

District of
West Vancouver
British Columbia

FIVE YEAR
FINANCIAL
PLAN
2013-2017



Award for Financial Reporting

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Corporation of the District of West Vancouver, British Columbia for its annual budget for the fiscal year beginning January 1, 2012. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

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

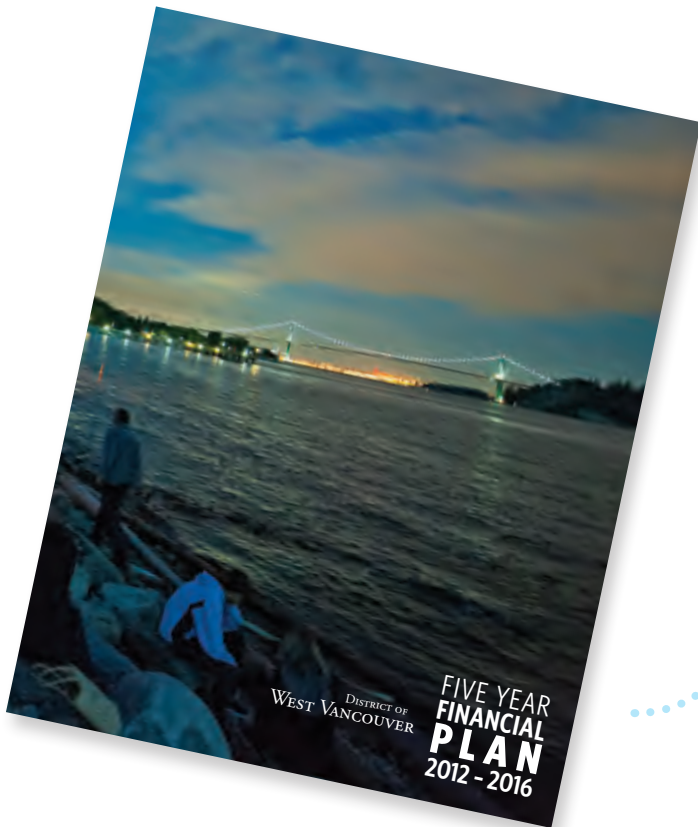


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Chief Administrative Officer Message

On behalf of the District of West Vancouver, I am proud to present the Five Year Financial Plan 2013–2017. During Council's first year of working together, they have identified five priority areas which align with the Community Strategic Plan. These five priority areas have guided staff in developing the 2013 budget. Council priorities include:

1. Developing the Public Safety Building
2. Revitalizing Ambleside/Waterfront Development
3. Advancing Housing Diversity and Neighbourhood Character
4. Creating Efficient and Effective Municipal Services and Finances
5. Enhancing Environment, Parks, and Upper Lands

You will see that Council's priorities directly align with the Community Strategic Plan and have guided the District's funding priorities contained within the budget. The budget and Council priorities will guide staff's work plan for 2013, thus ensuring we bring vision to life with meaningful projects which will benefit the entire community. Council, together with staff, recognize that discipline is required in order to implement a number of initiatives which have been years in the making. By being strategic and focussing on key priorities the District will work to advance and implement projects in a timely and cost-effective way.

While the District works to respond to the increasing cost pressures facing our community, we are also working to invest in our shared future, with a particular focus on managing major, future infrastructure investments which will need to be made over the coming 20 years. Funds will be set aside to ensure the burden of major infrastructure costs is distributed over a number of years and does not create undue hardships for tax payers in the future. This approach, of gradually saving to fund infrastructure replacement, is in line with the community's preference as identified in the 2010 Community Survey.

As in the past, the District's Five Year Financial Plan is committed to implementing all of the Government Finance Officers' Associations (GFOA) recommended best practices for local government budgeting. West Vancouver was the only municipality in Metro Vancouver to table a zero per cent property tax increase in 2012, and we did so without noticeably compromising the services and amenities that West Vancouverites enjoy, even as we absorb increasing labour costs. In 2013, our approach will be similar, but with an additional focus on saving for future infrastructure investments.

The District is committed to providing a high level of service while maintaining a strong fiscal position for 2013. Our focus will be on Council's five priority areas and ensuring we are disciplined in our work plans to deliver significant projects which benefit the entire community. We remain committed to the Community's Vision and Mission and implementing exciting projects based on community collaboration and on-going dialogue.

Sincerely,
Grant McRadu
Chief Administration Officer



Chief Financial Officer Message

The District of West Vancouver has prepared the 2013 Budget Book with a focus on Council priorities and bringing to life the Community Strategic Plan, which was developed collaboratively with the community and internal professional expertise. At a staff level, we continue to work hard to identify efficiencies, assess our business practices and apply a disciplined approach to planning, funding, implementing and monitoring our work plans.

Contained within this document, the District has outlined how it will work to achieve Council's priorities and fulfill the strong desire to implement projects which have been years in the planning. Based on Council's five priorities, staff worked to first ensure they aligned within the Community Strategic Plan, and then develop a plan for how each would be advanced or implemented in 2013 and what the associated funding requirements would be. The result of that planning is the 2013 budget. With no new funding for operating, and a focus on capital investments, the District will remain focused and on target to deliver projects and initiatives associated with Council's priority areas in addition to maintaining services at levels the community currently enjoys.

While the national and global economic forecast remains defined by uncertainty, the District has worked to minimize its exposure to risk by limiting its debt, being prudent with its investments and by building a long-term capital asset management plan which fully scopes future investments required to maintain our community's quality of life.

I would like to thank Council and staff for their input and contribution to this budget. The planning process was comprehensive and reflects best practice for municipal budget planning and forecasting.

Sincerely Yours,
Nina Leemhuis
Chief Financial Officer



Consolidated 2013 Budget Executive Summary

Summary of 2013 Budget Impacts

The District's 2013 budget provides for no adjustment to effective property tax rates in 2013; District services and programs will be delivered at the same level as 2012 despite increased operating and labour costs and a projected decline in construction-related permit revenues. The 2013 budget submission includes One-time Initiatives which will be funded from the 2012 surplus. One-time Initiatives form part of the overall budget submission and are included as an appendix to the 2013 budget.

Facility Systems Renewal

In late 2012, a facilities inventory and assessment was completed on 48 District-owned facilities. It was determined that over the next 20 years, these facilities will require an estimated investment in systems maintenance and renewal of \$79 million. The 2013 budget does reflect the current funding requirement for this investment in facilities systems maintenance and renewal. These funds will be used solely for the purpose of funding facilities systems and maintenance renewal. This aspect of the District's budget was segregated from the budget submission to highlight the significant long term investment required. Community engagement and dialogue will be a necessary component of the determination of the long term funding model required to address this issue.

Utilities: Water, Sewer and Solid Waste

In 2013, utility rates were presented in conjunction with the budget submission. Within the Water and Sewer Utilities, projected timing and costs of future infrastructure replacements were integrated into long term operating and funding models for a number of years; the rate increases for Water and Sewer are in keeping with these projected funding models. Details of the changes to rates for the various utilities are as follows.

- Water Utility: An eight per cent increase to revenue requirements translates to an increase of \$34 for the median single family household.
- Sewer Utility: An eight per cent increase to revenue requirements translates to an increase of \$49 for the median single family household.
- Solid Waste and Recycling: Due to increased operating costs and a decline in the secondary recyclable market, a 14 per cent increase is recommended which translates to an increase of \$35 for the single family household.

PRIORITIES FOR 2013

The Five Priorities of Council

In addition to providing highly-valued programs and services in a fiscally sustainable manner, Mayor and Council determined five significant priorities for the District to focus on through 2014.

1. The Public Safety Building



The Public Safety Building will co-locate the West Vancouver Police Department and the West Vancouver Fire and Rescue in one, post-disaster standard facility on the municipal hall site. The Public Safety Building is a major project and one which will significantly enhance West Vancouver's ability to remain resilient and safe in the event of a possible earthquake or other major disaster.

2. Ambleside and Waterfront Development



West Vancouver is now in an enviable position to realize many of our community-wide ambitions and aspirations for the waterfront including, but not limited to facilitating the 1300 Block Marine Drive development, developing a plan for publicly owned waterfront houses, advancing the Arts Facility Strategy and developing an integrated and collaborative foreshore management plan.

3. Housing and Neighbourhood Character



Advancing many of the recommendations from the year-long community dialogue which took place in 2008 on Neighbourhood Character and Housing.

4. Municipal Services and Finances



To inform the Core Services Review, in 2013, the District will conduct a community survey to seek public input on which services are most valued. This information will assist in evaluating and adjusting, where appropriate, the services and programs delivered by the District and if the service delivery is effective, efficient and necessary. The District will also continue to pursue other approaches to generating revenue. Additionally, the District will continue to collaborate with the two other North Shore municipalities on services and those issues affecting the North Shore, such as the Lions Gate Waste Water Treatment Plan.

5. Environment, Parks and Upper Lands



Council recognizes the need to develop policies and guidelines which will renew our community's commitment to our natural capital and will direct future projects and activities in our parks and in the Upper Lands.

These five priorities are in complete alignment with the Community Strategic Plan which was developed by the District in collaboration with residents. It provides the framework that drives the District's operations, strategic initiatives and provides the context for financial planning.

Accomplishing the milestones outlined in the Strategic Plan continues to be a priority for the District of West Vancouver. Accordingly, the resources needed to accomplish these milestones have been provided for within the appropriate Divisional budgets along with a requirement for interim reporting on progress.

CHALLENGES FOR 2013

The Economy

As in 2012, it is anticipated that the global economy will continue to recover throughout 2013, despite the economic uncertainty in Europe, India, China and Latin America. All are expected show economic growth of at least 1.5 per cent, including the United States.

The Canadian economy, with an economy strongly tied to natural resources, is forecast to grow 2.6 per cent reflecting improving sentiment, a stronger domestic foundation and more solid growth prospects in the United States and abroad. As in recent years, the strength of the British Columbia's economy continues to be grounded in the construction sector and expanding trade with China, India, South Korea and Taiwan and as such, is expecting a one to two per cent increase in GDP for 2013.

The impacts of the global economic crises continue to be closely monitored. Management has taken a longer term view and will continue careful management of District assets and operations, prepared to make adjustments when and where necessary.

At a local level, it is anticipated that revenues related to new home construction, home renovations and development will decrease relative to 2012. Stable, but low interest rates continue to impact investment earnings, while the cost of fuel, asphalt and utilities continue to increase.

Infrastructure Replacement

Determining the long term requirements for infrastructure replacement for our roads, bridges, water and sewer infrastructure, facilities, equipment and other assets and implementing appropriate policies and plans are an ongoing priority for the District.

Management continues to moves towards a comprehensive asset management approach for all assets owned by the District. As noted above, an inventory and condition assessment has been completed on 48 District-owned facilities; funding requirements and options will be analyzed and a community dialogue will begin to determine the best funding option for the current and future residents of West Vancouver. Water and sewer infrastructure was the focus of consultant reviews and considerable community engagement; the results of both have been incorporated into the long term financial planning and user rate schedules to ensure that funds are available as required. Wherever possible, the District focuses on leveraging senior government grant programs and partnerships with developers and others.

Consolidated Budget

Executive Summary

Projected Changes in Fund Balances

	Opening Balances	Current Additions	Current Expend	Closing Balances
General Fund				
Unappropriated Surplus	392,563	0	0	392,563
Reserve Funds	33,930,507	11,821,201	-9,682,207	36,069,501
	<u>34,323,070</u>	<u>11,821,201</u>	<u>-9,682,207</u>	<u>36,462,064</u>
Water Utility				
Unappropriated Surplus	1,477,898	419,100	0	1,896,998
Reserve Funds	0	0	0	0
	<u>1,477,898</u>	<u>419,100</u>	<u>0</u>	<u>1,896,998</u>
Sewer Utility				
Unappropriated Surplus	279,443	131,600	0	411,043
Reserve Funds	41,100	0	0	41,100
	<u>320,543</u>	<u>131,600</u>	<u>0</u>	<u>452,143</u>
Solid Waste and Recycling				
Unappropriated Surplus	0	0	0	0
Reserve Funds	28,600	29,000	0	57,600
	<u>28,600</u>	<u>29,000</u>	<u>0</u>	<u>57,600</u>
Golf				
Unappropriated Surplus	0	0	0	0
Reserve Funds	155,732	0	-148,200	7,532
	<u>155,732</u>	<u>0</u>	<u>-148,200</u>	<u>7,532</u>
Cemetery				
Unappropriated Surplus	0	0	0	0
Reserve Funds	1,186,500	0	-173,811	1,012,689
	<u>1,186,500</u>	<u>0</u>	<u>-173,811</u>	<u>1,012,689</u>
CONSOLIDATED	<u>37,492,343</u>	<u>12,400,901</u>	<u>-10,004,218</u>	<u>39,889,026</u>

Notes on significant changes:

The Cemetery and Golf reserve reductions are contributions to fund the capital programs.

Consolidated Budget

Three Year Trend

2013	2012	2011
Annual Budget	Annual Budget	Year End Actual

CONSOLIDATED REVENUES

General Fund:

General Taxation	55,744,013	54,659,348	54,193,139
Other General Revenues	27,385,943	24,570,822	29,746,034
General Capital Funding	14,788,522	17,852,801	12,441,987
	<u>97,918,478</u>	<u>97,082,971</u>	<u>96,381,160</u>

Utility & Other Funds:

Water Utility Fees and Revenues	11,110,700	10,500,200	9,979,220
Sewer Utility Fees and Revenues	11,493,100	10,815,700	10,104,980
Solid Waste and Recycling Fees	4,194,300	3,738,300	3,707,138
Transit Reimbursements	14,583,471	14,296,294	13,700,175
Golf Fees and Revenues	1,248,200	1,166,400	1,089,038
Cemetery Fees and Revenues	973,811	1,705,473	791,864
	<u>141,522,060</u>	<u>139,305,338</u>	<u>135,753,575</u>

Tax Levies for Other Governments

	<u>58,000,000</u>	<u>58,000,000</u>	<u>48,221,537</u>
	<u>199,522,060</u>	<u>197,305,338</u>	<u>183,975,112</u>

CONSOLIDATED EXPENDITURE

General Fund:

General Departmental Operating	69,635,424	66,803,480	64,519,605
General Operating Other	13,494,532	12,426,690	17,115,753
General Capital Program	14,788,522	17,852,801	12,441,987
	<u>97,918,478</u>	<u>97,082,971</u>	<u>94,077,345</u>

Utility & Other Funds:

Water Utility Operating and Capital	11,110,700	10,500,200	9,979,220
Sewer Utility Operating and Capital	11,493,100	10,815,700	10,104,980
Solid Waste and Recycling Operating	4,194,300	3,738,300	3,707,138
Transit Operating	14,583,471	14,296,294	13,700,175
Golf Operating and Capital	1,248,200	1,166,400	1,089,038
Cemetery Operating and Capital	973,811	1,705,473	791,864
	<u>141,522,060</u>	<u>139,305,338</u>	<u>133,449,760</u>

Tax Levies for Other Governments

	<u>58,000,000</u>	<u>58,000,000</u>	<u>48,221,537</u>
	<u>199,522,060</u>	<u>197,305,338</u>	<u>181,671,297</u>

Consolidated Budget

Five Year Plan

	5 Year Financial Plan				
	2013	2014	2015	2016	2017
CONSOLIDATED REVENUES					
General Fund:					
General Taxation	55,744,013	58,172,559	59,988,485	60,234,013	60,602,700
Other General Revenues	27,385,943	26,698,439	26,993,120	27,446,871	28,084,881
General Capital Funding	14,788,522	12,645,304	14,266,956	12,872,934	12,312,120
	97,918,478	97,516,302	101,248,561	100,553,818	100,999,701
Utility & Other Funds:					
Water Utility Fees and Revenues	11,110,700	11,953,200	12,863,200	13,846,000	14,907,300
Sewer Utility Fees and Revenues	11,493,100	12,333,300	13,252,500	14,257,300	15,454,900
Solid Waste and Recycling Fees	4,194,300	4,276,600	4,360,600	4,446,200	4,533,500
Transit Reimbursements	14,583,471	14,875,140	15,172,643	15,476,096	15,785,618
Golf Fees and Revenues	1,248,200	1,143,670	1,186,568	1,253,477	1,281,404
Cemetery Fees and Revenues	973,811	1,609,000	942,500	963,700	985,200
	141,522,060	143,707,212	149,026,572	150,796,591	153,947,623
Tax Levies for Other Governments	58,000,000	61,000,000	64,000,000	67,000,000	70,000,000
	199,522,060	204,707,212	213,026,572	217,796,591	223,947,623
CONSOLIDATED EXPENDITURE					
General Fund:					
General Departmental Operating	69,635,424	70,751,992	71,890,891	73,052,569	74,237,480
General Operating Other	13,494,532	14,119,006	15,090,714	14,628,315	14,450,101
General Capital Program	14,788,522	12,645,304	14,266,956	12,872,934	12,312,120
	97,918,478	97,516,302	101,248,561	100,553,818	100,999,701
Utility & Other Funds:					
Water Utility Operating and Capital	11,110,700	11,953,200	12,863,200	13,846,000	14,907,300
Sewer Utility Operating and Capital	11,493,100	12,333,300	13,252,500	14,257,300	15,454,900
Solid Waste and Recycling Operating	4,194,300	4,276,600	4,360,600	4,446,200	4,533,500
Transit Operating	14,583,471	14,875,140	15,172,643	15,476,096	15,785,618
Golf Operating and Capital	1,248,200	1,143,670	1,186,568	1,253,477	1,281,404
Cemetery Operating and Capital	973,811	1,609,000	942,500	963,700	985,200
	141,522,060	143,707,212	149,026,572	150,796,591	153,947,623
Tax Levies for Other Governments	58,000,000	61,000,000	64,000,000	67,000,000	70,000,000
	199,522,060	204,707,212	213,026,572	217,796,591	223,947,623
CONSOLIDATED SURPLUS	-	-	-	-	-

Readers' Guide

The attached budget document will support the 2013 Annual Budget and the Five Year Financial Plan for the period from 2013 through to 2017. It incorporates best practices recommended by the Government Finance Officers Association (GFOA) of the United States and Canada. These best practices establish the criteria by which the document aims to serve the following functions:

- A policy document that sets out financial priorities and issues and outlines the financial policies that will guide the development of the Plan;
- A financial plan that identifies historical and projected revenues and expenditures and the sources of those resources for both operating and capital, as well as the rate-setting mechanisms for all Funds;
- An operations guide that assists staff in managing the day-to-day operations of the District by documenting the policies, organizational framework, goals, milestones and resources that are available to provide services to the community; and
- A communications device that provides contextual and statistical data, among other summary information, to enable an understanding of the budget process and the basis of the priorities and choices contained in the final Five Year Financial Plan.

THE MATERIAL IS ORGANIZED INTO THE FOLLOWING BROAD SECTIONS:

1. Completed Five Year Financial Plan

This section provides the first stage of the budget process, along with highlights of selected service level choices, and the detailed impact to residents by way of tax and other rate increases/decreases.

2. West Vancouver Overview

This section provides an overview of the District of West Vancouver and its history, along with its governing structure.

3. Planning Environment

This section explains the planning processes within which the District's values, objectives and policies are formed. These processes in turn drive the budget process.

4. Financial Planning Framework

This section details the process, timing and underlying assumptions of the current year budget cycle.

5. Economic Factors/Financial Trends

This section outlines the impact of the overall economy on the current budget. It also identifies other important issues that drive municipal costs and provides recent and projected trends in the District's revenues and expenses.

6. Service Level Choices

This section tracks the adjustments made to the budget at each stage of the current process, from initial outlook, through to the first formal draft and final responses, to resident comment and Council discussion.

7. 2013 General Fund Financial Plan Overview

This section provides summaries of the revenues and expenditures of the General Fund, wherein property tax rates are established, as well as the net taxation requirement of each operating division. In addition, the General Debt Position and reserve balances are presented.

8. Divisional Operations

This section provides additional details on individual General Fund operating departments, such as mandates, staffing and budgets, divisional capital requests, service level statistics and an accounting of the increase or decrease in net expenditures from year to year. It also provides details of 2012 Accomplishments, 2013 Initiatives to Support Council Priorities and 2013 Operational Initiatives.

9. Capital Program

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

10. Utility and Other Funds

This section presents an overview—Five Year Financial Plan and budget highlights—for each of the other Funds maintained by the District.

Appendix I: 2013 One-time Initiatives

This appendix provides a list of the one-time initiatives and the associated cost.

Glossary of Terminology

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





1. Completed Five Year Financial Plan

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2013 Budget Highlights

The 2013 budget does not require any change to property tax rates in the District of West Vancouver as per the following:

		\$
base operating budget	-1.3%	-719,569
decrease transfer to capital facilities reserve	-0.9%	-518,786
	-2.2%	-1,238,355
plus increase in infrastructure maintenance	-2.2%	-1,238,355
final tax rate adjustment	0.0%	0

Highlights of the 2013 Budget include the following:

- No adjustment to effective property tax rates in 2013;
- Certain one-time initiatives, totaling approximately \$2 million, will be funded from the projected 2012 surplus;*
- Resources are provided to ensure fulfillment of 2013 objectives contained in the Community Strategic Plan;
- Ongoing service levels from 2012 are maintained;
- Fees and charges have been reviewed and increased where warranted and a number of increased cost recovery measures have been implemented in response to the public's request for an increased emphasis on user-pay;
- The capital program includes significant expansion of the Spirit Trail Greenway; facility systems renewal; an upgrade to the playground at John Lawson Park, and structural reinforcement at the West Vancouver Memorial Library building; and
- As in prior years, a number of planning and review initiatives are included that will identify the scope and timing of future projects. These future projects will be incorporated into a long-term plan that will align with the Strategic Plan. Also, the scope and timing of the proposed development of the 1300 block of Marine Drive will figure prominently in those reviews, and may result in a budget amendment later in the year to authorize funding for the approved 2013 components.

* Please see the accompanying document Appendix I: 2013 One-time Initiatives

Impacts to Residents

Property Taxes

The establishment of the annual property tax rate is based on the total assessed values of all residential properties in the District. The previous year's tax rate has been discounted to eliminate the impact of changes to market values. Given that there is no adjustment to property taxes in 2013, no other adjustments were required.

Due to 'assessment skewing', the uneven distribution of actual market increases or decreases between and within neighbourhoods, property taxes assessed for individual properties may have changed but the overall District average impact remains unchanged.

Utility User Fees

Utility user fees in each of water, sewer and solid waste were approved by Council in November and are included in the Five Year Financial Plan.

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

Water user rate: \$527, reflecting an increase of \$34 over 2012

Sewer user rate: \$649, reflecting an increase of \$49 over 2012

Solid waste and recycling fees are set at a flat rate, with additional charges for garbage pickup in excess of an established base level. For 2013, flat rate fees increased by \$35 for single family households, resulting in an annual fee of \$275 for 2013.

Five Year Financial Plan: General Operations

Schedule A to Bylaw No. 4743, 2012

5 Year Financial Plan					
	2013	2014	2015	2016	2017
REVENUE					
General Taxation	55,744,013	58,172,559	59,988,485	60,234,013	60,602,700
Fees and Charges	13,139,635	13,402,068	13,669,749	13,942,784	14,221,280
Licences and Permits	5,506,948	5,782,295	5,897,941	6,015,900	6,136,218
Other Revenue	5,423,974	5,381,399	5,440,142	5,500,236	5,561,716
Government Grants	1,102,153	1,102,153	1,102,153	1,102,153	1,102,153
Other Transfers	2,213,233	1,030,524	883,135	885,798	1,063,514
	83,129,956	84,870,998	86,981,605	87,680,884	88,687,581
Levies, Other Governments	58,000,000	61,000,000	64,000,000	67,000,000	70,000,000
	141,129,956	145,870,998	150,981,605	154,680,884	158,687,581
EXPENDITURE					
Administration	2,279,176	2,319,284	2,360,194	2,401,923	2,444,486
Culture, Environment and Partnerships	2,093,998	2,116,347	2,139,143	2,162,395	2,186,111
Human Resources and Payroll Services	1,474,739	1,500,812	1,527,406	1,554,533	1,582,201
Financial Services	8,335,477	8,439,424	8,545,450	8,653,597	8,763,906
Police Services	13,689,514	13,914,573	14,144,134	14,378,286	14,617,121
Fire & Rescue Services	13,699,529	13,955,413	14,216,414	14,482,636	14,754,182
Engineering and Transportation	3,718,000	3,768,944	3,820,907	3,873,909	3,927,971
Planning, Lands and Permits	4,528,223	4,606,521	4,686,386	4,767,847	4,850,938
Parks and Community Services	15,715,383	15,959,933	16,209,374	16,463,804	16,723,323
Library Services	4,101,385	4,170,741	4,241,483	4,313,639	4,387,241
	69,635,424	70,751,992	71,890,891	73,052,569	74,237,480
Legal	280,186	285,790	291,506	297,336	303,282
Property and Liability Insurance	1,055,000	1,076,100	1,097,622	1,119,574	1,141,966
Fiscal Services	355,100	357,100	359,100	361,100	363,100
Grants in Aid	408,913	408,913	408,913	408,913	408,913
One Time Initiatives	1,885,268	750,000	750,000	750,000	750,000
Third Party Works	1,770,600	1,800,000	1,800,000	1,800,000	1,800,000
Third Party Contributions	(1,770,600)	(1,800,000)	(1,800,000)	(1,800,000)	(1,800,000)
Transfers to Reserves:					
Capital Facility Reserve	715,115	682,600	3,429,896	2,897,429	2,000,000
Infrastructure Fund	7,256,126	9,208,634	7,362,990	7,391,435	8,068,050
Other Transfers	1,538,824	1,349,869	1,390,687	1,402,528	1,414,790
	83,129,956	84,870,998	86,981,605	87,680,884	88,687,581
Levies, Other Governments	58,000,000	61,000,000	64,000,000	67,000,000	70,000,000
	141,129,956	145,870,998	150,981,605	154,680,884	158,687,581
EXCESS OF REVENUE	-	-	-	-	-

Five Year Financial Plan: General Capital

Schedule B to Bylaw No. 4743, 2012

5 Year Financial Plan				
2013	2014	2015	2016	2017

CAPITAL EXPENDITURES

Infrastructure Program	7,678,327	7,603,254	7,342,060	7,110,505	7,637,120
Transportation Projects	3,765,000	3,500,000	2,375,000	2,475,000	2,475,000
Parks and Recreation	1,765,000	475,000	2,100,000	600,000	100,000
Other Civic Facilities	1,580,195	1,067,050	2,449,896	2,687,429	2,100,000
	<u>14,788,522</u>	<u>12,645,304</u>	<u>14,266,956</u>	<u>12,872,934</u>	<u>12,312,120</u>

REVENUE SOURCES

Transfers From Reserves:					
Infrastructure Fund	7,552,707	9,208,634	7,362,990	7,391,435	8,068,050
Endowment Fund	-	-	-	-	-
Capital Facility Reserve	1,260,000	682,600	3,429,896	2,897,429	2,000,000
Dev Cost Charges	2,200,000	1,250,000	1,100,000	1,000,000	1,000,000
Amenity Contributions	240,000	100,000	1,000,000	-	-
Grants and Partnerships	2,863,120	1,404,070	1,374,070	1,584,070	1,244,070
Other Reserves	672,695	-	-	-	-
	<u>14,788,522</u>	<u>12,645,304</u>	<u>14,266,956</u>	<u>12,872,934</u>	<u>12,312,120</u>

Five Year Financial Plan: Other Funds

Schedule C to Bylaw No. 4743, 2012

5 Year Financial Plan					
	2013	2014	2015	2016	2017
WATER UTILITY					
Revenue					
User Fees	10,532,100	11,374,600	12,284,600	13,267,400	14,328,700
Meter Rental Charges	555,700	555,700	555,700	555,700	555,700
Micro Power Generation	22,900	22,900	22,900	22,900	22,900
	<u>11,110,700</u>	<u>11,953,200</u>	<u>12,863,200</u>	<u>13,846,000</u>	<u>14,907,300</u>
Expenditure					
Water Purchases	2,899,200	3,156,200	3,480,700	3,706,000	3,877,200
System Operating	3,371,000	3,438,500	3,507,300	3,577,400	3,648,900
System Replacements	2,500,000	3,000,000	3,700,000	3,800,000	3,900,000
Eagle Lake Development	50,000	-	-	-	-
Debt Service	1,871,400	1,871,400	1,871,400	1,871,400	1,871,400
Transfer to (from) Surplus	419,100	487,100	303,800	891,200	1,609,800
	<u>11,110,700</u>	<u>11,953,200</u>	<u>12,863,200</u>	<u>13,846,000</u>	<u>14,907,300</u>
SEWER UTILITY					
Revenue					
User Fees	11,193,100	12,133,300	13,152,500	14,257,300	15,454,900
Development Cost Charges	300,000	200,000	100,000	-	-
	<u>11,493,100</u>	<u>12,333,300</u>	<u>13,252,500</u>	<u>14,257,300</u>	<u>15,454,900</u>
Expenditure					
GVSDD Levy	5,857,400	6,062,400	6,274,600	6,494,200	6,721,500
Administration Charge	150,000	153,000	156,100	159,200	162,400
Sanitary Operating	1,173,700	1,197,200	1,221,100	1,245,500	1,270,500
Storm Operating	880,400	898,000	916,000	934,300	953,000
Capital Program	3,300,000	4,000,000	4,700,000	5,400,000	6,100,000
Transfer to (from) Surplus	131,600	22,700	(15,300)	24,100	247,500
	<u>11,493,100</u>	<u>12,333,300</u>	<u>13,252,500</u>	<u>14,257,300</u>	<u>15,454,900</u>
SOLID WASTE					
User Fees Revenue					
	<u>4,194,300</u>	<u>4,276,600</u>	<u>4,360,600</u>	<u>4,446,200</u>	<u>4,533,500</u>
Expenditure					
Garbage Coll & Disposal	2,491,400	2,471,000	2,559,100	2,647,000	2,709,800
Recycling Coll & Processing	1,673,900	1,731,400	1,740,300	1,749,500	1,758,800
Rate Stabilization	29,000	74,200	61,200	49,700	64,900
	<u>4,194,300</u>	<u>4,276,600</u>	<u>4,360,600</u>	<u>4,446,200</u>	<u>4,533,500</u>

Five Year Financial Plan: Other Funds

Schedule C to Bylaw No. 4743, 2012...continued

5 Year Financial Plan					
	2013	2014	2015	2016	2017
CEMETERY					
Revenue					
User Fees	680,000	693,600	807,500	823,700	840,200
Interest Revenue	120,000	130,000	135,000	140,000	145,000
Transfer from Dev Fund	173,811	785,400	-	-	-
	<u>973,811</u>	<u>1,609,000</u>	<u>942,500</u>	<u>963,700</u>	<u>985,200</u>
Expenditure					
Operations	455,011	464,100	473,400	482,900	492,600
Sales and Use Costs	114,100	116,400	118,700	121,100	123,500
Administration Charge	178,500	178,500	178,500	178,500	178,500
Capital Program	226,200	850,000	50,000	75,000	50,000
Transfer to Dev Fund	-	-	121,900	106,200	140,600
	<u>973,811</u>	<u>1,609,000</u>	<u>942,500</u>	<u>963,700</u>	<u>985,200</u>
GOLF					
Revenue					
Golf Fees	1,050,000	1,092,434	1,136,568	1,182,486	1,230,258
Clubhouse Rentals	50,000	50,000	50,000	50,000	50,000
Transfer from Dev Fund	148,200	1,236	-	20,991	1,146
	<u>1,248,200</u>	<u>1,143,670</u>	<u>1,186,568</u>	<u>1,253,477</u>	<u>1,281,404</u>
Expenditure					
Proshop and Management	188,650	196,275	200,200	204,204	208,288
Operations and Maintenance	652,250	665,295	678,601	692,173	706,016
Administration Charge	132,000	132,000	132,000	132,000	132,000
Capital Program	148,200	23,000	33,000	98,000	108,000
Debt Service	127,100	127,100	127,100	127,100	127,100
Transfer to Dev Fund	-	-	15,667	-	-
	<u>1,248,200</u>	<u>1,143,670</u>	<u>1,186,568</u>	<u>1,253,477</u>	<u>1,281,404</u>
TRANSIT					
Revenue					
Transit Reimbursement	14,583,471	14,875,140	15,172,643	15,476,096	15,785,618
Expenditure					
Operations	8,704,712	8,878,806	9,056,382	9,237,510	9,422,260
Maintenance	4,987,259	5,087,004	5,188,744	5,292,519	5,398,370
Administration	891,500	909,330	927,517	946,067	964,988
	<u>14,583,471</u>	<u>14,875,140</u>	<u>15,172,643</u>	<u>15,476,096</u>	<u>15,785,618</u>

Revenue/Tax Distribution: *Objectives and Policies*

Five Year Financial Plan Bylaw No. 4743, 2012: Schedule D

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

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

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

Fund Structure

A schematic of the Funds framework has been developed which illustrates how the District segregates specific standalone business units (each with its own revenue structure) from the General Fund where property tax rates are established.

Revenue Policies

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

Property Taxation Policies

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

In Summary:

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

Fund Structure

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

GENERAL FUND

Encompasses all activities not assigned to a specific standalone Fund.

Has a diverse range of service activities - administration and support to Council, public safety, recreation & culture, community planning, business regulation, streets, traffic & roads.

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

UTILITY FUNDS

WATER UTILITY FUND

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

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

SEWER & DRAINAGE UTILITY FUND

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

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

SOLID WASTE & RECYCLING

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

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

OTHER STANDALONE FUNDS

DISTRICT LANDS STEWARDSHIP ACCOUNT

This account facilitates maximizing the value of District owned properties, while enabling the redevelopment of Ambleside and the renewal of certain civic facilities.

CEMETERY FUND

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

GOLF FUND

Ambleside par 3 and Gleneagles golf course are self-contained businesses that generate a bottom line sufficient to fund golf course improvements & transfer an administration fee to the general fund.

BLUE BUS TRANSIT

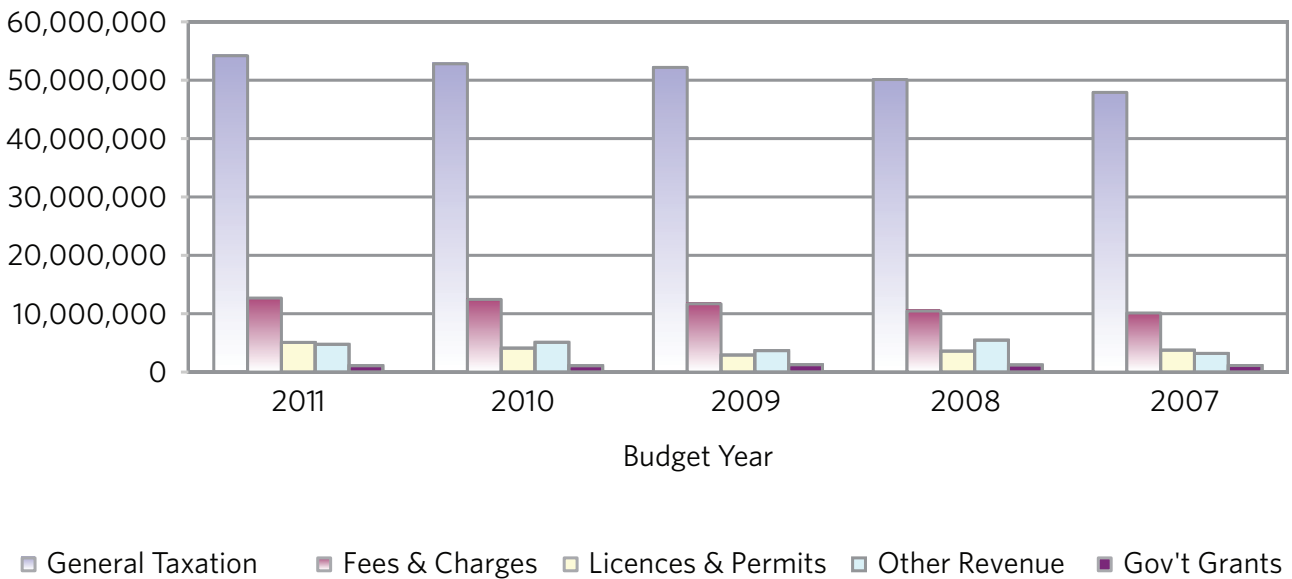
The Blue Bus service is operated on a contract basis for Translink, which sets service levels, establishes budget, and reimburses all costs.

Revenue Policies

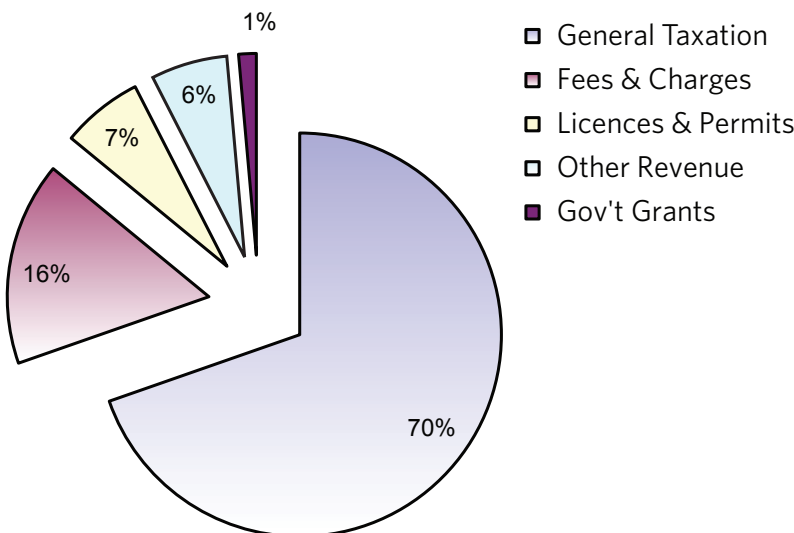
The following charts indicate graphically the trend and relative distribution of each of the District's major ongoing general revenue sources. Funding sources for the annual capital program are not presented here.

A quick review reveals the significance of property taxation to the District's operations as well as the relative stability of the proportions year over year.

GENERAL FUND TREND OF REVENUE SOURCES



GENERAL FUND REVENUE SOURCES 2011



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

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

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

- Costs involved in providing a service
- Program participation objectives
- Special consideration for youth and seniors
- Rates as compared to surrounding municipalities
- Targeted recovery rates for recreational facilities
- Ensuring that new developments pay their own way

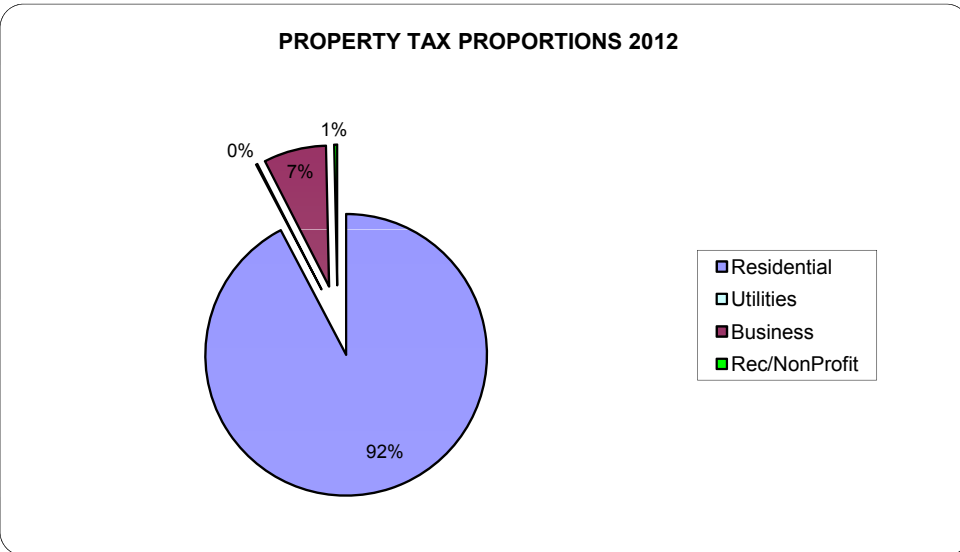
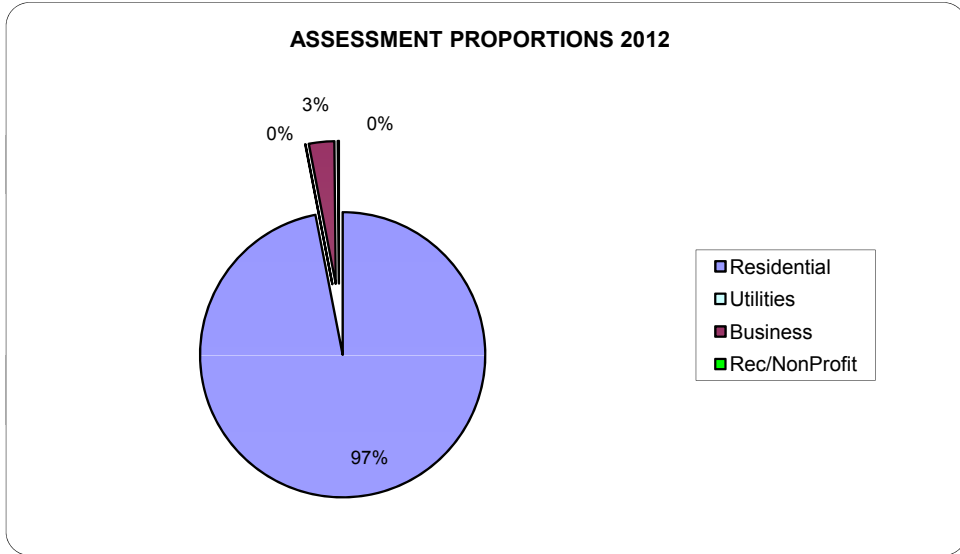
The increased application of user-pay principles are in response to feedback from residents and are in accordance with Council's direction. In addition, grants and other contributions, including partnerships, are pursued wherever available.

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

Property Taxation Policies

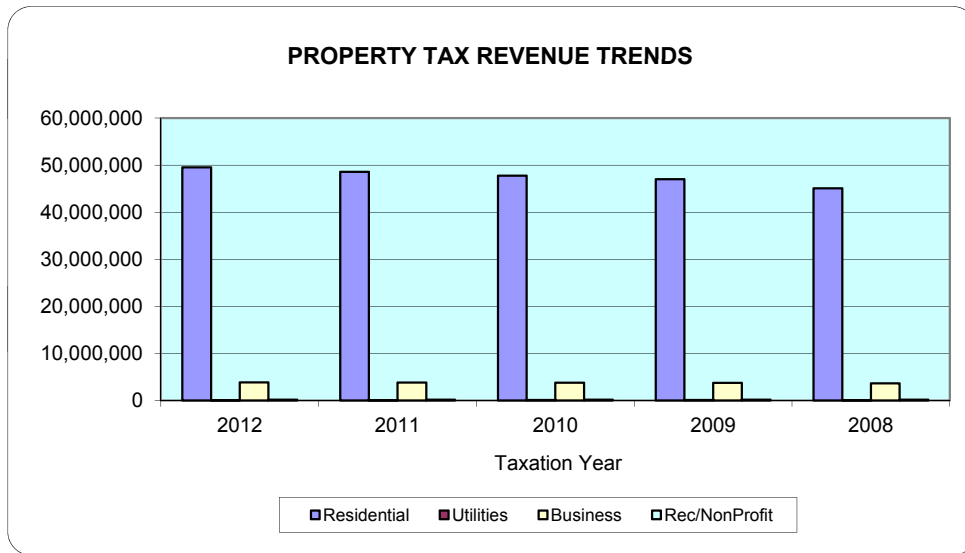
Property taxation is the District's most significant revenue source.

Assessed property values in each of four categories presented in the charts below drive taxation revenues. These charts graphically portray the distribution of property types both as to the proportion of total assessment and their contribution to total taxation revenues.



The chart below represents the five-year trend in property tax revenues, from 2008 to 2012, and clearly demonstrates that residential taxation is the most significant source of revenue for the District at 92 per cent of the 2012 total.

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 policy allows for exemptions only as follows:

- For senior citizen housing projects built with provincial assistance that do not fall within the exemption provisions of S 224(2)(h) of the Charter;
- For non-profit organizations and community care licensed groups leasing portions of school buildings from School District #45;
- For land surrounding buildings for public worship, private schools and other necessary ancillary buildings; and
- For certain properties deemed to be National Historic Sites.

These limited allowable exemptions will amount to \$251,156 of foregone taxation revenues for 2013.

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

In West Vancouver, that multiple has always been kept low in order to encourage small business. A survey of business class property taxation within Metro Vancouver municipalities for 2012 (attached) indicates a range of class multiples, from a high of 4.66 to a low of 2.31, with the average being 3.39, and the median at 3.22.

West Vancouver's tax multiple is 2.62.

