this year adding a demonstration garden in partnership with local master gardeners. Pollinator planters and a bat box were also installed
- collaborated with the West Vancouver Art Museum on artist talks programming, with Bobbi Burgers drawing a huge number of viewers
- Our Tiny Art: Holiday Gift Show featured art by 11 local artists, with \$7,000 in sales
- supported District volunteer committee and board members in learning Webex
- North Shore libraries partnered on North Shore Read, which launched with Dr. Suzanne Simard in conversation with CBC's Shelagh Rogers. Close to 500 attended
- facility space consultant engages in community agency consultation and survey, with findings to inform long-range space planning



PARKS, CULTURE & COMMUNITY SERVICES

Parks, Culture & Community Services provides a broad continuum of services and programs.

The Parks Department manages over 140 parks, natural areas, sports amenities, playgrounds, play courts, beaches, Centennial Seawalk, over 135 kilometres of trails, Ambleside Par 3 Golf Course, Gleneagles Golf Course, and Capilano View Cemetery, and is also responsible for environmental management of public lands including the public foreshore.

The Cultural Services Department oversees the Ferry Building Gallery, West Vancouver Art Museum, and cultural and art education programs at various District locations and West Vancouver schools. This department also oversees public art and collections and presents visual arts programming, festivals, events, and filming.

The Community Services Department offers health, fitness, and leisure programs at the West Vancouver Community Centre, Aquatic Centre, Gleneagles Community Centre, Ice Arena, and the Seniors' Activity Centre. This department also oversees Access & Inclusion, the West Vancouver Child & Family Hub, specialized leisure services, the Community Grants Program, Child Care Services, and Youth Outreach Services.

2021 ACCOMPLISHMENTS TO SUPPORT COUNCIL STRATEGIC GOALS

Housing

- continued to support planning for Cypress Village
- continued to support North Shore Homelessness Action
- North Shore Homelessness Task Force completed a 10-year Community Action Strategy (2022-2032)
- actively participated in the tri-municipal Strengthening Communities' Services project funded by Union of BC Municipalities

Local Economy

- awarded tender for the Horseshoe Bay Park Revitalization project
- implemented a bylaw to allow for alcohol consumption in public parks

Climate Change & Nature

- collaborated on the Community Wildfire Protection Plan
- continued to support the Coastal Marine Management Plan Working Group

Municipal Services

- began restoration of the Ferry Building with federal and provincial funding
- began development of the North Shore Poverty Reduction Strategy through provincial funding
- 10-year Child Care Action Plan (2021-2031) adopted by Council

Social Well-being

- worked with user groups and private landowners to sanction and build mountain bike/hiking trails
- continued to support planning of the West Vancouver Place for Sport project, a replacement track, and new artificial field at the West Vancouver Secondary School site
- continued implementation of Council direction on the development of an Arts & Culture Centre
- initiated new public art projects
- continued to develop a plan for a permanent home for a Youth Hub in West Vancouver
- developed a set of draft metrics for the actions in the Blueprint for Social Responsibility and Change with guidance from the Community Grants Committee
- delivered 37,736 meals to vulnerable seniors in the community through Feed the Need initiative

2021 OPERATIONAL ACCOMPLISHMENTS

- completed District owned Upper Lands Ecological Inventory
- implemented short-term plan for Klee Wyck Park by improving the park space
- expanded the Park Ranger program with aid of traffic control at key destination parks to address increased park usage during summer months
- continued to install trail wayfinding signage in District Upper Lands
- completed Capilano View Cemetery expansion project, increasing full-casket and in-ground cremation opportunities
- successfully delivered the inaugural National Indigenous Peoples Day, a modified Canada Day celebration, and Harmony Arts
- managed pre-COVID-19 activity levels for film production permits
- ensured ongoing smooth operations of the Ambleside Artisan Farmers' Market
- resumed full operations at the West Vancouver Art Museum and increased visitorship
- continued to support youth and families in need through food security program
- continued to strengthen relationships with First Nations by offering Indigenous recreational learning programs that were taught by Indigenous program leaders
- expanded indoor, outdoor, and online programming as allowed by provincial health restrictions and staff capacities
- launched short-term Child Care Action Plan initiatives



PLANNING & DEVELOPMENT SERVICES

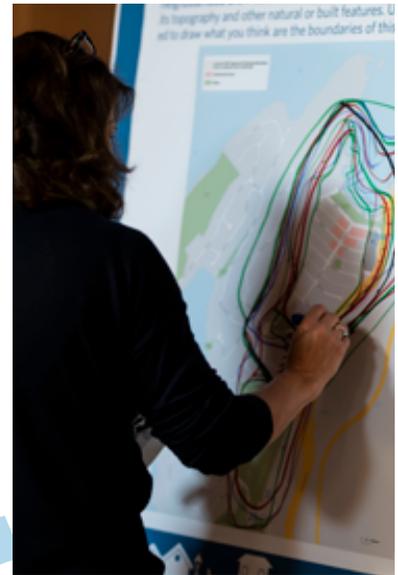
The Planning & Development Services Division works with residents, stakeholders, and Council to guide change, and help shape a sustainable future for our community.

Community Planning & Sustainability develops long-range plans and policies to meet housing needs, protect the environment, support the local economy, address climate action, and fulfill other community land use objectives.

Current Planning & Urban Design processes rezoning applications, development permits, and Official Community Plan amendments, and prepares guidelines and policies that shape the look and feel of our built environment and public realm.

Land Development reviews and approves engineering and infrastructure servicing requirements related to development, and ensures that environmental and creek protection measures for development are implemented.

Permits & Inspections reviews and issues building, electrical, plumbing, and signage permits, and provides inspection services to ensure compliance and safety.



2021 ACCOMPLISHMENTS TO SUPPORT COUNCIL STRATEGIC GOALS

Housing

- introduced zoning and Official Community Plan bylaw amendments for detached residential areas and single-family areas, to implement the recommendations of the Neighbourhood Character Working Group, including expansion and streamlining of coach house development
- ongoing work conducted to develop Cypress Village Plan
- reviewed and processed for Council consideration development proposals that would contribute to expanded and targeted housing options (e.g., missing middle, infill options, rental)

Local Economy

- completed the Horseshoe Bay Local Area Plan and introduced new zones for residential areas of this neighbourhood
- completed an interim policy for processing cannabis retail applications and approval of two retail temporary non-medical interim cannabis retail businesses at Ambleside and Horseshoe Bay
- directed to initiate the Ambleside Town Centre planning process

Climate Change & Nature

- implemented the greenest nation-wide building standards for development through climate action building bylaw updates that came into effect in spring 2021
- introduced a foreshore development permit area
- initiated the process to prepare an urban forest management plan

Mobility

- ongoing support the Engineering & Transportation Division in the preparation of an updated strategic mobility plan

Municipal Services

- engaged with the community on planning projects
- provided sources of funds, other than property taxes, through the development and permitting processes

Social Well-being

- ongoing support for District initiatives requiring planning support to enhance our community's social well-being

2021 OPERATIONAL ACCOMPLISHMENTS

- provided excellent customer service while working remotely
- processed over 100 development applications, including Heritage Revitalization Agreements, rezonings, development permits, and Temporary Use Permits
- ongoing process improvements related to development planning, permits and inspections, and land development functions
- designed new corporate-wide online document-intake portal for secure and efficient receipt and storage of documents from the public (went live April 2021)
- enhanced overall permit processing to provide a comprehensive and clear staff response to applicants
- transferred most paper documents to digital form
- processed a significant volume of permits (2,272) and performed 9,560 building and trade inspections
- continued to respond to externally-driven planning legislative changes (e.g., Housing Needs Report)
- continued to act as liaison in regional coordination initiatives, including North Shore Advisory Committee on Disability Issues, Metro Vancouver Regional Planning Advisory Committee and Housing Subcommittee, Balanced Housing Lab Initiative, North Shore Community Resources, and BC Hydro
- continued to act as liaison for Council committees and working groups, including the Design Review Committee, Heritage Advisory Committee, Lower Caulfeild Advisory Committee, and the Neighbourhood Character Working Group



POLICE SERVICES

The West Vancouver Police Department (WVPD) is governed by, and reports to, the West Vancouver Police Board. The Mayor is the Chair of the Police Board. The WVPD's jurisdiction includes the District of West Vancouver and Xwemelch'stn Uxwumixw (Squamish Nation).

The mission of the WVPD is Excellence in Response & Investigation for a Safe West Vancouver. Our new 2022 to 2025 Strategic Plan guides us in this mission. The purpose of the Strategic Plan is to provide clarity to all staff on the future direction of our police department. Our focus is on contributing to our community and uniting our staff, while providing an unsurpassed service delivery for West Vancouver and Xwemelch'stn Uxwumixw.

The four goals that we have adopted to guide our decisions and actions as we work to achieve our mission and live our values are:

1. REACH OUT to diverse ethnic groups in West Vancouver and Xwemelch'stn to address community safety priorities.
2. EMPOWER our frontline to lead innovative targeted crime reduction and traffic safety initiatives.
3. UNITE all of our people.
4. CONTRIBUTE to our community's social well-being.

The overarching vision of the new Strategic Plan is that residents of all cultures reach out, with confidence, to the West Vancouver Police for protection and partnership.

2021 ACCOMPLISHMENTS TO SUPPORT COUNCIL STRATEGIC GOALS

Local Economy

- continued work with Park Royal merchants to address property crime issues in the area

Climate Change & Nature

- expanded hybrid vehicle fleet and other programs
- expanded e-bike program for proactive crime enforcement



Mobility

- continued participation in District and regional traffic initiatives
- continued management of traffic accidents to ensure efficient traffic flow
- continued to escalate traffic enforcement in high-collision areas
- increased engagement with partners for traffic education and enforcement

Municipal Services

- implemented an online Police Information Check process
- continued to identify other efficiencies and review effectiveness of service models

Social Well-being

- continued engagement with District residents, including new Canadians, partners, and stakeholders
- continued to work with the District and local partners to manage the negative impacts of homelessness and addiction
- ensured the safety of the elderly population through ongoing education and awareness efforts
- reviewed current and future health and wellness programs for staff

2021 OPERATIONAL ACCOMPLISHMENTS

- included in the 2021 initiatives to support Council Strategic Goals, developed a new Strategic Plan, effective from 2022 to 2025.
- continued to align with Public Health Orders during the pandemic and provide updated health resources and COVID-19 enforcement provisions to staff
- increased patrol based and joint operation property crime projects around persistent problem areas
- enhanced operational training through increased utilization of simulator training



WATER UTILITY

The Water Utility provides for a safe and continuous supply of potable drinking water to residents by constructing, operating and maintaining nearly 350 km of water mains, 4700 valves, roughly 1500 fire hydrants, 19 storage reservoirs, and 10 pump stations. This utility includes the operation of the District's state-of-the-art Eagle Lake and Montizambert Creek membrane filtration facilities. The District supplements its own water sources by purchasing bulk treated water from Metro Vancouver.

2021 ACCOMPLISHMENTS TO SUPPORT COUNCIL STRATEGIC GOALS

Housing

- continued support of Planning & Development Services Division in implementing and planning for development as it relates to potable water servicing needs

Climate Change & Nature

- promotion of water conservation efforts through continued implementation of the metered rate structure and educational outreach
- worked towards updating Metro Vancouver Drinking Water Conservation Plan to promote further reduction in water use during high demand periods

Municipal Services

- completed and shared the results with Council of an updated Water Asset Management Plan identifying and securing programming and funding needs for the utility over the near and long term planning horizons
- successfully established Water Utility rates for 2022 in alignment with operating and system renewal and servicing needs for the continued delivery of service levels to the community

2021 OPERATIONAL ACCOMPLISHMENTS

- completed Eagle Lake floating pump station upgrade enabling increased accessibility and capacity
- completed Eagle Lake Drawdown Study to inform the limitations and optimization of the use of Eagle Lake water source
- completed annual Water System Capital Replacement/Renewal programs
- completed annual Drinking Water Quality Report for Vancouver Coastal Health Authority approval
- continued with long-term replacement planning for water assets as identified in the Water Master Servicing Study
- continued working toward maintaining Dam Safety Regulation compliance requirements for Eagle Lake water source
- continued to provide high quality drinking water with District owned and operated state of the art membrane filtration water treatment facilities

SEWER & DRAINAGE UTILITY

The Sewer & Drainage Utility provides sanitary sewer and storm drainage services through the operating and maintaining nearly 60 km of ditch system, 220 km of piped storm system, 350 km of sewer system, 8700 storm and sanitary manholes, 5600 catch basins, 1160 culverts, and 54 sewage lift stations, and the Citrus Wynd Wastewater Treatment Plant.

2021 ACCOMPLISHMENTS TO SUPPORT COUNCIL STRATEGIC GOALS

Housing

- continued to support Planning & Development Services Division in implementing and planning for development as it relates to sanitary sewer and storm drainage system servicing needs
- provided input to Coastal Marine Management Working Group regarding sewer infrastructure in the foreshore

Climate Change & Nature

- completed annual and quarterly reports for Citrus Wynd Wastewater Treatment Plant in compliance with federal regulations
- completed stream culvert and creek enhancement project at Brothers creek
- supported Parks Department with projects related to storm water management, and creek flows and enhancement
- continued to support planning and implementation of the Five Creek Stormwater Diversion Project
- adoption of revised design criteria to include consideration of infrastructure needs in the context of climate change for the purpose of integration into future system planning and renewal
- investigated energy efficient equipment for application in sanitary sewer pump station renewal and upgrades

Municipal Services

- successfully established Sewer Utility rates for 2022 in alignment with operating and system renewal needs for the continued delivery of service levels to the community

2021 OPERATIONAL ACCOMPLISHMENTS

- completed design and initiated construction of the replacement of Cotton B and The Glen lift stations
- continued to represent municipal interests related to Metro Vancouver's construction of the North Shore Wastewater Treatment Plant
- continued with planning for near and long-term replacement/renewal of sewer assets as identified in the Sewer Master Servicing Study
- continued support of various West Vancouver Streamkeeper Society initiatives such as the storm drain marking program
- initiated the update of the Sanitary Asset Management Plan
- continued to provide high level of service for sanitary and storm drainage conveyance by operating and maintaining complex systems including numerous sewer lift stations, sanitary and storm mains and a District owned and operated wastewater treatment plant

SOLID WASTE UTILITY

The Solid Waste Utility is responsible for collecting and processing household garbage, yard trimmings, and Green Can. Since July 2020, household recycling has been collected by Recycle BC. The utility has also been responsible for funding garbage and recycling services within municipal facilities and parks since 2016.

Although the solid waste utility is overseen by the Engineering Services Department, planning and operations take place in collaboration with the Facilities and Parks Departments.

2021 ACCOMPLISHMENTS TO SUPPORT COUNCIL STRATEGIC GOALS

Climate Change & Nature

- piloted a summer outreach staff program to enhance public education
- reported to Council on the feasibility of launching a cigarette butt collection pilot
- continued to monitor regulatory developments related to single-use item reduction at the local, provincial and federal level
- launched a bottle/can collection pilot in conjunction with the District's Drinking in Parks pilot

2021 OPERATIONAL ACCOMPLISHMENTS

- the parks, streetscape and residential collection programs continued to manage higher-than-average volumes due in part to the COVID-19 pandemic
- provided on-going community programs in support of waste reduction (community clean up events, video contest, repair cafés) with COVID-19 protocols in place



2021

DISTRICT OF WEST VANCOUVER ANNUAL FINANCIAL REPORT YEAR ENDED DECEMBER 31, 2021



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REPORT FROM THE DIRECTOR OF FINANCIAL SERVICES

Your Worship and Members of the Finance and Audit Committee,

I am pleased to present the 2021 Consolidated Financial Statements for the District of West Vancouver (“District”) for the year ended December 31, 2021.

The preparation and presentation of the annual financial statements is the responsibility of the District’s Financial Services Division. These consolidated financial statements were prepared in accordance with Canadian Generally Accepted Accounting Principles (GAAP) as prescribed by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada (CPA Canada).

The District has a fiduciary duty to maintain and improve its comprehensive system of internal controls to safeguard District assets and to provide reliable financial information. Over the past two years in response to the COVID-19 pandemic, the District had to be flexible to adapt business processes to quickly transition from in-person to online. With this transition, the District reviewed and revised internal controls to ensure that the integrity of the business systems were maintained and also took advantage of the opportunity to create efficiencies with the support of the Information Technology Services staff. The past year was spent fine-tuning those efficiencies.

2021 achievements in the Financial Services area include:

- published quarterly financial reports and other ad-hoc reports
- proactive cash management via a robust cash forecast model to maximize investment returns
- generated significant efficiencies by implementing an automated Accounts Payable system with enhanced internal controls for electronic approvals and improved segregation of duties
- transitioned to electronic records for accounting entries and eliminated paper files including paper journals and requisition forms
- maintained timely payments, remittances and reports to various vendors and government agencies
- continued data alignment project between Maintenance Connection (enterprise asset management software) and JD Edwards (enterprise resource planning software) for recording the District’s assets
- continuously reviewed financial performance with business managers for expenditure control
- continued supporting restart of District facilities and services by identifying and seeking alternative funds
- continued assessment of Key Capital projects with the Executive Committee
- established a Community Amenity Contributions (CAC) policy and procedures to guide the expenditure of CACs
- explored options to raise funds for the District to be able to address climate change and to help protect natural assets
- assessed possibility of a separate storm water utility for storm water management using natural assets
- researched and evaluated options for a new budget system to help streamline intake and approval processes
- created dashboard for vacancy reporting and listing of positions with salary budget information
- collected 97% of property taxes and metered utilities
- adapted to an online property tax deferment/homeowner grant process
- created Living Wage Policy to ensure that full-time employees earn a fair wage to support their fundamental needs



Isabel Gordon | Director of Financial Services

ROLE OF THE AUDITORS

The District's independent auditors, BDO Canada LLP, have been engaged to express an opinion as to whether these financial statements present fairly, in all material respects, the District's financial position, financial activities and cash flows in accordance with Canadian public sector accounting standards. BDO Canada LLP has been given unrestricted access to all District records, financial and other.

Their opinion, which they will present to the Finance and Audit Committee today, is based on the disclosure of all information, and completion of all procedures, that they consider necessary and sufficient to support their audit opinion.

FINANCIAL OVERVIEW

The financial statements as presented are consolidated; that is, they represent the combined results for 2021 of the District's general operations, the water, sewer & storm drainage, and solid waste utilities, and the golf, cemetery, library foundation, and transit operations. The notes to the Consolidated Financial Statements are also an integral part of the District's financial information. The notes describe the District's accounting policies and provide full disclosure of the more significant financial statement items, commitments and contingencies.

OVERALL FINANCIAL POSITION

The District's overall financial position continues to improve in 2021 as evidenced by a \$30 million increase to the year-end accumulated surplus balance (2021: \$648.2 million, 2020: \$618.2 million). This is a key performance indicator for the organization, as it indicates that the District owns (financial and non-financial assets) more than it owes (liabilities).

Net financial assets are an indicator of the amount of past revenues available to pay for future transactions and events and are calculated as the value of the District's financial assets less liabilities. The District's net financial asset balance at the 2021 year-end, \$109.4 million, is a \$16.6 million increase over the 2020 year-end balance (\$92.8 million), which is an indication that the District has strengthened the availability of financial resources. While ordinarily this would allow the District to reduce deferred maintenance, in the short term, these resources must be used to continue to support the response to COVID-19. However, in future years, this strength indicates that there will be capacity to tackle the infrastructure deficit.

The District's cash balance at year-end was \$47.8 million, a decrease of \$114.2 million from 2020 (\$162 million). This was due to moving funds out of high interest savings accounts to one-year GIC products for better and more precise cash management and to support the goal to achieve maximum return on investment. Combined cash and investments balances was reduced by \$29.1 million resulting from a 2020 school tax remittance made in January 2021.

