

FINANCE COMMITTEE MEETING – AGENDA

VILLAGE OF ANMORE

Agenda for the Finance Committee Meeting scheduled for
Monday, February 27, 2017 at 6:00 p.m. in Council Chambers
at Village Hall, 2697 Sunnyside Road, Anmore, BC



1. CALL TO ORDER

2. APPROVAL OF THE AGENDA

Recommendation: That the Agenda be approved as circulated.

3. MINUTES

page 1

(a) Minutes of the Meeting held on January 23, 2017

Recommendation: That the Minutes of the Finance Committee Meeting held on January 23, 2017 be adopted.

4. BUSINESS ARISING FROM THE MINUTES

5. UNFINISHED BUSINESS

6. NEW BUSINESS

(a) Asset Management Plan

Presentation by Urban Systems of the Asset Management Plan.

page 7

(b) 2016/2017 Vehicle Repairs

Report dated February 17, 2017 from the Chief Administrative Officer is attached.

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(c) New Water Meters on Sunnyside Road

Report dated February 17, 2017 from the Chief Administrative Officer is attached.

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(d) 5-Year (2017-2021) General Operating Budget

Presentation by the Chief Administrative Officer of the General Operating Budget.

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(e) 5-Year (2017-2021) Water Utility Budget

Presentation by the Chief Administrative Officer of the Water Utility Budget.

7. ADJOURNMENT

FINANCE COMMITTEE MEETING – MINUTES

VILLAGE OF ANMORE

Minutes of the Finance Committee Meeting held on Monday,
January 23, 2017 in Council Chambers at Village Hall,
2697 Sunnyside Road, Anmore, BC



COMMITTEE MEMBERS PRESENT

Mayor John McEwen
Councillor Ryan Froese
Councillor Ann-Marie Thiele
Councillor Kim Trowbridge
Councillor Paul Weverink
Nick Cheng
Mark Roberts

COMMITTEE MEMBERS ABSENT

Nil

OTHERS PRESENT

Juli Kolby, Chief Administrative Officer
Christine Milloy, Manager of Corporate Services
Jason Smith, Manager of Development Services

1. CALL TO ORDER

Chair McEwen called the meeting to order at 7:07 p.m.

2. APPROVAL OF THE AGENDA

It was Moved and Seconded:

“That the Agenda be approved as circulated.”

Carried Unanimously

3. MINUTES

(a) Minutes of the Meeting held on October 24, 2016

It was Moved and Seconded:

**“That the Minutes of the Finance Committee Meeting held on
October 24, 2016 be adopted.”**

Carried Unanimously

4. BUSINESS ARISING FROM THE MINUTES

Item 4 – Council requested an update on this matter (February 22, 2016 item 8a). Staff replied that final numbers would be available after the year-end audit is complete.

5. UNFINISHED BUSINESS

Nil

6. NEW BUSINESS**(a) Banking and Investment Services – Request for Proposals (Draft)**

Juli Kolby presented the Banking and Investment Services RFP (Draft), to be issued on January 30, 2017. Highlights of discussion with the Committee are noted as follows:

- Committee agreed with the weighting of evaluation criteria (section 3.1)
- Include a disaster and business continuity plan
- Most financial institutions limit insurance to \$100,000; credit unions will provide 100% insurance coverage
- RFP could request proponents to demonstrate economies of scale by outlining why it would be advantageous for them to provide both banking and investment services rather than provide individual services
- Anmore Investment Policy addresses equities exposure and types of equities; Anmore uses GFOA parameters
- Correction needed on page 20 where it references “North Cowichan”
- BC Bid summary will advise applicants that they will have the ability to submit a proposal for offer of one or both services (i.e. banking and investment)
- Cheque scanners are available, but the costs are high
- Should consider different investment strategies
- Meet minimum account balance to receive associated benefits

It was Moved and Seconded:

“That the Finance Committee recommends moving forward with the RFP for banking and investment services, as amended.”

Carried Unanimously

(b) 2017 Budget Pre-Approval Requests

Juli Kolby presented her report dated January 18, 2017. Highlights of discussion with the Committee are noted as follows:

Project 1 – Records Management System Implementation

- A specialized hire/consultant is required; not a basic clerical position
- Will address staff frustrations of not being able to find records
- Will ensure that key permanent records are addressed
- Members expressed consent for the importance of this project

It was Moved and Seconded:

“THAT the 2017 project number one for \$35,000 be approved as recommended in the report dated January 18, 2017 from the Chief Administrative Officer regarding 2017 Budget Pre-Approval Requests.”

Carried Unanimously

Project 2 – Village Bylaw Updates

- Consider including performance criteria to ensure that the project is completed
- Consider RFP process instead of staff hire, for greater accountability of work
- There is already value in that staff is capable of undertaking this work
- Staff is concerned that the level of building activity is a deterrent to available time for this work to be done by staff
- Outdated bylaws could pose a risk to the Village
- The Village may need to reduce its service levels to builders to ensure that this work can be done by staff
- A hybrid approach may need to be utilized
- Staff anticipates hiring someone who has the specialized knowledge of bylaw enforcement
- The CAO could use the \$40,000 amount at her discretion for this project
- Members expressed dissenting views for this project

It was Moved and Seconded:

“THAT the 2017 project number two be approved as recommended in the report dated January 18, 2017 from the Chief Administrative Officer regarding 2017 Budget Pre-Approval Requests.”

Carried

Mayor McEwen opposed

Project 3 – Council Chambers & Office Chairs

- Members expressed consent for staff to purchase new chairs for office staff
- Members opposed the purchase of new chairs for Council Chambers, including chairs for meeting participants and the audience

It was Moved and Seconded:

“THAT the 2017 project number three be approved, as amended, as recommended in the report dated January 18, 2017 from the Chief Administrative Officer regarding the 2017 Budget Pre-Approval Requests, to a maximum of Five Thousand Dollars (\$5,000).”

Carried Unanimously

Project 4 – 2017 Engineering Design Costs

- Staff reported an estimated cost of \$16,000 for engineering design work for the following roadworks:
 - Improvements to Ma Murray Lane and East Elementary Road
 - Paving of small segment of East Road where washouts had occurred, and culvert clean-out
 - Replacement of wooden pedestrian bridge on Sunnyside Road near Eaglecrest Drive
 - Repairing swale that was installed on Heron Way
 - Replacement of retaining wall at East Road and Kinsey Drive
- Members conveyed the following concerns:
 - Strong Road and Thomson Road are not included in the list of priority road works here
 - It is difficult to approve the project not knowing what will happen with other projects
 - It doesn't make sense to focus efforts on roads with only a few houses nearby; Sunnyside Road, from Alder Way to Ludlow Lane, needs to be addressed first
 - Safety should be given to priority areas

Action item: Committee requested staff to report back with additional information.

Project 5 – Kinsey Retaining Wall Relocation

- Staff reported that the lock blocks are confirmed to be on Village property and that there is partial responsibility for the Village to move the retaining wall.

It was Moved and Seconded:

“THAT Finance Committee refer projects number 4 and 5 for consideration as part of the 2017 5-Year Financial Plan discussions, with input from our engineer, Chris Boit, as to any safety priorities.”

Carried Unanimously

Chair McEwen reported that the Village needs to revisit service levels, and consider allocating funds for purchase of a backhoe. Staff conveyed that the upfront cost of the backhoe and related training costs are quite high.

Action item: Committee requested staff to research the cost of a used machine, related training/certification requirement and costs, and the typical cost to the Village to hire contractor(s) for related works.

Project 6 – New Website & Platform

- The previously purchased website platform might not be secure enough for the Village; the fix to make it secure would require enhanced IT resources
- Ion Design provided a rough cost estimate of \$30,000 to move the old website to a secure platform
- Staff cautioned that prior research showed that using a WordPress site would likely involve additional costs and staff time
- The website is an important tool for the Village
- Member proposed adding a new line item to the budget called 'Website Maintenance and Development' and creating a long-term plan as websites should not be created and then left alone; they need to be maintained
- Members expressed that the following are the desired upgrade priorities: branding overlay; ability for online payments; and an email distribution list for communication to residents
- Staff conveyed that the desired upgrades can be achieved through the Village's current website

It was Moved and Seconded:

"To direct staff to include a Five Thousand Dollar (\$5,000) annual operating budget line item for website maintenance and development."

Carried Unanimously

(c) 5-Year Financial Plan Update (2017-2021)

Juli Kolby reported that staff will present the update at the next meeting, and agreed to provide a line-by-line budget for review.

