

FINANCE COMMITTEE MEETING – AGENDA

Agenda for the Finance Committee Meeting scheduled for Thursday, February 6, 2020
at 5:30 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 2 (a) **Minutes of the Meeting held on July 22, 2019**

Recommendation: That the Minutes of the Finance Committee meeting held on
July 22, 2019 be adopted, as circulated.

4. **BUSINESS ARISING FROM THE MINUTES**

5. **UNFINISHED BUSINESS**

6. **NEW BUSINESS**

Page 6 (a) **Statutory Reserve Framework Review / Establishment**

Report dated January 15, 2020 from Nancy Gomerich, NG Consulting attached.

(b) **2019 Preliminary Year End Review**

Report to be provided on table.

(c) **Five Year (2020-2024) Financial Plan**

Materials to be provided on table.

7. **ADJOURNMENT**

FINANCE COMMITTEE MEETING – MINUTES

Minutes for the Finance Committee Meeting scheduled for Monday, July 22, 2019
at 6:00 p.m. in Council Chambers at Village Hall, 2697 Sunnyside Road, Anmore, BC

COMMITTEE MEMBERS PRESENT

Mayor John McEwen, Chair
Councillor Polly Krier
Councillor Tim Laidler
Councillor Kim Trowbridge
Councillor Paul Weverink
Mark Roberts

ABSENT

Nick Cheng

OTHERS PRESENT

Juli Halliwell, Chief Administrative Officer
Karen Elrick, Manager of Corporate Services
Jason Smith, Manager of Development Services
Lance Fortier, Operations Superintendent

1. CALL TO ORDER

Chair McEwen called the meeting to order at 6:10 p.m.

2. APPROVAL OF THE AGENDA

It was MOVED and SECONDED:

That the Agenda be approved as amended to reorder new business to consider in the order 6.c), 6.a), 6.b).

CARRIED UNANIMOUSLY

3. MINUTES

(a) Minutes of the Meeting held on March 7, 2019

It was MOVED and SECONDED:

That the Minutes of the Finance Committee meeting held on March 7, 2019 be adopted, as circulated.

CARRIED UNANIMOUSLY

4. BUSINESS ARISING FROM THE MINUTES

None.

5. UNFINISHED BUSINESS

None.

6. NEW BUSINESS**(c) New Civic Building – Financing Considerations and Options**

Ms. Juli Halliwell, CAO introduced Ms. Nancy Gomerich, NG Consulting, who provided an overview of the report before the Committee including the overall financial position of the Village.

Points included:

- Village currently has no debt and there has been a steady build-up of the Capital Reserves
- The favourable financial position of the Village enables the Village to consider several financing options which are included in the report
- Should Council choose to borrow funds for this project the Municipal Finance Authority (MFA) interest rates are low at this time
- Overview of recommendations included in the report
- Potential project timeline
- Total projected cost estimate including funds currently set aside
- Cost of borrowing, if desired, would be nominal when interest rates are offset by current rate of return on Village investments
- Various funding options outlined in report
- Should funds be borrowed, various options exist including adopting a Temporary Borrowing Bylaw which would allow the Village the flexibility of full repayment at the end of 5 years, if desired

The Committee members provided roundtable comments including the following points:

- The Village is in a strong financial position and the asset levy was originally intended for future Civic Building and Sunnyside Road improvements
- While Anmore is debt free, there are several other local communities which rely heavily on MFA funding
- Potential exists for funding opportunities for contributions from other levels of government