Non-financial assets play an important role in terms of determining the value of an organization and its ability to borrow. The District's non-financial assets balance at the 2021 year-end, \$538.8 million, was a \$13.4 million increase over the 2020 year-end balance (2020: \$525.4 million).

The net book value of Tangible Capital Assets (TCA's) increased by \$13 million, shown on the District's Statement of Financial Position as a total of \$532 million as of December 31, 2021 (2020 \$519 million). The data alignment project continued (reconcile JDE data to Maintenance Connection data for the District's capital assets) in 2021. A detailed review of road base and water mains was completed and noticeable asset adjustments were made in the financial system to reflect the actual quantities. As a result, the total cost of assets, which represents the District's investment in infrastructure, facilities and other capital assets over time, decreased by \$11.4 million from 2020 to \$839.6 million. Correspondingly, accumulated amortization decreased by

\$24.5 million from 2020 to \$307.6 million as at December 31, 2021.

YEAR OVER YEAR COMPARISON

Operational revenues totalled \$192.2 million in 2021, which was an increase of \$9.3 million over 2020 (\$182.9 million). This was attributed mainly to the restart of Community Services' programs as restrictions around COVID-19 public health orders lessened; to a strong real estate market which caused an increase in permit revenues; to the approved levy increases for general taxation and to the Asset Levy which added \$3.8 million to District tax collection. Compared to 2020, \$5.9 million in fees & charges, \$1.5 million in licence & permits and \$1.6 million in capital contributions were significant revenue increases; however, \$4.9 million of this increase was offset by a decrease in revenue from government grants due to the one-time provincial COVID-19 Safe Restart Grant received in 2020.

Extraordinary items which are infrequent in nature were significantly lower from 2020: Community Amenity Contributions (2021: \$0.9 million, 2020: \$15.1 million) and gain on sale of land (2021: \$0, 2020: \$2.9 million).

Overall, total revenue was \$7.8 million lower than the previous year.

Expenses on the other hand were \$11.4 million higher than last year due to increased labour and operating costs primarily related to the restart of District services, to programs that were cut during the pandemic and to increased material costs due to supply chain issues.

BUDGET VARIANCES

Consolidated revenues exceeded budget by \$13 million in 2021, primarily due to:

- \$3.6 million in fees & charges from restart of Community Services' programs; as well as higher than budgeted utilities revenue;
- \$1.36 million in licences & permits from a higher number of building permits and rezoning applications received in response to the strong real estate market;
- \$5.3 million in contributions to capital from external sources and internal adjustment due to revaluation of tangible capital assets (road base and water mains) discovered during the data alignment project;
- \$0.85 million in Community Amenity Contributions (CACs) were received; and
- higher than budgeted penalty and interest revenue and rental income resulted in an additional favorable variance.

In 2021, the consolidated expenses were under budget by \$3 million primarily due to precautions, cost controls in dealing with the global pandemic and staff vacancies:

- General Government, Public Safety and Planning, Lands & Permits were under budget due to savings in labour, training and legal costs;
- Water Utility was under budget due to lower than expected need to purchase water and lower maintenance costs; and
- Sewer Utility was under budget due to lower-than-expected cost for the Greater Vancouver Sewerage and Drainage District (GVSD) levy.

RESERVES

The District's reserve balances increased from \$134 million to \$140 million. The \$6 million increase was primarily due to timing of capital project work funded from the Sewer & Drainage Reserve Fund as well as interest earnings in the reserves.

SUBSEQUENT EVENT

As Council is aware, although financial results for 2021 were favourable, 2021 was a challenging year. Measures were taken to ensure that the COVID-19 impacts to the District of West Vancouver's financial position were managed as carefully as possible, and that services to the public, while impacted for a period of time, were reinstated as soon as feasible. The impact on the District's asset management program, while significant, also prompted a re-evaluation of which assets needed to be retained, and where greening of the budget could continue to be supported, or even enhanced, through the use of natural assets.

Note 19 to the financial statements addresses the direct impact of COVID-19. As this note states, given the daily evolution of the COVID-19 outbreak and the global responses to curb its spread, the District is not able to fully estimate the future effects of the COVID-19 outbreak on its results with certainty, but Council and the public can be assured that the District's financial position, cash flow, and budget are being closely monitored. The previous five years have shown significant gains in the District's financial flexibility and resiliency, and this is serving us well in the current circumstances and will continue to support District operations in the future

CONCLUSION

I would like to acknowledge all District staff who have worked diligently, above and beyond the usual requirements, to help support Finance in all measures taken to ensure that 2022 does not set us further back than absolutely necessary, and that we may still look forward to meeting the challenges of excellent and innovative service provision, sound asset management, and appropriate facility renewal in the future once normal operations resume.

Sincerely,



Isabel Gordon, MBA, CPA, CA

Director of Financial Services

May 16, 2022

Appendix A: 2021 Consolidated Financial Statements



District of West Vancouver

Management's Responsibility for Financial Reporting

December 31, 2021

The accompanying financial statements of the District of West Vancouver (the "District") are the responsibility of the District's management and have been prepared in compliance with legislation, and in accordance with Canadian public sector accounting standards, as established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. A summary of significant accounting policies is described in the notes to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgement, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The District maintains systems of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements. These systems are monitored and evaluated by management.

Council meets with management and the external auditors to review the financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the financial statements.

The financial statements have been audited by BDO Canada LLP; independent external auditors appointed by the District. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion of the District's financial statements.

Isabel Gordon,
Director, Financial Services

Date: May 16, 2022

Independent Auditor's Report

To the Mayor and Council of the Corporation of the District of West Vancouver

We have audited the consolidated financial statements of the Corporation of the District of West Vancouver (the "Consolidated Entity") which comprise the Consolidated Statement of Financial Position as at December 31, 2021 and the Consolidated Statements of Operations, Changes in Net Financial Assets, and Cash Flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Consolidated Entity as at December 31, 2021 and its consolidated results of operations, its consolidated change in net financial assets, and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of this report. We are independent of the Consolidated Entity in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

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

In preparing the consolidated financial statements, management is responsible for assessing the Consolidated Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Consolidated Entity, or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Consolidated Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.



As part of an audit in accordance with Canadian generally accepted auditing standards we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. But not for the purpose of expressing an opinion on the effectiveness of the Consolidated Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Consolidated Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However future events or conditions may cause the Consolidated Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Consolidated Entity to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

BDO Canada LLP

Chartered Professional Accountants

Vancouver, British Columbia
May 16, 2022

CONSOLIDATED FINANCIAL STATEMENTS

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at December 31, 2021

	2021	2020
FINANCIAL ASSETS		
Cash	47,755,492	161,980,432
Investments (Note 3)	181,293,939	96,182,712
Accounts Receivable		
Property Taxes	4,071,872	4,831,909
Other	22,118,695	21,471,808
Due from Other Governments	2,397,110	4,584,054
	257,637,108	289,050,915
LIABILITIES		
Accounts Payable and Accrued Liabilities (Note 4)	32,241,750	81,961,870
Employee Future Benefits Payable (Note 5)	5,938,916	5,617,374
Deferred Revenue and Deposits (Note 6)	51,294,990	50,170,718
Deferred Development Cost Charges (Note 7)	29,658,821	28,060,904
Debt (Note 8)	29,066,114	30,429,226
	148,200,591	196,240,092
NET FINANCIAL ASSETS	109,436,517	92,810,822
NON-FINANCIAL ASSETS		
Inventories	689,033	700,658
Prepaid Expenses	1,112,273	1,216,742
Tangible Capital Assets (Schedules 3 and 4)	531,971,918	518,817,180
Restricted Investments (Note 3)	5,035,483	4,623,114
	538,808,707	525,357,694
ACCUMULATED SURPLUS (Note 9)	648,245,224	618,168,516

See accompanying notes to the Consolidated Financial Statements.

Contractual Obligations and Contingencies (Note 11).

Contractual Rights (Note 12).



Isabel Gordon, MBA, CPA, CA
Director of Financial Services



Mary-Ann Booth
Mayor

CONSOLIDATED FINANCIAL STATEMENTS**CONSOLIDATED STATEMENT OF OPERATIONS**

For the year ended December 31, 2021

	2021 Budget (Note 16)	2021 Actual	2020 Actual
REVENUE			
General Taxation (Note 13)	81,058,604	81,385,541	77,552,908
Fees & Charges	55,451,655	59,088,249	53,152,530
Licences & Permits	7,300,907	8,657,678	7,133,190
Other Revenue	5,037,185	5,701,250	5,296,390
Government Grants	1,142,393	1,512,658	6,395,701
Transit Reimbursements	19,461,872	19,817,723	18,498,623
Development Cost Charges	2,281,938	462,370	733,057
Other Contributions for Capital	3,184,906	8,513,788	6,843,228
Third Party Works	2,588,169	3,979,253	3,325,068
Interest Earned on Investments	1,386,000	3,087,443	3,952,851
	178,893,629	192,205,953	182,883,546
Community Amenities Received from Developers (Note 15)	-	851,250	15,140,000
Gain on Sale of Land	1,150,000	-	2,865,571
	180,043,629	193,057,203	200,889,117
EXPENSES			
General Government	28,681,663	26,329,984	22,769,871
Public Safety	37,663,802	37,485,935	35,840,905
Engineering & Transportation	11,565,031	12,390,367	9,116,285
Planning, Lands & Permits	6,936,030	6,814,962	6,449,698
Recreation & Library	25,853,442	27,801,057	25,814,531
Water Utility	12,778,279	10,149,245	10,388,867
Sewer Utility	17,164,532	16,336,704	14,935,877
Solid Waste	4,213,718	3,979,621	5,761,602
Cemetery	766,137	777,045	884,319
Golf	918,250	1,051,532	1,013,517
Transit	19,461,872	19,817,723	18,498,623
Library Foundation	-	46,321	39,460
	166,002,756	162,980,495	151,513,555
ANNUAL SURPLUS	14,040,873	30,076,708	49,375,562
Accumulated Surplus, Beginning of Year	618,168,516	618,168,516	568,792,954
ACCUMULATED SURPLUS, END OF YEAR	632,209,389	648,245,224	618,168,516

See accompanying notes to the Consolidated Financial Statements.

CONSOLIDATED FINANCIAL STATEMENTS**CONSOLIDATED STATEMENT OF CHANGES IN NET FINANCIAL ASSETS**

For the year ended December 31, 2021

	2021 Budget (Note 16)	2021 Actual	2020 Actual
ANNUAL SURPLUS	14,040,873	30,076,708	49,375,562
CHANGES IN TANGIBLE CAPITAL ASSETS			
Acquisitions of Tangible Capital Assets	(84,154,588)	(23,277,706)	(24,934,627)
Amortization Expense	-	16,161,367	16,144,005
Non-Cash Contribution of Tangible Capital Assets	-	(6,160,936)	-
Loss (Gain) on Disposal of Tangible Capital Assets	-	122,537	(2,184,142)
	(84,154,588)	(13,154,738)	(10,974,764)
CHANGES IN OTHER NON-FINANCIAL ASSETS			
Acquisition of Inventories	-	(689,033)	(700,658)
Acquisition of Prepaid Expenses	-	(1,112,273)	(1,216,742)
Use of Inventories	-	700,658	830,671
Use of Prepaid Expenses	-	1,216,742	1,306,109
Restricted Investment	-	(412,369)	(288,406)
	-	(296,275)	(69,026)
INCREASE (DECREASE) IN NET FINANCIAL ASSETS	(70,113,715)	16,625,695	38,331,772
Net Financial Assets, Beginning of Year	92,810,822	92,810,822	54,479,051
NET FINANCIAL ASSETS, END OF YEAR	22,697,107	109,436,517	92,810,822

See accompanying notes to the Consolidated Financial Statements.

CONSOLIDATED FINANCIAL STATEMENTS**CONSOLIDATED STATEMENT OF CASH FLOWS**

For the year ended December 31, 2021

	2021	2020
OPERATING TRANSACTIONS		
Annual Surplus	30,076,708	49,375,562
Non-Cash Items Included in Annual Surplus		
Amortization Expense	16,161,367	16,144,005
Non-Cash Contribution of Tangible Capital Assets	(6,160,936)	-
Loss (Gain) on Disposal of Tangible Capital Assets	122,537	(2,184,142)
Development Cost Charge Revenue Recognized	(462,370)	(733,057)
Actuarial Adjustment Recognized on Debt	(326,845)	(286,489)
Changes in Other Non-Cash Working Capital		
Tax Receivable	760,037	(943,117)
Accounts Receivable	(646,887)	(676,464)
Due from Other Governments	2,186,944	3,570,948
Inventories	11,625	130,014
Prepaid Expenses	104,470	89,366
Accounts Payable and Accrued Liabilities	(49,720,120)	54,711,445
Employee Future Benefits Payable	321,542	143,898
Deferred Revenue and Deposit	1,124,273	(2,049,835)
	(6,447,656)	117,292,134
CAPITAL TRANSACTIONS		
Acquisitions of Tangible Capital Assets	(23,277,706)	(24,934,627)
	(23,277,706)	(24,934,627)
FINANCING TRANSACTIONS		
Development Cost Charges Received, including Interest	2,060,286	4,853,607
Debt Principal Repaid	(1,036,267)	(1,027,097)
	1,024,019	3,826,510
INVESTING TRANSACTIONS		
Net (Increase) decrease in Investments	(85,523,597)	20,069,264
	(85,523,597)	20,069,264
INCREASE (DECREASE) IN CASH		
	(114,224,940)	116,253,282
Cash, Beginning of Year	161,980,432	45,727,150
CASH, END OF YEAR	47,755,492	161,980,432

See accompanying notes to the Consolidated Financial Statements.

DISTRICT OF WEST VANCOUVER
CONSOLIDATED FINANCIAL STATEMENTS
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
For the Year Ended December 31, 2021

1. OPERATIONS

The Corporation of District of West Vancouver (the “District”) was incorporated in 1912 and is subject to the provisions of Local Government Act and Community Charter of British Columbia. The District’s principal activity is the provision of local government services to residents of the incorporated area. These include administrative, protective, transportation, environmental, recreational, water and sanitary services.

2. SIGNIFICANT ACCOUNTING POLICIES

The consolidated financial statements of the District have been prepared in accordance with Canadian public sector accounting standards (“PSAS”) as prescribed by the Public Sector Accounting Board (“PSAB”).

The significant accounting policies are summarized below:

(a) Basis of Presentation

The consolidated financial statements include the assets, liabilities, revenues, expenses and changes in the net financial assets of the District, including controlled entities the West Vancouver Memorial Library, the West Vancouver Memorial Library Foundation (the “Library Foundation”) and the West Vancouver Police Department.

(b) Basis of Accounting

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

(c) Revenue Recognition

(i) Taxation

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

(ii) Community Amenity Contributions

Community amenity contributions received by the District are included on the Statement of Operations. Revenue is recognized on the cash basis in the year the payment was received.

(iii) Long-Term Prepaid Lease

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

(iv) Deferred Revenue and Deposits

Deferred revenue consists of prepaid property taxes, prepaid business licences and fees. The District recognizes these revenues in the year the related services are performed and earned.

(v) Government Transfers

Unrestricted government transfers are recognized as revenue in the year in which the transfer is authorized by the issuing government, and when any eligibility criteria has been met. Restricted government transfers, in the way of grants or other transfers, are recognized as revenue in the year in which any liabilities arising from stipulations are extinguished.

DISTRICT OF WEST VANCOUVER
CONSOLIDATED FINANCIAL STATEMENTS
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 For the Year Ended December 31, 2021

(d) Non-Financial Assets

Non-financial assets excluding restricted investments are held for use in the provision of goods and services but are not available to discharge existing liabilities.

These assets have a useful life extending beyond the current year and are not intended for sale in the ordinary course of operations.

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

(i) Tangible Capital Assets

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

Type	Major Asset Category	Useful Life Range (Years)
general	land	n/a
	land improvements	10 – 50
	buildings	30 – 100
	machinery, furniture & equipment	4 – 15
	vehicles	5 – 15
infrastructure	streets	10 – 100
	water	10 – 100
	sewer	10 - 100

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

The District owns a number of works of art and historical treasures including sculptures, paintings and reproductions, mosaics, totem poles and monuments. These assets are not included as part of the tangible capital assets.

Contributed tangible capital assets are recognized at fair value at the date of contribution and are also recognized as revenue. Where an estimate of fair value cannot be made, the tangible capital asset is recognized at nominal value. Land is the only category where nominal values are assigned.

(ii) Inventories

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

(iii) Restricted Investments

Restricted investments represent long-term investments held by the Library Foundation. Although there is the ability to sell these investments they have been presented in these financial statements in the category of "Non-Financial Assets". This is because of the requirement that the investments be held in perpetuity and that only related investment earnings can be expended.

DISTRICT OF WEST VANCOUVER
CONSOLIDATED FINANCIAL STATEMENTS
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
For the Year Ended December 31, 2021

(e) Employee Future Benefits

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

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

(f) Use of Estimates

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

(g) Debt

Debt is recorded net of principal repayments and actuarial adjustments.

(h) Investments

Investments in the GIC, MFA Money Market Fund, Intermediate Bond Fund and Restricted Investments are recorded at cost. When, in the opinion of management, there is an other than temporary decline in value, investments are written down to their net realizable value.

(i) Development Cost Charge Revenue

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

(j) Segment Disclosure

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

(k) Contaminated Sites

A liability for remediation of a contaminated site is recognized at the financial statement date when an environmental standard exists, contamination exceeds the standard, and it is expected that future economic benefits will be given up and the liability can be reasonably estimated.

DISTRICT OF WEST VANCOUVER
CONSOLIDATED FINANCIAL STATEMENTS
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
For the Year Ended December 31, 2021

3. INVESTMENTS

	2021	2020
Municipal Finance Authority of BC Investment pools		
Money Market Fund	10,304	10,288
Intermediate Fund	29,314	29,316
	39,618	39,604
Guaranteed Investment Certificates	181,254,321	96,143,108
Total Investments	181,293,939	96,182,712

The District placed the majority of its investments with guaranteed investment certificates. The lengths and interest rates of GICs vary depend on the date of purchase. The District has a total of \$181,254,321 invested with the maturity dates range from January 9, 2022 to July 30, 2022, and the interest rates range from 1.26% to 1.50%.

Additionally the District placed over 47M in high interest saving accounts with the Bank of Montreal at December 31, 2021.

Interest earned by investments for the year ended December 31, 2021 totalled \$2,930,987 (2020 \$4,222,548). Earnings have been recorded as investment income and partially allocated to various reserves (Note 10), or deferred as appropriated (Note 7).

The Library Foundation Restricted Investments are invested in mutual and pooled funds:

	2021	2020
Leith Wheeler Fixed Income Fund	2,045,112	1,887,069
Leith Wheeler International Fund	457,657	427,693
Leith Wheeler Money Market Fund	127,600	126,931
Leith Wheeler U.S. Equity Fund	747,819	665,564
Leith Wheeler Canadian Equity Fund Series B	1,657,295	1,501,869
RBC Direct Investing	-	13,988
	5,035,483	4,623,114

4. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	2021	2020
Accounts Payable	7,495,983	9,429,216
Accrued Liabilities	2,564,438	4,306,085
Fringe Payable	10,777,989	9,050,637
Tax Payable	11,403,340	59,175,932
	32,241,750	81,961,870

In 2020, as part of the Covid-19 response, the provincial government allowed a delayed remittance of \$57.2M school taxes until after the year end, to help local governments manage their cash flows and meet their operational costs. The payment delay for school tax was not repeated in 2021, resulting in a much lower Tax Payable balance at year end.