7. ADJOURNMENT

It was Moved and Seconded:

"To adjourn."

Carried Unanimously

The meeting adjourned at 9:25 p.m.

Certified Correct:

Approved:

Christine Milloy
Manager of Corporate Services

Mayor John McEwen
Chair, Finance Committee



VILLAGE OF ANMORE

REPORT TO FINANCE COMMITTEE

Date: February 17, 2017

Submitted by: Juli Kolby, Chief Administrative Officer

Subject: 2016/17 Vehicle Repairs

Purpose / Introduction

To provide Finance Committee with information relating to the extraordinary maintenance and repair costs for the Village's two Ford F550 vehicles.

Recommended Resolutions

1. That the Finance Committee endorses the report dated February 17, 2017 from the Chief Administrative Officer regarding 2016/2017 Vehicle Repairs.
- OR
2. That the report dated February 17, 2017 from the Chief Administrative Officer regarding 2016/2017 Vehicle Repairs be received for information.
- OR
3. That the Finance Committee requests further information of staff.
-

Background

The Village purchased one Ford F550 in 2008 and one Ford F550 in 2010 to act as general public works vehicles and snow plows/salters. These trucks are used in the provision of all services within the Village, including winter operations. In addition, the Village also has one Ford F250 pickup truck (Public Works) and one Ford Ranger pickup truck (Building Inspection/Bylaw Enforcement) as well as other specialized equipment.

Discussion

The Village saw an unusually snowy winter and as a result, the Village's fleet was under above average demands. There were a number of required services visits to local mechanics to repair both trucks over the course of the winter season in 2016 and 2017.

Report/Recommendation to Finance Committee

2016/17 Vehicle Repairs

February 17, 2017

The table below outlines the total cost for repairs and maintenance for the two trucks in 2016 and so far in 2017:

	Ford F550 (2008)	Ford F550 (2010)
2016	\$17,350.16*	\$5,129.92
2017	10,040.42	8,592.09
Total	\$27,390.58	\$13,722.01

**this cost includes planned maintenance of \$9,338 to sand/repaint the dump box*

Given the trucks' direct link to service delivery, having even one vehicle down for repair unexpectedly causes significant disruptions. During the Village Hall closure between Christmas and New Year's Eve, both trucks broke down. Fortunately, the Village of Belcarra didn't hesitate to provide us with assistance by driving through the Village on more than one occasion spreading salt. We were also fortunate that no snow fell until after the trucks were repaired.

The issues that have been plaguing the trucks are for a combination of reasons, including:

1. the trucks being well past their service life,
2. lack of regular maintenance performed, and
3. unsheltered storage.

Numbers 2 and 3 above will be rectified in 2017 due to new regular maintenance procedures implemented by the Operations Superintendent and the new storage structure being installed (approved as part of the 2016 5-year financial plan).

Number 1 can be resolved by the purchase of new trucks. Included in the 2017-2021 5-Year Financial Plan is the replacement of the 2008 Ford F550 in 2017 and the 2010 Ford F550 in 2018. Ideally, the truck replacement would be spread apart further than one year, however given their current state, it is not expected that staff can delay the replacement of the second F550 any later than 2018. Efforts will be made to extend the replacement truck's useful life to increase that replacement span, while not compromising service delivery.

Currently, the Vehicle, Machinery & Equipment Reserve has a balance of \$155,800 (as of December 31, 2016). As part of the 2017-2021 5-Year Financial Plan, I will be recommending an increase to the annual replacement provision. If that replacement provision is approved, there will be enough funding in the reserve to replace one truck in 2017 and the other in 2018. Replacement values have been estimated at \$90,000 each. This includes a new Ford F550 with dump box, plow and sander. These figures have been estimated this year by working with Metro Ford to develop the budget and includes a 10% contingency amount. The actual cost will be confirmed through a competitive bid process, if the project(s) is approved.

Financial Implications

Report/Recommendation to Finance Committee

2016/17 Vehicle Repairs

February 17, 2017

As outlined in the report.

Communications / Civic Engagement

Not applicable.

Corporate Strategic Plan Objectives

Providing information regarding vehicle expenses ensures transparency and is in line with Council's strategic corporate objective of ensuring the financial sustainability of municipal resources.

Attachments

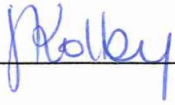
1. Capital Asset Reserve – Vehicles, Machinery & Equipment (2017 – 2027)

Report/Recommendation to Finance Committee

2016/17 Vehicle Repairs

February 17, 2017

Prepared by:

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Juli Kolby
Chief Administrative Officer

VILLAGE OF ANMORE
CAPITAL ASSET RESERVE - VEHICLES, MACHINERY EQUIPMENT
2017-2027

For the Years 2017 to 2021

2017 Current Year (Change each Year)
1.02 Inflation Factor (Change if Necessary)

Vehicle #	Vehicle Description	License #	Use Life	Vehicle Purchase Year	Replace Year	Replace Cost (Today's \$)	Compound Inflation Factor	Replace Cost (Future \$)	Trade-In Value (Replace Yr)	Net Cost (Replace Yr)	Annual Replacement Provision	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
1	<u>Riding Mower</u> John Deer Front Mower + Deck TC1435D010178/TC1472X010687	no plate	10	2001	2011	30,400	1.4282	43,500	6,000	37,500	DO NOT REPLACE IF VENTRAC PURCHASED			43,500								
2	<u>F550 SnowPlow</u> Ford 4WD Truck; includes salter and p	BA6564	6	2010	2016	90,000	1.1041	90,000	20,000	70,000	11,700		91,800					103,400				
3	<u>Flail Mower Tractor</u> New Holland Tractor	BA6562	5	2017	2022	110,000	1.1041	121,500	4,000	117,500	23,500						121,500					134,200
4	<u>F250 Pickup Truck</u> Ford F250 PU with box	JG1080	6	2015	2021	75,000	1.1262	84,500	7,000	77,500	13,000					84,500						95,200
5	<u>F550 SnowPlow</u> Ford 4WD Truck; includes salter and p	ES5726	6	2008	2014	90,000	1.1041	90,000	20,000	70,000	11,700	90,000					99,400					121,200
7	<u>Ford Ranger</u> Ford Ranger	CB2158	10	2010	2020	35,000	1.2190	42,700	4,000	38,700	3,900				42,700							
8	<u>Multi-purpose vehicle **NEW**</u> Ventrac/Bobcat		7	2017	2024	55,000	1.1487	63,200	10,000	53,200	7,600								63,200			
<u>Total</u>											\$ 71,400	\$ 90,000	\$ 91,800	\$ 43,500	\$ 42,700	\$ 84,500	\$ 220,900	\$ 103,400	\$ -	\$ -	\$ -	\$ 350,600

RESERVE INFORMATION																								
Opening Balance	\$	105,521	\$	137,221	\$	118,321	\$	149,221	\$	182,421	\$	175,421	\$	33,621	\$	10,921	\$	93,321	\$	177,421	\$	263,221	\$	221
2016 Contribution		50,300		-		-		-		-		-		-		-		-		-		-		-
Annual Contribution (2017 onwards)		71,400		72,900		74,400		75,900		77,500		79,100		80,700		82,400		84,100		85,800		87,600		89,400
Balance (after project funded)	\$	227,221	\$	210,121	\$	192,721	\$	225,121	\$	259,921	\$	254,521	\$	114,321	\$	93,321	\$	177,421	\$	263,221	\$	350,821	\$	89,621



VILLAGE OF ANMORE

REPORT TO FINANCE COMMITTEE

Date: February 17, 2017

Submitted by: Juli Kolby, Chief Administrative Officer

Subject: New Water Meters on Sunnyside Road

Purpose / Introduction

To request approval from Finance Committee to enter into a 50/50 cost sharing agreement with Bella Terra Investments to purchase and install water meters on Sunnyside Road.

Resolutions

1. **THAT Finance Committee approve the 50/50 cost share for new water meters for 21 properties along the upgraded water main on Sunnyside Road at a cost of \$7,035 with the installation and remaining cost to be borne by the developer and that the water meter cost be funded from the Capital Asset – Water Reserve as outlined in the report dated February 17, 2017 from the Chief Administrative Officer regarding New Water Meters on Sunnyside Road.**

OR

2. **THAT Finance Committee request staff to further negotiate the costs to be borne by the developer in regards to the water meter costs and installation.**

OR

3. **THAT Finance Committee pass the costs of the water meters to each resident who receives a new water meter.**
-

Background

As part of the Comprehensive Development rezoning of the Bella Terra Development, a community amenity contribution (CAC) was provided by the developer. As part of that CAC, the water main on Sunnyside Road between Hemlock Drive and Eaglecrest Drive was upgraded from a 150 diameter ductile iron pipe to a 250 diameter ductile iron pipe. New fire hydrants were provided and existing ones upgraded, as well all services along Sunnyside Road and Eaglecrest Drive were upgraded with 38mm diameter services complete with service boxes. However, the developer did not provide new water meters for each resident.

