

FINANCE COMMITTEE MEETING – MINUTES

Minutes 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

COMMITTEE MEMBERS PRESENT

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

ABSENT

OTHERS PRESENT

Juli Halliwell, CAO
Karen Elrick, Manager of Corporate Services
Lance Fortier, Operations Superintendent
Chris Boit, ISL Engineering
Nancy Gomerich, NG Consulting*

1. CALL TO ORDER

Mayor McEwen called the meeting to order at 5:40 pm

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 July 22, 2019

It was MOVED and SECONDED:

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

Carried Unanimously

4. BUSINESS ARISING FROM THE MINUTES

None.

5. UNFINISHED BUSINESS

None.

6. NEW BUSINESS**(a) Statutory Reserve Framework Review / Establishment**

Ms. Nancy Gomerich, NG Consulting, provided an overview of the report included in the agenda. Ms. Gomerich noted that some refinements to existing bylaws and policy are recommended in order to align with legislation and to more easily manage reserve accounts.

Discussion points included:

- Creation of flexibility will ensure that funds can be utilized for current priorities
- Policy and budget constraints will drive any spending of reserve funds
- This process is intended to set up a new clean structure with supporting policy
- Any expenditures would be discussed and decided by Council as part of budget process

It was MOVED and SECONDED:

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 The "Anmore Reserve Fund Bylaw No. 531-2014" be repealed.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

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

Carried Unanimously

(b) 2019 Preliminary Year End Review

Ms. Gomerich provided a Forecast Statement of Operations, by Segment for 2019 which is included as **Attachment 1** and forms part of the original minutes.

Discussion points included:

- Surplus estimated at \$2.2 million (before reserve transfers) which is better than budgeted
- Budgeted transfer to Capital Reserves of \$1.4 million and budgeted transfer to capital expenditures of \$70,000
- Outline of key reasons for variance
- Request for breakdown of Anmore Green Estates legal costs
- \$150,000 Community Amenity Contribution would be applied to a non-statutory reserve for Civic Building
- Any interest earned on statutory reserves need to be used for reserves

Ms. Gomerich invited Council to provide feedback regarding the financial reporting including timing and any additional requests. It was noted that the intent would be to provide reporting in early October and potentially early February in the form provided tonight.

Ms. Gomerich provided a Forecast Statement of Capital Expenditures for 2019 which is included as **Attachment 2** and forms part of the original minutes.

Discussion points included:

- Decision to hold off on projects due to tenders coming in over budget
- Whether lighting could be added to bus shelter
- Allocation of \$25,000 for trail improvements
- Delivery status of new truck. It was confirmed it should be delivered in March
- Audit will be performed in March

*Ms. Gomerich left the meeting at 6:45 p.m.

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

Ms. Juli Halliwell, CAO, provided an overview of the budget for general operating, water and capital. The 2020-2024 5 Draft 5 Year Financial Plan is included as **Attachment 3** and forms part of the original minutes.

Discussion points included:

- Property tax impact
- No significant changes in service levels are proposed
- Capital asset levy increases over past 10 years
- Future asset management planning will need to include new Civic Building
- General support from committee for proposed budget with the addition of 1% increase for future community enhancements which would result in approximate 4.8% property tax increase
- Initial funding contribution for future community enhancements will result from the surplus capital reserve contribution amount that exceeds the Asset Management Plan annual contribution amount

It was MOVED and SECONDED:

That Finance Committee recommend to Council THAT the 2020-2024 Draft 5 Year Financial Plan as presented be referred to Council with the addition of a budget increase for future community enhancements.

Carried unanimously

7. **ADJOURNMENT**

It was MOVED and SECONDED:

THAT the meeting be adjourned at 7:30 p.m.