- Potential exists for additional Community Amenity Contributions to the Village through future development
- Revenue streams could be significantly higher than estimated in the report
- Market changes may provide an opportunity for the budgeted cost of \$750,000 for detailed design to be lower
- Clarification on procedure for loan authorization bylaw and timeline to complete should this be the desired option:
 - Loan Authorization Bylaw would need to have a debt servicing amount of under \$190,000 per year
 - A parallel process with Metro Vancouver to adopt a bylaw would need to take place
 - MFA and the Inspector of Municipalities would need to approve
 - Could be fully repayable 5 years from when the first funds are borrowed under the bylaw where borrowing under MFA would require repayment over a minimum of 10 years
- Potential for having a Temporary Borrowing Bylaw in place could provide flexibility to have additional funds available depending on budget constraints
- 10 Year Capital Plan is being prepared by Village engineering consultant which will assist in identifying future needs for Capital Projects
- New Civic Building will be an important community building
- If reserve funds are used and capital asset replacement continues then potential exists to replenish the reserve fund within 5 years
- Public consultation will be an integral part of the process

It was MOVED and SECONDED:

THAT Finance Committee recommend to Council THAT staff be directed to proceed with a civic building detailed design, for a maximum budget of \$750,000, to be funded from the Capital Reserve.

CARRIED UNANIMOUSLY

(a) Meeting Schedule for the Current Term April 1, 2019 – March 31, 2021

It was MOVED and SECONDED:

That the Finance Committee set the meeting schedule for the April 1, 2019 to March 31, 2021 term for the 3rd Monday of each month, or at the call of the Chair.

CARRIED UNANIMOUSLY

(b) Request for Funding – Double Check Valves

Ms. Juli Halliwell, CAO, provided an overview of the staff report which identifies through regular maintenance, that double check valves should be installed at the four (4) points along the water main that runs through Countryside Village to prevent any potential backflow.

It was MOVED and SECONDED:

THAT Finance Committee recommend approval of \$25,000 to fund the installation of four (4) double check valves on the Village's watermain at Countryside Village AND THAT funding be allocated from the Water Reserve.

CARRIED UNANIMOUSLY

7. ADJOURNMENT

It was MOVED and SECONDED:

"TO ADJOURN."

CARRIED UNANIMOUSLY

The meeting adjourned at 7:05 p.m.

Certified Correct:

Approved:

Karen Elrick
Manager of Corporate Services

Mayor John McEwen
Chair, Finance Committee



VILLAGE OF ANMORE

REPORT TO FINANCE COMMITTEE

Date: January 15, 2020

Submitted by: Nancy Gomerich, NG Consulting

Subject: Statutory Reserve Framework Review/Establishment

Purpose / Introduction

To establish flexible, easily managed, reserve accounts, including supporting bylaws and financial policy, to encourage and support long-term financial stability, predictability and sustainability.

Recommendation

THAT Finance Committee recommend the following to Council:

1. All existing Reserve Fund Establishment bylaws be amended to remove the requirements to:
 - Hold the reserve's cash funds in a separate (bank) account; and
 - To require approval for use, by separate bylaw approved by 2/3 of the members of Council,as applicable. *
2. The "Anmore Reserve Fund Bylaw No. 531-2014" be repealed.*
3. Two NEW broad purpose statutory reserves be established; one for capital purposes and one for operating purposes.
4. \$150,000 of surplus (General Fund) be transferred to the NEW statutory operating reserve.
5. \$126,000 of the Transfers to Reserves approved in the current Financial Plan Bylaw for fiscal 2019 and future years, be transferred to the new Operating Reserve, and all remaining transfers, to the new Capital Reserve.
6. No further transfer of funds be made to the following Reserves:
 - Capital Projects Reserve Fund Establishment Bylaw, 1989, No. 29
 - Anmore Water Storage Reserve Fund Establishment Bylaw No. 191-1996
 - Anmore Capital Roads Reserve Fund Establishment Bylaw No. 213-1997

And, that the existing funds therein, be used for the purposes specified in the respective bylaws, and then the bylaws be repealed.

7. Policy 64 – Reserves & Surplus be approved

Report/Recommendation to Finance Committee

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8. And two non-statutory reserves be established, and unspent funds be transferred thereto:

- **Major Road Network (MRN) – To hold all unspent MRN grant funds.**
 - **Community Works Fund (CWF) – To hold all unspent CWF grant fund**
-

Background

Under the Community Charter the Village, by bylaw:

- Must establish reserves to be used for specific purposes stated in the Charter, as applicable, and
- May establish other reserves for either capital or operating purposes.

