

2019

ANNUAL REPORT

FOR THE YEAR ENDED DECEMBER 31, 2019



ABOUT THIS REPORT

District of West Vancouver
British Columbia, Canada

Annual Report
for the year ended
December 31, 2019

designed and prepared by the Community
Relations & Communications Division

produced by the Financial Services Division,
June 2020

This report is printed on 100% post-consumer
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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, 2018

Christopher P. Morrill
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, 2018.

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

- 87.4 square kilometres

POPULATION (2016 Census Canada)

- 42,470 residents
- 13.83% are 0-14 years old
- 58.36% are 15-64 years old
- 27.81% are 65+ years old
- 16,935 households

BUSINESSES

- 5,893 businesses (District of West Vancouver)

MUNICIPAL FACTS

- 803 permanent employees
- \$163 million operating budget
- \$51 million capital budget

*sources are portrayed in brackets

MESSAGE FROM THE MAYOR

In 2019, Council continued to make progress on its vision “to make West Vancouver a complete community: one that is liveable, vibrant and inclusive, and where a full spectrum of people can live, play and work.”

Our accomplishments were guided by our six Strategic Goals:

- *Housing: significantly expand the diversity and supply of housing, including housing that is more affordable;*
- *Local Economy: create vital and vibrant commercial centres;*
- *Environment: protect our natural environment, reduce our impact on it, and adapt to climate change;*
- *Mobility: improve mobility and reduce congestion for people and goods;*
- *Municipal Services: deliver municipal services efficiently; and*
- *Social Well-being: enhance the social well-being of our community.*

These goals are closely aligned with the Official Community Plan; and the objectives, deliverables and timelines guided Council to directly advance a number of policies in the Official Community Plan. We will continue to be strategic in making decisions about the future of our community: how housing needs can be met, where shops, services and community facilities are located, how we move around, and how we can protect the environment and respond to climate change.

As in past years, we provided our residents with a wide range of programs and services. We enjoyed high-quality community recreation and library services, and vibrant arts and culture festivals. Police and Fire & Rescue provided safety for our residents and helped maintain our exceptional quality of life in West Vancouver.

Council strives to provide services to our community in a fiscally responsible manner. It is our commitment to identify priorities, and maximize the efficiency and impact of every tax dollar. We continue to improve our long-term fiscal position by building up the asset levy that provides dedicated funding for the maintenance of our aging infrastructure and amenities.

Life in West Vancouver has changed drastically since the COVID-19 pandemic began in March 2020. Staff at the District have worked hard to keep core services running and to provide support for our most vulnerable residents. The strong foundation we have built in the past has enabled the District to face the challenges ahead.

I look forward to working with Council, staff and residents to continue to build an outstanding and resilient community. On behalf of Council, I would like to thank everyone who makes West Vancouver a place we are proud to call home.

Sincerely,



Mayor Mary-Ann Booth



Mary-Ann Booth | Mayor of West Vancouver



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

MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER

I am pleased to present the 2019 Annual Report on behalf of the District of West Vancouver.

The detailed and audited numbers in this report clearly describe our 2019 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.

Our work at the District is guided by Council's vision "to make West Vancouver a complete community; one that is liveable, vibrant and inclusive; where a full spectrum of people live, play and work." Council's priorities and the Official Community Plan (OCP) are the cornerstone of our accomplishments.

In 2019, we made significant progress on Council's six Strategic Goals that encompass: housing, the local economy, the environment, mobility, municipal services and social well-being. These goals are closely aligned with the objectives of the OCP that will guide our community into the future.

Last year, we continued to offer the many excellent services and programs that offer a high quality of life for residents of our community. However, we are not immune to regional pressures that impact the District such as high real estate costs, the need to strengthen our local economy and the increasing impact that climate change is having on our natural assets. These pressures require policy responses from all levels of government, including municipal governments.

As in all municipalities in British Columbia, life in West Vancouver has significantly changed since the beginning of the COVID-19 pandemic in March 2020. Although many aspects of our landscape are different now, the accomplishments of previous years have made it possible for the District to continue to serve our community and provide important essential services. I would like to thank each and every one of you who has helped our community during this time.

June 2020 will be my last month working at the District before I retire. I will be handing over the responsibilities of Chief Administrative Officer to Robert Bartlett, who comes from the City of Vancouver, where he was Chief Risk Officer & Director of Enterprise Risk Management, Business Continuity & Compliance.

It has been an honour working with Mayor and Council, our staff, citizen working groups and committees, community volunteers and the many others who continue to make West Vancouver a great place to live. Your engagement and commitment to our community will ensure that West Vancouver continues to be the community that our residents cherish.

Sincerely,



Nina Leemhuis

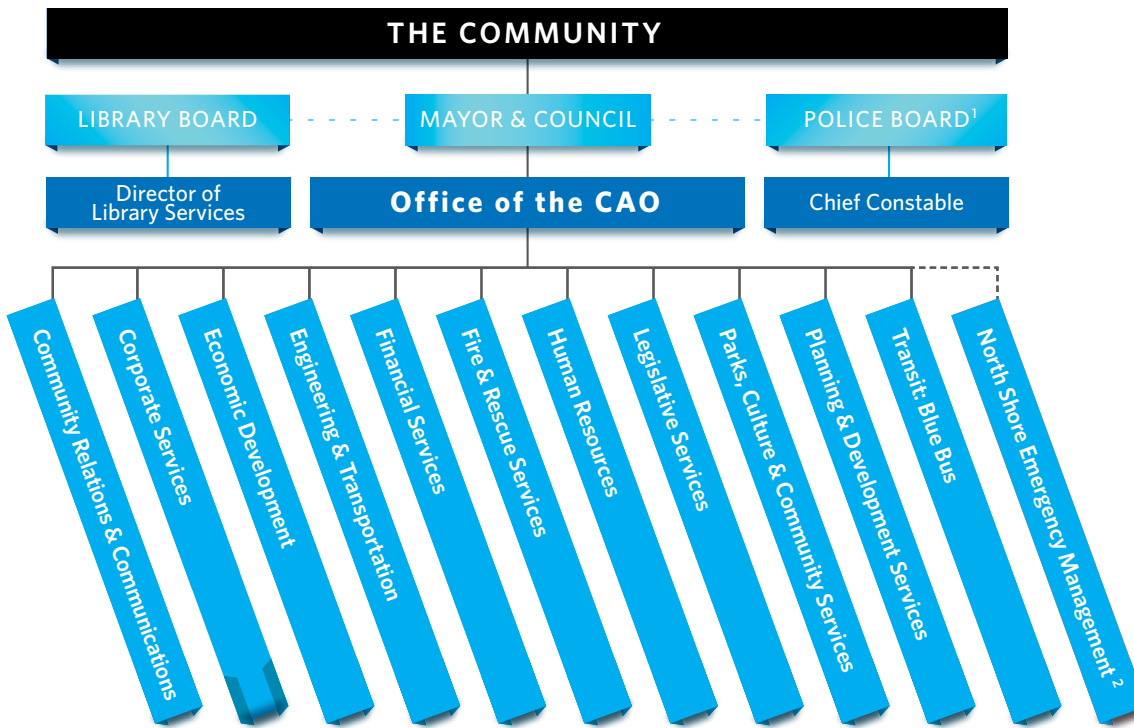


Nina Leemhuis | Chief Administrative Officer



west vancouver
Municipal Hall

EXECUTIVE TEAM



¹Police services in West Vancouver are provided by an independent West Vancouver police detachment, which operates under the governance of the Police Board appointed by Council, as per the BC Police Act (RSBC 1996, chapter 367).

²North Shore Emergency Management (NSEM) is an inter-municipal agency providing emergency management services for the District of West Vancouver, City of North Vancouver and District of North Vancouver.

- Nina Leemhuis** Chief Administrative Officer
- Donna Powers** Director of Community Relations & Communications
- Mark Chan** Director of Corporate Services
- Raymond Fung** 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
- Anne Mooi** Director of Parks, Culture & Community Services
- Jim Bailey** Director of Planning & Development Services
- Len Goerke** Police Chief Constable

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

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

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



Nina Leemhuis | Chief Administrative Officer

2019 ACCOMPLISHMENTS TO SUPPORT COUNCIL STRATEGIC GOALS

Housing

- guided first phase of public consultation and information gathering for the 2195 Gordon housing proposal to provide housing that is affordable for the professional workforce
- provided oversight for the development of opportunities to increase the number of units of purpose built rental housing

Local Economy

- provided direction for the implementation of the Economic Development Plan
- provided oversight for the first two phases of the Horseshoe Bay Local Area Plan process

Environment

- guided corporate response to Council's declaration of a climate emergency
- provided oversight for the development of a Community Wildfire Protection Plan
- provided leadership and direction for the development of a Natural Capital Inventory

Mobility

- working with our partners, guided initiatives to implement recommendations of the Integrated North Shore Transportation Planning Project
- provided support to TransLink for the public consultation on the West Vancouver portion of the proposed North Shore B-Line bus service

Municipal Services

- continued to deliver municipal services efficiently, including reviewing current services to determine which, if any, can be reduced, eliminated or delivered more efficiently
- reviewed community consultation processes to ensure citizen input informs Council and staff decisions effectively and consistently
- continued to attract and retain high-quality employees

Social Well-being

- oversaw initiatives that support the social well-being of our community by enhancing cultural, health, recreational and socially supportive programs

2019 OPERATIONAL ACCOMPLISHMENTS

- continued to build and foster a service-oriented culture within all District divisions and operations
- directed improvements in emergency preparedness, response and resiliency for all divisions and the community
- directed the development of work plans for all divisions to reflect and execute Council's strategic goals and priorities, to ensure alignment with corporate objectives and to ensure coordination of divisional priorities and objectives
- ensured continued development and implementation of enhanced community and employee engagement practices

COMMUNITY RELATIONS & COMMUNICATIONS

The Community Relations & Communications Division creates and administers an integrated communications program to keep residents informed of District projects, policies, services and events.

Community Relations acts as a liaison and point of contact between individuals, businesses and organizations and District staff. Working with other District divisions, Community Relations identifies and responds to residents' questions and concerns with the goal of providing them with current information and high-quality municipal services.

Communications keeps residents and stakeholders informed by planning and administering a suite of District websites and social media channels and by producing printed materials. Communications provides information to print, television, radio and online media and responds to media requests for information and interviews. This department provides graphic design services in support of District corporate publications, community engagement, marketing, events, advertising, online tools and sign plans.

This division is also responsible for communications during emergencies and for the majority of internal staff communications and engagement in support of service delivery excellence.



Donna Powers | Director of Community Relations & Communications

2019 ACCOMPLISHMENTS TO SUPPORT COUNCIL STRATEGIC GOALS

Housing

- provided communications and engagement support for the 2195 Gordon housing proposal
- supported communications and engagement efforts of the Neighbourhood Character Working Group

Local Economy

- provided communications and engagement support for Horseshoe Bay Local Area Plan and Community Wayfinding Plan

Environment

- supported development and communication of Community Wildfire Protection Plan
- in conjunction with North Shore Partners, developed a communications and engagement plan for North Shore Sea Level Rise Risk Assessment and Adaptive Management Strategy
- provided communications support for development of the Natural Capital Assets inventory

Mobility

- led community engagement on the West Vancouver portion of the proposed North Shore B-Line bus service

Municipal Services

- enhanced online engagement tools to support robust community engagement

Social Well-being

- supported communication and fundraising efforts for West Vancouver Place for Sport

2019 OPERATIONAL ACCOMPLISHMENTS

- developed enhanced engagement programs and reporting; grew number of visitors to engagement website from 2,100 to 32,961 in one year and increased number of subscribers from 731 (old site) to 2,049 (new site)
- supported development and content management of an updated website for Bridge Festival, managed content for seven websites and provided editorial oversight for 16 email newsletters
- supported operational work plans for all divisions
- Community Relations provided point of contact support for residents for Sewells Development, Cressey Development, Grosvenor Phase 2 and Five Creeks Flood Protection project
- continued to work with North Shore Emergency Management to develop communications protocols in the event of an emergency

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 administers municipally-owned land and municipal property transactions. Information Technology Services manages computer equipment, applications and technology infrastructure, telephone systems and wide-area network that link municipal facilities. Bylaw & Licensing Services provides education and enforcement for municipal bylaws, rules and regulations intended to keep citizens safe.

Emergency Planning works with the tri-municipal North Shore Emergency Management to oversee District plan development, capital improvements and training to move our community toward greater disaster resilience. The division also acts as the municipality's liaison to First Nations and oversees legal services.



Mark Chan | Director of Corporate Services

2019 ACCOMPLISHMENTS TO SUPPORT COUNCIL STRATEGIC GOALS

Housing

- completed Initial Public Consultation (phase 1); to commence phase 2, Council passed unanimous resolution to prepare application to rezone District-owned property at 2195 Gordon Avenue to create housing, improve housing affordability and generate revenue; rezoning application submitted
- collaborated with Planning Department in the rezoning of District-owned lot in Rodgers Creek area for future rental housing
- continued collaboration with Planning Department on Cypress Village planning process with respect to District lands

Local Economy

- enhanced e-licensing and e-billing to improve public access to municipal services

Environment

- began implementation of Municipal Hall upgrades project, which will substantially reduce greenhouse gas emissions through improved building envelope and mechanical efficiencies
- reported to Council as part of interdivisional team on climate emergency and next steps, and continued implementation of Corporate Energy & Emissions Plan
- completed improvements to Brissenden Park as part of pending Court application and plan to acquire final two remaining Argyle Avenue waterfront properties for public park

Municipal Services

- commenced construction on seismic upgrades for both Municipal Hall and Fire Hall No. 1 to significantly enhance public safety and the District's ability to respond after a seismic event

Social Well-being

- worked with operator to complete major renovation and accessibility improvements to District-owned Beach House Restaurant in Dunderave Park
- secured a new operator, providing enhanced services to the public at the Ambleside Park restaurant and concession

2019 OPERATIONAL ACCOMPLISHMENTS

- completed Aquatic Centre change room expansion to enhance customer experience
- implemented corporate-wide upgrade to Windows operating system
- implemented major upgrade to JDE financial operating system
- implemented JDE Fixed Assets module to enhance tracking of fixed assets
- installed fibre optic to Gleneagles Community Centre and Fire Hall No. 2 to improve efficiency and reduce operating costs
- worked with operator to significantly upgrade West Vancouver Marina

ENGINEERING & TRANSPORTATION

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

The Roads & Transportation Department ensures the safe and efficient movement of people, goods and services within West Vancouver. Functions include providing technical expertise for municipal infrastructure projects, road maintenance, traffic operations and signage. The Engineering Services Department provides Geographical Information Systems (GIS) and mapping services for the District and public. Functions also include maintenance of fleet and equipment and Operations Centre support such as Dispatch and the Maintenance Management System.

2019 ACCOMPLISHMENTS TO SUPPORT COUNCIL STRATEGIC GOALS

Local Economy

- completed the Ambleside Off-street Parking Study

Environment

- transitioned corporate efforts in Climate Action Revenue Incentive Program (CARIP) reporting to division
- supported Financial Services in completion of Natural Capital Assets Inventory
- continued to implement Corporate Energy & Emission Plan by identifying energy and carbon emission reduction opportunities in fleet vehicles

Mobility

- approved the B-Line bus service to Park Royal in collaboration with TransLink
- competed Hugo Ray Multi-Use Pathway connector
- completed safety upgrades along the section of Spirit Trail on Welch Street from Capilano Road to Bridge Road
- completed road and sidewalk improvements on Queens Avenue from 15th to 19th Streets
- added a bicycle lane on Westport Road
- completed pedestrian and cycling improvements on Skilift Road from Folkestone Way to Highway 1 on-ramp
- supported Planning & Development toward developing local area plans for Horseshoe Bay and Cypress Village as it relates to transportation and transit needs
- transitioned the Integrated North Shore Transportation Planning Project (INSTPP) to Next Step (NXSTPP)
- participated in Burrard Inlet Rapid Transit Study in collaboration with Ministry of Transportation and Infrastructure, TransLink, City of Vancouver, City of North Vancouver and District of North Vancouver
- initiated North Shore Transportation Panel Survey in partnership with City of North Vancouver and District of North Vancouver
- conducted an Ambleside bike rack design competition in collaboration with Parks, Culture & Community Services
- participated in Regional Road Network Strategy to set long-term regional road network performance expectations for safety and liability
- initiated Dundarave Streetscape Study
- supported school traffic safety through School Traffic Advisory Round Table (START)
- co-chaired the District's safety committee meetings to improve road safety within West Vancouver



Raymond Fung |
Director of Engineering & Transportation

Municipal Services

- represented division on corporate Asset Management Task Group
- completed life cycle rehabilitation analysis on Nelson Canyon Bridge

Social Well-being

- supported Parks, Culture & Community Services in the development of the Ambleside Waterfront Plan and the Horseshoe Bay Park Plan, and onsite identification analysis for the Arts Facility Advisory Committee

2019 OPERATIONAL ACCOMPLISHMENTS

- completed rail crossing upgrades at 13th Street and Bellevue Avenue and at 19th Street and Bellevue Avenue in consultation with Transport Canada and CN Rail
- completed 2019 Annual Roads and Bridges Capital Program

FINANCIAL SERVICES

The Financial Services Division supports the District's service delivery operations by providing financial planning, financial accounting, risk management, asset management 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.



Isabel Gordon | Director of Financial Services

2019 ACCOMPLISHMENTS TO SUPPORT COUNCIL STRATEGIC GOALS

Environment

- established the District's Natural Capital Asset Inventory

Municipal Services

- completed funding of asset levy to required annual investment amount of \$14.5 million
- worked with Parks, Culture & Community Services, updated the District's Donations Policy and established four new funds through the West Vancouver Foundation to enable online donations
- established new Archives Reserve Fund

Social Well-being

- working with West Vancouver Foundation and Parks, Culture & Community Services, established new electronic donation receipting portals for key District areas, including public art, youth and parks

2019 OPERATIONAL ACCOMPLISHMENTS

- completed major upgrade to JDE financial system in partnership with the Information & Technology Services
- completed transition of all fixed assets from Access database to JDE Fixed Assets system
- designed and implemented, in test environment, the position control module in JDE to facilitate labour reporting
- received Government Financial Officers Association (GFOA) awards for Financial Planning and for Financial Reporting
- implemented collection of new Provincial taxes: Employer Health Tax and Additional School Tax
- implemented new investment strategy and improved the organization-wide cash flow management process, increasing investment revenue by more than \$1 million
- incorporated West Vancouver consultation forum into budget process
- provided procurement support for Municipal Hall seismic upgrade project

FIRE & RESCUE SERVICES

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

- provision of exceptional public safety by delivering prompt and effective response to fire, rescue and medical emergencies
- ensuring the protection of life, property and the environment
- delivery of fire prevention and education services to the public
- enforcement of regulations including the Fire Code, and building and municipal bylaws

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

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

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



Dave Clark | Fire Chief

2019 ACCOMPLISHMENTS TO SUPPORT COUNCIL STRATEGIC GOALS

Environment

- completed Community Wildfire Protection Plan to address threats of wildfires

Municipal Services

- initiated and completed Community Wildfire Protection Plan report
- obtained grant funding for implementing priority Community Wildfire Protection Plan recommendations
- provided financial reporting and analysis of departmental expenditures and key performance indicators

2019 OPERATIONAL ACCOMPLISHMENTS

- completed annual Commercial Vehicle Inspections Program, pump, aerial ladder and ground ladder testing to comply with industry standards
- completed fire engine procurement
- participated in discussions regarding Cypress Village fire protection and response area
- implemented mobile pre-planning software
- enhanced public outreach program targeting vulnerable demographic groups in the community
- reviewed Fire Underwriters Survey report and investigated proposed recommendations
- initiated and completed Request for Proposal for Dispatch and Records Management Services
- educated all staff in the importance of resilience training in the area of mental health and certified eight staff in critical incident stress management
- completed all required annual fire inspections
- completed an Officer's Development Program
- continued to refine and improve asset management system for fire vehicles and 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.