Report/Recommendation to Finance Committee

New Water Meters on Sunnyside Road

February 17, 2017

Discussion

As a result of the upgrade to the water main on Sunnyside, new meters are required at 21 homes that are serviced by the water main. Typically, the old water meters would have been reinstalled after the water main was upgraded, however the meters no longer fit the new service connections. Therefore, new meters need to be supplied and installed.

While it is usual practice for the residents to be responsible for the cost of the water meter, because the water main was upgraded at the Village's request (not the resident's), they should not be expected to pay for the cost of the meter.

Financial Implications

Through discussion with the developer, they have offered to pay the installation cost as well as 50% of the cost for the new meters. New meters cost approximately \$670 each (including all applicable tax). Therefore, the total cost for the new water meters is expected to be approximately \$14,070. The cost to the Village (at 50%) would be \$7,035. This cost could be funded from the Capital Asset - Water Reserve which has a balance of \$464,680 at December 31, 2016.

Communications / Civic Engagement

As has been the case through the process of upgrading the water main, residents that will be directly impacted by the installation of new water meters will be provided the required information.

Corporate Strategic Plan Objectives

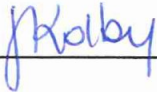
Installation of the new water meters meets the corporate objective of keeping pace with best practices in community safety, and municipal operations.

Report/Recommendation to Finance Committee

New Water Meters on Sunnyside Road

February 17, 2017

Prepared by:

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Juli Kolby

Chief Administrative Officer

Village of Anmore

2017-2021 Draft 5 Year Financial Plan

Property Tax Impact

Total 2016 Property Taxes	\$	1,659,323
Average SFD (assessed value)	\$	1,674,930
1% Property Tax Rate /Avg SFD	\$	20.38
1% Tax Increase	\$	16,600

Account Description	Comment	Adjustment (\$)	Adjustment (%)	Cost per SFD
Revenue Changes				
Grants & Grants in Lieu	Confirmation that grant in lieu discontinues in 2017	8,000	0.5%	9.83
Fees	Development fees reduced, business license fees increased	25,000	1.5%	30.71
Investment Income	Investment portfolio creation in 2017	- 10,000	-0.6%	- 12.29
Solid Waste Fees	Reflective of costs	- 30,000	-1.8%	- 36.86
Total revenue changes		- 7,000	-0.4%	- 8.60
Expenditure Changes				
Salaries	Includes benefits	31,255	1.9%	38.40
Council Expenses	Honorarium and conferences	8,625	0.5%	10.60
Insurance	Liability, property, vehicle, user groups	4,100	0.2%	5.04
Committee Expenses	Youth Committee and Advisory Committees; allowance for food and beverage	3,500	0.2%	4.30
Vehicle Allocation	Not previously budgeted	- 110,000	-6.6%	- 135.14
Snow and Ice Control	Not previously budgeted (\$20k total; 30% budgeted in MRN)	14,000	0.8%	17.20
Public Works Supplies	Minor tools, safety gear	15,000	0.9%	18.43
Engineering Consultant	Up to 2 days per week (1 in the office); will be offset by some recoverable work	39,500	2.4%	48.53
Environmental Consultant	Increased to ensure adequate oversight for building and development activity; will be offset by some recoverable work	20,000	1.2%	24.57
Other professional services	Legal and audit services	- 5,200	-0.3%	- 6.39
Vehicle Replacement Provision	Increased to reflect lower useful lives	21,100	1.3%	25.92
Contingency	Reduced	- 10,000	-0.6%	- 12.29
Other		- 3,048	-0.2%	- 3.74
Total expenditure changes		28,832	1.7%	35.42
Capital Asset Levy	Increase reflective of approved 2016 5-Year Financial Plan	135,000	8.1%	165.85
Total Tax Increase		\$ 156,832	9.45%	\$ 192.67

VILLAGE OF ANMORE
GENERAL OPERATING FINANCIAL PLAN

						Budget	5 Year Financial Plan				
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
REVENUE											
GENERAL MUNICIPAL TAXES	912,238	999,359	1,133,302	1,345,002	1,499,266	969,323	991,155	1,032,110	1,078,810	1,120,310	1,162,510
FIXED ASSET LEVY	0	0	0	0	0	690,000	825,000	960,000	1,095,000	1,230,000	1,365,000
GRANTS IN LIEU	90,110	92,602	99,956	104,361	109,124	113,100	92,990	92,990	92,990	92,990	92,990
RECYCLING LEVY	56,981	58,380	59,873	36,962	0	0	0				
PROVINCIAL GRANTS	472,325	490,211	422,713	234,660	365,081	348,000	351,000	351,000	351,000	351,000	351,000
GVTA MRN MAINTENANCE GRANT - <i>Sunnyside/East Rd</i>	160,455	134,924	188,572	110,766	62,101	229,000	235,000	235,000	235,000	235,000	235,000
OTHER GOVERNMENT GRANTS	112,504	36,160	23,329	103,102	56,860	56,000	58,500	58,500	58,500	58,500	58,500
PENALTIES & INTEREST	28,049	21,842	27,624	24,294	23,235	20,000	20,000	20,000	20,000	20,000	20,000
INCOME ON INVESTMENTS	27,957	41,766	52,393	74,047	52,337	60,000	70,000	70,000	70,000	70,000	70,000
SCHOOL TAX ADMINISTRATION FEE	3,868	3,937	3,983	2,537	4,082	0	4,000	4,000	4,000	4,000	4,000
BUILDING PERMIT FEES	74,991	87,815	121,835	129,121	27,721	130,000	115,000	115,000	115,000	115,000	115,000
DEVELOPMENT PERMIT FEES	0	0	0	0	12,700	20,000	10,000				
BUSINESS LICENCE FEES	9,398	8,798	8,808	9,195	10,745	9,000	15,000	15,000	15,000	15,000	15,000
DOG LICENCE FEES	2,935	3,240	2,655	2,766	2,710	2,700	2,700	2,700	2,700	2,700	2,700
MISCELLANEOUS FEES	0	0	0	0	1,335	0	0				
GARBAGE TAGS / SOLID WASTE FEES	44,312	45,260	44,249	219,058	174,976	148,700	178,800	183,300	187,900	192,600	197,500
VILLAGE SERVICES	138,637	77,908	0	37,249	0	0	0	0	0	0	0
FEES RECOVERABLE	0	0	0	0	95,334	0	0	0	0	0	0
MISCELLANEOUS INCOME	97,877	5,541,415	1,651,680	43,377	8,399	20,000	10,000	10,000	10,000	10,000	10,000
REVENUE FROM COMMUNITY EVENTS	0	0	0	0	5,889	0	0	0	0	0	0
MUNICIPAL TICKETS	0	0	0	0	1,425	0	0	0	0	0	0
AMORTIZATION - INFRASTRUCTURE (offset below)	0	0	0	0	0	650,000	650,000	650,000	650,000	650,000	650,000
TOTAL REVENUE	\$ 2,232,637	\$ 7,643,616	\$ 3,840,971	\$ 2,476,497	\$ 2,513,321	\$ 3,465,823	\$ 3,629,145	\$ 3,799,600	\$ 3,985,900	\$ 4,167,100	\$ 4,349,200
GENERAL GOVERNMENT											
EMPLOYEE SALARIES	545,052	492,580	493,678	517,709	596,163	653,750	772,428	787,900	803,700	819,800	836,200
EMPLOYEE BENEFITS	117,876	112,747	122,941	122,476	129,738	144,180	214,701	221,200	227,900	234,800	241,900
EMPLOYEE ON CALL	0	0	0	0	0	28,000	18,745	19,200	19,600	20,000	20,400
EMPLOYEE OVERTIME	0	0	0	0	0	5,000	5,000	5,000	5,000	5,000	5,000
COUNCIL HONORARIUMS	37,645	46,015	54,882	56,096	56,731	59,200	73,400	74,900	76,400	78,000	79,600
COUNCIL EXPENSES	7,680	9,439	7,449	9,780	7,388	15,600	10,025	10,300	10,600	10,900	11,200
ELECTIONS	15,725	14,021	0	22,103	535	0	0	24,000	0	0	0
WORKERS COMPENSATION BOARD	6,358	5,065	5,537	6,221	10,226	11,000	0	0	0	0	0
INSURANCE	37,628	38,605	38,281	45,169	38,800	42,238	45,305	46,300	47,300	48,300	49,300
LEGAL FEES	88,664	66,906	42,176	76,351	127,963	65,000	55,000	56,100	57,300	58,500	59,700
AUDIT	22,755	21,541	23,713	24,771	40,455	20,250	25,000	25,500	26,100	26,700	27,300
OFFICE SUPPLIES	12,900	15,038	16,503	12,344	13,866	15,000	10,000	10,200	10,500	10,800	11,100
TELEPHONE AND FACSIMILE	6,183	9,421	5,619	3,947	2,947	6,815	9,000	9,200	9,400	9,600	9,800
MEMBERSHIPS	4,028	4,275	3,426	3,495	4,842	5,760	6,590	6,800	7,000	7,200	7,400