These reserves are commonly referred to as statutory reserves, as opposed to non-statutory reserves which are simply surplus funds that have been set-aside or designated by Council to be used for a stated purpose.

The use of reserves to facilitate setting aside money to be used for a planned purpose in future year(s) is a fundamental requirement of prudent and wise financial planning. It is important that the Village establish statutory reserves for both capital and operating purposes, as the Village may only budget to transfer funds (in the Financial Plan) to statutory reserves.

Based on a review of the Villages reserves and statutory reserve establishment bylaws:

- The Village has no non-statutory reserves, fourteen (14) statutory reserves established for capital purposes, and two (2) for operating purposes.
- Of the sixteen statutory reserves, seven (7) have current cash balances therein.

See **Attachment 1** for details.

Discussion

It is important that the reserves in place:

- Are as easy to account for and manage as possible, to minimize both staff and councils time.
- Provide as much flexibility in the ultimate use of the reserve funds as possible, to support changes in funding priorities.

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- Have a clearly defined purpose and supporting funding strategy, including establishment of annual target funding levels sufficient to meet the full funding needs of the related works/expenditures.
- Have target balances that consider: existing surplus funds, the Villages ability to access other funding sources (ex. debt, grants), and associated contingencies and risks.

Concerns with the current structure are:

- Most of the reserves that were established many years ago contain a requirements to maintain the cash balance in a separate bank account, and some, contain the requirement for fund use to first be approved by a separate bylaw approved by 2/3 of the members of Council. Both of these requirements were requirements of the Municipal Act sections (since repealed) that the reserves were established under, and both are not requirements of the now applicable reserve sections of the Community Charter. Maintaining the balances in separate bank accounts creates an unnecessary administrative burden.
- The bylaw that established the seven (7) statutory reserves that currently do not have any cash balances, requires that expenditures for existing asset renewal/repair/replacement and for new assets, be funded by different reserves. This is not practical as it is usually the case that most capital projects will contain an element of renewal/repair/replacement and expansion/addition to service growth or meet current service standards.
- Statutory reserves may only be used for a purpose other than for which they were established “if the amount to the credit of a reserve is greater than required” for that purpose. Although the Community Charter does not elaborate on this limitation, the common legal interpretation is that Council would need to establish that such funds are not required because the related works will no longer be done, or possibly are not even required. Given the broad stated purposes of most of the existing reserves, this would be very difficult to establish, placing a likely unintended limit on the use of the funds.
- Under the Community Charter reserve sections, if funds held in one reserve are not currently required they may be loaned to another statutory reserve for use, but must be repaid with interest, neither of which may be desirable.

The recommendations stated in this report, remove or minimize the above-stated concerns by:

- Removing, as applicable, the requirements for each reserve to be kept in a separate bank account,

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- Removing, as applicable, the requirement for use of funds only by bylaw approved by 2/3 of Council,
- Establishing two broad statutory reserves, one for capital and one for operating purposes, thus allowing the ultimate flexibility in the use of the reserve funds,
- Transferring a portion of current surplus (\$150,000), and the annual transfers to reserves (\$126,000), to the NEW Statutory Operating Reserve, to provide for related funding needs.

To support these recommendations two bylaws are being proposed. The first (**Attachment 2**) is to amend the existing reserve fund establishment bylaws for the following funds to remove the requirement for them to be transferred to separate bank accounts:

1. Capital Projects (Bylaw No. 29-1989)
2. Anmore Road Development Cost Charge (Bylaw No. 116-1993)
3. Anmore Drainage Development Cost Charge (Bylaw No. 117-1993)
4. Anmore Water Development Cost Charge (Bylaw No. 118-1993)
5. Anmore Water Storage (Bylaw No. 191-1996)
6. Anmore Capital Roads (Bylaw No. 213-1997)
7. Parkland Acquisition (Bylaw No. 53-1990)

As well as to repeal the existing Anmore Reserve Fund Bylaw No. 531-2014.