DISTRICT OF WEST VANCOUVER
CONSOLIDATED FINANCIAL STATEMENTS
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
For the Year Ended December 31, 2021

5. EMPLOYEE FUTURE BENEFITS PAYABLE

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

The liabilities reported in the financial statements are based on an actuarial valuation as at September 30, 2019 that has been extrapolated to December 31, 2021. The District's actuarial valuation of employee future benefits is redone every three years and the next full valuation is scheduled to be incorporated into the District's December 31, 2022 year-end.

The significant actuarial assumptions adopted in measuring the District's accrued benefit liabilities for post-employment benefits are as follows:

	2021	2020
Discount rate	2.50%	2.00%
Expected future inflation rate	2.50%	2.50%
Expected wage increases	2.58% to 4.63%	2.58% to 4.63%
Estimated average remaining service life	11 years	11 years

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

	2021	2020
Non-vested sick leave	2,631,212	2,599,393
Vacation at retirement	1,010,866	1,014,595
Retirement allowance	2,528,267	2,543,074
Sick leave gratuity pay	679,053	746,103
	6,849,398	6,903,165
Unamortized actuarial loss	(910,482)	(1,285,791)
	5,938,916	5,617,374

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

	2021	2020
Accrued benefit obligation, beginning of year	6,903,165	6,439,890
Current service costs	646,968	582,117
Interest costs	145,517	173,888
Actual benefits paid	(615,883)	(718,353)
Actuarial (gain)/loss arising in the period	(230,369)	425,623
Accrued benefit obligation, end of year	6,849,398	6,903,165
Unamortized actuarial loss	(910,482)	(1,285,791)
	5,938,916	5,617,374

DISTRICT OF WEST VANCOUVER
CONSOLIDATED FINANCIAL STATEMENTS
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For the Year Ended December 31, 2021

6. DEFERRED REVENUE AND DEPOSITS

	2021	2020
Long-Term Prepaid Lease	13,328,240	13,444,241
Prepaid Taxes	7,715,598	8,128,382
Deposits	24,998,144	23,019,590
Memberships, Fees, and Other Revenues	5,253,008	5,578,505
	51,294,990	50,170,718

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

7. DEFERRED DEVELOPMENT COST CHARGES

These funds, including interest earned thereon are restricted by bylaw to the purposes for which they were collected from developers. Separate accounts hold funds that are to be used for underground wiring, waterworks infrastructure, drainage, roads and parks and open space projects in specific areas. Expenditures require budgetary authorization within the purposes authorized in the establishing bylaws. The deferred development cost charges are the District's only restricted revenues. There were no developments for which deferred development charges were waived or reduced in 2021 and 2020.

Continuity of Deferred Development Cost Charges:

	Opening Balances	Current Receipts	Interest Earned	Amounts Spent	Closing Balance
General Fund					
Highways	6,827,806	47,334	80,162	-	6,955,302
Underground Wiring	1,090,533	37,436	12,978	-	1,140,947
Parks and Open Space	15,678,221	1,358,448	188,678	(462,370)	16,762,977
	23,596,560	1,443,218	281,818	(462,370)	24,859,226
Water Utility Fund	1,613,497	92,638	19,420	-	1,725,555
Sewer Utility Fund	2,850,847	188,734	34,459	-	3,074,040
	28,060,904	1,724,590	335,697	(462,370)	29,658,821

DISTRICT OF WEST VANCOUVER
CONSOLIDATED FINANCIAL STATEMENTS
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 For the Year Ended December 31, 2021

8. DEBT

The rates of interest on the principal amount of the MFA debentures vary between 2.60% and 4.90% per annum. The District issues debt instruments through the MFA, pursuant to security-issuing bylaws under authority of the Community Charter, to finance certain capital expenditures.

Outstanding debt:

	2021	2020
Various Infrastructure Loans	30,429,226	31,742,812
Repayments and actuarial adjustments	(1,363,112)	(1,313,586)
	29,066,114	30,429,226

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

	Interest	Principal & Actuarial	Total
2022	1,054,477	1,412,366	2,466,843
2023	1,054,477	1,463,420	2,517,897
2024	986,977	1,516,338	2,503,315
2025	919,477	1,031,545	1,951,022
2026	809,768	904,097	1,713,865
2027 - 2047	15,070,147	22,738,348	37,808,495
Total	19,895,323	29,066,114	48,961,437

9. ACCUMULATED SURPLUS

Accumulated surplus is represented by:

	2021	2020
Unappropriated Deficit	(1,467,234)	(10,807,542)
Reserve Funds - Cash (Note 10)	139,969,865	134,033,148
Investment in Non-Financial Assets	509,742,593	494,942,910
Appropriated Surplus	648,245,224	618,168,516

The unappropriated deficit is the amount of accumulated surplus remaining after deducting the various appropriated surplus balances and the investment in non-financial assets.

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

Investment in non-financial assets represents the net book value of the District's non-financial assets including the Library Foundation's non-financial assets less any capital debt. In the normal course of operations, non-financial assets excluding Library Foundation Restricted Investments, will be used to provide services, and debt will be repaid by future utility rate and tax revenues.

10. RESERVE FUNDS

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

Statutory Reserves

- (a) Endowment Fund**
The Endowment Fund is subject to a minimum threshold as established in District's Endowment Fund Bylaw. On January 8, 2018 Council amended the Endowment Fund to set the threshold value at \$18,000,000. The balance in the fund at December 31, 2021 is \$20,931,040 (2020 \$28,966,304). The reserve may be used to pay for the acquisition or construction of major capital projects or the reduction of municipal debt incurred for acquisition or construction of major capital projects.
- (b) Youth Activity Reserve Fund**
This fund is subject to a minimum threshold as established in the District Youth Activity Fund Bylaw and adjusted annually for inflation using the annual Provincial Consumer Price Index. This fund is used for capital projects or programs undertaken by the District or community groups for the benefit of youth in the community. The amount of the threshold at December 31, 2021 is \$577,868 (2020 \$546,198). The balance in the fund December 31, 2021 is \$586,307 (2020 \$579,526).
- (c) Public Art Reserve Fund**
This fund was established in 2016 and is used for the purpose of creation, maintenance, and preservation of public art in the District of West Vancouver and furthering the goals of the District's public art program.
- (d) Capital Facilities Reserve**
The Capital Facilities Reserve is to be used for creation and maintenance of facilities to deliver municipal services; planning works for designing or enhancing District owned or occupied buildings; and acquisition of land and improvements for use in delivering services in the District.
- (e) Capital Infrastructure Reserve**
This fund is designated for ongoing maintenance and replacements of existing infrastructure.
- (f) Capital Equipment Reserve**
This fund is to be used for heavy equipment, general equipment and information technology and communications equipment.
- (g) Water Reserve Fund**
This fund may be used to finance the acquisition or construction of water system works, repay debt and interest, and contribute to the stabilization of District water rates.
- (h) Sewer & Drainage Reserve Fund**
This fund may be used to finance the acquisition or construction of sewer and drainage system works, repay debt and interest, and contribute to the stabilization of District sewer and drainage rates.
- (i) Affordable Housing Fund**
Affordable housing fund is designed to support the development of below market housing to low income residents.
- (j) Land Reserve**
This fund was established in 2018 and is used to capture the proceeds of land sales.

Non-Statutory Reserves

(a) Amenity Contributions Fund

Developer contributions received by the District, for the purpose of improving the quality of life in the community, or held in the Amenity Contributions Reserve. The funds may be secured under the Local Government Act, as a term of the sale of District-owned land or by other means, and fall within a broad range of categories. On May 10, 2021 Council approved the amended Community Amenity Contributions Policy to allocate one percent of the unrestricted Community Amenity Contributions (“CAC”) received to the Public Art Reserve; fifty percent of the remaining unrestricted CAC to neighbourhood serving capital projects; and the other fifty percent of the remaining unrestricted CAC to community serving capital projects.

(b) Operating Reserves

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

(c) Capital Reserves

These reserves are designated for the periodic replacement of specified assets or retirement of debt.

(d) Operational Reserve

Operational Asset Reserve is to be used for items that may not be capital in nature but still require replacement on a periodic basis.

(e) Solid Waste Reserve

Net revenue or expense from solid waste operations are transferred to or from this fund annually. This reserve is used as a contingency for landfill remediation and rate stabilization should solid waste collection costs increase.

(f) Golf Development Reserve

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

(g) Cemetery Development Reserve

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

DISTRICT OF WEST VANCOUVER
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Continuity of Reserve Funds is as follows:

	Opening Balance	Revenues & Transfers	Interest Earned	Expenditures & Transfers	Closing Balance
General Fund					
Endowment Fund *	28,966,304	458,462	290,202	(8,783,928)	20,931,040
Youth Activity Reserve Fund *	579,526	-	6,781	-	586,307
Public Arts Reserve Fund *	656,295	55,783	7,738	(45,608)	674,208
Amenity Contributions Fund	42,346,291	1,812,082	485,580	(2,794,684)	41,849,269
Affordable Housing*	5,157,186	-	60,339	-	5,217,525
Provincial COVID-19 Safe Restart Fund	5,068,000	-	-	(1,956,076)	3,111,924
Operating Reserves	5,093,382	3,689,317	5,956	(1,786,228)	7,002,427
Capital Reserves	2,391,872	527,312	26,735	(740,913)	2,205,006
Capital Facilities Reserve *	3,952,213	5,740,876	66,632	(755,257)	9,004,464
Capital Infrastructure Reserve *	3,332,435	4,570,747	41,628	(2,619,802)	5,325,008
Capital Equipment Reserve*	4,936,252	4,128,666	51,835	(4,140,564)	4,976,189
Operational Reserve	640,154	1,174,849	7,647	(647,957)	1,174,693
Land Reserve*	3,237,928	-	37,474	(70,045)	3,205,357
Total General Fund	106,357,838	22,158,094	1,088,547	(24,341,062)	105,263,417
Other Fund					
Water Reserve Fund *	10,339,573	4,265,573	91,538	(7,929,192)	6,767,492
Sewer & Drainage Reserve Fund*	13,786,621	12,407,692	177,927	(2,350,000)	24,022,240
Solid Waste Reserve Fund	2,104,844	-	-	(539,466)	1,565,378
Golf Development Reserve	288,355	471,487	6,125	(1,139)	764,828
Cemetery Development Reserve	1,155,917	417,069	13,524	-	1,586,510
Total Other Fund	27,675,310	17,561,821	289,114	(10,819,797)	34,706,448
Total Reserve Funds	134,033,148	39,719,915	1,377,661	(35,160,859)	139,969,865

* Statutory Reserve

11. CONTRACTUAL OBLIGATIONS AND CONTINGENCIES

(a) Legal Actions

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

In particular, CN Acquisition Limited (“CN”) has commenced legal proceedings against the District regarding the Centennial Seawalk. The District has taken steps to defend CN’s legal action. CN and the District are now working collaboratively to complete a settlement agreement with the intention to resolve the legal dispute entirely in 2022. The outcome of this dispute is not determinable at this time.

(b) Municipal Pension Plan

The District and its employees contribute to the Municipal Pension Plan (a jointly trustee pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of assets and administration of benefits. The plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at December 31, 2021, the plan has about 220,000 active members and approximately 112,000 retired members. Active members include approximately 852 contributors from the District.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary’s calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent valuation for the Municipal Pension Plan as at December 31, 2018, indicated a \$2,866 million funding surplus for basic pension benefits on a going concern basis.

The District paid \$7,521,405 (2020 \$7,749,750) for employer contributions while employees contributed \$6,141,728 (2020 \$6,354,668) to the plan in fiscal 2021.

The next valuation will be as at December 31, 2021, with results available in 2022.

Employers participating in the plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan.

12. CONTRACTUAL RIGHTS

The District has entered into agreements related to the lease of District property, for periods from 30 to 125 years. Lease proceeds are recognized based on the terms of the specific leases which are as follows:

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

Included in Other Trust Funds (Note 18) are lease payments received related to District-owned land. These amounts will not be available to the District until the end of the lease period, February 28, 2047. Upon expiration of the lease, the District has committed to pay to the lessee an amount equal to the sum of the then value of the principal shares held by the members of the co-operative. This payment is anticipated to be less than the cumulative deferred proceeds at the termination of the lease.

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

Proceeds are to be received in annual amounts escalating from \$5,040 to \$20,160 (currently \$12,600) until the year 2047. At December 31, 2021, the cumulative amount deferred totalled \$446,949 (2020 \$429,253).

(b) 320 Taylor Way

The District receives annual lease proceeds of \$125,000 (plus an adjustment for inflation starting in 1999) to the year 2087. The net proceeds of \$293,262 (2020 \$281,243) were received in 2021 and transferred to the Endowment Fund.

(c) Community Centre

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

Term – 30 years, with one 10 year renewal option

Annual rentals are as follows:

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

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

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

plus a proportionate share of defined operating and maintenance costs

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

(d) Wetmore Lands

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

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13. TAXATION AND UTILITY USER FEE REVENUES

	2021	2021	2020
	Budget	Actual	Actual
Collection for District Purposes			
General Taxation	79,623,596	79,957,003	76,187,261
Payments in Lieu of Taxes	928,000	922,531	858,639
Specified Area Levies	507,008	506,007	507,008
	81,058,604	81,385,541	77,552,908
Recycling Fees & Charges	926,852	897,798	2,798,226
Solid Waste Disposal Fees	2,628,100	2,632,134	2,319,942
Water Utility Fees	18,442,235	19,287,893	17,349,006
Sewer Utility Fees	22,775,000	22,173,466	19,738,693
	125,830,791	126,376,832	119,758,775

Collection for Other Agencies

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

	2021	2020
	Actual	Actual
Province of BC School Taxes		
Residential	60,777,913	54,531,320
Non-residential	5,090,329	4,902,203
	65,868,242	59,433,523
Regional Transit	12,677,390	11,606,304
BC Assessment Authority	1,952,620	1,954,926
Regional District	2,643,308	2,362,944
Municipal Finance Authority	9,354	9,082
	83,150,914	75,366,779

14. SEGMENTED REPORTING

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

The following are the activities or services provided by each of the segments reported on:

GENERAL FUND

General Government

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

Public Safety

Bylaws and law enforcement and protection of persons and property by Police, Fire & Rescue and Bylaw Services.

DISTRICT OF WEST VANCOUVER
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Engineering & Transportation

Maintenance of streets, roads and sidewalks; street and traffic signs; signals and lighting; snow removal and sanding; environmental services; foreshore protection; climate change initiatives; community energy planning.

Planning, Lands & Permits

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

Recreation & Library

Development and maintenance of the District's open spaces, parks, and other landscaped areas; maintenance and operation of recreational facilities; development and provision of recreational programs and operation of the West Vancouver Memorial Library; cultural programs and special events.

WATER UTILITY FUND

Operation of the local membrane filtration facilities at Eagle Lake and at Montizambert Creek, and distribution of water from both Eagle Lake and Metro Vancouver to residents.

SEWER UTILITY FUND

Provision of sanitary sewer collection and storm drainage management includes the provision of, and maintenance of: pipes, manholes, culverts and sewage lift stations. Sewage treatment is provided by Metro Vancouver Regional District.

SOLID WASTE FUND

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

CEMETERY FUND

Operation of the Capilano View Cemetery.

GOLF FUND

Operation of the Ambleside Par 3 Golf Course and of the Gleneagles Golf Course.

TRANSIT BLUE BUS

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

LIBRARY FOUNDATION

Operation and administration of the West Vancouver Memorial Library Foundation.

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

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15. COMMUNITY AMENITY CONTRIBUTIONS

Four amenity contribution payments were received in 2021. These funds will be used for provision and improvement of community assets.

Bylaw & Description	2021	2020
Bylaw 5041, 2019 – Rogers Creek Area 5 and 6	-	5,140,000
Bylaw 5064, 2020 – 707 and 723 Main Street	-	10,000,000
Bylaw 5106, 2021 – 6779 Dufferin Avenue	186,750	-
Bylaw 5132, 2021 – 7 Glenmore Drive	37,500	-
Bylaw 5013, 5014, & 5015, 2021 – 660 Clyde and 657 & 675 Marine Drive	354,000	-
1327 Marine Drive	273,000	-
	851,250	15,140,000

16. 2021 BUDGET ADJUSTMENTS

The budget amounts presented throughout these financial statements are based on the Budget (referred to as the Financial Plan in the legislation) approved by Council March 8, 2021, with the exception of the budgets for tangible capital asset related expenses (maintenance, amortization, write-downs and loss on disposal).

The table below shows the adjustments made to the 2021 Budget values with the addition of the budgets for tangible capital asset expenses. The adjusted budget values are then comparable to the 2021 actual values, and are the budget values shown in the Statement of Operations and the Statement of Net Financial Assets.

	Financial Plan	2021 Budget Adjustment for TCA ^[i]	As Presented on Financial Statements
Statement of Operations			
Revenues	180,043,629	-	180,043,629
Expenses			
General Government	24,267,309	4,414,354	28,681,663
Public Safety	36,542,685	1,121,117	37,663,802
Engineering & Transportation	8,387,105	3,177,926	11,565,031
Planning, Lands & Permits	6,936,030	-	6,936,030
Recreation & Library	20,962,360	4,891,082	25,853,442
Water Utility	9,555,660	3,222,619	12,778,279
Sewer Utility	12,007,000	5,157,532	17,164,532
Solid Waste	4,213,718	-	4,213,718
Cemetery	710,792	55,345	766,137
Golf	918,250	-	918,250
Transit	19,461,872	-	19,461,872
	143,962,781	22,039,975	166,002,756
Annual Surplus	36,080,848	22,039,975	14,040,873

^[i]Tangible Capital Asset expenses including capital assets maintenance, amortization, write-downs and loss on disposals.

DISTRICT OF WEST VANCOUVER
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17. TRUST FUNDS

The Cemetery Care Fund is restricted by legislation as to principal amount, interest earnings are available for ongoing maintenance of cemetery grounds as required. Other Trust Funds include funds for various seniors' clubs, community projects and library bequests. The District excludes trusts it administers from consolidated financial statements.

	2021	2020
Cemetery Care Trust Fund		
Balance, Opening	6,351,684	6,149,502
Additions during year		
Contributions received	339,427	202,181
Interest Earned	76,300	120,085
	6,767,411	6,471,769
Transfer to Cemetery Operations	(76,300)	(120,085)
Balance, Closing	6,691,111	6,351,684
Other Trust Funds	1,047,645	970,629
	7,738,756	7,322,313

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

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

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

19. SIGNIFICANT EVENT

On March 11, 2020, the COVID-19 outbreak was declared a global pandemic by the World Health Organization. The pandemic has a significant effect on the District, its citizens, employees, suppliers and other third party business associates. As the impacts of COVID-19 continued in 2021, the District's offices re-opened in a limited capacity during the year. The District has continued to deliver services during this pandemic through a variety of means, whether face-to-face or utilizing technology. Given the daily evolution of the COVID-19 outbreak and the global responses to curb its spread, the District is not able to fully estimate the future effects of the COVID-19 outbreak on its results of operations, financial condition, or liquidity at this time.