2019 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

2019 OPERATIONAL ACCOMPLISHMENTS

- preparation underway for 2020 collective bargaining with three unions
- started collective bargaining with one union whose collective agreement expired in 2019
- ensured the District meets current human resource and labour relations best practices and relevant legislative requirements
- expanded the Corporate Training Program to develop career path opportunities



Eva Glickman | Director of Human Resources

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, other divisions and the public through the provision of the Council correspondence process.

Records & Privacy manages compliance with the *Freedom of Information and Protection of Privacy Act*. Records & Privacy is also 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.



Mark Panneton |
Director of Legislative Services/Corporate Officer

2019 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

2019 OPERATIONAL ACCOMPLISHMENTS

- performed statutory and other requirements for Council meetings, public hearings, board of variance hearings and statutory notifications
- administered the *Freedom of Information and Protection of Privacy Act* (FIPPA), including processing Freedom of Information requests, conducting privacy impact assessments and investigating privacy incidents
- continued to develop updated corporate records/information management procedures and best practices, and to survey corporate record holdings for better administrative awareness and control
- processed non-FIPPA information requests from internal and external sources
- provided local government information sessions for students, staff and Council
- coordinated training on FIPPA privacy legislation requirements
- managed corporate agreement, bylaw and policy processing
- continued to review corporate administrative requirements and provide recommendations for updates and implementation
- conducted recruitment for board, committee and working group volunteers
- managed residents' written submissions to Mayor and Council, including the coordination of information provided by staff in response to those submissions

WEST VANCOUVER MEMORIAL LIBRARY

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

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

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

2019 ACCOMPLISHMENTS

Support 21st Century Learning

- expanded programming in The Lab to support active, hands-on technology learning experiences for adults and youth
- launched Tell Your Story program for youth to create their own e-books, available for circulation in the library catalogue
- hosted Honouring Reconciliation activities to increase knowledge and understanding of Indigenous cultures. Recognized by the BC Library Association for work on reconciliation with a provincial 'Building Better Communities' award
- developed and delivered adult learning programs on conducting consumer health research
- supported adults in making meaningful connections and developing a greater sense of belonging through intercultural programming

Deepen and Extend Community Collaborations

- launched the North Shore author collection and program in collaboration with the North Vancouver City Library and North Vancouver District Public Library
- hosted school capstone events in partnership with West Vancouver schools, such as Game of Apps, Future Cities Showcase, Reading Link Challenge and more
- partnered with the West Vancouver Historical Society to deliver culture and learning programs for and by local community members
- supported the implementation of the action plan for the North Shore Settlement and Integration Strategic Plan
- conducted community engagement and in-depth research for the 2021–2026 Strategic Plan

Sustain and Enhance our Physical Space

- renewal of emergency generator, main floor network infrastructure and some emergency and other lighting on the main floor
- reconfigured office space and made space available for District technology support staff to be temporarily housed at the library
- improved alignment of physical collections with circulation trends and community needs

Develop and Integrate our Digital Platform

- completed architectural, navigation and design planning in preparation for website migration
- explored feasibility of expanding website functionality to support local publishing platform
- increased selection and availability of e-audiobooks

Additional operational items

- contended with turnover of key staff, including departure of our business manager and the retirement of Director Jenny Benedict, who was the 2019 recipient of the Association of BC Public Library Directors' Award of Excellence
- expanded opening hours to include select statutory holidays of key importance to families and community
- continued to be one of the busiest libraries in the province per hour open



Stephanie Hall | Director of Library Services

PARKS, CULTURE & COMMUNITY SERVICES

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

The Parks Department manages more than 140 parks, natural areas, sports amenities, playgrounds, play courts, beaches, Centennial Seawalk, more than 135 kilometres of trails, Ambleside Par 3 Golf Course, Gleneagles Golf Course and Capilano View Cemetery, and is 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, collections and filming and presents visual arts programming, festivals and events. There are approximately 100 special events and 100 film permits issued annually.

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, Youth Outreach Services and Seniors' Outreach Services.



Anne Mooi |
Director of Parks, Culture & Community Services

2019 ACCOMPLISHMENTS TO SUPPORT COUNCIL STRATEGIC GOALS

Local Economy

- animated Ambleside area with arts and culture events and festivals, including Harmony Arts Festival and year-round programming at the Ferry Building Gallery and Music Box; partnered with the Ambleside-Dundarave Business Improvement Association (ADBIA) on seasonal street-dressing program
- commenced Arts Facilities Advisory Committee planning for new arts facility and incorporated local business sector input
- filmed American drama series *Nancy Drew*, which created significant economic impact for the District and raised awareness of Horseshoe Bay by keeping same name in the series
- successfully launched new Bridge Festival, attracting more than 20,000 visitors from West Vancouver and the Lower Mainland

Environment

- established Coastal Marine Management Plan Working Group to develop a coastal marine management plan with the goal of developing high-level policy for the management of the District's foreshore
- hosted nine community stewardship events and two Weedy Workshops, an education initiative for the community on managing invasive plants in their backyards
- initiated Co-Existing with Coyotes Program to provide information and support to residents who are concerned about coyotes in their neighborhood
- participated in North Shore Sea Level Rise Risk Assessment & Adaptive Management Strategy with the District of North Vancouver, City of North Vancouver, Squamish Nation, Port of Vancouver and North Shore Emergency Management

Mobility

- incorporated input from North Shore Advisory Committee on Disability into planning for Horseshoe Bay Park
- installed wayfinding signage in the Upper Lands' trails per recommendations in the District's Plan for Trails on Public Land
- completed a new trail through Brissenden Park to provide enhanced pedestrian connectivity north of Highway 1
- successfully obtained Rick Hansen Foundation grant for improvements to the Juniper Loop Trail in Lighthouse Park to enhance accessibility to this trail in collaboration with the Lighthouse Park Preservation Society

Municipal Services

- continued to develop parks asset management program that considers asset life cycles and cost accountability when planning infrastructure renewal and investment
- partnered with West Vancouver Foundation to establish four funds to encourage community giving

Social Well-being

- launched the Seniors' Outreach Committee to address social isolation and developed Community Navigator Program
- continued to implement the North Shore Dementia Action Plan, including training of staff, Alzheimer's Cafés and speakers at the North Shore Seniors' Health Expo
- provided arts and culture opportunities to residents of all ages at the West Vancouver Art Museum, Ferry Building Gallery, Music Box, community centres and at various parks

2019 OPERATIONAL ACCOMPLISHMENTS

- completed the Horseshoe Bay Park Revitalization Plan with community input and received funding to proceed with implementation of the first phase in 2020
- replaced carpet at Rutledge Field in consultation with field user groups and achieved Global Certification by the International Hockey Federation
- installed new pilings, float and gangway at Horseshoe Bay pier to replace the aging infrastructure designated for water taxi and recreation boat pick-up and drop-off
- advanced priorities of the Arts & Culture Strategy (2018-2023) with three new committees of Council: Arts & Culture Advisory Committee; Arts Facilities Advisory Committee; and Art Museum Advisory Committee
- secured a \$25,000 grant from the Union of BC Municipalities (UBCM) to expand the consultation for the Child Care Plan
- launched new pre-habilitation health and fitness programs
- implemented new spring ice season at the Ice Arena with a focus on lessons and rentals
- submitted federal grant application for funding to restore the Ferry Building

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, 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.



Jim Bailey | Director of Planning & Development Services

2019 ACCOMPLISHMENTS TO SUPPORT COUNCIL STRATEGIC GOALS

Housing

- approved approach to prepare the District's first Housing Needs Report, submitted funding application to the province to support this work, with data collection ongoing
- reviewed and processed a number of development proposals that would contribute to expanded and targeted housing options (e.g., missing middle, infill options, rental) and rental housing options for Council's consideration
- reviewed and processed a significant number of minor development proposals for staff consideration and approval (e.g., duplexes, coach houses, single-family homes)
- ongoing technical and design work to develop an approach to streamline coach house and duplex approvals
- supported public engagement and technical review of the development proposal for 2195 Gordon Avenue
- continued technical work on the Cypress Village planning process, including the preparation of background studies to inform future public consultation on the preparation of an area development plan
- reviewed and brought forward Heritage Revitalization Agreements for Council consideration to preserve properties with recognized heritage value
- supported the Neighbourhood Character Working Group through background research, a first phase of engagement, progress report to Council and extension of the group's mandate into a second year to identify potential solutions for Council consideration
- supported various Council advisory committees, including Heritage Advisory Committee, Design Review Committee, Lower Caulfeild Advisory Committee and North Shore Advisory Committee on Disability Issues
- supported the initiation of the multi-jurisdictional Balanced Housing Lab to explore housing solutions that make it possible for people at different stages of life to live and work on the North Shore

Local Economy

- completed first two phases of engagement for the Horseshoe Bay Local Area Plan process, which will support the long-term success of local businesses, in addition to meeting other Council priorities around housing, environment, mobility and social well-being

Environment

- responded to Council's declaration of a climate emergency with an update of current climate actions, a review of other jurisdictions, and direction to proceed with an approach to reducing community-wide emissions to meet Intergovernmental Panel on Climate Change (IPCC) targets
- undertook technical background work to support the preparation of sea level rise and coastal flood hazard land use and planning guidelines for the establishment of development permit area guidelines to respond to the threats of flooding
- building on the recommendations of the Community Wildfire Protection Plan, developed permitting area guidelines to introduce development controls to reduce the threat of wildfires
- continued to protect sensitive ecosystem through implementation of the District's existing environmental development controls
- provided recommendations on the management strategy of trees on private lands and continued implementation of the Interim Tree Bylaw. Undertook data analysis to provide tree canopy update to Council to help in the development of an Urban Forest Management Strategy
- supported cross-divisional efforts on the development of the District's first preliminary Natural Capital Assets Inventory

Mobility

- supported community engagement on the West Vancouver portion of the proposed North Shore B-Line bus service and accompanying approved expansion of rapid bus transit to Park Royal
- undertook initial design work to develop the Draft Marine Drive & Taylor Way Gateway Public Realm Strategy in response to Council direction

Municipal Services

- continued to work with the public through major community planning projects and updated Council's Community Engagement Committee on the effectiveness of different approaches
- updated development and permit revenues through revisions to the fees and charges bylaw and continued to negotiate voluntary community amenity contributions through the rezoning process

Social Well-being

- supported inter-divisional initiatives to implement arts and culture priorities

2019 OPERATIONAL ACCOMPLISHMENTS

- 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
- processed a significant volume of development applications (Heritage Revitalization Agreements, rezoning, development permits, Temporary Use Permits, etc.). More than 100 applications submitted
- processed 474 building permits, 1,516 trade permits and performed 10,896 building and trade inspections
- created efficiencies by completing a number of projects, including scanning all single-family dwelling permit drawings, consolidation of land development and permits processes and contact records management clean-up
- improved procedures, including those relating to energy efficiency in new construction and the resolution of illegal foreshore encroachments
- continued to provide inter-departmental coordination throughout the organization related to core processes such as permit processing, customer service and enforcement

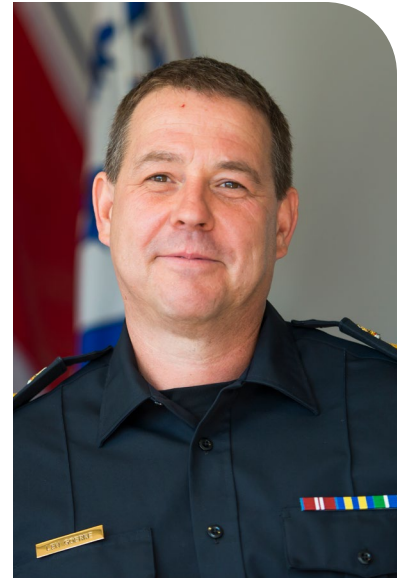
POLICE SERVICES

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 *Making West Vancouver Safe Today and Safer Tomorrow*. Our 2016–2019 Strategic Plan, extended to 2020, guides us in this mission. Its purpose is to outline a clear and credible framework to achieve our goals and focus the skills, energy and professionalism of our staff on a common set of objectives, initiatives and outcomes. This solidifies WVPD's commitment to transparency, accountability and performance measurement.

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

1. Enhance community safety
2. Promote operational excellence
3. Improve organizational practices



Len Goerke | Chief Constable

Because circumstances are always changing in the profession of policing, our plan was built to be flexible. Annual business plans allow us to react quickly to the changing needs of the communities we serve while providing exceptional service and staying at the forefront of policing and public safety.

2019 ACCOMPLISHMENTS TO SUPPORT COUNCIL PRIORITIES

The WVPD participated in the West Vancouver Foundations' 2019 Vital Signs report. Involvement in Vital Signs influences the Environment, Mobility and Social Well-being categories below.

Environment

- continued with paperless initiatives and recycling programs, added two hybrid vehicles to the operational fleet and initiated an e-bike program for crime reduction and community services initiatives

Mobility

- participated in the District's Integrated North Shore Transportation Planning Project (INSTPP)
- continued participation in the District's Traffic Safety Advisory Committee and School Traffic Safety Advisory Committee, resulting in multiple initiatives that improved or enhanced traffic safety for District residents, including speed enforcement along the Marine Drive corridor and enforcement action at District schools

Municipal Services

- collaborated with the District and other agencies, including participation in the District's Eagle Lake Emergency Response Plan, North Shore Emergency Management Working Group, WorkSafeBC Mental Health Committee and developing a coordinated response with District Fire & Rescue to critical incidents
- focused on environmental design to reduce property crime, including adoption of Crime Prevention through Environmental Design principles and feedback to residents to improve safety
- optimized staffing in Finance Services Division to enable efficient and effective service delivery, including timely analysis and reporting and asset management
- implemented provincially mandated programs including e-ticketing and Crown-led bail hearings, and currently participating in the Digital Evidence and Disclosure Management Solution Working Group led by the Province

Social Well-being

- engaged with residents, including new Canadians, through a series of town hall meetings and the 'Coffee with a Cop' initiative
- expanded the WVPD Open House to partner with West Vancouver Fire & Rescue and included other first responders on the North Shore, with an estimated 800 to 1,000 attendees
- increased support for North Shore ConneXions and collaborated with the Pacific Autism Family Network to include a sensory friendly component at the 2019 West Vancouver Police Family Carnival and West Vancouver Police/Fire Open House
- implemented a naloxone program for addicted in-custody prisoners

2019 OPERATIONAL ACCOMPLISHMENTS

- including the 2019 Accomplishments to Support Council Priorities, accomplished approximately 75 per cent of 2019 initiatives in support of the WVPD 2016-2020 Strategic Plan. Further accomplishments include:
 - a 300 per cent increase in referrals to Restorative Justice (RJ) from 2018 that also addressed a greater variety in crime types, receipt of civil forfeiture grants for use on RJ initiatives and discussions with the District and the Ministry of Transportation and Infrastructure to address high-collision areas
 - completed the fourth consecutive year of the Medisys health management program for staff
 - completed review and assessment of the follow-up Pulse Check on 2016 employee survey
 - delivered legal authority and leadership training to department staff

ENGINEERING UTILITY FUNDS

The Water Utility provides for a safe and continuous supply of drinking water to residents by constructing and maintaining water mains, valves, reservoirs and 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.

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

The Solid Waste Utility is responsible for collecting and processing household garbage, yard trimmings, the Green Can and recyclables. Since 2016, the utility has also been responsible for funding garbage and recycling services within municipal facilities and parks.

2019 ACCOMPLISHMENTS TO SUPPORT COUNCIL STRATEGIC GOALS

Housing

- supported Planning & Development in implementing new development (e.g., Grosvenor Phase 2, 2289 Bellevue, Sewell's Landing)

Environment

- provided input to Coastal Marine Management Working Group regarding infrastructure in the foreshore

Municipal Services

- established utility rates for 2020
- launched business engagement on a Single-Use Item Reduction Strategy with support from business associations
- initiated North Shore Organics Management Plan with Metro Vancouver and other North Shore municipalities
- prepared for transition of residential curbside recycling collection to Recycle BC in 2020

2019 OPERATIONAL ACCOMPLISHMENTS

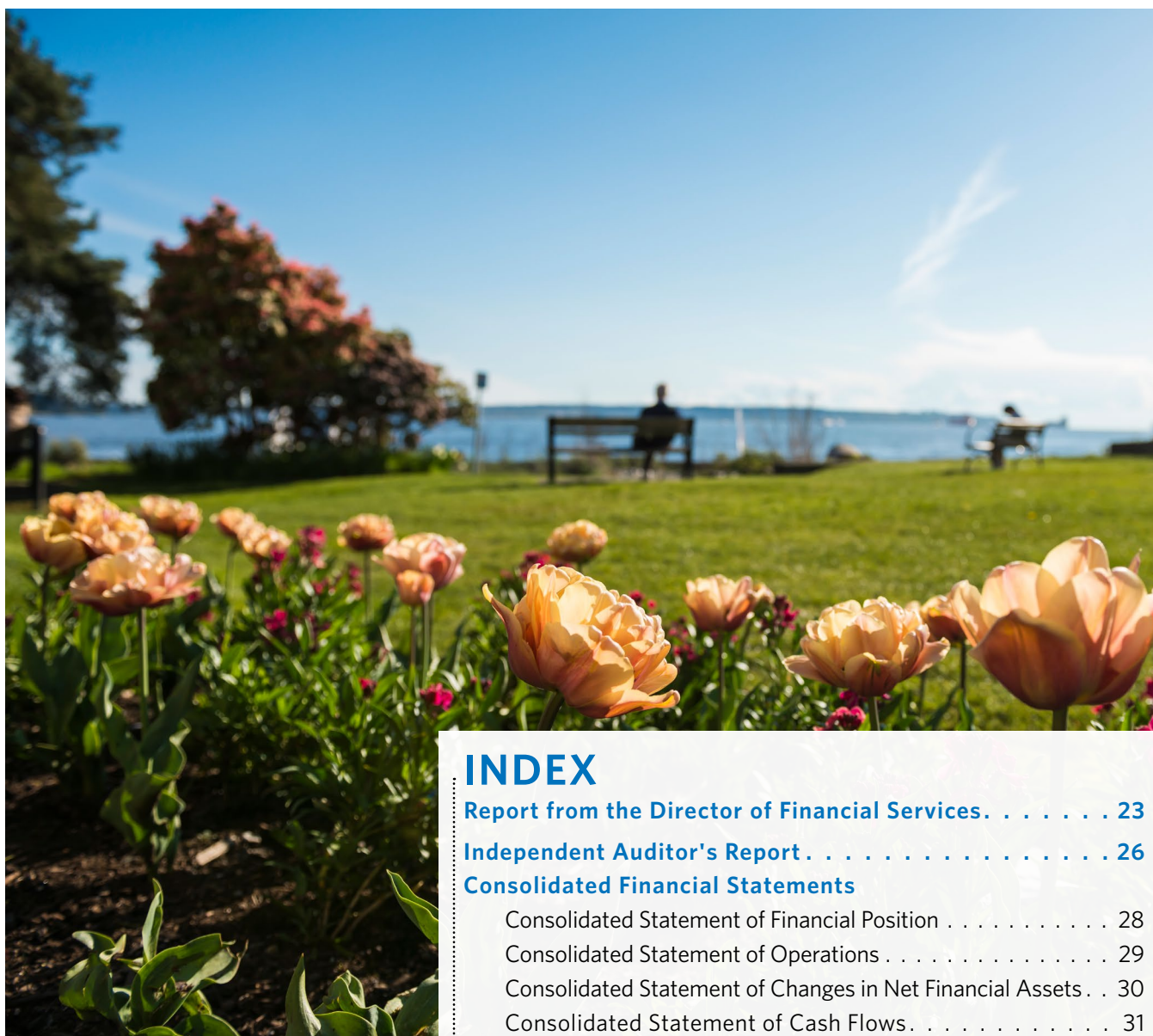
- completed annual Water System Capital Replacement/Renewal programs
- completed annual Drinking Water Quality Report for Vancouver Coastal Health Authority approval
- continued with long-term replacement planning for water assets as identified in the Water Master Servicing Study
- represented municipal interests related to Metro Vancouver's construction of the North Shore Wastewater Treatment Plant
- completed annual Sewer Capital Replacement/Renewal programs
- continued support to British Pacific Properties Ltd. with respect to design and construction of the Five Creeks Stormwater Flood Protection Project
- successfully launched the District's streetscape recycling program in commercial areas of Park Royal shopping centre, Ambleside and Dunderave
- expanded the District's community clean-up initiatives and launched Love West Van branding



Raymond Fung |
Director of Engineering & Transportation

2019

DISTRICT OF WEST VANCOUVER
ANNUAL FINANCIAL REPORT
 YEAR ENDED DECEMBER 31, 2019



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REPORT FROM THE DIRECTOR OF FINANCIAL SERVICES

Your Worship and Members of the Audit Committee,

I am pleased to present the Annual Financial Statements for the District of West Vancouver for the year ended December 31, 2019.