The second bylaw (**Attachment 3**) is to establish a new set of reserve funds.


In addition, supporting policy (**Attachment 4**) is recommend that:

- Creates a clear planning and funding framework for the reserves, including detailing how each reserve should be funded, and
- Establishes a framework for the related use, and target balance of, surplus.

Attachments:

1. Schedule of Surplus and Reserves
2. Anmore Reserve Fund Amendment Bylaw No. 601-2020
3. Anmore Capital and Operating Reserve Fund Establishment Bylaw No. 602-2020
4. DRAFT Reserve & Surplus Policy No. 64

Report/Recommendation to Finance Committee
Statutory Reserve Framework Review/Establishment
January 15, 2019

Prepared by:
Nancy Gomerich, BBA, CPA, CA Financial Consultant, NG Consulting
Reviewed for Form and Content / Approved for Submission to Council:
Chief Administrative Officer's Comment/Concurrence <div style="text-align: right;"> _____ Chief Administrative Officer</div>

Report/Recommendation to Finance Committee
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ATTACHMENT 1

Schedule of Surplus and Reserves

The schedule below was prepared based on the current Financial Plan Bylaw and incorporating the stated Recommendations in this Report.

		5 Year Financial Plan					
SURPLUS & RESERVES		2019	2020	2021	2022	2023	2024
Detail (opening balances)							
	Surplus - GF - Opening Balance	1,421,744	1,271,744	1,271,744	1,271,744	1,271,744	2,236,157
	Surplus - WF - Opening Balance	(89,665)	(89,665)	(89,665)	(89,665)	(89,665)	(89,665)
	Surplus - WAR - Opening Balance	17,505	17,505	17,505	17,505	17,505	17,505
NEW	NSR - Community Works Fund - Opening Balance	196,783	262,935	330,409	399,234	469,434	541,039
NEW	NSR - MRN Roads (Unspent) - Opening Balance	77,582	77,582	77,582	77,582	77,582	77,582
NEW	SR - OR - Operating - Opening Balance		196,000	248,400	300,800	329,200	381,800
Existing/NEW	SR - CR - Capital - Opening Balance	4,126,006	5,071,541	6,400,455	7,829,597	9,352,971	11,046,173
Existing	SR - CR - Parkland Acquisition - Opening Balance	402,363	410,410	418,618	426,991	435,531	444,241
Existing	SR - CR - Water System - Opening Balance	440,850	702,167	1,004,060	1,317,748	1,637,710	1,970,031
Existing	SR - CR - Water Storage - Opening Balance	37,433	38,182	38,945	39,724	40,519	41,329
Existing	SR - DCC - Roads - Opening Balance	637,551	650,302	663,308	676,574	690,106	703,908
Existing	SR - DCC - Drainage - Opening Balance	68,357	69,724	71,119	72,541	73,992	75,472
Existing	SR - DCC - Water - Opening Balance	864,328	881,615	899,247	917,232	935,576	954,288
Summary (opening balances)							
	Surplus	1,349,584	1,199,584	1,199,584	1,199,584	1,199,584	2,163,996
	Reserve - Non Statutory	274,365	340,517	407,991	476,816	547,016	618,621
	Reserve - Statutory - DCC	1,570,236	1,601,641	1,633,674	1,666,347	1,699,674	1,733,667
	Reserve - Statutory - Operating	0	196,000	248,400	300,800	329,200	381,800
	Reserve - Statutory - Capital	5,006,652	6,222,300	7,862,079	9,614,060	11,466,731	13,501,774
Total		8,200,837	9,560,041	11,351,728	13,257,606	15,242,205	18,399,858
NSR=Non-Statutory Reserve; SR=Statutory Reserve, DCC=Development Cost Charge, OR=Operating Reserve,							
GF=General Fund, WF=Water Fund, WAR=Waste and Recycling Fund, MRN=Municipal Road Network							
Other Statutory Reserves (no current cash balances)							
Existing	Stabilization Fund - General	To fund contingencies & emergencies.					
Existing	Stabilization Fund - Water	To fund contingencies & emergencies.					
Existing	Capital Asset Reserve - Vehicles, Machinery	To fund replacement or renewal of <u>existing</u> assets.					
Existing	Capital Asset Reserve - Buildings	To fund replacement or renewal of <u>existing</u> assets.					
Existing	Capital Asset Reserve - Roads & Drainage	To fund replacement or renewal of <u>existing</u> assets.					
Existing	Capital Asset Reserve - Water	To fund replacement or renewal of <u>existing</u> assets.					
Existing	Future Capital - Growth and New Capital	To fund new assets .					
Existing	Specified Purpose - Parks	To fund renewal, replacement or purchase of parks.					
Existing	Specified Purpose - Municipal Road Network	To fund repair, replacement or renewal of MRN assets.					