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

Business Class Property Taxation Survey

Metro Vancouver Municipalities

2012

	Residential			Business			Tax Multiple
	Assessment	Tax Rate	Tax Dollars	Assessment	Tax Rate	Tax Dollars	
Burnaby	44,262,164,356 82%	2.23260	98,819,708 48%	8,230,042,444 15%	10.10000	83,123,429 40%	4.52
Coquitlam	22,628,171,940 88%	3.11480	70,482,230 61%	2,697,300,501 10%	14.52150	39,168,849 35%	4.66
Delta	17,193,912,319 81%	3.33030	57,260,868 55%	2,300,960,002 11%	10.70920	24,641,441 23%	3.22
Langley City	3,002,248,603 73%	3.72500	11,183,376 53%	986,398,545 24%	8.60500	8,487,959 40%	2.31
Langley District	18,184,066,316 83%	3.19978	58,185,012 61%	2,606,720,838 12%	9.48130	24,715,102 26%	2.96
Maple Ridge	11,386,235,608 91%	4.08880	46,556,040 77%	830,254,046 7%	11.75100	9,756,315 16%	2.87
New Westminster	9,990,556,250 87%	3.54410	35,407,530 61%	1,397,713,614 12%	13.55380	18,944,331 33%	3.82
North Vancouver City	10,475,699,827 83%	2.38015	24,933,737 53%	1,950,553,500 15%	9.14484	17,837,500 38%	3.84
North Vancouver District	23,477,770,817 93%	2.36446	55,512,250 72%	1,548,298,930 6%	8.52774	13,218,974 17%	3.61
Pitt Meadows	2,565,229,502 85%	3.72580	9,557,532 61%	376,109,200 12%	11.85360	4,458,248 28%	3.18
Port Coquitlam	8,155,923,104 83%	3.71290	30,282,127 56%	1,285,455,851 13%	13.07080	16,801,936 31%	3.52
Port Moody	6,158,560,122 92%	3.30760	20,370,053 67%	432,968,791 6%	9.84060	4,172,107 14%	2.98
Richmond	45,026,857,841 82%	2.00128	90,111,350 54%	8,046,567,614 15%	7.53569	60,636,439 36%	3.77
Surrey	68,751,824,306 87%	2.35469	161,889,233 69%	8,616,385,649 11%	7.07036	60,920,948 26%	3.00
Vancouver	178,159,067,247 84%	2.02002	359,884,879 55%	31,440,820,617 15%	8.78096	276,080,588 42%	4.35
West Vancouver	27,347,527,434 97%	1.81450	49,622,089 92%	812,432,900 3%	4.75440	3,862,631 7%	2.62
White Rock	4,767,310,206 95%	3.55618	16,953,413 89%	223,932,202 4%	8.70679	1,949,731 10%	2.45

WEST VANCOUVER RANKING GVRD MUNICIPALITIES

	Residential			Business			Tax Multiple
	Assessment	Tax Rate	Tax Dollars	Assessment	Tax Rate	Tax Dollars	
West Vancouver	27,347,527,434 97%	1.81450	49,622,089 92%	812,432,900 3%	4.75440	3,862,631 7%	2.62

High 4.66
 Median 3.22
 Average 3.39
 Low 2.31



2. West Vancouver Overview

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- History of West Vancouver.....35
- Municipal Government Overview38
- Organizational Chart 39

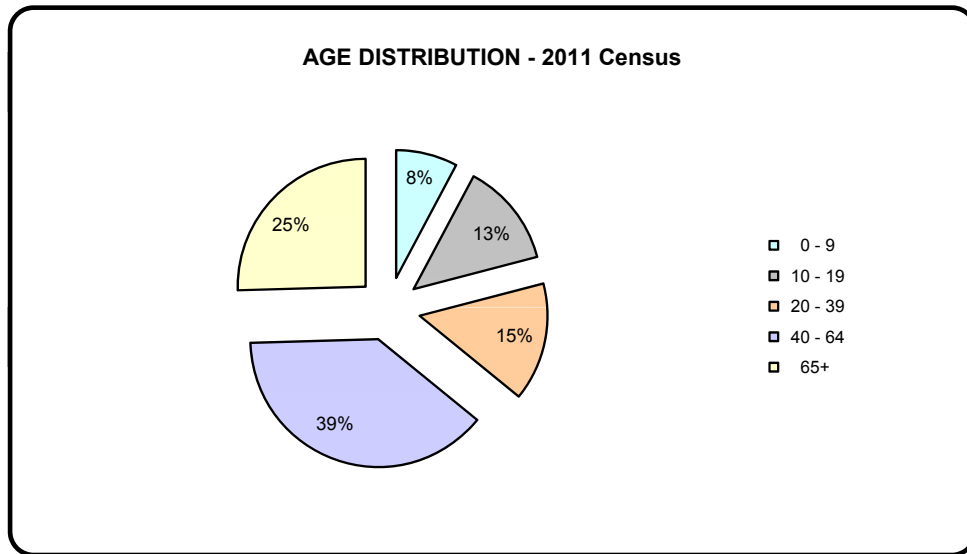
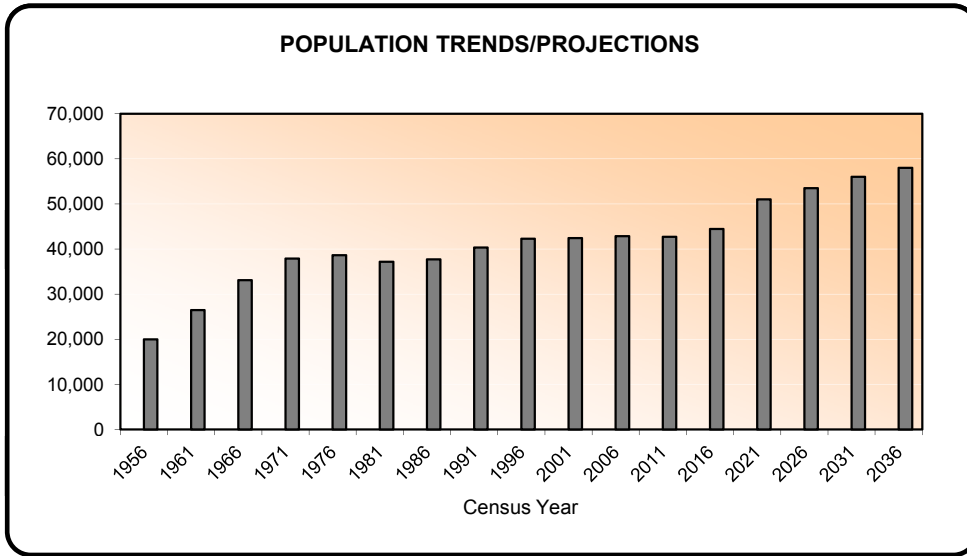
Demographics and Statistics

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

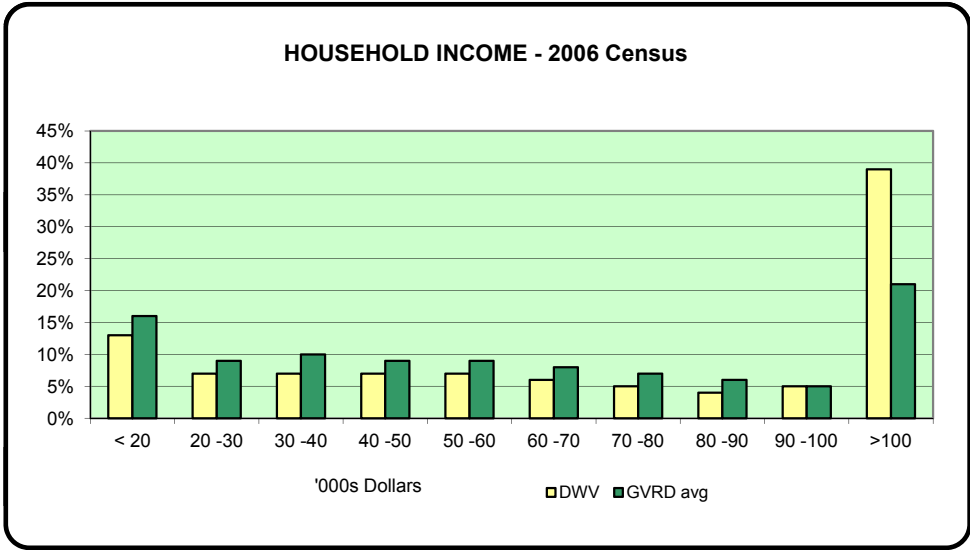
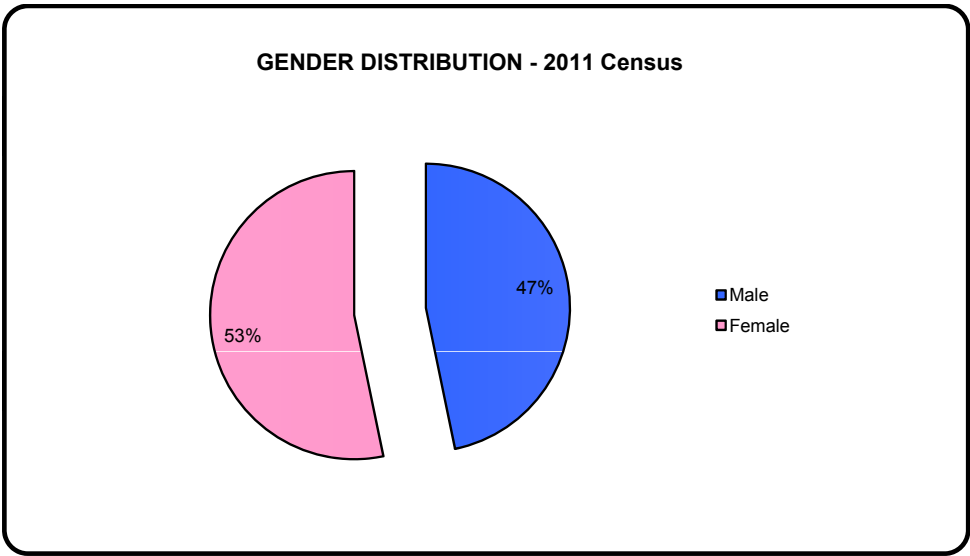
Connections to downtown Vancouver and points east and south from West Vancouver are via the Lions Gate Bridge and through North Vancouver via Highway 1 to the Second Narrows Bridge. The Upper Levels Highway serves as the major east/west connection to the Horseshoe Bay ferry terminal, the other North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



Population Demographics, Trends and Projections

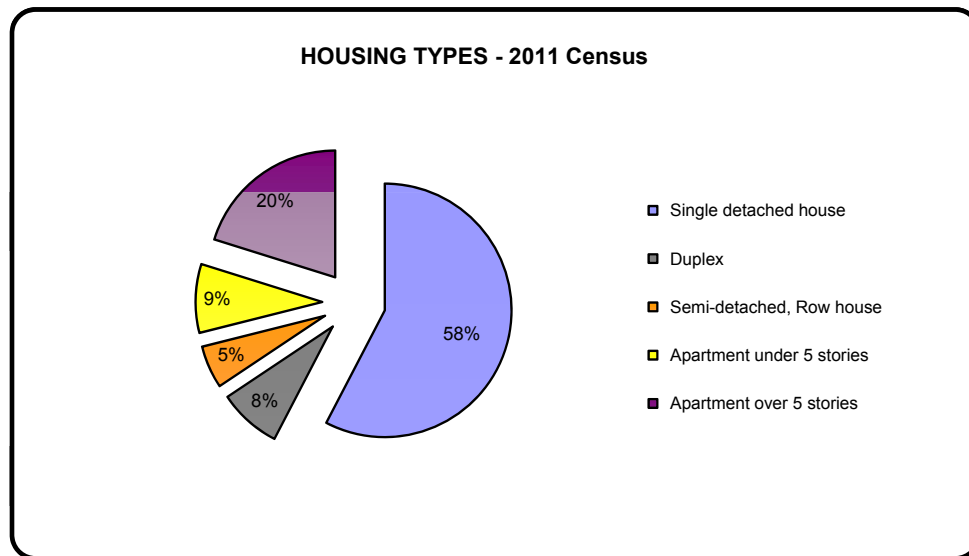
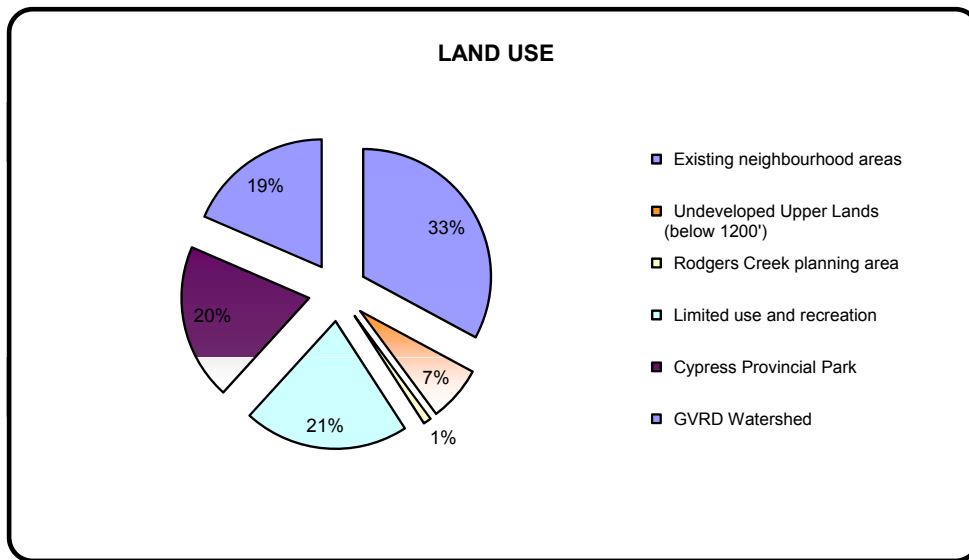


Population Demographics, Trends and Projections...continued

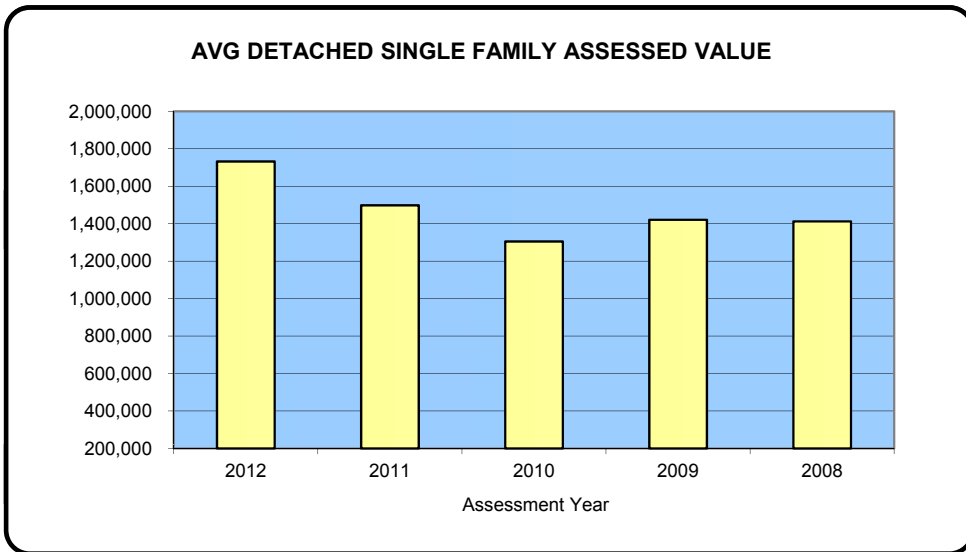
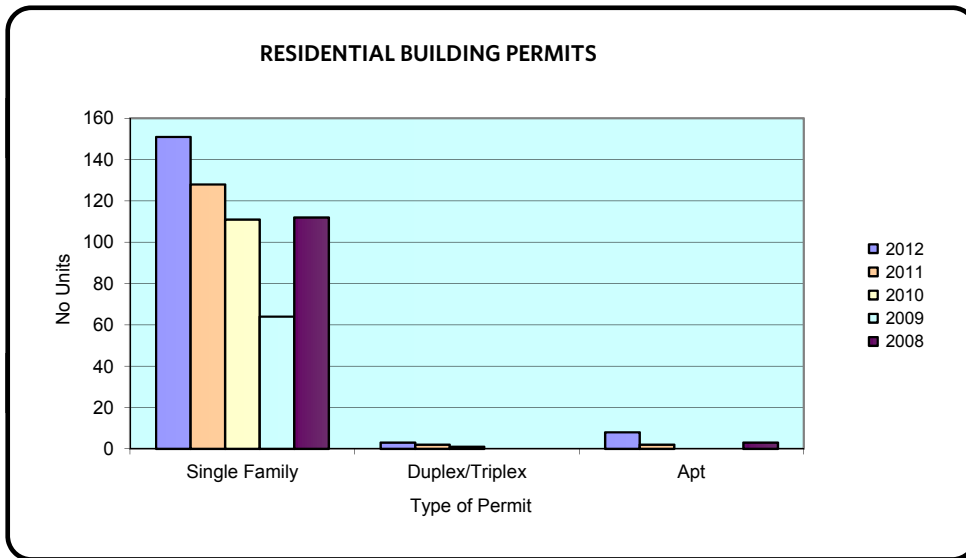


2011 Census income data not available until August 2013

Land Use and Housing



Land Use and Housing...continued



History of West Vancouver

The District of West Vancouver, a village-oriented corridor community that stretches along 28 kilometres of shoreline and up the slopes of Hollyburn Ridge, began as a popular summer holiday destination and has since grown to become an affluent suburb of Vancouver.

Spanish explorer Jose Maria Narvaez and Captain George Vancouver both sailed right past West Vancouver in 1791 and 1792 respectively. Even today, most tourists see little of West Vancouver as they veer off onto the Upper Levels Highway bound for Whistler or the Horseshoe Bay ferry terminal (which does lie within the District's boundaries).

The European explorers also missed meeting the Squamish First Nation, whose traditional territory includes West Vancouver, and who remain an important part of the community. The earliest known settlement here was a Coast Salish village at Sandy Cove. The aboriginal village at the mouth of the Capilano River later became the Capilano Indian Reserve (whu-mul-chists-tun), a separate legal entity.

James Blake pre-empted the first 65 hectares of present-day West Vancouver in 1872 and smart speculators had bought up most of the remaining land by the 1880s. A year after James Blake's pre-emption, the first white resident of West Vancouver, Navy Jack Thomas, a Welsh deserter from the Royal Navy, and his wife Row-i-a, granddaughter of Chief Ki-ep-i-lan-o (after whom the Capilano River was named), built a house in Ambleside. Although it has been moved and added to over the years, the house stands as the oldest continuously inhabited residence in Metro Vancouver. It is associated with several key historical themes, including early settlement and the relationship between early Europeans and First Nations. As well, a type of construction gravel that Thomas extracted and sold is still called Navy Jack gravel to this day.

From the 1880s to the first decade of the 1900s, men and women of European descent canoed and then ferried across from Vancouver to picnic or camp in West Vancouver. The fresh air lay upwind from what was literally the Big Smoke to the east and south in those early land-clearing and logging days. Every May to September, a tent city would spring up along the shoreline from present-day Ambleside Village to 23rd Street.

Europeans settled in a string of small, self-contained coastal communities. These settlements were initially focused along the accessible shoreline and crept over time up the mountainside. The natural topography, with its deep ravines, separated the early settlements and later served to define West Vancouver's unique neighbourhoods.

Any hiker in the forested slopes of West Vancouver knows that the area was once the scene of intensive logging; it is not unusual to come across stumps and otherwise modified trees. Isolated pockets of ancient trees that survived the onslaught are reminders of the forest before the arrival of the Europeans.



Safe marine transportation was essential for West Vancouver's early settlers. The first lighthouse was built at Point Atkinson in 1874 and regular ferry service from Vancouver started in 1909. The ferries triggered a real estate boom and relieved many families of the harsh row across the treacherous tides of the First Narrows to buy supplies or attend church in Vancouver. The original ferry terminal survives today as a municipal art gallery. The introduction of the ferry and its association with suburban devel-



opment introduced two enduring themes in West Vancouver's twentieth century history: transportation and suburbia.

The District of West Vancouver was incorporated on March 15, 1912, taking jurisdiction over what had been a part of the District of North Vancouver. Waterfront lots in what was then called West Capilano sold for \$4,500; other lots went for as little as \$450. Many newcomers were people of modest means looking for an affordable home.

Apart from logging, West Vancouver failed to attract much industry. Determined to make the best of

a bad situation, in 1925 West Vancouver's Councillors chose to make their municipality exclusively residential. The first Official Community Plan under the Town Planning Act of 1926 banned any new industry and called for building lots larger than lots elsewhere in the Lower Mainland.

The decision to curtail industry proved to be wise. It attracted a group of British investors, led by the Guinness family, who purchased most of the upper lands from the Municipality. In 1932 these investors began to build the British Properties, a quality development high on Hollyburn Ridge. The first subdivision in 'The Properties' boasted spectacular view lots averaging 1.3 acres. The developers built the Lions Gate Bridge (1937–38) to provide the first fixed link to Vancouver. King George VI and Queen Elizabeth drove across it in 1939 to officially open what was the longest suspension bridge in the British Empire. The ferries couldn't compete, and by 1947 ferry service had stopped.

The developers of the British Properties also built the Capilano Golf Course and the north part of Park Royal (begun 1950), one of the first shopping centres in Canada. Park Royal South, like the northern portion of the Lions Gate Bridge, is located on the Capilano Indian Reserve. With its natural assets, road link to Vancouver, recreational amenities and village retail base, the future prosperity of West Vancouver was assured. So too was its distinctiveness as a community whose residents accept commuting as a way of life.

From that seaside hamlet of 1912 with a summer population of around 1,500, West Vancouver has grown to a municipality of more than 44,000. The District is a mix of old summer cottages, modest homes, and multi-million-dollar estates. West Vancouver continues to have no industry and the same attractions that drew the first tourists: beaches, forests, mountain trails, golf courses and ski slopes. Residents place a high value on their natural environment, recreational opportunities and the landscapes that define this region.

The neighbourhoods of West Vancouver demonstrate the diverse forms that suburban development has taken in Canada and reflect the different visions of developers and early residents. The neighbourhood names remind us of the British origins of many settlers. Ambleside, an early subdivision built on a gridiron plan with a commercial strip along Marine Drive, commemorates *the father of West Vancouver* in John Lawson Park. Dundarave was named for the Scottish castle that was home to the clan of early resident R.E. MacNaghten. West Vancouver's streets were named after British prime ministers, a reminder of the Anglo-Saxon dominance among early arrivals. Caulfeild owes its bucolic setting and eccentric spelling to Francis William Caulfeild, an English gentleman and scholar who laid out an Olde English village 'according to the contours of nature', including the paths of wild

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animals and cows. Bellevue, now only a street, was once a subdivision adjoining Dundarave. It was dubbed 'Vancouver's premier suburb'; Bellevue's ads promised that "A lot in Bellevue is a joy forever; two lots is a rapture." Further west, Colonel Albert Whyte pressed for the 1914 spelling change from White Cliff City to Whytecliff. Only a few families with modest incomes lived in Horseshoe Bay year-round until Dan Sewell arrived in 1931 and opened his marina and Whytecliff Lodge.

The communities higher up the mountainside offer fabulous views of Burrard Inlet and the Georgia Strait. As car ownership became more ubiquitous after 1945, new neighbourhoods spread across the upper areas. The British Properties set the tone for what would follow. Altamont is one such neighbourhood. The large lots with mature trees and attractive landscaping, and the narrow public roads, give the homes the air of country estates.

From faux Cotswold cottages with landscaped English gardens to glass-walled post-and-beam houses set amongst tall coniferous trees, the intimate relationship between the landscape and the built form is an ongoing theme in West Vancouver architecture. It was individual houses that put West Vancouver on the national map.

For a generation beginning around 1945, West Vancouver was a centre of award-winning Canadian residential architecture recognized as West Coast Style, which was inspired to a large extent by the dramatic landscape and the availability of fine lumber. Hundreds of west coast modern houses were designed by talented architects such as John Porter, Duncan McNab, C.E. (Ned) Pratt, Arthur Erickson, Fred Hollingsworth and Ron Thom.

The 1926 Official Community Plan may have precluded industrial development, but it could not isolate West Vancouver from the pressures of regional population growth. In 1959, some 20 hectares of land were rezoned, permitting dozens of high-density apartment buildings to be constructed in Ambleside and Hollyburn. The Crescent Apartments (1961) was West Vancouver's first high-rise. Some waterfront apartments—notably Villa Maris, aka the Pink Palace—are coloured in Miami pastels.

Social and demographic change in late-twentieth-century Canada was reflected locally. When Gleanings Golf Course opened in 1927, it was reserved for the use of the British majority. That changed in 1951 when the property was sold and became the first Jewish golf course in Metro Vancouver. The predominant Britishness of early West Vancouver has diminished considerably over the last half-century. The new ethnic diversity is drawn from new arrivals from Asia, the Middle East and Europe, as well as from elsewhere in BC and Canada.

For its diverse people, their individual neighbourhoods, the natural beauty and the rich cultural life, West Vancouver is a special community with a distinctive heritage. The District of West Vancouver is responsible for governing the Municipality under the authority of the Local Government Act and the Community Charter. The District operates under a Council/CAO system: this means an elected Council provides policy direction to a professional staff, which then implements Council policy and manages the day-to-day operations of the District. The Mayor is the Chief Executive Officer. He chairs regular Council meetings and is the key spokesperson between Council and the public.

Municipal Government Overview

The District of West Vancouver is responsible for governing the Municipality under the authority of the Local Government Act and the Community Charter. The District operates under a Council/CAO system: this means an elected Council provides policy direction to a professional staff, which then implements Council policy and manages the day-to-day operations of the District. The Mayor is the Chief Executive Officer. He chairs regular Council meetings and is the key spokesperson between Council and the public.

Following are the Mayor and Councillors, elected on November 19, 2011, and in office until November 2014:

Mayor	Michael Smith
Councillors	Mary-Ann Booth
	Craig Cameron
	Nora Gambioli
	Michael Lewis
	Trish Panz
	Bill Soprovich

The Chief Administrative Officer (CAO), in partnership with Departmental Directors, provides corporate leadership and service to realize organizational values and support Council's vision for the community. The senior management group is made up of the following people:

Chief Administrative Officer	Grant McRadu
Deputy CAO	Brent Leigh
Municipal Clerk	Sheila Scholes
Director of Communications (acting)	Jeff McDonald
Director of Engineering and Transportation	Raymond Fung
Chief Financial Officer	Nina Leemhuis
Director of Human Resources	Terrence (TJ) Schmaltz
Director of Parks and Community Services	Anne Mooi
Director of Planning, Lands and Permits	Bob Sokol
Fire Chief	Jim Cook
Police, Chief Constable	Peter Lepine
Director of Library Services	Jenny Benedict

Boards, Committees and Working Groups also provide advice to Council and staff. These are the currently active groups:

Boards and Panels

- Board of Variance
- West Vancouver Community Centres Society
- Memorial Library Board
- Police Board

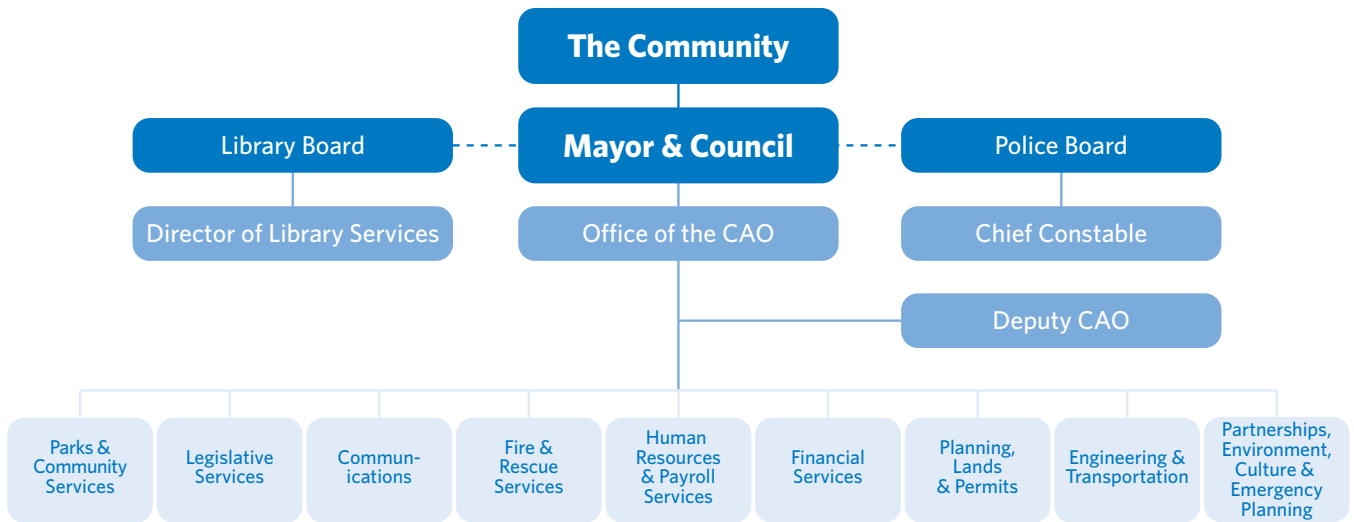
Working Groups

- Field Sports Forum Working Group
- North Shore Substance Abuse Working Group
- Parks Master Plan Working Group

Committees

- Audit Committee
- Awards Committee
- Community Engagement Committee
- Community Grants Committee
- Design Review Committee
- Finance Committee
- Gleneagles Community Centre Advisory Committee
- Lower Caulfeild Advisory Committee
- North Shore Advisory Committee on Disability Issues
- North Shore Family Court: Youth Justice Committee
- School Traffic Safety Advisory Committee

District of West Vancouver Organizational Chart







3. Planning Environment

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Official Community Plan *Policies*

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

West Vancouver's most recent OCP was adopted in June 2004. The financial framework from that document is reproduced below, but readers should note that some of these policies have since been revised.

OCP POLICY SECTION 16: FINANCIAL FRAMEWORK

Context

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

Municipalities conduct their financial affairs through formal annual budgets and five-year financial plans. These budgets and plans define services to be provided and at what cost, and determine revenue sources (chief among which is the power to tax) to pay for them.

In a fundamental way, the form and character of a community as proposed in its Official Community Plan will play a significant role in shaping the future demand for infrastructure and services, and ultimately, the levels of taxation required.

The Financial Framework

The District uses a principal-based and long-term approach to managing the complex and changing financial issues facing West Vancouver. Some of the elements of that financial framework include:

- A budget process that includes a Five Year Financial Plan and consultation with residents;
- A formal set of budget principles that guide the annual budget process in establishing overall expenditures, departmental activity levels, and ultimately, the setting of tax rates. These budget principles, used by municipal Council and staff, cover such matters as our commitment to a long-term corporate approach that is results-oriented and stresses responsibility and accountability;
- Capital planning principles that emphasize a long-term program of infrastructure improvement and maintenance on a pay-as-you-go basis, integrating capital construction and maintenance activities within an affordable long-term capital plan;
- A Community Strategic Plan, incorporating a high-level Strategy Map and a Balanced Scorecard that links corporate objectives, initiatives and measures to the organization's Mission;
- A long-term approach to utilities infrastructure replacement, including developing West Vancouver's own water source at Eagle Lake, which provides the rationale for gradually increasing service charges followed by long-term stability of sewer and water rates over the next 10 years. Note that more recent studies of the condition of sewer and water infrastructure have indicated the need to further increase utility rates—see Section 10, Utility and Other Funds;
- An ongoing review of fees and charges for the many user-pay services and activities offered by the Municipality. Many user-pay activities do not involve full cost recovery but include a municipal subsidy from general taxation. Identifying services and activities that should be approached on a user-pay basis and determining the appropriate amount of the municipal

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subsidy is the subject of ongoing debate; and

- A system of Development Cost Charges and individually negotiated servicing agreements serve to finance the costs associated with growth from new development. This ensures that the infrastructure requirements of new developments are not a burden to existing taxpayers.

Challenges and Trends

The overall fiscal stability of the District is managed within the context of certain challenges and trends which may or may not be within the direct control of the Municipality.

The most significant challenge facing the District is to understand the financial implications of a historic decision to remain a predominantly residential community, which makes for quite different patterns of service consumption from those in a more balanced community. In communities with a significant business and industrial component to the tax base, it is not unusual for those sectors to contribute tax revenues in excess of the value of services that they actually consume, thus providing a subsidy to residential taxpayers. That subsidization of the residential tax burden is not available in West Vancouver to any appreciable degree.

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

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

- Downloading of responsibilities, cutbacks in cost-sharing programs and the elimination of revenue sharing grants;
- The imposition of higher and more stringent mandated standards in such diverse areas as sewage treatment, water quality, solid waste handling, site contamination and the environment add directly to municipal costs; and
- Legislative changes to railway taxation, access to information and privacy, and the Police Act indirectly increase costs.

Proposed Community Charter legislation may provide opportunities for developing new revenue sources and for entering into new cost-sharing arrangements; however, there is a chance that the province will withdraw from the provision of certain services and, as a result, pressure on municipalities to provide those services will increase.

The implementation of the Recreation Facilities Master Plan will bring about significant new and expanded recreation facilities and entails the integration of associated operating costs within existing budgets and rate structures.

Existing service levels in almost all areas exceed those of other municipalities in Metro Vancouver on a per capita basis, and yet in many cases it has been difficult to quantify and describe these services with any precision. In the future, informed decisions involving the allocation of scarce resources will require such quantifications.

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The debate around user-pay initiatives is expected to continue and even accelerate with regard to water metering in West Vancouver.

Regional issues are becoming more complex and costly and are further complicated by the problem of less-than-direct municipal representation in decision making, including Metro Vancouver core services, sewer and solid waste. In the future, these will include the far more significant costs and service issues associated with roads and transit within TransLink and the Greater Vancouver Transportation Authority (GVTA). The District increasingly needs to monitor external events in order to be in a position to protect its interests and intervene when necessary.

Objectives

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

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

POLICIES

Policy F1

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

- Conduct a comprehensive annual budget, and five-year capital plan process, which includes a public consultation component;
- Annually review and update all current and long-term financial plans based on current conditions;
- Provide meaningful documentation of all financial plans, budgets and long-term tax policies; and
- Ensure that the policies and priorities identified in the Official Community Plan are consistent with municipal financial planning.

Policy F2

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

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

Policy F3

Ensure that service levels respond to changing community demographics.

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

Policy F4

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

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

Policy F5

Implement user-pay initiatives when appropriate.

- Plan for the implementation of universal water metering.

Policy F6

Monitor legislative changes for impacts and opportunities.

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

Policy F7

Monitor and participate in decision-making within the region.

- Continue to be involved at both the staff and political levels in regional forums and organizations; and
- Assume leadership roles on regional issues that affect the Municipality.

Community Strategic Plan

In the spring of 2009, the District launched a multi-venue public engagement process for residents to envision the strongest and most appealing community imaginable 20 to 30 years ahead, and to identify their most important values, concerns and initiatives.

A Strategic Planning Working Group was formed to distill the public engagement directives into high-level Vision and Mission statements that provided the context for achieving the public's future goals.

Following the Vision and Mission statements, a Corporate Strategy Map and Balanced Scorecard measurement process were prepared in order to provide the details of the goals, initiatives and budgeting processes that will deliver the community's vision of West Vancouver's future.

Vision

West Vancouver will inspire excellence and lead by example. Collaborative government and a spirit of personal civic commitment will power the innovations that shape our shared future. The strength of this relationship will secure our treasured quality of life and will be the measure of our success as a community.

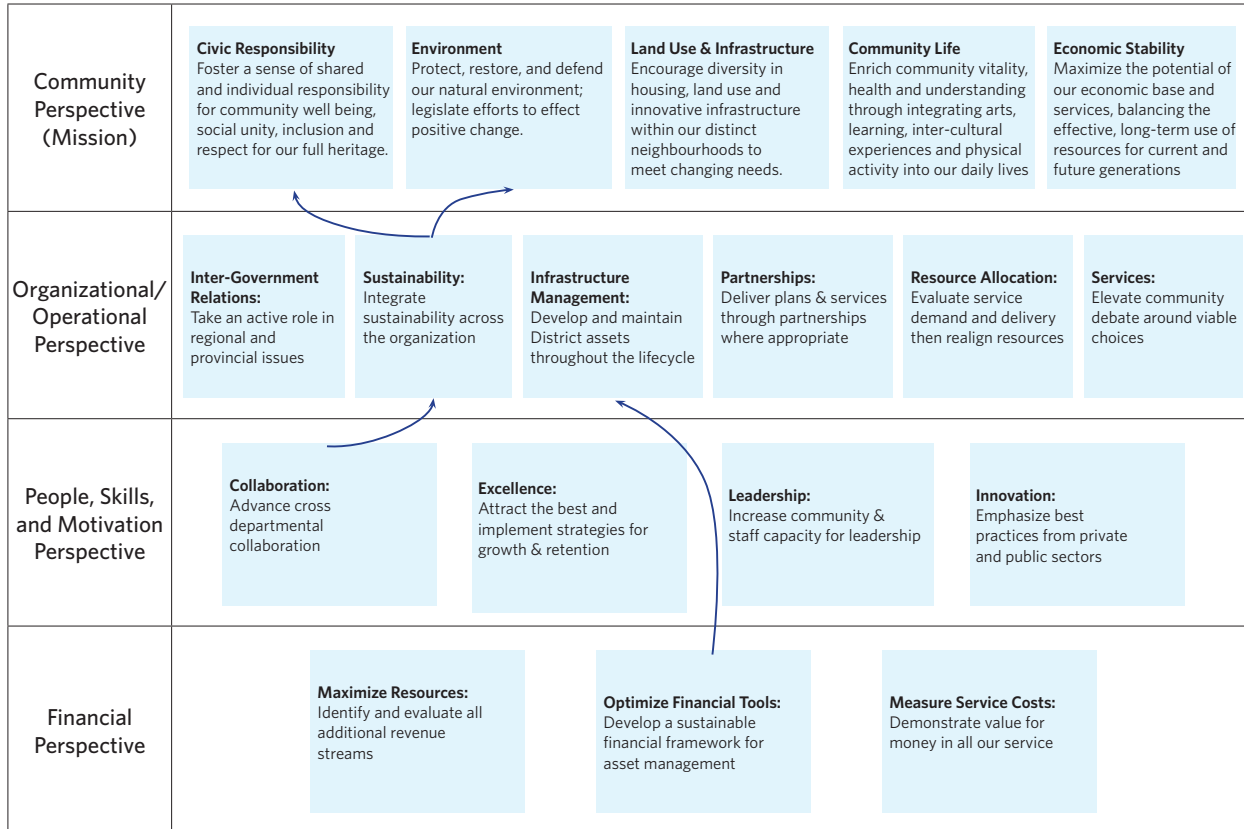
Mission

We champion the opportunities that demonstrate our deep commitment to:

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

Strategy Map

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



Work Plan Priorities

Strategy Map and Priorities for 2013

Contained within the Community Strategic Plan are the Strategy Map and Balanced Scorecard. The Strategy Map provides a high-level overview of the major initiatives which flow from the Vision and Mission and were developed based on community leadership and collaboration. The primary headings contained within the Strategy Map are: Civic Responsibility, Environment, Land Use and Infrastructure, Community Life and Economic Stability. These major initiative areas have not changed, but rather have been re-affirmed by Council. This Council has clearly articulated five priority areas, each with specific projects and milestones, which directly align with the Strategy Map.

In an effort to deliver the 2013 budget in a timely manner and to be as transparent as possible, Council has identified five priority areas for 2013 which are outlined below. These priority areas have guided funding decisions for 2013 and have heavily influenced all divisional work plans.

Council Priorities for 2013

Both Council and staff recognize that in order to achieve projects and initiatives which go beyond the daily operations of the Municipality, the District must apply discipline and focus to implement meaningful projects in a timely manner. The five priorities below are both the budget and work plan focus for the District in 2013.

1. Public Safety Building

The Public Safety Building (PSB) is a necessary investment in critical infrastructure for West Vancouver. The PSB will co-locate the West Vancouver Police Department and West Vancouver Fire & Rescue Services in one, post-disaster standard facility located on the municipal hall site. The building will provide for efficient work spaces for Fire and Police and would withstand a major earthquake. This will ensure that first responders can continue to provide life-saving services to the community in the event of a major disaster.

In 2013, the PSB will advance with massing, design and schematic drawings which will be conducted by the architect and will engage the public in decisions regarding the public realm as well as some elements of design. Additionally, while a number of funding models have been discussed, in 2013, the funding model will be confirmed. It is anticipated that construction on the new facility would not begin until sometime in 2014; however, significant stakeholder and public engagement will continue in 2013, so that all design and schematic drawings will be complete by the end of the year.

The PSB is a major project and one which will significantly enhance West Vancouver's ability to remain resilient and safe during the everyday and in the event of a possible earthquake or other major disaster. The community is well served by West Vancouver's very own Police and Fire departments and the PSB will be an appropriate new home for their members.

2. Ambleside/Waterfront Development

Since 1975, Councils of West Vancouver have shown leadership in committing to invest in a public, accessible waterfront. Following nearly 30 years of policy implementation, West Vancouver is now in an enviable position to realize many of our community-wide ambitions and aspirations for the waterfront.

In 2013, a number of projects will seek public input and be advanced. These include, but are not limited to:

- Facilitating the 1300 Block redevelopment application
- Developing a plan for publicly owned waterfront homes

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- Advancing the Arts Facility Strategy
 - Developing an integrated and collaborative foreshore management plan
 - Finalizing and beginning implementation of the Ambleside Streetscape Strategy
 - Finalize John Lawson Park playground upgrade and initiate redevelopment of Ambleside playground
 - Engage stakeholders and the public on market study opportunities as well as unique initiatives such as sidewalk dining, restaurant feasibility study and review opportunities for the Hollyburn Sailing Club redesign

There are a number of exciting projects which are planned for 2013. The public will have numerous opportunities to provide feedback and input as the District builds on nearly 30 years of successful land acquisition and management of the waterfront.

3. Housing and Neighbourhood Character

The Community Dialogue on Neighbourhood Character and Housing took place in 2008, and was a year-long community dialogue on neighbourhood character and housing options. West Vancouver is often considered a community of neighbourhoods, where neighbours are friends and there is a distinctive look and feel for each of the neighbourhoods. Building on this important community work will be an important focus in 2013, as Council and the District seek to advance many of the historic recommendations of the working group, as well as new ideas about housing and neighbourhood character.

- Developing strategic and implementation plans for establishing a Land Trust
- Raising awareness of housing and neighbourhood character with a comprehensive communications and public engagement plan
- Implementing the recommendations from the original Housing and Neighbourhood Character Working Group
- Completing the Housing Action Plan.
- Facilitating a Council workshop on Housing Dialogue

In 2012, West Vancouver celebrated its centennial and a big part of those celebrations was recognizing and admiring how West Vancouver has evolved into a cosmopolitan community without having lost its charm and character which makes it such a special place to live. The housing and neighbourhood character projects for 2013, will seek to balance the historic charm and character with the need for new housing options for our changing community.

4. Municipal Services and Finances

The District of West Vancouver is in a stable financial position. While there are a number of factors outside the District's control, every effort has been made to control expenditures and to explore non-traditional revenue sources so that municipal services can be delivered at the highest level without overburdening the tax payer.

In 2013, the District will conduct its Community Survey to seek public input on which services they most value. This information will help to inform an internal core services review which will be undertaken to evaluate which services the District provides, at which level and if the current service delivery is effective, efficient and appropriate.

In 2013, additional undertakings to review municipal services and finances will include:

- Advancing the Squamish Nation Servicing Agreement
- Collaborating with both North Shore Municipalities to advocate for municipal interest with Metro Vancouver, particularly in regard to the Lions Gate Waste Water Treatment Plan
- Implementing the Strategic Transportation and Cycling Implementation Plans
- Completing the Roads Asset Management Plan
- Developing a Parks and Community Services specific capital asset inventory and replacement schedule
- Reviewing the Community Amenity Contribution (CACs) Policy

By working collaboratively, both internally and with our neighbours, the District will work to secure financially, socially and environmentally equitable policies and agreements so that West Vancouver residents continue to receive quality services in a financially responsible manner.

5. Environment, Parks and Upper Lands

The green and natural spaces of West Vancouver are defining features of our community. Whether it's popular destination parks along the waterfront, or trails on the mountain, West Vancouver's natural capital is a treasured and well-loved feature of our community. Council recognizes the need to develop policies and guidelines which will renew our community's commitment to our natural capital and will clearly direct future projects and activities in our parks and in the Upper Lands.

In 2013, a number of major projects under this priority area will be initiated, advanced or completed. These include, but are not limited to:

- Establishing the Upper Lands Working Group and beginning a comprehensive Upper Lands Study
- Extending the Spirit Trail from Seaview Walk to Horseshoe Bay
- Implementing the Shoreline Protection Plan
- Hiring an Environmental Sustainability Coordinator and developing a cross-department work plan
- Developing and implementing a communications and public engagement plan to increase awareness of projects and public consultation processes
- Implementing the recommendations from the Parks Master Plan, as well as developing an associated long-term capital budget to achieve these recommendations over time

The 2013 work plan related to Environment, Parks and Upper Lands is robust and will seek to engage the community on a number of projects. The purpose of many of these projects, in particular the Upper Lands Study, is to develop a deeper understanding of our natural assets in the Upper Lands and to facilitate community-wide discussion on how to best manage these lands in the years to come.

These five priority areas directly align with the Community Strategic Plan and have been central to developing the 2013 budget and associated work plan. The projects and initiatives are ambitious and require a collaborative approach for both the District's internal workings, but also between Council, the District and the community. In 2013, the focus will be on implementation, facilitating community dialogue, and monitoring our work to ensure it is efficient and in line with Council and community's expectations.



4. Financial Planning Framework

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Key Budget Assumptions 59

Budget Process Timing Overview

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

Month of August

The formal budget process begins. The Financial Services Department updates a detailed labour model and projections of fringe rate pool adjustments required for the following year based on currently authorized staffing levels, incorporating both known and estimated union settlements.

Formal instructions are then sent to all departments and the deadline date for budget submissions is set near the end of September. Budget submissions are to include base case numbers, optional case numbers (if requested), any proposals for service level adjustments and proposed work program details.

Early September – Mid-year Operating Review

The mid-year operating review is a comprehensive review of operating results to June 30. It includes high-level projections through to year-end and details of progress on work programs. The presentation of this review to the Finance Committee included an outlook for the following year and confirmation of the approach to the following year's budget.

In particular, the outlook concludes with an understanding of the potential property tax rate required to support programs and services as well as any other significant factors that have been anticipated.

Month of October

The comprehensive General Operating Budget Model is assembled by financial service staff; departmental submissions are confirmed as being complete, specific achievement targets are set and these are signed off by directors. Departmental interviews are also conducted.

The resulting Budget Model draft then goes through a series of reviews and refinements within the executive group, with the objective of establishing a formal first draft for discussion with Council before the end of October.

Financial services and communications collaborate throughout October to establish a high-level framework for the proposed Budget Book document that will be the basis of a public process.

At the same time as the Comprehensive Operating Model is being documented by financial services, other departments begin to assemble Infrastructure Maintenance Budgets and prepare a preliminary first draft of a five-year major capital projects budget by the end of the month.

Concurrent with assembling the General Budget Model, financial services and engineering staff collaborate on establishing water, sewer and solid waste Five Year Financial Plans and proposed user rate structures for the following year.

Month of November

This is the period for public discussion and input. A first discussion draft of the budget, containing an overview report, selected financial data and proposed work program narratives, is authorized by Council for release to the public as the basis for the process to follow.

The process includes the establishment of venues and dates for public dialogue sessions. Additional information/documentation/issue identification is provided via newspaper spreads and newsletters

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as appropriate.

The dialogue sessions aim to be informative, inclusive and issues-focused, with the opportunity for concrete proposals for budget/service level revisions. Over the years, the details of this component have varied widely and the outcomes have been similarly variable.

Month of December

Council conducts its own discussion of budget proposals and considers resident input. By mid-December, Council reaches a consensus on instructions to staff for preparation of the final Five Year Financial Plan Bylaw for consideration.

Budget bylaws and utility rate setting bylaws are considered by Council and adopted by the end of December.

Budget bylaws may be subsequently amended at any time.

The budget process for 2013 continued to use the Finance Committee as the main venue for information sessions and dialogue with residents and Regular Council Meetings for Council deliberations and decision making.

The specific schedule for 2013 was as follows:

FINANCE COMMITTEE

September 2012 meeting

Finance Committee directed Staff to:

- Develop an operating budget based on no change to the effective 2012 property tax rate, recognizing that there may be a need to develop a strategy to fund facilities infrastructure maintenance and renewal through a different strategy;
- Use the 2012 Surplus to fund certain one-time initiatives; and
- Maintain current service and program levels.

November 2012

- Presentation of the 2013 Proposed Budget Book that maintains the effective 2012 property tax rate
- Presentation of the water, sewer and solid waste user rate models and bylaws
- Introductory comments on the development of the 2013 budget and water, sewer and solid waste user rate models and bylaws
- Public Information sessions to review and receive input on the proposed 2013 budget
- Discussions and input by members of public

REGULAR COUNCIL MEETINGS

November 2012 meeting

- Presentation of the 2013 proposed budget
- Further input by residents on proposed 2013 budget
- Water, sewer and solid waste user rate models and bylaws presented
- Discussions and input on water, sewer and solid waste user rate models and bylaws by members of public
- Council deliberate on proposed 2013 budget
- Council deliberate on water, sewer and solid waste user rate models and bylaws

December 2012 meeting

- Discussions and input on Five Year Financial Plan Bylaw by members of public
- 2013 Five Year Financial Plan Bylaw given first, second and third readings and adopted
- Discussions and input on water, sewer and solid waste user rate models and bylaws by members of public
- 2013 water, sewer and solid waste bylaws given three readings and adopted

2013 Budget Principles

The following principles guide the development of District operating budgets:

Principles Based

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

Corporate Approach

The budget should result in a financial plan that furthers the interests of West Vancouver as a whole.

Departmental interests and goals are formulated only within the context of promoting the wider corporate interest, in coordination with all other departments. The Vision, Mission and Community Strategic Plan adopted by Council in 2011 as well as Council's five priorities, determined in 2012, provided the overall framework for future budgets.

Broad Based Involvement and Support

Staff at all levels should be aware of the nature and significance of the budget process and those with budget responsibilities should participate in discussions and revisions throughout.

Communication throughout the process is vital with wide-spread involvement and participation ensuring widespread support for final decisions.

Role at Policy Level

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

Empowerment of Staff

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

Commitment to Planning

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

Long-term Outlook

A long-term outlook ensures that annual work plans support the vision and values of the organization and acknowledges that short-term actions are cumulative in their effect. A long-term outlook is reflected in formal long-term plans: Five and 10-Year Capital Plans, Five-Year Operating Plans, and Three-Year and longer-term Business Plans. These plans identify investment opportunities and demonstrate affordability.

Results Oriented

The focus of operational budgets should be on anticipated outputs and desired outcomes, as opposed to the traditional focus of inputs (line item detail, specific expenditures). This involves com-

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paring West Vancouver’s effectiveness with other jurisdictions and developing appropriate performance measures.

It also means that work programs describing projects and activities beyond normal day-to-day operations assume a higher profile in the organization.

Responsibility and Accountability

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

Role of Residents

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

Financial Policies

The development of the District's Five Year Financial Plan requires that staff adhere to the following financial policies:

Compliance with Relevant Legislation and Accounting Principles

The District complies with all legislative requirements contained in the *Local Government Act* and *Community Charter*. The more significant legislative requirements include: financial plans to be on a five-year basis; the inclusion of a public consultation process; that the plans be authorized by bylaw within a specific time frame (prior to adoption of tax rate bylaws, which must be adopted no later than May 15); and requiring that financial plans be subsequently amended only by bylaw.

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

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

For budget purposes, the District continues to reflect capital expenditures as funded either on a current basis or through long-term borrowings and for principal repayments of long-term borrowings to be reflected as current expenditures. Direct funding of amortization charges is not included in the 2012 budget.

Balanced Budgets

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

Five-Year Planning Horizon

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

Asset Management Framework

An asset management framework, currently under development and scheduled for completion before the end of the year, will facilitate all aspects of capital planning, including timing and resource requirements for infrastructure maintenance and replacement cycles.

Investments

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

Debt Management

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

- Development of Eagle Lake, repaid through water user rates
- Community Centre partnership, repaid from a long-term lease agreement
- Local improvement initiatives, repaid by benefiting property owners

Revenues

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

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

- Costs involved in providing the service;
- Program participation objectives;
- Special consideration for youth and seniors;
- Competitive rates compared to surrounding municipalities; and
- Target recovery rates with regard to recreation facilities.

Financial Reporting Cycle

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

Accountability

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

Key Budget Assumptions

Economy

The global economic recovery is assumed to continue in accordance with Bank of Canada projections. The consequences of that continuing recovery for West Vancouver include the following:

- Growth in the assessment base has returned to historic averages.
- Construction activity is anticipated to decrease and be at or near historic averages.
- Returns on investments will be impacted by low interest rates.

Capital Program

As key reserve account balances recover from the significant pay-as-you-go recreational facilities renewal program that was completed in 2010, major capital projects will again be essentially limited to those leveraging grants and partnership contributions.

Operating Costs

The 2013 budget includes the following:

- 2012 service levels are unchanged;
- No allowance for increase in divisional non-labour costs; and
- Recovery of costs as appropriate through selected increases to certain categories of fees and charges.

Budget Refinements

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





5. Economic Factors/Financial Trends

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- Significant Cost Drivers..... 67
- Divisional Expenditure Trends 68

Economic Overview

Recovering Economies

In its Spring 2012 economic outlook, the Canadian Chamber of Commerce remarked that, among other factors, sound banking systems, a resilient housing market, and strong corporate balance sheets steered the Canadian economy “through turbulent waters in 2011” and warned that 2012 “might bring a more challenging reality”. These trends are expected to continue into 2013 with only modest growth being forecast.

Chief among the external factors posing the most risk to the Canadian economy is the crisis in Europe. The Bank of Canada has said, “if the crisis was to deepen and spread further to the larger European economies, transmission to Canada could become more severe, through the credit and funding channels.”

Domestically, the major risk to the economy relates to household debt. High debt loads mean Canadian households—especially low-income Canadians—are more vulnerable to rising interest rates, job loss and asset price declines than in the past.

On a positive note, the economic recovery in the United States may be stronger than anticipated which may in turn result in higher demand for Canadian products.

Locally, the most obvious economic indicator is new construction activity. In 2009, in response to the 2008 economic crisis, District building permit and inspection revenues dropped by approximately 25 per cent. By 2010, revenues had returned to pre-2009 levels and significant growth continued through 2012. With that said, it should be noted that this new construction is largely the result of investment from overseas, (particularly China) and is not reflective of what is happening elsewhere in Canada.

Impacts to Local Government

For 2009 and 2010, local governments were faced with significant uncertainty in forecasting the impacts that the recession would have on their operating activities and consequently in their approach to annual budgeting. Going into 2011, the picture was much clearer. For 2013, however, the impact of the economic crisis in Europe means the outlook is again not so clear.

In West Vancouver, the specific financial exposures have been as follows:

- As mentioned earlier, any downturn in the economy could result in another significant reduction in building activity, and thus building permit and inspection revenues. That said, despite concerns that 2010 represented a one-time catch-up, 2011 and 2012 activity was strong and 2013 growth is projected to be at an all time high.
- Reduced construction levels could also translate into lower values being added to the assessment roll. Thus, anticipated new taxation revenues from new construction could be impacted.
- Low interest rates continue to impact investment earnings.

As senior governments intervened with various stimulus packages designed to counter the recession, West Vancouver benefitted from substantial infrastructure grants—towards water treatment facilities, sewer mains and an artificial turf sports field. As economic recovery has proceeded, such stimulus packages have disappeared.