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 continues to maintain and to improve upon its comprehensive system of internal controls to safeguard District assets and to provide reliable financial information. The system is regularly evaluated and revised to ensure that these controls are operating as intended. Achievements in this area in 2019 include:

- continuously published quarterly financial reports
- monitoring of a robust cash forecast model for expenditure control
- cash management to maximize investment returns
- enhanced internal control with additional appropriate transaction approvals
- implementation of online reconciliations for purchasing card users
- creation of a Finance Key Dates/Payments Calendar to enhance timely payments, remittances and reports to various vendors and government agencies
- development of a Qlik Sense capital budget dashboard for project managers to enhance control of project costs
- continued review of key capital projects by the executive committee

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

The District's independent auditors, 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 generally accepted accounting principles. BDO Canada LLP has been given unrestricted access to all financial and other records of the District.

Their opinion 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 2019 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 District's overall financial position continues to improve in 2019 as evidenced by a \$16.1-million increase to the year-end accumulated surplus balance (2019: \$568.8 million, 2018: \$552.7 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).



Isabel Gordon | Director of Financial Services

Net financial assets 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 at the 2019 year-end, \$54.5 million, is a \$3.9-million increase over the 2018 year-end balance (\$50.6 million), which is an indication that the District has acted to strengthen the availability of financial resources. While ordinarily this would allow the District to reduce deferred maintenance, in the short term, these resources will now be needed to support the COVID-19 pandemic response. However, in future years, this strength indicates that capacity will be available to tackle the infrastructure deficit.

The District's non-financial assets totalled \$514.3 million at the 2019 year-end, an increase of \$12.3 million over the prior year (2018: \$502 million). The increase is due primarily to an increase in the value of tangible capital assets as the asset levy is deployed to replace older assets with new ones.

Operational revenues totalled \$178.6 million in 2019, which is an increase of \$9.7 million over 2018 (\$168.9 million). This was attributable to the increases approved for general taxation and the asset levy, which added \$3.7 million to District tax collection. An additional \$3.7 million was collected in fees and charges, primarily due to the approved increases to utility rates.

Recognition of \$2.5 million on development cost charges and \$2 million additional interest earnings on investments this year contributed to the revenue increase, of which \$2.2 million is offset by revenue loss on licences and permits due to a slightly slower real estate market and lower construction activity.

The District's cash balance at year-end was \$45.7 million, a decrease of \$106 million from 2018 (\$151.7 million). This was due to moving funds out of interest-bearing daily cash accounts into various longer-term cash instruments, which resulted in \$2 million in additional interest revenue. This was made possible by the expertise the District has developed in cash management. Combined cash and investments changed by \$4.7 million, due to receipt of development contributions and timing of short-term payments.

The net book value of Tangible Capital Assets, shown on the District's Statement of Financial Position, totalled \$507.8 million at December 31, 2019. The total cost of these assets, which represents the District's investment in infrastructure, facilities and other capital assets over time, is \$833 million. This is an increase of \$19.3 million over 2018; again, primarily due to the deployment of the asset levy to replace older assets with new ones. Accumulated amortization totalled \$325.2 million at December 31, 2019, of which \$7.3 million was expensed in 2019.

BUDGET VARIANCES

Consolidated revenues exceeded budget by \$5.2 million in 2019, primarily due to receipt of development-related revenues. These are never budgeted as they cannot be predicted, and are all dedicated funds.

- community amenity contributions, developer contributions and grants are never included as a source of funds in the budget, as they cannot be predicted
- contributions to capital from external sources totalled \$2.5 million were not included in the budget
- recognition of \$2.5 million revenue in development cost charges were not included in the budget
- community amenity contributions totaling \$0.2 million were not included in the budget

In 2019, the consolidated expenses were slightly under budget by \$32,000 (\$2 million under budget in 2018).

- general government operations were under budget due to savings in labour, legal costs and bank charges
- engineering operations experienced overages due to higher than anticipated labour and material costs in new barrier installation and winter maintenance, and third party work that is recoverable
- planning and permit operations incurred higher than expected labour, material and legal costs in the areas of tree removal and solutions for slope failure
- recreation and library operation were over budget in labour, material and consulting costs due to increased program and event costs
- the water utilities were under budget due to savings in water purchases and maintenance costs

RESERVES

The District's reserve balances increased from \$100.8 million to \$102.8 million, primarily due to increases in the utility reserves, which increased by \$8 million. Other reserves decreased as infrastructure deficits were tackled.

SUBSEQUENT EVENT

As Council is aware, although financial results for 2019 were favourable, 2020 has turned out to be a year like no other, with substantial financial consequences both for current and for future years. Extraordinary measures are being taken to ensure that the impacts to the District of West Vancouver's financial position are managed as carefully as possible, and that services to the public, while impacted for a period of time, can be reinstated as soon as is feasible. The impact on the District's asset management program, while significant, is also prompting a re-evaluation of what assets need to be retained and where greening of the budget can continue to be supported, or even enhanced, through the use of natural assets.

Note 18 to the financial statements addresses the direct impact of the COVID-19 pandemic. As this note states, the total financial consequences of this situation cannot be currently estimated with any certainty, but Council and the public can be assured that the District's financial position, cash flow and budget are being closely monitored. The five years previous to 2020 have shown significant gains in the District's financial flexibility and resiliency. This will serve us well in the current crisis, and will continue to support District operations into the future.

CONCLUSION

I would like to acknowledge all of the staff at the District who have worked diligently, above and beyond the usual requirements, to help and support Financial Services in all of the measures taken to ensure that 2020 does not set us back any more than absolutely necessary, so that we can still look forward to meeting the challenges of excellent and innovative service provision, sound asset management and appropriate facility renewal in the future when normal operations resume.

Sincerely,



Isabel Gordon, MBA, CPA, CA

Director of Financial Services

May 4, 2020



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BDO Canada LLP
600 Cathedral Place
925 West Georgia Street
Vancouver BC V6C 3L2 Canada

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, 2019 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 financial position of the Consolidated Entity as at December 31, 2019 and its consolidated results of operations, changes in net financial assets, and 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.

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 4, 2020

CONSOLIDATED FINANCIAL STATEMENTS

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at December 31, 2019

| | 2019 | 2018 |
|---|--------------------|--------------------|
| FINANCIAL ASSETS | | |
| Cash | 45,727,150 | 151,726,285 |
| Investments (Note 3) | 116,540,355 | 5,814,984 |
| Accounts Receivable | | |
| Property Taxes | 3,888,792 | 2,581,113 |
| Other | 20,774,129 | 17,506,440 |
| Due from Other Governments | 8,155,002 | 6,862,119 |
| Other Assets | 21,243 | 21,243 |
| | 195,106,671 | 184,512,183 |
| LIABILITIES | | |
| Accounts Payable and Accrued Liabilities | 27,250,425 | 16,480,958 |
| Employee Future Benefits Payable (Note 4) | 5,473,476 | 5,269,113 |
| Deferred Revenue and Deposits (Note 5) | 52,220,552 | 55,115,090 |
| Deferred Development Cost Charges (Note 6) | 23,940,355 | 23,990,808 |
| Debt (Note 7) | 31,742,812 | 33,009,981 |
| | 140,627,620 | 133,865,950 |
| NET FINANCIAL ASSETS | 54,479,051 | 50,646,233 |
| NON-FINANCIAL ASSETS | | |
| Inventories | 830,671 | 837,228 |
| Prepaid Expenses | 1,306,109 | 1,216,581 |
| Tangible Capital Assets (Schedules 2 and 3) | 507,842,415 | 495,890,312 |
| Restricted Investments (Note 3) | 4,334,708 | 4,077,615 |
| | 514,313,903 | 502,021,735 |
| ACCUMULATED SURPLUS (Note 8) | 568,792,954 | 552,667,968 |

See accompanying notes to the Financial Statements.
 Contractual Obligations and Contingencies (Note 10).
 Contractual Rights (Note 11).



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, 2019

| | 2019 Budget (Note 15) | 2019 Actual | 2018 Actual |
|--|--------------------------|----------------|----------------|
| REVENUE | | | |
| General Taxation (Note 12) | 75,190,380 | 75,226,557 | 71,482,401 |
| Fees & Charges | 59,483,343 | 59,531,881 | 55,802,620 |
| Licences & Permits | 8,017,870 | 7,080,511 | 9,312,036 |
| Other Revenue | 4,544,057 | 4,818,896 | 4,826,105 |
| Government Grants | 1,066,430 | 1,407,043 | 1,136,645 |
| Transit Reimbursements | 18,122,273 | 18,333,382 | 19,252,447 |
| Development Cost Charges | - | 2,503,887 | 208,283 |
| Other Contributions for Capital | 2,000 | 2,509,622 | 1,052,394 |
| Third Party Works | 2,548,283 | 2,760,059 | 3,521,849 |
| Interest Earned on Investments | 4,667,734 | 4,416,053 | 2,357,915 |
| | 173,642,370 | 178,587,892 | 168,952,695 |
| Community Amenities Received from Developers (Note 14) | - | 219,000 | 14,385,743 |
| Gain on Sale of Land | - | - | 1,802,094 |
| | 173,642,370 | 178,806,892 | 185,140,532 |
| EXPENSES | | | |
| General Government | 26,737,022 | 24,930,764 | 22,713,826 |
| Public Safety | 35,743,486 | 35,836,817 | 34,247,649 |
| Engineering & Transportation | 12,938,734 | 13,963,191 | 11,613,174 |
| Planning, Lands & Permits | 5,342,114 | 5,977,939 | 5,372,003 |
| Recreation & Library | 30,621,487 | 31,627,150 | 29,487,337 |
| Water Utility | 11,545,035 | 10,180,640 | 11,908,090 |
| Sewer Utility | 13,098,716 | 13,138,449 | 13,422,039 |
| Solid Waste | 7,001,352 | 6,973,431 | 6,460,556 |
| Cemetery | 703,136 | 699,200 | 736,928 |
| Golf | 865,435 | 939,207 | 1,016,037 |
| Transit | 18,122,273 | 18,333,382 | 19,252,447 |
| Library Foundation | - | 81,736 | 68,256 |
| | 162,718,789 | 162,681,907 | 156,298,342 |
| ANNUAL SURPLUS | 10,923,581 | 16,124,985 | 28,842,190 |
| Accumulated Surplus, Beginning of Year | 552,667,969 | 552,667,969 | 523,825,778 |
| ACCUMULATED SURPLUS, END OF YEAR | 563,591,549 | 568,792,954 | 552,667,968 |

See accompanying notes to the Financial Statements.

CONSOLIDATED FINANCIAL STATEMENTS

CONSOLIDATED STATEMENT OF CHANGES IN NET FINANCIAL ASSETS

For the year ended December 31, 2019

| | 2019 Budget (Note 15) | 2019 Actual | 2018 Actual |
|--|--------------------------|---------------------|----------------|
| ANNUAL SURPLUS | 10,923,581 | 16,124,985 | 28,842,190 |
| CHANGES IN TANGIBLE CAPITAL ASSETS | | | |
| Acquisitions of Tangible Capital Assets | (51,164,000) | (28,155,775) | (16,574,463) |
| Contributed Tangible Capital Assets | - | - | - |
| Amortization Expense | 15,427,635 | 15,427,635 | 14,910,439 |
| Loss on Disposal of Tangible Capital Assets | 776,037 | 776,037 | 237,357 |
| | (34,960,328) | (11,952,103) | (1,426,666) |
| CHANGES IN OTHER NON-FINANCIAL ASSETS | | | |
| Acquisition of Inventories | - | (830,671) | (837,228) |
| Acquisition of Prepaid Expenses | - | (1,306,109) | (1,216,581) |
| Use of Inventories | - | 837,228 | 728,155 |
| Use of Prepaid Expenses | - | 1,216,581 | 1,060,606 |
| Restricted Investment | - | (257,093) | 483,072 |
| | | (340,064) | 218,024 |
| INCREASE (DECREASE) IN NET FINANCIAL ASSETS | (24,036,748) | 3,832,818 | 27,633,548 |
| Net Financial Assets, Beginning of Year | 50,646,233 | 50,646,233 | 23,012,685 |
| NET FINANCIAL ASSETS (DEBT), END OF YEAR | 26,609,485 | 54,479,051 | 50,646,233 |

See accompanying notes to the Financial Statements.

CONSOLIDATED FINANCIAL STATEMENTS

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended December 31, 2019

| | 2019 | 2018 |
|---|----------------------|---------------------|
| OPERATING TRANSACTIONS | | |
| Annual Surplus | 16,124,985 | 28,842,190 |
| Non-Cash Items Included in Annual Surplus | | |
| Amortization Expense | 15,427,635 | 14,910,439 |
| Loss on Disposal of Tangible Capital Assets | 776,037 | 237,357 |
| Development Cost Charge Revenue Recognized | (2,503,887) | (208,283) |
| Contributed Tangible Capital Assets | - | - |
| Actuarial Adjustment Recognized on Debt | (240,072) | (195,308) |
| Changes in Other Non-Cash Working Capital | | |
| Tax Receivable | (1,307,680) | (632,148) |
| Account Receivable | (3,267,689) | (1,115,680) |
| Due from Other Governments | (1,292,883) | (2,192,931) |
| Inventories | 6,556 | (109,073) |
| Prepaid Expenses | (89,528) | (155,975) |
| Accounts Payable and Accrued Liabilities | 10,769,467 | (1,070,192) |
| Employee Future Benefits Payable | 204,362 | 172,229 |
| Deferred Revenue and Deposit | (2,894,538) | 180,974 |
| | 31,712,766 | 38,663,598 |
| CAPITAL TRANSACTIONS | | |
| Acquisitions of Tangible Capital Assets | (28,155,775) | (16,574,463) |
| | (28,155,775) | (16,574,463) |
| FINANCING TRANSACTIONS | | |
| Development Cost Charges Received, including Interest | 2,453,434 | 904,587 |
| Debt Principal Repaid | (1,027,097) | (1,027,097) |
| | 1,426,337 | (122,510) |
| INVESTING TRANSACTIONS | | |
| Net Decrease (Increase) in Investments | (110,982,463) | 49,272,531 |
| | (110,982,463) | 49,272,531 |
| INCREASE/(DECREASE) IN CASH | (105,999,135) | 71,239,157 |
| Cash, Beginning of Year | 151,726,285 | 80,487,128 |
| CASH, END OF YEAR | 45,727,150 | 151,726,285 |

See accompanying notes to the Financial Statements.

CONSOLIDATED FINANCIAL STATEMENTS

SCHEDULE 1: CONSOLIDATED SEGMENT INFORMATION—REVENUES BY TYPE AND EXPENSES BY OBJECT

For the year ended December 31, 2019

| | GENERAL FUND | | | | | | Total |
|---|---------------------|---------------------|---|-----------------------------------|------------------------|-------------------|----------------|
| | General Government | Public Safety | Engineering, Environment and Transportation | Planning and Development Services | Recreation and Library | Unallocated | |
| REVENUE | | | | | | | |
| General Taxation (Note 12) | 499,178 | - | - | - | - | 74,727,379 | 75,226,557 |
| Fees and Charges | 95,420 | 582,832 | 694,488 | - | 11,866,347 | 2,616,036 | 15,855,123 |
| Licences and Permits | - | 1,478,087 | 327,882 | 5,216,900 | 57,642 | - | 7,080,511 |
| Other Revenue | 2,156,425 | 126,934 | 65,842 | 476,294 | 263,371 | 1,432,425 | 4,521,291 |
| Government Grants | 27,551 | 832,533 | 3,060 | (16,800) | 189,290 | 371,410 | 1,407,043 |
| Transit Reimbursements | - | - | - | - | - | - | - |
| Development Cost Charges | 22,500 | - | 3,135 | - | 258,138 | - | 283,773 |
| Other Contributions for Capital | 100,476 | 9,453 | 594,838 | - | 703,167 | 150,000 | 1,557,934 |
| Third Party Works | - | - | 2,741,878 | - | 18,181 | - | 2,760,059 |
| Interest Earned on Investments | 7,087 | - | - | - | - | 3,876,067 | 3,883,153 |
| Community Amenities Received from Developer | - | - | - | - | - | 219,000 | 219,000 |
| Gain on Sale of Land | - | - | - | - | - | - | - |
| | 2,908,637 | 3,029,839 | 4,431,121 | 5,676,394 | 13,356,137 | 83,392,317 | 112,794,445 |
| EXPENSES | | | | | | | |
| Salaries and Benefits | 12,564,635 | 30,051,924 | 3,304,272 | 4,902,336 | 19,741,354 | - | 70,564,520 |
| Supplies and Other Expenses | 5,779,536 | 4,483,017 | 1,709,066 | 938,267 | 6,138,374 | - | 19,048,261 |
| Professional and Consulting | 434,946 | 80,650 | 52,987 | - | 104,373 | - | 672,956 |
| Recoveries and Allocations | (167,077) | 181,877 | 619,170 | 7,602 | 178,719 | - | 820,292 |
| Legal | 698,377 | 18,995 | - | 51,285 | 1,434 | - | 770,091 |
| Grants in Aid | 500,000 | - | - | - | 473,155 | - | 973,155 |
| Property and Liability Insurance | 952,493 | - | - | - | - | - | 952,493 |
| Tangible Capital Asset Maintenance | 992,282 | 435,597 | 1,142,995 | 12,199 | 955,890 | - | 3,538,962 |
| Tangible Capital Asset Amortization | 1,892,443 | 584,757 | 3,669,022 | 54,648 | 3,991,085 | - | 10,191,955 |
| Net Loss on Sale of Tangible Capital Asset | - | - | 721,671 | 11,601 | 42,764 | - | 776,037 |
| Interest and Other Bank Charges | 560,469 | - | - | - | - | - | 560,469 |
| Interest on Long Term Debt | 722,662 | - | - | - | - | - | 722,662 |
| Third Party Works | - | - | 2,744,009 | - | - | - | 2,744,009 |
| | 24,930,764 | 35,836,817 | 13,963,191 | 5,977,939 | 31,627,150 | - | 112,335,861 |
| ANNUAL SURPLUS/(DEFICIT) | (22,022,127) | (32,806,978) | (9,532,070) | (301,544) | (18,271,013) | 83,392,317 | 458,584 |