CONSOLIDATED FINANCIAL STATEMENTS

SCHEDULE 1: CONSOLIDATED SEGMENT INFORMATION - revenues by type and expenses by object

For the year ended December 31, 2021

	GENERAL FUND						Total
	General Government	Public Safety	Engineering, Environment and Transportation	Planning and Development Services	Recreation and Library	Unallocated	
REVENUE							
General Taxation (Note 13)	492,328	-	-	-	-	80,893,213	81,385,541
Fees and Charges	117,130	643,377	673,526	-	6,673,547	2,771,474	10,879,055
Licences and Permits	-	1,517,048	116,135	6,939,222	85,273	-	8,657,678
Other Revenue	2,504,191	125,691	92,302	842,331	151,478	1,797,348	5,513,341
Government Grants	-	951,254	119	-	188,319	372,966	1,512,658
Transit Reimbursements	-	-	-	-	-	-	-
Development Cost Charges	155,054	-	(51,670)	-	358,986	-	462,370
Other Contributions for Capital	704,935	-	5,806,905	-	638,540	-	7,150,380
Third Party Works	(7,075)	(20,000)	3,919,881	18,112	3,683	-	3,914,601
Interest Earned on Investments	5,405	-	-	-	-	2,507,253	2,512,658
Community Amenities Received from Developer (Note 15)	-	-	-	-	-	851,250	851,250
	3,971,968	3,217,370	10,557,199	7,799,665	8,099,825	89,193,505	122,839,531
EXPENSES							
Salaries and Benefits	12,775,290	31,455,851	3,178,276	5,772,017	17,037,032	-	70,218,466
Supplies and Other Expenses	5,983,681	4,464,269	1,457,136	1,138,166	4,956,240	-	17,999,491
Professional and Consulting	280,664	183,417	28,868	-	220,156	-	713,105
Recoveries and Allocations	(316,396)	194,474	608,280	(167,947)	213,014	-	531,424
Legal	508,402	66,808	-	72,727	-	-	647,937
Grants in Aid	640,000	-	-	-	483,533	-	1,123,533
Property and Liability Insurance	969,995	-	-	-	-	-	969,995
Tangible Capital Asset Maintenance	2,408,042	338,297	433,724	-	978,030	-	4,158,093
Tangible Capital Asset Amortization	2,006,312	781,339	2,744,202	-	3,913,052	-	9,444,905
Net Loss on Sale of Tangible Capital Asset	-	1,481	-	-	-	-	1,481
Interest and Other Bank Charges	392,865	-	-	-	-	-	392,865
Interest on Long Term Debt	681,128	-	-	-	-	-	681,128
Third Party Works	-	-	3,939,881	-	-	-	3,939,881
	26,329,984	37,485,935	12,390,367	6,814,962	27,801,057	-	110,822,305
ANNUAL SURPLUS/(DEFICIT)	(22,358,016)	(34,268,565)	(1,833,169)	984,703	(19,701,232)	89,193,505	12,017,227

See accompanying notes to the Consolidated Financial Statements.
Segment Reporting (Note 14)

SCHEDULE 1 - Continued

WATER UTILITY FUND	SEWER UTILITY FUND	SOLID WASTE FUND	CEMETERY FUND	GOLF FUND	TRANSIT BLUE BUS	LIBRARY FOUNDATION	2021
-	-	-	-	-	-	-	81,385,541
19,286,893	22,173,466	3,529,932	1,604,764	1,614,140	-	-	59,088,249
-	-	-	-	-	-	-	8,657,678
-	-	224	76,300	124	-	111,261	5,701,250
-	-	-	-	-	-	-	1,512,658
-	-	-	-	-	19,817,723	-	19,817,723
-	-	-	-	-	-	-	462,370
810,380	553,028	-	-	-	-	-	8,513,788
-	64,652	-	-	-	-	-	3,979,253
2,593	-	-	-	-	-	572,192	3,087,443
-	-	-	-	-	-	-	851,250
20,099,865	22,791,146	3,530,156	1,681,064	1,614,264	19,817,723	683,453	193,057,203
1,684,170	1,887,782	346,710	504,284	420,322	14,635,256	-	89,696,990
4,981,249	9,112,081	3,021,377	168,518	522,775	4,606,972	15,949	40,428,412
-	-	28,173	-	-	10,258	29,132	780,668
214,701	179,308	583,361	41,320	108,435	426,880	-	2,085,429
-	-	-	7,578	-	138,358	85	793,959
-	-	-	-	-	-	-	1,123,533
-	-	-	-	-	-	1,155	971,150
62,457	1,535,521	-	-	-	-	-	5,756,071
3,160,162	3,500,955	-	55,345	-	-	-	16,161,367
-	121,056	-	-	-	-	-	122,537
-	-	-	-	-	-	-	392,865
46,505	-	-	-	-	-	-	727,632
-	-	-	-	-	-	-	3,939,881
10,149,245	16,336,704	3,979,621	777,045	1,051,532	19,817,723	46,321	162,980,495
9,950,620	6,454,442	(449,465)	904,019	562,732	-	637,132	30,076,708

CONSOLIDATED FINANCIAL STATEMENTS**SCHEDULE 2: CONSOLIDATED SEGMENT INFORMATION - revenues by type and expenses by object (Prior Year)**

For the year ended December 31, 2021

	GENERAL FUND						Total
	General Government	Public Safety	Engineering, Environment and Transportation	Planning and Development Services	Recreation and Library	Unallocated	
REVENUE							
General Taxation (Note 13)	504,971	-	-	-	-	77,047,937	77,552,908
Fees and Charges	112,410	576,620	586,358	-	4,529,547	2,833,546	8,638,481
Licences and Permits	-	1,478,531	235,899	5,370,390	48,370	-	7,133,190
Other Revenue	2,020,049	119,333	65,481	701,264	294,039	1,644,826	4,844,992
Government Grants	-	910,712	5,149	27,200	202,420	5,250,220	6,395,701
Transit Reimbursements	-	-	-	-	-	-	-
Development Cost Charges	-	-	-	-	-	733,057	733,057
Other Contributions for Capital	-	-	-	-	-	6,146,196	6,146,196
Third Party Works	9,000	20,000	3,259,898	-	35,170	-	3,324,068
Interest Earned on Investments	6,407	-	-	-	-	3,584,502	3,590,909
Community Amenities Received from Developer (Note 15)	71,400	-	-	-	-	15,068,600	15,140,000
Gain on Sale of Land	2,865,571	-	-	-	-	-	2,865,571
Total Revenues	5,589,808	3,105,196	4,152,785	6,098,854	5,109,546	112,308,884	136,365,073
EXPENSES							
Salaries and Benefits	12,348,462	30,327,368	3,264,588	5,164,175	15,519,120	-	66,623,713
Supplies and Other Expenses	5,210,781	3,703,104	1,343,124	983,107	3,603,012	-	14,843,128
Professional and Consulting	310,474	124,652	30,634	-	5,061	-	470,821
Recoveries and Allocations	(410,550)	269,956	455,284	(148,349)	119,020	-	285,361
Legal	222,408	17,755	-	256,308	-	-	496,471
Grants in Aid	500,000	-	-	-	451,455	-	951,455
Property and Liability Insurance	949,017	-	-	-	-	-	949,017
Tangible Capital Asset Maintenance	705,420	491,160	1,045,644	-	2,145,492	-	4,387,716
Tangible Capital Asset Amortization	1,886,618	906,910	2,535,897	51,791	3,820,625	-	9,201,841
Net Loss on Sale of Tangible Capital Asset	-	-	(2,798,784)	142,666	150,746	-	(2,505,372)
Interest and Other Bank Charges	344,998	-	-	-	-	-	344,998
Interest on Long Term Debt	702,243	-	-	-	-	-	702,243
Third Party Works	-	-	3,239,898	-	-	-	3,239,898
Total Expenses	22,769,871	35,840,905	9,116,285	6,449,698	25,814,531	-	99,991,290
ANNUAL SURPLUS/(DEFICIT)	(17,180,063)	(32,735,709)	(4,963,500)	(350,844)	(20,704,985)	112,308,884	36,373,783

See accompanying notes to the Consolidated Financial Statements.
Segment Reporting (Note 14)

SCHEDULE 2 - Continued

WATER UTILITY FUND	SEWER UTILITY FUND	SOLID WASTE FUND	CEMETERY FUND	GOLF FUND	TRANSIT BLUE BUS	LIBRARY FOUNDATION	2020
-	-	-	-	-	-	-	77,552,908
17,349,005	19,738,693	5,118,169	1,057,905	1,250,277	-	-	53,152,530
-	-	-	-	-	-	-	7,133,190
-	-	-	120,085	-	-	331,313	5,296,390
-	-	-	-	-	-	-	6,395,701
-	-	-	-	-	18,498,623	-	18,498,623
-	-	-	-	-	-	-	733,057
318,501	378,531	-	-	-	-	-	6,843,228
-	1,000	-	-	-	-	-	3,325,068
3,074	-	-	-	-	-	358,868	3,952,851
-	-	-	-	-	-	-	15,140,000
-	-	-	-	-	-	-	2,865,571
17,670,580	20,118,224	5,118,169	1,177,990	1,250,277	18,498,623	690,181	200,889,117
1,751,719	1,801,152	397,525	490,231	414,496	13,778,807	-	85,257,643
4,641,673	8,247,507	4,724,803	190,305	372,659	4,327,830	12,489	37,360,394
-	393	22,260	8,305	-	300	25,170	527,249
322,374	186,937	617,014	37,630	104,481	264,713	-	1,818,510
6,826	-	-	14,518	-	126,973	646	645,434
-	-	-	-	-	-	-	951,455
-	-	-	-	-	-	1,155	950,172
196,940	1,105,294	-	-	-	-	-	5,689,950
3,254,522	3,509,084	-	56,679	121,881	-	-	16,144,007
149,068	85,510	-	86,651	-	-	-	(2,184,143)
-	-	-	-	-	-	-	344,998
65,745	-	-	-	-	-	-	767,988
-	-	-	-	-	-	-	3,239,898
10,388,867	14,935,877	5,761,602	884,319	1,013,517	18,498,623	39,460	151,513,555
7,281,713	5,182,347	(643,433)	293,671	236,760	-	650,721	49,375,562

CONSOLIDATED FINANCIAL STATEMENTS**SCHEDULE 3: TANGIBLE CAPITAL ASSET CONTINUITY SCHEDULE**

For the year ended December 31, 2021

	Land	Land Improvements	Buildings	Machinery, Furniture, & Equipment	Vehicles
COST					
Opening Balance	143,765,597	31,611,424	132,871,859	9,695,477	18,183,243
Add: Additions	-	73,190	1,921,128	875,186	426,381
Less: Disposals	-	-	(19,012)	(307,672)	(483,144)
Closing Balance	143,765,597	31,684,614	134,773,975	10,262,991	18,126,480
ACCUMULATED AMORTIZATION					
Opening Balance	-	19,019,997	45,603,908	6,668,959	11,169,234
Add: Amortization	-	951,690	4,559,986	632,818	978,936
Less: Accumulated Amortization on Disposals	-	-	(6,238)	(300,185)	(483,144)
Closing Balance	-	19,971,687	50,157,656	7,001,592	11,665,026
NET BOOK VALUE, YEAR END 2021	143,765,597	11,712,926	84,616,319	3,261,399	6,461,454

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

SCHEDULE 3 - Continued

Infrastructure				
Transportation Infrastructure	Water	Sanitary Sewer	Assets Under Construction	2021 Total
96,516,234	159,635,401	234,192,408	24,533,875	851,005,517
4,651,136	2,767,020	3,849,782	8,713,883 ¹	23,277,706
(13,480,984)	(19,959,934)	(415,395)	-	(34,666,142)
87,686,386	142,442,486	237,626,795	33,247,758	839,617,081
35,085,374	70,088,564	144,552,302	-	332,188,338
2,376,819	3,160,162	3,500,955	-	16,161,367
(19,115,475)	(20,505,161)	(294,339)	-	(40,704,542)
18,346,718	52,743,565	147,758,918	-	307,645,163
69,339,668	89,698,921	89,867,877	33,247,758	531,971,918

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CONSOLIDATED FINANCIAL STATEMENTS**SCHEDULE 4: TANGIBLE CAPITAL ASSET CONTINUITY SCHEDULE (Prior Year)**

For the year ended December 31, 2021

	Land	Land Improvements	Buildings	Machinery, Furniture, & Equipment	Vehicles
COST					
Opening Balance	138,660,997	31,360,015	129,726,260	9,000,554	16,803,814
Add: Additions	5,104,600	1,170,909	3,339,364	766,140	1,629,848
Less: Disposals	-	(919,500)	(193,765)	(71,217)	(250,419)
Closing Balance	143,765,597	31,611,424	132,871,859	9,695,477	18,183,243
ACCUMULATED AMORTIZATION					
Opening Balance	-	18,815,160	41,218,466	6,027,912	10,143,328
Add: Amortization	-	973,591	4,436,541	712,264	1,276,325
Less: Accumulated Amortization on Disposals	-	(768,754)	(51,099)	(71,217)	(250,419)
Closing Balance	-	19,019,997	45,603,908	6,668,959	11,169,234
NET BOOK VALUE, YEAR END 2020	143,765,597	12,591,427	87,267,951	3,026,518	7,014,009

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

SCHEDULE 4 - Continued

Infrastructure			Assets Under Construction	2020 Total
Transportation Infrastructure	Water	Sanitary Sewer		
116,541,303	157,673,037	232,832,912	17,252,044	849,850,935
1,631,678	2,383,647	1,626,610	7,281,831 ¹	24,934,627
(21,656,747)	(421,283)	(267,114)	-	(23,780,045)
<u>96,516,234</u>	<u>159,635,401</u>	<u>234,192,408</u>	<u>24,533,875</u>	<u>851,005,517</u>
57,198,324	67,243,860	141,361,470	-	342,008,520
2,255,930	3,116,919	3,372,435	-	16,144,005
(24,368,880)	(272,215)	(181,603)	-	(25,964,187)
<u>35,085,374</u>	<u>70,088,564</u>	<u>144,552,302</u>	<u>-</u>	<u>332,188,338</u>
<u>61,430,860</u>	<u>89,546,837</u>	<u>89,640,106</u>	<u>24,533,875</u>	<u>518,817,180</u>

draft

2021

FIVE-YEAR FINANCIAL & STATISTICAL REVIEW SUPPLEMENTARY INFORMATION YEAR ENDED DECEMBER 31, 2021

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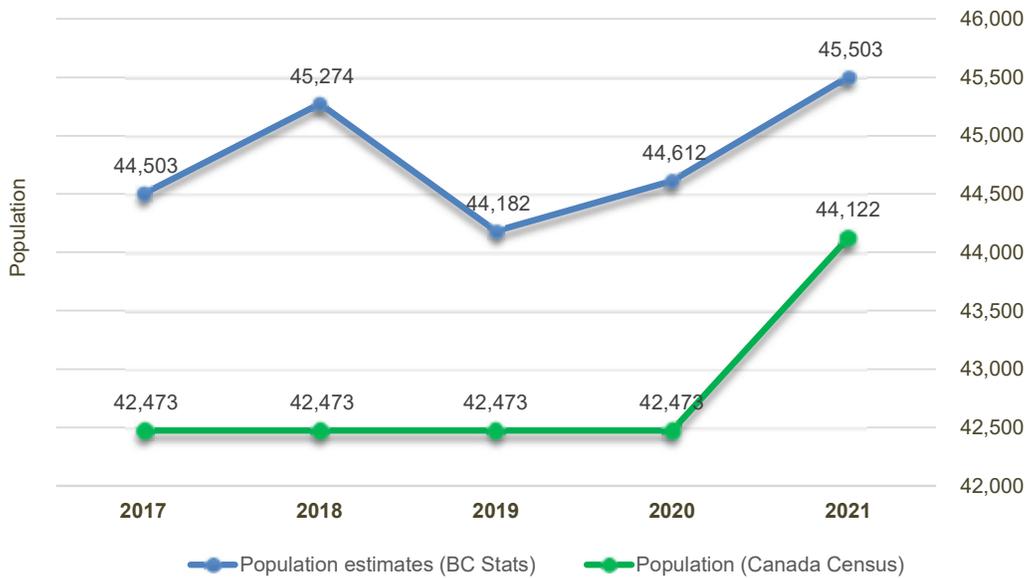
SUPPLEMENTARY INFORMATION

GROWTH & ECONOMIC INDICATORS

Five-Year Financial & Statistical Review

District of West Vancouver Population Estimates

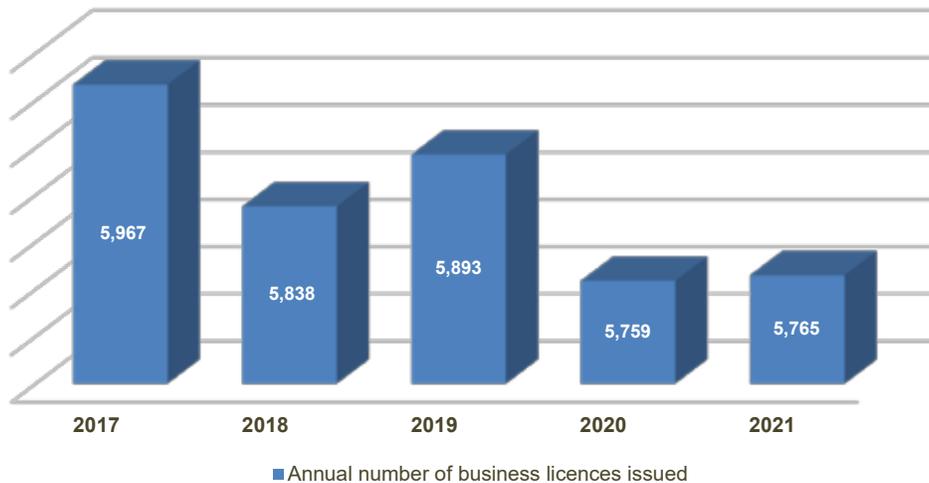
Source: BC Stats (2017-2021); Canada Census (2016 & 2021)



Population statistics are provided by the federal census, the census takes place every five years, the most recent census data was collected in 2021 with population information released in February 2022. In years when no census takes place, BC Stats, a provincial agency, provides population estimates. In 2021, the District of West Vancouver ("District") had a four percent increase in population compared to 2016 based on federal census.

Business Licences

Source: District of West Vancouver, Corporate Services



The number of business licences issued in the District increased slightly from last year but is lower than prior years. This is primarily due to fewer licences being issued to out-of-town contractors, who may have been impacted by COVID-19 restrictions and supply-chain issues.

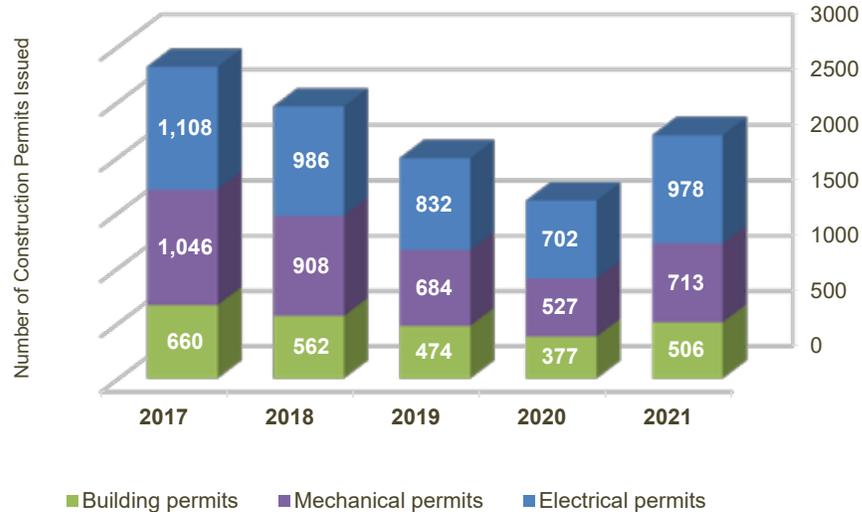
SUPPLEMENTARY INFORMATION

GROWTH & ECONOMIC INDICATORS *continued*

Five-Year Financial & Statistical Review

Construction Permits

Source: District of West Vancouver Building Department



From 2017 to 2020, construction activity trended downward in West Vancouver. In 2021, this trend appears to have reversed, likely due to the strong real estate market. The majority of building permits issued in 2021 were for residential single family construction. 506 building permits were issued in 2021: 406 were for demolition, alterations or additions along with new construction of single family homes; four permits were for construction of multi-residential and 96 permits were for commercial, government and institutional buildings, swimming pools and hot tubs.