Notwithstanding that the direct impacts of the recession on District finances have been for the most

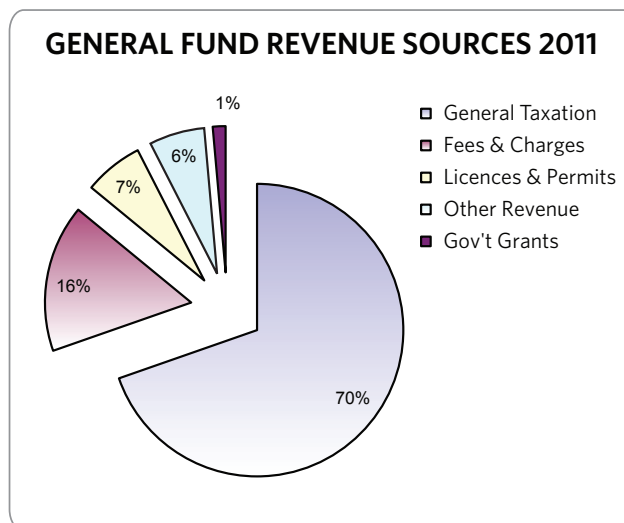
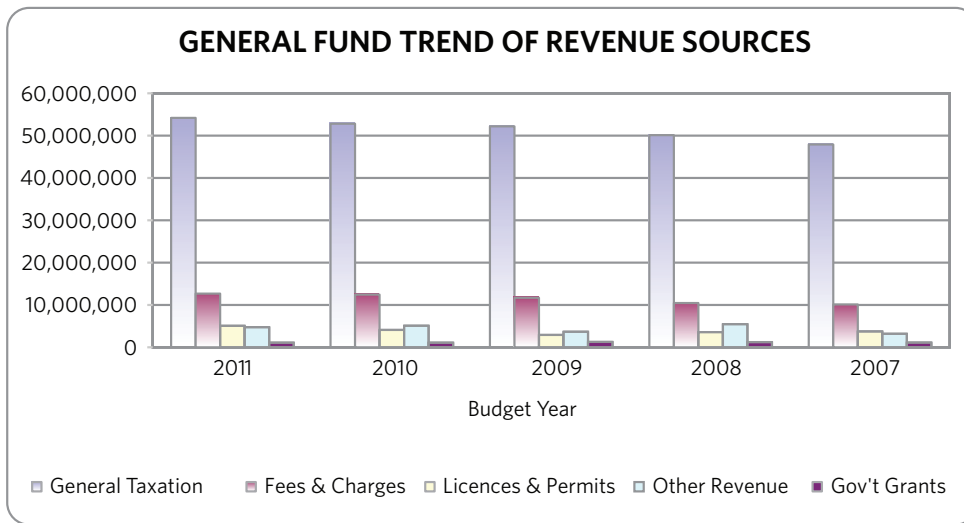
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part within our ability to manage, it is understood that many residents have been impacted through declining investment portfolio values, and some may have been impacted by layoffs and job losses. Under these circumstances, it is understandable that there is increased sensitivity to annual property tax increases.

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

Review of Revenues

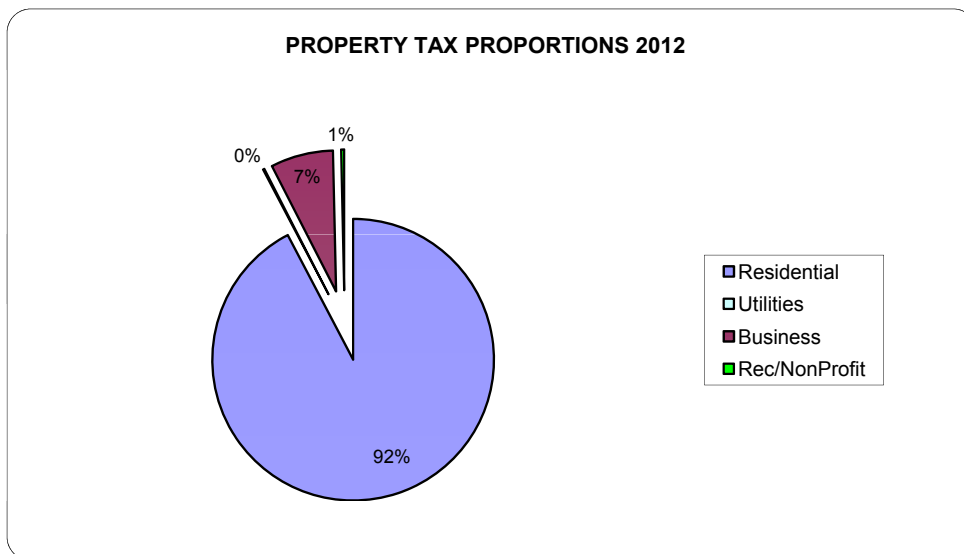
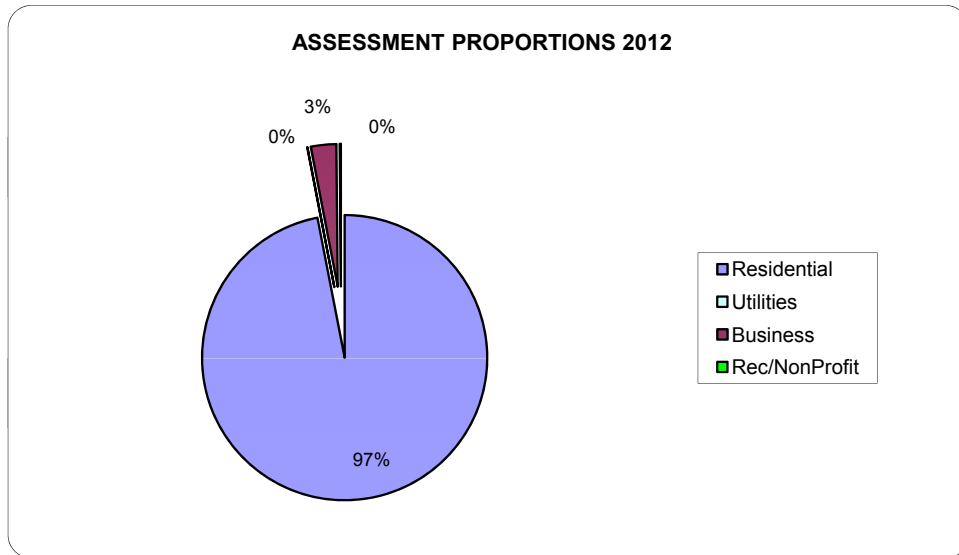
The following charts graphically indicate a five-year trend in our main categories of General Fund revenue sources, as well as the relative dollar importance of each source:



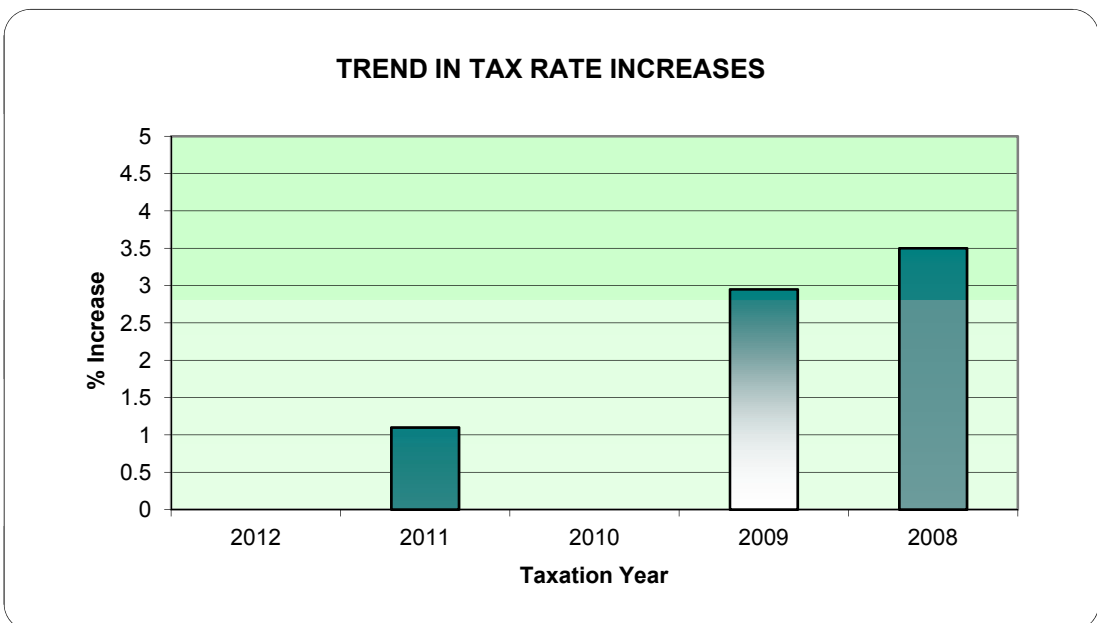
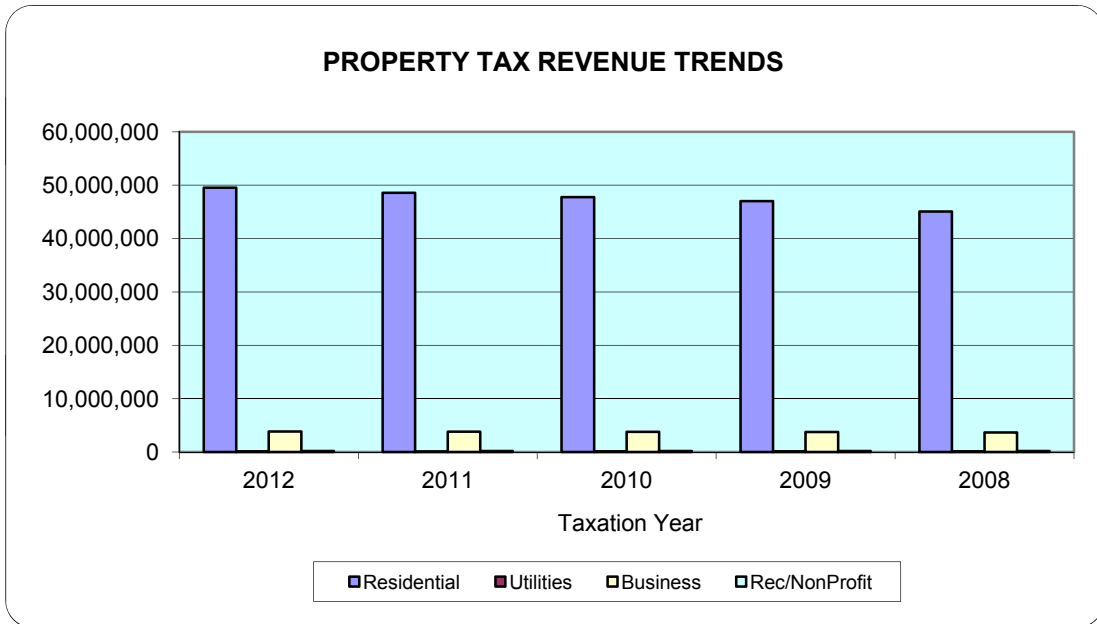
Trends in Property Taxation

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

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



The following is the five-year trend of property tax revenues with residential taxation being the most significant of the four categories at 92 per cent of the 2012 total:



Significant Cost Drivers

Cost drivers can be conceptualized under two main headings:

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

Cost Drivers Specific to West Vancouver

West Vancouver's geography, topography and population distribution present servicing challenges that significantly add to costs. For example, the Municipality requires four fire halls to achieve similar coverage and response times as the City of North Vancouver with only a single fire hall.

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

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

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

Cost Drivers Common to Metro Vancouver Local Governments

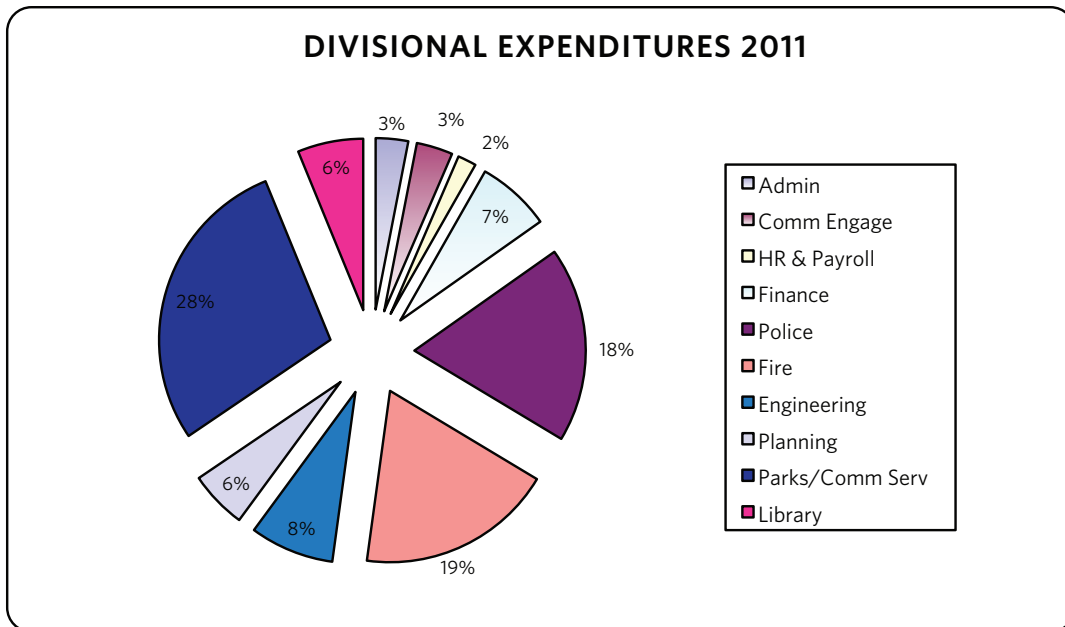
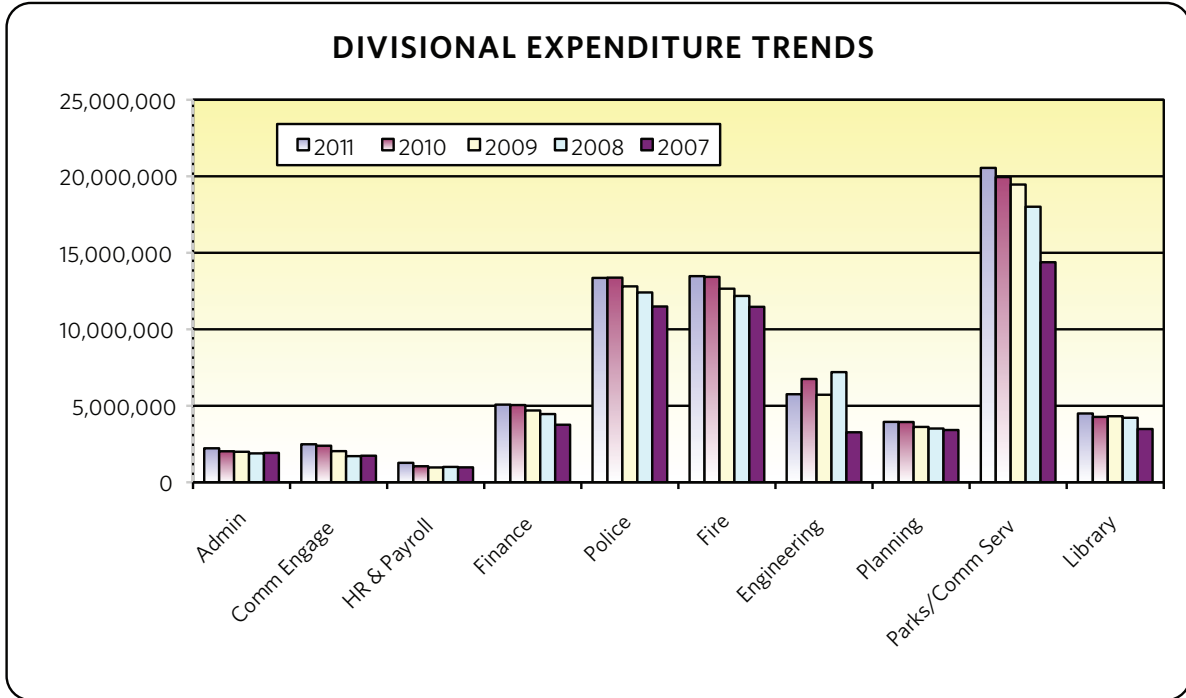
Our most fundamental cost driver is the regional trend in annual labour settlements. These settlements, which historically have been in the range of two to four per cent but are expected to decline, impact over 80 per cent of general departmental operating expenditures and over 65 per cent of consolidated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

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

There is growing recognition of the need to determine the future costs and timing to replace aging infrastructure. Of particular focus is the local underground infrastructure in the water and sewer utilities, which has resulted in a ramping-up of capital programs.

Divisional Expenditure Trends

The following charts graphically indicate a five year trend in our main categories of General Fund divisional operations, and the proportional share for each in 2011.





6. Service Level Choices

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Initial Outlook

Staff met with the Finance Committee in September 2012. At that meeting, the Finance Committee directed staff to do the following:

- Develop a budget that included no change to the effective 2012 property tax rate;
- Propose a levy or other method of funding to address the District's outstanding long-term facilities maintenance and renewal requirements;
- Use the 2012 and prior years surpluses to fund initiatives that are of a one-time nature; and
- Maintain the current service and program levels.

Community Survey

West Vancouver has conducted triennial community surveys for a number of years and more recently has conducted annual polling as a means of informing Council decision-making and the budget process.

A general finding over the years has been a high level of support for valued service levels and a willingness to increase taxes, within reason, to maintain them.

Some of the specific findings of the November, 2010 survey follow.

- West Vancouver 'Quality of Life' was rated as 'very good' by 88 per cent of respondents (up from 85 per cent in 2007) with a further 11 per cent rating it as 'somewhat good';
- West Vancouver 'As A Place to Raise A Family' was rated as 'very good' by 77 per cent of respondents (up from 71 per cent in 2007) with a further 21 per cent rating it as 'somewhat good';
- West Vancouver 'As A Place To Retire' was rated as 'very good' by 69 per cent of respondents (up from 64 per cent in 2007) with a further 25 per cent rating it as 'somewhat good';
- 'Overall satisfaction with municipal services' was rated 'very satisfied' by 51 per cent of respondents (up from 50 per cent in 2007) with a further 42 per cent being 'somewhat satisfied'; and
- 'Perceived value for property taxes' was rated as 'very good value' by 60 per cent of respondents (down from 66 per cent in 2007) with a further 22 per cent rating it as 'somewhat good value'.

Taxation and service level preferences:

- 57 per cent of respondents favoured a tax increase if necessary to maintain or increase service levels;
- 33 per cent of respondents favoured maintaining taxes at current levels and cutting services if necessary; and
- 6 per cent of respondents favoured cutting taxes.

The survey contains many more questions and resident responses, covering such areas as preferred revenue generation options, rating of individual municipal services, preferences for specific service area resource reallocation (increases or decreases), rating of priorities for infrastructure replacement, prioritizing of Strategic Plan initiatives, and rating of District communications initiatives.

The thoughtful responses contained in the survey have helped to guide Council and staff in the many choices and decisions that are required in service level considerations and resource allocations within the overall budget.

The entire survey can be found online at:
westvancouver.ca/communitysurvey2010

Resident Comment

Residents were encouraged to comment on the budget within Finance Committee presentations, at Regular Council Meetings, at “town hall” meetings and information sessions, and through letters and emails directly to Council.

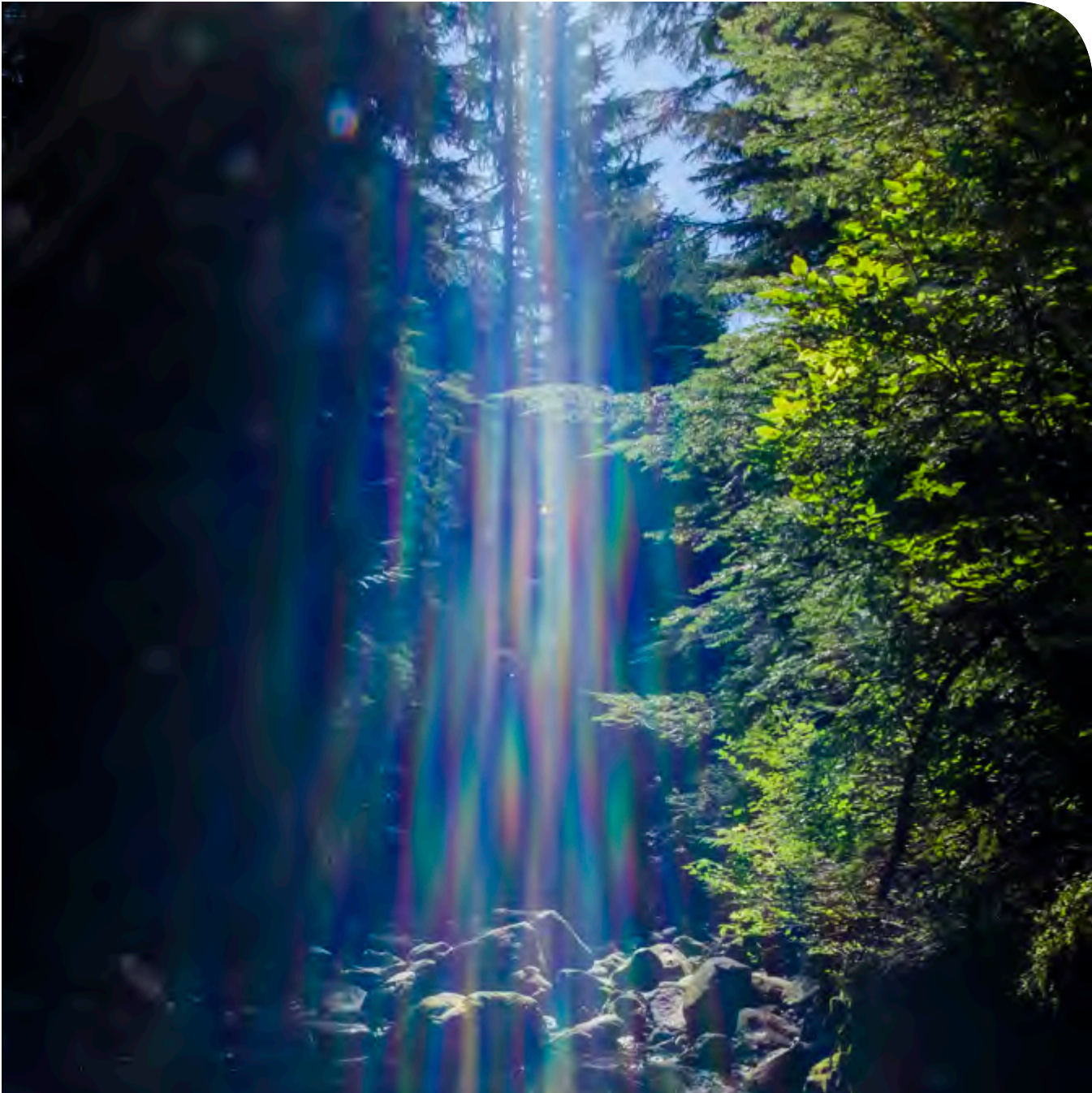
Unlike the Community Survey, which was composed of a statistically valid cross-section of the community and addressed a wide range of community issues, ad hoc resident comment on the budget tends to focus narrowly on the proposed tax rate increase.

As in prior years, a majority of residents commenting on the budget opposed a tax rate increase of any significance, and many favoured a zero rate increase. There was not a consensus on how to achieve this result, although the proportion of local government budgets allocated to wages and benefits was often referenced. Most residents presumed that there should be no impact on existing service levels.

In addition to the focused comment at budget time, it should be noted that there is a significant resident/Council interaction that takes place throughout the year.

Residents participate in almost weekly Council Meetings; various Committee and Working Group sessions held throughout the year; Library Board, Police Board and Community Services Society meetings; special interactions, such as Official Community Plan amendments and the Strategic Planning exercise; and many other venues.

Discussions on community development and character, land use, municipal services and financial issues are thus ongoing and constitute a community consensus continuously informing Council and staff.



7. 2013 General Fund Financial Plan Overview

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- Revenue Allocation Summary83
- Wages and Benefits Divisional Summary 84
- Long-term Debt Projections 86
- Reserve Account Projections87

General Fund Budget

Summary

	2013 Annual Budget	2012 Annual Budget	2011 Year End Actual
REVENUE			
General Taxation	55,744,013	54,659,348	54,193,139
Fees and Charges	13,139,635	12,655,083	12,985,155
Licences and Permits	5,506,948	4,406,214	5,077,849
Other Revenue	5,423,974	4,769,043	4,799,377
Government Grants	1,102,153	1,114,008	1,097,938
Other Transfers	2,213,233	1,626,474	653,913
Extraordinary Items	-	-	5,131,802
	83,129,956	79,230,170	83,939,173
EXPENSES			
Administration	2,279,176	2,327,862	2,222,412
Culture, Environment and Partnerships	2,093,998	2,143,611	2,088,535
Human Resources and Payroll Services	1,474,739	1,346,884	1,271,689
Financial Services	4,723,449	4,126,737	3,882,172
Facilities	3,612,028	527,900	589,852
Police Services	13,689,514	13,385,886	13,065,379
Fire & Rescue Services	13,699,529	13,422,757	12,907,148
Engineering and Transportation	3,718,000	3,582,033	3,539,890
Planning, Lands and Permits	4,528,223	4,358,710	3,947,620
Parks and Community Services	15,715,383	17,562,442	17,053,352
Library Services	4,101,385	4,018,658	3,951,556
	69,635,424	66,803,480	64,519,605
Legal	280,186	280,186	310,847
Severance & Labour Settlements	-	325,000	351,816
Property & Liability Insurance	1,055,000	1,055,000	967,940
Fiscal Services			
Debt Payments	-	546,314	-
Fiscal and Sundry	355,100	404,500	708,439
Grants In Aid	408,913	392,324	366,180
Initiatives			
One-time Initiatives *	1,885,268	756,000	161,928
Chamber of Commerce	-	35,613	35,613
Election	-	-	162,109
Third Party Works	1,770,600	1,647,628	2,119,868
Third Party Contributions	(1,770,600)	(1,647,628)	(2,112,339)
Other Transfers			
Taylor Way Lease	212,139	203,951	196,081
Wetmore Revenue	116,000	-	-
Community Centre Rentals	773,020	773,020	773,020
Physiotherapy Clinic Rent	30,750	-	30,750
Election Reserve	28,950	28,950	113,149
Employee Engagement	50,000	50,000	50,000
Capital Reserves - Artificial Turf	127,965	107,965	125,790
Provincial Revenue Sharing	200,000	216,195	216,195
Infrastructure Maintenance Reserve	7,256,126	6,017,771	6,266,565
Capital Facility Reserve	715,115	1,233,901	1,140,000
Extraordinary Items			
VCH Cost Recovery	-	-	89,960
Gain on Sale of Land	-	-	1,463,420
Amenity Contribution	-	-	151,000
External Capital Contributions	-	-	3,427,422
	83,129,956	79,230,170	81,635,358
YEAR END SURPLUS	-	-	2,303,815

* See Appendix I: 2013 One-time Initiatives

Revenue Summary

	2013 Annual Budget	2012 Annual Budget	2011 Year End Actual
GENERAL TAXATION			
Municipal Taxes	54,800,000	53,722,288	53,201,260
Specified Area	27,400	28,100	30,730
Grants in Lieu	916,613	908,960	961,149
	55,744,013	54,659,348	54,193,139
FEES AND CHARGES			
Police	150,550	150,550	363,627
Engineering Admin	245,500	236,000	345,855
Parks and Community Services	9,360,613	9,133,685	9,215,882
Culture, Environment and Partnerships	523,417	522,917	556,542
Library	151,150	149,800	156,164
First Nations Band	1,700,000	1,700,000	1,763,887
Fire	367,500	367,500	206,218
Parking Tickets	622,905	376,631	358,980
Vehicle Towing	18,000	18,000	18,000
	13,139,635	12,655,083	12,985,155
LICENCES AND PERMITS			
Business Licences	1,226,000	974,620	1,030,068
Inspection Permits	3,284,948	2,781,094	3,501,057
Other Permits/Licences	996,000	650,500	546,724
	5,506,948	4,406,214	5,077,849
OTHER REVENUE			
Administration Fees (Translink/Utilities)	495,100	485,100	496,190
Interest on Investments	1,250,000	1,150,000	684,202
Tax Penalties and Interest	510,000	490,000	511,351
Library Contributions	147,816	104,080	210,552
Taylor Way Lease	212,139	203,951	196,081
Wetmore Revenue	116,000	-	-
Community Centre Rentals	773,020	773,020	773,020
Community Centre Cost Recovery	186,700	-	-
Physiotherapy Clinic Rent	30,750	-	30,750
Foreshore Leases	229,300	221,120	219,150
Facilities Rentals	435,000	415,000	409,128
Miscellaneous	1,038,149	926,772	1,268,953
	5,423,974	4,769,043	4,799,377
GOVERNMENT GRANTS			
Provincial Revenue Sharing	856,195	856,195	829,247
Library	170,250	182,105	192,981
Other	75,708	75,708	75,710
	1,102,153	1,114,008	1,097,938
OTHER TRANSFERS			
Capital Reserves - Artificial Turf	127,965	107,965	125,790
Provincial Revenue Sharing	200,000	216,195	216,195
Debt Reserves	-	546,314	-
One-time Initiatives	1,885,268	756,000	161,928
Election	-	-	150,000
	2,213,233	1,626,474	653,913
EXTRAORDINARY ITEMS			
VCH Cost Recovery	-	-	89,960
Gain on Sale of Land	-	-	1,463,420
Amenity Contribution	-	-	151,000
External Capital Contributions	-	-	3,427,422
	-	-	5,131,802
	83,129,956	79,230,170	83,939,173

Divisional Revenue Summary

	2013 Annual Budget	2012 Annual Budget	2011 Year End Actual
ADMINISTRATION			
Mayor and Council	-	-	-
Chief Administration Officer	-	-	-
Legislative Services	13,700	13,700	27,086
Communications	-	-	-
	<u>13,700</u>	<u>13,700</u>	<u>27,086</u>
CULTURE, ENVIRONMENT AND PARTNERSHIPS			
Deputy CAO	-	-	-
Cultural Services	535,917	535,417	569,042
Environmental Services	-	-	-
Emergency Program	-	-	-
	<u>535,917</u>	<u>535,417</u>	<u>569,042</u>
HUMAN RESOURCES AND PAYROLL SERVICES			
Human Resources	-	-	100
Payroll Services	-	-	50
	<u>-</u>	<u>-</u>	<u>150</u>
FINANCIAL SERVICES			
Finance	-	-	695
Taxes and Utilities	60,000	54,525	80,190
Information Technology	-	-	-
Purchasing and Risk Management	-	-	1,166
Facilities Management	186,700	-	-
	<u>246,700</u>	<u>54,525</u>	<u>82,051</u>
POLICE SERVICES			
Chief Constable's Office	-	-	-
Administrative Support	948,995	948,995	918,841
Operations Division	-	-	218,481
Community Centre Cost Recovery	120,958	120,958	118,647
	<u>1,069,953</u>	<u>1,069,953</u>	<u>1,255,969</u>
FIRE & RESCUE SERVICES			
Administrative Support	-	-	-
Fire Prevention	357,500	357,500	195,900
Emergency Services	10,000	10,000	10,318
	<u>367,500</u>	<u>367,500</u>	<u>206,218</u>
ENGINEERING AND TRANSPORTATION			
Engineering Services	295,000	282,500	421,745
Roads and Traffic	104,000	90,197	90,740
	<u>399,000</u>	<u>372,697</u>	<u>512,485</u>
PLANNING, LANDS AND PERMITS			
Planning and Development	1,118,000	772,120	712,494
Permits and Inspections	3,351,448	2,847,594	3,590,839
Bylaw Enforcement	2,020,655	1,489,501	1,516,626
	<u>6,490,103</u>	<u>5,109,215</u>	<u>5,819,959</u>
PARKS AND COMMUNITY SERVICES			
Central Administration	-	-	-
Community Services	8,482,713	8,268,825	8,467,527
Parks Maintenance	877,900	864,860	748,354
	<u>9,360,613</u>	<u>9,133,685</u>	<u>9,215,881</u>
LIBRARY SERVICES			
Administration	318,650	323,700	328,305
Service Delivery	2,250	2,450	13,828
Operations Support	400	3,955	19,649
Third Party	147,916	108,180	240,031
	<u>469,216</u>	<u>438,285</u>	<u>601,813</u>
TOTAL DIVISIONAL REVENUE	<u>18,952,702</u>	<u>17,094,977</u>	<u>18,290,654</u>
NON DIVISIONAL REVENUE			
General Taxation	55,744,013	54,659,348	54,193,139
Fees and Charges	1,718,000	1,718,000	1,781,887
Other Revenue	4,502,008	4,131,371	9,019,580
Other Transfers	2,213,233	1,626,474	653,913
	<u>64,177,254</u>	<u>62,135,193</u>	<u>65,648,519</u>
TOTAL REVENUE	<u>83,129,956</u>	<u>79,230,170</u>	<u>83,939,173</u>

Divisional Expense Summary

	2013 Annual Budget	2012 Annual Budget	2011 Year End Actual
ADMINISTRATION			
Mayor and Council	394,508	327,219	399,116
Chief Administration Officer	764,580	722,672	679,123
Legislative Services	742,841	761,474	669,554
Communications	377,247	516,497	474,619
	<u>2,279,176</u>	<u>2,327,862</u>	<u>2,222,412</u>
CULTURE, ENVIRONMENT AND PARTNERSHIPS			
Deputy CAO	261,365	223,649	235,244
Cultural Services	1,482,977	1,565,428	1,554,234
Environmental Services	132,758	140,006	109,054
Emergency Program	216,898	214,528	190,003
	<u>2,093,998</u>	<u>2,143,611</u>	<u>2,088,535</u>
HUMAN RESOURCES AND PAYROLL SERVICES			
Human Resources	1,237,077	1,111,024	1,038,847
Payroll Services	237,662	235,860	232,842
	<u>1,474,739</u>	<u>1,346,884</u>	<u>1,271,689</u>
FINANCIAL SERVICES			
Finance	1,408,886	1,362,659	1,480,189
Taxes and Utilities	404,152	401,018	334,289
Information Technology	2,160,429	1,873,927	1,808,816
Purchasing and Risk Management	749,982	489,133	258,878
Facilities Management	3,612,028	527,900	589,852
	<u>8,335,477</u>	<u>4,654,637</u>	<u>4,472,024</u>
POLICE SERVICES			
Chief Constable's Office	709,816	690,732	620,709
Administrative Support	4,118,417	4,120,439	4,063,776
Operations Division	7,078,098	6,767,016	6,594,519
Community Centre Cost Recovery	1,783,183	1,807,699	1,786,375
	<u>13,689,514</u>	<u>13,385,886</u>	<u>13,065,379</u>
FIRE & RESCUE SERVICES			
Administrative Support	625,302	620,684	640,877
Fire Prevention	527,261	507,839	487,395
Emergency Services	12,546,966	12,294,234	11,778,876
	<u>13,699,529</u>	<u>13,422,757</u>	<u>12,907,148</u>
ENGINEERING AND TRANSPORTATION			
Engineering Services	999,600	1,027,995	1,065,109
Roads and Traffic	2,718,400	2,554,038	2,474,781
	<u>3,718,000</u>	<u>3,582,033</u>	<u>3,539,890</u>
PLANNING, LANDS AND PERMITS			
Planning and Development	2,068,000	1,934,988	1,686,281
Permits and Inspections	1,451,674	1,493,397	1,363,847
Bylaw Enforcement	1,008,549	930,325	897,492
	<u>4,528,223</u>	<u>4,358,710</u>	<u>3,947,620</u>
PARKS AND COMMUNITY SERVICES			
Central Administration	438,752	433,150	411,521
Community Services	10,489,480	12,440,822	12,110,353
Parks Maintenance	4,787,151	4,688,470	4,531,478
	<u>15,715,383</u>	<u>17,562,442</u>	<u>17,053,352</u>
LIBRARY SERVICES			
Administration	459,775	445,603	506,889
Service Delivery	3,143,524	3,108,593	2,873,172
Operations Support	350,170	356,282	331,464
Third Party	147,916	108,180	240,031
	<u>4,101,385</u>	<u>4,018,658</u>	<u>3,951,556</u>
	<u>69,635,424</u>	<u>66,803,480</u>	<u>64,519,605</u>

Staffing Summary

FTE count = Full time equivalents

	Full Time			Part Time			Total		
	Exempt	Union	Total	Exempt	Union	Total	Exempt	Union	Total
GENERAL FUND									
Administration	8.00	7.00	15.00	0.00	0.84	0.84	8.00	7.84	15.84
Culture, Environment and Partnerships	3.00	7.69	10.69	0.00	0.63	0.63	3.00	8.32	11.32
Human Resources and Payroll Services	10.00	1.00	11.00	0.00	0.70	0.70	10.00	1.70	11.70
Financial Services	12.00	44.58	56.58	0.00	1.60	1.60	12.00	46.18	58.18
Police Services	9.00	87.00	96.00	0.50	0.00	0.50	9.50	87.00	96.50
Fire & Rescue Services	9.00	99.00	108.00	0.00	0.00	0.00	9.00	99.00	108.00
Engineering and Transportation	6.90	24.10	31.00	0.00	0.00	0.00	6.90	24.10	31.00
Planning, Lands and Permits	11.00	27.80	38.80	0.00	1.06	1.06	11.00	28.86	39.86
Parks and Community Services	13.00	84.94	97.94	0.00	34.38	34.38	13.00	119.32	132.32
Library Services	6.80	27.00	33.80	0.00	11.60	11.60	6.80	38.60	45.40
	88.70	410.11	498.81	0.50	50.81	51.31	89.20	460.92	550.12
OTHER FUNDS									
Water Utility	1.55	9.00	10.55	0.00	0.00	0.00	1.55	9.00	10.55
Sewer Utility	2.05	7.40	9.45	0.00	0.00	0.00	2.05	7.40	9.45
Solid Waste Utility	0.50	0.40	0.90	0.00	0.00	0.00	0.50	0.40	0.90
Golf	0.00	1.00	1.00	0.00	5.22	5.22	0.00	6.22	6.22
Cemetery	0.00	4.00	4.00	0.00	1.10	1.10	0.00	5.10	5.10
Transit/Blue Bus	4.00	114.00	118.00	0.00	8.17	8.17	4.00	122.17	126.17
District Lands Stewardship Account	1.00	0.00	1.00	0.00	0.00	0.00	1.00	0.00	1.00
	9.10	135.80	144.90	0.00	14.49	14.49	9.10	150.29	159.39
OTHER									
Shared Services	1.00	8.00	9.00	0.00	0.00	0.00	1.00	8.00	9.00
Third Party Works	0.00	9.00	9.00	0.00	0.00	0.00	0.00	9.00	9.00
Capital Maintenance - Engineering	0.00	9.10	9.10	0.00	0.00	0.00	0.00	9.10	9.10
Capital Maintenance - Parks	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	1.00	26.10	27.10	0.00	0.00	0.00	1.00	26.10	27.10
	98.80	572.01	670.81	0.50	65.30	65.80	99.30	637.31	736.61

Staffing Changes

FTE count = Full time equivalents

	2011 Total	2012 Total	2013 Changes			2013 Total
			Transfers	Other	Total	
GENERAL FUND						
Administration	18.84	17.84	-2.00	0.00	-2.00	15.84
Culture, Environment and Partnerships	13.22	12.08	-0.95	0.19	-0.76	11.32
Human Resources and Payroll Services	10.70	10.70	0.00	1.00	1.00	11.70
Financial Services	33.15	32.65	23.93	1.60	25.53	58.18
Police Services	104.50	104.50	0.00	-8.00	-8.00	96.50
Fire & Rescue Services	108.00	108.00	0.00	0.00	0.00	108.00
Engineering and Transportation	26.35	28.00	3.00	0.00	3.00	31.00
Planning, Lands and Permits	36.24	37.86	0.00	2.00	2.00	39.86
Parks and Community Services	147.88	147.67	-12.88	-2.47	-15.35	132.32
Library Services	44.40	45.40	0.00	0.00	0.00	45.40
	<u>543.28</u>	<u>544.70</u>	<u>11.10</u>	<u>-5.68</u>	<u>5.42</u>	<u>550.12</u>
OTHER FUNDS						
Water Utility	10.75	10.55	0.00	0.00	0.00	10.55
Sewer Utility	9.15	9.45	0.00	0.00	0.00	9.45
Solid Waste Utility	1.40	0.90	0.00	0.00	0.00	0.90
Golf	6.22	6.22	0.00	0.00	0.00	6.22
Cemetery	5.10	5.10	0.00	0.00	0.00	5.10
Transit/Blue Bus	125.17	126.17	0.00	0.00	0.00	126.17
District Lands Stewardship Account	1.00	1.00	0.00	0.00	0.00	1.00
	<u>158.79</u>	<u>159.39</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>159.39</u>
OTHER						
Shared Services	15.30	15.30	-6.30	0.00	-6.30	9.00
Third Party Works	9.00	9.00	0.00	0.00	0.00	9.00
Capital Maintenance - Engineering	9.35	9.10	0.00	0.00	0.00	9.10
Capital Maintenance - Parks	6.18	6.31	-4.80	-1.51	-6.31	0.00
	<u>39.83</u>	<u>39.71</u>	<u>-11.10</u>	<u>-1.51</u>	<u>-12.61</u>	<u>27.10</u>
	<u>741.90</u>	<u>743.80</u>	<u>0.00</u>	<u>-7.19</u>	<u>-7.19</u>	<u>736.61</u>

Staffing FTE's reflect "authorized" staffing levels, which may not be fully funded in the budget due to assumptions on vacancy rates.

Police Dispatch positions (8) were moved to E-Comm.

The District reviews staffing levels on an ongoing basis and redeploys positions as appropriate in order to best utilize resources. This often results in transfers between Divisions that affect year-over-year comparisons.

Transit/Blue Bus is fully funded by TransLink.

Shared Services includes fleet, carpentry, signage, dispatch and administration support provided by Engineering to other Divisions/Funds at the Operations Centre on a cost recovery basis.

Third Party Works are Engineering construction/renovation projects which are recovered from third party developers.

Assessment and Taxation Analysis

2013 Completed Roll

Cycle 10

2012 Revised Roll Totals	Subsequent Supps & Transfers	2012 Year End Totals	2013 Market Changes	Existing at 2013 Values	2013 New Construct	2013 Taxable Totals	Market Increase as %
27,300,722,034	53,504,400	27,354,226,434	2,106,649,400	29,460,875,834	307,908,498	29,768,784,332	7.70%
9,762,170	0	9,762,170	-223,425	9,538,745	209,450	9,748,195	-2.29%
2,653,000	0	2,653,000	-124,000	2,529,000	0	2,529,000	-4.67%
0	0	0	0	0	0	0	n/a
809,632,500	-41,501,685	768,130,815	61,519,756	829,650,571	1,114,400	830,764,971	8.01%
41,840,100	16,920,000	58,760,100	-19,847,100	38,913,000	-233,000	38,680,000	-33.78%
28,164,609,804	28,922,715	28,193,532,519	2,147,974,631	30,341,507,150	308,999,348	30,650,506,498	

2012 Taxable Totals	2012 Mill Rate	2012 Taxation Revenues	Equivalent 2013 Taxable Totals	Equivalent 2013 Rate	Revenue Proof
27,354,226,434	1.8145	49,634,244	29,460,875,834	1.6848	49,634,244
9,762,170	9.0255	88,108	9,538,745	9.2369	88,108
2,653,000	13.2193	35,071	2,529,000	13.8675	35,071
0	13.2193	0	0	13.8675	0
768,130,815	4.7544	3,652,001	829,650,571	4.4019	3,652,001
58,760,100	4.5652	268,252	38,913,000	6.8936	268,252
28,193,532,519		53,677,676	30,341,507,150		53,677,676

2013 Taxable Totals	Tax on New Constr at 2012 Equiv Rate	2012 Equivalent Mill Rate	2013 Revenues @ 2012 Rates	2013 Rate Increase	2013 Total Revenues	2013 Mill Rates	Class Multiple	Tax Burden
29,768,784,332	518,749	1.6848	50,152,993	0	50,152,993	1.6848	1.0000	92.53%
9,748,195	1,935	9.2369	90,043	0	90,043	9.2369	5.4827	0.17%
2,529,000	0	13.8675	35,071	0	35,071	13.8675	8.2312	
0	0	13.8675	0	0	0	13.8675		
830,764,971	4,905	4.4019	3,656,907	0	3,656,907	4.4019	2.6128	6.75%
38,680,000	-1,606	6.8936	266,645	0	266,645	6.8936	4.0918	0.49%
30,650,506,498	523,983		54,201,659	0	54,201,659			100.00%

REVENUE INCREASE ANALYSIS

2012 Taxation revenues - budget calcs	53,677,676
2013 increase from new construction, at 2012 equivalent rates	523,983
2013 increase from current rate increase	0
Total 2013 taxation revenues	54,201,659

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2013 Completed Roll...continued

RESIDENTIAL AVERAGE VALUES

		Values	Folios	Average
Detached		25,550,006,600	11,892	2,148,504
Strata		2,984,249,030	3,214	928,516
	Combined	28,534,255,630	15,106	1,888,935
Vacant land		538,722,300	928	580,520
Other		695,806,402	130	5,352,357
	Class Total	29,768,784,332	16,164	1,841,672

Average Tax Increase

Average taxable value		1,888,935
Tax before rate increase	1.6848	3,182.48
Tax after rate increase	1.6848	3,182.48
Increase		0.00

The 2013 assessment values, mill rates and taxation revenue used in the schedules above are based on the "Completed Assessment Roll" as at December 31, 2012, supplied by BC Assessment Authority. Assessment values represent assessed property values as at July 1, 2012 and the value of new construction in the District up to October 31, 2012. Final 2013 mill rates and taxation revenue will be based on the "Revised Roll" which is typically provided by BC Assessment Authority the last week of March. The Revised Roll values are updated to include final new construction values and the results of Property Assessment Review panel discussions.