VILLAGE OF ANMORE

BYLAW NO. 601-2020

A bylaw to amend and repeal certain reserve funds.

WHEREAS pursuant to section 188 of the *Community Charter*, a Council may by bylaw, establish, amend or repeal a reserve fund for a specified purpose and direct that money to be placed to the credit of the reserve fund;

NOW THEREFORE the Municipal Council of the Village of Anmore, in open meeting assembled, enacts as follows:

TITLE

1. This bylaw may be cited for all purposes as “Anmore Reserve Fund Amendment Bylaw No. 601-2020”.

RESERVE FUNDS TO BE AMENDED

2. That Bylaw “Capital Projects Reserve Fund Establishment Bylaw, 1989, No. 29” be amended to delete the following parts:
 3. All money in the Capital Projects Reserve fund shall be deposited in a separate account, and until required to be used, may be invested in the manner provided by the Municipal Act.”
 5. The Council may, by further bylaw adopted by at least two-thirds of its members, provide for the expenditures of money in the Capital Projects Reserve Fund and interest earned on it.
3. That Bylaw “Anmore Road Development Cost Charge Reserve Fund Establishment Bylaw No. 116-1993” be amended to delete the following part:
 3. The money set aside shall be deposited in a separate bank account and, until required to be used, may be invested in the manner provided by the Municipal Act.”
4. That Bylaw “Anmore Drainage Development Cost Charge Reserve Fund Establishment Bylaw No. 117-1993” be amended to delete the following part:
 3. The money set aside shall be deposited in a separate bank account and, until required to be used, may be invested in the manner provided by the Municipal Act.”
5. That Bylaw “Anmore Water Development Cost Charge Reserve Fund Establishment Bylaw No. 118-1993” be amended to delete the following part:

3. The money set aside shall be deposited in a separate bank account and, until required to be used, may be invested in the manner provided by the Municipal Act.”
6. That Bylaw “Anmore Water Storage Reserve Fund Establishment Bylaw No. 191-1996” be amended to delete the following part:
 4. The money set aside shall be deposited in a separate bank account and, until required to be used, may be invested in the manner provided by the Municipal Act.”
7. That Bylaw “Anmore Capital Roads Reserve Fund Establishment Bylaw No. 213-1997” be amended to delete the following part:
 4. The money set aside shall be deposited in a separate bank account and, until required to be used, may be invested in the manner provided by the Municipal Act.”
8. That Bylaw “Parkland Acquisition Reserve Fund Establishment Bylaw 1990, No. 53” be amended to delete the following parts:
 4. All money in the Parkland Acquisition Reserve fund shall be deposited in a separate account and, until required to be used, may be invested in the manner provided by the Municipal Act.”
 6. The Council may, by further bylaw adopted by at least two-thirds of its members, provide for the expenditures of money in the Parkland Acquisition Reserve Fund and interest earned on it.