VILLAGE OF ANMORE
GENERAL OPERATING FINANCIAL PLAN

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
PUBLICATIONS	631	1,591	1,137	548	506	2,000	1,000	1,100	1,200	1,300	1,400
ADVERTISING	1,481	2,845	3,561	952	9,398	6,400	6,000	6,200	6,400	6,600	6,800
OFFICE EQUIPMENT LEASE	10,723	9,986	11,490	16,261	15,940	17,600	16,500	16,900	17,300	17,700	18,100
STAFF TRAINING & CONFERENCES	5,151	15,533	11,813	10,677	9,112	23,800	23,600	24,100	24,600	25,100	25,700
COMMUNITY EVENTS	9,706	29,590	10,083	9,857	17,175	10,250	10,500	10,800	11,100	11,400	11,700
BANK CHARGES	4,750	5,191	4,250	3,964	4,115	4,500	4,500	4,600	4,700	4,800	4,900
CONTINGENCIES	17,987	4,273	9,357	9,722	7,819	10,000	0	0	0	0	0
IT EXPENSES	28,958	27,421	30,186	37,513	66,996	52,300	53,700	54,800	55,900	57,100	58,300
OFFICE EQUIPMENT	0	0	2,797	0	0	0	0	0	0	0	0
MUNICIPAL AWARDS	596	1,000	0	0	0	0	0	0	0	0	0
DR. HAL WEINBERG SCHOLARSHIP	500	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
COMMUNITY GRANTS	7,319	4,100	4,839	5,147	3,187	7,000	7,000	5,000	5,000	5,000	5,000
YOUTH COMMITTEE	0	0	0	0	0	0	1,000	1,000	1,000	1,000	1,000
STAFF APPRECIATION	0	0	0	0	0	750	1,000	1,100	1,200	1,300	1,400
LIBRARY SERVICES	0	0	0	0	1,022	1,200	1,200	1,200	1,200	1,200	1,200
ADVISORY COMMITTEE MEETINGS	3,263	1,734	6,142	203	0	0	2,500	2,600	2,700	2,800	2,900
DOG CONTROL	895	0	0	1,025	0	1,100	0	0	0	0	0
COURIER & POSTAGE	7,516	3,322	5,539	6,034	5,628	6,600	5,500	5,700	5,900	6,100	6,300
CASH OVER/SHORT	0	0	0	0	100	0	0	0	0	0	0
DOCUMENT DESTRUCTION SERVICES	937	1,083	960	1,257	1,320	1,440	1,500	1,600	1,700	1,800	1,900
CAPITAL EXPENDITURES - OFFICE EQUIPMENT	1,073	0	881	0	0	35,000	0	0	0	0	0
EXPANSION OF VILLAGE HALL	0	0	0	0	0	300,000	0	0	0	0	0
CONTRACT SERVICES	2,701	12,874	73,563	91,136	42,376	122,500	10,000	10,200	10,500	10,800	11,100
CARRY FORWARDS	0	0	0	0	0	214,685		0	0	0	0
AMORTIZATION - INFRASTRUCTURE (offset -equity transfer)	675,979	865,443	646,746	641,607	641,832	650,000	650,000	650,000	650,000	650,000	650,000
TOTAL GENERAL GOVERNMENT	\$ 1,682,663	\$ 1,821,638	\$ 1,638,549	\$ 1,737,362	\$ 1,857,179	\$ 2,539,917	\$ 2,041,695	\$ 2,094,500	\$ 2,102,200	\$ 2,134,600	\$ 2,167,600
PUBLIC WORKS											
LEASE - TRUCK	432	15,962	0	0	0	0	0	0	0	0	0
TRUCK REPLACEMENT (from reserve)	0	0	0	0	0	110,000		0	0	0	0
SMALL EQUIPMENT PURCHASES	0	0	1,874	0	0	0	6,000	6,200	6,400	6,600	6,800
BRUSH CHIPPER LEASE	6,723	6,723	1,434	0	0	0	0	0	0	0	0
VEHICLE ALLOCATION (MRN, Water & Solid Waste)	0	0	0	0	-120,360						
0	-110,000	-112,200	-114,500	-116,800	-119,200	MAINTENANCE & REPAIRS - EQUIPMENT	12,252	14,486	18,941	19,392	20,077
46,000	21,500	22,000	22,500	23,000	23,500	INSURANCE FOR VEHICLES	9,755	10,707	8,081	7,747	7,868
8,500	9,600	9,800	10,000	10,200	10,500	FUEL COSTS	20,460	17,904	17,022	17,521	13,429
18,500	18,500	18,900	19,300	19,700	20,100	MAINTENANCE - VILLAGE HALL	6,321	11,863	17,219	5,331	6,881
8,500	8,500	8,700	8,900	9,100	9,300	HEAT & LIGHT	5,176	5,841	5,511	5,532	4,245
6,500	5,500	5,700	5,900	6,100	6,300						
JANITORIAL - VILLAGE HALL	7,797	8,028	7,532	8,055	8,850	8,700	11,000	11,300	11,600	11,900	12,200
WORKS YARD - MAINTENANCE	6,855	2,762	3,504	1,686	4,127	10,000	6,000	6,200	6,400	6,600	6,800
WORKS YARD UTILITIES	6,447	7,626	9,044	9,100	7,692	10,000	9,000	9,200	9,400	9,600	9,800
WORKS YARD IMPROVEMENTS	0	0	0	0	0	100,000					