| WATER UTILITY FUND | SEWER UTILITY FUND | SOLID WASTE FUND | CEMETERY FUND | GOLF FUND | TRANSIT BLUE BUS | LIBRARY FOUNDATION | 2019 | 2018 |
|--------------------|--------------------|------------------|------------------|------------------|-------------------|--------------------|--------------------|--------------------|
| - | - | - | - | - | - | - | 75,226,557 | 71,482,401 |
| 16,640,716 | 18,042,542 | 6,834,645 | 1,107,178 | 1,051,678 | - | - | 59,531,881 | 55,802,620 |
| - | - | - | - | - | - | - | 7,080,511 | 9,312,036 |
| - | - | - | 181,174 | - | - | 116,431 | 4,818,896 | 4,826,105 |
| - | - | - | - | - | - | - | 1,407,043 | 1,136,645 |
| - | - | - | - | - | 18,333,382 | - | 18,333,382 | 19,252,447 |
| - | 2,220,114 | - | - | - | - | - | 2,503,887 | 208,283 |
| 397,015 | 548,592 | - | 2,500 | 3,582 | - | - | 2,509,622 | 1,052,394 |
| - | - | - | - | - | - | - | 2,760,059 | 3,521,849 |
| 3,400 | - | - | - | - | - | 529,500 | 4,416,053 | 2,357,915 |
| - | - | - | - | - | - | - | 219,000 | 14,385,743 |
| - | - | - | - | - | - | - | - | 1,802,094 |
| 17,041,130 | 20,811,248 | 6,834,645 | 1,290,852 | 1,055,260 | 18,333,382 | 645,931 | 178,806,892 | 185,140,532 |
| 1,825,166 | 1,716,892 | 363,249 | 493,281 | 461,722 | 13,207,606 | - | 88,632,436 | 84,951,995 |
| 5,333,179 | 7,422,847 | 6,104,723 | 157,126 | 363,020 | 4,825,412 | 49,547 | 43,304,115 | 41,387,214 |
| - | - | 16,750 | - | - | 13,401 | 31,034 | 734,140 | 783,306 |
| 360,596 | 155,713 | 488,709 | 38,979 | 107,709 | 258,559 | - | 2,230,557 | 2,335,455 |
| - | - | - | - | - | 28,406 | - | 798,497 | 657,912 |
| - | - | - | - | - | - | - | 973,155 | 960,161 |
| - | - | - | - | - | - | 1,155 | 953,648 | 962,310 |
| 477,627 | 606,545 | - | 9,815 | 6,756 | - | - | 4,639,705 | 4,003,885 |
| 1,999,228 | 3,236,452 | - | - | - | - | - | 15,427,635 | 14,910,439 |
| - | - | - | - | - | - | - | 776,037 | 237,357 |
| - | - | - | - | - | - | - | 560,469 | 527,371 |
| 184,845 | - | - | - | - | - | - | 907,507 | 1,079,119 |
| - | - | - | - | - | - | - | 2,744,009 | 3,501,817 |
| 10,180,640 | 13,138,449 | 6,973,431 | 699,200 | 939,207 | 18,333,382 | 81,736 | 162,681,907 | 156,298,342 |
| 6,860,490 | 7,672,799 | (138,786) | 591,652 | 116,053 | - | 564,195 | 16,124,985 | 28,842,190 |

CONSOLIDATED FINANCIAL STATEMENTS

SCHEDULE 2: TANGIBLE CAPITAL ASSET CONTINUITY SCHEDULE

For the year ended December 31, 2019

| | Land | Land Improvements | Buildings | Machinery, Furniture & Equipment | Vehicles |
|---|--------------------|-------------------|-------------------|----------------------------------|------------------|
| COST | | | | | |
| Opening Balance | 138,660,997 | 29,715,896 | 127,155,993 | 8,491,466 | 16,243,363 |
| Add: Additions | | 1,704,554 | 2,570,267 | 509,088 | 1,342,765 |
| Less: Disposals | | (60,435) | - | - | (782,313) |
| Closing Balance | 138,660,997 | 31,360,015 | 129,726,260 | 9,000,554 | 16,803,814 |
| ACCUMULATED AMORTIZATION | | | | | |
| Opening Balance | - | 17,850,144 | 37,116,607 | 5,287,248 | 9,677,002 |
| Add: Amortization | - | 1,012,631 | 4,101,859 | 740,664 | 1,186,825 |
| Less: Accumulated Amortization on Disposals | - | (47,616) | - | - | (720,499) |
| Closing Balance | - | 18,815,160 | 41,218,466 | 6,027,912 | 10,143,328 |
| NET BOOK VALUE, YEAR END 2019 | 138,660,997 | 12,544,855 | 88,507,793 | 2,972,642 | 6,660,487 |

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

| Infrastructure | | | Assets Under Construction | 2019 Total |
|-------------------------------|--------------------|--------------------|---------------------------|---------------------------|
| Transportation Infrastructure | Water | Sanitary Sewer | | |
| 99,422,823 | 153,562,671 | 228,564,154 | 11,918,821 | 813,736,183 |
| 3,213,179 | 4,802,775 | 8,679,924 | 5,333,223 ¹ | 28,155,775 |
| <u>(2,929,838)</u> | <u>(692,410)</u> | <u>(4,411,166)</u> | | <u>(8,876,161)</u> |
| 99,706,164 | 157,673,037 | 232,832,912 | 17,252,044 | 833,015,796 |
| 39,849,296 | 65,820,324 | 142,245,249 | - | 317,845,871 |
| 3,149,975 | 1,999,228 | 3,236,452 | - | 15,427,635 |
| <u>(2,636,086)</u> | <u>(575,692)</u> | <u>(4,120,231)</u> | - | <u>(8,100,125)</u> |
| 40,363,185 | 67,243,860 | 141,361,470 | - | 325,173,381 |
| 59,342,979 | 90,429,177 | 91,471,442 | 17,252,044 | 507,842,415 |

CONSOLIDATED FINANCIAL STATEMENTS

SCHEDULE 3: TANGIBLE CAPITAL ASSET CONTINUITY SCHEDULE (prior year)

For the year ended December 31, 2019

| | Land | Land Improvements | Buildings | Machinery, Furniture & Equipment | Vehicles |
|---|--------------------|-------------------|--------------------|----------------------------------|-------------------|
| COST | | | | | |
| Opening Balance | 138,660,997 | 29,203,939 | 123,537,456 | 8,002,322 | 15,564,105 |
| Add: Additions | - | 538,450 | 3,618,537 | 489,144 | 1,481,585 |
| Less: Disposals | - | (26,494) | - | - | (802,327) |
| Closing Balance | 138,660,997 | 29,715,896 | 127,155,993 | 8,491,466 | 16,243,363 |
| ACCUMULATED AMORTIZATION | | | | | |
| Opening Balance | - | 16,872,894 | 33,236,330 | 4,645,678 | 9,323,237 |
| Add: Amortization | - | 998,833 | 3,880,277 | 641,570 | 1,154,643 |
| Less: Accumulated Amortization on Disposals | - | (21,582) | - | - | (800,879) |
| Closing Balance | - | 17,850,144 | 37,116,607 | 5,287,248 | 9,677,002 |
| NET BOOK VALUE, YEAR END 2018 | 138,660,997 | 11,865,751 | 90,039,386 | 3,204,218 | 6,566,361 |

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

| Infrastructure | | | Assets Under Construction | 2018 Total |
|-------------------------------|--------------------|--------------------|---------------------------|--------------------|
| Transportation Infrastructure | Water | Sanitary Sewer | | |
| 96,204,797 | 150,676,475 | 227,963,846 | 8,980,615 | 798,794,552 |
| 3,392,843 | 3,382,868 | 732,830 | 2,938,206 ¹ | 16,574,463 |
| (174,818) | (496,671) | (132,522) | - | (1,632,831) |
| 99,422,823 | 153,562,671 | 228,564,154 | 11,918,821 | 813,736,183 |
| 37,964,131 | 63,117,713 | 139,170,923 | - | 304,330,906 |
| 2,046,625 | 2,985,754 | 3,202,736 | - | 14,910,439 |
| (161,460) | (283,143) | (128,410) | - | (1,395,474) |
| 39,849,296 | 65,820,324 | 142,245,249 | - | 317,845,871 |
| 59,573,526 | 87,742,347 | 86,318,905 | 11,918,821 | 495,890,312 |

CONSOLIDATED FINANCIAL STATEMENTS

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2019

1. OPERATIONS

The District of West Vancouver was incorporated in 1912 and is subject to the provisions of the *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, including administrative, protective, transportation, environmental, recreational, water and sanitary services.

2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements of the District have been prepared in accordance with Canadian public sector accounting standards (PSAS) as prescribed by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada. 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 and are measurable. 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 these financial statements.

(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.

(IV) 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 stipulation liabilities are met.

(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 may have a useful life extending beyond the current year and are not intended for sale in the ordinary course of operations. Intangible assets, such as water rights and mineral resources, are not recorded in the financial statements.

(I) TANGIBLE CAPITAL ASSETS (SCHEDULES 2 AND 3)

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:

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS *continued*

For the year ended December 31, 2019

| 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 works of art have an approximate market value of \$2.5 million. These assets are not included as part of the tangible capital assets.

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

(II) INVENTORY

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

(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.

(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 market value, which approximates cost.

(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.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS *continued*

For the year ended December 31, 2019

(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.

3. INVESTMENTS

| | 2019 | 2018 |
|--|-------------|-----------|
| Municipal Finance Authority of BC Investment pools | | |
| Money Market Fund | 10,202 | 10,017 |
| Intermediate Fund | 28,731 | 28,086 |
| Guaranteed Investment Certificates | 116,504,422 | 5,776,881 |
| Total Investments | 116,540,355 | 5,814,984 |

The District moved CIBC and National Bank High Interest Saving accounts (cash equivalents) to HSBC and BMO Bank GICs. The lengths and interest rates of those GICs vary depend on the date of purchase. The District has a total of \$116,540,422 invested with the maturity dates range from January 6, 2020 to July 19, 2020, and the interest rates range from 2.75% to 3.05%.

Interest earned by investments for the year ended December 31, 2019 totalled \$4,862,095 (2018 2,992,741).

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

| | 2019 | 2018 |
|---|-----------|-----------|
| Leith Wheeler Fixed Income Fund | 2,070,475 | 1,897,251 |
| Leith Wheeler International Fund | 369,444 | 406,842 |
| Leith Wheeler Money Market Fund | 1,467 | 23,915 |
| Leith Wheeler U.S. Equity Fund | 558,921 | 490,208 |
| Leith Wheeler Canadian Equity Fund Series B | 1,331,485 | 1,259,399 |
| RBC Direct Investing | 2,916 | - |
| | 4,334,708 | 4,077,615 |

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS *continued*

For the year ended December 31, 2019

4. 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 December 31, 2019.

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

| | 2019 | 2018 |
|--|-----------------------|----------------|
| Discount rate | 2.60% | 3.20% |
| 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:

| | 2019 | 2018 |
|----------------------------|------------------|-----------|
| Non-vested sick leave | 2,343,137 | 2,262,600 |
| Vacation at retirement | 942,797 | 842,600 |
| Retirement allowance | 2,372,578 | 2,189,300 |
| Sick leave gratuity pay | 781,378 | 651,500 |
| | 6,439,890 | 5,946,000 |
| Unamortized actuarial loss | (966,414) | (676,887) |
| | 5,473,476 | 5,269,113 |

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

| | 2019 | 2018 |
|---|------------------|-----------|
| Accrued benefit obligation, beginning of year | 5,946,000 | 5,942,400 |
| Current service costs | 531,700 | 539,100 |
| Interest costs | 199,400 | 181,300 |
| Plan amendments | | |
| Actual benefits paid | (600,005) | (629,385) |
| Actuarial (gain)/loss arising in the period | 362,795 | (87,415) |
| Accrued benefit obligation, end of year | 6,439,890 | 5,946,000 |
| Unamortized actuarial loss | (966,414) | (676,887) |
| | 5,473,476 | 5,269,113 |

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS *continued*

For the year ended December 31, 2019

5. DEFERRED REVENUE AND DEPOSITS

| | 2019 | 2018 |
|---------------------------------------|-------------------|-------------------|
| Long-Term Prepaid Lease | 13,560,241 | 13,676,241 |
| Prepaid Taxes | 7,734,966 | 6,820,262 |
| Deposits | 24,007,832 | 28,553,156 |
| Memberships, Fees, and Other Revenues | 6,917,513 | 6,065,431 |
| | 52,220,552 | 55,115,090 |

Deferred Revenue and Deposits are short-term in nature, with the exception of the Long-Term Prepaid Lease, which will be recognized as revenue over the 125-year term of the lease (Note 11 (d)).

6. DEFERRED DEVELOPMENT COST CHARGES

These funds 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 2019 and 2018.

Continuity of Deferred Development Cost Charges:

| | Opening Balances | Current Receipts | Interest Earned | Amounts Spent | Closing Balance |
|---------------------------|-------------------|------------------|-----------------|--------------------|-------------------|
| General Fund | | | | | |
| Highways | 6,214,681 | 125,663 | 188,325 | - | 6,528,669 |
| Underground Wiring | 1,598,102 | 37,830 | 42,215 | (211,421) | 1,466,726 |
| Parks and Open Space | 10,820,330 | 1,236,588 | 412,159 | (72,352) | 12,396,725 |
| | 18,633,113 | 1,400,081 | 642,699 | (283,773) | 20,392,120 |
| Water Utility Fund | 1,116,706 | 78,895 | 34,685 | - | 1,230,286 |
| Sewer Utility Fund | 4,240,989 | 200,144 | 96,930 | (2,220,114) | 2,317,949 |
| | 23,990,808 | 1,679,120 | 774,314 | (2,503,887) | 23,940,355 |

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS *continued*

For the year ended December 31, 2019

7. 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:

| | 2019 | 2018 |
|--------------------------------------|--------------------|-------------|
| Various Infrastructure Loans * | 33,009,981 | 34,232,385 |
| Repayments and actuarial adjustments | (1,267,169) | (1,222,404) |
| | 31,742,812 | 33,009,981 |

*Includes borrowing proceeds for new public safety building construction.

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

| | Interest | Principal & Actuarial | Total |
|--------------|-------------------|-----------------------|-------------------|
| 2020 | 1,054,477 | 1,313,586 | 2,368,063 |
| 2021 | 1,054,477 | 1,361,716 | 2,416,193 |
| 2022 | 1,054,477 | 1,411,623 | 2,466,100 |
| 2023 | 1,054,477 | 1,463,373 | 2,517,850 |
| 2024 | 986,977 | 1,517,035 | 2,504,013 |
| 2025 to 2046 | 16,799,391 | 24,675,479 | 41,474,870 |
| Total | 22,004,277 | 31,742,812 | 53,747,088 |

8. ACCUMULATED SURPLUS

Accumulated surplus is represented by:

| | 2019 | 2018 |
|------------------------------------|---------------------|--------------|
| Unappropriated Deficit | (16,673,378) | (17,123,331) |
| Reserve Funds (Note 9) | 102,846,750 | 100,759,164 |
| Investment in Non-Financial Assets | 482,619,583 | 469,032,136 |
| Appropriated Surplus | 568,792,954 | 552,667,968 |

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 tax revenues.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS *continued*

For the year ended December 31, 2019

9. 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, 2019 is \$30,021,519 (2018 \$30,322,706). 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 remains unchanged at December 31, 2019 (2018 \$541,676). The balance in the fund December 31, 2019 is \$568,497 (2018 \$556,523).

(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 is intended to be used for infrastructure capital expenditures related to sewer and drainage, or to reduce outstanding debt.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS *continued*

For the year ended December 31, 2019

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.

(b) Affordable Housing Fund

Affordable housing fund is designed to support the development of below-market housing to low income residents.

(c) 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.

(d) Capital Reserves

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

(e) Borrowed Funds – Police Services Municipal Hall Building

This fund holds unused MFA debt proceeds for the new public safety building. The building was completed in 2018, the remaining balance is used as the funding source for 2019 capital projects.

(f) 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.

(g) Land Reserve

This fund was established in 2018 and is used to capture the proceeds of land sales.

(h) 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.

(i) 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.

(j) 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.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS *continued*

For the year ended December 31, 2019

Continuity of Reserve Funds is as follows:

| | Opening Balance | Revenues & Transfers | Interest Earned | Expenditures & Transfers | Closing Balance |
|--|--------------------|-------------------------|--------------------|-----------------------------|--------------------|
| General Fund | | | | | |
| Endowment Fund * | 30,322,706 | 423,221 | 891,787 | (1,616,195) | 30,021,519 |
| Youth Activity Reserve Fund * | 556,523 | - | 16,626 | (4,652) | 568,497 |
| Public Arts Reserve Fund * | 126,434 | 150,000 | 5,684 | (23,930) | 258,188 |
| Amenity Contributions Fund | 29,527,835 | 219,000 | 859,711 | (1,960,593) | 28,645,953 |
| Affordable Housing | 5,151,890 | - | 150,900 | (243,750) | 5,059,041 |
| Operating Reserves | 4,961,921 | 99,217 | - | (3,108,809) | 1,952,329 |
| Capital Reserves | 2,394,860 | 599,833 | 72,082 | (295,548) | 2,771,227 |
| Borrowed Funds: Police Services Municipal Hall Building | 402,803 | - | - | (402,803) | - |
| Capital Facilities Reserve * | 3,640,182 | 7,236,796 | 136,351 | (4,373,899) | 6,639,430 |
| Capital Infrastructure Reserve * | 5,659,602 | 4,240,000 | 117,639 | (7,717,060) | 2,300,181 |
| Capital Equipment Reserve* | 1,726,816 | 3,236,190 | 56,019 | (2,955,218) | 2,063,807 |
| Operational Reserve | 453,541 | 1,055,000 | 15,280 | (943,416) | 580,405 |
| Land Reserve | 1,579,061 | 99,347 | 45,785 | (1,258,326) | 465,867 |
| Total General Fund | 86,504,175 | 17,358,604 | 2,367,864 | (24,904,199) | 81,326,445 |
| Other Fund | | | | | |
| Water Reserve Fund * | 2,762,902 | 4,180,244 | 82,887 | (489,358) | 6,536,675 |
| Sewer & Drainage Reserve Fund* | 6,340,188 | 4,144,195 | 190,206 | - | 10,674,589 |
| Solid Waste Reserve Fund | 3,067,063 | - | - | (228,786) | 2,838,277 |
| Golf Development Reserve | 6,789 | 19,462 | 204 | - | 26,455 |
| Cemetery Development Reserve | 2,078,047 | - | 62,341 | (696,079) | 1,444,309 |
| Total Other Fund | 14,254,989 | 8,343,901 | 335,638 | (1,414,223) | 21,520,305 |
| Total Reserve Funds | 100,759,164 | 25,702,505 | 2,703,502 | (26,318,422) | 102,846,750 |

* Statutory Reserve

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS *continued*

For the year ended December 31, 2019

10. CONTRACTUAL OBLIGATIONS AND CONTINGENCIES

(a) Legal Actions

As with other municipalities, 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 definitive obligation is determined.

One such action is that CN Acquisition Limited (“CN”) has commenced legal proceedings against the District claiming that use of the Centennial Seawalk constitutes illegal trespass. The District has taken steps to oppose 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.