RESERVE FUND TO BE REPEALED

9. That Bylaw “Anmore Reserve Fund Bylaw No. 531-2014” be repealed.

READ a first time the day of ,2020

READ a second time the day of ,2020

READ a third time the day of ,2020

ADOPTED the day of , 2020

MAYOR

CORPORATE
OFFICER

VILLAGE OF ANMORE

BYLAW NO. 602-2020

A bylaw to establish certain reserve funds to be expended for a specified purpose.

WHEREAS pursuant to section 188 of the *Community Charter*, a Council may by bylaw, establish a reserve fund for a specified purpose and direct that money to be placed to the credit of the reserve fund;

NOW THEREFORE the Municipal Council of the Village of Anmore, in open meeting assembled, enacts as follows:

TITLE

1. This bylaw may be cited for all purposes as “Anmore Capital and Operating Reserve Fund Establishment Bylaw No. 602-2020”.

RESERVE FUNDS ESTABLISHED

2. The reserve funds listed in column 1 of Schedule A are established for the purposes specified in column 2 of Schedule A.

EXPENDITURE OF RESERVE FUNDS

3. Monies placed to the credit of a reserve fund established by this Bylaw may be expended for the specified purpose stated for each reserve fund in Schedule A.
4. Expenditure approval is made by a Financial Plan bylaw adopted by Council.

READ a first time the day of ,2020

READ a second time the day of ,2020

READ a third time the day of ,2020

ADOPTED the day of , 2020

MAYOR

CORPORATE
OFFICER

SCHEDULE A

RESERVE FUND	RESERVE FUND PURPOSE
Capital Reserve	For expenditure by the Village for or in relation to any project, work or acquisition that is of a capital nature, including, without limiting the foregoing, equipment replacement, infrastructure replacement, building replacement and the acquisition of equipment, infrastructure, facilities, or land or improvements of any kind.
Operating Reserve	For expenditure by the Village for or in relation to any purpose that is not of a capital nature.

COUNCIL POLICY

Policy	Reserve & Surplus Policy	Policy No.	64
Effective Date	XX, 2020	Approved by	Council
Date Amended	n/a	Resolution No.	XXX/2020
Date Established	XX, 2020		

PURPOSE

- To set out the framework and guiding polic(ies) for:
 - The use of Village Surplus, and
 - The establishment and use of Statutory Reserves, other than those legislatively required to be established and maintained,
- To facilitate and support efficient and effective long-term planning and financial sustainability.

DEFINITIONS

Reserve: funds that would otherwise be part of surplus, that have been established by bylaw (Statutory Reserve), or by decision of Council (Non Statutory Reserve), to be used for a specific purpose.

Statutory Reserve: a Reserve that has been established bylaw under the authority of the Community Charter or the Municipal Act ("establishing legislation"). Use of statutory reserve funds, including interest earnings, are restricted to uses permitted in the establishing legislation and bylaw, and may only be used for other purposes as permitted therein. The Village may specifically budget (in the annual Financial Plan) to transfer revenue to a Statutory Reserve.

Non-Statutory Reserve: a Reserve that has been established by decision of Council. Use of non-statutory reserves, including interest earnings, may be used for other purposes, by decision of Council. The Village may NOT specifically budget (in the annual Financial Plan) to transfer revenue to a Non-Statutory Reserve.

Surplus: Surplus is accumulated financial assets resulting from past (i.e., since the inception of the Village) total revenues being in excess of total expenses, less any funds that have been transferred into a Reserve. Financial assets include all assets that are cash or will be cash in the normal course of operations. They do not include capital assets, prepaids, or inventory. Is usually backed by actual cash resources but at any point in time may be backed by accounts receivable. May be used for any legal purpose of the Village. The Village may NOT specifically budget (in the annual Financial Plan) to transfer revenue to a Non-Statutory Reserve.