Building Permits & Construction Value

Source: District of West Vancouver Building Department



SUPPLEMENTARY INFORMATION

GROWTH & ECONOMIC INDICATORS *continued*

Five-Year Financial & Statistical Review

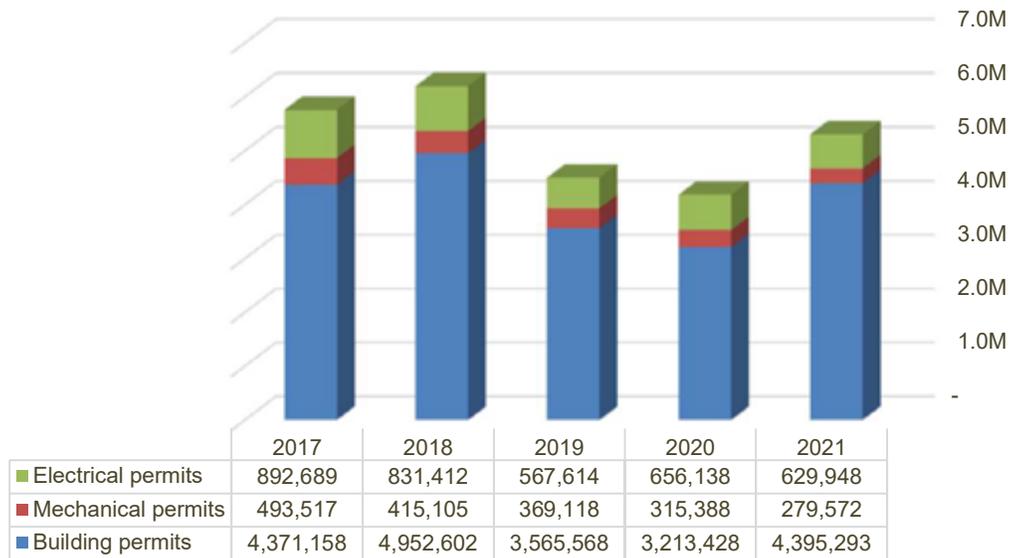
Number of Inspections

Source: District of West Vancouver Building Department



Permit Fee Revenue

Source: District of West Vancouver, Financial Services



The number of building permits issued and inspections performed in 2021 has grown significantly, in conjunction with increased construction activity. As illustrated in the graph above, building permit revenues generate the majority of permit revenue. Building permit revenues are based on construction value. Construction value has gone up in 2021 in the area of residential dwellings.

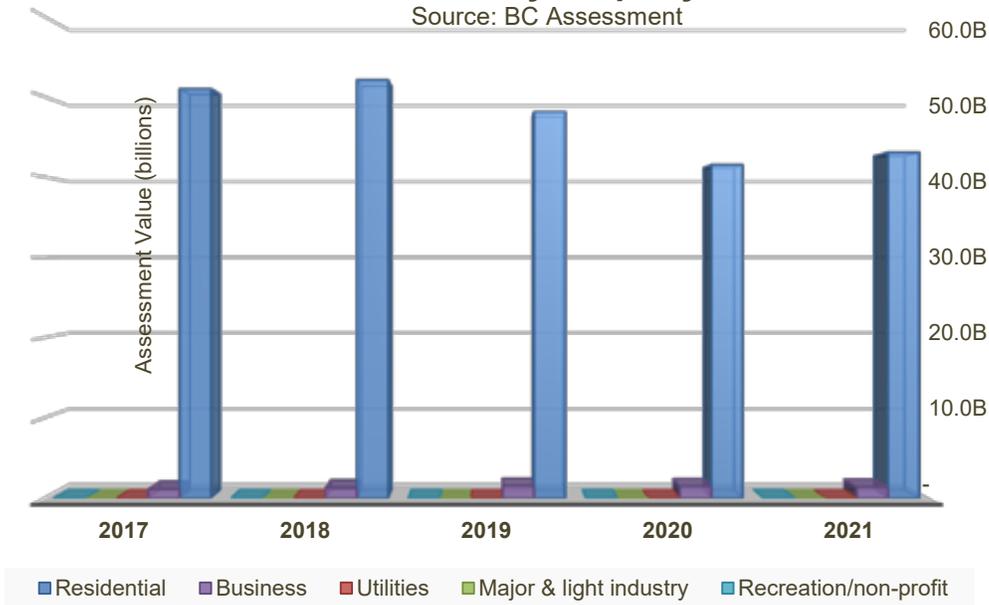
SUPPLEMENTARY INFORMATION

ASSESSMENT & TAXATION

Five-Year Financial & Statistical Review

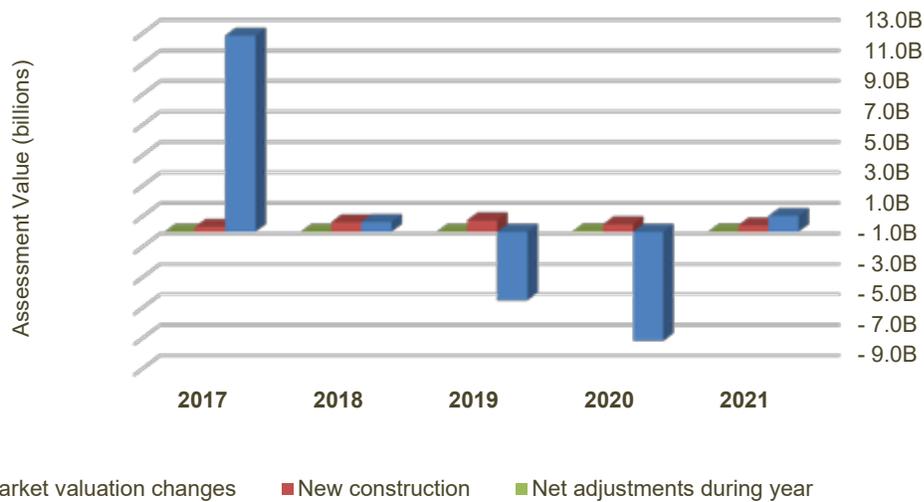
Assessment by Property Class

Source: BC Assessment



Annual Assessment Growth

Source: BC Assessment



The District of West Vancouver relies primarily on the residential class for taxation revenue. There are relatively few business properties compared to the number of residential properties in West Vancouver, and the District has virtually no industrial property. The annual change in assessed values has been primarily driven by market valuation changes and to a lesser degree by new construction. Market valuation changes do not result in change in taxation revenue, but do cause the tax burden to shift to properties that experience the highest increase in value.

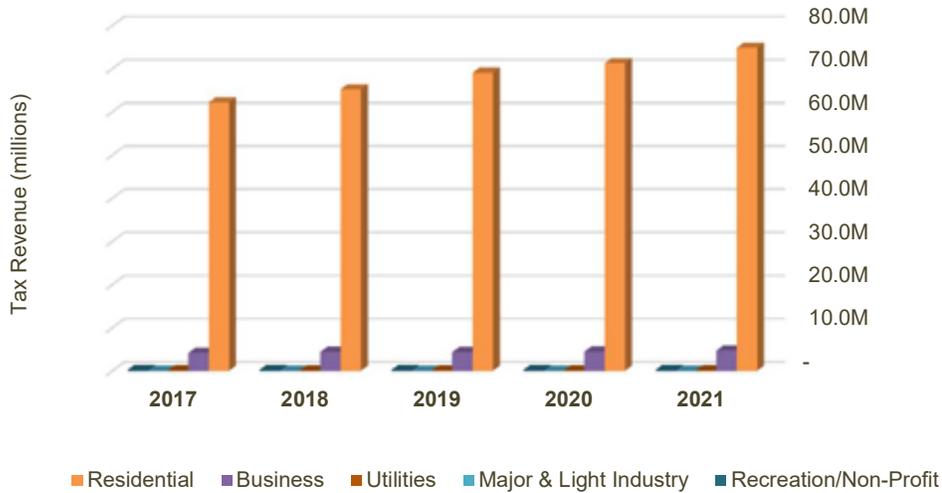
SUPPLEMENTARY INFORMATION

ASSESSMENT & TAXATION *continued*

Five-Year Financial & Statistical Review

Tax Revenue by Property Class

Source: District of West Vancouver, Financial Services



2021 Residential Tax Rates Metro Vancouver Municipalities

Source: Ministry of Community, Sport & Cultural Development

(tax rate per \$1,000 assessed value)



The residential class accounted for approximately 93.6 per cent of property tax revenue collected in 2021. The business class accounted for 5.9 per cent. Utilities and recreation class properties contributed less than 0.5 per cent of all property tax revenue. As illustrated above, the District of West Vancouver had the third lowest municipal tax rate in the region for residential class properties in 2021. However, property assessments were higher when compared to other Metro Vancouver municipalities.

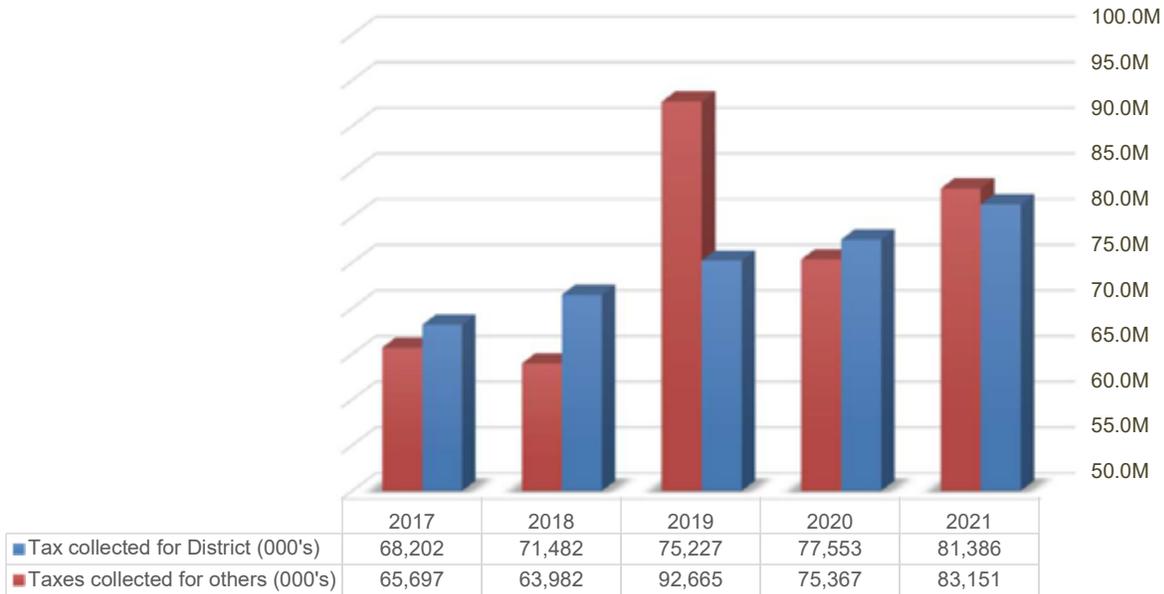
SUPPLEMENTARY INFORMATION

ASSESSMENT & TAXATION *continued*

Five-Year Financial & Statistical Review

Property Tax Collections

Source: District of West Vancouver, Financial Services



Provincial legislation requires municipalities to collect taxes levied for Provincial School Tax, Regional Transit, BC Assessment Authority, the Regional District and the Municipal Finance Authority. The taxes collected are remitted to the respective taxing authorities on a flow-through basis. Tax remitted in 2019 is significantly higher than prior years due to an additional school tax levy collected, and the amount was reduced in 2020 and 2021 due to decreased assessment value.

RESIDENTIAL PROPERTIES IN DETAIL	2017	2018	2019	2020	2021
Number of folios	16,380	16,406	16,485	16,580	16,243
Percentage of total folios	95.71%	97.03%	96.20%	96.24%	97.71%
Percentage of total assessments	97.73%	97.44%	96.81%	96.41%	96.69%
Percentage of total taxation revenues	93.15%	93.10%	93.52%	93.57%	93.56%

PRINCIPAL CORPORATE TAXPAYERS

Park Royal Shopping Centre Holdings	Shopping Centre	\$	766,823
296135 BC LTD	High-rise Buildings	\$	301,990
Hollyburn Properties Limited	High-rise Buildings	\$	277,521
Onni Taylor Way Properties Limited	Multi-Family Residential	\$	201,118
BC Transportation Financing Authority	BC Transportation	\$	192,392
Austeville Properties Limited	High-rise Building	\$	176,422
Marine Drive BT Holdings Limited	Retail/Residential Strata	\$	170,479
449209 B.C. LTD	High-rise Buildings	\$	161,487
GH West Van Holdings Limited	Fresh Street Market	\$	150,855
Wall Financial Corporation	High-rise Building	\$	149,343
Caufeild Village Shopping Centre	Shopping Centre	\$	137,664
449691 B.C. LTD	Retail/Business Strata	\$	135,613
IMH 2222 Bellevue Apartments LTD	High-rise Buildings	\$	132,859
British Pacific Properties Limited	Undeveloped Upper Lands	\$	118,917
K.A. Ray Limited	Retail/Residential Strata	\$	99,217

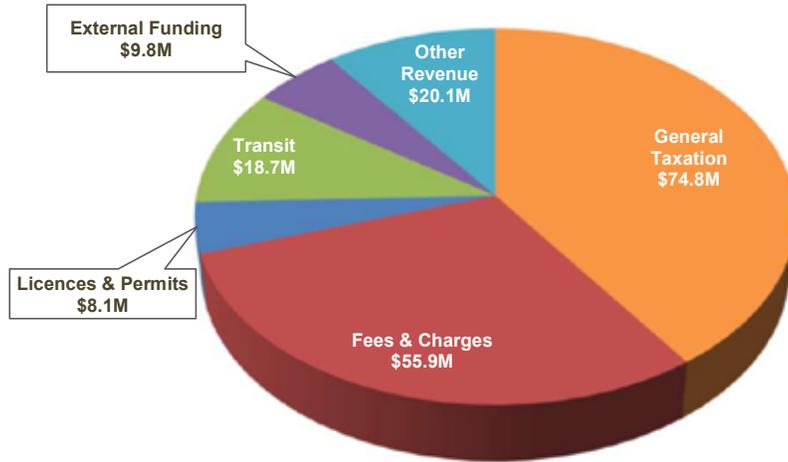
SUPPLEMENTARY INFORMATION

REVENUES

Five-Year Financial & Statistical Review

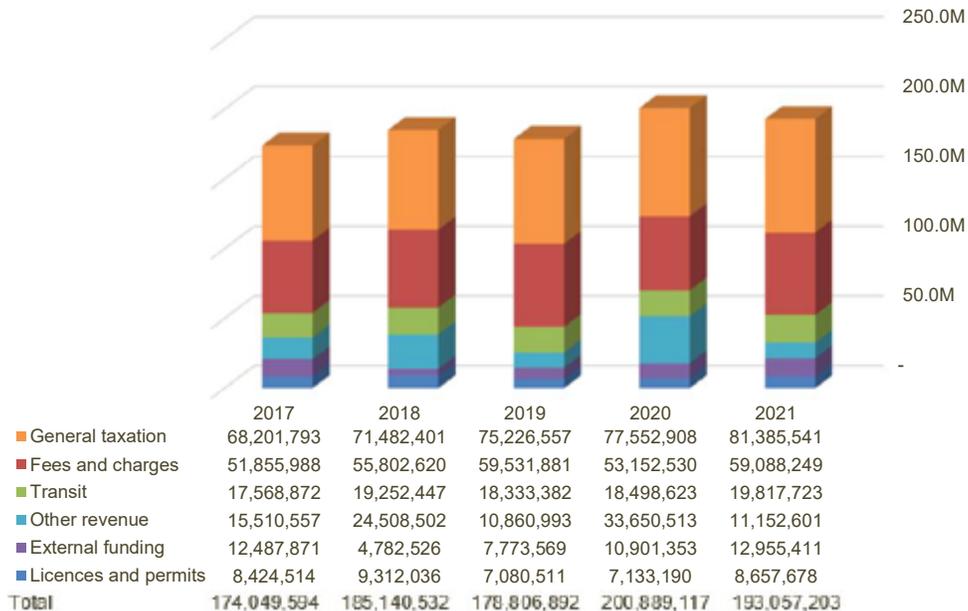
Annual Revenue by Source - Five-Year Average

Source: District of West Vancouver, Financial Services



Revenue by Source

Source: District of West Vancouver, Financial Services



General Taxation and Fees & Charges represent 73 per cent of revenue generated to pay for services provided by the District of West Vancouver. Fees and charges revenue is made up of user fees for Water, Sewer, Solid Waste and Recreation services. Transit revenue equivalent to expenditures incurred to operate the West Vancouver Blue Bus service is received from the BC Transit Authority. Other revenue includes rentals and leases of real property, government grants and interest earned on investments.

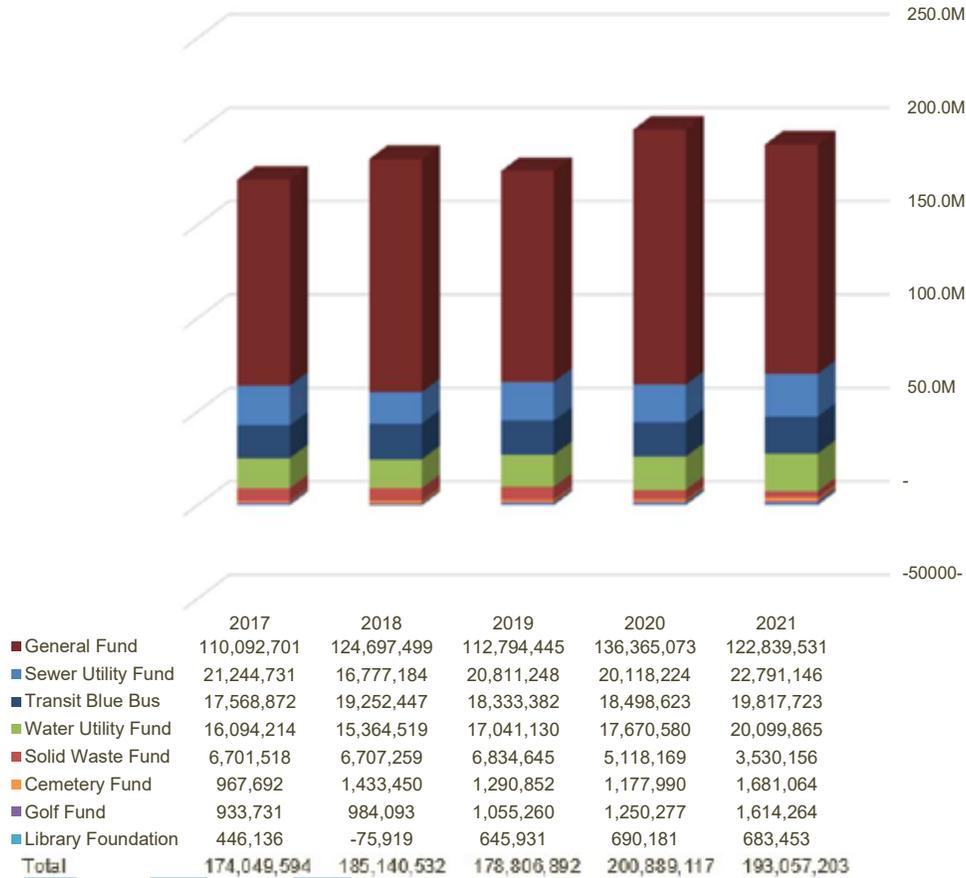
SUPPLEMENTARY INFORMATION

REVENUES *continued*

Five-Year Financial & Statistical Review

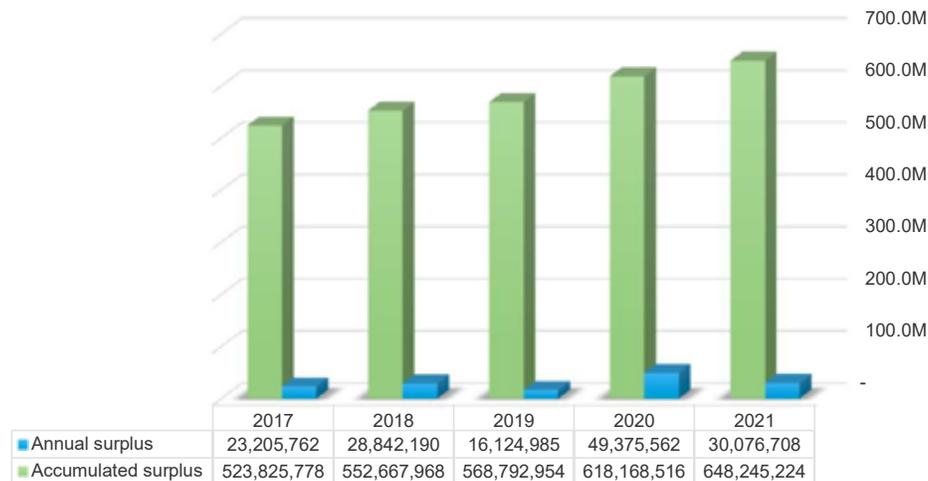
Revenue by Fund

Source: District of West Vancouver, Financial Services



Accumulated & Annual Surplus

Source: District of West Vancouver, Financial Services



Accumulated surplus represents the net recognized economic resources of the organization at the date of the financial statements. This measure shows the net economic position from all year's operations at a point in time. The annual surplus measures whether a municipality has maintained its net assets in a year. Land sales and community amenity contributions increased surplus amounts.