(b) Municipal Pension Plan

The District and its employees contribute to the Municipal Pension Plan (a jointly trustees 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, 2019, the plan has about 205,000 active members and approximately 101,000 retired members. Active members include approximately 905 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 \$7,383,598 (2018 \$7,128,533) for employer contributions while employees contributed \$6,022,688 (2018 \$5,792,717) to the plan in fiscal 2019.

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.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS *continued*

For the year ended December 31, 2019

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

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

Proceeds are to be received in annual amounts varying from \$5,040 to \$20,160 (currently \$12,600) until the year 2047. At December 31, 2019, the cumulative amount deferred totalled \$408,604 (2018 \$384,286).

(b) 320 Taylor Way

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

(c) Community Centre

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

Term – 30 years, with one 10 year renewal option

Annual rentals are as follows:

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

Years 11 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.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS *continued*

For the year ended December 31, 2019

12. TAXATION AND UTILITY USER FEE REVENUES

| | 2019 | 2019 | 2018 |
|----------------------------------|--------------------|--------------------|-------------|
| | Budget | Actual | Actual |
| Collection for District Purposes | | | |
| General Taxation | 73,761,087 | 73,850,266 | 70,078,650 |
| Payments in Lieu of Taxes | 909,630 | 869,283 | 871,974 |
| Specified Area Levies | 519,663 | 507,008 | 531,777 |
| | 75,190,380 | 75,226,557 | 71,482,401 |
| Recycling Fees & Charges | 4,462,140 | 4,519,877 | 4,401,787 |
| Solid Waste Disposal Fees | 2,353,700 | 2,314,767 | 2,305,472 |
| Water Utility Fees | 15,933,996 | 16,640,716 | 15,353,105 |
| Sewer Utility Fees | 19,229,500 | 18,042,542 | 16,143,851 |
| | 117,169,716 | 116,744,459 | 109,686,616 |

Collection for Other Agencies

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

| | 2019 | 2018 |
|-----------------------------|-------------------|------------|
| | Actual | Actual |
| Province of BC School Taxes | | |
| Residential | 69,573,136 | 40,332,653 |
| Non-residential | 6,751,886 | 6,592,484 |
| | 76,325,022 | 46,925,137 |
| Regional Transit | 12,040,909 | 12,349,337 |
| BC Assessment Authority | 2,059,978 | 2,284,268 |
| Regional District | 2,228,637 | 2,412,200 |
| Municipal Finance Authority | 10,423 | 11,104 |
| | 92,664,969 | 63,982,046 |

13. 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.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS *continued*

For the year ended December 31, 2019

Public Safety

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

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."

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS *continued*

For the year ended December 31, 2019

14. COMMUNITY AMENITY CONTRIBUTIONS

Only one amenity contribution payment was received in 2019. These funds will be used for provision and improvement of community assets.

| Bylaw & Description | 2019 | 2018 |
|--|----------------|------------|
| Bylaw 4985, 2018 – 727 Keith Road | 219,000 | |
| Bylaw 4967, 2018 – South West Corner Marine Drive & Taylor Way | | 10,769,460 |
| Bylaw 4962, 2018 – 300 Block Marine Drive | | 2,522,628 |
| Bylaw 4905, 2016 – 195-21st Street | | 1,046,155 |
| Bylaw 4928, 2017 – 6478 Bay Street | | 37,500 |
| Others | | 10,000 |
| | 219,000 | 14,385,743 |

15. 2019 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 April 15, 2019, with the exception of the budgets for tangible capital asset related expenses (maintenance, amortization, write-downs and loss on disposal). The budgets for the tangible capital asset expenses are deemed to be equal to actual expenses. This exception was made in order to improve the comparability of the budget amounts with the actual amounts given that these items are non-cash and accordingly are not required to be funded under the legislation.

The table below shows the adjustments made to the 2019 Budget values with the addition of the budgets for tangible capital asset expenses. The adjusted budget values are then comparable to the 2019 actual values, and are the budget values shown in the Statement of Operations and the Statement of Net Financial Assets.

| | Financial Plan | 2019 Budget Adjustment for TCA[i] | As Presented on Financial Statements |
|------------------------------|----------------|-----------------------------------|--------------------------------------|
| Statement of Operations | | | |
| Revenues | 173,642,370 | - | 173,642,370 |
| Expenses | | | |
| General Government | 23,852,298 | 2,884,724 | 26,737,022 |
| Public Safety | 34,723,133 | 1,020,354 | 35,743,486 |
| Engineering & Transportation | 7,405,046 | 5,533,688 | 12,938,734 |
| Planning, Lands & Permits | 5,263,666 | 78,449 | 5,342,114 |
| Recreation & Library | 25,631,746 | 4,989,739 | 30,621,486 |
| Water Utility | 9,068,180 | 2,476,855 | 11,545,035 |
| Sewer Utility | 9,255,719 | 3,842,997 | 13,098,716 |
| Solid Waste | 7,001,352 | - | 7,001,352 |
| Cemetery | 693,321 | 9,815 | 703,136 |
| Golf | 858,679 | 6,756 | 865,435 |
| Transit | 18,122,273 | - | 18,122,273 |
| | 141,875,412 | 20,843,376 | 162,718,789 |
| Annual Surplus | 31,766,958 | (20,843,376) | 10,923,581 |

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

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS *continued*

For the year ended December 31, 2019

16. TRUST FUNDS

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

| | 2019 | 2018 |
|---------------------------------|-----------|-----------|
| Cemetery Care Trust Fund | | |
| Balance, Opening | 5,928,775 | 5,662,529 |
| Additions during year | | |
| Contributions received | 220,727 | 266,246 |
| Interest Earned | 181,174 | 113,015 |
| | 6,330,676 | 6,041,790 |
| Transfer to Cemetery Operations | (181,174) | (113,015) |
| Balance, Closing | 6,149,502 | 5,928,775 |
| Other Trust Funds | 944,086 | 1,122,567 |
| | 7,093,588 | 7,051,342 |

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

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

18. SUBSEQUENT EVENT

Subsequent to year end, the impact of COVID-19 in Canada and on the global economy increased significantly. The global pandemic has disrupted economic activities and supply chains. In the District, the disruption is impacting revenues from the areas of Fees & Charges, Licences & Permits, as well as interest earnings on the investment. Decreased activities are expected in asset acquisition and maintenance, and an anticipated longer period of tax and utility collection may ultimately result in reduced cash flow, this may affect the District's ability to cover current liabilities from current revenue, but, due to its strong cash reserves position, the District does not anticipate any risk of default.

Although the disruption from the virus is expected to be temporary, given the dynamic nature of these circumstances, the duration of business disruption and the related financial impact cannot be reasonably estimated at this time.

2019

FIVE-YEAR FINANCIAL & STATISTICAL REVIEW SUPPLEMENTARY INFORMATION YEAR ENDED DECEMBER 31, 2019

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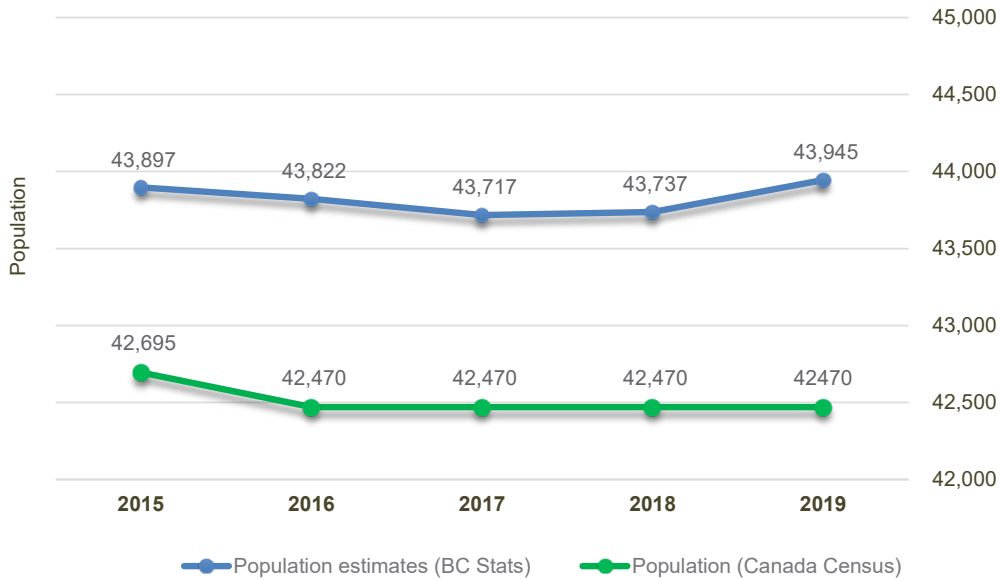
SUPPLEMENTARY INFORMATION

GROWTH & ECONOMIC INDICATORS

Five-Year Financial & Statistical Review

West Vancouver Population Estimates

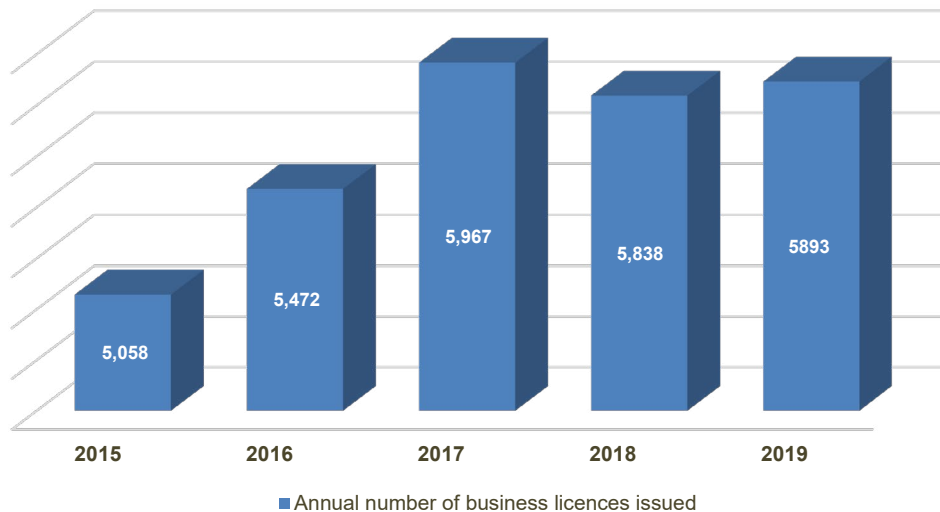
Source: BC Stats (2015-2019); Canada Census (2011 & 2016)



Population statistics are provided by the 2011 and 2016 federal census. In years when no census takes place, BC Stats, a provincial agency, provides population estimates, which are replaced every five years by the census. Based on comparing the 2011 census to the 2016 census, the population in West Vancouver has decreased by 225 persons in the most recent five-year census period.

Business Licences

Source: District of West Vancouver, Corporate Services



The number of business licences to operate in West Vancouver has increased by 55 from last year.

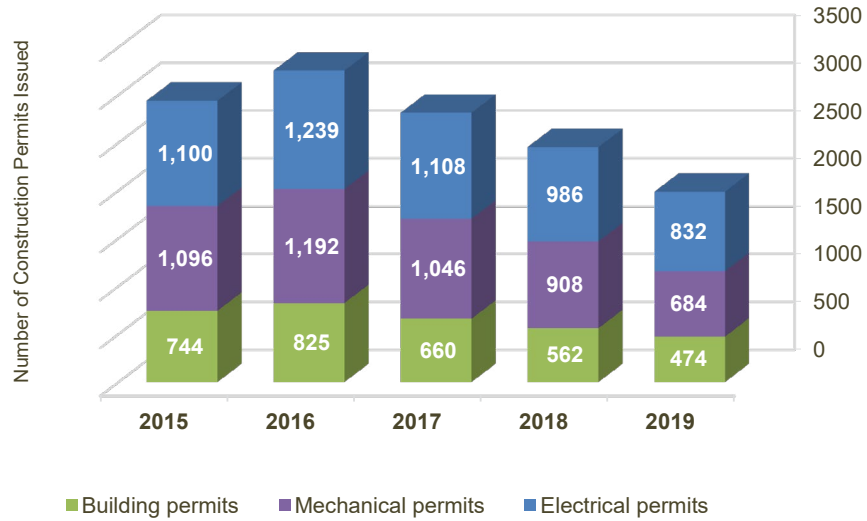
SUPPLEMENTARY INFORMATION

GROWTH & ECONOMIC INDICATORS *continued*

Five-Year Financial & Statistical Review

Construction Permits

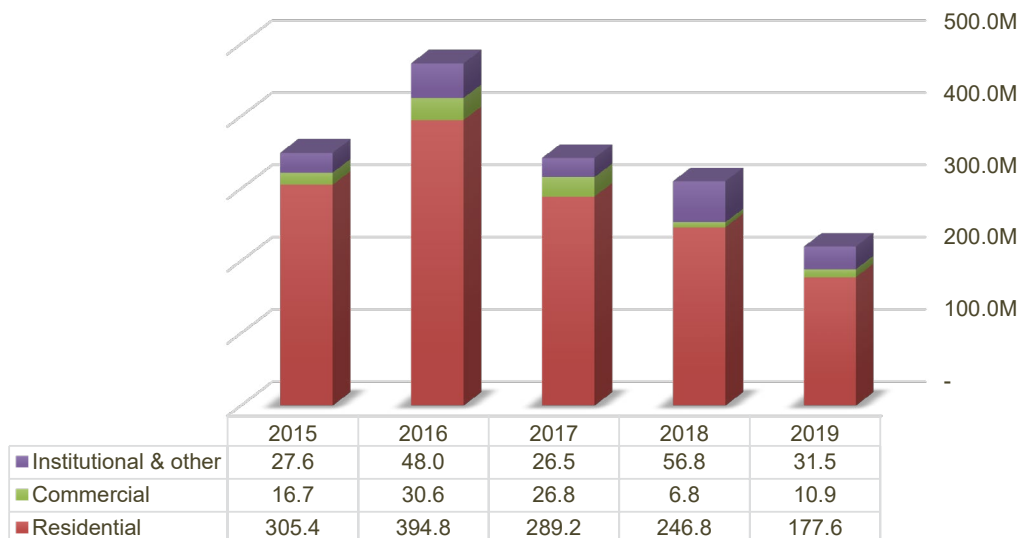
Source: District of West Vancouver Building Department



Construction activity trended down in West Vancouver in 2019. The majority of building permits issued in 2019 were for residential single-family construction. Of the 474 building permits issued in 2019, 364 were for demolition, alterations or additions and new construction of single-family homes; 4 permits were issued for construction of multi-residential. The remaining 106 permits issued were for commercial, government and institutional buildings, and swimming pools and hot tubs.

Building Permits & Construction Value

Source: District of West Vancouver Building Department



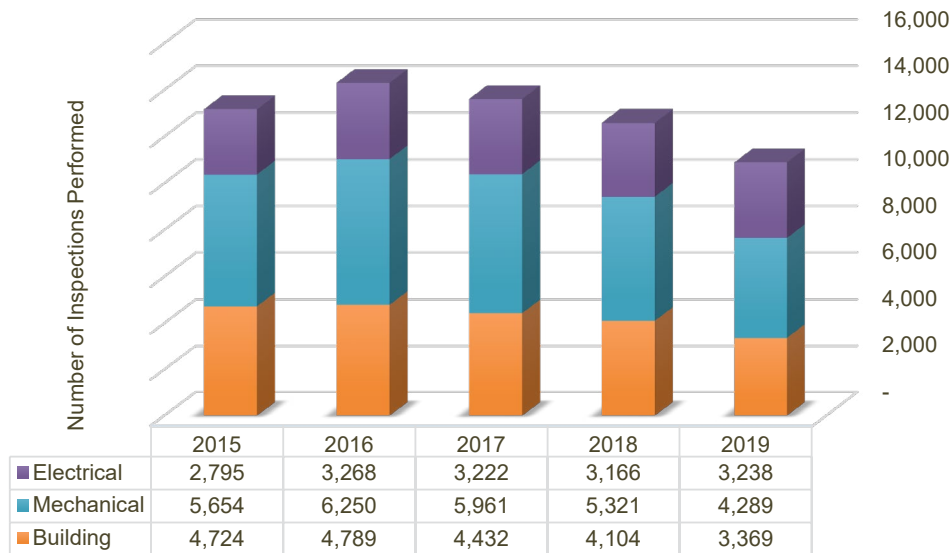
SUPPLEMENTARY INFORMATION

GROWTH & ECONOMIC INDICATORS *continued*

Five-Year Financial & Statistical Review

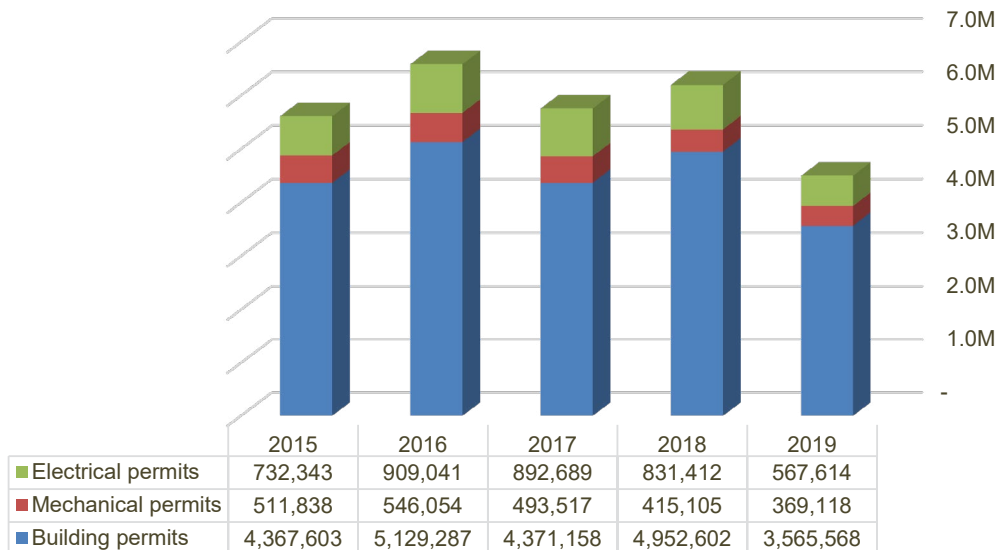
Number of Inspections

Source: District of West Vancouver Building Department



Permit Fee Revenue

Source: District of West Vancouver, Financial Services

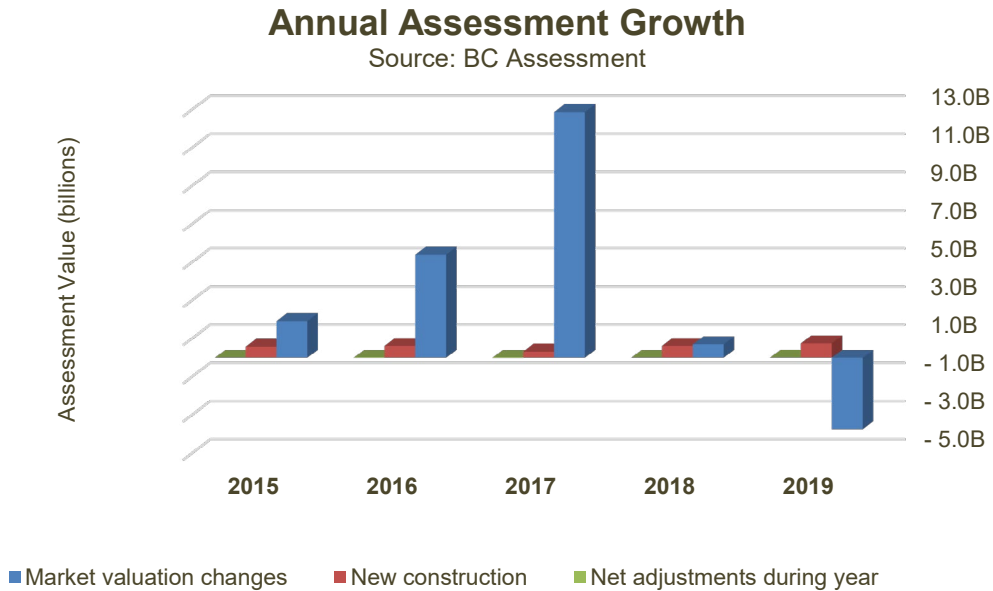
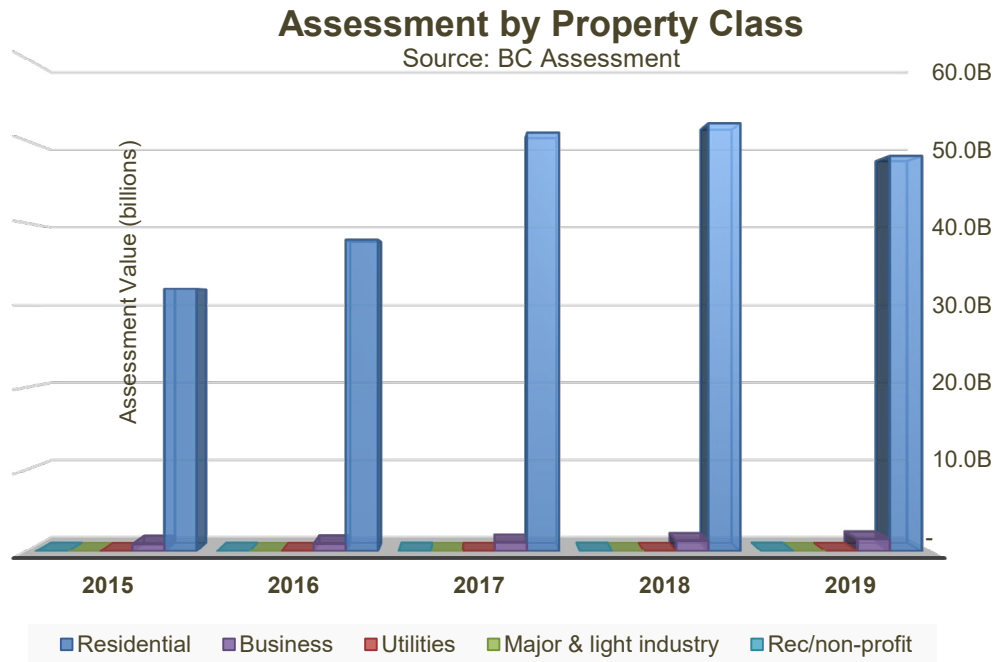