VILLAGE OF ANMORE
GENERAL OPERATING FINANCIAL PLAN

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
GARBAGE COLLECTION CONTRACT	80,862	89,364	81,242	107,219	104,883	125,000	135,000	137,700	140,500	143,400	146,300
RECYCLING - <i>Revenue offset line 4</i>	60,060	53,573	39,505	13,183	1,248	0	2,100	2,200	2,300	2,400	2,500
SOLID WASTE ADMINISTRATION	0	0	0	0	0	20,000	20,000	20,400	20,900	21,400	21,900
GRAVEL ROADS MAINTENANCE	4,513	1,406	905	0	0	0	7,500	7,700	7,900	8,100	8,300
Drainage & Ditching	0	0	0	0	4,555	5,000	7,500	7,700	7,900	8,100	8,300
Pavement Maintenance	0	0	0	0	12,560	25,000	3,500	3,600	3,700	3,800	3,900
Trail Maintenance	0	0	0	0	0	0	5,000	5,100	5,300	5,500	5,700
Pathway Maintenance	0	0	0	0	0	3,000	2,500	2,600	2,700	2,800	2,900
Right of Way Maintenance	0	0	0	0	0	3,000	0	0	0	0	0
LRN ROAD REHABILITATION (CHANGE GL NAME)	29,999	6,560	10,116	42,924	0	150,000	0	0	0	0	0
DRAINAGE & DITCHING - <i>DCC offset 4K</i>	201	1,021	9,720	6,195	0	0	0	0	0	0	0
TREE TRIMMING	3,039	2,569	1,658	2,500	0	0	4,000	4,100	4,200	4,300	4,400
HEMLOCK DRIVE STREET LIGHTING	426	344	815	392	1,045	0	2,000	2,100	2,200	2,300	2,400
CATCH BASINS	694	2,083	0	3,100	0	0	5,000	5,100	5,300	5,500	5,700
PUBLIC WORKS SUPPLIES	23,060	21,393	12,429	218,799	47,704	25,000	10,000	10,200	10,500	10,800	11,100
PUBLIC WORKS CONTINGENCIES	1,199	947	347	153	144	0	0	0	0	0	0
TOOLS	188	0	0	0	0	0	10,000	10,200	10,500	10,800	11,100
SAFETY GEAR	788	1,135	0	0	0	0	5,000	5,100	5,300	5,500	5,700
SNOW AND ICE CONTROL	0	0	0	0	0	0	14,000	14,300	14,600	14,900	15,200
SIGNS	0	0	0	0	2,048		2,000	2,100	2,200	2,300	2,400
EMPLOYEE OVERTIME/ON CALL	13,492	11,527	31,900	0	0	0	0	0	0	0	0
PARKS MAINTENANCE	9,340	1,525	2,620	14,666	4,530	26,000	10,000	10,200	10,500	10,800	11,100
UTILITIES - SPIRIT PARK	0	0	0	0	126		150	200	300	400	500
DAYCARE CENTRE - <i>Reserve offset</i>	0	0	0	0	0	0	0	0	0	0	0
PAVEMENT REHAB - RESERVE MRN	52,103	21,859	38,222	12,211	16,858	795,000	98,000	98,000	98,000	98,000	98,000
SHOULDERING - MRN	8,695	841	928	2,484	5,909	0	12,000	12,000	12,000	12,000	12,000
DRAINAGE - MRN	32,662	17,142	6,070	13,939	13,751	0	17,500	17,500	17,500	17,500	
17,500PATHWAYS - MRN	4,497	6,864	4,564	4,564	5,481		0	5,000	5,000	5,000	5,000
5,000STREET LIGHTING - MRN	1,508	1,441	1,069	669	607		0	4,000	4,000	4,000	4,000
4,000ROAD MARKINGS AND DELINEATION - MRN	1,116	403	159	594	835		0	0	0	0	0
0											
SIGNAGE - MRN	5,161	18,915	4,258	6,633	11,624	0	4,000	4,000	4,000	4,000	4,000
STREET CLEANING - MRN	6,389	4,642	4,360	15,701	13,910	0	3,000	3,000	3,000	3,000	3,000
VEGETATION CONTROL - MRN	9,830	25,413	19,083	32,025	18,060	0	25,000	25,000	25,000	25,000	25,000
SNOW AND ICE CONTROL - MRN	16,147	20,469	1,703	19,391	6,523	0	6,000	6,000	6,000	6,000	6,000
MRN - MAINTENANCE AND OPERATIONS	18,920	20,567	187	2,554	3,035	104,560	60,500	60,500	60,500	60,500	60,500
MRN - MAINTENANCE AND OPERATIONS - LABOUR	0	0	0	0	0	32,440	0	0	0	0	0
TOTAL PUBLIC WORKS	\$ 467,110	\$ 433,904	\$ 362,021	\$ 605,745	\$ 228,243	\$ 1,640,700	\$ 465,850	\$ 471,400	\$ 477,700	\$ 484,100	\$ 490,500
CONTINGENCY RESERVE TRANSFER											

VILLAGE OF ANMORE
GENERAL OPERATING FINANCIAL PLAN

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
PROTECTIVE SERVICES											
FIRE INSPECTIONS	2,796	2,401	2,253	2,975	2,877	3,500	3,000	3,100	3,200	3,300	3,400
BUILDING INSPECTIONS - Rev offset line 11	81,965	78,857	77,364	83,850	45,925	102,690	0	0	0	0	0
EMERGENCY PREPAREDNESS	0	142	3,037	9,580	5,673	15,000	15,300	15,700	16,100	16,500	16,900
TOTAL PROTECTIVE SERVICES	\$ 84,761	\$ 81,399	\$ 82,654	\$ 96,405	\$ 54,475	\$ 121,190	\$ 18,300	\$ 18,800	\$ 19,300	\$ 19,800	\$ 20,300
PLANNING & DEVELOPMENT											
PLANNING CONSULTANT	8,122	22,148	88,945	42,033	49,299	35,000	0	0	0	0	0
OCP REVIEW/SUSTAINABILITY PLAN	0	0	79,094	28,276	0	0	0	0	0	0	0
ZONING BYLAW REVIEW (funded from surplus)	0	0	11,284	17,271	8,673	0	0	0	0	0	0
BUILDING BYLAW UPDATE (funded from surplus)	9,366	15,006	15,305	23,299	0	0	0	0	0	0	0
VILLAGE HALL REPLACEMENT	0	0	0	0	0	0	0	0	0	0	0
ENVIRONMENTAL MONITORING	0	0	0	0	57,137	20,000	40,000	40,800	41,700	42,600	43,500
ENGINEERING CONSULTANT	21,457	12,127	26,032	9,141	35,988	45,500	85,000	86,700	88,500	90,300	92,200
DEVELOPMENT RECOVERABLE- Rev offset Village Svs	137,256	77,908	67,867	37,249	95,334	0	0	0	0	0	0
EAST ROAD BUS SHELTERS - Grant/Reserve offset	0	0	0	0	0	0	0	0	0	0	0
EAST ROAD PHASE 2	0	0	0	0	0	0	0	0	0	0	0
MOSSOM CREEK CULVERT- Grant/Reserve Offset	0	0	0	0	0	0	0	0	0	0	0
TOTAL PLANNING &DEVELOPMENT	\$ 176,201	\$ 127,188	\$ 288,527	\$ 157,270	\$ 246,430	\$ 100,500	\$ 125,000	\$ 127,500	\$ 130,200	\$ 132,900	\$ 135,700

**VILLAGE OF ANMORE
GENERAL OPERATING FINANCIAL PLAN**

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
RESERVE FUND TRANSFERS											
TSF FROM GENERAL STABILIZATION	0	0	0	0	0	-287,685	0	0	0	0	0
TRANSFER FROM DEVELOPMENT RESERVE	0	0	0	0	0	-21,200	-40,800	-40,800	-40,800	-40,800	-40,800
TRANSFER FROM CAPITAL ASSET BUILDINGS	0	0	0	0	0	-501,000	0	0	0	0	0
TRANSFER FROM CAPITAL ASSET ROADS	0	0	0	0	0	-214,500	0	0	0	0	0
TRANSFER FROM CAPITAL ASSET VEHICLES	0	0	0	0	0	-135,000	0	0	0	0	0
TRANSFER FROM MRN RESERVE	0	0	0	0	0	-550,000	-98,000	-98,000	-98,000	-98,000	-98,000
TRANSFER FROM PARKS RESERVE	0	0	0	0	0	-5,000	0	0	0	0	0
TRANSFER FROM COMMUNITY WORKS FUND	0	0	0	0	0	-168,000	0	0	0	0	0
PRIVATE CONTRIBUTIONS	0	0	0	0	0	-12,500	0	0	0	0	0
TSF TO GENERAL STABILITATION	0	0	0	0	0	6,000	6,000	-24,000	6,000	6,000	6,000
MRN RESERVE	0	0	0	0	88,400	92,000	92,000	92,000	92,000	92,000	92,000
SOLID WASTE CART REPLACEMENT	0	0	0	0	23,200	23,700	24,200	24,700	25,200	25,800	26,400
COMMUNITY WORKS FUND	0	0	0	0	58,860	56,000	57,200	58,400	59,600	60,800	62,100
VEHICLE REPLACEMENT PROVISION	45,000	0	0	0	49,275	50,300	71,400	72,900	74,400	75,900	77,500
GRANT RESERVE TRANSFERS	0	0	0	0	0	0	0	0	0	0	0
CAPITAL ROADS RESERVE FUND TRANSFER	39,000	0	0	0	39,585	40,400	41,300	42,200	43,100	44,000	44,900
CAPITAL RESERVE FUND TRANSFER	175,000	0	0	0	555,000	690,000	825,000	960,000	1,095,000	1,230,000	1,365,000
TOTAL RESERVE FUND TRANSFERS	\$ 259,000	\$ -	\$ -	\$ -	\$ 814,320	-\$ 936,485	\$ 978,300	\$ 1,087,400	\$ 1,256,500	\$ 1,395,700	\$ 1,535,100
Total Taxation, Grants and Other Revenues	-\$ 2,232,637	-\$ 7,643,616	-\$ 3,840,971	-\$ 2,476,497	-\$ 2,513,321	-\$ 3,465,823	-\$ 3,629,145	-\$ 3,799,600	-\$ 3,985,900	-\$ 4,167,100	-\$ 4,349,200
Total Expenses	\$ 2,669,735	\$ 2,464,130	\$ 2,371,750	\$ 2,596,755	\$ 3,200,647	\$ 3,465,823	\$ 3,629,145	\$ 3,799,600	\$ 3,985,900	\$ 4,167,100	\$ 4,349,200
Net (Surplus)/Deficit	\$ 437,098	-\$ 5,179,487	-\$ 1,469,221	\$ 120,258	\$ 687,327	-\$ 0	-\$ 0	\$ -	\$ -	\$ -	\$ -
								\$ 170,455	\$ 186,300	\$ 181,200	\$ 182,100
								10.03%	10.35%	9.54%	9.11%
							3,661,164	Planned for 2017, in 2016			
							-\$ 32,019				