Carried Unanimously

"Karen Elrick"

Karen Elrick
Corporate Officer

"John McEwen"

John McEwen
Chair

Village of Anmore										ATTACHMENT 1			
FORECAST Statement of Operations, by Segment		As at December 31, 2019											
		2019 Actual (Forecast)										"Good"=Positive; "Bad"=Negative	
		General Government	Public Works	Protective Services	Planning & Development	Solid Waste & Recycling	Water System	Unallocated	Actual (Forecast)	2019 Budget	2018 Actual	Variance (2019 Actual to Budget)	
REVENUES													
Taxation								2,360,944	2,360,944	2,337,611		23,333 1.00%	
Government transfers - unconditional			244,000					476,292	720,292	655,600		64,692 9.87%	
Government transfers - conditional			26,492	10,531					37,023	0		37,023	
Permits, fees and other revenue		17,474		127,162	181,413	206,139	834,522		1,366,710	1,196,400		170,310 14.24%	
Interest income						0	0	264,503	264,503	160,000		104,503 65.31%	
TOTAL REVENUES		17,474	270,492	137,693	181,413	206,139	834,522	3,101,739	4,749,472	4,349,611		399,861 9.19%	
EXPENSES													
Salaries & Benefits		652,447	218,907	168,256	146,831	20,000	90,853	-90,000	1,207,294	1,414,975		207,681 14.68%	
Goods & Services													
Legal, audit, insurance (excluding for vehicles)		117,615			10,405				128,020	103,560		-24,460 -23.62%	
Information systems		46,444							46,444	56,310		9,866 17.52%	
Collection contract						151,207			151,207	157,000		5,793 3.69%	
Water purchases							361,489		361,489	400,000		38,511 9.63%	
Contracted support services (consultants)		29,227	6,000	10,565	105,371				151,163	167,000		15,837 9.48%	
Community events, grants, appreciation		28,963							28,963	35,500		6,537 18.41%	
Building & office operations		140,948	20,479	11,680	6,690		14,158		193,955	197,896		3,941 1.99%	
Public works vehicles & equipment			66,786						66,786	77,720		10,934 14.07%	
Public works vehicle and equipment recovery			-84,877				84,877		0	0		0	
System repair & maintenance - materials & contracts			112,766				75,367		188,133	264,580		76,447 28.89%	
		363,197	121,154	22,245	122,466	151,207	535,891	0	1,316,160	1,459,566		143,406 9.83%	
Amortization of tangible capital assets									To be added				
Loss on disposal of tangible capital assets									To be added				
TOTAL EXPENSES		1,015,644	340,061	190,501	269,297	171,207	626,744	-90,000	2,523,454	2,874,541		351,087 12.21%	
ANNUAL SURPLUS (DEFICIT)		-998,170	-69,569	-52,808	-87,884	34,932	207,778	3,191,739	2,226,018	1,475,070		750,948 50.91%	
							Planned Use of Budgeted Surplus:						
							Budgeted Transfer To Capital Statutory Reserves:			1,404,320			
							Budgeted contribution to capital expenditures :			70,750			
										1,475,070			
							Key Reasons for Variance From Budget:						
							Community Amenity Contribution not budgeted for:				150,000		
							Community Works Fund Grant, one-time "bonus" payment:				61,832		
							Higher Interest revenue (~\$63,000 s/b recognized in 2018):				104,503		
								Higher Building & Development Fees:			33,431		
								Higher legal expenses than budgeted:			-43,550		
							Lower Audit expenses (change in accounting method):			20,072			
							Lower Support Services (consulting for finance & communications):			32,989			
								Lower Building Staff S&B:			66,728		
							Employee sickleave payable liability reduction based on Actuarial Report:			90,000			
								Lower water purchase expense:			38,511		
							Lower system repair & maintenance - materials & contracts:			76,447			
											630,963		
											119,985		
											750,948		