The number of building permits dropped and inspections performed in 2019 decreased significantly, in conjunction with decreased construction activity due to the downward housing market. As illustrated in the graph above, building permit revenues generate the majority of permit revenue. Building permit revenues are based on construction value.

SUPPLEMENTARY INFORMATION

ASSESSMENT & TAXATION

Five-Year Financial & Statistical Review



The District of West Vancouver relies primarily on the residential class for taxation revenue. There is a relatively small amount of business property, and virtually no industry, utility or recreational class property in West Vancouver. 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. There was a slight increase in market value in 2018, followed by an approximate \$3.7 million decrease in 2019.

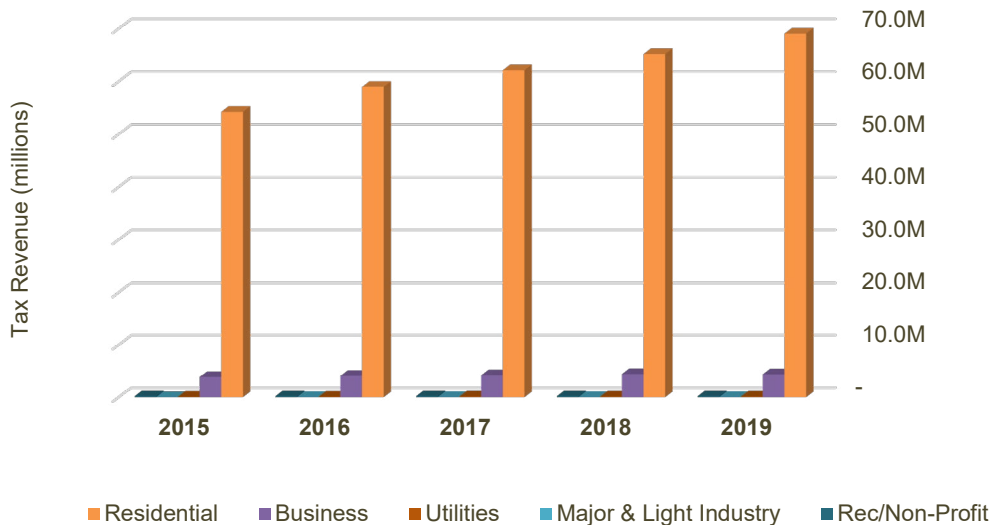
SUPPLEMENTARY INFORMATION

ASSESSMENT & TAXATION *continued*

Five-Year Financial & Statistical Review

Tax Revenue by Property Class

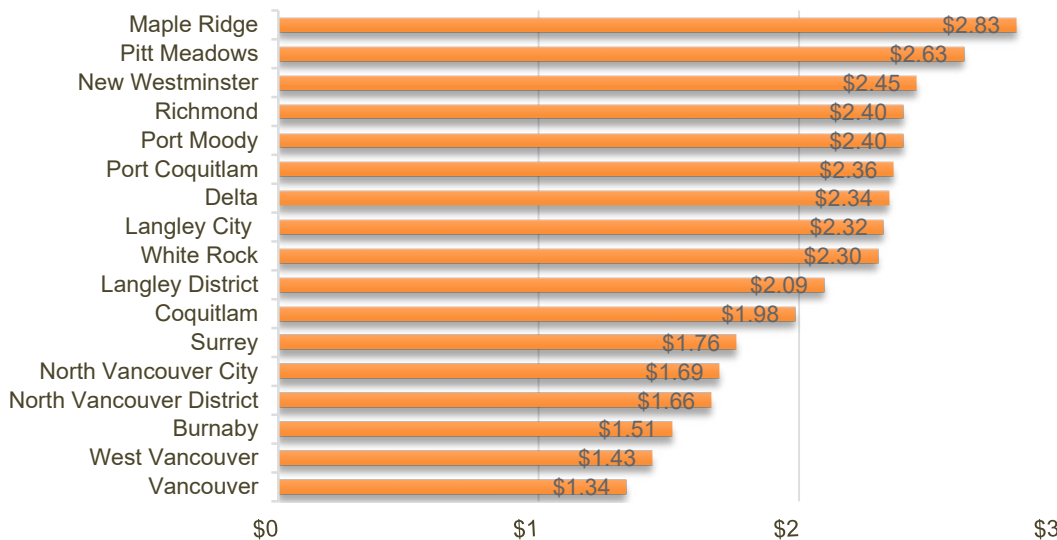
Source: District of West Vancouver, Financial Services



2019 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 93.5 per cent of property tax revenue collected in 2019. The business class accounted for 6 per cent. Utilities and recreation class properties contribute less than 0.5 per cent of all property tax revenue. As illustrated above, the District of West Vancouver had the second lowest municipal tax rate in the region for residential class properties in 2019. However, property assessments were higher when compared to other Metro Vancouver municipalities.

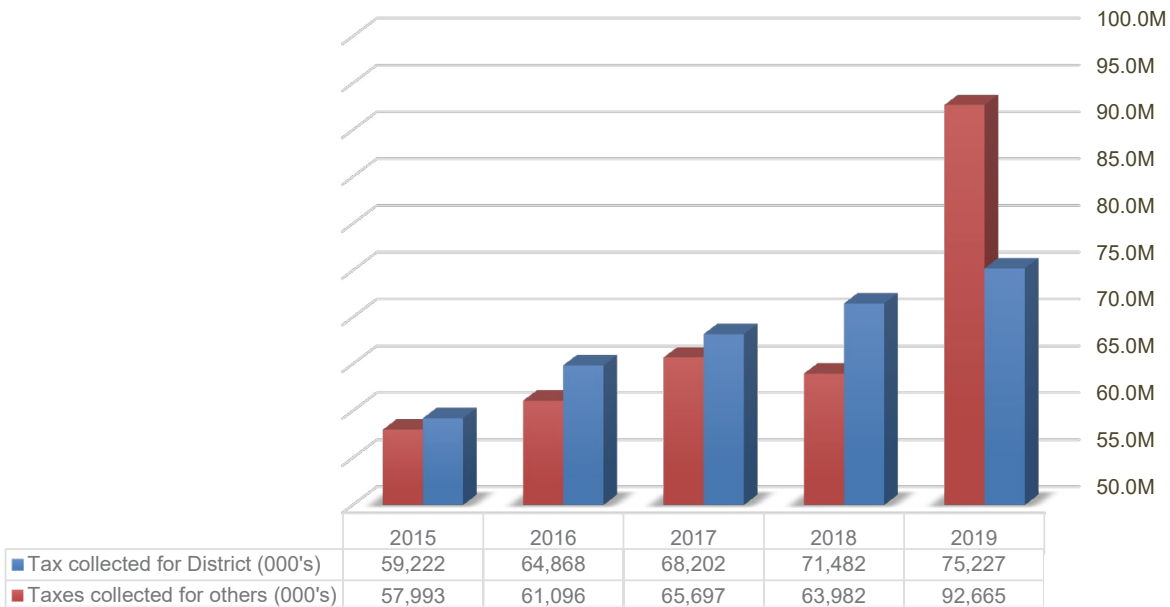
SUPPLEMENTARY INFORMATION

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 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 additional school tax levy collected.

| RESIDENTIAL PROPERTIES IN DETAIL | 2015 | 2016 | 2017 | 2018 | 2019 |
|---------------------------------------|--------|--------|--------|--------|--------|
| Number of folios | 16,222 | 16,372 | 16,380 | 16,406 | 16,485 |
| Percentage of total folios | 96.29% | 97.18% | 95.71% | 97.03% | 96.20% |
| Percentage of total assessments | 97.12% | 97.45% | 97.73% | 97.44% | 96.81% |
| Percentage of total taxation revenues | 92.80% | 92.99% | 93.15% | 93.10% | 93.52% |

PRINCIPAL CORPORATE TAXPAYERS

| | | |
|---------------------------------------|-------------------------------|--------------|
| Park Royal Shopping Centre Holdings | Shopping Centre | \$643,848.92 |
| Onni Taylor Way Properties Limited | Multi-Family Residential | \$228,987.45 |
| Cressey Seaview Development Limited | Multi-Family Residential | \$218,567.90 |
| Hollyburn Properties Limited | High-rise Buildings | \$202,807.72 |
| Marine Drive BT Holdings Limited | Retail/Residential Strata | \$195,585.10 |
| British Pacific Properties Limited | Undeveloped Upper Lands | \$189,810.41 |
| BC Transportation Financing Authority | BC Transportation | \$181,194.09 |
| GH West Van Holdings Limited | Fresh Street Market | \$154,068.56 |
| Austeville Properties Limited | High-rise Building | \$140,950.82 |
| Caufeild Village Shopping Centre | Shopping Centre | \$140,660.71 |
| 449691 B.C. Limited | Retail/Residential Strata | \$138,668.23 |
| Wall Financial Corporation | High-rise Building | \$117,389.50 |
| Handover Properties LTD | Waterfront Apartment Building | \$105,483.42 |
| K.A. Ray Limited | Retail/Residential Strata | \$ 94,774.00 |
| BC Telephone Company | Utility Telephone | \$ 84,754.39 |

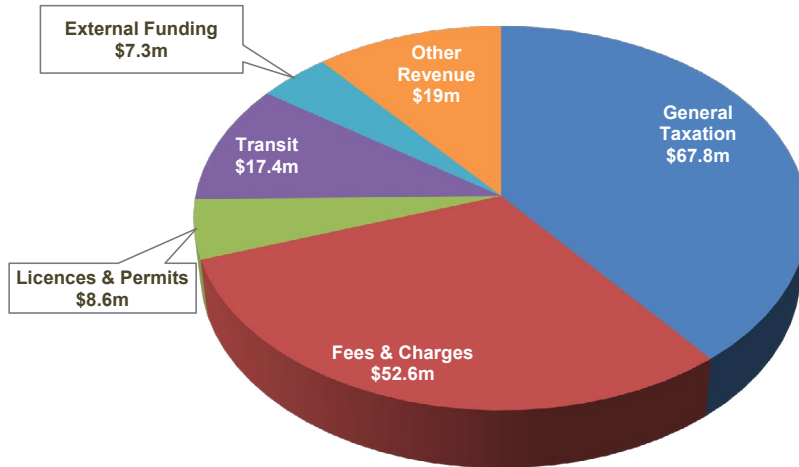
SUPPLEMENTARY INFORMATION

REVENUES

Five-Year Financial & Statistical Review

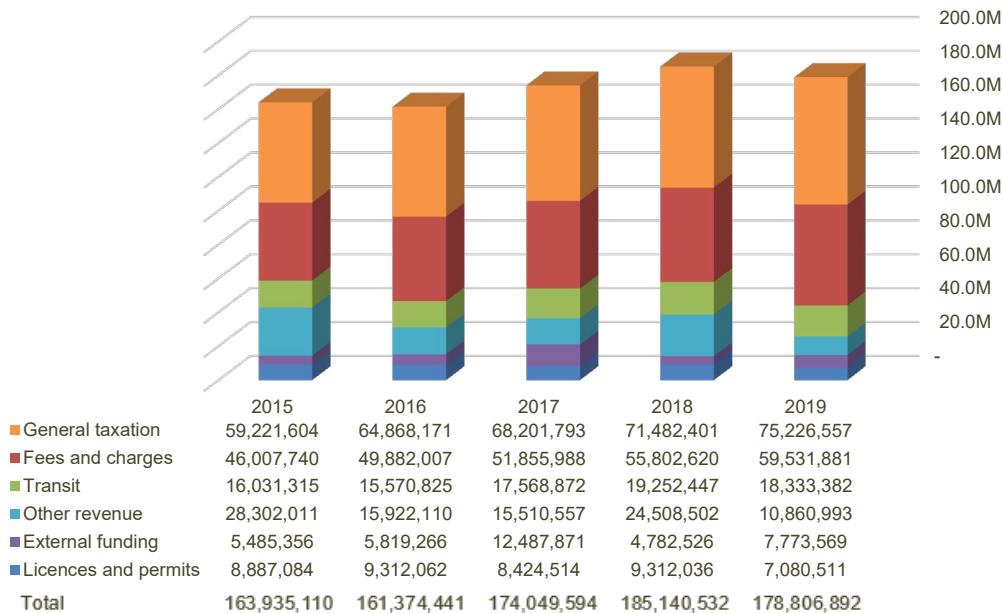
Annual Revenue by Source - Five Year Average

Source: District of West Vancouver, Financial Services



Revenue by Source

Source: District of West Vancouver, Financial Services



General taxation and fees and charges represent 75 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, interest earned on investments and gains on sale of real property.

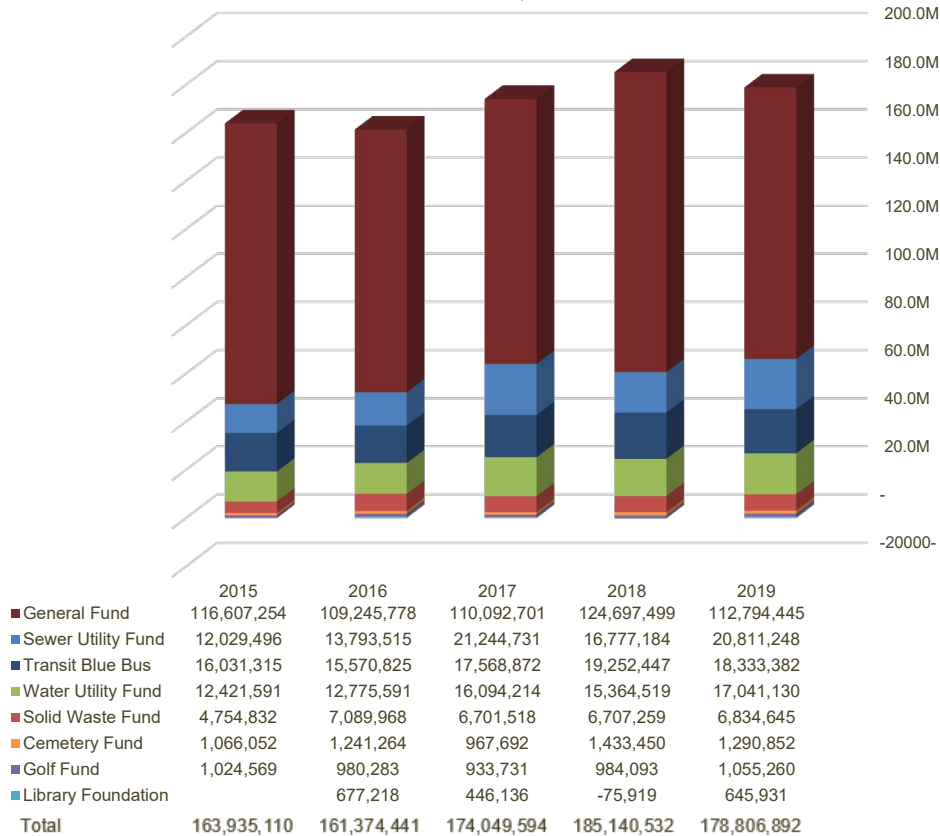
SUPPLEMENTARY INFORMATION

REVENUES *continued*

Five-Year Financial & Statistical Review

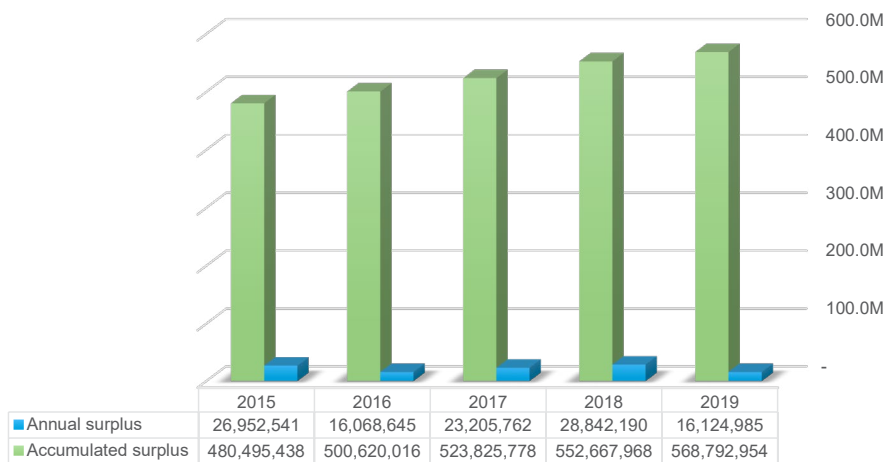
Revenue by Fund

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 years 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 during 2015 through 2019.