Village of Anmore
2017 Capital Project Funding Requirements

2017 Projects, Funding Sources and Balances

	01-00-3001 General Stabilization	07-00-3001 Cap Asset V/M/E	07-00-3001 Cap Asset Buildings	04-00-3001 Cap Asset Road & Other	01-00-3001 MRN Pavement	07-00-3001 Fut Cap Growth & New	01-00-3001 Solid Waste	01-00-3001 Community Works	05-00-3001 Spec Purpose Parks	08-00-3001 Roads DCC	09-00-3001 Drainage DCC	2017 Total	Grants/ Private Contr.	Grand 2017 Total
2015 Ending Balance (as audited)	\$ 699,625	\$ 240,521	\$ 1,600,634	\$ 614,516	\$ 305,967	\$ 5,000	\$ 46,400	\$ 112,000	\$ 418,941	\$ 493,051	\$ 36,901	\$ 4,573,556		\$ 4,573,556
2016 Projects	-\$ 73,000	-\$ 135,000	-\$ 501,000	-\$ 188,422	-\$ 462,967	\$ -	\$ -	-\$ 35,473	-\$ 5,000	\$ -	\$ -	-\$ 1,400,862		-\$ 1,400,862
2016 Contributions	\$ -	\$ 50,300	\$ 690,000	\$ 40,400	\$ 157,000	\$ -	\$ 23,700	\$ 56,000	\$ -	\$ -	\$ -	\$ 1,017,400		
2017 Beginning Balance	\$ 626,625	\$ 155,821	\$ 1,789,634	\$ 466,494	\$ 0	\$ 5,000	\$ 70,100	\$ 132,527	\$ 413,941	\$ 493,051	\$ 36,901	\$ 4,190,094		\$ 4,190,094
2017 Revenue														
Internal Transfers	\$ -	\$ 71,400	\$ 825,000	\$ 41,300	\$ -	\$ -	\$ 24,200	\$ -	\$ -	\$ -	\$ -	\$ 961,900		\$ 961,900
External Contributions	\$ -	\$ -	\$ -	\$ -	\$ 98,000	\$ -	\$ -	\$ 58,700	\$ -	\$ -	\$ -	\$ 156,700		\$ 156,700
Revenue Subtotal	\$ -	\$ 71,400	\$ 825,000	\$ 41,300	\$ 98,000	\$ -	\$ 24,200	\$ 58,700	\$ -	\$ -	\$ -	\$ 1,118,600		\$ 1,118,600
2017 Projects														
Council Tablets	\$ 11,100													
Strong Road Rehabilitation				\$ 250,000										
Spirit Park Improvements & Electrical Upgrades									\$ 5,000					
Event Banner	\$ 5,000													
Farley Road Paving & Culvert Walkway Upgrades (annually)	\$ 10,000			\$ 25,000										
East Elementary Improvements				\$ 15,000										
Replace ped. Bridge with culvert				\$ 27,000										
Repair Heron Way Swale				\$ 53,000										
Sunnyside Road Improvements					\$ 98,000									
Kinsey Retaining Wall	\$ 25,000													
Office Chairs*	\$ 5,000													
MAIS TCA Software	\$ 5,000													
Events Utility Trailer	\$ 10,000													
Ma Murray Day/Canada 150 Celebration	\$ 5,000													
Infill CAC Assessment	\$ 15,000													
Records Management Improvements*	\$ 35,000													
Bylaw Updates*	\$ 40,000													
GIS Improvements	\$ 10,000													
Replace 2008 F550		\$ 90,000												
New Multi-function vehicle	\$ 50,000													
New Utility Trailer	\$ 10,000													
Pinnacle Ridge Trail Improvements									\$ 10,000					
Outdoor PA System	\$ 2,000													
Project Subtotal	\$ 238,100	\$ 90,000	\$ -	\$ 370,000	\$ 98,000	\$ -	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -
2017 Balance, end of year	\$ 388,525	\$ 137,221	\$ 2,614,634	\$ 137,794	\$ 0	\$ 5,000	\$ 94,300	\$ 191,227	\$ 398,941	\$ 493,051	\$ 36,901	\$ 5,308,694		

Village of Anmore
2018 Capital Project Funding Requirements

2018 Capital Projects, Funding Sources and Balances

	01-00-3001 General Stabilization	07-00-3001 Cap Asset V/M/E	07-00-3001 Cap Asset Buildings	04-00-3001 Cap Asset Road & Other	01-00-3001 MRN Pavement	07-00-3001 Fut Cap Growth & New	01-00-3001 Solid Waste	01-00-3001 Community Works	05-00-3001 Spec Purpose Parks	08-00-3001 Roads DCC	09-00-3001 Drainage DCC	2018 Total	Grants/ Private Contr.	Grand 2018 Total
2018 Beginning Balance	\$ 388,525	\$ 137,221	\$ 2,614,634	\$ 137,794	\$ 0	\$ 5,000	\$ 94,300	\$ 191,227	\$ 398,941	\$ 493,051	\$ 36,901	\$ 4,497,594		\$ 4,497,594
2018 Revenue														
Internal Transfers	\$ -	\$ 72,900	\$ 755,000	\$ 41,184	\$ -	\$ -	\$ 24,684	\$ -	\$ -	\$ -	\$ -	\$ 893,768		\$ 893,768
External Contributions	\$ -	\$ -	\$ -	\$ -	\$ 98,000	\$ -	\$ -	\$ 58,700	\$ -	\$ -	\$ -	\$ 156,700		\$ 156,700
Revenue Subtotal	\$ -	\$ 72,900	\$ 755,000	\$ 41,184	\$ 98,000	\$ -	\$ 24,684	\$ 58,700	\$ -	\$ -	\$ -	\$ 1,050,468		\$ 1,050,468
2018 Expenditures														
Spirit Park Irrigation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ 12,000		\$ 12,000
Walkway Upgrades (annually)	\$ 10,000													
Road Rehabilitation (as identified byEBA report)	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ 200,000
Project Subtotal	\$ 10,000	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ 212,000	\$ -	\$ 212,000
2018 Balance, end of year	\$ 378,525	\$ 210,121	\$ 3,369,634	-\$ 21,022	\$ 98,000	\$ 5,000	\$ 118,984	\$ 249,927	\$ 386,941	\$ 493,051	\$ 36,901	\$ 5,326,062		

Village of Anmore
2019 Capital Project Funding Requirements

2019 Capital Projects, Funding Sources and Residual Balances

	01-00-3001 General Stabilization	07-00-3001 Cap Asst V/M/E	07-00-3001 Cap Asst Buildings	04-00-3001 Cap Asst Road & Other	01-00-3001 MRN Pavement	07-00-3001 Fut Cap Growth & New	01-00-3001 Solid Waste	01-00-3001 Community Works	05-00-3001 Spec Purpose Parks	08-00-3001 Roads DCC	09-00-3001 Drainage DCC	2018 Total	Grants/ Private Contr.	Grand 2018 Total
2019 Beginning Balance	\$ 378,525	\$ 210,121	\$ 3,369,634	-\$ 21,022	\$ 98,000	\$ 5,000	\$ 118,984	\$ 249,927	\$ 386,941	\$ 493,051	\$ 36,901	\$ 5,326,062		\$ 5,326,062
2019 Revenue														
Internal Transfers	\$ -	\$ 74,400	\$ 855,000	\$ 42,008	\$ -	\$ -	\$ 25,178	\$ -	\$ -	\$ -	\$ -	\$ 996,586		\$ 996,586
External Contributions	\$ -	\$ -	\$ -	\$ -	\$ 98,000	\$ -	\$ -	\$ 58,700	\$ -	\$ -	\$ -	\$ 156,700		\$ 156,700
Revenue Subtotal	\$ -	\$ 74,400	\$ 855,000	\$ 42,008	\$ 98,000	\$ -	\$ 25,178	\$ 58,700	\$ -	\$ -	\$ -	\$ 1,153,286		\$ 1,153,286
2019 Expenditures														
Replace 2010 F550	\$ -	\$ 92,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 92,000		\$ 92,000
Walkway Upgrades (annually)	\$ 10,000													
Road Rehabilitation (as identified byEBA report)	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ 200,000
Project Subtotal	\$ 10,000	\$ 92,000	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ 200,000
2019 Balance, end of year	\$ 368,525	\$ 192,521	\$ 4,224,634	-\$ 179,014	\$ 196,000	\$ 5,000	\$ 144,162	\$ 308,627	\$ 386,941	\$ 493,051	\$ 36,901	\$ 6,279,348		