General Fund Budget

Departmental Net Expense Summary

	2013 Annual Budget			2012	2011
	Expenses	Revenues	Net	Net Budget	Net Actual
Administration	2,279,176	13,700	2,265,476	2,314,162	2,195,326
Culture, Environment and Partnerships	2,093,998	535,917	1,558,081	1,608,194	1,519,493
Human Resources and Payroll Services	1,474,739	0	1,474,739	1,346,884	1,271,539
Financial Services	8,335,477	246,700	8,088,777	4,600,112	4,389,973
Police Services	13,689,514	1,069,953	12,619,561	12,315,933	11,809,410
Fire Services	13,699,529	367,500	13,332,029	13,055,257	12,700,930
Engineering and Transportation	3,718,000	399,000	3,319,000	3,209,336	3,027,405
Planning, Lands and Permits	4,528,223	6,490,103	-1,961,880	-750,505	-1,872,339
Parks and Community Services	15,715,383	9,360,613	6,354,770	8,428,757	7,837,471
Library Services	4,101,385	469,216	3,632,169	3,580,373	3,349,743
	69,635,424	18,952,702	50,682,722	49,708,503	46,228,951

Revenue Allocation Summary

	2013		
	Annual Budget	Allocated to Departments	Balance Unallocated
GENERAL TAXATION			
Municipal Taxes	54,800,000	-	54,800,000
Specified Area	27,400	-	27,400
Grants in Lieu	916,613	-	916,613
	<u>55,744,013</u>	<u>-</u>	<u>55,744,013</u>
FEES AND CHARGES			
Police	150,550	150,550	-
Engineering Admin	245,500	245,500	-
Parks and Community Services	9,360,613	9,360,613	-
Culture, Environment and Partnerships	523,417	523,417	-
Library	151,150	151,150	-
First Nations Band	1,700,000	-	1,700,000
Fire	367,500	367,500	-
Parking Tickets	622,905	622,905	-
Vehicle Towing	18,000	-	18,000
	<u>13,139,635</u>	<u>11,421,635</u>	<u>1,718,000</u>
LICENCES AND PERMITS			
Business Licences	1,226,000	1,226,000	-
Inspection Permits	3,284,948	3,284,948	-
Other Permits/Licences	996,000	996,000	-
	<u>5,506,948</u>	<u>5,506,948</u>	<u>-</u>
OTHER REVENUE			
Administration Fees (Translink/Utilities)	495,100	-	495,100
Interest on Investments	1,250,000	-	1,250,000
Tax Penalties and Interest	510,000	-	510,000
Library Contributions	147,816	147,816	-
Taylor Way Lease	212,139	-	212,139
Wetmore Revenue	116,000	-	116,000
Community Centre Rentals	773,020	-	773,020
Community Centre Cost Recovery	186,700	186,700	-
Community Centre Cost Recovery	30,750	-	30,750
Foreshore Leases	229,300	229,300	-
Facilities Rentals	435,000	-	435,000
Miscellaneous	1,038,149	358,150	679,999
	<u>5,423,974</u>	<u>921,966</u>	<u>4,502,008</u>
GOVERNMENT GRANTS			
Provincial Revenue Sharing	856,195	856,195	-
Library	170,250	170,250	-
Other	75,708	75,708	-
	<u>1,102,153</u>	<u>1,102,153</u>	<u>-</u>
OTHER TRANSFERS	2,213,233	-	2,213,233
	<u>83,129,956</u>	<u>18,952,702</u>	<u>64,177,254</u>

Wage and Benefits Divisional Summary

	2013			
	Annual Budget	Salary Budget	Other Costs	Salary %
ADMINISTRATION				
Mayor and Council	394,508	325,308	69,200	82.46%
Chief Administration Officer	764,580	701,005	63,575	91.68%
Legislative Services	742,841	658,341	84,500	88.62%
Communications	377,247	320,747	56,500	85.02%
	<u>2,279,176</u>	<u>2,005,401</u>	<u>273,775</u>	<u>87.99%</u>
CULTURE, ENVIRONMENT AND PARTNERSHIPS				
Deputy CAO	261,365	219,403	41,962	83.95%
Cultural Services	1,482,977	782,085	700,892	52.74%
Environmental Services	132,758	115,958	16,800	87.35%
Emergency Program	216,898	-	216,898	0.00%
	<u>2,093,998</u>	<u>1,117,446</u>	<u>976,552</u>	<u>53.36%</u>
HUMAN RESOURCES AND PAYROLL SERVICES				
Human Resources	1,237,077	1,065,985	171,092	86.17%
Payroll Services	237,662	237,662	-	100.00%
	<u>1,474,739</u>	<u>1,303,647</u>	<u>171,092</u>	<u>88.40%</u>
FINANCIAL SERVICES				
Finance	1,408,886	1,300,736	108,150	92.32%
Taxes and Utilities	404,152	357,402	46,750	88.43%
Information Technology	2,160,429	995,586	1,164,843	46.08%
Purchasing and Risk Management	749,982	730,882	19,100	97.45%
Facilities Management	3,612,028	1,812,747	1,799,281	50.19%
	<u>8,335,477</u>	<u>5,197,353</u>	<u>3,138,124</u>	<u>62.35%</u>
POLICE SERVICES				
Chief Constable's Office	709,816	510,776	199,040	71.96%
Administrative Support	4,118,417	2,045,454	2,072,963	49.67%
Operations Division	7,078,098	6,969,798	108,300	98.47%
Community Centre Cost Recovery	1,783,183	1,726,943	56,240	96.85%
	<u>13,689,514</u>	<u>11,252,971</u>	<u>2,436,543</u>	<u>82.20%</u>
FIRE & RESCUE SERVICES				
Administrative Support	625,302	569,302	56,000	91.04%
Fire Prevention	527,261	509,861	17,400	96.70%
Emergency Services	12,546,966	11,715,030	831,936	93.37%
	<u>13,699,529</u>	<u>12,794,193</u>	<u>905,336</u>	<u>93.39%</u>
ENGINEERING AND TRANSPORTATION				
Engineering Services	999,600	901,000	98,600	90.14%
Roads and Traffic	2,718,400	1,646,200	1,072,200	60.56%
	<u>3,718,000</u>	<u>2,547,200</u>	<u>1,170,800</u>	<u>68.51%</u>

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Wage and Benefits Divisional Summary...continued

	2013			
	Annual Budget	Salary Budget	Other Costs	Salary %
PLANNING, LANDS AND PERMITS				
Planning and Development	2,068,000	1,700,600	367,400	82.23%
Permits and Inspections	1,451,674	1,374,674	77,000	94.70%
Bylaw Enforcement	1,008,549	839,645	168,904	83.25%
	<u>4,528,223</u>	<u>3,914,919</u>	<u>613,304</u>	<u>86.46%</u>
PARKS AND COMMUNITY SERVICES				
Central Administration	438,752	399,652	39,100	91.09%
Community Services	10,489,480	8,600,970	1,888,510	82.00%
Parks Maintenance	4,787,151	3,226,885	1,560,266	67.41%
	<u>15,715,383</u>	<u>12,227,507</u>	<u>3,487,876</u>	<u>77.81%</u>
LIBRARY SERVICES				
Administration	459,775	369,825	89,950	80.44%
Service Delivery	3,143,524	2,860,734	282,790	91.00%
Operations Support	350,170	203,270	146,900	58.05%
Third Party	147,916	33,936	113,980	22.94%
	<u>4,101,385</u>	<u>3,467,765</u>	<u>633,620</u>	<u>84.55%</u>
	<u><u>69,635,424</u></u>	<u><u>55,828,402</u></u>	<u><u>13,807,022</u></u>	<u><u>80.17%</u></u>

Long-term Debt Projections

	2013	2014	2015	2016	2017
DEBT PRINCIPAL BALANCES					
Water Utility Fund					
Issued and outstanding:					
Infrastructure - 1997	284,536	218,520	149,204	76,421	0
Infrastructure - 2005	1,588,311	1,482,606	1,372,672	1,258,341	1,139,436
Universal Metering	4,727,562	4,377,017	4,012,451	3,633,303	3,238,988
Eagle Lake Development Plan - 2009	1,972,011	1,881,654	1,787,682	1,689,951	1,588,311
	<u>8,572,420</u>	<u>7,959,797</u>	<u>7,322,009</u>	<u>6,658,016</u>	<u>5,966,735</u>

DEBT SERVICE REQUIREMENTS

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

DEBT BORROWING CAPACITY

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

Based on 2011 revenues, the District's borrowing capacity is approximately as follows:

	2012		2013	
	Assent Free	Total Capacity	Assent Free	Total Capacity
Liability Servicing Limit	5,205,009	26,025,046	5,205,009	26,025,046
Actual Debt Servicing Costs	1,164,000	1,164,000	1,164,000	1,164,000
Liability Servicing Capacity Available	<u>4,041,009</u>	<u>24,861,046</u>	<u>4,041,009</u>	<u>24,861,046</u>
Estimated Borrowing Capacity, in millions	<u>44.9</u>	<u>276.2</u>	<u>44.9</u>	<u>276.2</u>

Reserve Account Projections

	2013	2014	2015	2016	2017
Endowment Reserve					
Balance, opening	23,596,450	24,668,616	25,781,559	26,936,849	28,136,112
Net rentals / leases	358,889	367,375	376,200	385,378	394,923
Interest earned	713,277	745,569	779,090	813,886	850,007
Current project expenditures	0	0	0	0	0
Balance, closing	24,668,616	25,781,559	26,936,849	28,136,112	29,381,042
Capital Facilities Reserve					
Balance, opening	569,986	34,027	35,048	36,106	37,189
Annual transfer from operating budget	715,115	682,600	3,429,896	2,897,429	2,000,000
Interest earned	8,926	1,021	1,052	1,083	1,116
Current project expenditures	-1,260,000	-682,600	-3,429,890	-2,897,429	-2,000,000
Balance, closing	34,027	35,048	36,106	37,189	38,304
Amenity Contributions Reserve					
Balance, opening	2,517,774	3,872,207	3,886,873	5,525,980	5,691,759
Current Developer contributions	1,500,000	0	2,500,000	0	2,440,000
Interest earned	94,433	114,666	139,106	165,779	207,353
Current project expenditures	-240,000	-100,000	-1,000,000	0	0
Balance, closing	3,872,207	3,886,873	5,525,980	5,691,759	8,339,112
Infrastructure Maintenance Reserve					
Balance, opening	1,003,992	707,411	707,411	707,411	707,411
Annual transfer from operating budget	7,256,126	9,208,634	7,362,990	7,391,435	8,068,050
Interest earned	0	0	0	0	0
Current project expenditures	-7,552,707	-9,208,634	-7,362,990	-7,391,435	-8,068,050
Balance, closing	707,411	707,411	707,411	707,411	707,411
Other Operating Reserves <small>various</small>					
Balance, opening	2,084,707	2,103,657	2,002,107	2,071,607	2,141,107
Current contributions and revenues	228,950	78,950	100,000	100,000	100,000
Interest earned	19,500	19,500	19,500	19,500	19,500
Current project expenditures	-229,500	-200,000	-50,000	-50,000	-200,000
Balance, closing	2,103,657	2,002,107	2,071,607	2,141,107	2,060,607
Other Capital Reserves <small>various</small>					
Balance, opening	4,157,598	4,683,583	5,611,603	6,539,623	7,467,643
Current contributions and revenues	900,985	903,020	903,020	903,020	903,020
Interest earned	25,000	25,000	25,000	25,000	25,000
Current project expenditures	-400,000	0	0	0	0
Balance, closing	4,683,583	5,611,603	6,539,623	7,467,643	8,395,663
TOTAL GENERAL FUND	36,069,501	38,024,602	41,817,575	44,181,221	48,922,140





8. Divisional Operations

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Administration

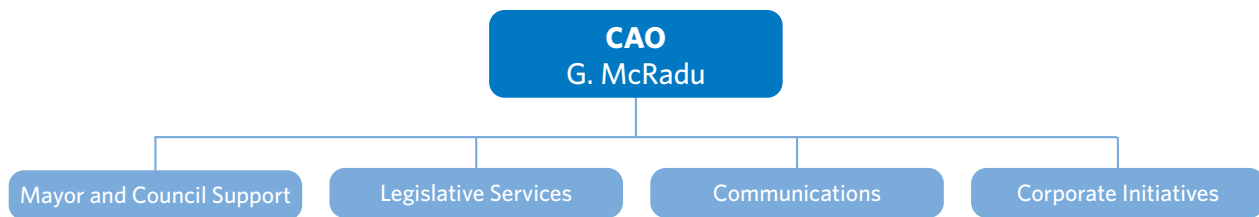
Office of the Chief Administrative Officer • Legislative Services • Communications • Mayor and Council Support Corporate Initiatives

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

Council and its committees and working groups are supported through legislative services and the municipal clerk; residents are informed of and engaged in District projects and activities, and all media relations functions are coordinated through the Communications Department. As well, relationships with other levels of government and community and corporate groups are developed and enhanced through Administrative Services.



GRANT MCRADU
CHIEF ADMINISTRATIVE OFFICER



2012 ACCOMPLISHMENTS

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

2013 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

Public Safety Building

- Continue design process for Public Safety Building and begin planning for construction Ambleside/Waterfront Development
- Move ahead with consultation and implementation on initiatives to revitalize Ambleside and the waterfront

Environment, Parks and Upper Lands

- Hire environmental sustainability coordinator, and develop priorities and work plan municipal services and finances
- Develop short, medium and long-term strategy for District surplus lands
- Approval by Mayor and Council of 2013 Work Plan and budget
- Develop and implement communications strategy for public consultation, engagement and dialogue for Council Priorities
- Continue negotiations on Squamish Nation Servicing Agreement
- Oversee legislative/statutory processes required for Council Priorities

2013 OPERATIONAL INITIATIVES

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

Administration

Net Divisional Expenses

	Actual 2011		Budget 2012		Budget 2013	
	%	\$	%	\$	%	\$
Revenue						
Mayor and Council	0.00%	–	0.00%	–	0.00%	–
Chief Administrative Officer	0.00%	–	0.00%	–	0.00%	–
Legislative Services	100.00%	27,086	100.00%	13,700	100.00%	13,700
Communications	0.00%	–	0.00%	–	0.00%	–
	100.00%	27,086	100.00%	13,700	100.00%	13,700
Expenses						
Mayor and Council						
Labour	14.84%	329,703	11.08%	258,020	14.27%	325,308
Non Labour	3.12%	69,413	2.97%	69,200	3.04%	69,200
	17.96%	399,116	14.06%	327,220	17.31%	394,508
Chief Administrative Officer						
Labour	28.42%	631,586	28.31%	659,096	30.76%	701,005
Non Labour	2.14%	47,537	2.73%	63,575	2.79%	63,575
	30.56%	679,123	31.04%	722,671	33.55%	764,580
Legislative Services						
Labour	27.54%	612,057	29.08%	676,974	28.89%	658,341
Non Labour	2.59%	57,497	3.63%	84,500	3.71%	84,500
	30.13%	669,554	32.71%	761,474	32.59%	742,841
Communications						
Labour	19.32%	429,425	19.76%	459,997	14.07%	320,747
Non Labour	2.03%	45,194	2.43%	56,500	2.48%	56,500
	21.36%	474,619	22.19%	516,497	16.55%	377,247
Total						
Labour	94.84%	2,002,771	93.53%	2,054,087	93.08%	2,005,401
Non Labour	10.07%	219,641	12.48%	273,775	12.75%	273,775
	104.91%	2,222,412	106.01%	2,327,862	105.82%	2,279,176
Net Divisional Expenses						
Mayor and Council	18.18%	(399,116)	14.14%	(327,220)	17.41%	(394,508)
Chief Administrative Officer	30.93%	(679,123)	31.23%	(722,671)	33.75%	(764,580)
Legislative Services	29.27%	(642,468)	32.31%	(747,774)	32.18%	(729,141)
Communications	21.62%	(474,619)	22.32%	(516,497)	16.65%	(377,247)
	100.00%	(2,195,326)	100.00%	(2,314,162)	100.00%	(2,265,476)
Capital						
Infrastructure		–		125,000		–
Major		–		–		–
		–		125,000		–

Administration

Divisional Expenses

	Actual 2011		Budget 2012		Budget 2013	
	%	\$	%	\$	%	\$
Expenses						
Mayor and Council						
Salaries & Benefits	82.61%	329,703	78.85%	258,020	82.46%	325,308
Supplies & Other Expenses	17.39%	69,413	21.15%	69,200	16.78%	66,200
Professional & Consulting	0.00%	–	0.00%	–	0.00%	–
Recoveries & Allocations	0.00%	–	0.00%	–	0.76%	3,000
	100.00%	399,116	100.00%	327,220	100.00%	394,508
Chief Administrative Officer						
Salaries & Benefits	93.00%	631,586	91.20%	659,096	91.68%	701,005
Supplies & Other Expenses	3.75%	25,488	3.82%	27,575	3.61%	27,575
Professional & Consulting	0.00%	–	1.38%	10,000	1.31%	10,000
Recoveries & Allocations	3.25%	22,049	3.60%	26,000	3.40%	26,000
	100.00%	679,123	100.00%	722,671	100.00%	764,580
Legislative Services						
Salaries & Benefits	91.41%	612,057	88.90%	676,974	88.62%	658,341
Supplies & Other Expenses	5.40%	36,184	5.58%	42,500	5.72%	42,500
Professional & Consulting	0.00%	–	1.58%	12,000	1.62%	12,000
Recoveries & Allocations	3.18%	21,313	3.94%	30,000	4.04%	30,000
	100.00%	669,554	100.00%	761,474	100.00%	742,841
Communications						
Salaries & Benefits	90.48%	429,425	89.06%	459,997	85.02%	320,747
Supplies & Other Expenses	8.15%	38,681	8.96%	46,300	12.27%	46,300
Professional & Consulting	0.42%	1,990	0.97%	5,000	1.33%	5,000
Recoveries & Allocations	0.95%	4,523	1.01%	5,200	1.38%	5,200
	100.00%	474,619	100.00%	516,497	100.00%	377,247
Total						
Salaries & Benefits	90.12%	2,002,771	88.24%	2,054,087	87.99%	2,005,401
Supplies & Other Expenses	7.64%	169,766	7.97%	185,575	8.01%	182,575
Professional & Consulting	0.09%	1,990	1.16%	27,000	1.18%	27,000
Recoveries & Allocations	2.15%	47,885	2.63%	61,200	2.82%	64,200
	100.00%	2,222,412	100.00%	2,327,862	100.00%	2,279,176

Administration

SERVICE LEVEL STATISTICS

	Transaction counts/activity levels				
	2012	2011	2010	2009	2008
Meetings of Council	38	40	45	39	46
Freedom of Information requests	82	64	60	71	32
Board of Variance applications	29	30	29	26	32
Board of Variance hearings	10	9	9	8	10
% Voter Turnout		23.72%			32.56%

TREND OF RESOURCE REQUIREMENTS

	2011	2010	2009	2008	2007
Salaries and Benefits	2,002,771	1,802,748	1,726,146	1,616,397	1,658,160
Supplies and Other Expenses	169,766	150,818	211,711	208,478	198,287
Professional and Consulting	1,990	31,100	9,824	26,662	6,103
Recoveries and allocations	47,885	42,965	50,404	50,481	57,331
	2,222,412	2,027,631	1,998,085	1,902,018	1,919,881
Less: Direct Revenues	-27,086	-18,599	-23,030	-19,586	-39,803
	2,195,326	2,009,032	1,975,055	1,882,432	1,880,078



Culture, Environment and Partnerships

Partnerships • Special Events • Cultural Services • Sustainability • Emergency Planning

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

The Office of Cultural Affairs oversees cultural facilities and programs, and a number of events and festivals. The Office of Sustainability works to reinforce best environmental practices in the District while working on multi-year programs such as foreshore enhancement.

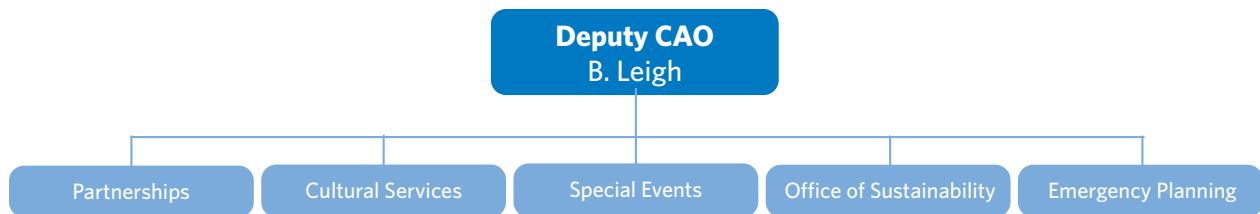
The Partnerships Department develops corporate and inter-governmental relationships on behalf of the District, and generates off income statement revenue and gifting opportunities.

Emergency Planning undertakes plan development, capital improvements and training that move our community towards greater disaster resilience.

The Office of the Deputy CAO oversees these functions as well as corporate initiatives, such as the Community Strategic Plan, contractual matters and community engagement initiatives.



BRENT LEIGH
DEPUTY CAO



2012 ACCOMPLISHMENTS

- Completed collaborative user designation and development of cultural facilities
- Determined location of arts centre based and processes to deliver business plans
- Delivered on the goals of 2011-2014 Shoreline Protection Plan
- Devised management structure support Environmental Services
- Initiated transfer of Hollyburn Lodge to District and restoration fundraising
- Shaped community retention strategy for Point Atkinson lighthouse
- Completed all marina subleases in alignment with 30-year foreshore lease
- Maintained partnerships within the District
- Deepened Emergency Planning understanding and practice
- Executed memorable Centennial and Harmony Arts Festival events with a balanced budget
- Expanded Community Awards from two to three award categories
- Continued to demonstrate the Strategic Plan's role in delivering the community's work through the Balanced Scorecard
- Deepened relations with the Squamish Nation and proceeded with providing servicing agreements
- Acted as support for many corporate undertakings of CAO

2013 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

Public Safety Building

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

Ambleside/Waterfront Development

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

2013 OPERATIONAL INITIATIVES

- Rehire vacant positions in environment and partnerships to ensure achievement of plan
- Maintain and renew multiple service agreements with partners
- Ensure an integrated approach to the management of marine, streams and foreshore
- Continue the high-calibre of special events and provide additional summer series offerings
- Pursue fundraising for events, Hollyburn Lodge, and other specific funding goals
- Deliver two additional Emergency Plans while advancing training and capital budget development
- Resolve cultural and heritage groups requirements for space
- Service multiple committees and ensure the delegation of task from CEC to working groups
- Assist with multiple corporate objectives including the renewal of strategic plans

Culture, Environment and Partnerships

Net Divisional Expenses

	Actual 2011		Budget 2012		Budget 2013	
	%	\$	%	\$	%	\$
Revenue						
Deputy CAO	0.00%	–	0.00%	–	0.00%	–
Cultural Services	100.00%	569,042	100.00%	535,417	100.00%	535,917
Environmental Services	0.00%	–	0.00%	–	0.00%	–
Emergency Program	0.00%	–	0.00%	–	0.00%	–
	100.00%	569,042	100.00%	535,417	100.00%	535,917
Expenses						
Deputy CAO						
Labour	10.81%	225,786	10.14%	217,299	10.48%	219,403
Non Labour	0.45%	9,458	0.30%	6,350	2.00%	41,962
	11.26%	235,244	10.43%	223,649	12.48%	261,365
Cultural Services						
Labour	37.49%	782,912	38.34%	821,925	37.35%	782,085
Non Labour	36.93%	771,322	34.68%	743,503	33.47%	700,892
	74.42%	1,554,234	73.03%	1,565,428	70.82%	1,482,977
Environmental Services						
Labour	4.72%	104,879	5.29%	123,206	5.09%	115,958
Non Labour	0.19%	4,175	0.72%	16,800	0.74%	16,800
	4.91%	109,054	6.01%	140,006	5.82%	132,758
Emergency Program						
Labour	0.00%	–	0.00%	–	0.00%	–
Non Labour	9.10%	190,003	10.01%	214,528	10.36%	216,898
	9.10%	190,003	10.01%	214,528	10.36%	216,898
Total						
Labour	48.30%	1,113,577	48.48%	1,162,430	47.83%	1,117,446
Non Labour	46.48%	974,958	44.99%	981,181	45.83%	976,552
	94.78%	2,088,535	93.47%	2,143,611	93.66%	2,093,998
Net Divisional Expenses						
Deputy CAO	15.48%	(235,244)	13.91%	(223,649)	16.77%	(261,365)
Cultural Services	64.84%	(985,192)	64.05%	(1,030,011)	60.78%	(947,060)
Environmental Services	7.18%	(109,054)	8.71%	(140,006)	8.52%	(132,758)
Emergency Program	12.50%	(190,003)	13.34%	(214,528)	13.92%	(216,898)
	100.00%	(1,519,493)	100.00%	(1,608,194)	100.00%	(1,558,081)
Capital						
Infrastructure		475,178		287,000		256,922
Major		305,364		100,000		–
		780,542		387,000		256,922

Culture, Environment and Partnerships

Divisional Capital Requests

Infrastructure	
Special Events Audio Equipment	21,922
Public Art Implementation	25,000
Public Art Repair and Maintenance	35,000
Renovate Cultural Facilities	25,000
Environmental Protection and Enhancement	150,000
Total Capital Requests	256,922

Funded by Current Year's Taxation and Reserves: **256,922**

Culture, Environment and Partnerships

Divisional Expenses

	Actual 2011		Budget 2012		Budget 2013	
	%	\$	%	\$	%	\$
Expenses						
Deputy CAO						
Salaries & Benefits	95.98%	225,786	97.16%	217,299	83.95%	219,403
Supplies & Other Expenses	4.02%	9,458	2.84%	6,350	16.05%	41,962
Professional & Consulting	0.00%	–	0.00%	–	0.00%	–
Recoveries & Allocations	0.00%	–	0.00%	–	0.00%	–
	100.00%	235,244	100.00%	223,649	100.00%	261,365
Cultural Services						
Salaries & Benefits	50.37%	782,912	52.50%	821,925	52.74%	782,085
Supplies & Other Expenses	48.06%	747,012	46.32%	725,153	46.04%	682,792
Professional & Consulting	0.06%	906	0.38%	6,000	0.40%	6,000
Recoveries & Allocations	1.51%	23,404	0.79%	12,350	0.82%	12,100
	100.00%	1,554,234	100.00%	1,565,428	100.00%	1,482,977
Environmental Services						
Salaries & Benefits	96.17%	104,879	88.00%	123,206	87.35%	115,958
Supplies & Other Expenses	3.37%	3,675	11.29%	15,800	11.90%	15,800
Professional & Consulting	0.00%	–	0.00%	–	0.00%	–
Recoveries & Allocations	0.46%	500	0.71%	1,000	0.75%	1,000
	100.00%	109,054	100.00%	140,006	100.00%	132,758
Emergency Program						
Salaries & Benefits	0.00%	–	0.00%	–	0.00%	–
Supplies & Other Expenses	92.22%	175,216	95.34%	204,528	95.39%	206,898
Professional & Consulting	7.78%	14,787	4.66%	10,000	4.61%	10,000
Recoveries & Allocations	0.00%	–	0.00%	–	0.00%	–
	100.00%	190,003	100.00%	214,528	100.00%	216,898
Total						
Salaries & Benefits	53.32%	1,113,577	54.23%	1,162,430	53.36%	1,117,446
Supplies & Other Expenses	44.79%	935,361	44.40%	951,831	45.25%	947,452
Professional & Consulting	0.75%	15,693	0.75%	16,000	0.76%	16,000
Recoveries & Allocations	1.14%	23,904	0.62%	13,350	0.63%	13,100
	100.00%	2,088,535	100.00%	2,143,611	100.00%	2,093,998

Culture, Environment and Partnerships

SERVICE LEVEL STATISTICS

	Transaction counts/activity levels				
	2012	2011	2010	2009	2008
Cultural events and facility use	183,301	199,925	225,992	239,229	233,400
Special event participation	120,713	158,730	102,915	105,355	84,900
Harmony Arts Festival participation	100,000	80,000	62,500	62,000	69,200
Environmental development permits issued	35	27	26	23	26
Riparian habitat regained - sq metres	1,288	930	1,748	645	974

TREND OF RESOURCE REQUIREMENTS

	2011	2010	2009	2008	2007
Salaries and Benefits	1,113,577	1,158,574	1,164,218	833,547	739,991
Supplies and Other Expenses	935,361	774,088	782,104	739,438	948,638
Professional and Consulting	15,693	60,572	62,873	35,492	43,037
Recoveries and allocations	23,904	36,703	31,867	112,154	5,552
	2,088,535	2,029,937	2,041,062	1,720,631	1,737,218
Less: Direct Revenues	-569,042	-484,689	-499,123	-564,867	-709,246
	1,519,493	1,545,248	1,541,939	1,155,764	1,027,972

Human Resources and Payroll Services

Employee Relations • Payroll • Recruitment • Training • Health and Safety • Benefits and Compensation

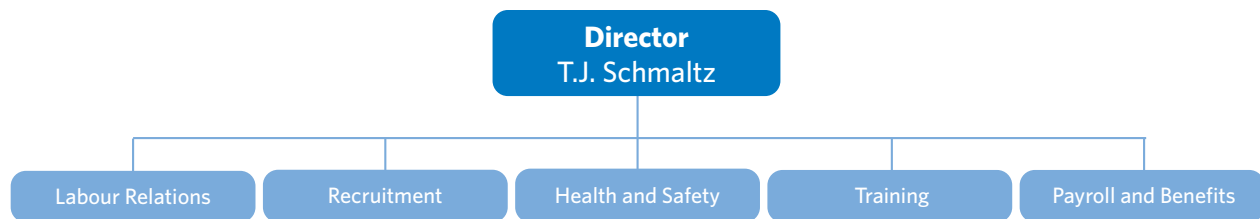
Human resources and payroll services provides direct, operational and strategic support to District departments for all human resource activities. Employment accounts for approximately 82 per cent of the overall operating budget—human resources ensures these people resources are managed efficiently and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

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

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



TJ SCHMALTZ
DIRECTOR OF HUMAN RESOURCES



2012 ACCOMPLISHMENTS

- Developed and implemented a new District-wide Corporate Training and Development program
- Introduced an enhanced Employee Leadership Development program
- Completed Phase II of Benefit Management Project
- Conducted collective bargaining with fire services and transit union
- Began payroll and human resource information system upgrades (Phase 1)
- Expanded implementation of Employee Engagement Strategy
- Implemented human resource metrics program
- Completed District-wide implementation of performance management and development program
- HR representative appointed vice-chair of regional Human Resource Advisory Committee

2013 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

Public Safety Building

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

2013 OPERATIONAL INITIATIVES

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

Human Resources and Payroll Services

Net Divisional Expenses

	Actual 2011		Budget 2012		Budget 2013	
	%	\$	%	\$	%	\$
Revenue						
Human Resources	66.67%	100	-	-	-	-
Payroll Services	33.33%	50	-	-	-	-
	100.00%	150				
Expenses						
Human Resources						
Labour	70.12%	891,690	70.16%	944,932	72.28%	1,065,985
Non Labour	11.57%	147,157	12.33%	166,092	11.60%	171,092
	81.69%	1,038,847	82.49%	1,111,024	83.88%	1,237,077
Payroll Services						
Labour	18.17%	231,004	17.51%	235,860	16.12%	237,662
Non Labour	0.14%	1,838	0.00%	-	0.00%	-
	18.31%	232,842	17.51%	235,860	16.12%	237,662
Total						
Labour	88.28%	1,122,694	87.67%	1,180,792	88.40%	1,303,647
Non Labour	11.72%	148,995	12.33%	166,092	11.60%	171,092
	100.00%	1,271,689	100.00%	1,346,884	100.00%	1,474,739
Net Divisional Expenses						
Human Resources	81.69%	(1,038,747)	82.49%	(1,111,024)	83.88%	(1,237,077)
Payroll Services	18.31%	(232,792)	17.51%	(235,860)	16.12%	(237,662)
	100.00%	(1,271,539)	100.00%	(1,346,884)	100.00%	(1,474,739)
Capital						
Infrastructure	-	-	-	5,000	-	-
Major	-	-	-	-	-	-
	-	-	-	5,000	-	-

Human Resources and Payroll Services

Divisional Expenses

	Actual 2011		Budget 2012		Budget 2013	
	%	\$	%	\$	%	\$
Expenses						
Human Resources						
Salaries & Benefits	85.83%	891,690	85.05%	944,932	86.17%	1,065,985
Supplies & Other Expenses	12.87%	133,741	12.79%	142,092	11.65%	144,092
Professional & Consulting	0.83%	8,649	1.80%	20,000	1.86%	23,000
Recoveries & Allocations	0.46%	4,767	0.36%	4,000	0.32%	4,000
	100.00%	1,038,847	100.00%	1,111,024	100.00%	1,237,077
Payroll Services						
Salaries & Benefits	99.21%	231,004	100.00%	235,860	100.00%	237,662
Supplies & Other Expenses	0.79%	1,838	0.00%	–	0.00%	–
Professional & Consulting	0.00%	–	0.00%	–	0.00%	–
Recoveries & Allocations	0.00%	–	0.00%	–	0.00%	–
	100.00%	232,842	100.00%	235,860	100.00%	237,662
Total						
Salaries & Benefits	88.28%	1,122,694	87.67%	1,180,792	88.40%	1,303,647
Supplies & Other Expenses	10.66%	135,579	10.55%	142,092	9.77%	144,092
Professional & Consulting	0.68%	8,649	1.48%	20,000	1.56%	23,000
Recoveries & Allocations	0.37%	4,767	0.30%	4,000	0.27%	4,000
	100.00%	1,271,689	100.00%	1,346,884	100.00%	1,474,739

Human Resources and Payroll Services

SERVICE LEVEL STATISTICS

	Transaction counts/activity levels				
	2012	2011	2010	2009	2008
Corporate training hours	158	662	275	180	
Corporate training participants	347	370	178	280	
Permanent employee turnover	34	36	48	41	
WCB claims filed	88	111	78	73	
WCB claim duration (days)	21	16	24	30	
Paycheques issued	31,848	29,479	30,998	31,969	
Job applications received	6,012	6,753	3,634	3,770	
Positions filled	88	118	95	77	

TREND OF RESOURCE REQUIREMENTS

	2011	2010	2009	2008	2007
Salaries and Benefits	1,122,694	956,242	874,655	927,404	864,709
Supplies and Other Expenses	135,579	69,437	62,355	77,440	108,020
Professional and Consulting	8,649	20,350	30,900	585	-
Recoveries and allocations	4,767	3,208	3,791	5,498	3,969
	1,271,689	1,049,237	971,701	1,010,927	976,698
Less: Direct Revenues	-150	-	-50	-	-1,628
	1,271,539	1,049,237	971,651	1,010,927	975,070



Financial Services

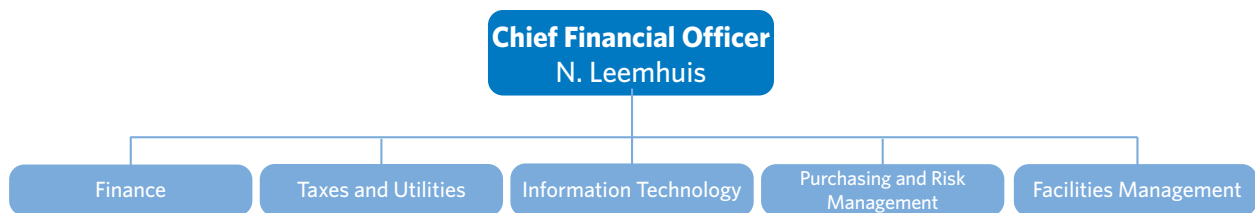
Finance • Purchasing and Risk Management • Facilities and Asset Management • Information Technology Services

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

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



NINA LEEMHUIS
CHIEF FINANCIAL OFFICER



2012 ACCOMPLISHMENTS

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

2012 ACCOMPLISHMENTS...CONTINUED

- Further refined the budget and periodic financial reporting functions within the District to better incorporate utilities, funds and reserves and tangible capital assets
- Incorporated the processes around setting utility rates and the development of the Fees and Charges Bylaw into the annual budget process
- Continue to develop standardized contracts for goods and services as well as a contract repository for the District
- Implemented the internal financial services communication plan

2013 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

Public Safety Building

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

Ambleside/Waterfront Development

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

Municipal Services and Finances

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

2013 OPERATIONAL INITIATIVES

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

Financial Services

Net Divisional Expenses

	Actual 2011		Budget 2012		Budget 2013	
	%	\$	%	\$	%	\$
Revenue						
Finance	0.85%	695	0.00%	–	0.00%	–
Taxes and Utilities	97.73%	80,190	100.00%	54,525	24.32%	60,000
Information Systems	0.00%	–	0.00%	–	0.00%	–
Purchasing and Risk Management	1.42%	1,166	0.00%	–	0.00%	–
Facilities Management	0.00%	–	0.00%	–	75.68%	186,700
	100.00%	82,051	100.00%	54,525	100.00%	246,700
Expenses						
Finance						
Labour	29.96%	1,339,818	26.97%	1,255,459	15.60%	1,300,736
Non Labour	3.14%	140,371	2.30%	107,200	1.30%	108,150
	33.10%	1,480,189	29.28%	1,362,659	16.90%	1,408,886
Taxes and Utilities						
Labour	6.87%	307,385	7.59%	353,318	4.29%	357,402
Non Labour	0.60%	26,904	1.02%	47,700	0.56%	46,750
	7.48%	334,289	8.62%	401,018	4.85%	404,152
Information Systems						
Labour	19.41%	868,057	18.99%	884,084	11.94%	995,586
Non Labour	21.04%	940,759	21.27%	989,843	13.97%	1,164,843
	40.45%	1,808,816	40.26%	1,873,927	25.92%	2,160,429
Purchasing and Risk Management						
Labour	5.37%	240,209	9.46%	440,333	8.77%	730,882
Non Labour	0.42%	18,669	1.05%	48,800	0.23%	19,100
	5.79%	258,878	10.51%	489,133	9.00%	749,982
Facilities Management						
Labour	10.43%	466,456	8.39%	390,688	21.75%	1,812,747
Non Labour	2.76%	123,396	2.95%	137,212	21.59%	1,799,281
	13.19%	589,852	11.34%	527,900	43.33%	3,612,028
Total						
Labour	72.05%	3,221,925	71.41%	3,323,882	62.35%	5,197,353
Non Labour	27.95%	1,250,099	28.59%	1,330,755	37.65%	3,138,124
	100.00%	4,472,024	100.00%	4,654,637	100.00%	8,335,477
Net Divisional Expenses						
Finance	33.70%	(1,479,494)	29.62%	(1,362,659)	17.42%	(1,408,886)
Taxes and Utilities	5.79%	(254,099)	7.53%	(346,493)	4.25%	(344,152)
Information Systems	41.20%	(1,808,816)	40.74%	(1,873,927)	26.71%	(2,160,429)
Purchasing and Risk Management	5.87%	(257,712)	10.63%	(489,133)	9.27%	(749,982)
Facilities Management	13.44%	(589,852)	11.48%	(527,900)	42.35%	(3,425,328)
	100.00%	(4,389,973)	100.00%	(4,600,112)	100.00%	(8,088,777)
Capital						
Infrastructure		625,364		899,000		814,020
Major		–		150,000		814,195
		625,364		1,049,000		1,628,215

Financial Services

Divisional Capital Requests

Infrastructure	
Install an Electrical Plug-in Connection and Transfer Switches for a portable Emergency Generator for the Computer Server Room in Municipal Hall	25,000
Reconfigure Space in Operations Centre to Optimize Space Utilization	25,000
Enlarge the Computer Server Room and Install Additional Cooling at the Operations Centre	10,000
Complete Installation of the Parking Lot and Wheel Wash at the Operations Centre	30,000
Renovate Municipal Rental Facilities	40,000
Review Space Allocation at the Municipal Hall	10,000
Minor Interior Improvements in Municipal Hall	15,000
Lighting Conversion in Aquatic Centre Leisure Pool	13,000
Lighting Conversion and Heating Control in Ice Arena	17,700
Energy Retrofit of Exit Signs and Lights in the Seniors Centre	15,170
Install Additional DDC Controls	11,000
Main Pool Lighting Retrofit	20,150
Install an Additional Security Camera at the Operations Centre	2,000
JDE Upgrade - 2012 Re-Budget	200,000
Incident Management Tool	50,000
Additional Tempest modules (e-initiatives)	40,000
Tempest Business License Module	27,000
Upgrade VMware from Version 4 to Version 5	5,000
Annual Server Replacement	70,000
General Equipment Refresh	50,000
Equallogic SAN Server	50,000
Oracle Servers (x 2)	48,000
Desktop Management Solution	20,000
New VMware Server	20,000
	814,020
Major	
Capital Renewal - Dundarave /Lighthouse Park Facilities	171,195
Capital Renewal - Community Centre Facility	43,000
Capital Renewal - Operations Centre Facility	600,000
	814,195
Total Capital Requests	1,628,215
Funded by Current Year's Taxation and Reserves:	1,628,215

Financial Services

Divisional Expenses

	Actual 2011		Budget 2012		Budget 2013	
	%	\$	%	\$	%	\$
Expenses						
Finance						
Salaries & Benefits	90.52%	1,339,818	92.13%	1,255,459	92.32%	1,300,736
Supplies & Other Expenses	2.41%	35,619	2.72%	37,000	2.69%	37,950
Professional & Consulting	6.08%	90,047	4.77%	65,000	4.61%	65,000
Recoveries & Allocations	0.99%	14,705	0.38%	5,200	0.37%	5,200
	100.00%	1,480,189	100.00%	1,362,659	100.00%	1,408,886
Taxes and Utilities						
Salaries & Benefits	91.95%	307,385	88.11%	353,318	88.43%	357,402
Supplies & Other Expenses	6.38%	21,338	10.20%	40,900	9.96%	40,250
Professional & Consulting	0.00%	–	0.00%	–	0.00%	–
Recoveries & Allocations	1.67%	5,566	1.70%	6,800	1.61%	6,500
	100.00%	334,289	100.00%	401,018	100.00%	404,152
Information Systems						
Salaries & Benefits	47.99%	868,057	47.18%	884,084	46.08%	995,586
Supplies & Other Expenses	50.10%	906,162	51.14%	958,343	52.46%	1,133,343
Professional & Consulting	2.58%	46,730	2.40%	45,000	2.08%	45,000
Recoveries & Allocations	-0.67%	(12,133)	-0.72%	(13,500)	-0.62%	(13,500)
	100.00%	1,808,816	100.00%	1,873,927	100.00%	2,160,429
Purchasing and Risk Management						
Salaries & Benefits	92.79%	240,209	90.02%	440,333	97.45%	730,882
Supplies & Other Expenses	3.77%	9,757	2.00%	9,800	11.85%	88,850
Professional & Consulting	0.00%	–	0.00%	–	0.00%	–
Recoveries & Allocations	3.44%	8,912	7.97%	39,000	-9.30%	(69,750)
	100.00%	258,878	100.00%	489,133	100.00%	749,982
Facilities Management						
Salaries & Benefits	79.08%	466,456	74.01%	390,688	50.19%	1,812,747
Supplies & Other Expenses	27.85%	164,282	27.33%	144,300	52.01%	1,878,750
Professional & Consulting	0.00%	–	0.00%	–	0.69%	25,000
Recoveries & Allocations	-6.93%	(40,886)	-1.34%	(7,088)	-2.89%	(104,469)
	100.00%	589,852	100.00%	527,900	100.00%	3,612,028
Total						
Salaries & Benefits	72.05%	3,221,925	71.41%	3,323,882	62.35%	5,197,353
Supplies & Other Expenses	25.43%	1,137,158	25.57%	1,190,343	38.14%	3,179,143
Professional & Consulting	3.06%	136,777	2.36%	110,000	1.62%	135,000
Recoveries & Allocations	-0.53%	(23,836)	0.65%	30,412	-2.11%	(176,019)
	100.00%	4,472,024	100.00%	4,654,637	100.00%	8,335,477

Financial Services

SERVICE LEVEL STATISTICS

	Transaction counts/activity levels				
	2012	2011	2010	2009	2008
Tax payment transactions	14,959	14,972	14,727	14,630	13,635
Utility payment transactions	34,707	34,923	34,613	34,443	34,926
Purchase orders over \$5k (\$2k prior to 2010)	1,626	1,616	1,766	2,300	2,821
Quotes over \$5,000	166	116	115	99	93
Tenders over \$50,000	16	20	22	22	19
Requests for Proposal (RFP's)	68	53	56	31	30
Cheques issued	12,554	12,086	12,399	12,366	12,634
P-card dollar value	1,352,983	1,357,663	1,353,931	1,438,549	1,427,380
IT Service requests	4,117	4,287	3,628	3,228	3,972

TREND OF RESOURCE REQUIREMENTS

	2011	2010	2009	2008	2007
Salaries and Benefits	3,221,925	2,786,574	2,621,480	2,388,557	2,251,502
Supplies and Other Expenses	1,137,158	1,130,202	1,155,244	1,206,137	1,294,983
Professional and Consulting	136,777	255,855	146,671	109,663	139,909
Recoveries and allocations	-23,836	12,821	28,787	-10,424	58,592
	4,472,024	4,185,452	3,952,182	3,693,933	3,744,986
Less: Direct Revenues	-82,051	-53,771	-48,079	-44,078	-52,803
	4,389,973	4,131,681	3,904,103	3,649,855	3,692,183



Police

Security • Protection • Prevention • Enforcement

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

The Mission of the West Vancouver Police Department is as follows:

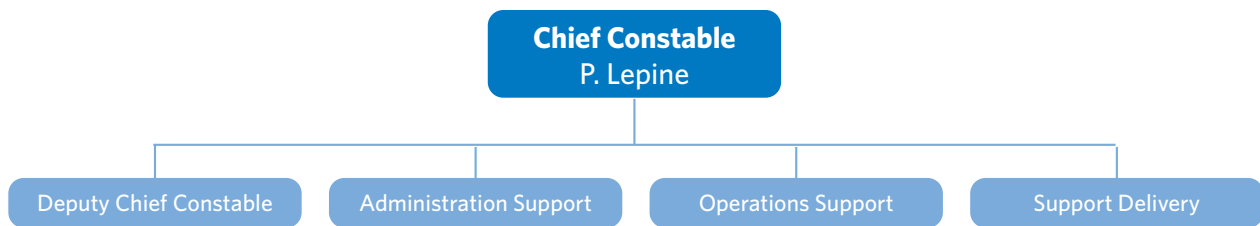
Through innovation and policing excellence, the West Vancouver Police Department is committed to community engagement and crime reduction in cooperation with our partners.

The West Vancouver Police Department is committed to serving and protecting the people and property of West Vancouver.

This commitment is to be obtained through innovative approaches to enhancing public safety, unbiased treatment of all people, upholding the highest standards of justice and delivering top quality policing service in collaboration with our community.



PETER LEPINE
POLICE, CHIEF CONSTABLE



2012 ACCOMPLISHMENTS

- Developed the capacity to track crime trends on a near real-time basis and responded effectively
- Developed and presented training on evidence collection and crime scene protection
- Utilized resources more efficiently to enhance public safety and reduce crime by targeting high-risk driving behaviour
- Enhanced effectiveness in response to family violence related incidents
- Continued to reduce opportunities for youth to engage in illegal activity and increased communication between youth and police
- Addressed key policing issues on the Squamish Nation Capilano Reserve through the strategic allocation of resources
- Reviewed and assessed those high risk events that occurred in the past year to identify further improvement opportunities
- Optimized the WVPD website

2012 ACCOMPLISHMENTS...CONTINUED

- Researched public perception of crime and community satisfaction
- Developed partnerships with those agencies which support the work of the WVPD
- Continued to develop an external communications strategy that increases public understanding of the department and enables feedback
- Continued to develop and implement an internal communications strategy and plan
- Ensured involvement of all employees in the development and implementation of the Strategic Plan
- Continued to update policies and procedures related to Board Governance
- Reviewed and updated all policies and procedures related to the department

2013 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

Public Safety Building (PSB)

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

2013 OPERATIONAL INITIATIVES

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

Police

Net Divisional Expenses

	Actual 2011		Budget 2012		Budget 2013	
	%	\$	%	\$	%	\$
Revenue						
Chief Constable's Office	0.00%	–	0.00%	–	0.00%	–
Administrative Support	73.16%	918,841	88.70%	948,995	88.70%	948,995
Operations Division	17.40%	218,481	0.00%	–	0.00%	–
Support Delivery	9.45%	118,647	11.30%	120,958	11.30%	120,958
	100.00%	1,255,969	100.00%	1,069,953	100.00%	1,069,953
Expenses						
Chief Constable's Office						
Labour	3.77%	492,782	3.67%	491,692	3.73%	510,776
Non Labour	0.98%	127,927	1.49%	199,040	1.45%	199,040
	4.75%	620,709	5.16%	690,732	5.19%	709,816
Administrative Support						
Labour	19.23%	2,512,872	18.99%	2,541,318	14.94%	2,045,454
Non Labour	11.87%	1,550,904	11.80%	1,579,121	15.14%	2,072,963
	31.10%	4,063,776	30.78%	4,120,439	30.08%	4,118,417
Operations Division						
Labour	49.64%	6,486,057	49.74%	6,658,715	50.91%	6,969,798
Non Labour	0.83%	108,462	0.81%	108,301	0.79%	108,300
	50.47%	6,594,519	50.55%	6,767,016	51.70%	7,078,098
Support Delivery						
Labour	13.22%	1,726,702	13.08%	1,751,458	12.62%	1,726,943
Non Labour	0.46%	59,673	0.42%	56,241	0.41%	56,240
	13.67%	1,786,375	13.50%	1,807,699	13.03%	1,783,183
Total						
Labour	85.86%	11,218,413	85.49%	11,443,183	82.20%	11,252,971
Non Labour	14.14%	1,846,966	14.51%	1,942,703	17.80%	2,436,543
	100.00%	13,065,379	100.00%	13,385,886	100.00%	13,689,514
Net Divisional Expenses						
Chief Constable's Office	5.26%	(620,709)	5.61%	(690,732)	5.62%	(709,816)
Administrative Support	26.63%	(3,144,935)	25.75%	(3,171,444)	25.12%	(3,169,422)
Operations Division	53.99%	(6,376,038)	54.95%	(6,767,016)	56.09%	(7,078,098)
Support Delivery	14.12%	(1,667,728)	13.70%	(1,686,741)	13.17%	(1,662,225)
	100.00%	(11,809,410)	100.00%	(12,315,933)	100.00%	(12,619,561)
Capital						
Infrastructure		271,838		234,316		296,234
Major		–		–		–
		271,838		234,316		296,234

Police

Divisional Capital Requests

Infrastructure	
Replace Frontline Fleet - New Ford Taurus	46,000
Replace Frontline Fleet - New Ford Taurus	46,000
Vehicle Trade-In Recoveries	-6,000
Real Time Identification (RTID)	42,334
5 Panasonic Toughbook Computers	28,000
Data Warehouse SLA	28,000
Replace 20 desktop computers including monitors	21,000
4 Helmet Communication Kits	6,400
Video Camera System	32,000
2 Vehicle Mounted Traffic Radar Units	9,700
8 Alcohol Sensing Devices	7,300
First Response Body Armour	10,500
Equipment Tracker Program	25,000
Total Capital Requests	296,234

Funded by Current Year's Taxation and Reserves:	116,734
Funded by Third Party Contributions:	179,500
	296,234

Police

Divisional Expenses

	Actual 2011		Budget 2012		Budget 2013	
	%	\$	%	\$	%	\$
Expenses						
Chief Constable's Office						
Salaries & Benefits	79.39%	492,782	71.18%	491,692	71.96%	510,776
Supplies & Other Expenses	4.09%	25,375	3.48%	24,040	5.08%	36,040
Professional & Consulting	16.52%	102,552	25.34%	175,000	22.96%	163,000
Recoveries & Allocations	0.00%	–	0.00%	–	0.00%	–
	100.00%	620,709	100.00%	690,732	100.00%	709,816
Administrative Support						
Salaries & Benefits	61.84%	2,512,872	61.68%	2,541,318	49.67%	2,045,454
Supplies & Other Expenses	36.81%	1,495,678	37.76%	1,555,721	49.92%	2,055,963
Professional & Consulting	0.00%	–	0.00%	–	0.00%	–
Recoveries & Allocations	1.36%	55,226	0.57%	23,400	0.41%	17,000
	100.00%	4,063,776	100.00%	4,120,439	100.00%	4,118,417
Operations Division						
Salaries & Benefits	98.36%	6,486,057	98.40%	6,658,715	98.47%	6,969,798
Supplies & Other Expenses	1.64%	108,462	1.60%	108,301	1.53%	108,300
Professional & Consulting	0.00%	–	0.00%	–	0.00%	–
Recoveries & Allocations	0.00%	–	0.00%	–	0.00%	–
	100.00%	6,594,519	100.00%	6,767,016	100.00%	7,078,098
Support Delivery						
Salaries & Benefits	96.66%	1,726,702	96.89%	1,751,458	96.85%	1,726,943
Supplies & Other Expenses	3.34%	59,673	3.11%	56,241	3.15%	56,240
Professional & Consulting	0.00%	–	0.00%	–	0.00%	–
Recoveries & Allocations	0.00%	–	0.00%	–	0.00%	–
	100.00%	1,786,375	100.00%	1,807,699	100.00%	1,783,183
Total						
Salaries & Benefits	85.86%	11,218,413	85.49%	11,443,183	82.20%	11,252,971
Supplies & Other Expenses	12.93%	1,689,188	13.03%	1,744,303	16.48%	2,256,543
Professional & Consulting	0.78%	102,552	1.31%	175,000	1.19%	163,000
Recoveries & Allocations	0.42%	55,226	0.17%	23,400	0.12%	17,000
	100.00%	13,065,379	100.00%	13,385,886	100.00%	13,689,514

Police

SERVICE LEVEL STATISTICS

	Transaction counts/activity levels				
	2012	2011	2010	2009	2008
Property crimes -					
Break and enter	164	114	145	227	209
Theft of motor vehicle	26	24	44	50	55
Theft from motor vehicle	154	183	187	242	210
Other theft	210	177	182	242	253
Mischief	219	195	353	428	404
Total property crimes	773	693	911	1,189	1,131
Shoplifting	242	212	191	311	218
Violent crimes	312	291	268	167	190
Motor vehicle accidents	461	396	471	513	672

TREND OF RESOURCE REQUIREMENTS

	2011	2010	2009	2008	2007
Salaries and Benefits	11,218,413	11,066,641	11,188,734	10,636,986	10,331,579
Supplies and Other Expenses	1,689,188	1,592,121	1,650,478	1,687,262	1,730,269
Professional and Consulting	102,552	197,796	300,762	112,412	434,845
Recoveries and allocations	55,226	54,118	-917,020	-611,817	-604,867
	13,065,379	12,910,676	12,222,954	11,824,843	11,891,826
Less: Direct Revenues	-1,255,969	-1,523,970	-1,433,634	-1,262,230	-1,427,505
	11,809,410	11,386,706	10,789,320	10,562,613	10,464,321

Fire & Rescue Services

Public Safety • Education • Prevention • Fire Suppression • Emergency Medical • Environment

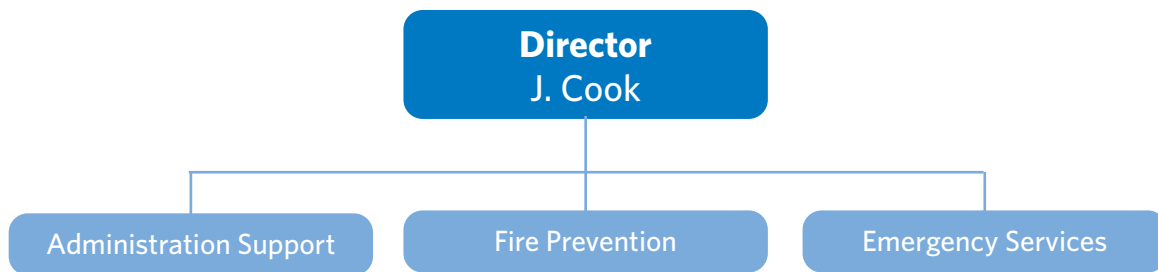
The mission of Fire & Rescue Services is to prevent or minimize the impacts of emergency incidents through:

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

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



JIM COOK
FIRE CHIEF



2012 ACCOMPLISHMENTS

- Implemented EComm Wide-Area Radio System and decommissioned the old radio system
- Implemented Telestaff software for employee scheduling and payroll functions
- Continued to develop cooperative initiatives through Shared Fire Services with the District and City of North Vancouver
- Purchased a new fire engine
- Updated the Fire Protection Bylaw to include new fees and charges and added recommendations from Interface Report and ASTTBC model
- Completed negotiation and renewal of the collective agreement
- Provided on-going assistance with the development of a Public Safety Building
- Reviewed and updated management processes to improve statistical reporting capabilities based on key performance indicators
- Established a training officer position to support the Training Division

2013 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

Public Safety Building

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

2013 OPERATIONAL INITIATIVES

- Review and upgrade records management functions
- Develop and implement shared services initiatives
- Link key performance indicators with best practices
- Deliver fire fighter certification and training programs
- Complete the annual Fire Prevention Inspection program
- Deliver Public Safety Education to high-risk groups in the community
- Complete fire vehicle and equipment maintenance
- Complete negotiation and renewal of the collective agreement
- Implement a door-to-door *Working* Smoke Alarm campaign
- Increase public education presence in the community (Adopt a School Program)

Fire & Rescue Services

Net Divisional Expenses

	Actual 2011		Budget 2012		Budget 2013	
	%	\$	%	\$	%	\$
Revenue						
Administrative Support	0.00%	–	0.00%	–	0.00%	–
Fire Prevention	95.00%	195,900	97.28%	357,500	97.28%	357,500
Emergency Services	5.00%	10,318	2.72%	10,000	2.72%	10,000
	100.00%	206,218	100.00%	367,500	100.00%	367,500
Expenses						
Administrative Support						
Labour	4.58%	590,800	4.20%	563,784	4.16%	569,302
Non Labour	0.39%	50,077	0.42%	56,900	0.41%	56,000
	4.97%	640,877	4.62%	620,684	4.56%	625,302
Fire Prevention						
Labour	3.68%	474,392	3.66%	491,339	3.72%	509,861
Non Labour	0.10%	13,003	0.12%	16,500	0.13%	17,400
	3.78%	487,395	3.78%	507,839	3.85%	527,261
Emergency Services						
Labour	84.73%	10,935,644	85.64%	11,494,818	85.51%	11,715,030
Non Labour	6.53%	843,232	5.96%	799,416	6.07%	831,936
	91.26%	11,778,876	91.59%	12,294,234	91.59%	12,546,966
Total						
Labour	92.98%	12,000,836	93.50%	12,549,941	93.39%	12,794,193
Non Labour	7.02%	906,312	6.50%	872,816	6.61%	905,336
	100.00%	12,907,148	100.00%	13,422,757	100.00%	13,699,529
Net Divisional Expenses						
Administrative Support	5.05%	(640,877)	4.75%	(620,684)	4.69%	(625,302)
Fire Prevention	2.30%	(291,495)	1.15%	(150,339)	1.27%	(169,761)
Emergency Services	92.66%	(11,768,558)	94.09%	(12,284,234)	94.04%	(12,536,966)
	100.00%	(12,700,930)	100.00%	(13,055,257)	100.00%	(13,332,029)
Capital						
Infrastructure		237,874		554,707		726,331
Major		–		–		–
		237,874		554,707		726,331

Fire & Rescue Services

Divisional Capital Requests

Infrastructure

Self Contained Breathing Apparatus	12,450
Automatic External Defibrillator	15,564
Thermal Imaging Camera	7,995
Fire Hose	6,142
Technical Rescue Equipment	14,500
Auto Extrication Tools (7 Pumps)	51,400
Personal Protective Gear	30,057
LAB 6.6 Ton Lifting System	7,549
ResusciAnne CPR-D Training Manikin	14,108
Back-Up Computer-Emergency Apparatus	6,356
Replacement of Unit F033-Phase II Engine Body - 2012 Re-Budget	525,000
24 AGM Batteries-Emergency Apparatus	10,671
Rehydration Trailer (Retrofit of existing trailer)	16,300
4 Back-Up Cameras - Emergency Apparatus	8,239

Total Capital Requests

726,331

Funded by Current Year's Taxation and Reserves:

726,331

Fire & Rescue Services

Divisional Expenses

	Actual 2011		Budget 2012		Budget 2013	
	%	\$	%	\$	%	\$
Expenses						
Administrative Support						
Salaries & Benefits	92.19%	590,800	90.83%	563,784	91.04%	569,302
Supplies & Other Expenses	7.00%	44,878	7.88%	48,900	7.87%	49,200
Professional & Consulting	0.00%	–	0.00%	–	0.00%	–
Recoveries & Allocations	0.81%	5,199	1.29%	8,000	1.09%	6,800
	100.00%	640,877	100.00%	620,684	100.00%	625,302
Fire Prevention						
Salaries & Benefits	97.33%	474,392	96.75%	491,339	96.70%	509,861
Supplies & Other Expenses	2.62%	12,792	3.17%	16,100	3.13%	16,500
Professional & Consulting	0.00%	–	0.00%	–	0.00%	–
Recoveries & Allocations	0.04%	211	0.08%	400	0.17%	900
	100.00%	487,395	100.00%	507,839	100.00%	527,261
Emergency Services						
Salaries & Benefits	92.84%	10,935,644	93.50%	11,494,818	93.37%	11,715,030
Supplies & Other Expenses	6.86%	808,090	6.23%	766,316	6.63%	831,936
Professional & Consulting	0.00%	–	0.00%	–	0.00%	–
Recoveries & Allocations	0.30%	35,142	0.27%	33,100	0.00%	–
	100.00%	11,778,876	100.00%	12,294,234	100.00%	12,546,966
Total						
Salaries & Benefits	92.98%	12,000,836	93.50%	12,549,941	93.39%	12,794,193
Supplies & Other Expenses	6.71%	865,760	6.19%	831,316	6.55%	897,636
Professional & Consulting	0.00%	–	0.00%	–	0.00%	–
Recoveries & Allocations	0.31%	40,552	0.31%	41,500	0.06%	7,700
	100.00%	12,907,148	100.00%	13,422,757	100.00%	13,699,529

Fire & Rescue Services

SERVICE LEVEL STATISTICS

	Transaction counts/activity levels				
	2012	2011	2010	2009	2008
Total Inspections	1,729	1,824	1,881	1,569	1,766
Emergency calls -					
Fire calls	241	222	306	345	310
EMS/Rescue	1,811	1,889	1,727	1,788	1,620
Motor vehicle accidents	285	261	286	347	413
Hazardous materials	86	101	123	130	126
Public assistance	387	411	410	413	521
Alarm activations	803	550	597	687	605
Total emergency calls	3,613	3,434	3,449	3,710	3,595
Property \$ loss	7,789,930	2,576,465	1,913,995	3,609,660	3,764,035
Training hours -					
Fire and Rescue	1,510	1,880	964	1,166	5,339
First responder	1,405	744	3,165	268	1,973
Total training hours	2,915	2,624	4,129	1,434	7,312
Fire and Life Safety programs -					
Number of programs	56	90	76	73	88
Number of clients	1,800	3,198	3,021	2,841	2,689
Permits issued - Risk Management R.U.S.T.	146	194	286	137	93

TREND OF RESOURCE REQUIREMENTS

	2011	2010	2009	2008	2007
Salaries and Benefits	12,000,836	12,153,815	11,257,519	10,702,020	10,454,674
Supplies and Other Expenses	865,760	517,853	895,514	864,208	1,025,993
Professional and Consulting	-	-	-	-	-
Recoveries and allocations	40,552	62,764	-52,571	-17,517	-11,925
	12,907,148	12,734,432	12,100,462	11,548,711	11,468,742
Less: Direct Revenues	-206,218	-367,687	-190,020	-98,494	-53,880
	12,700,930	12,366,745	11,910,442	11,450,217	11,414,862

Engineering and Transportation

Infrastructure Planning • Roads • Fleet • Equipment • Engineering Services • GIS • Carpentry • Paint Shop • Sign Shop • Operations Centre Support

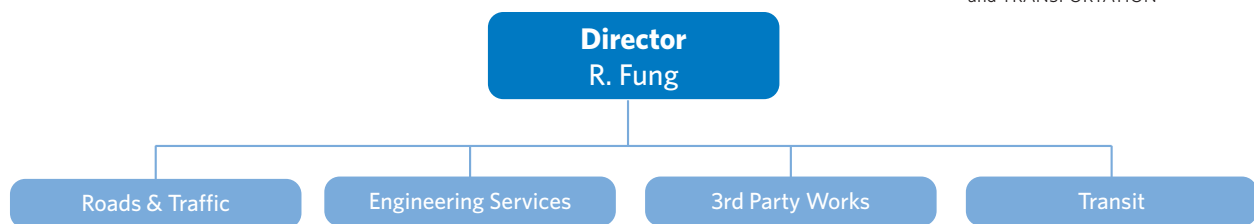
Engineering and Transportation ensures the safe and efficient movement of people, goods and services within West Vancouver; provides technical expertise for municipal infrastructure projects; and provides GIS and mapping services for the District and to the public.

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

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



RAYMOND FUNG
DIRECTOR OF ENGINEERING
and TRANSPORTATION



2012 ACCOMPLISHMENTS

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

2013 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

Public Safety Building

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

Ambleside/Waterfront Development

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

Municipal Services and Finances

- Continue implementation of Strategic Transportation Plan and Cycling Implementation Plan, as budgets permit
- Complete Condition Assessment of District-maintained retaining walls as a component of transportation infrastructure
- Develop integrated Capital Plan for infrastructure (above ground and below ground)
- Continue implementation of Maintenance Management System software for engineering infrastructure
- Advocate for Municipal interests associated with inclusion of Packaging and Printed Papers under the Extended Producer Responsibility regulations being considered by Multi Materials BC
- Monitor and assess implementation of Green Can program

Environment, Parks and Upper Lands

- Extend Spirit Trail from Seaview Walk to Horseshoe Bay
- Assist with development of the Upper Lands Study
- Support implementation of Shoreline Protection Plan

2013 OPERATIONAL INITIATIVES

- Complete Pedestrian Network Study
- Upgrade Sunset Lane as a result of BC Rail transfer, as directed by Council
- Begin upgrading of rail crossings to maintain anti-whistling provisions through Municipality

Engineering and Transportation

Net Divisional Expenses

	Actual 2011		Budget 2012		Budget 2013	
	%	\$	%	\$	%	\$
Revenue						
Engineering Services	82.29%	421,745	75.80%	282,500	73.93%	295,000
Roads and Traffic	17.71%	90,740	24.20%	90,197	26.07%	104,000
	100.00%	512,485	100.00%	372,697	100.00%	399,000
Expenses						
Engineering Services						
Labour	26.14%	925,350	24.84%	889,755	24.23%	901,000
Non Labour	3.95%	139,759	3.86%	138,240	2.65%	98,600
	30.09%	1,065,109	28.70%	1,027,995	26.89%	999,600
Roads and Traffic						
Labour	45.03%	1,593,855	53.84%	1,928,586	44.28%	1,646,200
Non Labour	24.89%	880,926	17.46%	625,452	28.84%	1,072,200
	69.91%	2,474,781	71.30%	2,554,038	73.11%	2,718,400
Total						
Labour	71.17%	2,519,205	78.68%	2,818,341	68.51%	2,547,200
Non Labour	28.83%	1,020,685	21.32%	763,692	31.49%	1,170,800
	100.00%	3,539,890	100.00%	3,582,033	100.00%	3,718,000
Net Divisional Expenses						
Engineering Services	21.25%	(643,364)	23.23%	(745,495)	21.23%	(704,600)
Roads and Traffic	78.75%	(2,384,041)	76.77%	(2,463,841)	78.77%	(2,614,400)
	100.00%	(3,027,405)	100.00%	(3,209,336)	100.00%	(3,319,000)
Capital						
Infrastructure		3,086,257		3,849,700		3,868,000
Major		2,615,074		2,730,000		3,765,000
		5,701,331		6,579,700		7,633,000

Engineering and Transportation

Divisional Capital Requests

Infrastructure

Road and Pavement Infrastructure	2,600,000
Transportation Support Infrastructure	350,000
Bridge and Structural Infrastructure	300,000
Cycling Infrastructure	125,000
Pedestrian Infrastructure	125,000
Backhoe / Loader	135,000
Vehicle Trade-In Recoveries	-35,000
Skid Steer	73,000
Asphalt Roller	60,000
Anti-icing tank (liquid de-icing)	11,000
Dump Box	8,000
Mobile crane safety device	8,000
Toughbooks	45,000
Replace Fuel Management System	30,000
Autocad Licenses	13,000
Plotter Works Yard	10,000
Large Format Printer Scanner	10,000

3,868,000

Major

Evelyn Drive - Traffic Calming	300,000
Marine Drive - Additional Paving	100,000
TRRIP - Translink Improvements	100,000
21st and Queens - Corridor Improvement	40,000
Spirit Trail - Capilano Bridge - 2012 Re-Budget	1,700,000
Spirit Trail - Horseshoe Bay	1,500,000
Railway Crossing - Maze Barriers	25,000

3,765,000

Total Capital Requests

7,633,000

Funded by Current Year's Taxation and Reserves: 3,943,000

Funded by Third Party Contributions: 3,690,000

7,633,000

Engineering and Transportation Divisional Expenses

	Actual 2011		Budget 2012		Budget 2013	
	%	\$	%	\$	%	\$
Expenses						
Engineering Services						
Salaries & Benefits	86.88%	925,350	86.55%	889,755	90.14%	901,000
Supplies & Other Expenses	3.53%	37,549	5.69%	58,500	4.76%	47,600
Professional & Consulting	1.51%	16,076	3.30%	33,940	4.10%	41,000
Recoveries & Allocations	8.09%	86,134	4.46%	45,800	1.00%	10,000
	100.00%	1,065,109	100.00%	1,027,995	100.00%	999,600
Roads and Traffic						
Salaries & Benefits	64.40%	1,593,855	75.51%	1,928,586	60.56%	1,646,200
Supplies & Other Expenses	37.00%	915,555	31.42%	802,400	29.83%	810,900
Professional & Consulting	0.00%	–	0.00%	–	0.00%	–
Recoveries & Allocations	-1.40%	(34,629)	-6.93%	(176,948)	9.61%	261,300
	100.00%	2,474,781	100.00%	2,554,038	100.00%	2,718,400
Total						
Salaries & Benefits	71.17%	2,519,205	78.68%	2,818,341	68.51%	2,547,200
Supplies & Other Expenses	26.92%	953,104	24.03%	860,900	23.09%	858,500
Professional & Consulting	0.45%	16,076	0.95%	33,940	1.10%	41,000
Recoveries & Allocations	1.45%	51,505	-3.66%	(131,148)	7.30%	271,300
	100.00%	3,539,890	100.00%	3,582,033	100.00%	3,718,000

Engineering and Transportation

SERVICE LEVEL STATISTICS

	Transaction counts/activity levels				
	2012	2011	2010	2009	2008
Requests for service - roads	1,011	1,050	944	943	888
3rd party jobs completed	338	286	225	180	342
Roads - Pavement Quality Index	73.26	74.03	74.80	72.69	73.46

TREND OF RESOURCE REQUIREMENTS

	2011	2010	2009	2008	2007
Salaries and Benefits	2,519,205	2,360,496	1,927,526	2,222,350	2,015,500
Supplies and Other Expenses	953,104	865,378	1,001,990	1,375,757	1,013,068
Professional and Consulting	16,076	11,505	26,830	9,117	3,656
Recoveries and allocations	51,505	-77,855	327,812	372,263	235,104
	3,539,890	3,159,524	3,284,158	3,979,487	3,267,328
Less: Direct Revenues	-512,485	-356,141	-298,854	-405,234	-346,738
	3,027,405	2,803,383	2,985,304	3,574,253	2,920,590

Planning, Lands and Permits

Community Planning • Permits and Inspections • Lands • Bylaws and Licensing • Land Development Engineering

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

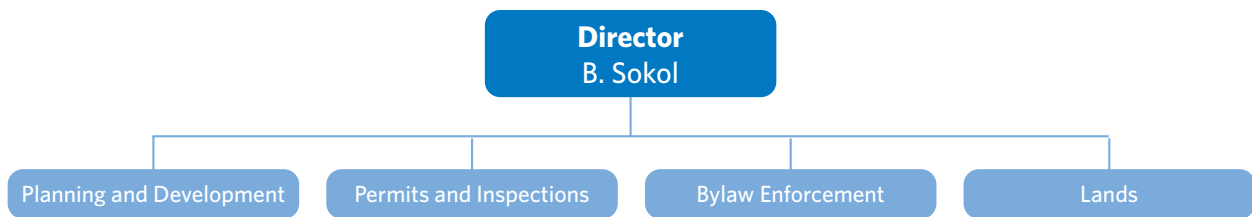
The Permits and Inspections Department reviews and issues permits and carries out inspections relating to building, plumbing, electrical and signage.

The Lands Department handles municipal property transactions, licenses and leases, and administers the foreshore. The Bylaw and Licensing Services Department ensures compliance with municipal bylaws and licensing requirements.

Land Development Engineering works to ensure that new development is serviced by appropriate levels of utilities and provides engineering review of development applications and building permits.



BOB SOKOL
DIRECTOR OF PLANNING, LANDS AND PERMITS



2012 ACCOMPLISHMENTS

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

2013 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

Public Safety Building

- Planning to work with project team to identify site constraints and opportunities, develop Urban Design Principles for building design, and incorporate heritage aspects of municipal hall into site planning and design where appropriate
- Planning to coordinate reviews of Project with Design Review Committee
- Planning to coordinate and facilitate any applicable approval process
- Permits and Inspections to review plans, issue permits, conduct inspections as appropriate

Environment, Parks and Upper Lands

- Establish staff TAC for Upper Lands study
- Facilitate and coordinate Upper Lands Study Working Group
- Begin development of New Surface Water Standards for new development
- Provide Planning Resources to promote sustainability initiatives

Ambleside/Waterfront Development

- Process Development Applications, as appropriate
- Oversee Ambleside/Waterfront Development across Divisions
- Facilitate Public Engagement Plan for Waterfront Plan
- Facilitate meetings with Chamber of Commerce and Ambleside Business Association
- Review of Development Regulations/Market Study
- Sidewalk Dining Program
- Hollyburn Sailing Club redesign
- Complete a restaurant feasibility study for waterfront locations
- Conduct 1300 Block rezoning and development application process

Housing and Neighbourhood Character

- Implement action of Community Dialogue Working Group recommendations
- Continue to address neighbourhood character potential throughout development permit/variance application process
- Complete Housing Action Plan
- Purpose-Built Rental Housing Report prepared
- Coach House Discussion Paper presented to Council
- Begin development of Tree Cutting Policy on private property
- Enhance Boulevard Guidelines

Municipal Services and Finances

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

2013 OPERATIONAL INITIATIVES

- Continue to expand e-government initiatives
- Continue digitalization of records in Permits and Inspections Department
- Continue to process Building Permit applications
- Continue to process Development applications
- Continue to refine development Policy and Procedures Manual in Bylaws Department
- Develop program for addressing foreshore encroachments following Head Lease approval

Planning, Lands and Permits

Net Divisional Expenses

	Actual 2011		Budget 2012		Budget 2013	
	%	\$	%	\$	%	\$
Revenue						
Planning and Development	12.24%	712,494	15.11%	772,120	17.23%	1,118,000
Permits and Inspections	61.70%	3,590,839	55.73%	2,847,594	51.64%	3,351,448
Bylaw Enforcement	26.06%	1,516,626	29.15%	1,489,501	31.13%	2,020,655
	100.00%	5,819,959	100.00%	5,109,215	100.00%	6,490,103
Expenses						
Planning and Development						
Labour	33.97%	1,340,915	36.19%	1,577,428	37.56%	1,700,600
Non Labour	8.75%	345,366	8.20%	357,560	8.11%	367,400
	42.72%	1,686,281	44.39%	1,934,988	45.67%	2,068,000
Permits and Inspections						
Labour	33.30%	1,314,405	32.67%	1,423,897	30.36%	1,374,674
Non Labour	1.25%	49,442	1.59%	69,500	1.70%	77,000
	34.55%	1,363,847	34.26%	1,493,397	32.06%	1,451,674
Bylaw Enforcement						
Labour	17.15%	676,997	17.47%	761,421	18.54%	839,645
Non Labour	5.59%	220,495	3.88%	168,904	3.73%	168,904
	22.74%	897,492	21.34%	930,325	22.27%	1,008,549
Total						
Labour	84.41%	3,332,317	86.33%	3,762,746	86.46%	3,914,919
Non Labour	15.59%	615,303	13.67%	595,964	13.54%	613,304
	100.00%	3,947,620	100.00%	4,358,710	100.00%	4,528,223
Net Divisional Revenues						
Planning and Development	-52.01%	(973,787)	-154.94%	(1,162,868)	-48.42%	(950,000)
Permits and Inspections	118.94%	2,226,992	180.44%	1,354,197	96.83%	1,899,774
Bylaw Enforcement	33.07%	619,134	74.51%	559,176	51.59%	1,012,106
	100.00%	1,872,339	100.00%	750,505	100.00%	1,961,880
Capital						
Infrastructure		-		190,675		-
Major		225,215		3,300,000		75,000
		225,215		3,490,675		75,000

Planning, Lands and Permits

Divisional Capital Requests

Major	
Microfilm Scanning	75,000
Total Capital Requests	<u>75,000</u>

Funded by Current Year's Taxation and Reserves:	<u>75,000</u>
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Planning, Lands and Permits

Divisional Expenses

	Actual 2011		Budget 2012		Budget 2013	
	%	\$	%	\$	%	\$
Expenses						
Planning and Development						
Salaries & Benefits	79.52%	1,340,915	81.52%	1,577,428	82.23%	1,700,600
Supplies & Other Expenses	12.50%	210,817	13.47%	260,610	12.98%	268,450
Professional & Consulting	6.61%	111,546	4.18%	80,950	4.01%	82,950
Recoveries & Allocations	1.36%	23,003	0.83%	16,000	0.77%	16,000
	100.00%	1,686,281	100.00%	1,934,988	100.00%	2,068,000
Permits and Inspections						
Salaries & Benefits	96.37%	1,314,405	95.35%	1,423,897	94.70%	1,374,674
Supplies & Other Expenses	2.88%	39,267	4.05%	60,500	4.34%	63,000
Professional & Consulting	0.00%	–	0.00%	–	0.00%	–
Recoveries & Allocations	0.75%	10,175	0.60%	9,000	0.96%	14,000
	100.00%	1,363,847	100.00%	1,493,397	100.00%	1,451,674
Bylaw Enforcement						
Salaries & Benefits	75.43%	676,997	81.84%	761,421	83.25%	839,645
Supplies & Other Expenses	24.05%	215,854	17.99%	167,404	16.60%	167,404
Professional & Consulting	0.37%	3,289	0.00%	–	0.00%	–
Recoveries & Allocations	0.15%	1,352	0.16%	1,500	0.15%	1,500
	100.00%	897,492	100.00%	930,325	100.00%	1,008,549
Total						
Salaries & Benefits	84.41%	3,332,317	86.33%	3,762,746	86.46%	3,914,919
Supplies & Other Expenses	11.80%	465,938	11.21%	488,514	11.02%	498,854
Professional & Consulting	2.91%	114,835	1.86%	80,950	1.83%	82,950
Recoveries & Allocations	0.87%	34,530	0.61%	26,500	0.70%	31,500
	100.00%	3,947,620	100.00%	4,358,710	100.00%	4,528,223

Planning, Lands and Permits

SERVICE LEVEL STATISTICS

	Transaction counts/activity levels				
	2012	2011	2010	2009	2008
Development applications -					
Rezoning and major dev permits	8	7	11	7	6
Watercourse permits	36	37	19	23	26
Development permit for subdivision	0	1	2	0	2
Minor development permit	1	2	4	3	1
Development variance permit	8	10	11	11	10
Subdivisions	4	8	8	9	18
Blasting permit applications	39	24	26	20	29
Building permit applications	831	735	808	658	657
Building permit inspections	12,438	10,779	10,337	9,503	11,048
Building permits - number	718	663	618	488	638
Building permits - \$ revenue	3,748,563	2,802,669	1,945,494	1,182,812	1,793,993
Plumbing permits - number	1,035	915	799	731	960
Plumbing permits - \$ revenue	397,963	243,705	206,279	159,676	246,826
Electrical permits - number	1,060	1,009	930	815	1,018
Electrical permits - \$ revenue	679,892	433,199	404,978	364,677	435,547
Business licences issued	4,519	3,645	4,194	3,910	3,461
Dog licences issued	3,021	3,192	3,025	3,021	3,087
Bylaw calls for service	3,385	4,058	3,681	3,532	4,987
Bylaw and parking tickets issued	7,731	9,284	6,989	6,210	9,028

TREND OF RESOURCE REQUIREMENTS

	2011	2010	2009	2008	2007
Salaries and Benefits	3,332,317	3,286,775	3,114,117	2,971,896	2,838,542
Supplies and Other Expenses	465,938	466,186	514,886	665,692	497,773
Professional and Consulting	114,835	60,074	39,522	44,636	57,245
Recoveries and allocations	34,530	26,010	-71,813	-146,109	23,317
	3,947,620	3,839,045	3,596,712	3,536,115	3,416,877
Less: Direct Revenues	-5,819,959	-4,819,404	-3,622,452	-4,490,021	-4,520,689
	-1,872,339	-980,359	-25,740	-953,906	-1,103,812



Parks and Community Services

Parks • Recreation Programs and Facilities • Golf Courses • Social Services • Community Development • Cemetery • Playgrounds • Fields • Beaches • Trails • Trees • Forestry

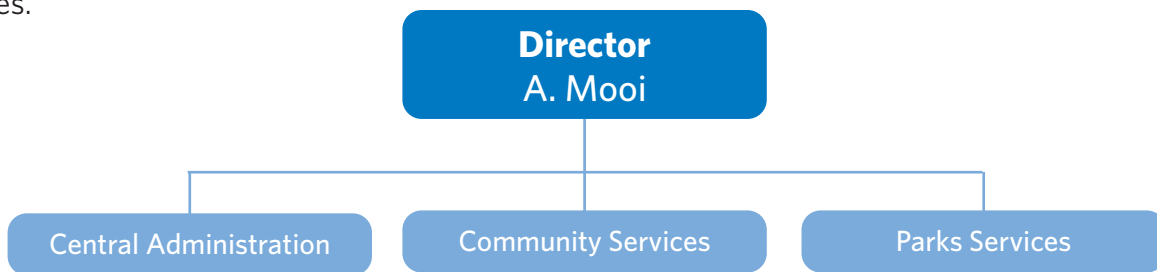
The Parks and Community Services Division provides a broad continuum of services and programs, from community recreation facilities and parks to trails and natural spaces.

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

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



ANNE MOOI
DIRECTOR OF PARKS and COMMUNITY SERVICES



2012 ACCOMPLISHMENTS

- Completed Parks Master Plan; approved by Council in June, 2012
- Received Age-friendly BC Recognition—one of nine municipalities designated by the province
- Implemented key recommendations identified in the Youth Services Review
- Implemented recommendations identified in the Child Care Plan and in the Child and Family Hub work plan
- Completed Parks and Community Services Divisional Emergency Plan
- Continued to partner with community stewardship groups, who work in collaboration with the District to protect, enhance and restore our natural areas
- Began community consultation for a revitalized playground at John Lawson Park
- Replaced artificial turf on Ambleside Fields D and E
- Rutledge Field achieved 'Global Compliance' from the International Field Hockey Federation, which is the highest standard that this federation grants to fields worldwide
- New agreement with the Royal Canadian Marine Search and Rescue at Horseshoe Bay Pier
- Formalized the Gleneagles Community Centre Advisory Committee
- Constructed a community garden at Gleneagles Community Centre, in partnership with the Advisory Committee and the community
- Commenced parking, lighting, and safety enhancements at the Seniors' Activity Centre
- Completed Phase One of the Memorial Park Salmon Rearing Pond Project, in partnership with West Vancouver Streamkeepers' Society
- Initiated construction of the Woods II Columbaria at the Capilano View Cemetery

2013 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

Public Safety Building

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

Ambleside/Waterfront Development

- Support the revitalization of the Ambleside Plan through redesign or redevelopment of applicable lands
- Work to integrate new uses along the Ambleside waterfront into existing park lands
- Complete John Lawson Park playground upgrade
- Initiate further redevelopment of Ambleside playground

Environment, Parks and Upper Lands

- Implement recommendations from the Parks Master Plan; develop long-term capital and operating budgets to address priorities

Municipal Services and Finances

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

2013 OPERATIONAL INITIATIVES

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

Parks and Community Services

Net Divisional Expenses

	Actual 2011		Budget 2012		Budget 2013	
	%	\$	%	\$	%	\$
Revenue						
Central Administration	0.00%	–	0.00%	–	0.00%	–
Community Services	91.88%	8,467,527	90.53%	8,268,825	90.62%	8,482,713
Parks Maintenance	8.12%	748,354	9.47%	864,860	9.38%	877,900
	100.00%	9,215,881	100.00%	9,133,685	100.00%	9,360,613
Expenses						
Central Administration						
Labour	2.26%	384,649	2.24%	394,050	2.54%	399,652
Non Labour	0.16%	26,872	0.22%	39,100	0.25%	39,100
	2.41%	411,521	2.47%	433,150	2.79%	438,752
Community Services						
Labour	55.55%	9,473,315	55.08%	9,672,602	54.73%	8,600,970
Non Labour	15.46%	2,637,038	15.76%	2,768,220	12.02%	1,888,510
	71.01%	12,110,353	70.84%	12,440,822	66.75%	10,489,480
Parks Maintenance						
Labour	16.64%	2,836,957	16.77%	2,944,611	20.53%	3,226,885
Non Labour	9.94%	1,694,521	9.93%	1,743,859	9.93%	1,560,266
	26.57%	4,531,478	26.70%	4,688,470	30.46%	4,787,151
Total						
Labour	74.44%	12,694,921	74.09%	13,011,263	77.81%	12,227,507
Non Labour	25.56%	4,358,431	25.91%	4,551,179	22.19%	3,487,876
	100.00%	17,053,352	100.00%	17,562,442	100.00%	15,715,383
Net Divisional Expenses						
Central Administration	5.25%	(411,521)	5.14%	(433,150)	6.90%	(438,752)
Community Services	46.48%	(3,642,826)	49.50%	(4,171,997)	31.58%	(2,006,767)
Parks Maintenance	48.27%	(3,783,124)	45.36%	(3,823,610)	61.52%	(3,909,251)
	100.00%	(7,837,471)	100.00%	(8,428,757)	100.00%	(6,354,770)
Capital						
Infrastructure		1,385,890		2,038,960		1,379,900
Major		2,646,609		900,000		1,765,000
		4,032,499		2,938,960		3,144,900

Parks and Community Services

Divisional Capital Requests

Infrastructure

Install Automated Door Openers for Accessible Washrooms in the Gleneagles, Senior's and Aquatic Centre	37,200
Install a Pottery Kiln Shed - Gleneagles Community Centre	48,600
Install Improved Facility Signage in the Senior's Activity Centre	25,000
Replace Existing Swinging Doors to Automated Sliding Doors in the Senior's Activity Centre	17,000
Replace Ceramic Floor Tiles in the Senior's Activity Centre	30,000
Replace concrete slab at Zamboni Gate in the Ice Arena	12,000
Replace East Side Fire System Wiring - Ice Arena	10,000
Install an Automated Door Opener at the Entrance Door and Accessible Washroom at the Ambleside Youth Centre	11,000
Park Building Structures Renewal	20,000
Trail Replacement Program	80,000
Horseshoe Bay Park Enhancement	35,000
Memorial Park - Cenotaph area Renewal	60,000
Sport Field Fencing, Netting & Seating	20,000
Waterfront Park Pier Repair	45,000
Interpretive Signage	10,000
Caulfeild Park Management Implementation	25,000
Ambleside "F" Field Drainage Upgrade	80,000
Replace Staircase at 29th St Beach Access	75,000
Computerized Irrigation Control	15,000
Installation of Large Capacity Garbage Receptacles at High-Use Parks	50,000
Memorial Park Rearing Pond Area Completion	10,000
Mountain Bike Skills Park Repairs - Gleneagles	25,000
Ambleside Playground Public Consultation & Design	5,000
Ambleside Adventure Day Camp Safety Renewal	21,000
Soccer Goals Artificial Turf Fields D & E	11,000
Civic Site Plaza Parking Lot - Safety Repair - 2012 Re-Budget	110,000
Music Hall Stereo & Projector - Community Centre	12,000
Weight Room Fitness Equipment - Gleneagles Community Centre	10,000
Furniture Replacement - Gleneagles Community Centre	32,100
Refrigerated Display Cases - Seniors' Centre	5,000
Sound System Seniors' Centre Activity Room	10,000
Hobart Large Food Mixer - Seniors' Centre	7,500
Replace Swim suit dryers in the Aquatic Centre	6,000
Weight Room Fitness Equipment- Aquatic Centre	54,000
Weight Room Sound System Replacement - Aquatic Centre	8,000
Waterproof Radio Replacements - Aquatic Centre	5,500
Aquashade Replacement - Aquatic Centre	42,000
Pool Inflatable Play Structure - Aquatic Centre	20,000
Viewing Area Table & Chair replacement - Aquatic Centre	10,000

Parks and Community Services

Divisional Capital Requests...continued

Skates and Helmets - Ice Arena	7,000
Service Truck	80,000
Replace single rear axle dump truck	60,000
Vehicle Trade-In Recoveries	-33,500
One ton pick up	39,000
Utility Vehicle	16,000
Mower-Tow Behind	27,000
Artificial Turf Cleaner	20,000
Walk Behind Turf Cleaner	14,500
Web Registration	40,000

1,379,900

Major

John Lawson Park Playground	800,000
Western Civic Site Parking	380,000
McGavin Field	200,000
John Richardson Park	385,000

1,765,000

Total Capital Requests

3,144,900

Funded by Current Year's Taxation and Reserves: 1,749,850

Funded by Third Party Contributions: 1,395,050

3,144,900

Parks and Community Services

Divisional Expenses

	Actual 2011		Budget 2012		Budget 2013	
	%	\$	%	\$	%	\$
Expenses						
Central Administration						
Salaries & Benefits	93.47%	384,649	90.97%	394,050	91.09%	399,652
Supplies & Other Expenses	3.90%	16,065	6.60%	28,600	6.52%	28,600
Professional & Consulting	0.17%	688	0.39%	1,700	0.39%	1,700
Recoveries & Allocations	2.46%	10,119	2.03%	8,800	2.01%	8,800
	100.00%	411,521	100.00%	433,150	100.00%	438,752
Community Services						
Salaries & Benefits	78.22%	9,473,315	77.75%	9,672,602	82.00%	8,600,970
Supplies & Other Expenses	20.43%	2,473,549	21.22%	2,640,520	16.57%	1,738,231
Professional & Consulting	0.24%	29,508	0.00%	300	0.05%	5,300
Recoveries & Allocations	1.11%	133,981	1.02%	127,400	1.38%	144,979
	100.00%	12,110,353	100.00%	12,440,822	100.00%	10,489,480
Parks Maintenance						
Salaries & Benefits	62.61%	2,836,957	62.81%	2,944,611	67.41%	3,226,885
Supplies & Other Expenses	14.93%	676,582	14.73%	690,511	17.65%	844,851
Professional & Consulting	0.09%	4,006	0.00%	-	0.00%	-
Recoveries & Allocations	22.38%	1,013,933	22.47%	1,053,348	14.94%	715,415
	100.00%	4,531,478	100.00%	4,688,470	100.00%	4,787,151
Total						
Salaries & Benefits	74.44%	12,694,921	74.09%	13,011,263	77.81%	12,227,507
Supplies & Other Expenses	18.57%	3,166,196	19.13%	3,359,631	16.62%	2,611,682
Professional & Consulting	0.20%	34,202	0.01%	2,000	0.04%	7,000
Recoveries & Allocations	6.79%	1,158,033	6.77%	1,189,548	5.53%	869,194
	100.00%	17,053,352	100.00%	17,562,442	100.00%	15,715,383

Parks and Community Services

SERVICE LEVEL STATISTICS

	Transaction counts/activity levels				
	2012	2011	2010	2009	2008
Recreation attendance -					
Aquatic Centre	744,500	715,400	700,400	667,100	660,000
Community Centre	417,500	364,400	353,500	271,200	122,600
Gleneagles Community Centre	134,700	130,000	118,800	121,700	119,200
Ice Arena	121,100	119,700	103,000	117,200	104,700
Seniors' Activity Centre	250,300	245,800	232,700	232,700	251,900
Ambleside Youth Centre	8,300	8,500	6,400	6,000	5,400
Total participation	1,676,400	1,583,800	1,514,800	1,415,900	1,263,800
Parks requests for service -					
General	37	31	33	22	41
Arboriculture	241	233	240	202	208
Tree Permits issued	236	197	270	246	275

TREND OF RESOURCE REQUIREMENTS

	2011	2010	2009	2008	2007
Salaries and Benefits	12,694,921	11,847,477	11,405,239	11,009,424	10,723,129
Supplies and Other Expenses	3,166,196	3,033,494	3,277,949	3,413,012	3,133,325
Professional and Consulting	34,202	36,774	13,818	-	17,838
Recoveries and allocations	1,158,033	1,196,053	901,377	790,379	757,485
	17,053,352	16,113,798	15,598,383	15,212,815	14,631,777
Less: Direct Revenues	-9,215,881	-8,751,062	-8,203,001	-7,664,110	-7,031,636
	7,837,471	7,362,736	7,395,382	7,548,705	7,600,141

West Vancouver Memorial Library

Information Assistance • Early Literacy • Public Computing • Lifelong Learning • In-Depth Collections • Online Services
• Educational and Cultural Programming • Home Services

The West Vancouver Memorial Library (WVML) is governed by the BC Library Act, and managed by the Council-appointed West Vancouver Memorial Library Board. The WVML 2011 – 2015 Strategic Plan sets the direction and defines the priorities for the Library. An annual Business Plan is carried out under the administration of the Director of Library Services. The West Vancouver Memorial Library Foundation and the Friends of the Library are key stakeholders who play a crucial role in fundraising on behalf of the Library.

Our Mission defines our purpose and reason for being:

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

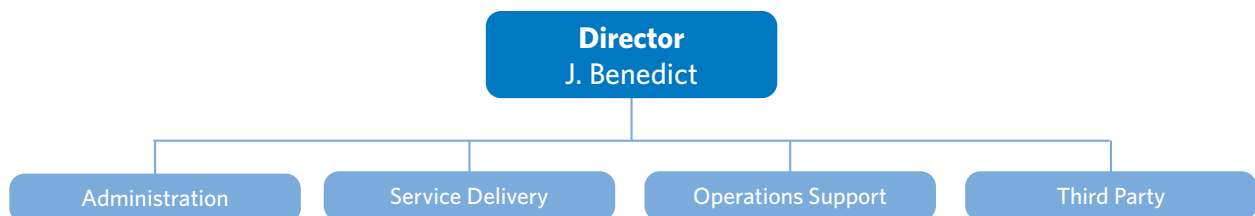
Our Vision expresses a broad, aspirational image of the future:

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

Our Strategic Priorities guide us from where we are now to where we want to be: build community, tell our story, increase engagement, deliver service excellence and manage resources wisely.



JENNY BENEDICT
DIRECTOR OF LIBRARY SERVICES



2012 ACCOMPLISHMENTS

- Developed and implemented 2012 Business Plan
- Collaborated on InterLINK regional strategic initiatives
 - Planned urban settlement partnership
 - Evaluated vendor options for direct patron requests
 - Implemented consortial purchasing of multilingual materials
- Completed Seismic Structural Assessment
- Implemented Capital Project Retrofit Phase 2 - HVAC mechanical systems, window glazing, north exterior wall
- Designed and implemented space designated for teens
- Redesigned website to accommodate digital content delivery and interactive applications with customers

2013 STRATEGIC INITIATIVES

Facility Sustainability

- Complete capital projects, including the mechanical systems replacement, Main Hall structural reinforcement, and domestic water distribution replacements
- Design and implement a signage system throughout the library

Facility Enhancement

- Design and implement a Reading Garden in the courtyard

Building our Digital Experience

- Integrate social tools effectively into the website to foster online dialogue and discussion
- Develop services for personal mobile devices, including assistance with mobile content

Deliver Service Excellence

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

Manage Resources Wisely

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

West Vancouver Memorial Library

Net Divisional Expenses

	Actual 2011		Budget 2012		Budget 2013	
	%	\$	%	\$	%	\$
Revenue						
Administration	54.55%	328,305	73.86%	323,700	67.91%	318,650
Service Delivery	2.30%	13,828	0.56%	2,450	0.48%	2,250
Operations Support	3.26%	19,649	0.90%	3,955	0.09%	400
Third Party	39.88%	240,031	24.68%	108,180	31.52%	147,916
	100.00%	601,813	100.00%	438,285	100.00%	469,216
Expenses						
Administration						
Labour	10.42%	411,683	8.89%	357,203	9.02%	369,825
Non Labour	2.41%	95,206	2.20%	88,400	2.19%	89,950
	12.83%	506,889	11.09%	445,603	11.21%	459,775
Service Delivery						
Labour	65.31%	2,580,859	70.22%	2,822,047	69.75%	2,860,734
Non Labour	7.40%	292,313	7.13%	286,546	6.89%	282,790
	72.71%	2,873,172	77.35%	3,108,593	76.65%	3,143,524
Operations Support						
Labour	5.09%	201,030	5.08%	204,131	4.96%	203,270
Non Labour	3.30%	130,434	3.79%	152,151	3.58%	146,900
	8.39%	331,464	8.87%	356,282	8.54%	350,170
Third Party						
Labour	0.27%	10,801	0.70%	28,150	0.83%	33,936
Non Labour	5.80%	229,230	1.99%	80,030	2.78%	113,980
	6.07%	240,031	2.69%	108,180	3.61%	147,916
Total						
Labour	81.09%	3,204,373	84.89%	3,411,531	84.55%	3,467,765
Non Labour	18.91%	747,183	15.11%	607,127	15.45%	633,620
	100.00%	3,951,556	100.00%	4,018,658	100.00%	4,101,385
Net Divisional Expenses						
Administration	5.33%	(178,584)	3.40%	(121,903)	3.89%	(141,125)
Service Delivery	85.36%	(2,859,344)	86.75%	(3,106,143)	86.48%	(3,141,274)
Operations Support	9.31%	(311,815)	9.84%	(352,327)	9.63%	(349,770)
Third Party	0.00%	-	0.00%	-	0.00%	-
	100.00%	(3,349,743)	100.00%	(3,580,373)	100.00%	(3,632,169)
Capital						
Infrastructure		274,689		512,470		336,920
Major		515,200		575,673		691,000
		789,889		1,088,143		1,027,920

West Vancouver Memorial Library

Divisional Capital Requests

Infrastructure

Library Books & Materials - Core Collections	227,550
Furniture Reupholstery and Refinishing	10,600
Library Equipment Replacement	7,700
Library Books & Materials - Enhanced Collections	70,070
Courtyard Furniture - 2012 Re-Budget	5,000
Replace Public Seating	10,400
AMH/Self-Service Checkout Equipment	5,600

336,920

Major

Retrofit - Complete Mechanical Work	148,000
Main Hall Structural Reinforcement	255,000
Domestic Water Distribution Replacement	175,000
Courtyard Enhancement	75,000
Signage	38,000

691,000

Total Capital Requests

1,027,920

Funded by Current Year's Taxation and Reserves: 858,850

Funded by Third Party Contributions: 169,070

1,027,920

West Vancouver Memorial Library

Divisional Expenses

	Actual 2011		Budget 2012		Budget 2013	
	%	\$	%	\$	%	\$
Expenses						
Administration						
Salaries & Benefits	81.22%	411,683	80.16%	357,203	80.44%	369,825
Supplies & Other Expenses	14.64%	74,205	15.80%	70,400	15.21%	69,950
Professional & Consulting	0.00%	–	0.00%	–	0.00%	–
Recoveries & Allocations	4.14%	21,001	4.04%	18,000	4.35%	20,000
	100.00%	506,889	100.00%	445,603	100.00%	459,775
Service Delivery						
Salaries & Benefits	89.83%	2,580,859	90.78%	2,822,047	91.00%	2,860,734
Supplies & Other Expenses	10.17%	292,313	9.22%	286,546	9.00%	282,790
Professional & Consulting	0.00%	–	0.00%	–	0.00%	–
Recoveries & Allocations	0.00%	–	0.00%	–	0.00%	–
	100.00%	2,873,172	100.00%	3,108,593	100.00%	3,143,524
Operations Support						
Salaries & Benefits	60.65%	201,030	57.29%	204,131	58.05%	203,270
Supplies & Other Expenses	39.33%	130,369	42.71%	152,151	41.95%	146,900
Professional & Consulting	0.00%	–	0.00%	–	0.00%	–
Recoveries & Allocations	0.02%	65	0.00%	–	0.00%	–
	100.00%	331,464	100.00%	356,282	100.00%	350,170
Third Party						
Salaries & Benefits	4.50%	10,801	26.02%	28,150	22.94%	33,936
Supplies & Other Expenses	95.50%	229,230	73.98%	80,030	75.03%	110,980
Professional & Consulting	0.00%	–	0.00%	–	2.03%	3,000
Recoveries & Allocations	0.00%	–	0.00%	–	0.00%	–
	100.00%	240,031	100.00%	108,180	100.00%	147,916
Total						
Salaries & Benefits	81.09%	3,204,373	84.89%	3,411,531	84.55%	3,467,765
Supplies & Other Expenses	18.38%	726,117	14.66%	589,127	14.89%	610,620
Professional & Consulting	0.00%	–	0.00%	–	0.07%	3,000
Recoveries & Allocations	0.53%	21,066	0.45%	18,000	0.49%	20,000
	100.00%	3,951,556	100.00%	4,018,658	100.00%	4,101,385

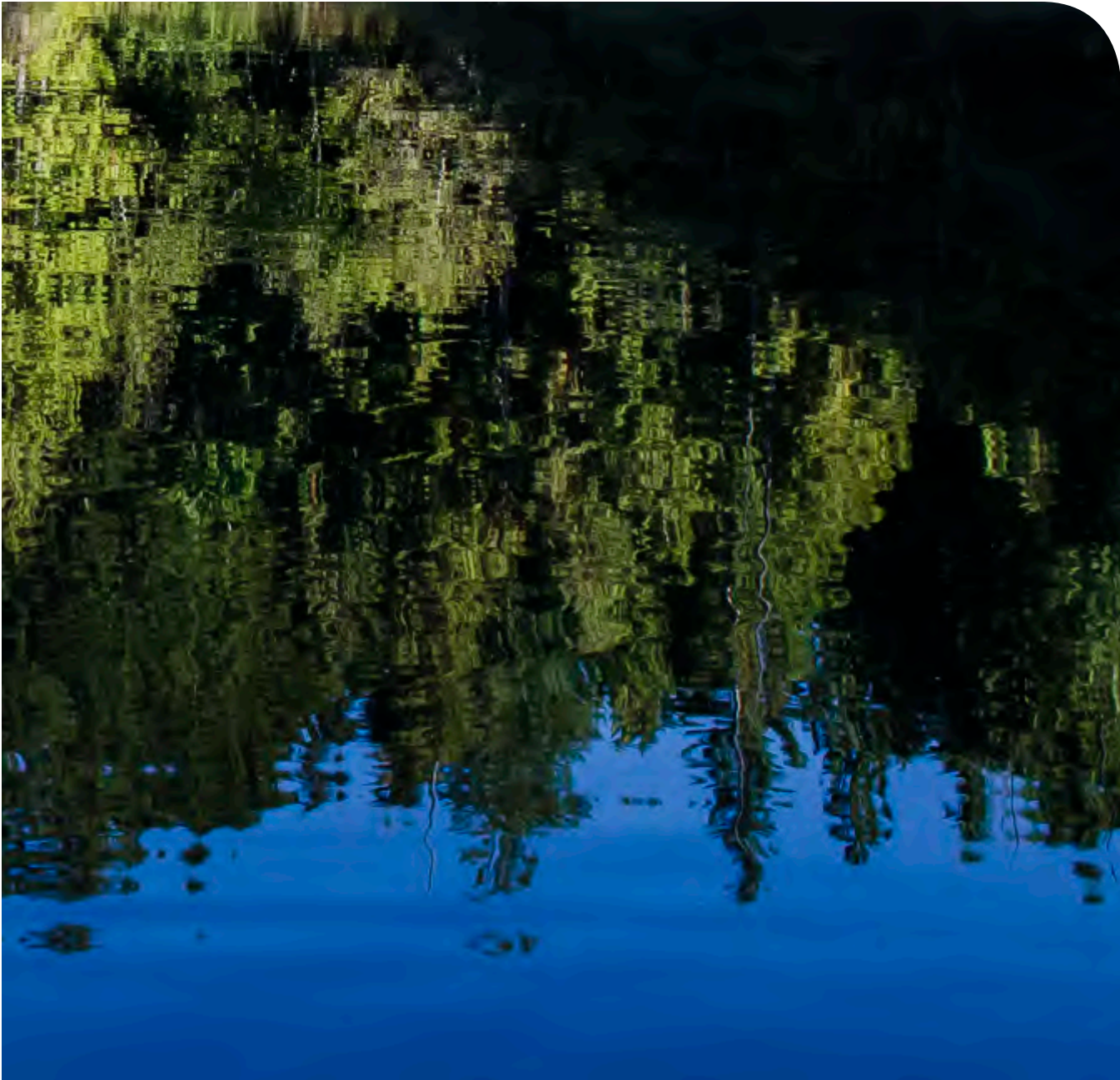
SERVICE LEVEL STATISTICS

	Transaction counts/activity levels				
	2012	2011	2010	2009	2008
Program attendance/participation	26,815	23,501	18,963	18,530	28,000
Circulation (physical material)	1,015,335	1,050,759	1,053,908	1,061,889	1,042,456
Circulation (e-books, e-music)	42,864	34,358	25,060	15,781	17,808
Circulation per capita	22.9	23.5	23.8	23.9	23.0
Database use	86,065	81,445	72,695	70,338	54,500
New library cards	3,927	4,497	4,543	4,582	4,678
Home Page visits	366,739	366,994	327,150	294,723	327,173
Hours open	3,236	3,209	3,201	3,199	3,170
Questions answered	182,100	157,089	114,562	112,870	104,208
Patron visits	539,313	522,040	518,310	513,756	519,924

TREND OF RESOURCE REQUIREMENTS

	2011	2010	2009	2008	2007
Salaries and Benefits	3,204,373	3,015,452	2,875,873	2,696,792	2,546,056
Supplies and Other Expenses	726,117	707,173	902,414	937,246	919,246
Professional and Consulting	-	-	-	10,653	-
Recoveries and allocations	21,066	21,249	14,915	18,369	16,998
	3,951,556	3,743,874	3,793,202	3,663,060	3,482,300
Less: Direct Revenues & Fundraising	-601,813	-582,865	-539,229	-578,736	-547,770
	3,349,743	3,161,009	3,253,973	3,084,324	2,934,530





9. Capital Program

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Introduction to Capital Program

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

Capital planning is further broken down within each Fund between Maintenance of Existing Infrastructure and New Infrastructure/Major Replacements.