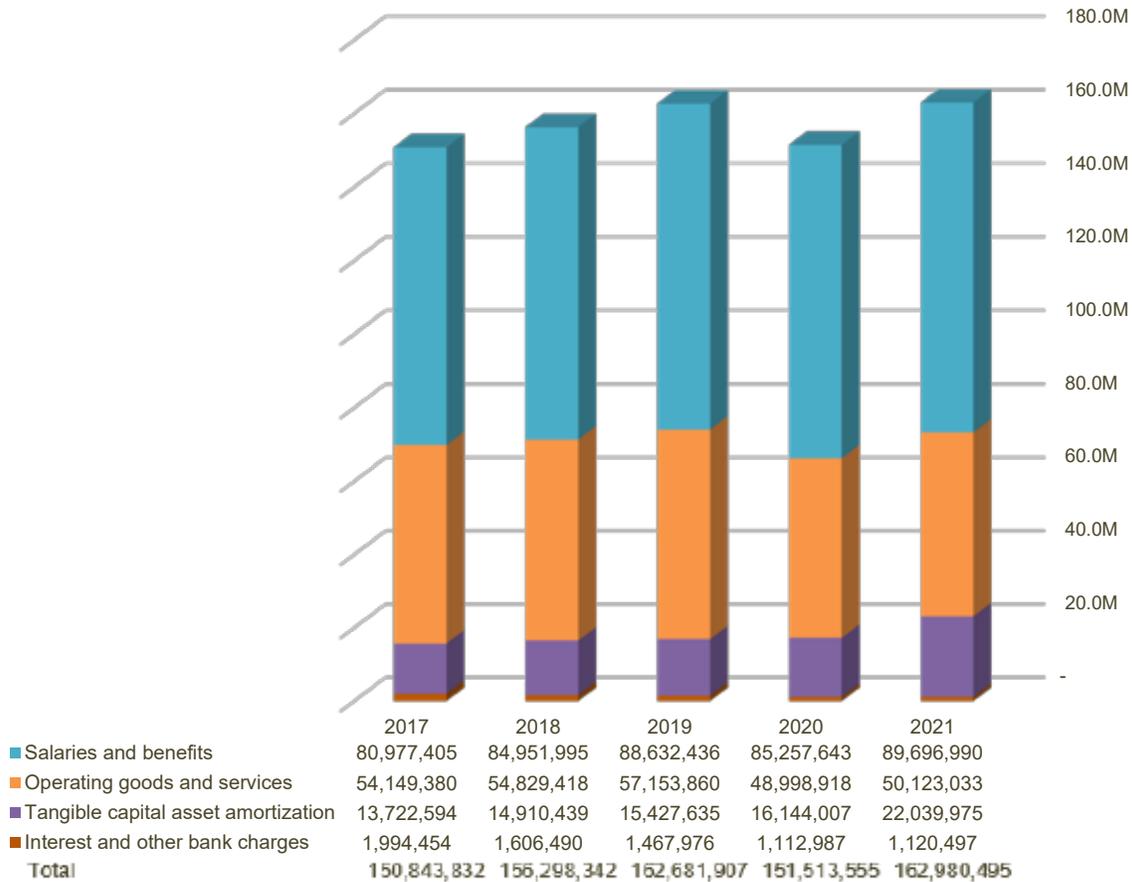
SUPPLEMENTARY INFORMATION

EXPENSES

Five-Year Financial & Statistical Review

Expense by Object

Source: District of West Vancouver, Financial Services



Salaries and benefits represent 55 per cent of total expenditures. Salary costs are largely driven by the level of services provided and collective agreement provisions. The municipality administers separate collective agreements for Fire, Police and other municipal services. The District has taken on more staff in order to reinstate programs and services in the recreation area. The cost of these staff was partially offset by increased non-tax revenue. The annual increase in wages averaged 2 to 2.5 per cent for the past five years. The largest component of non-salary operational goods and services costs were costs associated with the level of service provided, assets maintenance and disposal and energy costs. 2020 was an exceptional year, salary cost decreased due to layoffs and unfilled vacant positions in response to the COVID-19 crisis, and significant reductions in costs for operating goods and services were achieved through a zero-based review of the budget line item expenditures in line with the response to the COVID-19 pandemic.

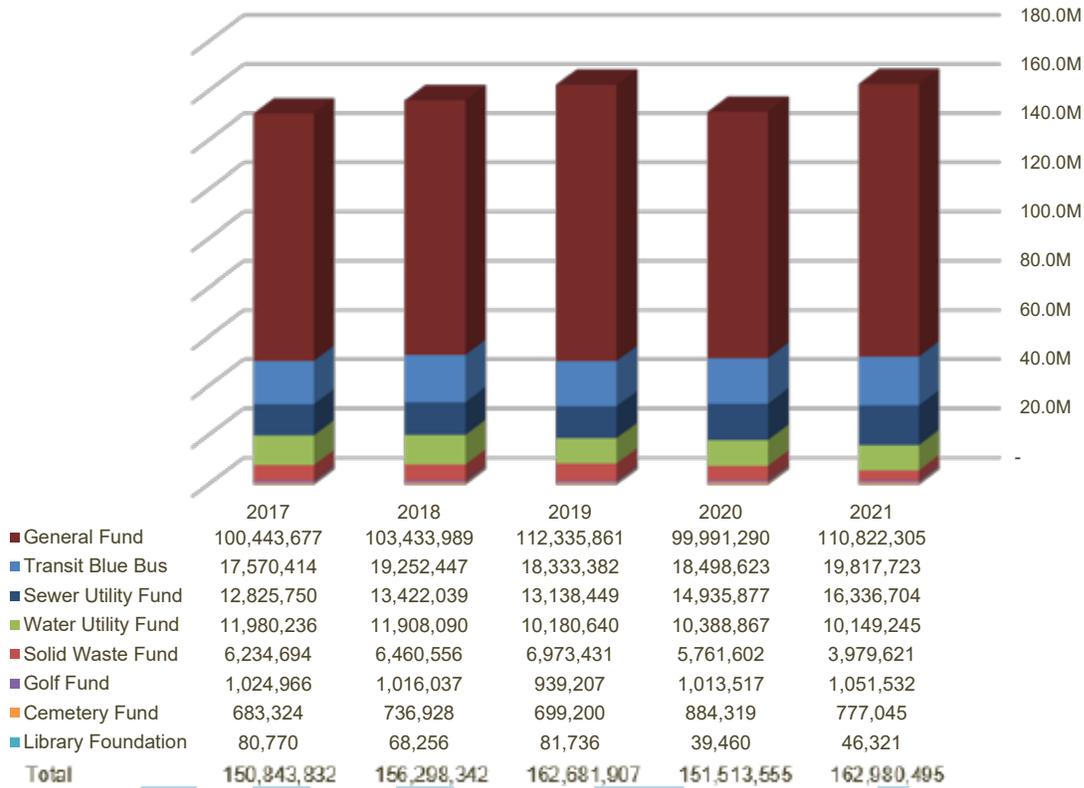
SUPPLEMENTARY INFORMATION

EXPENSES *continued*

Five-Year Financial & Statistical Review

Expense by Fund

Source: District of West Vancouver, Financial Services



District expense increased year over year (except year of 2020) primarily due to hiring additional staff to meet public demand for service in public safety, public works, recreation and library programs. Almost half of this increase was funded by increased fee, charges and other revenue. In 2020, the District experienced decreased expense resulting from service interruption and cost saving measures introduced in response to COVID-19 impact. Expenses were back to normal in 2021 due to relaxing of Public Health Orders, which allowed for full resumption of services.

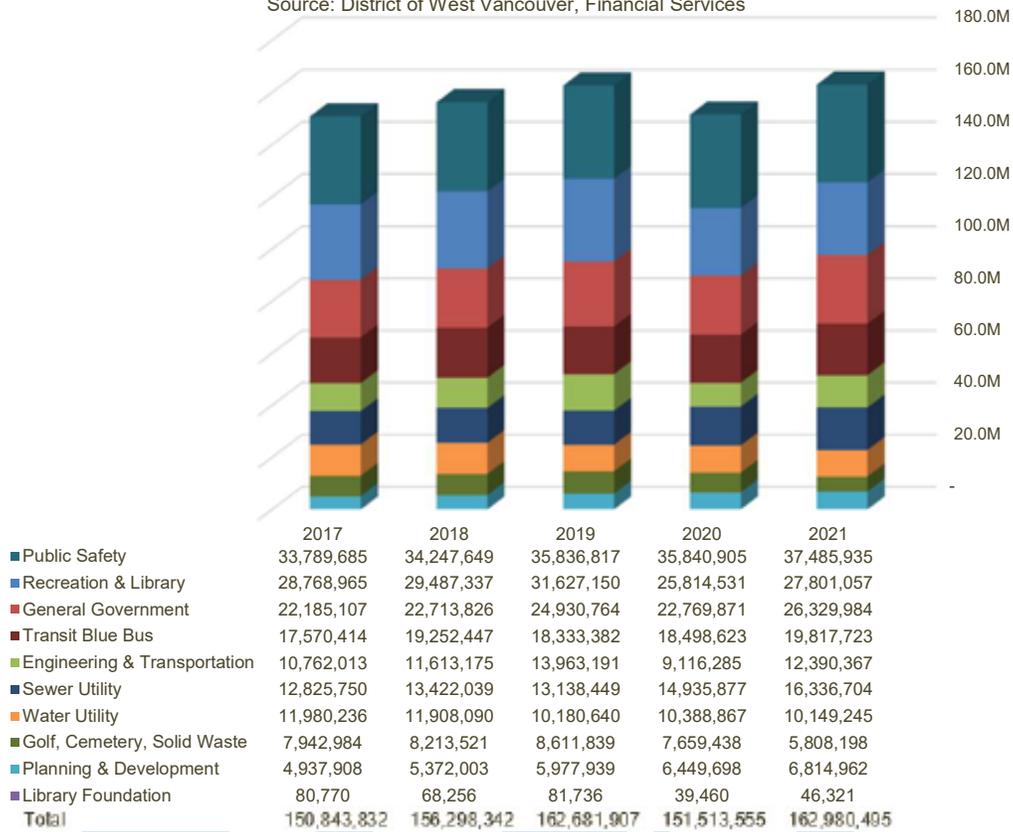
SUPPLEMENTARY INFORMATION

EXPENSES *continued*

Five-Year Financial & Statistical Review

Expense by Function

Source: District of West Vancouver, Financial Services



2021 Cost of Providing Services (per resident, per day)

Source: District of West Vancouver, Financial Services



In 2021, Public Safety and Recreation & Library services represented 46 percent of all expenditures for the District. West Vancouver residents place high value on public safety which includes Police, Fire & Rescue and Bylaw services. The cost of providing public safety to residents is \$2.26 per-day per-resident. The total cost of all services received by residents on a per day per-resident basis is \$8.62, a \$0.45 increase from 2020 due to restart of community service programs.

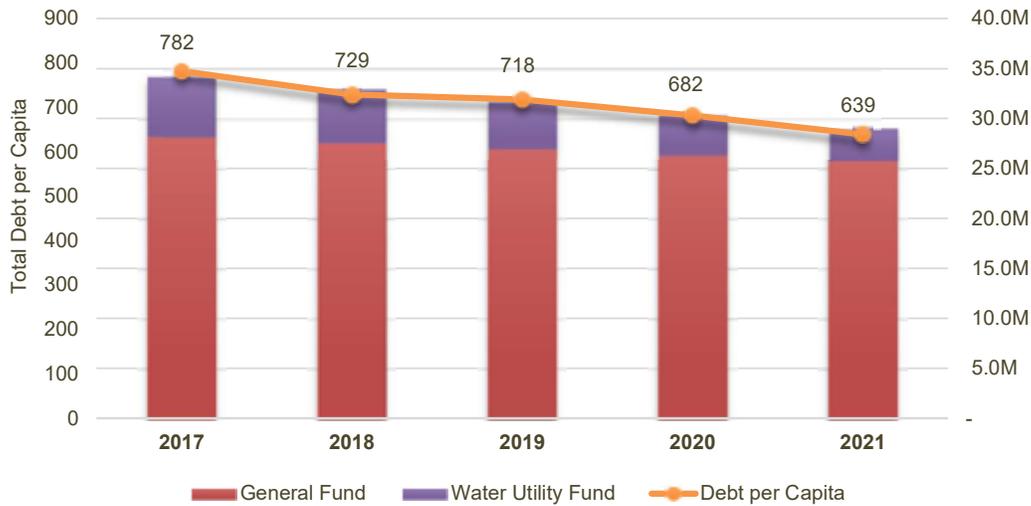
SUPPLEMENTARY INFORMATION

DEBT & DEBT SERVICE

Five-Year Financial & Statistical Review

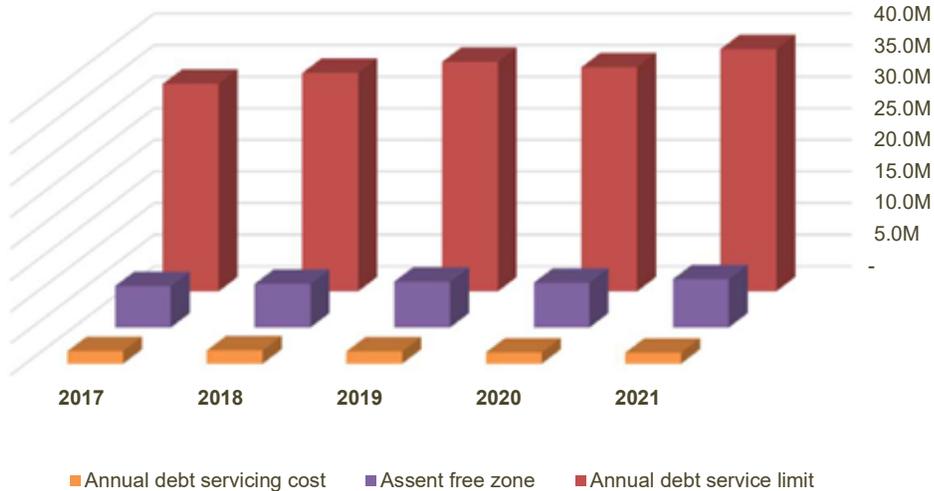
Total Debt & Debt per Capita

Source: District of West Vancouver, Financial Services



Debt Service Limits

Source: District of West Vancouver, Financial Services



West Vancouver has historically taken a conservative approach to debt, borrowing mainly for revitalization projects in Ambleside and Dunderave, water utility infrastructure improvements and more recently for the Police Services & Municipal Hall building (2017). Debt payments for the Police Services & Municipal Hall building are funded by the Endowment fund. Debt servicing costs represent annual debt interest and principal payments.

In the chart above, the annual debt service limit represents the maximum amount of debt servicing costs the District of West Vancouver can legally take on, based on annual revenues. The assent free zone represents the amount of debt servicing costs that can be incurred without elector referendum.

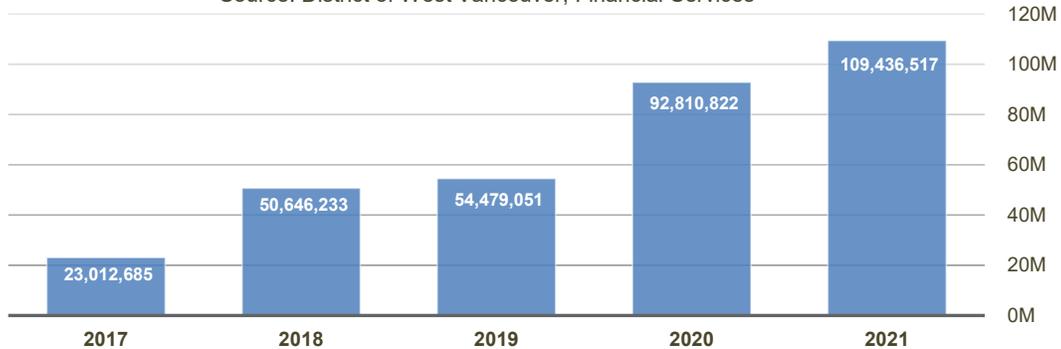
SUPPLEMENTARY INFORMATION

NET ASSETS, SURPLUS, RESERVES & DEVELOPMENT COST CHARGES

Five-Year Financial & Statistical Review

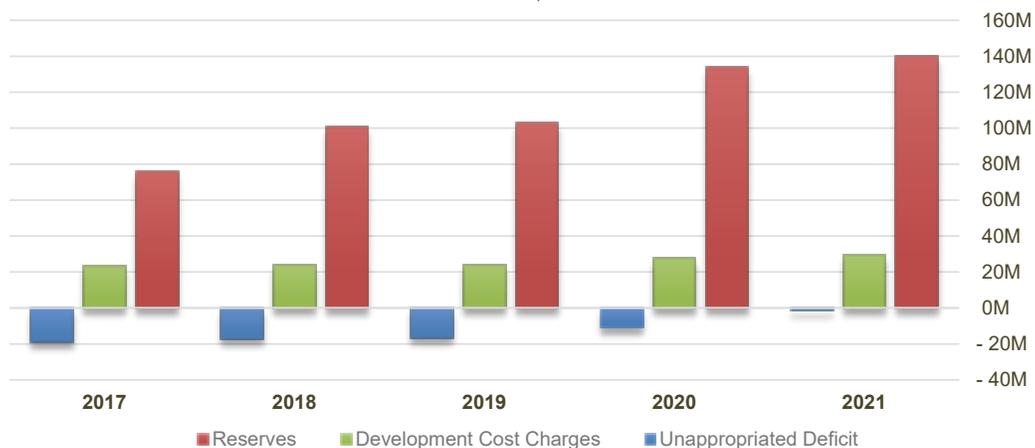
Net Financial Assets

Source: District of West Vancouver, Financial Services



Consolidated Surplus, Reserves and Development Cost Charges

Source: District of West Vancouver, Financial Services



The net financial assets measure is an indicator of the amount of past revenues available to pay for future transactions and events, and is calculated as the value of the District's financial assets less liabilities. The District's net financial asset balance of \$109.4 million at the 2021 year end reflects a \$16.6 million increase over the 2020 year end balance.