Village of Anmore
2020 Capital Project Funding Requirements

2020 Capital Projects, Funding Sources and Residual Balances

	01-00-3001 General Stabilization	07-00-3001 Cap Asst V/M/E	07-00-3001 Cap Asst Buildings	04-00-3001 Cap Asst Road & Other	01-00-3001 MRN Pavement	07-00-3001 Fut Cap Growth & New	01-00-3001 Solid Waste	01-00-3001 Community Works	05-00-3001 Spec Purpose Parks	08-00-3001 Roads DCC	09-00-3001 Drainage DCC	2019 Total	Grants/ Private Contr.	Grand 2019 Total
2020 Beginning Balance	\$ 368,525	\$ 192,521	\$ 4,224,634	-\$ 179,014	\$ 196,000	\$ 5,000	\$ 144,162	\$ 308,627	\$ 386,941	\$ 493,051	\$ 36,901	\$ 6,177,348		\$ 6,177,348
2020 Revenue														
Internal Transfers	\$ -	\$ 75,900	\$ 955,000	\$ 42,848	\$ -	\$ -	\$ 25,681	\$ -	\$ -	\$ -	\$ -	\$ 1,099,429		\$ 1,099,429
External Contributions	\$ -	\$ -	\$ -	\$ -	\$ 98,000	\$ -	\$ -	\$ 58,700	\$ -	\$ -	\$ -	\$ 156,700		\$ 156,700
Revenue Subtotal	\$ -	\$ 75,900	\$ 955,000	\$ 42,848	\$ 98,000	\$ -	\$ 25,681	\$ 58,700	\$ -	\$ -	\$ -	\$ 1,256,129		\$ 1,256,129
2020 Expenditures														
Walkway Upgrades (annually)	\$ 10,000											\$ 10,000		
Road Rehabilitation (as identified byEBA report)	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ 200,000
Project Subtotal	\$ 10,000	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 210,000	\$ -	\$ 210,000
2020 Balance, end of year	\$ 358,525	\$ 268,421	\$ 5,179,634	-\$ 336,166	\$ 294,000	\$ 5,000	\$ 169,843	\$ 367,327	\$ 386,941	\$ 493,051	\$ 36,901	\$ 7,223,477		

Village of Anmore
2021 Capital Project Funding Requirements

2021 Capital Projects, Funding Sources and Residual Balances

	01-00-3001 General Stabilization	07-00-3001 Cap Asst V/M/E	07-00-3001 Cap Asst Buildings	04-00-3001 Cap Asst Road & Other	01-00-3001 MRN Pavement	07-00-3001 Fut Cap Growth & New	01-00-3001 Solid Waste	01-00-3001 Community Works	05-00-3001 Spec Purpose Parks	08-00-3001 Roads DCC	09-00-3001 Drainage DCC	2021 Total	Grants/ Private Contr.	Grand 2021 Total
2021 Beginning Balance	\$ 358,525	\$ 268,421	\$ 5,179,634	-\$ 336,166	\$ 294,000	\$ 5,000	\$ 169,843	\$ 367,327	\$ 386,941	\$ 493,051	\$ 36,901	\$ 7,223,477		\$ 7,223,477
2021 Revenue														
Internal Transfers	\$ -	\$ 77,500	\$ 1,055,000	\$ 43,705	\$ -	\$ -	\$ 26,195	\$ -	\$ -	\$ -	\$ -	\$ 1,202,400		\$ 1,202,400
External Contributions	\$ -	\$ -	\$ -	\$ -	\$ 98,000	\$ -	\$ -	\$ 58,700	\$ -	\$ -	\$ -	\$ 156,700		\$ 156,700
Revenue Subtotal	\$ -	\$ 77,500	\$ 1,055,000	\$ 43,705	\$ 98,000	\$ -	\$ 26,195	\$ 58,700	\$ -	\$ -	\$ -	\$ 1,359,100		\$ 1,359,100
2021 Expenditures														
Replace F250	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ 65,000
Walkway Upgrades (annually)	\$ 10,000													
Road Rehabilitation (as identified byEBA report)	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ 200,000
Project Subtotal	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ 200,000
2021 Balance, end of year	\$ 358,525	\$ 345,921	\$ 6,234,634	-\$ 492,462	\$ 392,000	\$ 5,000	\$ 196,038	\$ 426,027	\$ 386,941	\$ 493,051	\$ 36,901	\$ 8,382,577		

2017 Water Rate Calculation

Rate Distribution

		% Allocation
PORT MOODY WATER SUPPLY	\$ 330,000	44.0%
OPERATING EXPENSES	\$ 230,572	30.7%
WATER INFRASTRUCTURE LEVY	\$ 190,000	25.3%
Total 2017 Annual Costs	\$ 750,572	100.0%

Costs to be Funded from Utility Rates

Funded from Water User Fees	\$ 722,070
Funded from Other Sources (i.e. penalties, new service connections, etc.)	\$ 28,502
Total 2017 Annual Revenues	\$ 750,572

Water Consumption Calculation

2016 water usage (invoiced consumption)	252,098
2017 growth (based on medium growth from OCP)	2.2%
2017 estimated water usage (cubic meters)	257,644

Water Rate Calculation

Costs funded from user fees	\$ 722,070
2017 estimated water usage (invoiced consumption)	257,644
2017 Water Rate - per cubic meter	\$ 2.80

Water Rate Distribution - per cubic meter

	2016	2016
PORT MOODY WATER SUPPLY	\$ 1.23	0.86
OPERATING EXPENSES	\$ 0.86	1.01
WATER INFRASTRUCTURE LEVY	\$ 0.71	0.55
2017 Water Rate	\$ 2.80	2.42

Change over previous year (\$) \$ 0.38 per m³
Change over previous year (%) 15.6%

Avg water cost in 2016 (based on 350 cubic meters) \$ 848.33
Avg water cost in 2017 (based on 350 cubic meters) \$ 980.91
Average increase \$ 132.58