Maintenance of Existing Infrastructure is best viewed as ongoing and operational in nature. As such, it is appropriately embedded within the relevant annual rate structure (property tax, utility user fees, etc.). New Infrastructure/Major Replacements are longer-term in nature and are appropriately funded from longer-term resources, such as reserve funds, grants, developer contributions, long-term borrowings, etc.

Recent Context Driving Capital Planning

Capital planning in the General Fund over the first decade of the 21st century was dominated by the significant resource requirements flowing from the Recreation Facilities Master Plan (RFMP) adopted by Council in 1999.

Implementation of that plan, involving scope, design and construction of two new community centres, an expanded and renewed aquatics centre, arena upgrades, and two new artificial turf playing fields, has been on a pay-as-you-go basis—partly from the significant resources previously accumulated within the Endowment Reserve Fund and also from a variety of ongoing capital fund sources.

The primary focus on the RFMP has meant that planning for other major projects had been constrained with the realization that at the conclusion of that program, available reserve and other capital fund balances would be at extremely low levels. The end-point of RFMP construction, and the consequent bottoming of available resource balances, occurred in 2009.

Commencing in 2010, a new era for capital planning opened up—available resources began to rebound and the potential for new and renewed facilities became the focus.

Direction of Capital Planning

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

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

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

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

- Maintaining current inventories of all categories of District assets/infrastructure, as originally established by the Tangible Capital Assets reporting project
- Estimating condition and remaining life of those assets
- Defining appropriate maintenance standards for all categories of assets
- Determining the ongoing costs of those maintenance standards
- Establishing appropriate replacement cycles and replacement costs

The water and sewer utilities have led the District in these endeavors and formal consultant reports have already established the rationale for a phasing-in of significantly increased annual replacement provisions within the annual user rate structures. (See the Utilities sections for further details.)

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

Facilities Maintenance and Renewal with Funding Options

In 2012, with the assistance of VFA Canada, a system condition assessment was completed on 48 District of West Vancouver owned facilities. This assessment estimated that the cost of maintenance and renewal for District facilities for 2013 is slightly more than \$1.1 million (\$1.3 million annual funding as shown below less \$200,000 already included in the 2013 budget). This \$1.1 million is the cost to mitigate the risk of unexpected failures to systems that are due or overdue for replacement in 2013. \$814,195 of the \$1.1 million has been included in the 2013 budget.

In addition to establishing the 2013 requirements, the 2012 condition assessment established the annual facility system funding requirements for the 20 year period from 2013 to 2033 as outlined in the table below. It is estimated that over the next 20 years, the 48 District owned facilities will require total funding of \$79 million.

Pay-As-You-Go Model

On a pay-as-you-go basis, the funding requirements over this 20 year period fluctuate from a low of \$276 thousand in 2032 to a high of \$9.4 million in 2033. Given that the required funding fluctuates so significantly, using the pay-as-you-go model makes funding difficult during those years where the funding requirement peaks.

Average Funding Model

The average funding model will smooth funding requirements and creates a reserve to cover the funding required for most years. While the model has identified five instances where there will be deficiencies in the reserve, these instances can be evaluated during the annual budget cycle to determine if additional funding will be required in that year.

FUNDING YEAR	ANNUAL FUNDING (EXCLUDING CONTINGENCY OR CONSULTING FEES)	ANNUAL FUNDING (INCLUDING FEES @ 30%)	ANNUAL COST - RUNNING TOTAL	AVERAGE FUNDING (INCLUDING CONTINGENCY OR CONSULTING FEES)	AVERAGE FUNDING (INCLUDING PROGRAMS)	AVERAGE ANNUAL - RUNNING TOTAL	RESERVE BALANCE
2013	\$ 999,667	\$ 1,299,569	\$ 1,299,593	\$ 2,111,000	\$ 3,054,311	\$ 2,304,311	\$1,574,724
2014	\$ 782,224	\$ 1,016,891	\$ 2,316,484	\$ 2,111,000	\$ 3,054,311	\$ 2,304,311	\$3,904,007
2015	\$ 4,135,929	\$ 5,376,708	\$ 7,693,192	\$ 2,122,000	\$ 3,071,614	\$ 2,346,314	\$1,347,128
2016	\$ 2,817,656	\$ 3,662,953	\$ 11,356,145	\$ 2,093,000	\$ 3,053,213	\$ 2,300,313	\$579,498
2017	\$ 881,668	\$ 1,146,168	\$ 12,502,313	\$ 2,040,500	\$ 3,033,007	\$ 2,286,300	\$2,606,037
2018	\$ 4,312,604	\$ 5,606,385	\$ 18,108,698	\$ 2,000,000	\$ 2,853,004	\$ 2,230,304	\$251,676
2019	\$ 2,218,728	\$ 2,884,346	\$ 20,993,045	\$ 1,950,000	\$ 2,663,004	\$ 2,140,304	\$700,654
2020	\$ 3,775,797	\$ 4,908,536	\$ 25,901,581	\$ 2,125,000	\$ 3,040,000	\$ 2,230,300	-\$791,223
2021	\$ 1,734,881	\$ 2,255,845	\$ 28,156,926	\$ 2,000,000	\$ 2,500,000	\$ 2,000,000	\$455,507
2022	\$ 1,989,676	\$ 2,586,579	\$ 30,743,505	\$ 1,970,000	\$ 2,500,000	\$ 1,970,000	\$1,458,555
2023	\$ 3,055,657	\$ 3,972,354	\$ 34,715,859	\$ 2,000,000	\$ 3,000,000	\$ 2,000,000	\$1,355,567
2024	\$ 3,508,020	\$ 4,560,426	\$ 39,276,285	\$ 2,000,000	\$ 3,000,000	\$ 2,000,000	\$376,493
2025	\$ 1,403,960	\$ 1,825,148	\$ 41,101,433	\$ 2,175,000	\$ 3,053,000	\$ 2,175,000	\$2,416,978
2026	\$ 2,733,136	\$ 3,550,477	\$ 44,651,910	\$ 2,147,000	\$ 3,053,000	\$ 2,147,000	\$2,828,777
2027	\$ 493,877	\$ 642,040	\$ 45,293,950	\$ 2,224,000	\$ 3,053,000	\$ 2,224,000	\$6,248,069
2028	\$ 4,747,466	\$ 6,171,706	\$ 51,465,656	\$ 2,200,000	\$ 3,053,000	\$ 2,200,000	\$4,339,229
2029	\$ 6,633,794	\$ 8,628,932	\$ 60,094,588	\$ 2,200,000	\$ 3,053,000	\$ 2,200,000	-\$117,767
2030	\$ 3,430,825	\$ 4,460,073	\$ 64,544,661	\$ 2,200,000	\$ 3,053,000	\$ 2,200,000	-\$204,229
2031	\$ 3,760,255	\$ 4,888,332	\$ 69,437,992	\$ 2,200,000	\$ 3,053,000	\$ 2,200,000	-\$609,609
2032	\$ 212,813	\$ 276,657	\$ 69,714,649	\$ 2,200,000	\$ 3,053,000	\$ 2,200,000	\$3,708,758
2033	\$ 7,238,266	\$ 9,409,746	\$ 79,124,395	\$ 2,200,000	\$ 3,053,000	\$ 2,200,000	-\$991,088
	\$ 60,864,919	\$ 79,124,395		\$ 2,200,000	\$ 3,053,000	\$ 2,200,000	

.....

A long term funding model, whether it is pay-as-you-go, an average, or some other model, will require significant analysis by Staff as well as resident engagement. Given that the condition assessment report has only just been completed, a definitive long term funding model has not yet been determined but will be examined throughout 2013 and incorporated into the District's 2014 budget. Possible funding sources include the following:

- A single parcel tax assessment on each property (parcel) in the District irrespective of the value of the property, to be used solely for the purpose of funding facilities systems maintenance and renewal;
- A property tax rate increase to be used solely for the purpose of funding facilities systems maintenance and renewal; or
- The endowment fund.

Background

The District of West Vancouver has, over the past few years, taken a holistic approach to ensuring that facilities system replacements are completed in a manner to minimize costs and financial risks while still maintaining safety. The result of this approach, the District's Facilities Maintenance Renewal Plan, was created with the following goals and objectives in mind:

- To implement a comprehensive long term renewal plan for facilities that is designed to ensure that assets are protected and replaced in a proactive manner so as to mitigate the risk of system failures;
- To ensure that facility life cycle costs are minimized through planned maintenance and replacements;
- To ensure that systems do not become health or safety hazards;
- To minimize costly unplanned breakdowns and the unexpected reallocation of staff to deal with emergent situations;
- To minimize service interruptions to the public;
- To maximize the quality and appearance of District facilities;
- To protect the District's valuable facility assets; and
- To provide a mechanism by which funding requirements can be managed efficiently and effectively over the long term.

The life of a facility system is based on Building Owners and Managers Association's (BOMA) facilities life cycle standards. The primary goals of the 2012 condition assessment were:

- To provide the District with a condition assessment of its facilities, the results of which can be incorporated into strategic planning and budgeting for both long and short-term funding requirements;
- To provide the District with a decision making tool for facility upgrades and replacements. The facilities analysis includes the following; all based on detailed on-site assessments of the buildings performed by VFA's specialized facilities assessment professionals;

- Current conditions analyses—existing facility deficiencies including deferred maintenance, deferred renewal, near-term anticipated renewal, recommended discretionary improvements, and code non-compliance issues.
- Anticipated capital renewal analyses—projections of the ongoing degradation of facilities' components and costs associated with the renewal or replacement of these components as they reach the end of their useful lives.
- Capital funding analyses—scenario comparisons showing various funding levels.

The assessment determined a buildings facilities condition index (FCI) which is an industry-standard index that objectively measures the current condition of a facility, allowing comparison both within and among buildings. It is calculated by dividing the total cost of existing requirements by the current system replacement value as follows:

$$FCI = \frac{\text{Cost of Existing Requirements}}{\text{Current Systems Replacement Value}}$$

- Requirement is a facility need or a deficient condition that should be addressed. At this point requirements do not include functional requirements, seismic requirements, and capital improvements. These will be added at a later date. The cost of the requirements is determined using RS Means; which is North America's leading supplier of construction cost information.
- Systems Replacement Value is the total expenditure (excluding soft costs and contingencies) required to construct a replacement system in a facility to current building codes and design criteria, including materials. The current systems replacement value is calculated using the sum of the system replacement costs.

The FCI rating and its relative condition rating are:

FCI Range	Condition Rating
Under .05	Good
.06 to .10	Fair
Greater than .10	Poor

The table below summarizes the number of District facility systems assets within each FCI rating category.

Condition Rating	No. of Buildings	Area (sq)
Good (under .05)	12	78,351
Fair (.06 to .10)	2	68,028
Poor (greater than .10)	34	359,410
Totals	48	505,790

Capital Program Principles

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

Planning is Paramount

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

Outlook is Corporate

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

Outlook is Long-Term

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

Assets are Liabilities

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

Commitment to Ongoing Maintenance

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

Commitment to Managing Ongoing Costs

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

Integration of Capital and Operating Costs

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

Commitment to Pay-as-you-go Where Possible

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

Specialized Expertise Applied

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

Funding Sources Developed

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

Capitalization Policy

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

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

Consolidated Summary

2013	2014	2015	2016	2017
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CONSOLIDATED SUMMARY

PROJECT COSTS

General Fund	14,788,522	12,645,304	14,266,956	12,872,934	12,312,120
Water Utility Fund	2,550,000	3,000,000	3,700,000	3,800,000	3,900,000
Sewer Utility Fund	3,300,000	4,000,000	4,700,000	5,400,000	6,100,000
Cemetery Fund	226,200	850,000	50,000	75,000	50,000
Golf Fund	148,200	23,000	33,000	98,000	108,000
	<u>21,012,922</u>	<u>20,518,304</u>	<u>22,749,956</u>	<u>22,245,934</u>	<u>22,470,120</u>

FUNDING SOURCES

General Fund Resources

Infrastructure Fund	7,552,707	9,208,634	7,362,990	7,391,435	8,068,050
Capital Facilities Fund	1,260,000	682,600	3,429,896	2,897,429	2,000,000
Development Cost Charges	2,200,000	1,250,000	1,100,000	1,000,000	1,000,000
Other Reserves/Surplus	721,695	-	-	-	-
Grants/Partnerships	2,814,120	1,404,070	1,374,070	1,584,070	1,244,070
Amenity Contributions	240,000	100,000	1,000,000	-	-
	<u>14,788,522</u>	<u>12,645,304</u>	<u>14,266,956</u>	<u>12,872,934</u>	<u>12,312,120</u>

Water Fund Resources

Operations	2,550,000	3,000,000	3,700,000	3,800,000	3,900,000
	<u>2,550,000</u>	<u>3,000,000</u>	<u>3,700,000</u>	<u>3,800,000</u>	<u>3,900,000</u>

Sewer Fund Resources

Operations	3,000,000	3,800,000	4,600,000	5,400,000	6,100,000
Development Cost Charges	300,000	200,000	100,000	-	-
	<u>3,300,000</u>	<u>4,000,000</u>	<u>4,700,000</u>	<u>5,400,000</u>	<u>6,100,000</u>

Cemetery Fund Resources

Operations	52,389	64,600	50,000	75,000	50,000
Cemetery Development Fund	173,811	785,400	-	-	-
	<u>226,200</u>	<u>850,000</u>	<u>50,000</u>	<u>75,000</u>	<u>50,000</u>

Golf Fund Resources

Operations	-	21,764	33,000	77,009	106,854
Golf Development Fund	148,200	1,236	-	20,991	1,146
Long-Term Debt	-	-	-	-	-
	<u>148,200</u>	<u>23,000</u>	<u>33,000</u>	<u>98,000</u>	<u>108,000</u>

	<u>21,012,922</u>	<u>20,518,304</u>	<u>22,749,956</u>	<u>22,245,934</u>	<u>22,470,120</u>
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General Fund Projects

2013	2014	2015	2016	2017
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GENERAL FUND PROJECTS

Infrastructure Maintenance

Computers and Communications	860,090	78,000	58,000	20,000	30,000
Furnishings and Equipment	834,207	638,504	651,960	682,580	648,120
Facilities Maintenance	447,820	516,950	407,350	418,000	278,400
Grounds and Parks	907,000	826,500	973,750	546,250	595,200
Fleet Replacements	1,129,210	2,127,050	1,751,800	1,811,225	2,373,000
Transportation Infrastructure	3,500,000	3,416,250	3,499,200	3,632,450	3,712,400
	7,678,327	7,603,254	7,342,060	7,110,505	7,637,120

Transportation Projects

Spirit Trail - Capilano Bridge - 2012 Re-Budget	1,700,000				
Spirit Trail		2,000,000	2,000,000	2,000,000	2,000,000
Spirit Trail - Horseshoe Bay	1,500,000				
Spirit Trail Connector - 2012 Re-Budget		175,000			
Evelyn Drive - Traffic Management	300,000				
Marine Drive - North Side		350,000			
Marine Drive - Additional Paving	100,000				
TRRIP - Translink Improvements	100,000	100,000	100,000	100,000	100,000
21st and Queens - Corridor Improvement	40,000	250,000			
Railway Crossings	-	350,000	-	350,000	350,000
Railway Crossing - Maze Barriers	25,000	25,000	25,000	25,000	25,000
Eagle Island - Dock Replacement		250,000	250,000		
	3,765,000	3,500,000	2,375,000	2,475,000	2,475,000

Parks and Recreation

John Lawson Park Playground	800,000				
Western Civic Site Parking	380,000				
McGavin Field	200,000	175,000	2,000,000		
Ambleside Waterfront	-	100,000	100,000	100,000	100,000
John Richardson Park	385,000				
Central Civic Site Community Centre Playground				500,000	
Parking Lot Replacement - Lighthouse Park		200,000			
	1,765,000	475,000	2,100,000	600,000	100,000

Other Civic Facilities & Projects

Microfilm Scanning	75,000	80,000			
Seismic Upgrade and Renovations to Municipal Hall		450,000	1,111,000	1,515,000	1,250,000
ILS Renewal - Library		125,000	125,000		
South Wing Seismic Upgrade and Renovation - Library		15,000	935,246	322,429	
Facility Renewal/Seismic Upgrades - Library				750,000	750,000
Facility Enhancements - Library				100,000	100,000
Retrofit, Complete Mechanical Work - Library	148,000	275,050	278,650		
Main Hall Structural Reinforcement - Library	255,000				
Domestic Water Distribution Replacement - Library	175,000				
Signage - Library	38,000	122,000			
Courtyard Enhancement - Library	75,000				
Facility System Renewal	814,195	-	-	-	-
	1,580,195	1,067,050	2,449,896	2,687,429	2,100,000

14,788,522 12,645,304 14,266,956 12,872,934 12,312,120

FUNDING SOURCES

Infrastructure Fund	7,552,707	9,208,634	7,362,990	7,391,435	8,068,050
Capital Facilities Fund	1,260,000	682,600	3,429,896	2,897,429	2,000,000
Development Cost Charges	2,200,000	1,250,000	1,100,000	1,000,000	1,000,000
Other Reserves/Surplus	721,695	-	-	-	-
Grants/Partnerships	2,814,120	1,404,070	1,374,070	1,584,070	1,244,070
Amenity Contributions	240,000	100,000	1,000,000		

14,788,522 12,645,304 14,266,956 12,872,934 12,312,120

Capital Project Descriptions

Infrastructure Program

This program establishes annual funding for the ongoing maintenance and replacement of six categories of existing infrastructure.

MAJOR CAPITAL PROJECTS FOR 2013 INCLUDE:

Spirit Trail – Capilano River Bridge (\$1,700,000)

In consultation with the Squamish Nation, this section of the Spirit Trail Project involves the construction of a pedestrian/cycling bridge across the Capilano River as well as the construction work required to tie the new bridge to existing trail/road infrastructure. This project is eligible for cost sharing from the Local Motion grant awarded to the Municipality in 2007. Further, this project is supported by a \$500,000 contribution from Park Royal.

Spirit Trail – Horseshoe Bay (\$1,500,000)

The Spirit Trail is a unique waterfront-orientated, multi-use greenway that will provide pedestrians, cyclists, in-line skaters and people with wheeled mobility access across the North Shore. In consultation with local residents, this section involves the construction of a portion of the trail in the area between the current Seaview Walk and Horseshoe Bay. The project will be funded in part by a \$400,000 grant from the Provincial Government.

Evelyn Drive – Traffic Calming (\$300,000)

Funds have been provided by Onni as a condition of approval of the subdivision plan. Onni has provided \$300,000 specifically for a traffic calming study and for the implementation of the recommendations of this study.

Marine Drive – Additional Paving (\$100,000)

This project will rehabilitate the pavement along Marine Drive adjacent to the area currently under construction as part of the at-grade intersection upgrade by Park Royal. TransLink MRN funding is available for this project.

TRRIP – TransLink Improvement Cost Share (\$100,000)

Each year TransLink offers an incentive program of 50 per cent of the funding for sidewalk/pedestrian improvements that improve accessibility at bus stops through the Transit Related Road Improvements Program (TRRIP). The District will fund \$50,000 of these improvements in 2013 in order to take advantage of this program.

21st and Queens – Corridor Improvement (\$40,000)

This project is intended to review the current operation of the 21st Street and Queens Avenue intersection, as well as evaluate its impact on the interchange with the Upper Levels Highway. In conjunction with the residents in the area, this study will develop a functional intersection that works well with the adjacent highway interchange to improve motorist and pedestrian safety and provide traffic calming where possible.

Railway Crossing – Maze Barriers (\$25,000)

In order to maintain anti-whistling within the District, Transport Canada has ordered that all pedestrian and vehicular railway crossings be upgraded by the installation of maze barriers and gates. As such, Funding is for the construction of pedestrian maze barriers at a number of crossings throughout the District.

John Lawson Park Playground (\$800,000)

The community playground at John Lawson Park is a key community priority. Replacing this heavily used and worn waterfront playground will greatly increase activity, and will contribute significantly to the community's quality of life. Public consultation was held in August, 2012, confirming community needs and wishes with respect to the playground. The project will include replacing and updating the playground, and convert the wading pool to a splash pad. The existing playground is antiquated, with wooden play structures, teeter-totters and swings that no longer meet safety standards for new equipment. The ground conditions are poor, with grass, sand and gravel combinations in the play areas, uneven pathway connections and limited seating. The new playground will have new, modern, fully accessible playground equipment for pre-school and school-aged children, which meets current safety standards; a rubber surface; accessible concrete walkways; permanent seating made from refurbished logs; accessible tables; and a water play splash pad. Other playground elements include learning and environmental stewardship panels, and increased playground circulation and pedestrian connectivity.

Western Civic Site Parking (\$380,000)

This is a companion project to the one being submitted by the Engineering department for underground infrastructure replacement and road improvements on Orchill Way, and for the first stage of the Spirit Trail in the western part of the community. The grounds and parks project is to expand the parking at the western Civic Site from 31 stalls to 64 stalls, and update the infrastructure under the north parking lot, while at the same time improving pedestrian safety and access, and increasing the awareness of facilities by linking the buildings together through visibility, walkways, lighting, retaining walls, and landscaping. Design work to properly cost the project is in the process of being completed. For now, the estimate is meant to include a reasonable contingency.

McGavin Field (\$200,000)

The District has an agreement with British Pacific Properties (BPP) to complete the McGavin field site to rough grade at BPP's cost. A preliminary schematic design for civic works including irrigation, field, site access, parking, and lights is being completed in 2012. In 2013, BPP will install foundations for the field lighting and perimeter net pole foundations for a future artificial turf sports field, and complete the field to rough grade. The project is funded entirely by Agreement with BPP, who will turn this field over to the District once the work is completed.

John Richardson Park (\$385,000)

This project is related to the redevelopment of John Richardson Park as part of the Pacific Arbour project. Park improvements include new paths, trees, shrubs, benches, and open grass areas. Of the \$500,000 park improvement commitment by Pacific Arbour, \$400,000 is estimated as the all in cost for John Richardson Park, \$15,000 estimated as the amount that will be spent in 2012. The remaining \$100,000 has been committed to the John Lawson Park Playground project. Maintenance of the Park will be paid for by the developer.

Microfilm Scanning (\$75,000)

Ongoing scanning of all historic paper and microfiche records of correspondence and drawings from the last 60 years is continuing as per the 2010 budget approval. This project has consolidated numerous forms of historic permit information into one electronic data location. The project is 60 per cent complete and it is forecast that the project will complete on time and slightly under budget.

Library Retrofit Project – Complete Mechanical Work (\$148,000)

This is the completion of Phase 2 of the Retrofit Project, incorporating work deferred from 2012. In 2009, the Library conducted a building assessment for the envelope and systems which resulted in recommendations for preserving and extending the life of the facility. For 2013, the scope of work includes the replacement of the West Wing air handling unit, the removal of the 1976 boiler, the installation of an HRV unit in the Storyhouse, asbestos testing and resolution of minor electrical code issues. In addition, two line items are in preparation for future projects: the design fees for the replacement of the skylights in Capital Retrofit Phase 3 and a set of architectural/mechanical drawings.

Library Main Hall Structural Reinforcement (\$255,000)

Wicke Herfst Maver Consulting (WHM) completed a structural seismic assessment of the Library to ascertain the capacity of the facility to resist seismic loads in the event of an earthquake. The report outlines a scope of remedial work, which includes reinforcements to the existing structures. In particular, the stone walls and arches in the Main Hall, the most visible component of the original 1950 structure, are at risk of crumbling and the roof collapsing.

Library Domestic Water Distribution Replacement (\$175,000)

The VFA Facility Condition Assessment report indicates that the domestic water lines, two electric water heaters, and the drinking fountain have reached the end of their useful life. These replacements will mitigate any potential water damage from the aging domestic water system that is prone to leakage or potential ruptures. As there will be damage to architectural finishes in the washroom areas, these areas will be restored as part of the remedial process.

Library Signage (\$38,000)

Public Architecture + Communication completed a signage analysis and wayfinding schematic in 2012. To achieve the Library's objectives, the designers recommend a global implementation. It is only by having a complete system of signs with logical relationships to each other and a consistent visual style that the Library will meet safety standards and accessibility guidelines, have a welcoming space with clear navigation reflective of our values, and project our image as a forward-thinking library. Costs for design, development of the specifications package, and production of all signage will be matched by the Library Foundation.

Library Courtyard Enhancement (\$75,000)

The courtyard enhancement project aims to provide weather protection for the Library's very popular outdoor courtyard and improve its aesthetic appearance, transforming it into a space that can be enjoyed year round. The scope of work includes the design and installation of a canopy, allowing ventilation but not precipitation, as well as new pavers and landscaping.

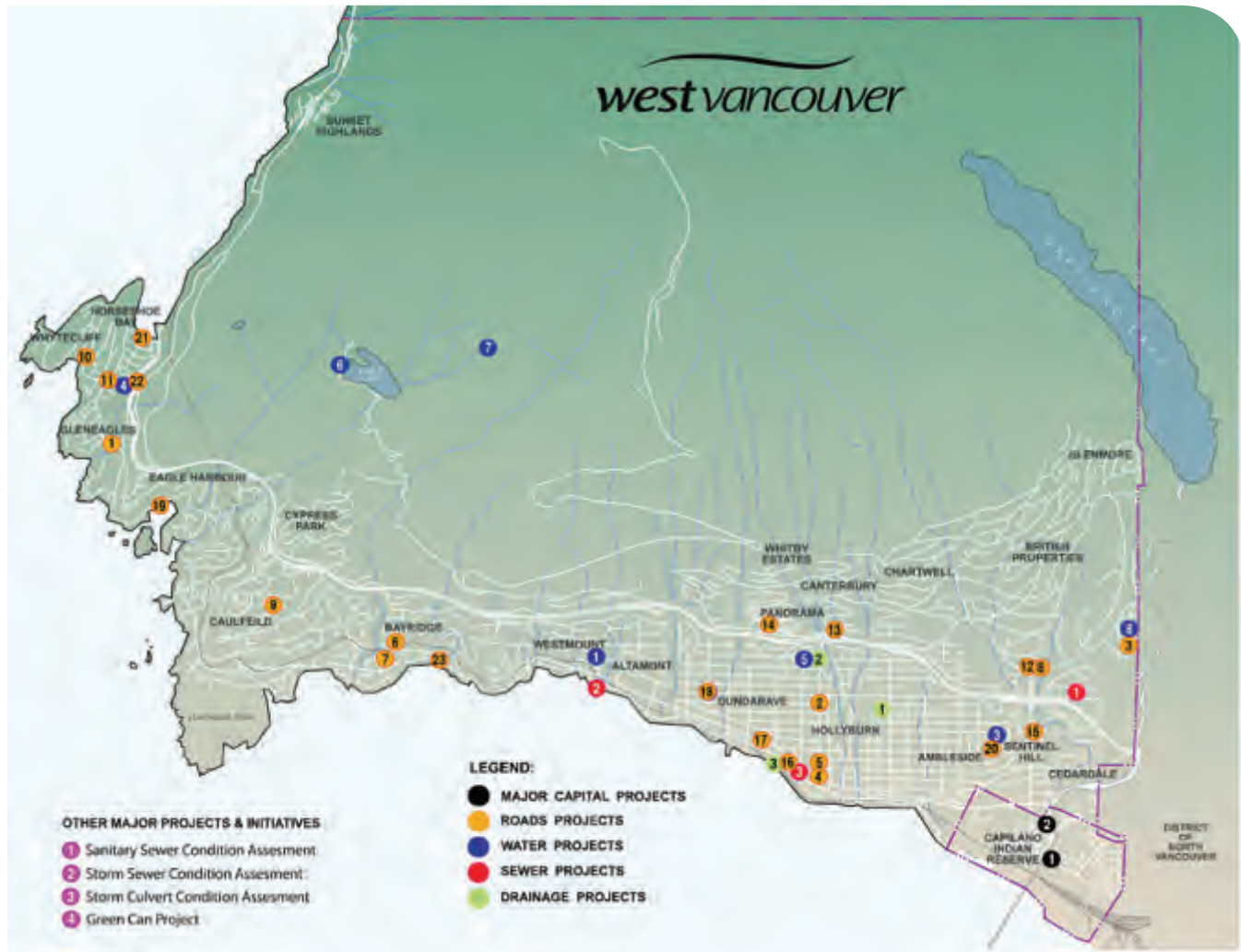
Facilities Systems Renewal

Costs to mitigate the risk of unexpected failures to systems that due or are overdue for replacement during 2013 at the following municipal facilities: Dundarave/Lighthouse Park, Community Centre and the Operations Centre.

Engineering Projects on the Web

The annual capital program for engineering infrastructure (roads, water, sewer and drainage projects) is presented in detail on the District’s website. The image below represents the 2012 capital program, showing the links associated with a specific project that describes it in more detail. There is also a section of the site that indicates the timing for each project, and monitors progress.

westvancouver.ca/maps



Infrastructure Maintenance

The Infrastructure Maintenance Program represents a high profile commitment to maintain existing infrastructure through ongoing funding for each of six asset categories.

Funding is a combination out of current revenues and grant funding. Budget requests are received departmentally but aggregated corporately into broad asset categories for consistent treatment across departments.

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

The program for 2013 is as follows:

\$	
860,090	<i>information technology</i>
834,207	<i>equipment</i>
447,820	<i>facilities maintenance</i>
1,129,210	<i>vehicle fleet</i>
907,000	<i>grounds and parks</i>
<u>3,500,000</u>	<i>transportation infrastructure</i>
<u>7,678,327</u>	

Information Technology

This category includes the following:

- The orderly replacement of desktop PCs, servers and laptops, over a four-year cycle. Display terminals and other peripherals, such as printers and scanners, are replaced over a longer cycle as required.
- Annual development and periodic upgrades to core software applications: JD Edwards, CLASS, Tempest, GIS, DOCS and the Microsoft Office suite.
- Specialized computer and technology upgrades and replacements for Police and Fire that are not part of the District-wide network.

Equipment

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

Facilities Maintenance

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

Grounds and Parks

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

Vehicle Fleet

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

Replacement cycles average nine to 10 years for cars, trucks and vans; three to four years for front-line police vehicles; eight to 15 years for dump trucks and other heavy equipment; and 20 years for fire pumpers. Actual replacement is subject to a signed-off inspection and review of maintenance history by the Fleet Manager.

Transportation Infrastructure

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

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

Infrastructure Maintenance Program Summary

2013 ANNUAL BUDGET		Budget	Funding Source		
		Total Budget	Infrastructure Fund Current Envelope	Prior Years	Other Reserves Grants etc.
INFRASTRUCTURE PROGRAM					
677,500	Information Technology	860,090	596,506	235,584	28,000
732,000	Equipment	834,207	656,387	–	177,820
486,500	Facilities Maintenance	447,820	423,520	–	24,300
576,500	Vehicle Fleet	1,129,210	512,210	325,000	292,000
879,500	Grounds and Parks	907,000	788,500	90,000	28,500
3,904,126	Transportation Infrastructure	3,500,000	3,500,000	–	–
7,256,126		7,678,327	6,477,123	650,584	550,620

Infrastructure Maintenance

Information Technology

	Budget	Funding Source		
		Infrastructure Fund Current Envelope	Prior Years	Other Reserves Grants etc.
TECHNOLOGY PLAN				
Core Applications Support				
JDE Upgrade - 2012 Re- Budget	200,000		200,000	
Incident Management Tool	50,000	50,000		
Additional Tempest modules (e-initiatives)	40,000	40,000		
Tempest License Business Module	27,000	27,000		
Upgrade VMware from Version 4 to Version 5	5,000	5,000		
Core Hardware				
Annual Server Replacement	70,000	70,000		
Equipment Refresh	50,000	50,000		
Equallogic SAN Server	50,000	50,000		
Oracle Servers (x 2)	48,000	48,000		
Desktop Management Solution	20,000	20,000		
New VMware Server	20,000	20,000		
	<u>580,000</u>	<u>380,000</u>	<u>200,000</u>	
EMERGENCY COMMUNICATIONS				
Police Services				
Real Time Identification (RTID)	42,334	6,750	35,584	
5 Panasonic Toughbook Computers	28,000	28,000		
Data Warehouse SLA	28,000			28,000
Replace 20 desktop computers including monitors	21,000	21,000		
4 Helmet Communication Kits	6,400	6,400		
Fire & Rescue Services				
Back-Up Computer-Emergency Apparatus	6,356	6,356		
	<u>132,090</u>	<u>68,506</u>	<u>35,584</u>	<u>28,000</u>
OTHER HARDWARE/SOFTWARE				
Engineering and Transportation				
Toughbooks	45,000	45,000		
Replace Fuel Management System	30,000	30,000		
Autocad Licenses	13,000	13,000		
Plotter Works Yard	10,000	10,000		
Large Format Printer Scanner	10,000	10,000		
	<u>108,000</u>	<u>108,000</u>		
Parks and Community Services				
Web Registration	40,000	40,000		
	<u>860,090</u>	<u>596,506</u>	<u>235,584</u>	<u>28,000</u>

Infrastructure Maintenance Equipment

	Budget	Funding Source		
		Infrastructure Fund Current Envelope	Prior Years	Other Reserves Grants etc.
CULTURE, ENVIRONMENT AND PARTNERSHIPS				
Special Events Audio Equipment	21,922	21,922		
FINANCIAL SERVICES				
Install an Additional Security Camera at the Operations Centre	2,000	2,000		
POLICE SERVICES				
Video Camera System	32,000			32,000
2 Vehicle Mounted Traffic Radar Units	9,700			9,700
8 Alcohol Sensing Devices	7,300			7,300
First Response Body Armour	10,500			10,500
Equipment Tracker Program	25,000	25,000		
	<u>84,500</u>	<u>25,000</u>		<u>59,500</u>
FIRE & RESCUE SERVICES				
Self Contained Breathing Apparatus	12,450	12,450		
Automatic External Defibrillator	15,564	15,564		
Thermal Imaging Camera	7,995	7,995		
Fire Hose	6,142	6,142		
Technical Rescue Equipment	14,500	14,500		
Auto Extrication Tools (7 Pumps)	51,400	51,400		
Personal Protective Gear	30,057	30,057		
LAB 6.6 Ton Lifting System	7,549	7,549		
ResusciAnne CPR-D Training Manikin	14,108	14,108		
	<u>159,765</u>	<u>159,765</u>		
LIBRARY SERVICES				
Library Books & Materials - Core Collections	227,550	227,550		
Library Books & Materials - Enhanced Collections	70,070			70,070
Furniture Reupholstery and Refinishing	10,600	10,600		
Library Equipment Replacement	7,700	7,700		
Replace public seating	10,400	10,400		
AMH/Self-Service Checkout Equipment	5,600	5,600		
Courtyard Furniture - 2012 Re-Budget	5,000			5,000
	<u>336,920</u>	<u>261,850</u>		<u>75,070</u>

Infrastructure Maintenance

Equipment...continued

	Budget	Funding Source		
		Infrastructure Fund Current Envelope	Prior Years	Other Reserves Grants etc.
COMMUNITY SERVICES PROGRAMS				
Music Hall Stereo and Projector - Community Centre	12,000			12,000
Weight Room Fitness Equipment - Gleneagles Community Centre	10,000	10,000		
Furniture Replacement - Gleneagles Community Centre	32,100	32,100		
Refrigerated Display Cases - Seniors Centre	5,000	2,500		2,500
Activity Room Sound System - Seniors Centre	10,000	5,000		5,000
Hobart Large Food Mixer - Seniors Centre	7,500	3,750		3,750
Replace Swim suit dryers in the Aquatic Centre	6,000	6,000		
Weight Room Fitness Equipment- Aquatic Centre	54,000	54,000		
Weight Room Sound System Replacement - Aquatic Centre	8,000	8,000		
Waterproof Radio Replacements - Aquatic Centre	5,500	5,500		
Aquashade Replacement - Aquatic Centre	42,000	42,000		
Pool Inflatable Play Structure - Aquatic Centre	20,000			20,000
Viewing Area Table and Chair replacement - Aquatic Centre	10,000	10,000		
Skates and Helmets - Ice Arena	7,000	7,000		
	<u>229,100</u>	<u>185,850</u>		<u>43,250</u>
	<u>834,207</u>	<u>656,387</u>	<u>-</u>	<u>177,820</u>

Infrastructure Maintenance Facilities

	Budget	Funding Source	
		Infrastructure Fund Current Envelope	Other Reserves or Grants
CULTURE, ENVIRONMENT AND PARTNERSHIPS			
Renovate Cultural Facilities	25,000	25,000	
FINANCIAL SERVICES			
Install an Electrical Plug-in Connection and Transfer Switches for a Portable Emergency Generator for the Computer Server Room in Municipal Hall	25,000	25,000	
Enlarge the Computer Server Room and Install Additional Cooling at the Operations Centre	10,000	10,000	
Renovate Municipal Rental Facilities	40,000	40,000	
Review Space Allocation at the Municipal Hall	10,000	10,000	
Reconfigure Space in Operations Centre to Optimize Space Utilization	25,000	25,000	
Complete Installation of the Parking Lot and Wheel Wash at the Operations Yard	30,000	30,000	
Minor Interior Improvements in Municipal Hall	15,000	15,000	
	<u>155,000</u>	<u>155,000</u>	
Energy Projects:			
Lighting Conversion in Aquatic Centre Leisure Pool	13,000	13,000	
Lighting Conversion and Heating Control in Ice Arena	17,700	17,700	
Energy Retrofit of Exit Signs and Lights in the Seniors Centre	15,170	15,170	
Install Additional DDC Controls	11,000	11,000	
Main Pool Lighting Retrofit	20,150	20,150	
	<u>77,020</u>	<u>77,020</u>	
PARKS AND COMMUNITY SERVICES			
Install Automated Door Openers for Accessible Washrooms - Gleneagles, Seniors and Aquatic Centre	37,200	37,200	
Install a Pottery Kiln Shed - Gleneagles Community Centre	48,600	24,300	24,300
Install Improved Facility Signage - Seniors Activity Centre	25,000	25,000	
Replace Existing Swinging Doors to Automated Sliding Doors - Seniors Activity Centre	17,000	17,000	
Replace Ceramic Floor Tiles - Seniors Activity Centre	30,000	30,000	
Replace concrete slab at Zamboni Gate - Ice Arena	12,000	12,000	
Replace East Side Fire System Wiring - Ice Arena	10,000	10,000	
Install an Automated Door Opener at the Entrance Door and Accessible Washroom - Ambleside Youth Centre	11,000	11,000	
	<u>190,800</u>	<u>166,500</u>	<u>24,300</u>
	<u>447,820</u>	<u>423,520</u>	<u>24,300</u>

Infrastructure Maintenance

Fleet

	Vehicle Replaced				Budget	Funding Source		
	Year	Kms / Hrs	Unit #	Replacement or New		Infrastructure Fund Current Envelope	Prior Years	Other Reserves Grants etc.
POLICE SERVICES								
Replace Frontline Fleet - New Ford Taurus			TBD	R	46,000			46,000
Replace Frontline Fleet - New Ford Taurus			TBD	R	46,000			46,000
					<u>92,000</u>			<u>92,000</u>
FIRE & RESCUE SERVICES								
Replacement of Unit F033-Phase II Engine Bodv - 2012 Re-Budget	1990	106,068	F033	R	525,000		325,000	200,000
Rehydration Trailer (Retrofit of existing trailer)				R	16,300	16,300		
24 AGM Batteries-Emergency Apparatus				N	10,671	10,671		
4 Back-Up Cameras - Emergency Apparatus				N	8,239	8,239		
					<u>560,210</u>	<u>35,210</u>	<u>325,000</u>	<u>200,000</u>
ENGINEERING AND TRANSPORTATION								
Backhoe / Loader	2005	5,000 hrs	M053	R	135,000	135,000		
Skid Steer-Unit	2004	4,100 hrs	M068	R	73,000	73,000		
Asphalt Roller	2003	2,000 hrs	M063	R	60,000	60,000		
Anti-icing tank (liquid de-icing)				N	11,000	11,000		
Dump Box	2004	120,000	M026	R	8,000	8,000		
Mobile crane safety device				N	8,000	8,000		
					<u>295,000</u>	<u>295,000</u>		
PARKS AND COMMUNITY SERVICES								
Service Truck-Unit	2002	115,000	P011	R	80,000	80,000		
Replace single rear axle dump truck	2001	126,000	P025	R	60,000	60,000		
One ton pick up.	2001	101,000	P028	R	39,000	39,000		
Mower-Tow Behind	2002		P067	R	27,000	27,000		
Artificial Turf Cleaner			P047	R	20,000	20,000		
Utility Vehicle-Unit	1999		P053	R	16,000	16,000		
Walk Behind Turf Cleaner				N	14,500	14,500		
					<u>256,500</u>	<u>256,500</u>		
Total Replacement Vehicles					<u>1,203,710</u>	<u>586,710</u>	<u>325,000</u>	<u>292,000</u>
Trade-In recoveries					-74,500	-74,500		
					<u>1,129,210</u>	<u>512,210</u>	<u>325,000</u>	<u>292,000</u>

Infrastructure Maintenance

Grounds and Parks

	Budget	Funding Source		
		Infrastructure Fund Current Envelope	Prior Years	Other Reserves or Grants
CULTURE, ENVIRONMENT AND PARTNERSHIPS				
Public Art Implementation	25,000	25,000		
Public Art Repair and Maintenance	35,000	35,000		
Environmental Protection and Enhancement	150,000	100,000	50,000	
	<u>210,000</u>	<u>160,000</u>	<u>50,000</u>	
PARKS				
Park Building Structures Renewal	20,000	20,000		
Trail Replacement Program	80,000	80,000		
Horseshoe Bay Park Enhancement	35,000	35,000		
Memorial Park - Cenotaph Area Renewal	60,000	60,000		
Sport Field Fencing, Netting & Seating	20,000	20,000		
Waterfront Park Pier Repair	45,000	45,000		
Interpretive Signage	10,000	5,000		5,000
Caulfeild Park Management Implementation	25,000	25,000		
Ambleside "F" Field Drainage Upgrade	80,000	80,000		
Replace Staircase at 29th St Beach Access	75,000	75,000		
Computerized Irrigation Control	15,000	15,000		
Installation of Large Capacity Garbage Receptacles at High-Use	50,000	50,000		
Memorial Park Rearing Pond Area Completion	10,000			10,000
Mountain Bike Skills Park Repairs - Gleneagles	25,000	25,000		
Ambleside Playground Public Consultation & Design	5,000	2,500		2,500
Ambleside Adventure Day Camp Safety Renewal	21,000	21,000		
Soccer Goals Artificial Turf Fields D & E	11,000			11,000
Civic Site Plaza Parking Lot - Safety Repair - 2012 Re-Budget	110,000	70,000	40,000	
	<u>697,000</u>	<u>628,500</u>	<u>40,000</u>	<u>28,500</u>
	<u>907,000</u>	<u>788,500</u>	<u>90,000</u>	<u>28,500</u>

Infrastructure Maintenance

Transportation

ANNUAL ROADS PROGRAM

	Budget	Funding Source	
		Infrastructure Fund Current Envelope	From Other Reserves Grants etc.
Road and Pavement Infrastructure	2,600,000	2,600,000	
Transportation Support Infrastructure	350,000	350,000	
Bridge and Structural Infrastructure	300,000	300,000	
Cycling Infrastructure	125,000	125,000	
Pedestrian Infrastructure	125,000	125,000	
	3,500,000	3,500,000	-

Water, Sewer, Cemetery and Golf

Five Year Capital Plan

2013	2014	2015	2016	2017
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WATER UTILITY FUND

Project Costs

Eagle Lake Development Plan	50,000	-	-	-	-
Annual Replacements Program	2,500,000	3,000,000	3,700,000	3,800,000	3,900,000
	<u>2,550,000</u>	<u>3,000,000</u>	<u>3,700,000</u>	<u>3,800,000</u>	<u>3,900,000</u>

Funding Sources

Operations	2,550,000	3,000,000	3,700,000	3,800,000	3,900,000
	<u>2,550,000</u>	<u>3,000,000</u>	<u>3,700,000</u>	<u>3,800,000</u>	<u>3,900,000</u>

SEWER UTILITY FUND

Project Costs

Sanitary Replacements	1,700,000	2,000,000	2,300,000	2,800,000	3,200,000
Storm Improvements	1,600,000	2,000,000	2,400,000	2,600,000	2,900,000
	<u>3,300,000</u>	<u>4,000,000</u>	<u>4,700,000</u>	<u>5,400,000</u>	<u>6,100,000</u>

Funding Sources

Operations	3,000,000	3,800,000	4,600,000	5,400,000	6,100,000
Development Cost Charges	300,000	200,000	100,000	-	-
	<u>3,300,000</u>	<u>4,000,000</u>	<u>4,700,000</u>	<u>5,400,000</u>	<u>6,100,000</u>

CEMETERY FUND

Project Costs

Annual Renewal Program	50,000	50,000	50,000	50,000	50,000
Vehicles and Equipment	16,200	-	-	25,000	-
Ongoing Site Development	160,000	800,000	-	-	-
	<u>226,200</u>	<u>850,000</u>	<u>50,000</u>	<u>75,000</u>	<u>50,000</u>

Funding Sources

Operations	52,389	64,600	50,000	75,000	50,000
Cemetery Development Fund	173,811	785,400	-	-	-
	<u>226,200</u>	<u>850,000</u>	<u>50,000</u>	<u>75,000</u>	<u>50,000</u>

GOLF FUND

Project Costs

Vehicles and Equipment	112,200	-	-	-	-
Annual Renewal Program	36,000	23,000	33,000	98,000	108,000
	<u>148,200</u>	<u>23,000</u>	<u>33,000</u>	<u>98,000</u>	<u>108,000</u>

Funding Sources

Operations	-	21,764	33,000	77,009	106,854
Golf Development Fund	148,200	1,236	-	20,991	1,146
Long-Term Debt	-	-	-	-	-
	<u>148,200</u>	<u>23,000</u>	<u>33,000</u>	<u>98,000</u>	<u>108,000</u>

Water, Sewer, Cemetery and Golf

Capital Project Descriptions

WATER UTILITY FUND

Main Replacements (\$1,690,000)

The MAIN REPLACEMENT program is intended to address the long term asset management needs of the Water system. Projects include scheduled water main replacements throughout the District. Projects are chosen based on factors such as the number of water main breaks on a given pipe, and the overall age/material of the water main. The program is coordinated with ongoing road and other utility work whenever possible. Work is currently underway to complete a detailed listing of all projects scheduled for 2013.

SCADA Systems (\$150,000)

The SCADA Systems program is for the ongoing rehabilitation/upgrade of the District's Supervisory Control and Data Acquisition (SCADA) System. This system provides essential monitoring, control, and data collection for a variety of District Utility Systems, most notably Pump Stations, Reservoirs, Sewer Lift Stations, Creek Diversions and the Eagle Lake/Montizambert Creek Water Treatment Plants.

Pump Station Rehabilitation (\$250,000)

The Pump Station Rehabilitation program is intended to provide for the long term asset management needs of the District's Water Utility System. Projects include upgrades to existing pump station systems (electrical, pump replacement, etc.) as well as the complete replacement/overall of existing pump stations. Work is currently underway to finalize a detailed listing of all pump station projects scheduled for 2013.

Studies and Modeling (\$285,000)

The Studies and Modeling program is intended to provide for the long term asset management needs of the District's Water Utility System. Projects include detailed condition assessments of District infrastructure, capacity analysis and water modeling, water master planning and other Engineering studies as required. Work is currently underway to finalize a detailed list of projects for 2013.

Reservoirs and Structures (\$125,000)

The Reservoirs and Structures program is intended to provide for the long term asset management needs of the District's Water Utility System. Projects upgrades/repairs to District reservoir components to complete reservoir replacements as necessary. Work is currently underway to finalize a complete project list for 2013.

Eagle Lake Development Plan (\$50,000)

The 2013 budget identifies \$50,000 for final work associated with the Black Creek Diversion project was substantially completed in 2012. This diversion allows supplemental flows to Eagle Lake from Black Creek under conditions of the water licence. These funds are for the implementation of an environmental rehabilitation plan and to finalize construction on portions of the project not completed in the fall of 2012.

SEWER UTILITY FUND

Sanitary – Main Replacements (\$470,000)

The Culvert and Mainline Replacement program is intended to address the long term asset management needs of the sanitary system. Projects include scheduled sewer main replacements throughout the District. Projects are chosen based on factors such as the number of breaks/blockages on a given pipe, and the overall age/material of the main. The program is coordinated with ongoing road and other utility work whenever possible. Work is currently underway to complete a detailed listing of all projects scheduled for 2013.

Sanitary – Lift Stations (\$825,000)

The Lift Station Rehabilitation program is intended to provide for the long term asset management needs of the District's sewer utility system. Projects include upgrades to existing pump station systems (electrical, pump replacement etc...) as well as the complete replacement/overall of existing pump stations. Work is currently underway to finalize a detailed listing of all pump station projects scheduled for 2013.

Sanitary – CCTV Inspection/Condition Assessment (\$200,000)

The CCTV Inspection/Condition Assessment program is for ongoing inspection of District sanitary and drainage sewers. Currently the project calls for the inspection of all District sanitary sewers over the next 20 years. Information from the annual inspection is used to prioritize future repairs/replacements of mainlines.

Sanitary – Studies and Modeling (\$160,000)

The Studies and Modeling program is intended to provide for the long term asset management needs of the District's sewer and drainage utility system. Projects include detailed condition assessments of District infrastructure, capacity analysis and water modeling, sewer master planning and other engineering studies as required. Work is currently underway to finalize a detailed list of projects for 2013.

Sanitary – Equipment (\$45,000)

This program is for the regular purchase/replacement of specialized utility construction equipment. Items typically purchased include shoring cages, lifting chains, steel plates and other utilities equipment as required. Work is currently underway to prepare a detailed list of equipment purchases to be conducted in 2013.

Drainage – Culvert and Mainline Replacements (\$1,115,000)

The Culvert and Mainline Replacement program is intended to address the long term asset management needs of the drainage system. Projects include scheduled drainage main and culvert replacements throughout the District. Projects are chosen based on factors such as the number of breaks/blockages on a given pipe, and the overall age/material of the main. The program is coordinated with ongoing road and other utility work whenever possible. Work is currently underway to complete a detailed listing of all projects scheduled for 2013.