Village of Anmore					
Forecast Statement of Capital Expenditures		As at December 31, 2019			
	2019	2019	Actual-Budget		Comments
Account Name	Forecast Actual	Budget	\$	%	
CAPITAL EXPENDITURES					
GCAP-Information Technology	14,340	0	-14,340		Server replacement.
GFCAP-New VHall - Planning & Design	24,813	0	-24,813		Are expense for new civic building (mainly design).
GFCAP-New VHall - Engineering	8,074	0	-8,074		Is geotechnical for the New Village Hall and for Spirit Park (later on hold until do Mhall)
GFCAP-Trail Improvements	0	25,000	25,000	100.00%	Is a "placeholder/contingency" budget.
GFCAP-Uplands Drive Reh.	5,336	0	-5,336		CF from 2018; Project is complete.
GFCAP-Thompson Road Reh.	7,456	0	-7,456		CF from 2018. Project is complete.
GFCAP-Replace 2010 F550	0	120,000	120,000	100.00%	Awarded in 2019 =109,503 plus 7% PST; To take delivery in Feb/March 2020.
GFCAP-Eaglecrest Culvert R.	2,485	12,000	9,515	79.29%	Project is complete; able to address needs fully at lower \$.
GFCAP-Wyndham Cres. Storm S.	2,223	33,000	30,777	93.26%	Project is complete; able to address needs fully at lower \$.
GCAP-Pathway Upgrades	0	15,000	15,000	100.00%	Is a "placeholder/contingency" budget.
GFCAP-E. Rd N. Charlotte to Blackberry	70,268	0	-70,268		CF from 2018; Project is complete.
GFCAP-Sunnyside Culvert R.	8,568	58,000	49,432	85.23%	Tender came in too high; CF to future year.
GFCAP-Bus Shelters	0	19,000	19,000	100.00%	Tender came in too high; CF to future year.
GFCAP-Sunnyside Handrail Replacement	900	28,000	27,100	96.79%	Tender came in too high; CF to future year.
GFCAP-Sunnyside Culvert Ext/Handrail Replace	322	36,000	35,678	99.11%	Tender came in too high; CF to future year.
WFCAP-Seymourview Watermain Upgrades	7,380	0	-7,380		CF from 2018; Project is complete.
WFCAP-Water Meter Repl.	0	5,000	5,000	100.00%	Is a "placeholder/contingency" budget.
WFCAP-Reconnect Properties Wyndham Cres	0	139,750	139,750	100.00%	Project will not be done.
TOTAL CAPITAL EXPENDITURES	152,165	490,750	338,585	68.99%	

Village of Anmore

2020-2024 Draft 5 Year Financial Plan

Property Tax Impact

Total 2019 Property Taxes \$ 2,210,411

Average SFD (assessed value) \$ 1,946,815

1% Property Tax Rate /Avg SFD \$ 26.47

1% Tax Increase \$ 22,110

	Comment	Adjustment (\$)	Adjustment (%)	Cost per SFD
Revenue Changes				
Solid Waste Fees	Reflective of costs (offset by expenditures)	- 4,050	-0.2%	- 4.85
Other	Inflationary increases (grants, fees, etc.)	- 11,050	-0.5%	- 13.23
Total revenue changes		- 15,100	-0.7%	- 18.08
Expenditure Changes				
Salaries & Benefits	Cost of living & steps	46,950	2.1%	56.23
Salaries & Benefits	Bylaw Enforcement (shared services with Belcarra)	2,500	0.1%	2.99
Training	Reduced staff training	- 2,000	-0.1%	- 2.40
Council	Cost of living & CPP	11,920	0.5%	14.28
CAO	Reduced conferences	- 1,000	0.0%	- 1.20
Dues & Subscriptions	Reduced	- 800	0.0%	- 0.96
Solid Waste	Inflation & tipping fee increase	4,050	0.2%	4.85
Bank Fees	Reduced to reflect new contract pricing	- 2,000	-0.1%	- 2.40
Other	Includes inflation for all applicable accounts	12,011	0.5%	14.38
Total expenditure changes		71,631	3.2%	85.79
Capital Asset Levy	Inflation factor (2.5%)	27,400	1.2%	32.81
Total Tax Increase		\$ 83,931	3.80%	\$ 100.52