Reserves consist of statutory and nonstatutory reserves. At the end of 2021, statutory reserves were as follows:

- Capital Facilities Reserve
- Capital Equipment Reserve
- Capital Infrastructure Reserve
- Endowment Reserve
- Affordable Housing Reserve
- Public Arts Reserve Fund
- Sewer & Drainage Reserve Fund
- Water Reserve Fund
- Youth Activity Reserve
- Land Reserve

Statutory reserve ending balances for 2021 totalled \$80.7 million and represented 57.7 per cent of the total reserves balance of \$140 million. The remaining 42.3 per cent was comprised of community amenity contributions received, various operating and capital reserves (tied to a specific function), Solid Waste Reserve Fund, the Golf Development Fund and the Cemetery Development Fund. The unappropriated deficit represents internal borrowing undertaken to finance the construction of the West Vancouver Community Centre, Eagle Lake Water Treatment Facility and the Gleneagles Clubhouse Building.

SUPPLEMENTARY INFORMATION

FINANCIAL INDICATORS

Five-Year Financial & Statistical Review

	2021	2020	2019	2018	2017
Tax/Total Revenue	42.16%	38.60%	42.07%	38.61%	39.19%

This ratio indicates the level of the revenues diversification. A high ratio is an indication of high reliance on property tax. A low ratio illustrates a greater range of revenues which is seen as more desirable, however, other revenue streams may not be as stable or sustainable. The District has a moderate ratio and has been consistent over the years.

	2021	2020	2019	2018	2017
Interest Earned/Total Revenue	1.60%	1.97%	2.47%	1.27%	0.75%

This ratio measures the percentage of interest revenue over total revenue of the year, a high ratio indicates the diversification of revenue and better cash management. The ratio is impacted heavily by the interest rate because the District has placed the majority of the investments into one-year GICs. The District follows a prudent investment strategy that was approved by the Finance and Audit Committee.

	2021	2020	2019	2018	2017
Coverage Ratio	1.06	1.08	1.01	1.02	0.98

This ratio is the measurement of a local government's ability to cover its costs through its own taxing and revenue efforts. Therefore external contributions and grants are excluded from the revenue calculations. It is considered best practice to keep this ratio greater than 0.9. The average ratio of the District for the past five years is 1.03.

	2021	2020	2019	2018	2017
Debt Service Costs/Total Revenue	0.91%	0.89%	1.09%	1.14%	1.14%

This is the percentage of revenue committed to payment of interest and principal on long-term debt. The District has a low percentage, which indicates lower use of revenues for the repayment of debt, and more ability to pay unplanned events and easier adaptability to unforeseen changing circumstances.

	2021	2020	2019	2018	2017
Total Expense per Capita per day	\$8.62	\$8.17	\$8.95	\$8.29	\$8.33

This figure represents the daily per capita cost of tax payer supported programs and services. As illustrated, the cost per capita per day ranged between \$8 to \$9, falling in 2020 due to COVID-19 restrictions, and rising again in 2021 as programming in the recreation area resumed.

	2021	2020	2019	2018	2017
Reserves/Total Accumulated Surplus	21.59%	21.68%	18.08%	18.23%	14.51%

Reserve funds represent a portion of the accumulated surplus that has been set aside by Council for specified purposes. These funds are used to finance unforeseen expenditures such as weather-related damage recovery. The ratio indicates the percentage of total accumulated surplus that has been set aside for a specific purpose. The percentage increased in 2020 due to the receipt of the Provincial COVID-19 Safe Restart grant. This grant was partially drawn down in 2021, and will be completely spent by end of 2022.

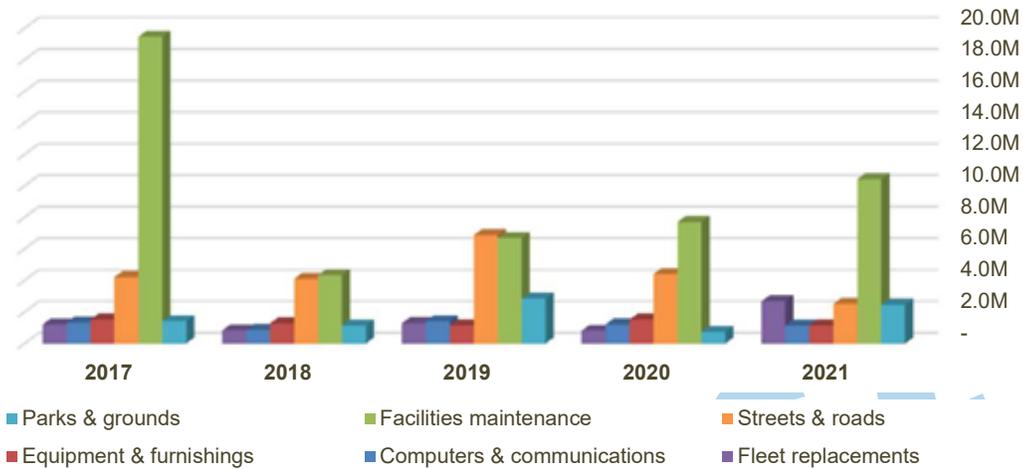
SUPPLEMENTARY INFORMATION

INFRASTRUCTURE & CAPITAL PROGRAMS

Five-Year Financial & Statistical Review

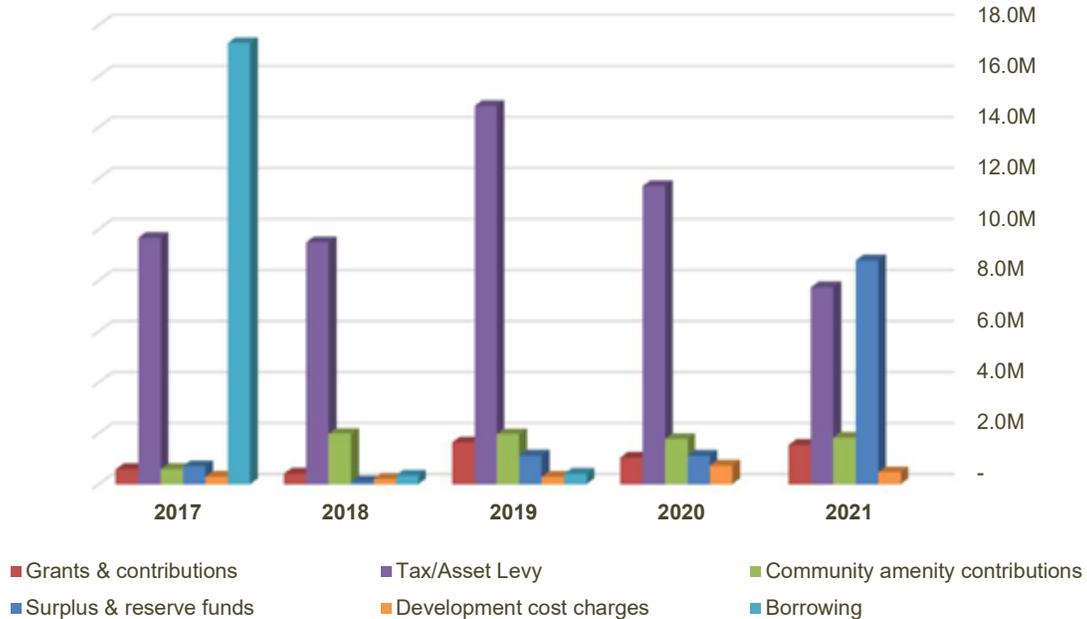
General Fund Capital Expenditures by Program

Source: District of West Vancouver, Financial Services



General Fund Capital Funding Sources

Source: District of West Vancouver, Financial Services



The 2021 capital program expenditures for the General Fund totalled \$20.3 million, an increase of \$4 million from last year, and the majority of projects were funded from the collection of the Asset Levy. The 2017 Facilities Maintenance Program included construction costs for the new Police Services & Municipal Hall building. Expenditures for this project were funded primarily through borrowing.

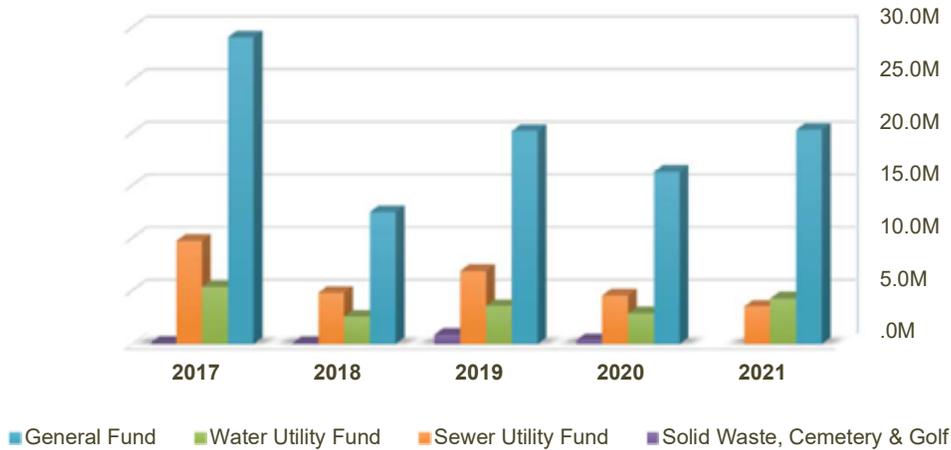
SUPPLEMENTARY INFORMATION

INFRASTRUCTURE & CAPITAL PROGRAMS *continued*

Five-Year Financial & Statistical Review

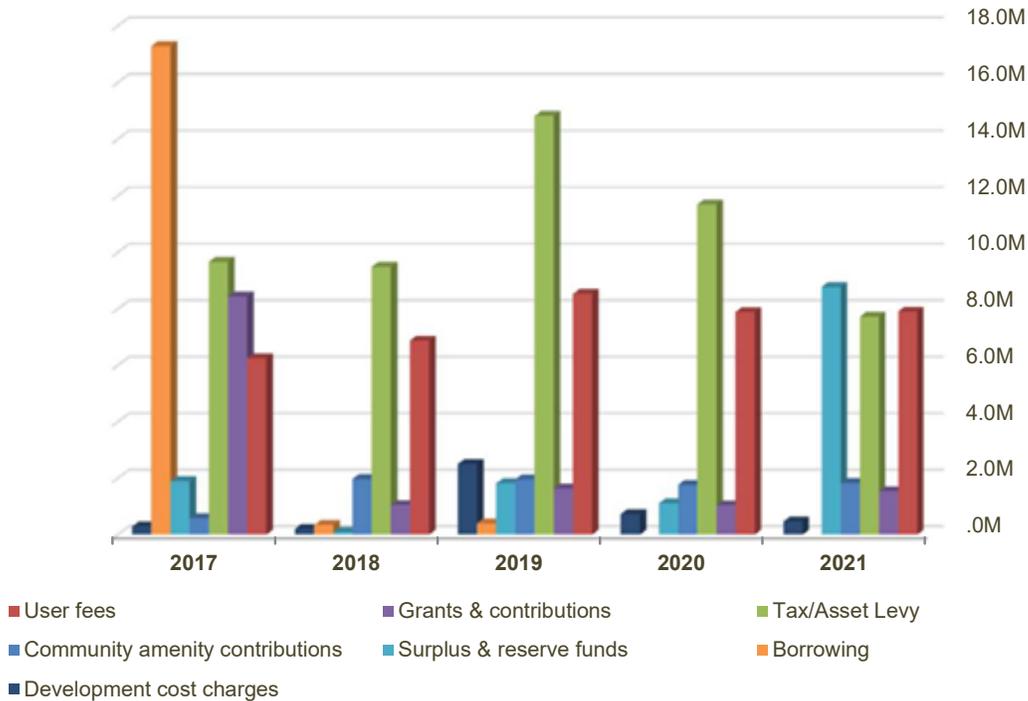
Capital Expenditures by Fund

Source: District of West Vancouver, Financial Services



Capital Funding Sources

Source: District of West Vancouver, Financial Services



Capital expenditures for all funds totalled \$28.2 million in 2021, an increase of \$4 million from 2020. In 2021, the addition to the Asset Levy accounted for \$1.9 million in tax revenue. Asset Levy proceeds are transferred into reserves and used for future asset maintenance and replacement.

SUPPLEMENTARY INFORMATION

GOVERNMENT GRANTS & CAPITAL CONTRIBUTIONS

Five-Year Financial & Statistical Review

Summary of Government Grants		
From	Purpose	Amount
Province of BC	UBCM Community Resiliency Investment Grant	\$ 37,258
Province of BC	Traffic Fine Revenue Sharing Grant	\$ 829,405
Province of BC	Victim Services Grant	\$ 82,106
Province of BC	E-Ticketing Revenue Sharing Grant	\$ 2,485
British Columbia Arts Council	Visual Arts Grant	\$ 34,000
Union of BC Municipalities (UBCM)	Federal Gas Tax Sharing	\$ 372,966
Public Library Interlink	Library Program Funding	\$ 35,982
Province of BC	Library Government Grant	\$ 118,337
Others	Various Programs	\$ 119
Total		\$ 1,512,658

Summary of Capital Contributions			
From	Purpose	2021	2020
	Sewer System	\$ 553,028	\$ 378,531
	Storm System	\$ -	\$ -
Third Party Developer Contribution	Water System	\$ 265,152	\$ 318,501
	Donated Park/Land	\$ -	\$ 5,681,048
	Ferry Building Reno	\$ 704,935	
Other Donations	Vehicle Trade In, Third Party Funded Library Books, ICBC and Provincial Road Grants	\$ 829,737	\$ 465,149
Contribution Others	Adjustment from data alignment project	\$ 6,160,936	\$ -
Total		\$ 8,513,788	\$ 6,843,228

SUPPLEMENTARY INFORMATION

PERMISSIVE TAX EXEMPTIONS

Five-Year Financial & Statistical Review

2022 Permissive Tax Exemptions (2021 Bylaw)

Address/Owner	Lot	Class	Assessed Value	Municipal Taxation	Other Jurisdictions	Total
<u>Kiwanis North Shore Housing Society</u>						
975 21st Street	Lot A	1-Res	\$19,358,000	\$33,656	\$23,275	\$56,932
959 21st Street	Lot 1	1-Res	\$19,662,000	\$34,185	\$23,641	\$57,826
2151 Gordon Avenue	Lot 2	1-Res	\$9,794,000	\$17,028	\$11,776	\$28,804
<u>Capilano Senior Citizen's Housing Society</u>						
1475 Esquimalt	N/A	1-Res	\$5,303,000	\$9,220	\$6,376	\$15,596
<u>Klahanee Park Housing Society</u>						
370 Klahanie Court	N/A	1-Res	\$10,944,000	\$19,028	\$13,159	\$32,186
<u>Royal Canadian Legion:</u>						
580 18th Street	N/A	8-Rec	\$1,697,600	\$5,983	\$6,573	\$12,556
<u>North Shore Disability Resource Centre</u>						
1590 Gordon Avenue	N/A	1-Res	\$2,223,000	\$3,865	\$2,673	\$6,538
<u>3rd West Vancouver Scouts Hollyburn Cabin #174</u>						
5659 Westhaven Road	N/A	1-Res	\$104,200	\$181	\$125	\$306
<u>Land surrounding places of public worship and necessary ancillary buildings</u>						
Christ the Redeemer Parish <i>595 Keith Road</i>	N/A	8-Non Profit	\$8,075,000	\$14,039	\$9,709	\$23,748
First Church of Christ, Scientist <i>714 20th Street</i>	N/A	8-Non Profit	\$1,486,000	\$5,448	\$3,888	\$9,336
North Shore Jewish Congregation <i>1305 Taylor Way</i>	N/A	8-Non Profit	\$4,482,000	\$16,432	\$11,728	\$28,160
North Shore Unitarian Church <i>370 Mathers Avenue</i>	N/A	8-Non Profit	\$3,645,000	\$13,363	\$9,538	\$22,901
Parish of St. Christopher's <i>1068 Inglewood Avenue</i> <i>1080 11th Street</i>	N/A	8-Non Profit	\$2,925,000 \$1,723,100	\$10,723 \$6,317	\$7,654 \$4,509	\$18,377 \$10,826
Parish of St. Stephens <i>885 22nd Street</i>	N/A	8-Non Profit	\$7,610,000	\$27,899	\$19,913	\$47,813
Park Royal Congregation of <i>1335 3rd Street</i>	N/A	8-Non Profit	\$2,445,000	\$8,964	\$6,398	\$15,362
St. Anthony's Church <i>2347 Inglewood Avenue</i>	N/A	8-Non Profit	\$5,894,000	\$21,608	\$15,423	\$37,031
St. David's United Church <i>1525 Taylor Way</i>	N/A	8-Non Profit	\$2,820,000	\$10,339	\$7,379	\$17,718
St. Francis-in-the-Wood Anglican <i>4773 South Picadilly Road</i>	N/A	8-Non Profit	\$2,488,000	\$9,121	\$6,510	\$15,632
West Vancouver Baptist Church <i>450 Mathers Avenue</i>	N/A	8-Non Profit	\$4,389,000	\$16,091	\$11,485	\$27,575
West Vancouver Presbyterian <i>2893 Marine Drive</i>	N/A	8-Non Profit	\$2,325,000	\$8,524	\$6,084	\$14,608
West Vancouver United Church <i>2062 Esquimalt Avenue</i>	N/A	8-Non Profit	\$7,500,000	\$27,496	\$19,625	\$47,121
				\$319,511	\$227,441	\$546,952

The Community Charter makes provisions for exempting, at Council's discretion, certain categories of property from taxation. In the District of West Vancouver, such exemptions have been tightly controlled in order to constrain erosion of the assessment base. Current practice only allows for exemptions for senior citizen housing projects built with provincial assistance that do not fall within the exemption provisions of section 224(2)(h) of the Community Charter, for the Royal Canadian Legion, for land surrounding buildings for public worship and other necessary ancillary buildings and for the supportive housing facility operated by the North Shore Disability Resource Centre.