Drainage - CCTV Inspection/Condition Assessment (\$200,000)

The CCTV Inspection/Condition Assessment program is for ongoing inspection of District sanitary and drainage sewers. Currently the project calls for the inspection of all District sanitary sewers over the next 20 years. Information from the annual inspection is used to prioritize future repairs/replacements of mainlines.

Drainage - ISMPS (\$200,000)

Drainage - Creeks and Streams (\$25,000)

Drainage - Studies and Modeling (\$60,000)

The Studies and Modeling program is intended to provide for the long term asset management needs of the District's sewer and drainage utility system. Projects include detailed condition assessments of District infrastructure, capacity analysis and water modeling, sewer master planning and other engineering studies as required. Work is currently underway to finalize a detailed list of projects for 2013

CEMETERY FUND

Annual Renewal/Vehicles and Equipment

These categories provide for an annual renewal of cemetery grounds, for minor facility issues and grounds-keeping equipment.

Ongoing Site Development

This represents periodic expansion of cemetery capacity, as required, to service needs. Costs are funded by operations and the Cemetery Development Fund.

GOLF FUND

Annual Renewal/Vehicles and Equipment

These categories provide for renewal of golf course grounds, for minor facility issues and grounds-keeping equipment.

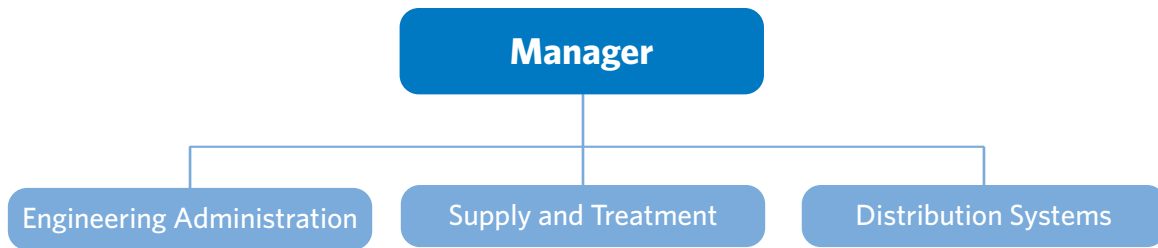


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Water Utility

Water Supply and Treatment • Water Distribution and Operations • Water Infrastructure Management



2012 ACCOMPLISHMENTS

- Completed annual water maintenance and capital replacement program on time and on budget
- Substantially completed necessary repairs to the Black Creek Diversion
- Undertook water main replacement project for 21st Street and along Queens Avenue in the 2100 to 2200 blocks
- Initiated a Master Water Servicing Study, including the creation of a water model to predict water needs as a result of changing consumption patterns/new development
- In conjunction with finance, reviewing a utilities reserve management policy

2013 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

Public Safety Building

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

Ambleside/Waterfront Development

- Support redevelopment of Ambleside through rehabilitation of water infrastructure

Municipal Services and Finances

- Develop integrated Capital Plan for infrastructure (above ground and below ground)
- Continue detailed condition assessment of utilities infrastructure assets
- Continue benchmarking performance of engineering utilities
- Continue implementation of Maintenance Management System software for engineering infrastructure

2013 OPERATIONAL INITIATIVES

- Complete Re-vegetation Plan for Black Creek Diversion works

Water Utility

	Actual 2011		Budget 2012		Budget 2013	
	%	\$	%	\$	%	\$
Revenue						
User Fees	86.73%	8,655,090	94.22%	9,893,300	94.79%	10,532,100
Meter Rental Charges	5.61%	560,032	5.45%	571,900	5.00%	555,700
Micro Power Generation	0.27%	26,525	0.33%	35,000	0.21%	22,900
Sundry	1.92%	191,404	0.00%	–	0.00%	–
Government Grants	5.47%	546,169	0.00%	–	0.00%	–
	100.00%	9,979,220	100.00%	10,500,200	100.00%	11,110,700
Expenses						
Water Purchases	45.13%	2,681,863	46.57%	2,931,200	46.24%	2,899,200
Administration Charge	2.52%	150,000	2.38%	150,000		150,000
Operations and Maintenance	52.35%	3,111,035	51.04%	3,212,400	51.37%	3,221,000
	100.00%	5,942,898	100.00%	6,293,600	97.61%	6,270,200
		4,036,322		4,206,600		4,840,500
Capital						
Water System Rehabilitation		1,634,368		2,000,000		2,500,000
Montizambert Plant		843,483		–		–
Eagle Lake Development		67,221		450,000		50,000
		2,545,072		2,450,000		2,550,000
Debt						
Proceeds		67,221		–		–
Debt Service		1,385,504		1,871,400		1,871,400
		(1,318,283)		(1,871,400)		(1,871,400)
Transfer to/(from) Surplus		172,967		(114,800)		419,100

Water Utility

SERVICE LEVEL STATISTICS

	Transaction counts/activity levels				
	2012	2011	2010	2009	2008
Requests for service Commencing 2010, includes meter checks and leak detection work	1,176	1,617	1,729	825	525
Volume of water distributed - cubic meters	9,286,763	8,716,474	8,979,873	9,415,017	9,129,879
% of water from District sources	47%	47%	53%	44%	45%
# watermain breaks	25	34	20	37	64

TREND OF RESOURCE REQUIREMENTS

	2011	2010	2009	2008	2007
Salaries and Benefits	1,444,262	1,178,258	1,395,398	1,217,119	1,304,960
Supplies and Other Expenses	3,705,036	3,168,107	4,092,854	3,066,777	3,015,849
Debt Service	1,385,504	1,681,505	1,705,703	1,100,617	768,130
Capital Project Costs	2,545,072	3,275,584	1,358,153	6,230,508	10,146,585
Recoveries and allocations	793,600	642,819	1,034,744	1,008,236	921,894
	9,873,474	9,946,273	9,586,852	12,623,257	16,157,418

<u>COUNCIL AGENDA/INFORMATION</u>		
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DISTRICT OF WEST VANCOUVER
750 – 17TH STREET, WEST VANCOUVER, BC V7V 3T3

COUNCIL REPORT

Date: October 22, 2012 File: 1815-19-2012
 From: Luke Hillan, Business Manager – Engineering & Transportation
 Subject: **Water Utility Fees for 2013**

RECOMMENDED THAT:

1. Water Utility fees be increased for 2013 to the amounts set out in Schedule A of Bylaw No. 4741 as attached; and
2. “Waterworks Regulation Bylaw No. 4490, 2006, Amendment Bylaw No. 4741, 2012” be introduced and read a first, second and third time.

Purpose

Further to Council’s direction established during the 2012 rate setting exercise, this report presents information in support of proposed Water Utility fee adjustments and details the recommended increases for 2013.

1.0 Background

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

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

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

2.0 Balanced Scorecard

STRATEGIC INITIATIVES	2012 MILESTONE	2013 MILESTONE
1.5.3 Determine appropriate balance between user-pay for individual services vs. range of services within the property tax rate	While setting of utility rates is an annual exercise and not considered a strategic initiative, the approach is supportive of a user-pay basis, where fees charged are directly related to provision of services.	

3.0 Analysis

3.1 Eagle Lake Development

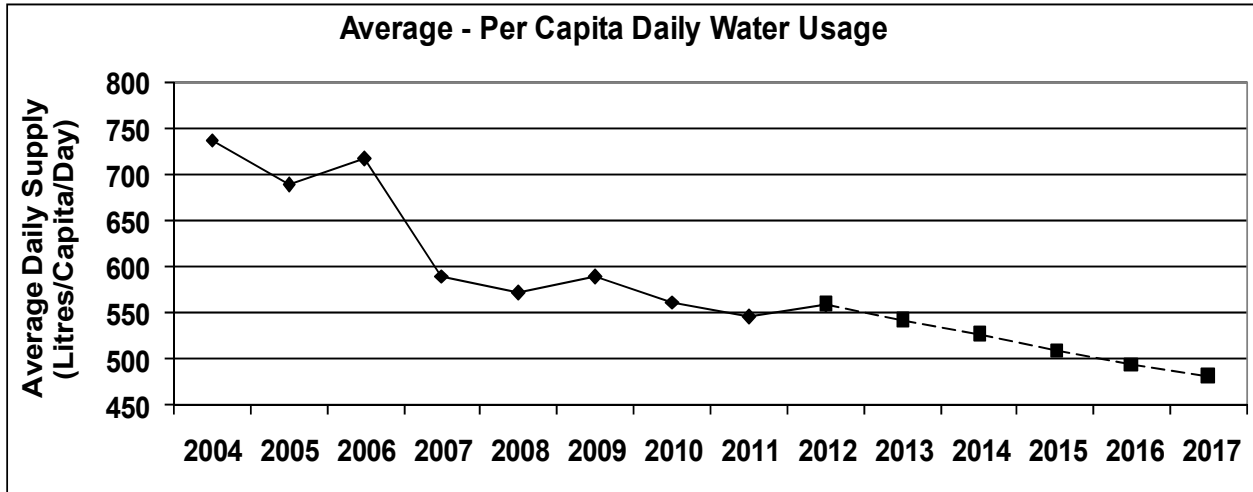
The Eagle Lake water source was developed over a series of years culminating in the commissioning of the membrane filtration plant in 2008. Approximately \$20 million has been invested to date in the Eagle Lake Development Plan, in part to offset the rising costs of water purchases from MV, but also to enhance the District’s capability to be self-sufficient and redundant in its water supply. The plant currently supplies about 50% of the municipality’s water at a unit cost below that available from MV. By 2017, use of the water source at Eagle Lake is expected to save the District approximately \$1.9 million annually when compared to purchasing the equivalent amount of water at MV rates. Once the debt associated with the construction of the plant has been retired, these savings will increase.

Universal Metering

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

Figure 1 shows the declining trend in overall water consumption. Between 2004 and 2012, total water consumption decreased by 24% with the largest reductions occurring in 2006 and 2007 due to residents’ awareness of metering and the identification and repair of private service connection leaks downstream of the water meter.

Figure 1



3.2 Infrastructure Management

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

Recent work completed includes:

- The completion of a high level infrastructure management study for the Water Utility in the fall of 2009. This study provided a comprehensive review of all Water Utility assets and outlined sustainable infrastructure replacement funding levels over the next 100 years;
- A comprehensive public consultation program on Infrastructure Management. This initiative focussed on engaging the public, and building support for dealing with our infrastructure challenges; and
- The adoption of a 5 Year Financial Plan within the Water Utility that will ensure the District is moving forward to address our short and long term infrastructure funding needs. Potential subsequent increases to close the remaining long term gap will be fine tuned during this five year period through continued development of a comprehensive Asset Management Plan.

Ongoing and Future Initiatives include:

- Continued condition assessment of Water Infrastructure to better refine our infrastructure management needs;

- Development of a coordinated capital plan between the Water, Sewer & Drainage, and Roads departments to ensure cost-effective delivery of capital renewal works; and
- Development of a Water Distribution Network Master Plan to identify capacity restrictions within the water system for subsequent incorporation into asset management efforts and in response to new development and changing water demands.

3.3 Bylaw Changes/Updates

In addition to the adjustments to the 2013 Water Utility Rates, staff are proposing a minor addition to the Water Utility Bylaw to allow fees associated with water turn off/turn ons to roll to taxes if unpaid. This is consistent with other District fees.

3.4 Five Year Financial Plan (2013-2017)

The Five Year Financial Plan (2013-2017) for the Water Utility is shown as Appendix 1. Short and long term cost drivers incorporated into the Five Year Financial Plan are provided below.

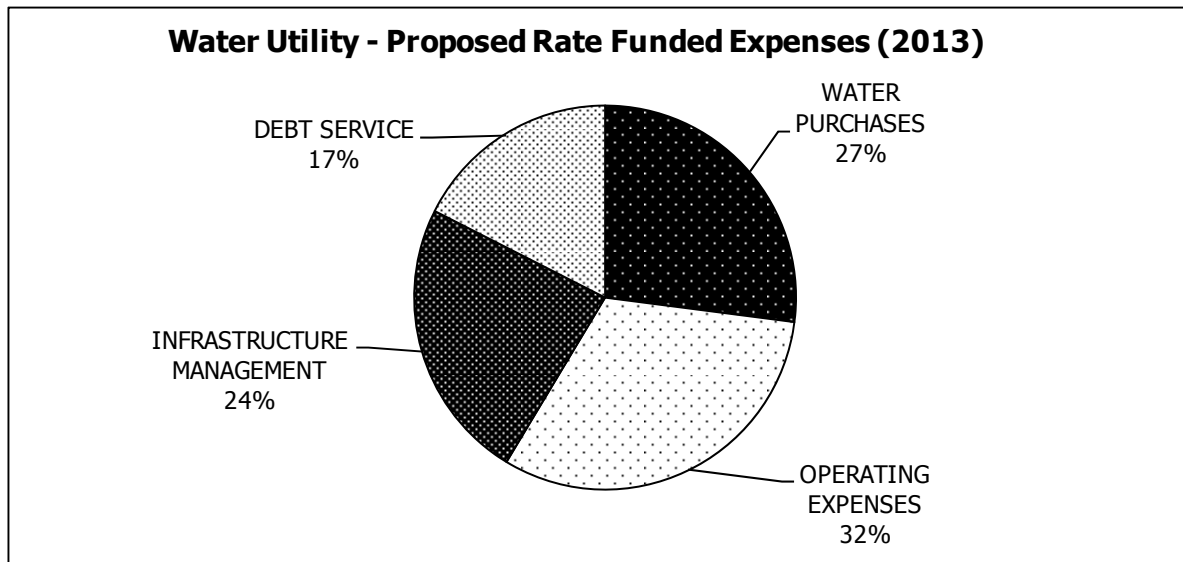
- The MV rate increase for bulk treated water in 2013 is 7.5% with additional increases for 2014 to 2017 projected at 8.9%, 10.3%, 6.5% and 4.6% respectively. These projections are down significantly from last year as a reflection of more conservative assumptions by Metro Vancouver staff. Further reductions to these increases are under consideration by the Metro Vancouver at this time but have yet to receive final approval.
- The Water Asset Management Plan indicates that the annual replacement requirement over the next 100 years is \$3.7 million. This compares to a current capital budget of approximately \$2.5 million. Further to Council's direction first provided during the 2010 rate setting exercise, a further increase of \$500,000 is proposed in 2013, with additional increases planned in subsequent years to meet long term infrastructure needs.
- The 2013 budget identifies \$50,000 for ongoing work in and around the Black Creek Diversion. This diversion allows supplemental flows to Eagle Lake from Black Creek under conditions of the water licence. These funds are for the implementation of an environmental rehabilitation plan and to finalize construction on portions of the project not completed in the fall of 2012.
- Aside from the specific cost drivers described above, the proposed operating budget for 2013 does not include any additional increases other than those resulting from contractual wage increases and increased fuel costs for District vehicles. Overall this represents an increase to the operations budget of less than \$35,100 (1.1%).

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

- Renewal/rehabilitation costs associated with aging MV infrastructure, which are anticipated to be reflected in future increases to the MV water rate.
- Supplemental budget requests, currently under review as part of the regular 2013 budget process. These include additions to the staff training budget and the request for an Assistant Utilities Engineer position to be partially funded within the Water Utility. If approved these supplemental requests will not have any effect on the proposed 2013 Water Utility Rates, and will be reflected in the final 2013 budget bylaw.

Figure 2 shows the breakdown of the proposed Water Utility expenditures for 2013.

Figure 2



The Water Utility is projected to have a reserve balance of approximately \$3.3 million at the end of 2012. A reserve is intended to address the impact of fluctuations in revenue, to accommodate unanticipated emergency repairs, to smooth out rate increase peaks, and to provide available funding to leverage opportunities, such as the recently completed Montizambert Water Treatment Plant project.

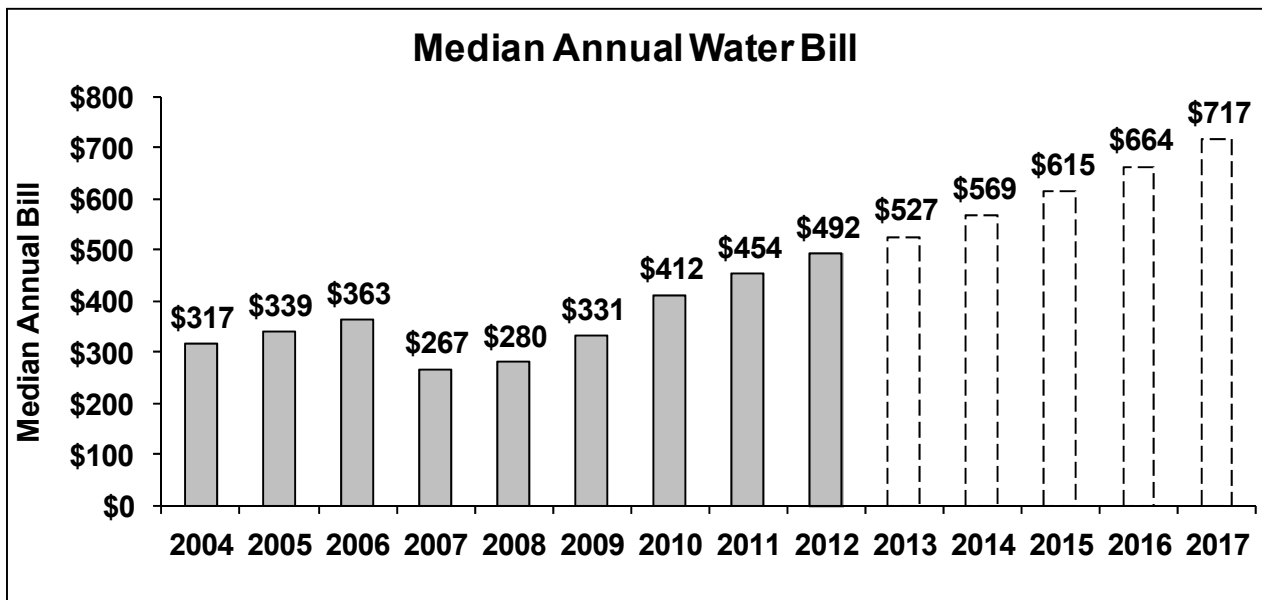
The revenue requirements anticipated for the 2013-2017 budget years are projected to be 8% for each year of the financial plan. These estimates are subject to change with continuing efforts related to development of the asset management program, fluctuations in the cost of bulk water from Metro Vancouver, and the potential to increase usage of Eagle Lake water within the District as the system is further optimized.

The reduction from 12% predicted last year to 8% this year is entirely attributed to a reduction in the Metro Vancouver bulk water rate. While there is uncertainty associated with these projections and they are expected to increase in future years, at this time the historical practice of transferring Metro Vancouver costs directly to West Vancouver rate payers has been maintained. This represents a reduction of approximately \$24 when compared to the predicted median rate payer projected in 2012.

The predicted annual charge for the median single family household in 2013 is \$527. This represents an increase of \$34 or 7% over 2012. The difference in the percentage associated with the total revenue increase and the median user increase can be attributed to the metered rate structure, the unique nature of water usage for individuals, and the split between base and variable charges.

Figure 3 illustrates the historical and proposed median customer bill for single family dwellings in the District between 2004 and 2017.

Figure 3



The increase to the Water Utility bill can be primarily attributed to the proposed increases for infrastructure renewal. These increases have been partially offset by savings associated with reductions in the amount of water purchased from Metro Vancouver due to ongoing conservation and optimization efforts at the Eagle Lake water source.

4.0 Options

Staff recommends an overall revenue increase of 8% be approved for 2013. This results in quarterly charges for single family, multi-family, and commercial class users, as specified in Schedule A of Waterworks Regulation Bylaw No. 4490, 2006, Amendment Bylaw No. 4751, 2012 (Appendix 2).

Alternatively, Council could request additional information of staff prior to consideration of the 2013 Water Utility rates.

Author:

Luke Hillan, Business Manager – Engineering & Transportation

Concurrence:

Nina Leemhuis, Director, Financial Services

Appendices:

Appendix 1, Schedule A, Water Utility 5 Year Financial Plan (2013-2017)

Appendix 2, Waterworks Regulation Bylaw No. 4490, 2006, Amendment Bylaw No.4741, 2012

Water Utility Rate Setting Model

Revenue Requirements	2012	2013	2014	2015	2016	2017
	Forecast	Proposed	Projected	Projected	Projected	Projected
Revenues						
Utility Fee Revenue	9,751,900	10,532,100	11,374,600	12,284,600	13,267,400	14,328,700
Meter Rental Charges	555,700	555,700	555,700	555,700	555,700	555,700
Micro Power Generation	22,900	22,900	22,900	22,900	22,900	22,900
Other Revenue	296,500	0	0	0	0	0
Total Revenues	10,627,000	11,110,700	11,953,200	12,863,200	13,846,000	14,907,300
Expenses						
Operating Expenses	6,025,000	6,270,200	6,594,700	6,988,000	7,283,400	7,526,100
Debt Service	1,871,400	1,871,400	1,871,400	1,871,400	1,871,400	1,871,400
Infrastructure Management Program	2,184,600	2,500,000	3,000,000	3,700,000	3,800,000	3,900,000
Eagle Lake Development	450,000	50,000	0	0	0	0
Montizambert Treatment Plant	20,700	0	0	0	0	0
Total Expenses	10,551,700	10,691,600	11,466,100	12,559,400	12,954,800	13,297,500
Annual Surplus / (-Deficiency)	75,300	419,100	487,100	303,800	891,200	1,609,800
Annual Rate Revenue Requirement		8%	8%	8%	8%	8%
Metro Vancouver Rate Increases		7.5%	8.9%	10.3%	6.5%	4.6%

Operating Expenses	2012	2013	2014	2015	2016	2017
	Water Consumed @ GVRD Rate	5,349,900	5,752,400	6,262,200	6,906,200	7,353,400
Less Water Consumed Own Source	-2,488,300	-2,853,200	-3,106,000	-3,425,500	-3,647,400	-3,816,000
Water Purchased from GVRD	2,861,600	2,899,200	3,156,200	3,480,700	3,706,000	3,877,200
Administration Fee	150,000	150,000	153,000	156,100	159,200	162,400
Operations Centre	138,500	131,600	134,200	136,900	139,700	142,400
Meters Maintenance	254,800	234,100	238,800	243,600	248,400	253,400
System Operating						
Administration	439,800	465,400	474,700	484,200	493,900	503,800
Supply	496,600	479,300	488,900	498,700	508,600	518,800
Distribution	1,175,700	1,383,000	1,410,700	1,438,900	1,467,700	1,497,000
Membrane Filtration	508,000	527,600	538,200	548,900	559,900	571,100
Total	6,025,000	6,270,200	6,594,700	6,988,000	7,283,400	7,526,100

Infrastructure Management	2012	2013	2014	2015	2016	2017
	Long Term - Infrastructure Management					
Eagle Lake Development	450,000	50,000	0	0	0	0
Montizambert Treatment Plant	20,700	0	0	0	0	0
Infrastructure Management	2,184,600	2,500,000	3,000,000	3,700,000	3,800,000	3,900,000
Total	2,655,300	2,550,000	3,000,000	3,700,000	3,800,000	3,900,000
Funding Sources						
Grant/Third Party Funding	296,500	0	0	0	0	0
Rate/Reserve Funding	2,358,800	2,550,000	3,000,000	3,700,000	3,800,000	3,900,000
Debt Proceeds	0	0	0	0	0	0
Total	2,655,300	2,550,000	3,000,000	3,700,000	3,800,000	3,900,000

Water Utility

Schedule C to Bylaw No. 4743, 2012

5 Year Financial Plan				
2013	2014	2015	2016	2017

WATER UTILITY

Revenue

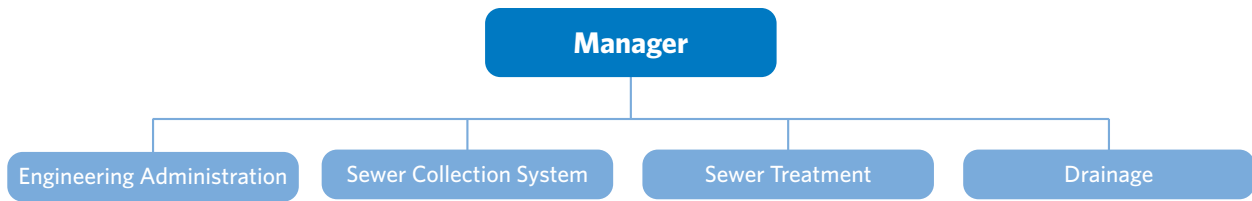
User Fees	10,532,100	11,374,600	12,284,600	13,267,400	14,328,700
Meter Rental Charges	555,700	555,700	555,700	555,700	555,700
Micro Power Generation	22,900	22,900	22,900	22,900	22,900
	<u>11,110,700</u>	<u>11,953,200</u>	<u>12,863,200</u>	<u>13,846,000</u>	<u>14,907,300</u>

Expenditure

Water Purchases	2,899,200	3,156,200	3,480,700	3,706,000	3,877,200
System Operating	3,371,000	3,438,500	3,507,300	3,577,400	3,648,900
System Replacements	2,500,000	3,000,000	3,700,000	3,800,000	3,900,000
Eagle Lake Capital	50,000	-	-	-	-
Debt Service	1,871,400	1,871,400	1,871,400	1,871,400	1,871,400
Transfer to (from) Surplus	419,100	487,100	303,800	891,200	1,609,800
	<u>11,110,700</u>	<u>11,953,200</u>	<u>12,863,200</u>	<u>13,846,000</u>	<u>14,907,300</u>

Sewer Utility

Sewage Treatment • Sewage Collection and Operations • Drainage Operations and Maintenance • Sewer and Drainage Infrastructure Management



2012 ACCOMPLISHMENTS

- Completed annual sanitary sewer maintenance and capital replacement program —highlights include replacement of the sewer lift station at 31st Street
- Completed annual drainage maintenance and capital replacement program
- Developed and implemented a storm water monitoring program in preparation for future Integrated Storm Water Management Plans
- In conjunction with finance, considering a utilities reserve management policy
- Continue to implement the municipal obligations under the new Integrated Liquid Waste and Resource Management Plan

2013 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

Public Safety Building

- Assist with identifying infrastructure improvements, such as sanitary sewers and storm water management to support development of the Public Safety Building site, leading to a detailed servicing plan

Ambleside/Waterfront Development

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

Municipal Services and Finances

- Advocate for municipal interests associated with Metro Vancouver’s Secondary Upgrade of the Lions Gate Waste Water Treatment Plant
- Develop integrated Capital Plan for infrastructure (above ground and below ground)
- Continue detailed condition assessment of utilities infrastructure assets
- Continue benchmarking performance of engineering utilities
- Continue implementation of Maintenance Management System software for engineering infrastructure

Sewer Utility

	Actual 2011		Budget 2012		Budget 2013	
	%	\$	%	\$	%	\$
Revenue						
User Fees	90.37%	9,131,912	95.47%	10,325,700	97.39%	11,193,100
Development Cost Charges	0.00%	–	3.70%	400,000	2.61%	300,000
Developer Contributions	0.00%	–	0.83%	90,000	0.00%	–
Government Grants	9.63%	973,068	0.00%	–	0.00%	–
	100.00%	10,104,980	100.00%	10,815,700	100.00%	11,493,100
Expenses						
GVSDD Levy	73.14%	5,360,721	72.10%	5,686,800	72.66%	5,857,400
Administration Charge	2.05%	150,000	1.90%	150,000	1.86%	150,000
Sanitary Operations & Maintenance	15.24%	1,116,656	14.91%	1,176,000	14.56%	1,173,700
Storm Operations & Maintenance	9.58%	702,052	11.09%	875,000	10.92%	880,400
	100.00%	7,329,429	100.00%	7,887,800	100.00%	8,061,500
		2,775,551		2,927,900		3,431,600
Capital						
Sanitary System Rehabilitation		571,463		1,700,000		1,700,000
Storm/Drainage Rehabilitation		338,208		1,290,000		1,600,000
Ambleside Sewer Rehabilitation		1,449,467		–		–
		2,359,138		2,990,000		3,300,000
Transfer to/(from) Surplus		416,413		(62,100)		131,600

Sewer Utility

SERVICE LEVEL STATISTICS

Transaction counts/activity levels					
2012	2011	2010	2009	2008	
Requests for service	706	672	631	679	528

TREND OF RESOURCE REQUIREMENTS

	2011	2010	2009	2008	2007
Salaries and Benefits	1,061,974	1,004,838	1,166,521	1,054,167	976,538
Supplies and Other Expenses	5,836,515	5,573,895	5,174,363	4,871,299	4,612,694
Capital Project Costs	2,359,138	1,168,439	724,917	548,683	577,887
Recoveries and allocations	430,940	476,825	784,936	812,069	616,285
	9,688,567	8,223,997	7,850,737	7,286,218	6,783,404

COUNCIL AGENDA/INFORMATION

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Reg. Council	Date: _____	Item # _____
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DISTRICT OF WEST VANCOUVER

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

COUNCIL REPORT

Date: October 22, 2012 File: 1765-01
From: Luke Hillan, Business Manager – Engineering and Transportation
Subject: **Sewer Utility Fees for 2013**

RECOMMENDED THAT:

1. Sewer Utility fees are increased for 2013 to the amounts set out in Schedule “A” of Bylaw No. 4742 as attached; and
 2. “Sewer and Drainage Utility Fee Bylaw No. 4538, 2007, Amendment Bylaw No. 4742, 2012” be introduced and read a first, second and third time.
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Purpose

Further to Council’s direction established during the 2012 rate setting exercise, this report presents information in support of proposed Sewer Utility fee adjustments and details the recommended increases for 2013.

1.0 Background

The District’s Sewer Utility collects, treats, and disposes of sanitary sewage effluent and storm run-off for residents and businesses within the District of West Vancouver. Fees collected go directly to providing sewer and drainage services and can be broken down into four main areas:

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

5. Balanced Scorecard

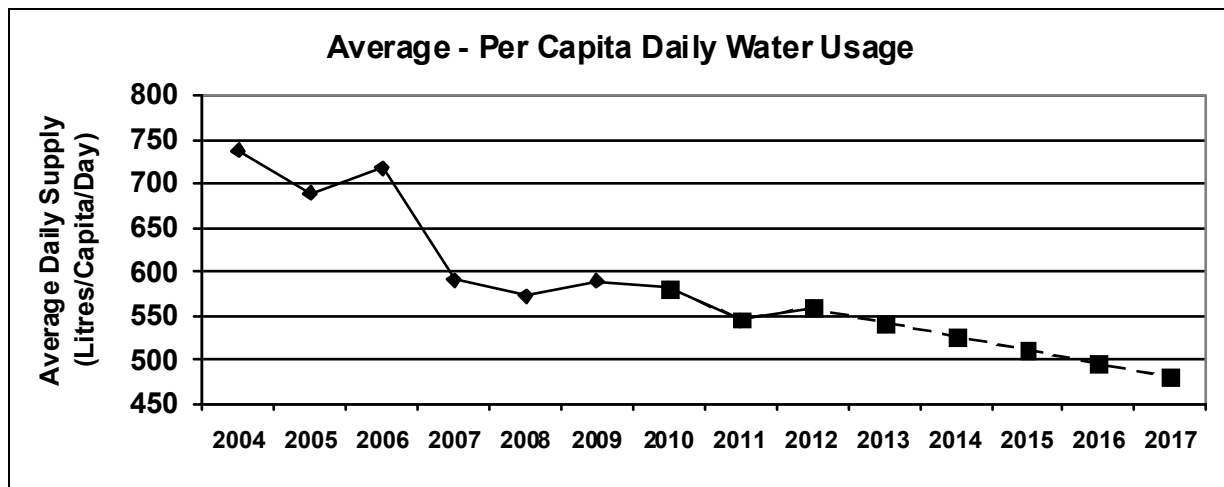
STRATEGIC INITIATIVES	2012 MILESTONE	2013 MILESTONE
1.5.3 Determine appropriate balance between user-pay for individual services vs. range of services within the property tax rate	While setting of utility rates is an annual exercise and not considered a strategic initiative, the approach is supportive of a user-pay basis, where fees charged are directly related to provision of services.	

2.0 Analysis

2.1 Key Performance Indicators (Average Water Consumption per Capita)

Figure 1 shows the declining trend in overall water consumption since 2004 (as represented by average daily per capita supplied volume). Between 2004 and 2012, total water consumption decreased by 24% with the largest reductions occurring in 2006 and 2007 due to residents' awareness of metering and the identification and repair of private service connection leaks downstream of the water meter. Water consumption, serves as a proxy to annual sewer usage, due to the difficulties associated with accurately metering sewer usage. Currently single family homes are billed based on their annualized winter water consumption.

Figure 1



2.2 Infrastructure Management Program

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

Recent work includes:

- The completion of a high level infrastructure management study for the Sewer and Drainage Utility in the fall of 2009. This study provided a comprehensive review of all Sewer and Drainage assets and outlined sustainable infrastructure replacement funding levels over the next 100 years;
- A comprehensive public consultation program on Infrastructure Management. This initiative focussed on engaging the public concerning this important issue and building public support for dealing with our infrastructure challenges; and
- The adoption of a 5 Year Financial Plan within the Sewer and Drainage Utility that will ensure the District is moving forward to address our short and long term infrastructure funding needs. Potential subsequent increases to close the remaining long term gap will be fine tuned during this five year period through continued development of a comprehensive Asset Management Plan.

Ongoing and future initiatives include:

1. Continued work assessing our Sewer and Drainage Infrastructure using CCTV and other assessment methods to better refine our infrastructure management needs;
2. Development of a coordinated capital plan between the Water, Sewer and Drainage, and Roads departments to ensure cost effective delivery of capital renewal works; and
3. Development of a Sewer Collection System Master Plan and Integrated Stormwater Management Plans to identify capacity restrictions within the systems for subsequent incorporation into asset management efforts and in response to new development and changing demands.

2.3 Bylaw Changes and Updates

In addition to the adjustments to the 2013 Sewer and Drainage Utility Rates, staff are proposing a minor addition to the Sewer and Drainage Utility Bylaw to allow fees associated with water turn off/turn ons to roll to taxes if unpaid. This is consistent with other District fees.

2.4 Five Year Financial Plan (2013-2017)

The Five Year Financial Plan (2013- 2017) for the Sewer Utility is shown as Appendix 1. Short and long term cost drivers that have been incorporated into the Five Year Financial Plan are provided below:

- The MV increase to the West Vancouver portion of the regional sewer levy is 3% in 2012 with additional increases for 2014 to 2017 projected at 3.5%, 3.5%, 3.5%, and 3.5% respectively. These projections are down significantly from last year as a reflection of more conservative assumptions by Metro Vancouver staff. Further reductions to these increases are under consideration by the Metro Vancouver at this time but have yet to receive final approval.
- The Sewer & Drainage Asset Management Plan has indicated that the average annual replacement requirement over the next 100 years is approximately \$3.5 million and \$3.7 million for sanitary and drainage infrastructure respectively. This compares to current capital budgets of approximately \$1.7 million and \$1.2 million. Further to Council's direction first provided during the 2010 rate setting exercise, an increase of \$400,000 is proposed for the regular drainage capital in 2012; additional increases are planned in subsequent years to meet long term infrastructure needs.
- Aside from the specific cost drivers described above, the proposed operating budget for 2013 does not include any additional increases to the operating budget other than those resulting from contractual wage increases (step increases/ reclassifications) and increased fuel costs for District vehicles. Overall this represents an increase to the operations budget of less than \$10,000 (0.1%).

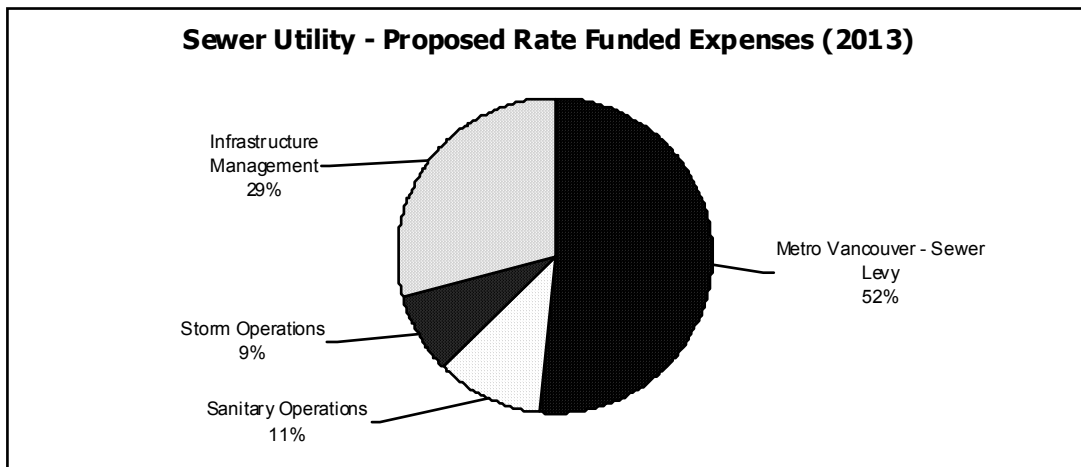
Financial impacts associated with the following factors remain unknown and thus have not been included at this time:

- Costs associated with the District's share of the construction of a new secondary upgrade of the Lions Gate Wastewater Treatment Plant. The bulk of these costs are currently just beyond Metro Vancouver's 5 year plan;
- Renewal/rehabilitation costs associated with aging MV infrastructure, which would be reflected in additional increases to the regional sewer levy in future years; and
- Supplemental budget requests, currently under review as part of the regular 2013 budget process. These include additions to the staff training budget and the request for an Assistant Utilities Engineer position to be partially funded within the Sewer and Drainage Utility. If approved these supplemental requests will not have any effect on the proposed 2013 Sewer Utility Rates, and will be reflected in the final 2013 budget bylaw.

2.5 2013 – Sewer Utility Expenditures

Figure 2 shows the breakdown of the proposed Sewer Utility expenses for 2013. It should be noted that the current MV sewer levy accounts for 52% of the total expenses in the utility.

Figure 2



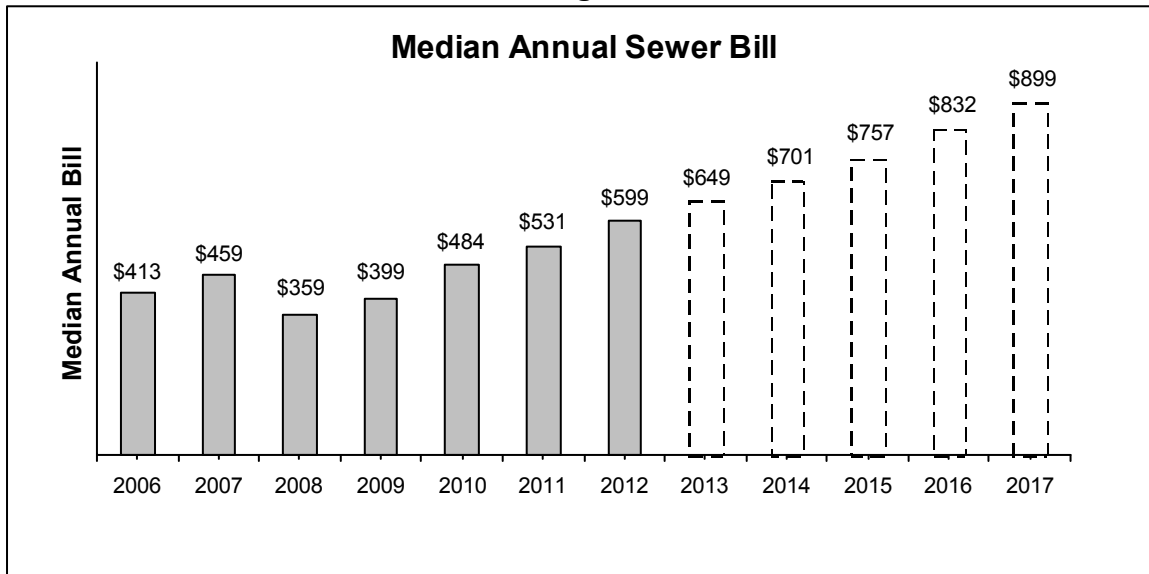
The Sewer Utility is projected to have a reserve balance of approximately \$2.1 million at the end of 2012. A reserve is intended to address the impact of fluctuations in revenue, unanticipated emergency repairs, the potential for smoothing rate increases, and to provide funding to leverage opportunities such as the Build Canada Grant program.

The revenue requirements anticipated for the 2013-2017 budget years are projected to be 8% for each year of the financial plan. These estimates are subject to change with continuing efforts related to development of the asset management program as well as fluctuations in the cost of sewage treatment by Metro Vancouver.

The reduction from the 10% annual increase predicted last year to 8% this year is entirely attributed to a reduction in the Metro Vancouver sewer treatment levy projections. While there is uncertainty associated with these projections and they are expected to increase in future years, at this time the historical practice of transferring Metro Vancouver costs directly to West Vancouver rate payers has been maintained. This represents a reduction of approximately \$10 when compared to the predicted median rate payer increase projected last year.

This overall revenue requirement will result in predicted annual charges of \$649 for the median single family household. This represents an increase of \$49 or 8% over 2012. Figure 3 illustrates the historical and proposed median customer bill for single family dwellings in the District from 2006 to 2017.

Figure 3



3.0 Options

Staff recommends an overall revenue increase of 8% be approved for 2013. This results in quarterly charges for single family, multi-family and commercial class users, as specified in Schedule “A” of Sewer and Drainage Utility Fee Bylaw No. 4538, 2007, Amendment Bylaw No. 4742, 2012.

Alternatively, Council could request additional information of staff prior to consideration of the 2013 Sewer Utility rates.

Author:

Luke Hillan, Business Manager – Engineering & Transportation

Concurrence:

Nina Leemhuis, Director, Financial Services

Appendices:

- Appendix 1 Schedule “A” - Sewer Utility 5 Year Financial Plan (2013-2017)
- Appendix 2 Sewer and Drainage Utility Fee Bylaw No. 4538, 2007, Amendment Bylaw No. 4742, 2012

Sewer Utility

Rate Setting Model

Revenue Requirements	2012	2013	2014	2015	2016	2017
	Forecast	Proposed	Projected	Projected	Projected	Projected
Revenues						
Utility Fee Revenue	10,328,450	11,193,100	12,133,300	13,152,500	14,257,300	15,454,900
Storm Drainage DCC's	400,000	300,000	200,000	100,000	0	0
Developer Contributions	332,800	0	0	0	0	0
Total Revenues	11,061,250	11,493,100	12,333,300	13,252,500	14,257,300	15,454,900
Expenses						
Operating Expenses	7,955,600	8,061,500	8,310,600	8,567,800	8,833,200	9,107,400
Sanitary Infrastructure	1,920,000	1,700,000	2,000,000	2,400,000	2,800,000	3,200,000
Storm Infrastructure	1,312,800	1,600,000	2,000,000	2,300,000	2,600,000	2,900,000
Total Expenses	11,188,400	11,361,500	12,310,600	13,267,800	14,233,200	15,207,400
Annual Surplus / (Deficiency)	-127,150	131,600	22,700	-15,300	24,100	247,500
Rate Revenue Requirement Increase		8%	8%	8%	8%	8%
Metro Vancouver Rate Increases		3.0%	3.5%	3.5%	3.5%	3.5%

Operating Expenses	2012	2013	2014	2015	2016	2017
GVSDD Levy	5,686,800	5,857,400	6,062,400	6,274,600	6,494,200	6,721,500
Administration Fee	150,000	150,000	153,000	156,100	159,200	162,400
Sanitary Operating & Maintenance	1,243,800	1,173,700	1,197,200	1,221,100	1,245,500	1,270,500
Storm Operating & Maintenance	875,000	880,400	898,000	916,000	934,300	953,000
Total	7,955,600	8,061,500	8,310,600	8,567,800	8,833,200	9,107,400

Infrastructure Management	2012	2013	2014	2015	2016	2017
Long Term - Infrastructure Management						
Storm Infrastructure	1,312,800	1,600,000	2,000,000	2,300,000	2,600,000	2,900,000
Sanitary Infrastructure	1,920,000	1,700,000	2,000,000	2,400,000	2,800,000	3,200,000
Total	3,232,800	3,300,000	4,000,000	4,700,000	5,400,000	6,100,000
Funding Sources						
Storm DCC's	400,000	300,000	200,000	100,000	0	0
Developer Contributions	332,800	0	0	0	0	0
Rate Funding - Storm	800,000	1,300,000	1,800,000	2,200,000	2,600,000	2,900,000
Rate Funding - Sanitary	1,700,000	1,700,000	2,000,000	2,400,000	2,800,000	3,200,000
Total	3,232,800	3,300,000	4,000,000	4,700,000	5,400,000	6,100,000

Sewer Utility

Schedule C to Bylaw No. 4743, 2012

5 Year Financial Plan				
2013	2014	2015	2016	2017

SEWER UTILITY

Revenue

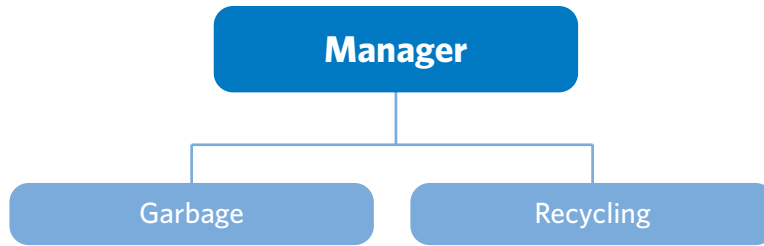
User Fees	11,193,100	12,133,300	13,152,500	14,257,300	15,454,900
Development Cost Charges	300,000	200,000	100,000	-	-
	<u>11,493,100</u>	<u>12,333,300</u>	<u>13,252,500</u>	<u>14,257,300</u>	<u>15,454,900</u>

Expenditure

GVSDD Levy	5,857,400	6,062,400	6,274,600	6,494,200	6,721,500
Administration Charge	150,000	153,000	156,100	159,200	162,400
Sanitary Operating	1,173,700	1,197,200	1,221,100	1,245,500	1,270,500
Storm Operating	880,400	898,000	916,000	934,300	953,000
Capital Program	3,300,000	4,000,000	4,700,000	5,400,000	6,100,000
Transfer to (from) Surplus	131,600	22,700	(15,300)	24,100	247,500
	<u>11,493,100</u>	<u>12,333,300</u>	<u>13,252,500</u>	<u>14,257,300</u>	<u>15,454,900</u>

Solid Waste Utility

Garbage • Recycling • Yard Trimmings • Green Can



2012 ACCOMPLISHMENTS

- Began District-wide single family food scraps recycling in spring of 2012—monitor and evaluate effects of this service change on current service levels in West Vancouver
- Continued to monitor/prepare for full implementation of the municipal impacts of the approved Integrated Solid Waste and Resource Management Plan, including working with permits department to develop a process for recycling of demolition and construction waste

2013 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

Municipal Services and Finances

- Advocate for municipal interests associated with inclusion of packaging and printed papers under the Extended Producer Responsibility regulations being considered by Multi Materials BC
- Monitor and assess implementation of Green Can program

2013 OPERATIONAL INITIATIVES

- Transition to bi-weekly garbage collection in April, 2013

Solid Waste Utility

	Actual 2011		Budget 2012		Budget 2013	
	%	\$	%	\$	%	\$
Revenue						
Waste User Fees	56.34%	2,023,755	58.25%	2,177,700	59.71%	2,504,300
Recycling User Fees	33.26%	1,194,754	33.47%	1,251,100	33.65%	1,411,500
Tag Sales	0.38%	13,716	0.56%	21,000	0.29%	12,000
Contract/Material	10.02%	360,078	7.72%	288,500	6.35%	266,500
	100.00%	3,592,303	100.00%	3,738,300	100.00%	4,194,300
Expenses						
Management / Outreach / NSRP	8.95%	331,715	10.63%	430,200	10.16%	423,000
Garbage, Yard Trimmings, and FSR						
Garbage Collection Contract	17.72%	656,813	15.50%	627,200	14.14%	588,800
Yard Trimmings & FSR Collection	13.45%	498,628	16.09%	650,900	19.66%	818,900
Metro Vancouver Tipping Fees	21.13%	783,173	20.82%	842,200	20.07%	836,000
Hugo Ray - Landfill Monitoring	0.59%	22,036	0.66%	26,700	0.64%	26,700
Administration Charge	1.35%	50,000	1.24%	50,100	1.20%	50,000
Recycling						
Recycling Collection Contract	31.40%	1,164,049	29.49%	1,193,000	29.31%	1,220,700
Processing and Marketing Costs	5.41%	200,724	5.56%	225,000	4.83%	201,200
	100.00%	3,707,138	100.00%	4,045,300	100.00%	4,165,300
		(114,835)		(307,000)		29,000
Capital		-		380,000		-
Transfer to Rate Stabilization Fund		(114,835)		(687,000)		29,000

Solid Waste Utility

SERVICE LEVEL STATISTICS

	Transaction counts/activity levels				
	2012	2011	2010	2009	2008
Metric tonnes collected -					
Organics	5,054	4,619	3,773	3,906	3,548
Recycling	2,844	3,047	3,356	3,384	3,230
Garbage	4,903	5,487	5,544	5,560	5,895
Waste diversion rate	62%	58%	56%	57%	53%

TREND OF RESOURCE REQUIREMENTS

	2011	2010	2009	2008	2007
Salaries and Benefits	73,662	100,915	80,580	26,227	11,208
Supplies and Other Expenses	3,582,799	3,434,429	2,565,642	1,823,537	1,733,091
Professional and Consulting	-	-	12,091	-	-
Capital Project Costs	-	-	51,978	-268	-
Recoveries and allocations	50,677	50,630	50,505	50,504	50,368
Transfers	-	-	-	344,789	508,505
	3,707,138	3,585,974	2,760,796	2,244,789	2,303,172

<u>COUNCIL AGENDA/INFORMATION</u>		
Closed	Date: _____	Item # _____
Reg. Council	Date: _____	Item # _____
Supplemental	Date: _____	Item # _____

_____	_____
Director	CAO

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

COUNCIL REPORT

Date: October 4, 2012 File: 1775-01-2012
 From: Phil Bates, Manager, Engineering Services
 Subject: **Solid Waste Utility Changes and Fees for 2013**

RECOMMENDED THAT:

1. Combined weekly Yard Trimming and Green Can set outs be limited to 6 containers;
 2. Garbage collection frequency be altered to bi-weekly commencing in April of 2013;
 3. Food scraps be banned from inclusion in garbage, and that the Green Can become the mandatory container for food scraps collection;
 4. Solid Waste utility fees be adjusted for 2013 to the amounts set out in Schedule A of Bylaw No. 4740 as attached; and
 5. “Solid Waste Utility Bylaw No. 4740, 2012” be introduced and read a first, second, and third time.
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Purpose

This report proposes changes to Solid Waste set out limits, container requirements, collection frequency, and fee increases for 2013.