**VILLAGE OF ANMORE
GENERAL OPERATING FINANCIAL PLAN**

			3 Year	Budget	5 Year Financial Plan					
		2018	Average	2019	2020	2021	2022	2023	2024	
	REVENUE									
410001-005	GENERAL MUNICIPAL TAXES	1,061,075	1,009,438	1,115,411	1,211,342	1,215,950	1,260,826	1,301,840	1,345,516	
410001-005	FIXED ASSET LEVY	960,000	825,000	1,095,000	1,122,400	1,150,500	1,179,300	1,208,800	1,239,100	
410010-005	GRANTS IN LIEU	107,218	108,422	107,200	113,800	116,080	116,080	116,080	118,410	
410400-015	PROVINCIAL GRANTS	352,550	349,980	350,000	350,000	350,000	350,000	350,000	350,000	
435000-020	GVTA MRN MAINTENANCE GRANT	239,000	321,444	244,000	248,000	253,000	258,100	263,300	268,600	
410405-015	COMMUNITY WORKS FUND	61,694	70,180	61,600	61,600	61,600	61,600	61,600	61,600	
410410-015	OTHER GOVERNMENT GRANTS	126,204			0	0	0	0	0	
410005-005	PENALTIES & INTEREST	25,899	22,494	20,000	20,000	20,000	20,000	20,000	20,000	
413500-499	REVENUE FROM COMMUNITY EVENTS	3,156	3,608	0	0	0	0	0	0	
413580-030	INCOME ON INVESTMENTS	146,936	109,160	160,000	160,000	160,000	160,000	160,000	160,000	
423000-035	SCHOOL TAX ADMINISTRATION FEE	4,325	4,226	4,380	4,470	4,560	4,560	4,560	4,660	
424000-035	BUILDING PERMIT FEES	152,037	147,395	80,000	81,600	83,240	83,240	83,240	84,910	
424010-035	SUBDIVISION FEE	2,500	13,670	12,240	10,000	10,200	10,200	10,200	10,410	
424012-035	DEVELOPER RECOVERABLE FEE	11,894	13,456	0	0	0	0	0	0	
424014-035	REZONING APPLICATION FEE	0	1,750	0	0	0	0	0	0	
424016-035	DEVELOPMENT VARIANCE FEE	500	750	0	0	0	0	0	0	
424020-035	DRIVEWAY ACCESS FEE	340	670	0	0	0	0	0	0	
424024-035	FIRE PERMIT FEE	1,250	1,198	1,000	1,000	1,000	1,000	1,000	1,000	
424050-040	BUSINESS LICENCE FEES	17,723	18,735	15,000	16,000	16,320	16,320	16,320	16,650	
424098-035	MISCELLANEOUS DEVELOPMENT FEES	4,481	9,866	0	0	0	0	0	0	
424600-040	DOG LICENCE FEES	2,535	2,717	2,500	2,500	2,500	2,500	2,500	2,500	
422000-035	FILMING PERMITS	0	400	0	0	0	0	0	0	
460002-035	SOLID WASTE USER FEES	187,363	181,898	202,400	206,450	210,580	210,580	210,580	214,800	
460010-035	SOLID WASTE CONTAINER FEE	2,367	1,972	0	0	0	0	0	0	
421000-027	SCHOOL SEWER COST RECOVERY	4,779	32,372	0	0	0	0	0	0	
413599-499	MISCELLANEOUS INCOME	29,381	19,435	15,000	15,000	15,000	15,000	15,000	15,000	
424600-039	MUNICIPAL TICKETS	600	667	0	0	0	0	0	0	
	AMORTIZATION - INFRASTRUCTURE (offset below)		334,518	700,000	700,000	700,000	700,000	700,000	700,000	
	TOTAL REVENUE	\$ 3,505,808		\$ 4,185,731	\$ 4,324,162	\$ 4,370,530	\$ 4,449,306	\$ 4,525,020	\$ 4,613,156	
	GENERAL GOVERNMENT - COUNCIL									
520000-530	REMUNERATION	78,267	74,723	125,000	136,920	139,660	139,660	139,660	142,460	
520200-630	CONVENTIONS	8,323	5,151	12,226	12,480	12,730	12,730	12,730	12,990	
520200-635	DUES & SUBSCRIPTIONS	500	542	0	2,600	2,660	2,660	2,660	2,720	
520200-695	MISC. TRAVEL	0	275	0	0	0	0	0	0	
520410-999	VOLUNTEER APPRECIATION	1,760	1,786	2,000	2,040	2,090	2,140	2,190	2,240	
520415-650	DR. HAL WEINBERG SCHOLARSHIP	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
520420-650	COMMUNITY GRANTS	3,829	3,787	7,000	7,000	7,000	7,000	7,000	7,000	
520499-999	COMMUNITY MISC	950	950	0	0	0	0	0	0	
520605-999	COUNCIL MEETINGS	118	182	0	2,000	2,040	2,090	2,140	2,190	
520610-999	ADVISORY COMMITTEE MEETINGS	0	76	2,500	500	510	530	550	570	
520615-999	YOUTH COMMITTEE	0	0	1,000	1,000	1,000	1,000	1,000	1,000	
520699-999	MISCELLANEOUS	0	6	0	0	0	0	0	0	
520800-530	ELECTION ALLOWANCES	8,654		0	0	0	24,000	0	0	
520800-600	ELECTION ADVERTISING	4,660		0	0	0	0	0	0	
520800-690	ELECTION MATERIALS & EQUIPMENT	6,522		0	0	0	0	0	0	
520800-700	ELECTION OFFICE SUPPLIES	147		0	0	0	0	0	0	
520800-705	ELECTION POSTAGE & COURIER	151		0	0	0	0	0	0	
520899-999	ELECTION MISC	447		0	0	0	0	0	0	