SUPPLEMENTARY INFORMATION

PROVINCIAL COVID-19 SAFE RESTART GRANT REPORT

Five-Year Financial & Statistical Review

Provincial COVID-19 Safe Restart Grant Report				
Projects	Budget Allocation	2021 Actual	Budget Remaining	
Administration	Records Management Staff Member (Two Year Term)	\$ 170,561	\$ 44,213	\$ 126,348
	Consultant Work - Environmental Strategy Update	\$ 150,000	\$ -	\$ 150,000
	Privacy Analyst - Part-time (Two Year Term)	\$ 120,348	\$ 21,673	\$ 98,675
	Corporate File Plan Staff Member - Part-time (One Year Term)	\$ 28,738	\$ -	\$ 28,738
	Video Equipment	\$ 5,000	\$ 5,000	\$ -
Corporate Services	Work From Home Strategy and Mobile Workforce Equipment	\$ 440,120	\$ 440,120	\$ -
	Digital Workforce Strategy and Tools	\$ 300,000	\$ 39,255	\$ 260,745
	Project Manager 2 - Full-Time (Two Year Term)	\$ 250,000	\$ 42,474	\$ 207,526
	Project Manager 1 - Full-Time (Two Year Term)	\$ 250,000	\$ 42,506	\$ 207,494
	Cloud and Application Integration Analyst (Two Year Term)	\$ 250,000	\$ -	\$ 250,000
	Bylaw Officer - Full Time (Two Year Term)	\$ 182,727	\$ 37,710	\$ 145,017
	Enhanced COVID-19 Cleaning	\$ 81,000	\$ 81,000	\$ -
	Cleanup of Homeless People Camp Sites	\$ 48,000	\$ 26,236	\$ 21,764
	Preventative Maintenance Requirements for Park Washrooms and Facilities	\$ 40,500	\$ 1,566	\$ 38,934
	Shower Program Staffing	\$ 21,900	\$ 16,884	\$ 5,016
Parks, Culture & Community Services	Community Grants Committee	\$ 300,000	\$ 213,500	\$ 86,500
	Temporary Trail Maintenance Staff to catch up on Backlogged Service Requests	\$ 165,000	\$ 73,959	\$ 91,041
	Arts Facility Planning after Site Selection	\$ 150,000	\$ -	\$ 150,000
	Temporary Gardening Staff to catch up on Maintenance of Areas like Rogers Creek 1-3	\$ 110,000	\$ 42,145	\$ 67,855
	Baseball Diamond Refurbishment	\$ 95,000	\$ 95,000	\$ -
	Parks COVID-19 Related Contracted Maintenance	\$ 85,000	\$ 57,731	\$ 27,269
	Parks Temporary Staff Backfill for COVID-19 Safety Plan	\$ 75,000	\$ 9,803	\$ 65,197
	Additional Parks Washroom Servicing and Cleaning	\$ 60,000	\$ 49,999	\$ 10,001
	Youth Centre Site Selection Functional Program and Class D Estimate	\$ 45,000	\$ 42,417	\$ 2,583
	Parks COVID-19 Related Supplies	\$ 40,000	\$ 11,233	\$ 28,767
	Food Security: Containers and Labels for Vulnerable Population	\$ 38,000	\$ 17,765	\$ 20,235
	Complete Parks Asset Inventory	\$ 35,000	\$ 2,491	\$ 32,509
	Community Consultation – Community Services COVID-19 Recovery Strategy	\$ 30,000	\$ -	\$ 30,000
	Shower Program for Vulnerable Populations	\$ 27,000	\$ -	\$ 27,000
	Increased Cleaning of District Swim Beaches Staffing	\$ 25,850	\$ 25,850	\$ -
	Indigenous Consultants for Interpretive Signage and Klee Wyck Totem Pole	\$ 20,000	\$ -	\$ 20,000
	Continued 2020 Funding for the Upperlands Environmental Assessment	\$ 19,000	\$ 18,769	\$ 231

SUPPLEMENTARY INFORMATION

PROVINCIAL COVID-19 SAFE RESTART GRANT REPORT *continued*

Five-Year Financial & Statistical Review

Provincial COVID-19 Safe Restart Grant Report				
	Projects	Budget Allocation	2021 Actual	Budget Remaining
Engineering & Transportation	Funding for Supporting Transportation Consultant Service	\$ 150,000	\$ 51,303	\$ 98,698
	Strategic Transportation Plan	\$ 150,000	\$ 45,259	\$ 104,742
	Transportation System Asset Management Plan	\$ 125,000	\$ -	\$ 125,000
Financial Services	Key Meek Arts Society - one-time support grant	\$ 140,000	\$ 140,000	\$ -
Fire & Rescue Services	Fire Officer's Development Program	\$ 75,320	\$ 75,320	\$ -
	Community Wildfire Protection Plan Implementation	\$ 57,030	\$ -	\$ 57,030
	Workforce/TeleStaff System Check	\$ 15,000	\$ 5,575	\$ 9,425
Library Services	Facility Planning	\$ 60,000	\$ 42,035	\$ 17,965
	Public Education Events/Climate Campaign	\$ 25,000	\$ 3,402	\$ 21,598
Planning & Development Services	Ambleside Town Centre Planning	\$ 150,000	\$ -	\$ 150,000
	Community Planner - Full-Time (One Year Term) - combined with Land Use Contract Termination and will engage consulting services	\$ 103,265	\$ 35,932	\$ 67,333
	Land Use Contract Termination	\$ 100,000	\$ -	\$ 100,000
	Consultant work - Development of an Urban Forest Management Plan	\$ 80,000	\$ 23,520	\$ 56,480
	Consultant Work and Participation in Workshop - Development of Foreshore DPA (Development Permit Area)	\$ 74,908	\$ 10,646	\$ 64,262
	Neighbourhood Character and Design Guidelines	\$ 42,075	\$ 7,125	\$ 34,950
	Horseshoe Bay Local Area Plan	\$ 32,658	\$ 32,658	\$ -
	Energy efficiency advancement	\$ 29,000	\$ 24,000	\$ 5,000
Grand Total		\$ 5,068,000	\$ 1,956,076	\$ 3,111,924

In 2020, the District received a one-time COVID-19 Safe Restart Grant from the Province for \$5.068M to deal with increased operating costs and lower revenues due to COVID-19. This amount has been transferred to a specific reserve and is now fully allocated. To ensure full transparency regarding the use of funds, it is required by the Province to report annually as part of the annual report until the funds are fully drawn down. The report contains the information with respect to the funding received, the use of those funds, and the year-end balance of unused funds.

SUPPLEMENTARY INFORMATION

GRANT PAYMENTS TO COMMUNITIES & ORGANIZATIONS

Five-Year Financial & Statistical Review

Summary of Grant Payments					
Air Cadets of Canada	\$	1,000	North Shore Keep Well Society	\$	1,500
Athletics for Kids Financial Assistance Society	\$	2,000	North Shore Light Opera Society	\$	2,000
Avalon Recovery Society	\$	10,000	North Shore Multicultural Society	\$	10,500
BC Pets and Friends	\$	3,000	North Shore Neighbourhood House	\$	11,000
Belweder North Shore Polish Association	\$	500	North Shore Restorative Justice Society	\$	18,000
Big Sisters of BC	\$	2,000	North Shore Stroke Recovery Centre	\$	5,000
Canadian Mental Health Association	\$	14,500	North Shore Volunteers for Seniors	\$	2,000
Capilano Community Services Society	\$	3,000	North Shore Women's Centre Society	\$	10,000
Change the World Foundation	\$	7,000	North Vancouver Community Arts	\$	7,250
Chor Leoni Men's Choir	\$	3,000	Pacific Spirit Choir Society	\$	2,000
Crisis Intervention & Suicide Prevention Society of BC	\$	5,000	Pandora's Vox Vocal Ensemble Society	\$	2,500
Family Services of the North Shore	\$	28,000	Pathways Serious Mental Illness Society	\$	10,000
Friend 2 Friend Social Learning Society	\$	1,000	PLEA Community Services	\$	2,000
Hollyburn Family Services Society	\$	25,000	Presentation House Theatre	\$	3,000
Immigrant Link Centre Society	\$	8,134	Properties Family Hub Society	\$	2,000
Kay Meek Art Society	\$	140,000	SPCA, BC - Vancouver Regional	\$	151,859
Laudate Singers Society	\$	3,000	Special Olympics British Columbia	\$	2,000
Lions Gate Sinfonia	\$	5,000	Spinal Cord Injury BC	\$	1,500
Lionsview Seniors Planning Society	\$	6,200	The North Shore Advisory Committee on Disability Issues	\$	1,091
Lookout Housing and Health Society	\$	15,000	Vancouver Chamber Music Society	\$	4,000
Metro Vancouver Crime Stoppers	\$	5,500	Volunteer Cancer Drivers Society	\$	1,500
Moon Time Sisters	\$	1,000	West Vancouver Community Arts	\$	25,000
North Shore Celtic Ensemble	\$	4,250	West Vancouver Fire Service Museum & Archive Society	\$	1,500
North Shore Community Resource Society	\$	15,000	West Vancouver Historical Society	\$	2,249
North Shore ConneXions Society	\$	4,000	West Vancouver Little Theatre	\$	3,000
North Shore Crisis Services Society	\$	10,000	West Vancouver Marine Rescue	\$	5,000
North Shore Disability Resource Centre Association	\$	8,000	West Vancouver Youth Band	\$	6,000
Total Payments of Grants or Contributions	\$			\$	623,533

SUMMARY OF 2021 ACTIONS RELATED TO BLUE DOT CAMPAIGN COMMITMENTS

Updated by: Heather Keith
Updated May 2022

On July 20, 2015, The District of West Vancouver (the District) signed onto the Blue Dot Campaign, a declaration recognizing the right to a healthy environment. This campaign was initiated by the David Suzuki Foundation with the ultimate goal of entrenching basic environmental rights in the Canadian constitution. To date, 174 Canadian municipalities have joined the campaign.

The key aspects identified in the Blue Dot Campaign are:

1. The Right to Breathe Clean Air
2. The Right to Drink Clean Water
3. The Right to Consume Safe Food
4. The Right to Access Nature
5. The Right to Know About Pollutants and Contaminants Released into the Environment
6. The Right to Participate in Decision Making that Will Affect the Environment

The District has made and continues to participate in and/or support efforts that relate to these areas either directly or through membership in the Metro Vancouver Region. A high-level summary of efforts by the District is summarized below.

1. THE RIGHT TO BREATHE CLEAN AIR

Metro Vancouver's Air Quality and Climate Change group measures air quality continuously, using a network of air quality monitoring stations. When conditions warrant, air quality advisories are issued. An overall approach to air quality exists in the Integrated Air Quality and Greenhouse Gas Management Plan developed in October 2011.

- The Tree Bylaw (amendment adopted by Council November 2020) limits the removal of large trees on private land, and requires replacement for removed protected and hazardous trees. District staff established a tree canopy baseline and are developing an Urban Forest Management Plan to protect, enhance, and maintain the health of the District's urban forest.
- The District's Strategic Transportation Plan supports shifting transportation from single occupant driving to lower carbon and less polluting modes of travel.
- The District's Community Energy and Emissions Plan includes monitoring and reporting.

2. THE RIGHT TO DRINK CLEAN WATER

All of the District's drinking water originates from the North Shore's mountains with almost 50% supplied by two drinking water treatment plants in West Vancouver and the balance supplied by Metro Vancouver. Specific measures related to providing clean drinking water are:

- Domestic water is treated as per requirements in the provincial government's Drinking Water Protection Act.
- Conservation measures undertaken by the District help conserve the drinking water supply.

3. THE RIGHT TO CONSUME SAFE FOOD

While food safety does not fall under the jurisdiction of municipal governments, the District participates in:

- North Shore Community Food Charter (2013) - outlines a vision and principles around an integrated food system for the North Shore.
- Healthy Communities Partnership/Memorandum of Understanding with Vancouver Coastal Health (2015) - supports healthy built environments including local food systems.
- North Shore Table Matters Network - A group of organizations working together to connect grassroots action to policy work and organizational change (this group prepared the North Shore Community Food Charter). Encourage and support local farming by providing space for Farmers' Markets and food preservation workshops.

4. THE RIGHT TO ACCESS NATURE

West Vancouver has 140 parks distributed throughout the municipality and supports the enhancement of natural spaces through the following:

- The Parks Master Plan was developed in 2012 with input from the community and sets the direction for the management, protection, and enhancement of West Vancouver's parks and open spaces.
- In 2014 a significant amount of forest land was dedicated to create Whyte Lake Park.
- The Access and Inclusion Policy (2009) speaks to implementing, maintaining and enhancing accessibility on District property.
- The Upper Lands Working Group produced a report with core values that included: enhancing recreation opportunities and the lifestyle and heritage associated with outdoor living.
- Council adopted the Plan for Trails on Public Land (2018) which provides guidance for decisions about trails in West Vancouver and a framework for moving forward on several trails-related topics that were identified by the community.

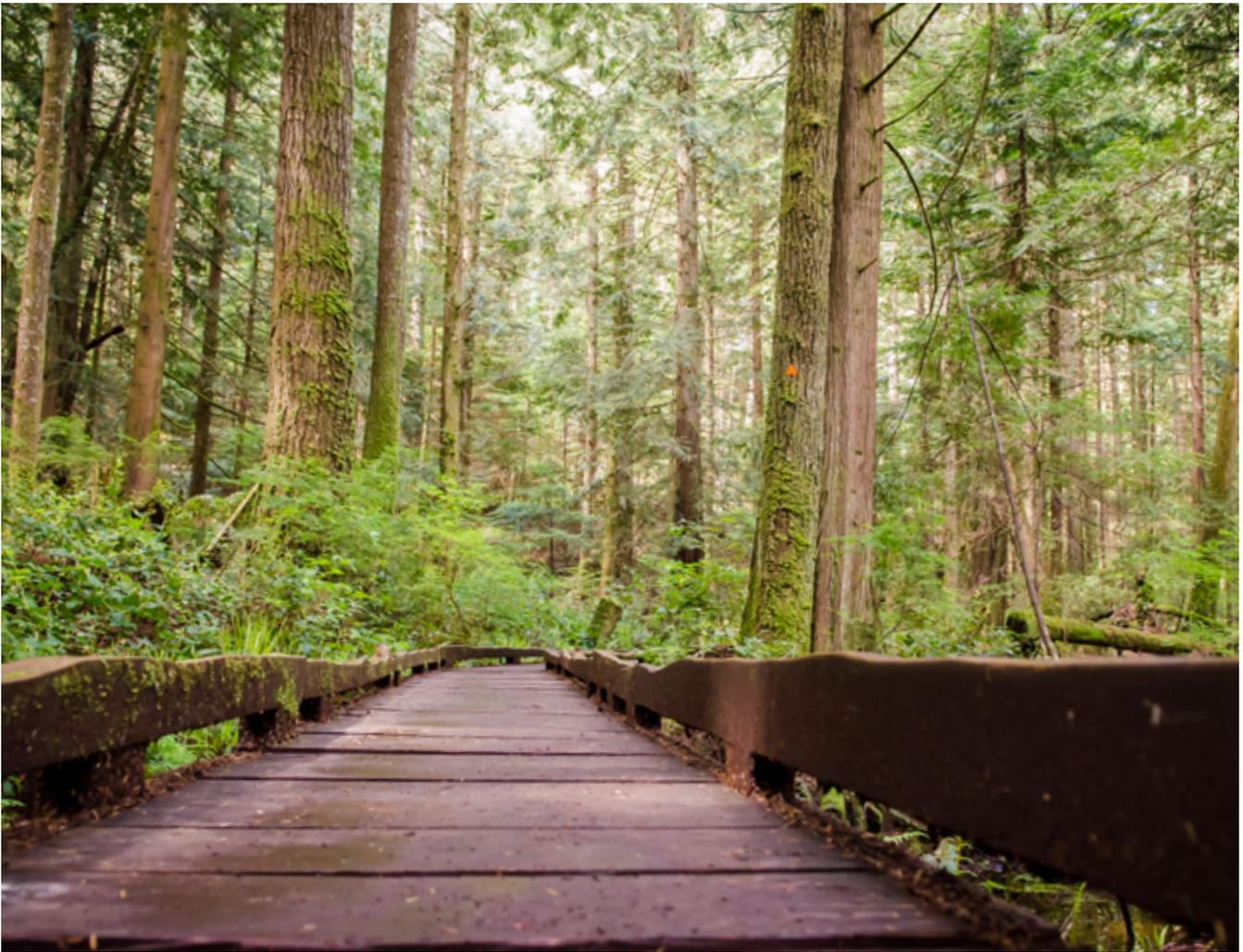
5. THE RIGHT TO KNOW ABOUT POLLUTANTS AND CONTAMINANTS RELEASED INTO THE ENVIRONMENT

- The District's Pesticide Use Control Bylaw, No. 4377, 2004 restricts the use of pesticides for cosmetic purposes. This Bylaw was adopted in 2004 and updated in 2015 and 2018.
- The District's current and long-standing practice is not to use pesticides for cosmetic purposes on sports fields, lawns, flowerbeds or street trees.
- The Gleneagles Golf Course and Ambleside Par 3 Golf Course use pesticides only when necessary and on a limited basis to control fungal disease on greens and tees. The golf courses continue to implement integrated pest management practices to limit pesticide use. The District of West Vancouver's Gleneagles Golf Course has been given Audubon International's designation as a Certified Audubon Cooperative Sanctuary. Only 14 golf courses in British Columbia have the designation, which requires a golf course to demonstrate that it maintains high environmental standards in environmental planning, wildlife and habitat management, reduced use of chemicals, water conservation and more.
- Invasive plant and noxious weed management follows an integrated pest management approach, where pesticides are used only when other control methods are ineffective, or are not feasible. To date, the only invasive plants that are chemically treated in the District of West Vancouver on public land are knotweed and giant hogweed. West Vancouver requires pesticide applicator contractors to sign treatment sites in advance of, and following treatment taking place.
- The District discontinued the use of rodenticides in 2021 and began utilizing alternative methods for rodent control in or around District facilities.
- The Watercourse Protection Bylaw speaks to remedies if a prohibited substance enters a watercourse.
- Water management plans are currently being developed for parks and sports fields.

6. THE RIGHT TO PARTICIPATE IN DECISION MAKING THAT WILL AFFECT THE ENVIRONMENT

The District undertakes consultation with its residents and often engages local stewardship groups to gain input on developing and implementing environmental plans.

- Current stewardship groups include Lighthouse Park Preservation Society, West Vancouver Streamkeeper Society, Old Growth Conservancy Society as well as a variety of smaller groups and interests that the District works with to enhance and protect the environment.
- The 2018 Official Community Plan involved extensive community engagement and has significant environmental implications.
- The Local Government Act, which governs BC municipalities, advises local governments to conduct business transparently and consult with the community on Official Community Plans.
- The District's Community Energy and Emissions Plan includes monitoring, reporting, and various engagement and outreach initiatives.
- The District, which is located partly in Howe Sound, provided support in the designation of Howe Sound as a UNESCO Biosphere Region, which included community outreach as part of the development of the management plan.
- Citizens are provided with an opportunity to guide and participate in waste management practices to the highest standard at facilities, in parks and at events.
- Citizens were provided with an opportunity to provide input into the development of property development regulations with respect to sea level rise and coastal flood hazards.



WEST VANCOUVER'S NATURAL ASSETS

WHAT ARE NATURAL ASSETS?

Our forests, waterways, foreshore and parks make West Vancouver a great place to live. They also provide valuable services for our community. Creeks, for example, collect and carry stormwater, and forests clean the air and keep us cool. Beaches buffer the coast, protecting properties and infrastructure located inland, while beautiful parks give our community its special character.

Nature provides all these services and more, seemingly for free. This can lead people to take them for granted, to undervalue or neglect them. However, if we maintain natural assets with as much care as we do other assets, like pipes, roads and buildings, they can serve us well forever.

The District of West Vancouver is one of the first Canadian municipalities to estimate the value of our natural assets in terms of the services they provide annually and into the future. This is a first step toward integrating natural assets into the District's financial and asset management plans.

PROTECTING OUR ECOSYSTEMS

While we will never stop appreciating nature for its own sake, we can also start to see our ecosystems as the source of valuable services to our community. Many of the benefits that our ecosystems provide would be very expensive or impossible to replicate. As we develop our community, it's important to disrupt the natural functioning of our ecosystems as little as possible. This doesn't mean that we can never interfere with nature, but we must do it wisely and sensitively.



HOW MUCH ARE OUR NATURAL ASSETS WORTH?

We have estimated the value of our natural assets based on the important, and sometimes irreplaceable, services that nature provides to West Vancouver. The range in estimated values represents the diversity of studies that are used.

- forests: \$653 million to \$1.8 billion
- waterways: \$88 million to \$574 million
- foreshore: \$549 million
- parks: \$16 million
- carbon storage: \$228 million

Our forests, waterways, foreshore and parks provide services worth as much as \$3.2 billion

NEXT STEPS

Now that we have an initial inventory of West Vancouver's natural assets, there is more work to do:

- develop additional information on the condition of our natural assets
- regularly monitor our natural assets and determine maintenance requirements
- incorporate natural assets into our financial reports
- consider our natural assets when making decisions that could impact them

MORE INFORMATION

To learn more about our natural assets, please visit westvancouver.ca/naturalassets.