1.0 Background

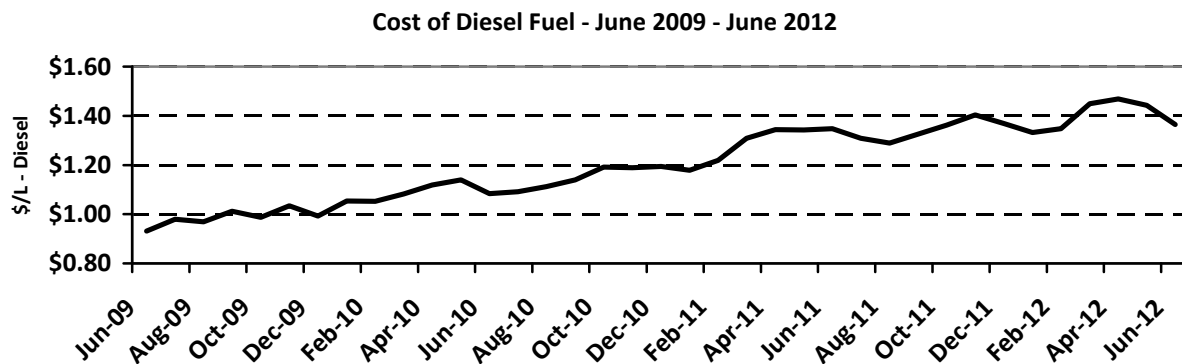
Solid Waste utility fees support the collection and disposal of garbage and organics from single family homes and the collection and marketing of all recyclables from single and multi-family homes in the municipality. Collection services, which represent 68% of the total costs, are contracted out under a competitive bid process. Collection contract durations are typically five years expiring on June 30 of the appropriate year. The current contract expires in June of 2014. The five year term retains dedicated contractor personnel and equipment ensuring service continuity, and lowers the overall cost of the service.

The North Shore Recycling Program (NSRP) is a joint partnership between the District of West Vancouver, District of North Vancouver, and the City of North Vancouver. NSRP supports the Blue Box, Blue Bag, and Yellow Bag collection for single family residents, the Blue Cart recycling collection for multi-family residents, the Yard

Trimmings Drop-off Depot, the Recycling Drop-off Depot, backyard composter sales and the planning and implementation of community recycling and resource conservation education. Through community-based social marketing techniques, the North Shore has attained one of the highest residential diversion rates for single family in the region.

With the need to renegotiate new collection contracts in July 2014, staff will be taking steps in 2013 to improve the service procurement process. Measures taken will include: better definition of the services delivered to encourage greater competition, ongoing data collection to better understand participation rates and other key indicators in the delivery of solid waste services, and ongoing research into municipal best practices regarding effective tendering/preparing of municipal solid waste contracts. North Shore wide discussions around the quotation process and options for its delivery will begin in 2013. The retirement of the current NSRP Manager in 2013 will also be a factor in considering the upcoming contracts.

Both of the current collection contracts contain a “Fuel and CPI Adjustment” clause that has a direct effect of the price of collection. Since the commencement of the contract, diesel fuel has risen by 53% as per the chart below. CPI has risen 6% over this same period. These costs have impacted rates significantly.



In 2011, the Provincial Ministry of Environment announced plans for a new product stewardship program for Packaging and Printed Paper. This program will be effective in April of 2014 requiring producers to be responsible for 100% of the costs of collecting and recycling all packaging and printed paper products in the residential sector. West Vancouver expects that all of its contracted collection costs, and some of its administrative costs incurred by NSRP will be covered. The stewards are currently preparing a stewardship plan detailing how the materials will be collected, however the North Shore can expect that the current collection system will continue. The stewardship plan is due to be submitted to the Ministry by the end of November 2012. Consultation with municipal stakeholders will follow submission of the plan. The full financial impact and timing will not be known until 2013.

In the spring of 2012, the District implemented Food Scrap Recycling for all single family homes. This program was dubbed the “Green Can” and was accompanied by the procurement and delivery of some 12,500 specialized containers. The program has

been well received by residents, with early results indicating weekly participation rates of 38%. Also in 2012, the pickup times for Organic materials (Yard Trimmings and Food Scraps) was moved to the morning, and garbage to the afternoon. Outreach around animal attractants as it relates to garbage appears to be increasing awareness and creating good results. Compared to other areas of the North Shore, West Vancouver had limited bear interactions reported in 2012.

2.0 Balanced Scorecard

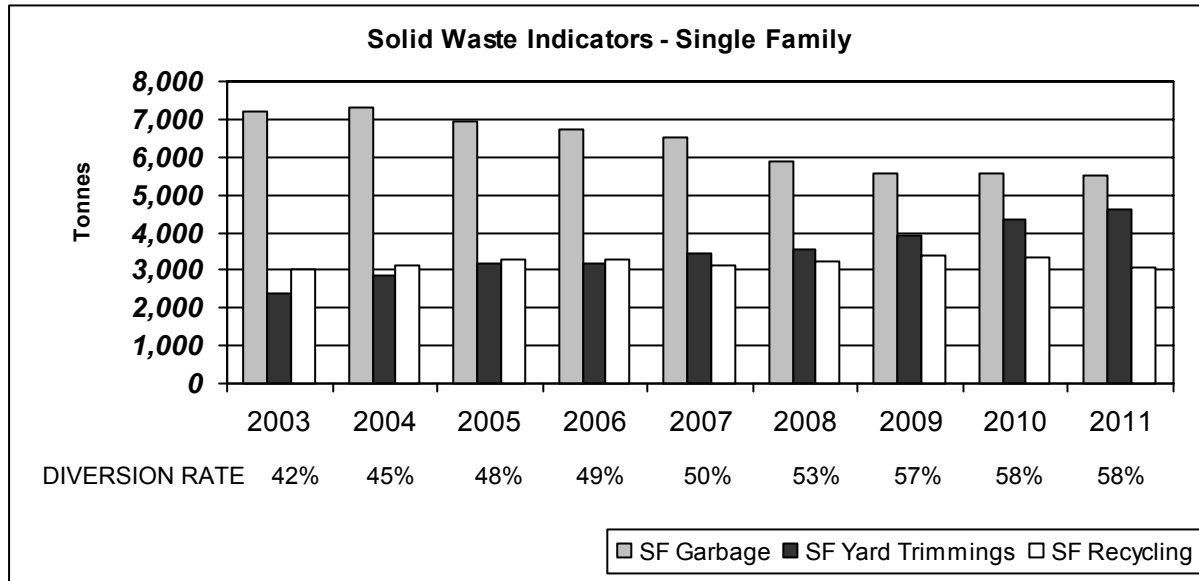
STRATEGIC INITIATIVES	2011 MILESTONE	2013 MILESTONE
1.5.3 Determine appropriate balance between user-pay for individual services vs. range of services within the property tax rate	While setting of utility rates is an annual exercise and not considered a strategic initiative, the approach is supportive of a user-pay basis, where fees charged are directly related to provision of services.	

3.0 Analysis

3.1 Solid Waste (Progress & Indicators)

The Solid Waste Utility manages the collection and disposition of some 13,100 tonnes of waste and recyclables per annum from single family residences, as well 870 tonnes of recyclables from multi-family units. The period from 2004 through 2009, single family households in the District exhibited a steady decline in the amount of household garbage they produced. That trend appears to be over; from 2010 through 2011 the amount of garbage produced seems to have levelled off, and the municipality’s current single family diversion rate sits at approximately 58%.

With the implementation of the “Green Can” in 2012, garbage tonnages have once again begun to show signs of a further decrease. While the program is in its infancy, tonnages in June and July of 2012 showed a 9% decrease over the same period last year. Staff believe that a continuance of the plan to divert organics from the garbage stream through the use of home composting and the “Green Can” will result in West Vancouver achieving the 70% diversion goal by 2015.



3.2 Solid Waste Planning

In November 2010 Council endorsed in principle the municipal actions within MV’s draft Integrated Solid Waste Resource Management Plan (ISWRMP). Subsequently in 2011, the Province approved the ISWRMP as the new waste plan governing solid waste treatment for all member municipalities.

The ISWRMP provides direction for both Metro Vancouver and municipalities in terms of waste reduction and diversion. Implementation of these plans requires that municipalities assist and work with Metro Vancouver on a number of initiatives as outlined in the following table.

Initiative	Progress/Status
<p>Food Scraps Recycling – The plan targets the diversion of food waste from the single family, multi-family and commercial waste streams by 2015.</p>	<p>The District implemented the “Green Can” program in the spring of 2012 for single-family homes.</p> <p><u><i>This program was implemented with existing staff, with fee adjustments made to the Solid Waste Utility rates to pay for additional contracted services.</i></u></p> <p>For multi-family and commercial streams, various options for organics diversion are being researched at Metro Vancouver.</p> <p><u><i>Some staff time will be required to encourage a higher diversion rate through greater efforts being placed on education and outreach, and investigating the barriers to recycling. Currently this time would be split between NSRP and District outreach staff. Staff will evaluate the resource</i></u></p>

	<u>requirements needed in 2013.</u>
<p>Wood Waste Recycling – The plan requires that municipalities work with MV to develop a process to require Demolition and Land Clearing recycling at work sites.</p>	<p>Demolition sites - Metro Vancouver is researching regulatory mechanisms to increase recycling from demolition. A sample bylaw requiring use of licensed facilities for demolition disposal will be available for municipal review in 2012. This may involve municipal review of waste management plans.</p> <p><u>Staff will consult with Council prior to implementation of this initiative, as they are likely to require municipal staff resources and potentially new fees.</u></p> <p>Construction & renovation sites – The majority of this waste is in small loads that are deposited at Metro Vancouver controlled transfer sites (public or private). Metro Vancouver is currently intending on enforcing recycling at these transfer points via changes to Metro Vancouver bylaws.</p> <p><u>No municipal staff time is anticipated to manage or enforce this initiative.</u></p>
<p>Multi-Family and Commercial Recycling – The plans require that municipalities work with MV to implement recycling in multi-family and commercial buildings.</p>	<p>Existing buildings - The District currently collects blue cart recyclables from all multi-family buildings. Increasing the diversion rate will require more efforts being placed on education and outreach to this residential sector, and investigating the barriers to recycling. Recycling within commercial enterprises has historically been handled through private contract. The commercial sector is so diverse that it is unlikely that the District will offer direct collection service to this sector.</p> <p><u>Some staff time will be required to encourage a higher diversion rate through greater efforts being placed on education and outreach, and investigating the barriers to recycling. Currently this time would be split between NSRP and District outreach staff. Staff will evaluate the resource requirements needed in 2013.</u></p> <p>New buildings - The existing development permit guidelines for multi-family and commercial areas include requirements to consider garbage and recycling areas. New guidelines developed at Metro Vancouver and reviewed by municipal staff outlining space requirements for recycling will be provided to development permit applicants. Applications will be reviewed in the context of these new objectives. Garbage and Organics space guidelines are being developed by Metro Vancouver, and should be made available by the end of 2012.</p> <p><u>Staff time will be required to review these new permit</u></p>

<p><u>requirements, but that time is relatively minor and will be absorbed into the overall time required to review development permits. No new fees are expected.</u></p>
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3.3 Financial Projection for 2012

Two financial plans have been prepared for consideration by Council. Staff recommend a continuance of the principles of the plan from 2012, which involves a move of the weekly garbage pickup service to bi-weekly in April of 2013. The generally accepted rule governing diversion is that it is inversely related to the amount of garbage capacity within a cities collection system. By providing less garbage capacity (bi-weekly), and a diversion outlet (Green Can) the diversion rate will increase over time.

Other factors that Council may wish to consider in this decision on the move to bi-weekly garbage service include:

- Council endorsed in principal the Regional Integrated Resource and Solid Waste Management Plan, and the 70% diversion rate target by 2015;
- Metro Vancouver has given indications to member municipalities that it will ban food waste from the garbage stream once the majority of municipal food waste collection services are in place;
- Some residents will welcome this as they will see it as a furthering of the ‘user pay’ principal;
- As Metro Vancouver elevates the garbage tipping fee, the Solid Waste Utility will effectively save money by diverting food scraps to regional composting;
- Some residents will see this as a reduction in service, and will be confused by a more complicated pickup calendar (Organics weekly (Yard Trimming/Food Waste), Blue Box recycling weekly, and Garbage bi-weekly);
- The participation rate in “Green Can” use will move upwards from 38%, increasing the diversion of organic material from the garbage stream;
- The Single-Family diversion rate which has levelled off at 58%, will increase towards the target of 70% by 2015;
- Without reducing garbage capacity, a much slower uptake of the “Green Can” program is likely.

Attachment A provides the Solid Waste 5 Year Plan & Variance Analysis assuming a move to bi-weekly garbage pickup in 2013. Attachment B provides the Solid Waste 5 Year Plan & Variance Analysis assuming a continuance of weekly garbage pickup. The two plans have the same year end projected variances for 2012. There is a projected

deficit of some \$735,800 which is more than the budgeted deficit of \$686,700. This deficit was planned in order to buffer rate increases resulting from the implementation of the “Green Can” program. The variance over budget is primarily a result of the continued effects of high diesel fuel costs on the collection contracts (garbage, organics, and recycling), the delay in repealing the HST, and higher than expected “Green Can” participation.

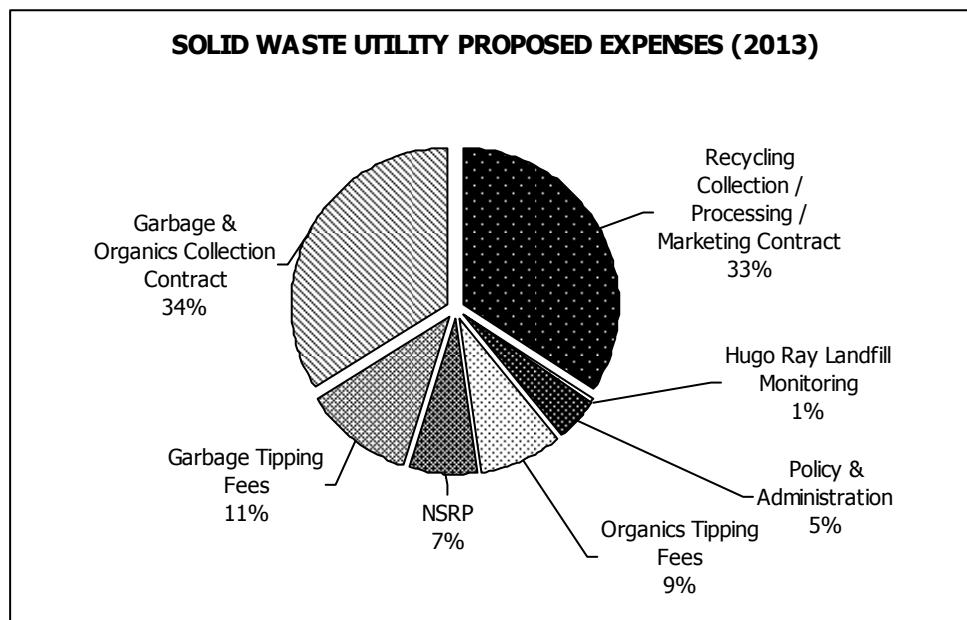
The two plans are based on the following similar assumptions:

- Reserve Policy – The Solid Waste Utility currently has a forecasted reserve of approximately \$781,800. The majority of this reserve was used in 2012 (buffering rates, implementing the “Green Can”, covering Diesel costs). Staff recommends that the reserve be replenished over time using an initial target of \$250,000. This amount would be sufficient to offset a significant decline of the recyclable markets for a year. In the event that the Provincial Packaging and Printed Paper regulation comes into effect, the reserve policy is likely to be re-examined, as the District will no longer be subject to the variability of the recyclables markets, and a lower reserve target can be considered.
- The latest GVS&DD tipping fee projections are shown in the table below (per tonne). Although the Garbage tipping fee projection is provided under a 5 year forecast, the Organics tipping fee is available only on a one year forecast, however, it is anticipated that it will remain significantly lower than that of garbage to encourage diversion. The difference between the two fees is subject to Metro Board discussions.

	2013	2014	2015	2016	2017
Garbage	\$107	\$108	\$119	\$137	\$151
NS Organics	\$71	\$71 est	\$71 est	\$71 est	\$71 est

- Garbage tipping fee projections, currently set to be frozen for 2013 and then raised 1%, 10%, 15% and 10% in each year thereafter. These projections are down significantly from previous years as a reflection of more conservative assumptions and increased fiscal prudence on the part of Metro Vancouver. While there is some uncertainty associated with these projections, which may increase in future years, at this time the reduction has been passed onto District rate payers.
- CPI and Fuel Increase provisions built into the current collection contracts estimated at 4% per year (the actual increases experienced could be more or less depending upon the performance of the economic indices specified in the contract, most notably diesel fuel costs);

The proposed Solid Waste Utility expenses for 2013 are shown in the figure below. It is noted that contracted services and MV tipping fees account for 88% of the total expenses in the utility.



While the Solid Waste Utility Five Year Financial Plan has been developed according to the considerations described above, the financial impacts associated with the following factors are not yet known and thus have not been included:

- Changes in future contractual obligations beyond 2014;
- The impacts of the Provincial Extended Producer Responsibility (EPR). It is anticipated that the latest addition of “Packaging and Printed Paper” to EPR will result in a significant reduction in the costs of municipal residential recycling;
- Harmonized Sales Tax (HST) – The HST took effect on July 1st, 2010. The tax was applicable to all service contracts, including the two large solid waste collection contracts. Contrary to the previous full exemption of the GST, the District is only granted a 75% rebate of the HST. With the repealing of the HST, and a return of the combined PST/GST, there will be a cost savings in the Solid Waste Utility commencing in 2013.

4.0 Options

Council may endorse the staff recommendation to transition to bi-weekly garbage pickup in 2013. Under this option, the financial plan requires an overall 2013 utility revenue increase of 14%. This translates to an increase of \$34.78 for a single family household and \$8.78 for a multi-family unit. The resulting total annual costs for delivery of Solid Waste services for a single family household in West Vancouver in 2013, under this option, will be \$275.33 (net of discount).

This increase is higher than what was originally projected during the 2012 rate setting exercise. This is due to the success of the Green Can program which has resulted in higher collection costs under the existing contract, sooner than predicted in last year's Five Year Financial Plan. Additionally the ongoing effects of rising diesel costs on the price of all three collection contracts have significantly reduced the resources available in the Solid Waste reserve preventing staff from spreading out these increases as originally envisioned.

Alternatively, Council could consider maintaining weekly garbage pickup service. Under this option, the financial plan requires an overall 2013 utility revenue increase of 17%. This translates to an increase of \$41.74 for a single family household and \$8.78 for a multi-family unit. The resulting total annual costs for delivery of Solid Waste services for a single family household in West Vancouver in 2012 will be \$289.29 (net of discount).

Author: _____
Phil Bates, Manager, Engineering Services

Concurrence: _____
Nina Leemhuis, Director, Financial Services

Concurrence: _____
Bob Sokol, Director, Planning, Lands and Permits

Attachments:

- Attachment A, Solid Waste 5 Year Financial Plan (2013 – 2017) – Bi-weekly Garbage, Weekly Organics/Green Can Option.
- Attachment B, Solid Waste 5 Year Financial Plan (2013 – 2017) – Weekly Garbage, Weekly Organics/Green Can Option.
- Attachment C, Solid Waste Utility Bylaw No. 4740, 2012

Solid Waste Utility Rate Setting Model

	2012	2013	2014	2015	2016	2017
	Forecast	Proposed	Projected	Projected	Projected	Projected
METRO TIPPING FEES (PER TONNE)						
Garbage	107.00	107.00	108.00	119.00	137.00	151.00
Yard Trimmings/Organics	71.00	71.00	71.00	71.00	71.00	71.00
DISTRICT ANNUAL FEES						
Waste (single family)	174.76	200.97	204.99	209.09	213.28	217.54
Recycling (single & multifamily)	65.80	74.33	75.84	77.36	78.91	80.48
	240.56	275.30	280.83	286.45	292.19	298.02
PROJECTED RATE INCREASES						
Solid Waste - single family		14%	2%	2%	2%	2%
Recycling - multifamily		13%	2%	2%	2%	2%
PROJECTED SF DIVERSION RATE						
	61%	68%	70%	70%	70%	70%
REVENUES						
Quarterly - Waste Fee	2,177,700	2,504,300	2,554,400	2,605,500	2,657,600	2,710,800
Quarterly - Recycling Fee	1,251,100	1,411,500	1,439,700	1,468,500	1,497,900	1,527,800
Tag Sales	11,500	12,000	12,000	12,000	12,000	12,000
Contract Revenue	260,000	266,500	270,500	274,600	278,700	282,900
TOTAL REVENUES	3,700,300	4,194,300	4,276,600	4,360,600	4,446,200	4,533,500
REVENUE INCREASE REQUIREMENT						
		-6%	1%	2%	2%	2%
RATE INCREASE REQUIREMENT						
		14%	2%	2%	2%	2%
EXPENDITURES						
WASTE						
Administration	107,600	118,400	119,800	113,400	123,000	124,400
NSRP - Office/Programs/Depot	105,900	102,600	105,200	107,300	109,400	111,600
Garbage - Collection Contract	660,400	588,800	557,100	557,100	557,100	557,100
Garbage - Tipping Fees	504,300	477,900	457,100	503,700	579,900	639,100
Organics - Collection Contract	705,000	818,900	830,400	876,200	876,200	876,200
Organics - Tipping Fees	318,000	358,100	374,700	374,700	374,700	374,700
Hugo Ray - Landfill Monitoring	26,700	26,700	26,700	26,700	26,700	26,700
	2,427,900	2,491,400	2,471,000	2,559,100	2,647,000	2,709,800
RECYCLING						
Administration	66,900	68,700	69,700	70,800	71,900	73,000
NSRP - Office/Programs/Depot	176,700	183,300	187,000	190,700	194,600	198,500
Recycling - Single Family Pickup	758,300	765,300	795,900	795,900	795,900	795,900
Recycling - Multifamily Pickup	459,700	455,400	473,600	473,600	473,600	473,600
Processing and Marketing Costs	198,100	201,200	205,200	209,300	213,500	217,800
	1,659,700	1,673,900	1,731,400	1,740,300	1,749,500	1,758,800
CAPITAL						
Food Scraps Recycling Rollout	365,900	0	0	0	0	0
TOTAL EXPENDITURE	4,453,500	4,165,300	4,202,400	4,299,400	4,396,500	4,468,600
FINAL NET REVENUE (-DEFICIT)	-753,200	29,000	74,200	61,200	49,700	64,900
RATE STABILIZATION RESERVE						
Opening Balance	781,800	28,600	57,600	131,800	193,000	242,700
Current Net Revenue	-753,200	29,000	74,200	61,200	49,700	64,900
Closing Balance	28,600	57,600	131,800	193,000	242,700	307,600

Solid Waste

Schedule C to Bylaw No. 4743, 2012

5 Year Financial Plan				
2013	2014	2015	2016	2017

SOLID WASTE

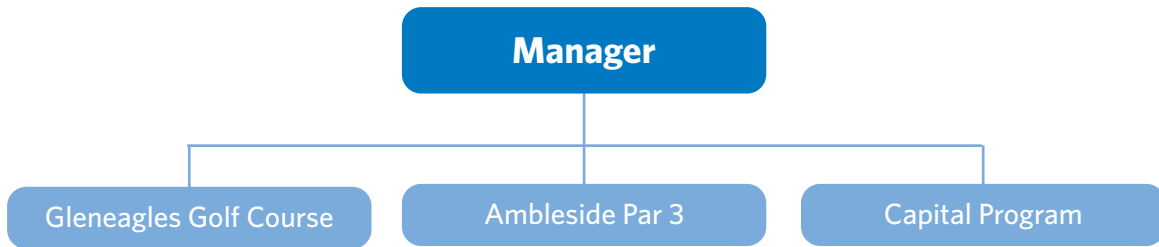
User Fees	4,194,300	4,276,600	4,360,600	4,446,200	4,533,500
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Expenditure

Garbage Coll & Disposal	2,491,400	2,471,000	2,559,100	2,647,000	2,709,800
Recycling Coll & Processing	1,673,900	1,731,400	1,740,300	1,749,500	1,758,800
Rate Stabilization	29,000	74,200	61,200	49,700	64,900
	4,194,300	4,276,600	4,360,600	4,446,200	4,533,500

Golf

Ambleside Par 3 • Gleneagles Golf Course



2012 ACCOMPLISHMENTS

- Continued best practices to improve course playability
- Developed a comprehensive marketing campaign
- Continued to work with community stakeholders, who work in collaboration with the District to promote golf course programs and services

2013 OPERATIONAL INITIATIVES

- Continue netting replacement to improve safety
- Continue to refurbish tee surfaces
- Fully implement marketing campaign
- Continue best practices in golf course maintenance, to improve course playability, in consultation with the golf community

Golf

	Actual 2011		Budget 2012		Budget 2013	
	%	\$	%	\$	%	\$
Revenue						
Golf Fees	95.41%	1,039,038	95.71%	1,116,400	95.45%	1,050,000
Rental Revenue - Facility	4.59%	50,000	4.29%	50,000	4.55%	50,000
	100.00%	1,089,038	100.00%	1,166,400	100.00%	1,100,000
Expenses						
Proshop and Management	21.95%	211,114	16.24%	163,950	19.39%	188,650
Operations and Maintenance	64.79%	623,052	70.69%	713,650	67.04%	652,250
Administration Charge	13.26%	127,500	13.07%	132,000	13.57%	132,000
	100.00%	961,666	100.00%	1,009,600	100.00%	972,900
		127,372		156,800		127,100
Capital		86,797		29,700		148,200
Debt						
Proceeds		-		-		-
Debt Service		32,629		127,100		127,100
		(32,629)		(127,100)		(127,100)
Transfer to / (from) Development Fund		7,946		-		(148,200)

SERVICE LEVEL STATISTICS

	Transaction counts/activity levels				
	2012	2011	2010	2009	2008
Gleneagles Golf Course					
Total Rounds	39,940	39,806	45,915	51,119	53,284
Rounds - Seniors, Monday-Friday	10,361	10,585	11,510	10,697	12,041
Rounds - Youth, Monday-Friday	1,192	1,196	1,431	2,547	2,056
Tournament Rounds	571	376	486	220	269
Ambleside Par 3					
Total Rounds	17,559	18,321	21,342	24,861	22,830
Rounds - Seniors, Monday-Friday	3,130	3,007	3,340	3,372	3,800
Rounds - Youth, Monday-Friday	2,127	1,969	2,374	2,843	2,341

TREND OF RESOURCE REQUIREMENTS

	2011	2010	2009	2008	2007
Salaries and Benefits	412,319	415,562	419,118	414,876	448,751
Supplies and Other Expenses	389,133	471,056	480,696	500,886	535,760
Professional and Consulting	4,566	6,144	4,171	-	11,311
Administration Charge	127,500	125,000	250,000	375,000	122,890
Debt Service	32,629	56,875	32,654	-	-
Capital Project Costs	86,797	43,628	1,067,137	314,463	22,366
Recoveries and allocations	28,148	47,851	72,501	905,679	49,159
	1,081,092	1,166,116	2,326,277	2,510,904	1,190,237

Golf

Schedule C to Bylaw No. 4743, 2012

5 Year Financial Plan				
2013	2014	2015	2016	2017

GOLF

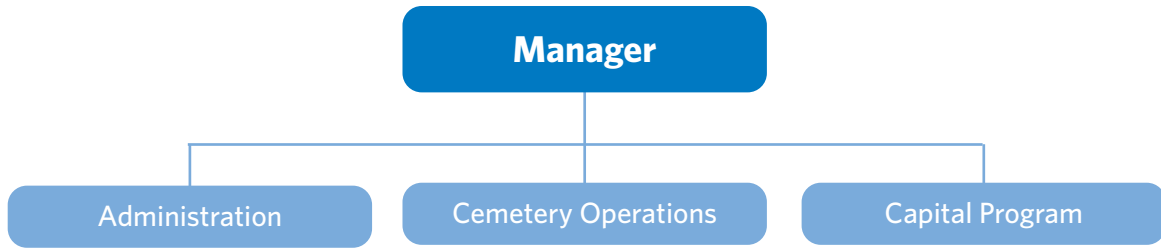
Revenue

Golf Fees	1,050,000	1,092,434	1,136,568	1,182,486	1,230,258
Clubhouse Rentals	50,000	50,000	50,000	50,000	50,000
Transfer from Dev Fund	148,200	1,236	-	20,991	1,146
	<u>1,248,200</u>	<u>1,143,670</u>	<u>1,186,568</u>	<u>1,253,477</u>	<u>1,281,404</u>

Expenditure

Proshop & Management	188,650	196,275	200,200	204,204	208,288
Operations & Maintenance	652,250	665,295	678,601	692,173	706,016
Administration Charge	132,000	132,000	132,000	132,000	132,000
Capital Program	148,200	23,000	33,000	98,000	108,000
Debt Service	127,100	127,100	127,100	127,100	127,100
Transfer to Dev Fund	-	-	15,667	-	-
	<u>1,248,200</u>	<u>1,143,670</u>	<u>1,186,568</u>	<u>1,253,477</u>	<u>1,281,404</u>

Cemetery



2012 ACCOMPLISHMENTS

- Commenced construction of expanding columbaria in Woods area of cemetery

2013 OPERATIONAL INITIATIVES

- Develop design and construction options for tender documents, to proceed with an in-ground expansion at the cemetery
- Develop a Scattering Garden area, in response to community need

Cemetery

	Actual 2011		Budget 2012		Budget 2013	
	%	\$	%	\$	%	\$
Revenue						
User Fees	85.41%	676,322	75.00%	600,000	85.00%	680,000
Interest	14.59%	115,542	25.00%	200,000	15.00%	120,000
	100.00%	791,864	100.00%	800,000	100.00%	800,000
Expenses						
Operations and Maintenance	59.61%	428,976	61.27%	462,873	60.86%	455,011
Sales and Use Costs	15.59%	112,188	15.10%	114,100	15.26%	114,100
Administration Charge	24.80%	178,500	23.63%	178,500	23.88%	178,500
	100.00%	719,664	100.00%	755,473	100.00%	747,611
		72,200		44,527		52,389
Capital		52,252		950,000		226,200
Transfer to / (from) Development Fund		19,948		(905,473)		(173,811)

Cemetery

SERVICE LEVEL STATISTICS

	Transaction counts/activity levels				
	2012	2011	2010	2009	2008
Sales of Plots and Columbaria					
Single Lawn Crypts	35	46	26		
Double Lawn Crypts	10	3	1		
Full Burial Plots	10	18	63	70	82
Single Cremation Plots	21	23	13	7	20
Double Cremation Plots	21	16	28	35	31
Upper Niche Columbaria	0	3	2	0	5
Lower Niche Columbaria	3	7	27	10	14
Total	100	116	160	122	152
Year End - Sites available					
Single Lawn Crypts	34	69	114	0	0
Double Lawn Crypts	46	56	59	0	0
Full Burial Plots	84	69	1	57	36
Single Cremation Plots	195	38	20	30	30
Double Cremation Plots	64	83	99	125	144
Upper Niche Columbaria	0	0	2	3	3
Lower Niche Columbaria	1	4	11	38	50
Wait lists					
Full Burial Plots/Lawn Crypts	60	9	55		
Double Cremation	3	8	14		
Columbaria Niches	36	20	0		

TREND OF RESOURCE REQUIREMENTS

	2011	2010	2009	2008	2007
Salaries and Benefits	391,519	413,707	428,317	373,337	330,326
Supplies and Other Expenses	134,067	133,707	148,144	163,569	210,202
Professional and Consulting	6,552	2,117	1,689	-	4,382
Administration Charge	178,500	175,000	100,000	90,000	40,000
Capital Project Costs	52,252	77,044	350,172	44,641	91,341
Recoveries and allocations	9,026	12,221	15,020	7,752	16,323
	771,916	813,796	1,043,342	679,299	692,574

Cemetery

Schedule C to Bylaw No. 4743, 2012

5 Year Financial Plan				
2013	2014	2015	2016	2017

CEMETERY

Revenue

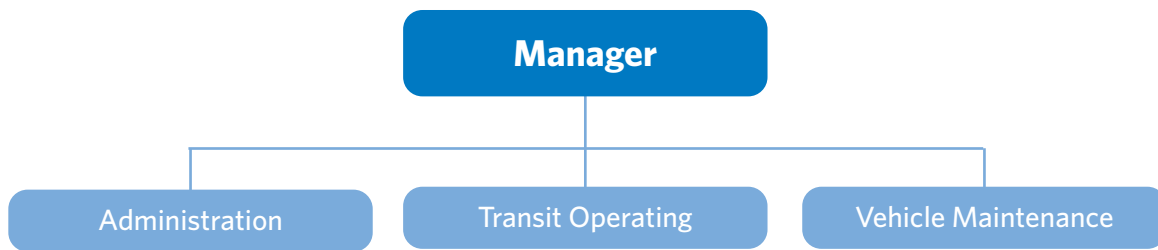
User Fees	680,000	693,600	807,500	823,700	840,200
Interest Revenue	120,000	130,000	135,000	140,000	145,000
Transfer from Dev Fund	173,811	785,400	-	-	-
	<u>973,811</u>	<u>1,609,000</u>	<u>942,500</u>	<u>963,700</u>	<u>985,200</u>

Expenditure

Operations	455,011	464,100	473,400	482,900	492,600
Sales and Use Costs	114,100	116,400	118,700	121,100	123,500
Administration Charge	178,500	178,500	178,500	178,500	178,500
Capital Program	226,200	850,000	50,000	75,000	50,000
Transfer to Dev Fund	-	-	121,900	106,200	140,600
	<u>973,811</u>	<u>1,609,000</u>	<u>942,500</u>	<u>963,700</u>	<u>985,200</u>

Transit

Blue Bus • Community Shuttle



2012 ACCOMPLISHMENTS

- Celebrated centennial of municipal Blue Bus operations

2013 INITIATIVES TO SUPPORT COUNCIL PRIORITIES

Municipal Services and Finances

- Advocate for municipal interests associated with levels of service for Blue Bus at TransLink
- Partner with TransLink on implementation of Compass Card system

Transit

Net Divisional Expenses

	Actual 2011		Budget 2012		Budget 2013	
	%	\$	%	\$	%	\$
Recovery from Coast Mountain						
Administration	6.36%	870,685	6.20%	886,513	6.11%	891,500
Operations	57.48%	7,874,623	56.62%	8,094,041	56.17%	8,191,577
Vehicle Maintenance	32.76%	4,488,026	33.59%	4,802,605	34.20%	4,987,259
Community Bus Operations	3.41%	466,841	3.59%	513,135	3.52%	513,135
	100.00%	13,700,175	100.00%	14,296,294	100.00%	14,583,471
Expenses						
Administration						
Labour	4.24%	581,367	4.11%	587,013	4.06%	592,000
Non Labour	2.11%	289,318	2.09%	299,500	2.05%	299,500
	6.36%	870,685	6.20%	886,513	6.11%	891,500
Operations						
Labour	56.48%	7,737,373	55.17%	7,886,861	54.63%	7,966,397
Non Labour	4.41%	604,091	5.04%	720,315	5.06%	738,315
	60.89%	8,341,464	60.21%	8,607,176	59.69%	8,704,712
Vehicle Maintenance						
Labour	11.77%	1,613,068	11.19%	1,599,647	11.86%	1,730,301
Non Labour	20.98%	2,874,958	22.40%	3,202,958	22.33%	3,256,958
	32.76%	4,488,026	33.59%	4,802,605	34.20%	4,987,259
Total						
Labour	72.49%	9,931,808	70.46%	10,073,521	70.55%	10,288,698
Non Labour	27.51%	3,768,367	29.54%	4,222,773	29.45%	4,294,773
	100.00%	13,700,175	100.00%	14,296,294	100.00%	14,583,471
Net Divisional Expenses						
Administration		-		-		-
Operations		-		-		-
Vehicle Maintenance		-		-		-
		-		-		-

Transit

Divisional Expenses

	Actual 2011		Budget 2012		Budget 2013	
	%	\$	%	\$	%	\$
Expenses						
Administration						
Salaries & Benefits	66.77%	581,367	66.22%	587,013	66.40%	592,000
Supplies & Other Expenses	14.71%	128,121	16.02%	142,000	15.93%	142,000
Professional & Consulting	1.79%	15,553	0.17%	1,500	0.17%	1,500
Recoveries & Allocations	16.73%	145,644	17.60%	156,000	17.50%	156,000
	100.00%	870,685	100.00%	886,513	100.00%	891,500
Operations						
Salaries & Benefits	92.76%	7,737,373	91.63%	7,886,861	91.52%	7,966,397
Supplies & Other Expenses	7.21%	601,461	8.36%	719,315	8.47%	737,315
Professional & Consulting	0.00%	–	0.00%	–	0.00%	–
Recoveries & Allocations	0.03%	2,630	0.01%	1,000	0.01%	1,000
	100.00%	8,341,464	100.00%	8,607,176	100.00%	8,704,712
Vehicle Maintenance						
Salaries & Benefits	35.94%	1,613,068	33.31%	1,599,647	34.69%	1,730,301
Supplies & Other Expenses	63.95%	2,870,259	66.69%	3,202,958	65.31%	3,256,958
Professional & Consulting	0.00%	–	0.00%	–	0.00%	–
Recoveries & Allocations	0.10%	4,699	0.00%	–	0.00%	–
	100.00%	4,488,026	100.00%	4,802,605	100.00%	4,987,259
Total						
Salaries & Benefits	72.49%	9,931,808	70.46%	10,073,521	70.55%	10,288,698
Supplies & Other Expenses	26.28%	3,599,841	28.43%	4,064,273	28.36%	4,136,273
Professional & Consulting	0.11%	15,553	0.01%	1,500	0.01%	1,500
Recoveries & Allocations	1.12%	152,973	1.10%	157,000	1.08%	157,000
	100.00%	13,700,175	100.00%	14,296,294	100.00%	14,583,471

SERVICE LEVEL STATISTICS

	Transaction counts/activity levels				
	2012	2011	2010	2009	2008
Passenger statistics					
Revenue rides	5,259,020	5,129,970	5,211,309	4,505,804	4,333,198
Total boardings	6,909,046	6,978,606	9,371,274	8,489,239	8,489,733
Customer satisfaction					
West Vancouver Blue Bus	8.4	8.1	7.7	8.5	7.1
TransLink Regional Average	7.8	7.6	7.7	7.5	6.8

TREND OF RESOURCE REQUIREMENTS

	2011	2010	2009	2008	2007
Salaries and Benefits	9,931,808	9,801,360	9,022,674	8,062,351	7,378,251
Supplies and Other Expenses	3,599,841	3,649,032	3,085,253	3,343,844	2,926,570
Professional and Consulting	15,553	4,889	21,250	5,563	4,763
Recoveries and allocations	152,973	151,854	133,870	133,769	133,691
	13,700,175	13,607,135	12,263,047	11,545,527	10,443,275

Transit

Schedule C to Bylaw No. 4743, 2012

5 Year Financial Plan				
2013	2014	2015	2016	2017

TRANSIT

Revenue

Transit Reimbursement	14,583,471	14,875,140	15,172,643	15,476,096	15,785,618
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Expenditure

Operations	8,704,712	8,878,806	9,056,382	9,237,510	9,422,260
Maintenance	4,987,259	5,087,004	5,188,744	5,292,519	5,398,370
Administration	891,500	909,330	927,517	946,067	964,988
	14,583,471	14,875,140	15,172,643	15,476,096	15,785,618

District Lands Stewardship Account

The development and marketing of surplus District lands are accounted for in the District Land Stewardship Account with net proceeds from these transactions being transferred into (or from) the Endowment Reserve Fund.

In 2013, transactions related to both the Public Safety Building and 1300 Block Marine Drive projects will flow through this account. That said, Staff are currently finalizing the workplan and budgets related to these projects and will be bringing forward a budget amendment to Council in early 2013.

Appendix I

2013 One-time Initiatives

Legal	
Various Projects	210,000
Communications	
Marketing/Communications Coord. - Temporary Position	70,877
Community Survey	40,000
Culture, Environment and Partnerships	
Arts Facility Funding	45,000
Financial Services	
Consulting Services	40,000
IT Service Desk - Level 1 Support	68,750
Database Administrator	100,000
Microsoft Licenses	115,000
Engineering and Transportation	
Retaining Wall Condition Assessment	25,000
Pedestrian Network Study	20,000
Condition Survey of Railway Crossings	35,000
Staff Training - Roads	15,000
Winter Road Maintenance	65,000
Road Maintenance: Inventory Increase	51,000
Road Maintenance: Asphalt Price Increase	11,000
Construction Cost Increase	45,000
Roadway Landscape Maintenance	25,000
Hydro Cost Increase	40,000
Active Transportation Support - Outreach, Education	10,000
Planning, Lands and Permits	
Plans Examiner - Temporary	78,547
Building Inspector - Temporary	94,294
Certification/Memberships/New Codes	20,500
Waterfront, Ambleside Village, Upper Lands Study, Strategic Initiatives Implementation	185,000
Parks and Community Services	
Parks Dedication Bylaw - Legal, Research, Technical	67,250
Whyte Lake Park Dedication - Legal, Technical	25,000
Park Washrooms Assessment	40,000
Invasive Species Strategy and Mapping	67,250
Invasive Species Management	75,000
Pilot Artificial Turf Maintenance Specialist	35,800
Ambleside Waterfront - Landscaping, Integration	100,000
Maintenance of new Park areas	50,000
Maintenance of new Spirit Trail portion	15,000
	1,885,268

Glossary of Terminology

ACCOUNTING PRINCIPLES

A set of generally accepted principles for administering accounting activities and regulating financial reporting.

ACCRUAL BASIS OF ACCOUNTING

Accounting for transactions as they occur, regardless of when cash has been received or expended.

ANNUAL REPORTING CYCLE

In West Vancouver, this is a formal cycle of quarterly operating financial reports, completed by the annual audited year-end financial statements.

ASSENT FREE ZONE

Represents the level of debt that a local government may incur without approval of the electors via referendum. Within the assent free zone, the annual cost of servicing the aggregate liabilities for the year does not exceed five per cent of the statutory annual revenue calculation for the previous year.

ASSET MANAGEMENT FRAMEWORK

A long-term approach to managing infrastructure assets—it includes planning, designing, investing, maintaining, disposing and, ultimately, replacing—for the purposes of extending the useful life of assets and demonstrating long-term sustainability and affordability.

BASE CASE BUDGET

The first step in the annual budget process. It projects the future cost of existing service levels by incorporating anticipated increases to labour and benefits rates, as well as ongoing increases to selective non-labour costs.

BALANCED SCORECARD

A strategic management system that organizes the objectives and initiatives of the Strategic Plan into four perspectives—Community, Organizational/Operational, Human Resources and Financial—and provides a format for reporting on the achievement of those objectives.

BUDGET AMENDMENT

Expenditures under the Financial Plan are authorized by a Budget Bylaw. After the Budget Bylaw is adopted, any significant revisions to the current year planned expenditures must be authorized by a new bylaw called a Budget Amendment Bylaw.

CAPITAL ASSETS

Tangible assets of significant value that have a useful life of greater than one year. See also Infrastructure, Tangible Capital Assets and Depreciation.

CAPITAL FACILITIES RESERVE FUND

In West Vancouver, this is a special reserve fund that receives annual transfers from the general operating budget. It is intended as one of the significant funding sources for the Long-Term Capital Plan. The ongoing unexpended balance in the fund earns interest.

CAPITAL PLANNING

Comprises the process of establishing, documenting and regularly reviewing and updating the Five Year Capital Plan (as well as longer life-cycle infrastructure plans). It involves scoping and prioritizing proposed projects and designating specific funding sources—all within a framework of ongoing affordability.

COLLECTIVE BARGAINING

Non-management District staff are organized within specific union groups (WVMEA, fire, library, transit and police civilians) for the purpose of negotiating terms and conditions of employment. Collective bargaining agreements regulate such matters as hours, working conditions, rates of pay, fringe benefits and matters affecting the health and safety of employees.

CONSUMER PRICE INDEX (CPI)

An index maintained by Statistics Canada that tracks monthly and annual price increases to selected 'baskets' of goods and services. The index has lost its usefulness as an indicator of overall annual inflation, partly as a result of the recent volatility of energy and housing costs, which has lead the Bank of Canada to publish an alternative Core CPI. Neither the Statistics Canada nor the Bank of Canada indices reflect particularly well the reality of annual cost increases of Local Governments, which are predominantly driven by labour agreements, construction costs and levies from regional governments.

COST DRIVERS

A description of the significant circumstances, events and expenditure categories that influence overall cost structures within the context of a specific local government.

DEBT SERVICE

The annual payment of principal and interest required to retire long-term debt, usually according to a predetermined amortization schedule.

DEPRECIATION

The orderly charge to operations of the costs of capital assets over their estimated useful lives.

DEVELOPMENT COST CHARGES (DCCs)

Levies charged to new developments to offset the costs of providing new infrastructure to service those developments. The expenditure of these funds is governed by legislation and is restricted to the purpose for which they were originally collected.

EAGLE LAKE DEVELOPMENT PLAN

The long-term strategy to maximize the use of water from Eagle Lake, thereby reducing costs to residents and further lessening the District's dependence on water from Metro Vancouver.

ENDOWMENT RESERVE FUND

In West Vancouver, this special reserve fund was established with an endowment feature—a threshold amount escalating annually by the rate of CPI that is to remain unexpended. Amounts in the reserve above the threshold amount are a significant funding source for the Long-term Capital Plan.

EXPENDITURES BY FUNCTION

Reporting of expenditures by functional purpose, such as fire prevention and information systems. Expenditures by Function aggregate the salaries and benefits, materials and supplies, etc. devoted to that function.

EXPENDITURES BY OBJECT

Reporting of expenditures by type, such as salaries, benefits, materials and supplies, regardless of which functional unit the expenditures were made for.

FINANCIAL PLAN

Incorporates the budget for the current year and high-level projections of revenues and expenditures for the subsequent four years. The Financial Plan is embedded in an annual bylaw that provides statutory approval for the expenditure of funds according to the current year budget.

FREEDOM OF INFORMATION (FOI)

Legislation that grants individuals rights to access certain information held by local governments and protects the privacy of individuals by placing restrictions on the kinds of information that local governments may collect and how it may be disclosed.

FULL-TIME EQUIVALENTS (FTEs)

A conversion measure to express all staffing (temporary, part-time, etc) in terms of a common full-time denominator.

FUND

Standalone high-level business entities that engage in specific service activities. Each Fund has its own particular revenues, expenditures, reserves and capital program. Each Fund also has its own particular approach to budgeting and rate setting. Example Funds are the General Fund that sets annual tax rates and the Water Utility Fund that sets the annual user rates for water.

GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA) OF THE UNITED STATES AND CANADA

Promotes the enhancement and professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting them through education, training, leadership and annual awards programs.

INFRASTRUCTURE

A generic term to describe the essential physical assets that enable local governments to provide their services, such as roads and water mains. See also Capital Assets and Tangible Capital Assets.

LABOUR MODEL

In West Vancouver, this is a detailed and comprehensive financial model that tracks all authorized staffing positions and enables the accurate projection of future labour and benefits costs by business unit and by division.

MASTER PLANS

Support plans to the Official Community Plan (OCP) that cover such matters as parks planning, local and neighbourhood plans, transportation and road networks, climate action planning, among others.

OFFICIAL COMMUNITY PLAN (OCP)

The ultimate local government planning document by which a community defines itself. The OCP lays-out high-level policy statements on such matters as land use, zoning, servicing, community amenities and finances.

PROGRAMS vs. PROJECTS

Programs tend to involve ongoing services and activities and are embedded in base budgets, whereas projects tend to be shorter lived, possibly one-time, and change frequently in response to annual requirements.

PROPERTY ASSESSMENT CYCLE

The BC Assessment Authority is responsible for establishing assessed values of all properties in the District and reports those values according to an annual cycle.

A 'Preview Roll' with properties valued as at July 1 reflects new construction and zoning changes up to October 31. It is produced in early November and consists of high-level totals by property class and is usually incomplete as to new construction additions.

A 'Completed Roll' is produced by December 31 and reflects all assessment data for the coming year. This roll is the basis for the individual assessment notices that are mailed to property owners in early January.

A 'Revised Roll', produced as at March 31 and containing adjustments due to successful assessment appeals, forms the basis of the annual property tax calculation and levy.

PROPERTY ASSESSMENT SKEWING

Refers to the fact that market value increases and decreases are not consistent throughout the District. Assessments vary widely depending on housing type, neighbourhood location and various other factors. This has implications on the apparent tax increase experienced by each homeowner, as tax rates are established according to District-wide assessment averages, not individual property assessments.

PROPERTY TAX RATE MULTIPLES

Different tax rates are applied to different classes of property. The tax rate multiple is the expression of a class tax rate in relation to the residential tax rate. For example, a class multiple of 2.5 means a tax rate that is two and a half times the residential tax rate.

PUBLIC SECTOR ACCOUNTING AND AUDITING BOARD (PSAB) OF THE CANADIAN INSTITUTE OF CHARTERED ACCOUNTANTS

The PSAB recommends and prescribes accounting and reporting standards for the public sector.

PAY-AS-YOU-GO

An approach to funding of capital projects that emphasizes the use of current revenues and reserve balances without resorting to debt.

SERVICE LEVEL

A high-level description of the extent of a particular service offering, usually referencing a blend of quantity, frequency and quality that most often correlates to staffing levels. When service levels are described as high, it usually indicates a higher staffing commitment and hence higher costs per unit of overall service.

SHARED SERVICES

Business units that provide services on a shared basis to other business units. Their costs are charged to other business units based on a per-unit of service charge and the amount of service consumed. Fleet Services and the District garage are examples of shared services.

STRATEGIC PLAN

Expresses the broadest aspirations of a community as embedded in the Vision and Mission statements. The Plan also incorporates a Strategy Map that organizes the strategic initiatives to achieve the Plan under four broad perspectives: Community Perspective, Organizational/Operational Perspective, People, Skills and Motivation Perspective and a Financial Perspective. See also Balanced Scorecard.

TANGIBLE CAPITAL ASSETS

Formal terminology referring to non-financial assets that have physical substance held for use in the supply of goods and services, have economic useful lives greater than one year and are not held for resale in the ordinary course of operations.

WATER CONSERVATION STRATEGY

A long-term strategy to emphasize responsible stewardship of this valuable resource. Through the implementation of universal metering, overall water consumption in the District has decreased and the implementation of user rates based on consumption ensures equitability amongst residents.

THE WEST VANCOUVER COMMUNITY CENTRES SOCIETY (WVCCS)

An independent society organized to add value to programs and services offered at the West Vancouver Community Centre and Aquatic Centre, and to engage members of the Society and public in new ways.

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