VILLAGE OF ANMORE
GENERAL OPERATING FINANCIAL PLAN

		2018	Average	2019	2020	2021	2022	2023	2024
	GENERAL GOVERNMENT - CAO								
521200-500	SALARIES & BENEFITS	268,352	474,834	256,200	258,730	263,926	269,494	275,062	280,760
521400-625	CONSULTING	5,162	20,359	5,000	5,100	5,210	5,320	5,430	5,540
521400-630	CONVENTIONS	3,351	8,343	5,400	4,500	4,590	4,690	4,790	4,890
521400-635	DUES & SUBSCRIPTIONS	3,745	4,295	6,630	1,650	1,690	1,690	1,690	1,730
521400-695	MISC. TRAVEL	591	792	0	0	0	0	0	0
521499-999	MISCELLANEOUS	3,322	-14	0	0	0	0	0	0
	EMPLOYEE ON CALL		0	0	0	0	0	0	0
	EMPLOYEE OVERTIME		0	0	0	0	0	0	0
	EMPLOYEE BENEFITS		0	0	0	0	0	0	0
	GENERAL GOVERNMENT - SUPPORT SERVICES								
521500-640	ENVIRONMENTAL CONSULTANT	6,012	15,120	15,000	15,300	15,610	15,930	16,250	16,580
521500-625	ENGINEERING CONSULTANT	78,254	64,016	76,500	78,030	79,600	81,200	82,830	84,490
521500-6xx	FINANCE CONSULTANT		0	30,000	30,000	30,600	31,220	31,850	32,490
521500-6xx	COMMUNICATIONS CONSULTANT		0	20,000	20,400	20,810	21,230	21,660	22,100
521500-645	SCHOOL SEWER COST	4,779	4,961	0	0	0	0	0	0
	GENERAL GOVERNMENT - EVENTS								
521605-999	EASTER EGG HUNT	1,076	5,501	500	510	530	530	530	550
521610-999	MA MURRAY DAY	12,349	10,022	15,000	15,300	15,610	15,610	15,610	15,930
521615-999	HALLOWEEN FIREWORKS	3,485	3,324	2,500	2,550	2,610	2,610	2,610	2,670
521620-999	LIGHT UP SPIRIT PARK	7,370	7,486	7,500	7,650	7,810	7,810	7,810	7,970
	GENERAL GOVERNMENT - HR								
521800-680	LEGAL FEES	5,945			0	0	0	0	0
521800-745	STAFF TRAINING	3,875	5,505	7,000	5,000	5,100	5,210	5,320	5,430
521899-999	STAFF APPRECIATION	1,338	799	1,230	1,260	1,290	1,320	1,350	1,380
	GENERAL GOVERNMENT - MUNICIPAL HALL								
521900-550	OFFICE EQUIPMENT	13,095	9,317	0	0	0	0	0	0
521900-565	INSURANCE	32,578	40,545	34,000	34,600	35,300	36,010	36,740	37,480
521900-570	MAINTENANCE	16,997	11,684	5,000	5,100	5,210	5,320	5,430	5,540
521900-600	ADVERTISING	7,335	4,385	2,500	2,550	2,610	2,670	2,730	2,790
521900-6xx	VILLAGE HALL TRAILER LEASE	0	0	31,200	32,800	33,460	34,130	34,820	35,520
521900-610	EQUIPMENT RENTAL	1,610	5,403	15,300	13,500	13,770	14,050	14,340	14,630