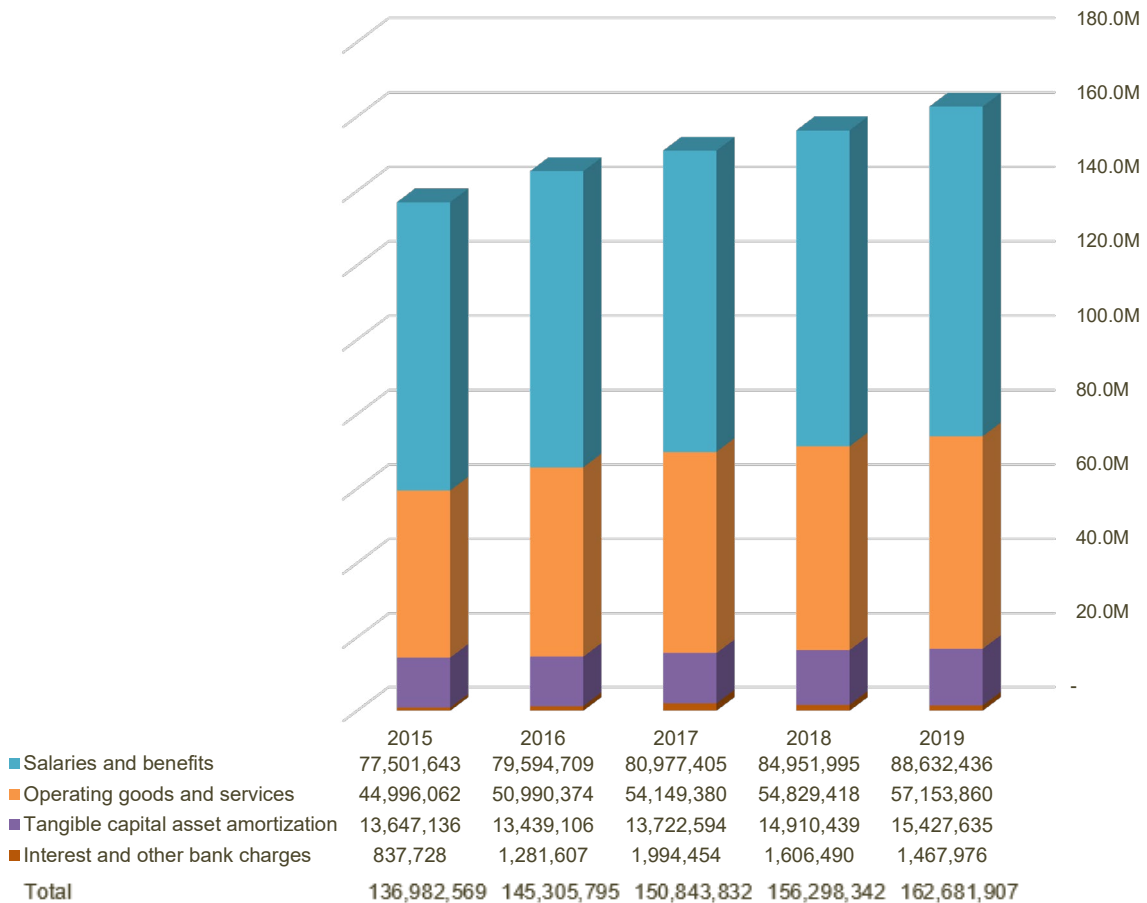
SUPPLEMENTARY INFORMATION

EXPENSES

Five-Year Financial & Statistical Review

Expense by Object

Source: District of West Vancouver, Financial Services



Salaries and benefits represent 54 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 & Rescue, Police and other municipal services. The District has taken on more staff over the past five years to supply additional program services; the cost of these staff is partially offset by increased non-tax revenue. The annual increase in wages has averaged 2 to 2.5 per cent for the past five years. The largest impact on non-salary operational goods and services costs come from increases in level of service provided, assets maintenance and disposal, and energy cost increases.

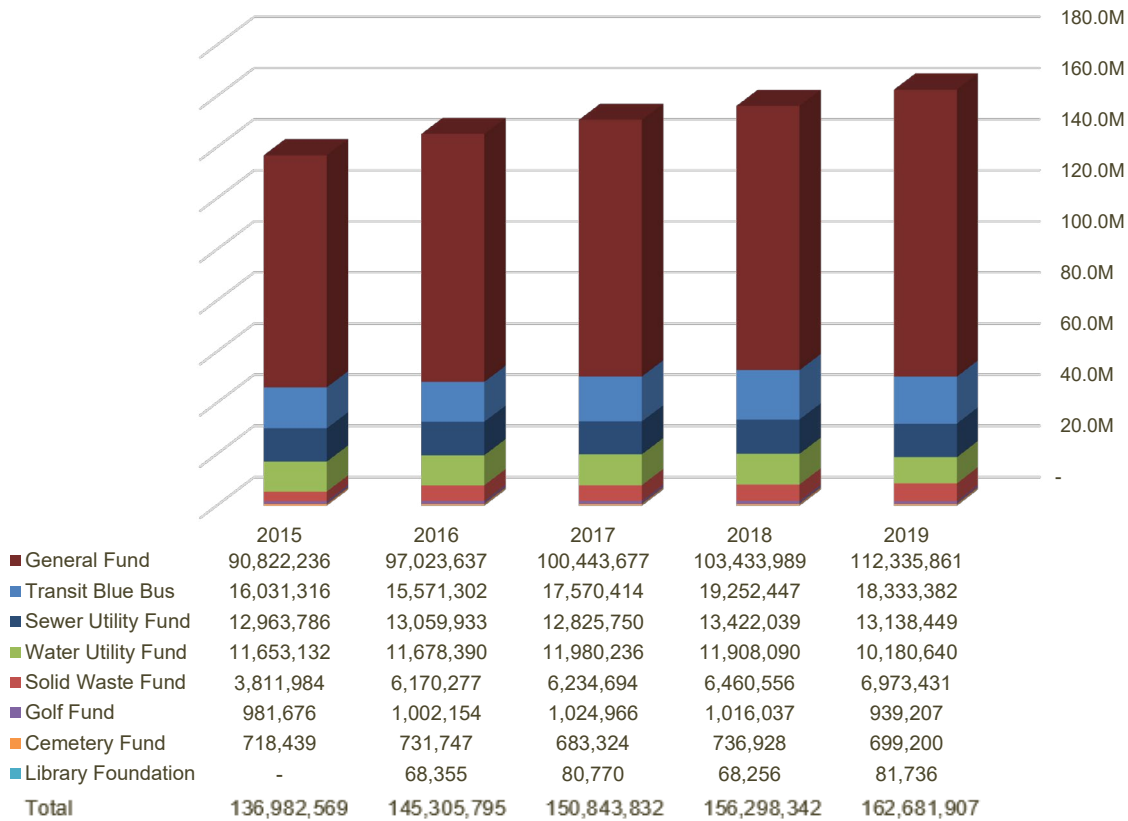
SUPPLEMENTARY INFORMATION

EXPENSES *continued*

Five-Year Financial & Statistical Review

Expense by Fund

Source: District of West Vancouver, Financial Services



The District has incurred significantly more expense in the past five years, due primarily to hiring additional staff to meet public demand for service in public safety, public works, recreation and library programs. Increase in fees and charges and other revenue funded almost one-half of this increase; taxation revenue increase funded the balance.

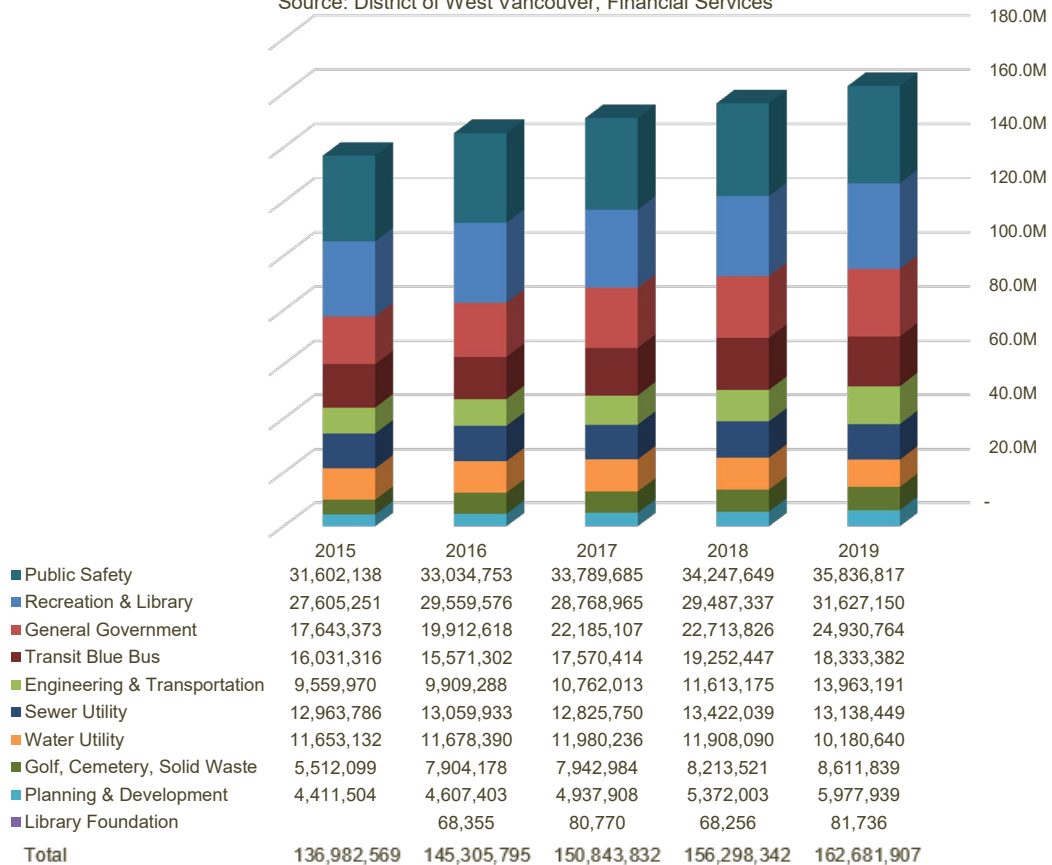
SUPPLEMENTARY INFORMATION

EXPENSES *continued*

Five-Year Financial & Statistical Review

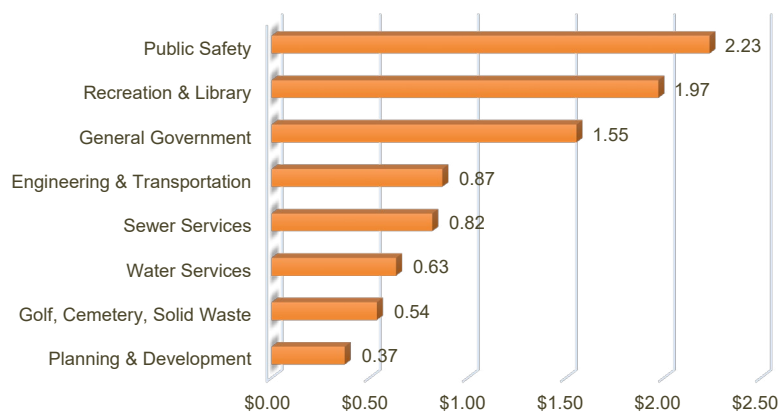
Expense by Function

Source: District of West Vancouver, Financial Services



2019 Cost of Providing Services (per resident, per day)

Source: District of West Vancouver, Financial Services



In 2019, Public Safety and Recreation & Library services represented 47 per cent 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 \$2.23 per day, per resident. The total cost of all services received by residents on a per day, per resident basis is \$8.99.

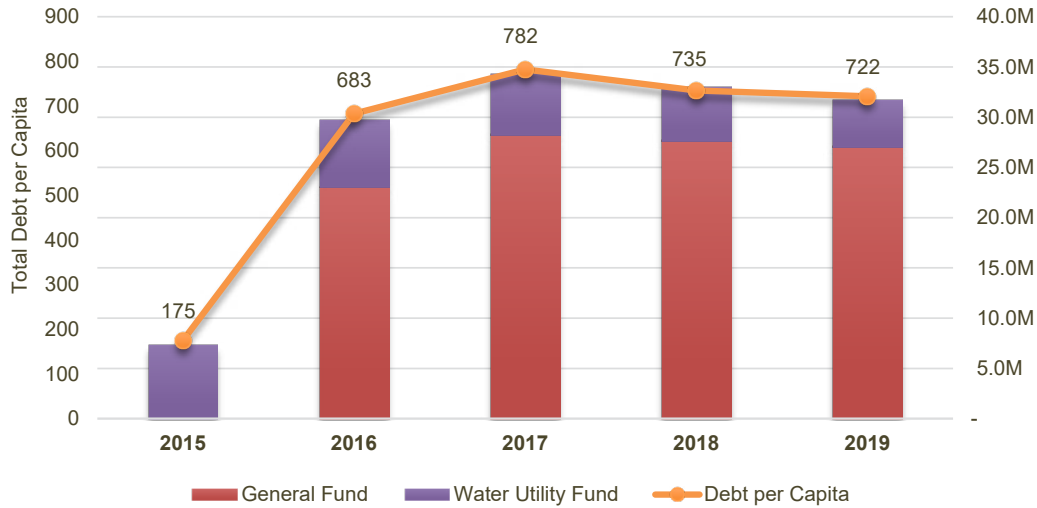
SUPPLEMENTARY INFORMATION

DEBT & DEBT SERVICE

Five-Year Financial & Statistical Review

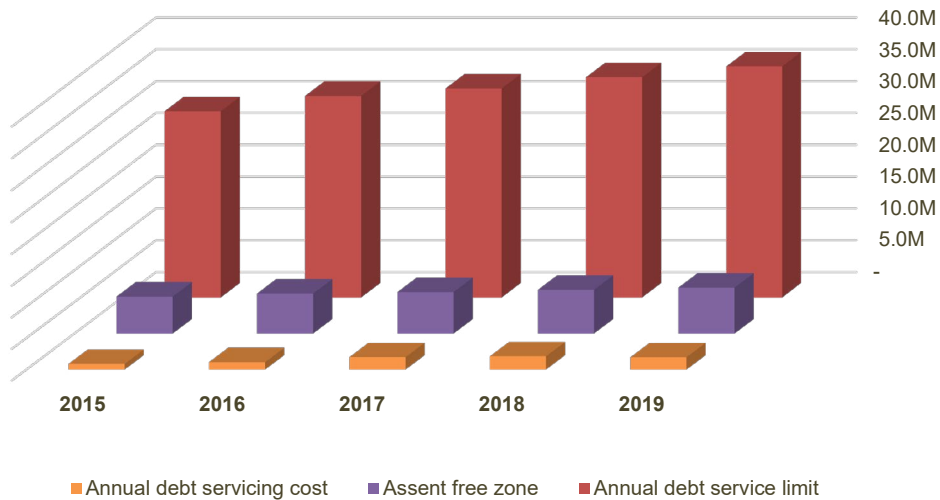
Total Debt & Debt per Capita

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 Dundarave, 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 principle 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.

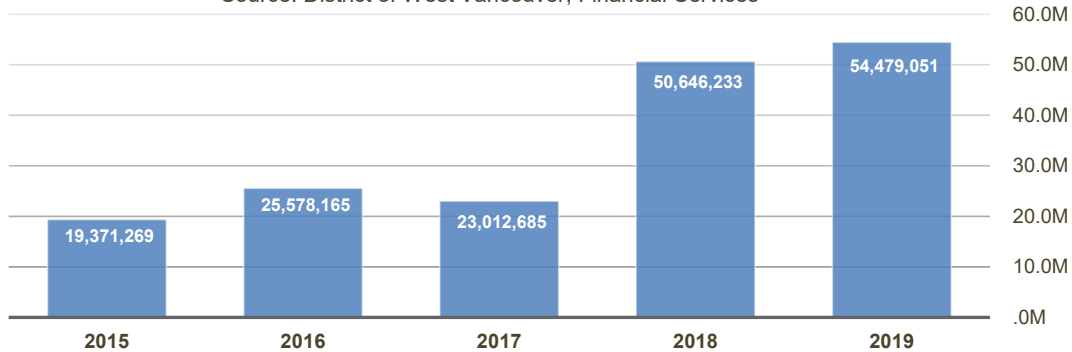
SUPPLEMENTARY INFORMATION

NET ASSETS, SURPLUS, RESERVES & DEVELOPMENT COST CHARGES

Five-Year Financial & Statistical Review

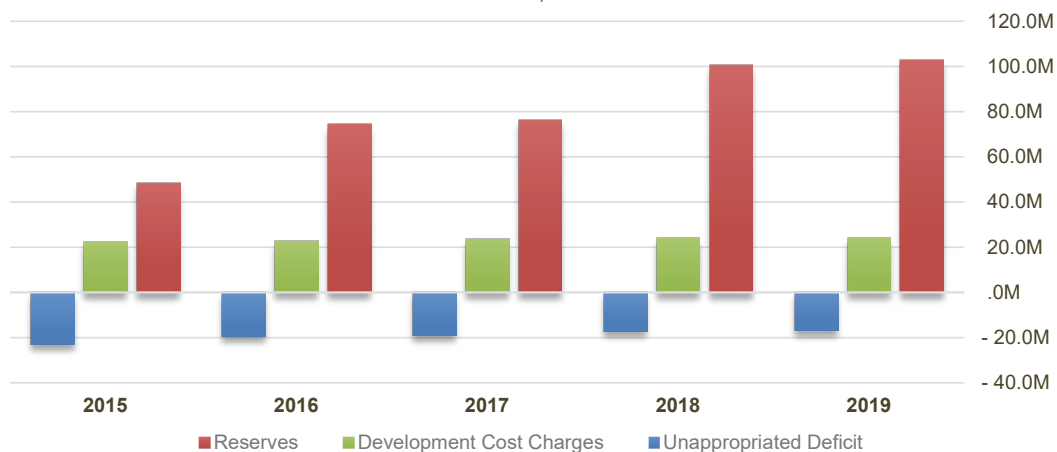
Net Financial Assets

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 \$54.5 million at the 2019 year end reflects a \$3.9 million increase over the 2018 year end balance.

Reserves consist of statutory and non-statutory reserves. As of the end of 2019, statutory reserves comprise of:

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

Statutory reserve ending balances for 2019 total \$59 million and represent 57 per cent of the total reserves balance of \$102.8 million. The remaining 43 per cent is comprised of community amenity contributions received, various operating and capital reserves, tied to a specific function, 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 Geneagles Clubhouse building.