POLICY – SURPLUS

Village Surplus shall be used to:

1. Finance operations until key revenues (e.g. taxes, water fee, etc.) are received, and/or
2. Stabilize tax or fee rates by:
 - a. Funding unexpected, emergency or emergent expenditures, and/or
 - b. Phasing-in tax or fee increases.

POLICY - RESERVES

The Village shall maintain a minimum of two broad Statutory Reserves, one for capital purposes and one for operating purposes.

Operating Statutory Reserve

The municipality shall maintain an Operating Reserve sufficient:

1. For tax or fee rate stabilization to:
 - a. Fund unexpected, emergency or emergent expenditures, and/or
 - b. Phase-in tax or fee increases, and/or
2. Fund periodic or one-time, material operating expenditures (e.g. Municipal Elections, OCP Review/Update, major community event etc.).

See “Schedule A” for Reserve categories to be maintained.

Capital Statutory Reserve

The municipality shall maintain a Capital Reserve sufficient to fund all required capital expenditures for all existing, and anticipated new/growth related, capital assets, net of any funding anticipated from debt and/or third party sources (e.g. grants).

See Schedule B for Reserve categories to be maintained.

Funding of the Operating and Capital Reserves

Operating Statutory Reserve, category for Tax and Fee Stabilization:

The minimum target balance, when added with Surplus, is three (3) months normalized operating expenses.

All Other Statutory Reserve Categories:

Target Funding Envelopes ("TFE"), being an allocation of annualized revenues sufficient to meet a reserve categories full funding requirements, will be established for all reserve categories.

Funding of any shortfall in the Operating Reserve Tax and Fee Stabilization Category, and/or the annualized TFE's for all other reserve categories, will be considered and set by Council during the annual budget (Financial Plan) development process.

“SCHEDULE A”

OPERATING RESERVE CATEGORIES	PURPOSE
TAX AND FEE STABILIZATION	Funds required to stabilize and/or phase-in tax and/or fee increases due to significant increases in operating expenses.
MUNICIPAL ELECTION	Operating cost for municipal elections.
BUILDING AND DEVELOPMENT PERMIT AND APPLICATION PROCESSING	Operating costs, to support additional staff/staff time, third-party consultants, and other costs to process building and development related applications and permits.
COMMUNITY & DEVELOPMENT PLANNING For development and update/review of the Official Community Plan, Subdivision Bylaw, Development Cost Charge Bylaw, and other major planning bylaws, plans and studies.	Operating costs to support additional staff/staff time, third-party consultants, and other costs to complete regular and required reviews and updates of various community and development related plans or bylaws, and to develop new plans, bylaws and/or studies as required.

“SCHEDULE B”

CAPITAL RESERVE CATEGORIES	PURPOSE
TRANSPORTATION SYSTEM including: roads (roadway, sidewalks, lighting), bridges, drainage, bus shelters, related land purchases.	Capital cost of new purchases/construction of, and repairs, renewal, expansion and/or replacement of existing, transportation infrastructure.
VEHICLES, MACHINERY & EQUIPMENT Includes all vehicle, machinery, equipment, including furniture and information system assets purchases.	Capital cost of new purchases/construction of, and repairs, renewal and/or replacement of existing, vehicles, machinery, equipment and furniture.
BUILDINGS & RELATED IMPROVEMENTS Including: All the Municipal Hall, Works Yard.	Capital cost of new purchases/construction of, and repairs, renewal, expansion and/or replacement of existing, buildings and improvements.
PARKS AND TRAILS Includes all parks and trails buildings and improvements, and purchase of parkland.	Capital cost of new purchases/construction of, and repairs, renewal, expansion and/or replacement of existing, parks and trails infrastructure. Purchase of Village parks.
WATER SYSTEM Includes all water system infrastructure (buildings, water mains, pump stations etc.).	Capital cost of new purchases/construction of, and repairs, renewal, expansion and/or replacement of existing, water system infrastructure.
REFUSE & RECYCLING BINS	Capital cost of new purchases and/or repair or replacement of refuse and recycling bins.