**VILLAGE OF ANMORE
WATER UTILITY FUND**

2016 - 2020

						Budget	5 Year Financial Plan				
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
WATER UTILITY REVENUES											
PENALTIES & INTEREST	6,572	2,016	9,200	7,241	6,452	5,000	6,000	6,120	6,250	6,380	6,510
INCOME ON INVESTMENTS	465	759	4,189	-	-	-	-	-	-	-	-
MISCELLANEOUS INCOME	-	-	-	-	1,063	-	-	-	-	-	-
INSPECTION FEES	14,767	7,096	7,105	5,520	-	1,000	1,020	1,050	1,080	1,110	1,140
WATER USER FEES	254,633	352,483	428,609	362,213	444,044	610,845	722,070	799,380	842,020	889,990	898,410
WATER PARCEL TAXES	34,606	15,944	15,770	6,520	6,520	6,482	6,482	-	-	-	-
NEW WATER SERVICE FEES	5,668	12,681	10,090	12,813	17,170	12,000	15,000	15,300	15,700	16,100	16,500
WATER UTILITY LEVY	30,589	32,133	35,552	33,280	33,311	-	-	-	-	-	-
AMORTIZATION (Equity offset)	-	-	-	-	221,547	220,000	220,000	220,000	220,000	220,000	220,000
TOTAL REVENUES	- 347,300 -	423,112 -	510,514 -	427,587 -	730,106	- 855,327	- 970,572 -	1,041,850 -	1,085,050 -	1,133,580 -	1,142,560
WATER UTILITY EXPENSES											
	-	-	-	-	-	-	-	-	-	-	-
WATER TRAINING & MEMBERSHIPS	611	-	842	3,271	3,032	5,000	5,100	5,210	5,320	5,430	5,540
SAFETY GEAR	-	-	1,659	202	-	-	-	-	-	-	-
WATER MAINTENANCE & OPERATIONS	48,766	50,824	119,990	217,726	177,360	268,595	776,050	264,700	389,250	323,300	323,300
WATER MAINTENANCE & OPERATIONS	-	-	-	-	-	-	-	-	-	-	-
CARRYFORWARDS	-	-	-	-	-	20,000	-	-	-	-	-
WATER UTILITIES	5,260	5,096	6,741	11,587	10,976	11,000	12,100	13,310	14,650	16,120	17,740
WATER CONTINGENCIES	585	41	-	-	83	-	-	-	-	-	-
OVERSIZING COSTS	5,000	10,000	5,000	5,000	-	-	-	-	-	-	-
AUDIT/ACCOUNTING	2,000	2,500	2,500	2,500	2,538	6,750	6,890	7,030	7,180	7,330	7,480
ADMINISTRATION COSTS	5,000	7,500	7,500	7,500	7,650	-	-	-	-	-	-
WATER SUPPLY COSTS TO PORT MOODY	209,713	230,285	296,977	279,055	289,236	250,000	330,000	336,600	343,400	350,300	357,400
DEBT CHARGES - PRINCIPAL	11,964	-	-	-	2,588	5,932	5,932	-	-	-	-
DEBT CHARGES - INTEREST	21,821	9,576	10,303	3,894	2,794	550	550	-	-	-	-
WATER SYSTEM MODELING PLAN	-	-	-	27,517	61,297	-	-	-	-	-	-
AMORTIZATION (Equity offset)	-	-	-	-	221,547	220,000	220,000	220,000	220,000	220,000	220,000
TRANSFER FROM WATER UTILITY RESERVE	-	-	-	-	-	- 20,000	-	-	-	-	-
TRANSFER FROM RESERVES	-	-	-	-	-	- 72,500	- 576,050 -	25,000 -	144,750 -	73,900 -	73,900
TRANSFER TO WATER UTILITY RESERVE FUND	30,589	-	-	-	-	160,000	190,000	220,000	250,000	285,000	285,000
TOTAL EXPENSES	341,308	315,823	451,512	558,251	773,513	855,327	970,572	1,041,850	1,085,050	1,133,580	1,142,560
(Surplus)/Deficit	- 5,992 -	107,290 -	59,002	130,664	43,407	- 0	- 0	-	-	-	-

Village of Anmore

2017 Capital Project Funding Requirements

2016 Capital Projects, Funding Sources and Residual Balances

	02-00-3001 Water Stabilization	11-00-3001/ 06-00-3001 Cap Asst Water	10-00-3001 Water DCC	2016 Total
2015 Ending Balance (as audited)	-\$ 248,419	\$ 519,680	\$ 669,040	
2016 Projects	-\$ 7,500	-\$ 55,000	-\$ 10,000	
2016 Contributions	\$ 25,000	\$ -	\$ -	
2017 Beginning Balance	-\$ 230,919	\$ 464,680	\$ 659,040	\$ 892,801
2017 Revenue				
Internal Transfers	\$ 190,000	\$ -	\$ -	\$ 190,000
External Contributions	\$ -	\$ -	\$ -	\$ -
Revenue Subtotal	\$ 190,000	\$ -	\$ -	\$ 190,000
2017 Expenditures				
GIS Mapping	\$ 5,000	\$ -	\$ -	\$ 5,000
Seymour View Watermain Upgrades		\$ 60,000		\$ 60,000
Sampling Station	\$ -	\$ 10,000	\$ -	\$ 10,000
Automatic flushing valves	\$ -	\$ 20,000	\$ -	\$ 20,000
Water Meter Replacement Program	\$ -	\$ 5,000	\$ -	\$ 5,000
Project Subtotal	\$ 5,000	\$ 95,000	\$ -	\$ 100,000
2017 Balance, end of year	-\$ 45,919	\$ 369,680	\$ 659,040	\$ 982,801

Village of Anmore

2018 Capital Project Funding Requirements

2018 Capital Projects, Funding Sources and Residual Balances

	02-00-3001 Water Stabilization	11-00-3001/ 06-00-3001 Cap Asst Water	10-00-3001 Water DCC	2018 Total
2018 Beginning Balance	-\$ 45,919	\$ 369,680	\$ 659,040	\$ 982,801
2018 Revenue				
Internal Transfers	\$ 46,000	\$ 174,000	\$ -	\$ 220,000
External Contributions	\$ -	\$ -	\$ -	\$ -
Interest Income (tbd @ y/e)	\$ -	\$ -	\$ -	\$ -
Revenue Subtotal	\$ 46,000	\$ 174,000	\$ -	\$ 220,000
2018 Expenditures				
Automatic flushing valves	\$ -	\$ 20,000	\$ -	\$ 20,000
Water Meter Replacement Program	\$ -	\$ 5,000	\$ -	\$ 5,000
Unidirectional Watermain Flushing	\$ -	\$ 20,000	\$ -	\$ 20,000
Watermain Connection Spence Way to Legget Drive	\$ -	\$ 166,400	\$ -	\$ 166,400
Upsize watermain on Sugar Mtn Way crossing Sunnyside	\$ -	\$ 364,650	\$ -	\$ 364,650
Project Subtotal	\$ -	\$ 576,050	\$ -	\$ 576,050
2018 Balance, end of year	\$ 81	-\$ 32,370	\$ 659,040	\$ 626,751

Village of Anmore				
2019 Capital Project Funding Requirements				
2019 Capital Projects, Funding Sources and Residual Balances				

	02-00-3001 Water Stabilization	11-00-3001/ 06-00-3001 Cap Asst Water	10-00-3001 Water DCC	2019 Total
2019 Beginning Balance	\$ 81	-\$ 32,370	\$ 659,040	\$ 626,751
2019 Revenue				
Internal Transfers	\$ -	\$ 250,000	\$ -	\$ 250,000
External Contributions	\$ -	\$ -	\$ -	\$ -
Interest Income (tbd @ y/e)	\$ -	\$ -	\$ -	\$ -
Revenue Subtotal	\$ -	\$ 250,000	\$ -	\$ 250,000
2019 Expenditures				
Reconnect properties along Wyndham				
Cres	\$ -	\$ 139,750	\$ -	\$ 139,750
Water Meter Replacement Program	\$ -	\$ 5,000	\$ -	\$ 5,000
Project Subtotal	\$ -	\$ 144,750	\$ -	\$ 144,750
2019 Balance, end of year	\$ 81	\$ 72,880	\$ 659,040	\$ 732,001

Village of Anmore

2020 Capital Project Funding Requirements

2020 Capital Projects, Funding Sources and Residual Balances

	02-00-3001 Water Stabilization	11-00-3001/ 06-00-3001 Cap Asst Water	10-00-3001 Water DCC	2020 Total
2020 Beginning Balance	\$ 81	\$ 72,880	\$ 659,040	\$ 732,001
2020 Revenue				
Internal Transfers	\$ -	\$ 285,000	\$ -	\$ 285,000
External Contributions	\$ -	\$ -	\$ -	\$ -
Revenue Subtotal	\$ -	\$ 285,000	\$ -	\$ 285,000
2020 Expenditures				
Elementary PRV Station Replacement	\$ -	\$ 68,900	\$ -	\$ 68,900
Water Meter Replacement Program	\$ -	\$ 5,000	\$ -	\$ 5,000
Project Subtotal	\$ -	\$ 73,900	\$ -	\$ 73,900
2020 Balance, end of year	\$ 81	\$ 283,980	\$ 659,040	\$ 943,101

Village of Anmore

2021 Capital Project Funding Requirements

2021 Capital Projects, Funding Sources and Residual Balances

	02-00-3001 Water Stabilization	11-00-3001/ 06-00-3001 Cap Asst Water	10-00-3001 Water DCC	2020 Total
2021 Beginning Balance	\$ 81	\$ 72,880	\$ 659,040	\$ 732,001
2021 Revenue				
Internal Transfers	\$ -	\$ 285,000	\$ -	\$ 285,000
External Contributions	\$ -	\$ -	\$ -	\$ -
Revenue Subtotal	\$ -	\$ 285,000	\$ -	\$ 285,000
2021 Expenditures				
Elementary PRV Station Replacement	\$ -	\$ 68,900	\$ -	\$ 68,900
Water Meter Replacement Program	\$ -	\$ 5,000	\$ -	\$ 5,000
Project Subtotal	\$ -	\$ 73,900	\$ -	\$ 73,900
2021 Balance, end of year	\$ 81	\$ 283,980	\$ 659,040	\$ 943,101