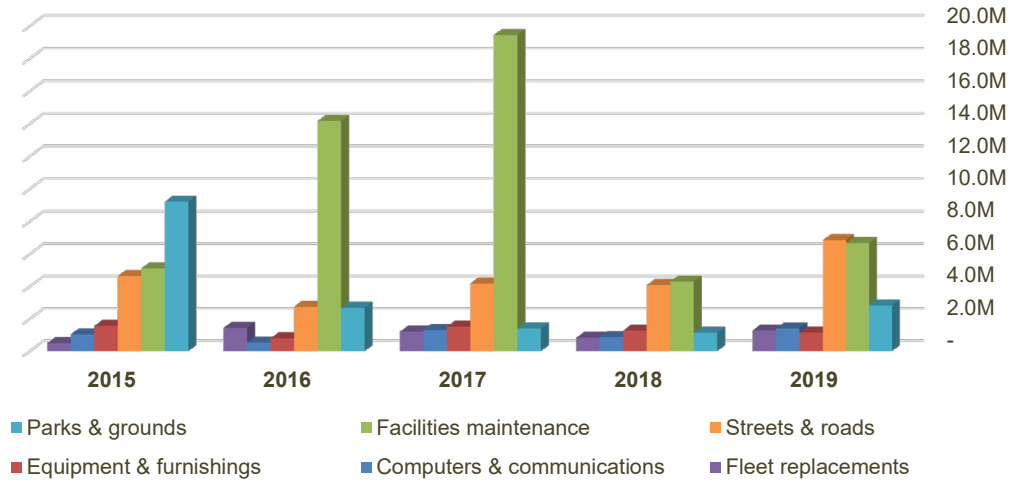
SUPPLEMENTARY INFORMATION

INFRASTRUCTURE & CAPITAL PROGRAMS

Five-Year Financial & Statistical Review

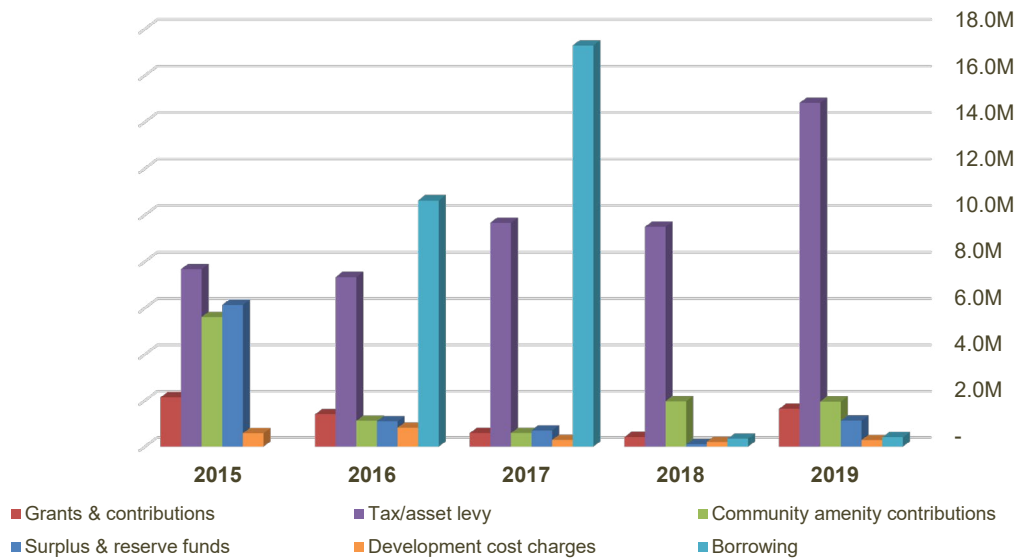
General Fund Capital Expenditures by Program

Source: District of West Vancouver, Financial Services



General Fund Capital Funding Sources

Source: District of West Vancouver, Financial Services



The 2019 capital program expenditures for the General Fund totalled \$20.2 million, an increase of \$7.7 million from last year, and the majority of the projects were funded by collected asset levy. Significant expenditures in the Parks & Grounds program in 2015 included acquisition costs for properties acquired to expand Ambleside Park, funded from community amenity contributions, Surplus & Reserve Funds and developer-contributed park land in the Upper Lands. The 2016 and 2017 Facilities Maintenance Program included construction costs for the new Police Services & Municipal Hall building. Expenditures for this project were funded primarily through borrowing.

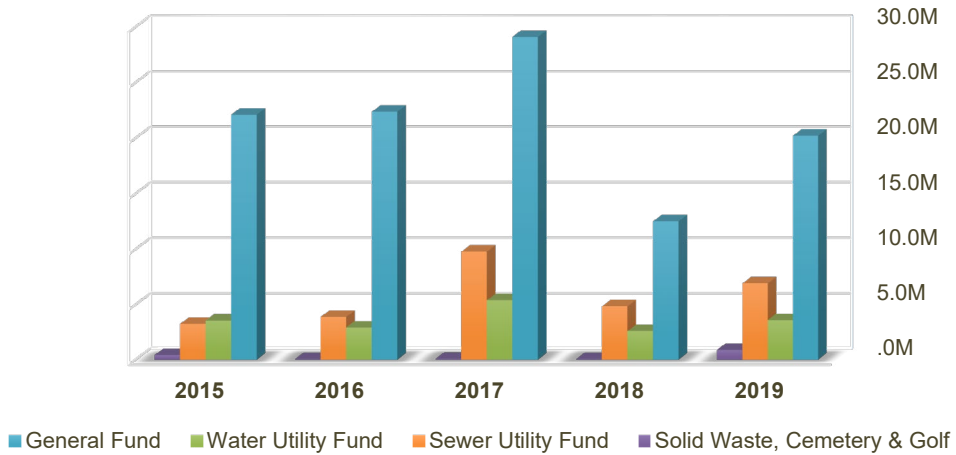
SUPPLEMENTARY INFORMATION

INFRASTRUCTURE & CAPITAL PROGRAMS *continued*

Five-Year Financial & Statistical Review

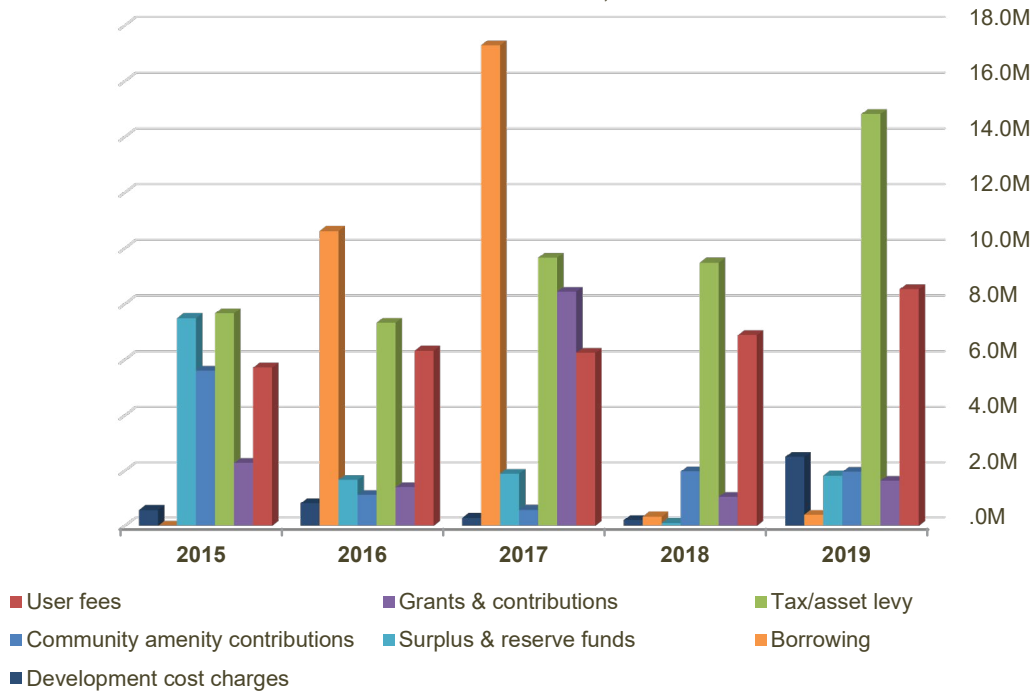
Capital Expenditures by Fund

Source: District of West Vancouver, Financial Services



Capital Funding Sources

Source: District of West Vancouver, Financial Services



Capital expenditures for all funds totalled \$31.7 million in 2019, an increased of \$11.7 million from 2018. In 2019, the addition to the Asset Levy accounts for \$1.2 million of tax revenue. Asset Levy proceeds are transferred into a reserve fund and are used for future assets maintenance and replacement.

SUPPLEMENTARY INFORMATION

GOVERNMENT GRANTS & CAPITAL CONTRIBUTIONS

Five-Year Financial & Statistical Review

Summary of Government Grants

| From | Purpose | Amount |
|--------------------------|------------------------------------|---------------------|
| Province of BC | Traffic Fine Revenue Sharing Grant | \$ 711,409 |
| Province of BC | Victim Services Grant | \$ 74,324 |
| Province of BC | E-Ticketing Revenue Sharing Grant | \$ 46,800 |
| BCAC | Visual Arts Grant | \$ 20,000 |
| UBCM | Federal Gas Tax Sharing | \$ 371,410 |
| UBCM | NS Seismic UBCM Grant | \$ 25,000 |
| Public Library Interlink | Library Program Funding | \$ 43,061 |
| Province of BC | Library Government Grant | \$ 114,408 |
| Others | Various Programs | \$ 631 |
| Total | | \$ 1,407,043 |

Summary of Capital Contributions

| From | Purpose | 2019 | 2018 |
|------------------------------------|---|---------------------|---------------------|
| Third Party Developer Contribution | Sewer System | \$ 485,923 | \$ - |
| | Storm System | \$ - | \$ - |
| | Water System | \$ 387,880 | \$ - |
| Homeowner Utility Works | Homeowner Funded Utility Works | \$ - | \$ 534,360 |
| Other Donations | Vehicle Trade In, Third Party Funded Library Books, ICBC and Provincial Road Grants | \$ 1,635,819 | \$ 518,034 |
| Total | | \$ 2,509,622 | \$ 1,052,394 |

SUPPLEMENTARY INFORMATION

PERMISSIVE TAX EXEMPTIONS

Five-Year Financial & Statistical Review

| 2020 Permissive Tax Exemptions (2019 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 | \$19,040,000 | \$27,308 | \$20,668 | \$47,976 |
| 959 21st Street | Lot 1 | 1-Res | \$21,474,000 | \$30,799 | \$23,311 | \$54,109 |
| 2151 Gordon Avenue | Lot 2 | 1-Res | \$9,588,000 | \$13,751 | \$10,408 | \$24,159 |
| <u>Royal Canadian Legion:</u> | | | | | | |
| 580 18th Street | N/A | 8-Rec | \$1,662,600 | \$5,469 | \$6,075 | \$11,544 |
| <u>North Shore Disability Resource Centre</u> | | | | | | |
| 1590 Gordon Avenue | N/A | 1-Res | \$2,613,000 | \$3,748 | \$2,836 | \$6,584 |
| <u>3rd West Vancouver Scouts Hollyburn Cabin #174</u> | | | | | | |
| 5659 Westhaven Road | N/A | 1-Res | \$126,100 | \$181 | \$137 | \$318 |
| <u>Land surrounding places of public worship and necessary ancillary buildings:</u> | | | | | | |
| Christ the Redeemer Parish | N/A | 8-Non Profit | \$1,121,000 | \$4,070 | \$2,865 | \$6,935 |
| <i>595 Keith Road</i> | | | | | | |
| First Church of Christ, Scientist | N/A | 8-Non Profit | \$779,000 | \$2,828 | \$1,991 | \$4,819 |
| <i>714 20th Street</i> | | | | | | |
| North Shore Jewish Congregation | N/A | 8-Non Profit | \$1,048,000 | \$3,805 | \$2,678 | \$6,483 |
| <i>1305 Taylor Way</i> | | | | | | |
| North Shore Unitarian Church | N/A | 8-Non Profit | \$2,435,000 | \$8,841 | \$6,222 | \$15,063 |
| <i>370 Mathers Avenue</i> | | | | | | |
| Parish of St. Christopher's | N/A | 8-Non Profit | \$2,345,000 | \$8,514 | \$5,992 | \$14,507 |
| <i>1068 Inglewood Avenue</i> | | | | | | |
| <i>1080 11th Street</i> | | | \$2,309,000 | \$8,384 | \$5,900 | \$14,284 |
| Parish of St. Stephens | N/A | 8-Non Profit | \$1,321,000 | \$4,796 | \$3,376 | \$8,172 |
| <i>885 22nd Street</i> | | | | | | |
| Park Royal Congregation of Jehovah's Witnesses | N/A | 8-Non Profit | \$2,279,000 | \$8,275 | \$5,824 | \$14,098 |
| <i>1335 3rd Street</i> | | | | | | |
| St. Anthony's Church | N/A | 8-Non Profit | \$4,599,000 | \$16,699 | \$11,752 | \$28,451 |
| <i>2347 Inglewood Avenue</i> | | | | | | |
| St. David's United Church | N/A | 8-Non Profit | \$2,092,000 | \$7,596 | \$5,346 | \$12,942 |
| <i>1525 Taylor Way</i> | | | | | | |
| St. Francis-in-the-Wood Anglican Church | N/A | 8-Non Profit | \$2,051,000 | \$7,447 | \$5,241 | \$12,688 |
| <i>4773 South Picadilly Road</i> | | | | | | |
| West Vancouver Baptist Church | N/A | 8-Non Profit | \$3,917,000 | \$14,222 | \$10,009 | \$24,231 |
| <i>450 Mathers Avenue</i> | | | | | | |
| West Vancouver Presbyterian Church | N/A | 8-Non Profit | \$1,728,000 | \$6,274 | \$4,416 | \$10,690 |
| <i>2893 Marine Drive</i> | | | | | | |
| West Vancouver United Church | N/A | 8-Non Profit | \$5,298,000 | \$19,237 | \$13,538 | \$32,775 |
| <i>2062 Esquimalt Avenue</i> | | | | | | |
| | | | | \$202,245 | \$148,584 | \$350,829 |

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

GRANT PAYMENTS TO COMMUNITIES & ORGANIZATIONS

Five-Year Financial & Statistical Review

| Summary of Grant Payments | | | | | |
|--|----|--------|--|----|----------------|
| Air Cadets of Canada | \$ | 1,500 | North Shore Multicultural Society | \$ | 8,000 |
| Athletics for Kids Financial Assistance | \$ | 1,000 | North Shore Music Academy Society | \$ | 500 |
| Avalon Recovery Society | \$ | 10,000 | North Shore Neighbourhood House | \$ | 5,934 |
| BC Pets and Friends | \$ | 3,000 | North Shore Polish Association | \$ | 1,500 |
| Big Sisters of BC | \$ | 2,000 | North Shore Restorative Justice Society | \$ | 18,000 |
| Canadian Mental Health Association | \$ | 8,000 | North Shore Safety Council | \$ | 1,000 |
| Canadian Red Cross Society | \$ | 1,550 | North Shore Stroke Recovery Centre | \$ | 5,000 |
| Capilano Community Services Society | \$ | 3,000 | North Shore Volunteers for Seniors | \$ | 4,000 |
| Cerebral Palsy Association of BC | \$ | 700 | North Shore Women's Centre Society | \$ | 4,000 |
| Change the World Foundation | \$ | 5,000 | North Vancouver Community Arts Council | \$ | 4,750 |
| Chor Leoni Men's Choir | \$ | 2,250 | Pacific Spirit Choir | \$ | 1,500 |
| COHO Society of the North Shore | \$ | 5,000 | Pandora's Vox Vocal Ensemble Society | \$ | 2,500 |
| Crisis Intervention & Suicide | \$ | 5,000 | Pathways Serious Mental Illness Society | \$ | 7,500 |
| Deep Cove Chamber Soloists Society | \$ | 1,000 | PLEA Community Services | \$ | 5,000 |
| DNV - Advisory Committee on Disability Issues | \$ | 2,529 | Presentation House Theatre | \$ | 2,500 |
| Dundarave Festival of Lights | \$ | 1,500 | Properties Family Hub Society | \$ | 4,250 |
| Family Services of the North Shore | \$ | 27,000 | Rotary Clubs of North Vancouver | \$ | 1,000 |
| Family Smart | \$ | 2,200 | Sharing Abundance Association | \$ | 6,500 |
| Friend 2 Friend Social Learning Society | \$ | 1,000 | SPCA, BC - Vancouver Regional | \$ | 142,781 |
| Gleneagles Golf Club Society | \$ | 1,000 | Special Olympics British Columbia | \$ | 2,000 |
| Gleneagles Scottish Country Dance Club | \$ | 500 | Spinal Cord Injury BC | \$ | 1,000 |
| Hollyburn Family Services Society | \$ | 22,000 | Squamish Nation | \$ | 2,000 |
| Hollyburn Heritage Society | \$ | 419 | The Whole Dyslexic Society | \$ | 500 |
| Laudate Singers Society | \$ | 2,000 | Theatre West Vancouver | \$ | 1,866 |
| Lions Gate Sinfonia | \$ | 2,000 | Third West Vancouver Scout Group | \$ | 400 |
| Lionsview Seniors Planning Society | \$ | 5,200 | Vancouver Adaptive Snow Sports | \$ | 1,250 |
| Lookout Housing and Health Society | \$ | 10,000 | Vancouver Chamber Music Society | \$ | 1,250 |
| Metro Vancouver Crime Stoppers | \$ | 5,500 | Volunteer Cancer Drivers Society | \$ | 1,500 |
| North Shore Celtic Ensemble | \$ | 2,000 | West Vancouver Community Arts Council | \$ | 25,000 |
| North Shore Community Resource Society | \$ | 15,000 | West Vancouver Historical Society | \$ | 1,000 |
| North Shore ConneXions Society | \$ | 4,000 | West Vancouver Legion | \$ | 11,076 |
| North Shore Crisis Services Society | \$ | 10,000 | West Vancouver Marine Rescue | \$ | 5,000 |
| North Shore Disability Resource Centre | \$ | 8,000 | West Vancouver Youth Band | \$ | 8,500 |
| North Shore Keep Well Society | \$ | 2,000 | Westcoast Family Centres Society | \$ | 2,000 |
| North Shore Light Opera Society | \$ | 1,800 | WV Fire Service Museum & Archive Society | \$ | 4,950 |
| North Shore Meals On Wheels | \$ | 3,000 | | | |
| Total Payments of Grants or Contributions | | | \$ | | 473,155 |

CORPORATE SUSTAINABILITY INDICATORS

2019 SUMMARY

Five-Year Financial and Statistical Review

Council adopted the Corporate Energy & Emissions Plan in 2016. Reporting on key elements helps track progress and support actions to improve sustainability.

The environmental impacts from the District of West Vancouver's operations are, in large part, related to the operation of buildings, infrastructure, vehicles and equipment.

| OPERATIONAL CONSUMPTION | 2019 | 2018 |
|---|-------------------|-------------|
| total vehicle and equipment fuel use | | |
| diesel (L) | 184,249 | 210,027 |
| gasoline (L) | 355,759 | 379,050 |
| <hr/> | | |
| total natural gas for building operations (GJ) | 32,459 | 31,006 |
| total electricity use for buildings and infrastructure (kWh) | 11,806,190 | 11,817,571 |

REPORTED GREENHOUSE GASES

As part of the requirements for the provincial *Climate Action Charter*, the District reports on corporate greenhouse gas emissions (GHGs) annually. By definition, the scope of this reporting only includes services traditionally provided by a municipality, though these include the majority of emissions from the District's operations.

| REPORTED GREENHOUSE GASES (tCO₂e EMITTED) | 2019 | 2018 |
|---|--------------|-------------|
| direct fuel combustion (tCO ₂ e) | 1,542 | 1,446 |
| mobile energy use (tCO ₂ e) | 1,544 | 1,636 |
| other (tCO ₂ e) | 126 | 126 |
| total tCO₂e | 3,212 | 3,208 |

SUMMARY OF 2019 ACTIONS RELATED TO BLUE DOT CAMPAIGN COMMITMENTS

On July 20, 2015, the District of West Vancouver joined 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 and continues to participate 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
- an interim bylaw to limit the removal of large trees on private land was passed by the District in 2016 and staff are establishing a tree canopy baseline and Urban Forest Management Plan to assess the bylaws efficacy in maintaining tree canopy cover in the District
- 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 & 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 per cent 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), which 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), which 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, and encouraged and supported 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 the District 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 trails plan, 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 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, flower beds 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 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
- the use of pesticides to control invasive plants is only done when other control methods are not effective, feasible or are considered to be more harmful to the environment than the use of pesticides. To date, the only invasive plants that are chemically treated in the District on public land are knotweed and hogweed. Both sites have signs posted in advance and post-treatment
- 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 and 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
- 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



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–\$1.8 billion
- waterways: \$88–\$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.



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