521900-615	CELL PHONES	7,331	6,853	6,000	7,500	7,650	7,810	7,970	8,130
521900-645	RECYCLING	2,866	2,060	3,500	3,570	3,650	3,730	3,810	3,890
521900-655	FIRE INSPECTIONS	2,307	2,581	2,600	2,660	2,720	2,780	2,840	2,900
521900-675	JANITORIAL	10,388	10,252	11,450	11,680	11,920	12,160	12,410	12,660
521900-680	LEGAL FEES	57,255	41,295	41,000	41,820	42,660	43,520	44,400	45,290
521900-700	OFFICE SUPPLIES	9,502	12,698	10,410	10,620	10,840	11,060	11,290	11,520
521900-705	POSTAGE & COURIER	5,479	5,241	6,000	6,120	6,250	6,380	6,510	6,650
521900-715	PUBLICATIONS	416	837	500	510	530	550	570	590
521900-740	TELEPHONE	3,499	5,285	4,000	4,080	4,170	4,260	4,350	4,440
521900-750	HEAT & LIGHT	8,443	7,737	9,000	9,180	9,370	9,560	9,760	9,960
521901-999	LIBRARY SERVICES	2,115	1,334	1,500	1,500	1,530	1,570	1,610	1,650
521999-999	MISCELLANEOUS	512			0	0	0	0	0
	GENERAL GOVERNMENT - LEGISLATIVE SERVICES								
522200-500	SALARIES & BENEFITS	110,916	108,442	101,730	105,480	110,850	116,480	122,500	124,960
522400-630	CONVENTIONS	85	804	1,400	1,430	1,460	1,490	1,520	1,560
522400-635	DUES & SUBSCRIPTIONS	548	550	600	620	640	660	680	700
522400-695	MISC. TRAVEL	72	203	0	0	0	0	0	0
522400-725	RECORDS MANAGEMENT	1,609	1,722	1,640	1,680	1,720	1,760	1,800	1,840
522600-555	EMERGENCY PREPAREDNESS - SUPPLIES	1,549	2,507	15,930	16,250	16,580	16,920	17,260	17,610
522600-625	EMERGENCY PREPAREDNESS - CONSULTING	3,120	5,025	0	0	0	0	0	0

VILLAGE OF ANMORE
GENERAL OPERATING FINANCIAL PLAN

		2018	Average	2019	2020	2021	2022	2023	2024
522699-999	EMERGENCY PREPAREDNESS - MISC	185			0	0	0	0	0
	GENERAL GOVERNMENT - FINANCE & IT								
523200-500	SALARIES & BENEFITS	145,664	145,850	151,680	153,350	156,550	159,760	163,080	166,530
523200-505	SALARIES & BENEFITS - O/T	0	0	5,000	5,000	5,000	5,000	5,000	5,000
523400-605	AUDIT	33,116	36,515	28,560	29,140	29,730	30,330	30,940	31,560
523400-630	CONVENTIONS	878	1,118	1,400	1,430	1,460	1,490	1,520	1,560
523400-635	DUES & SUBSCRIPTIONS	247	238	0	250	260	270	280	290
523400-695	MISC. TRAVEL	69	94	0	0	0	0	0	0
523600-570	REPAIRS & MAINTENANCE	23,853	40,457	56,310	26,330	26,860	27,400	27,950	28,510
523600-685	SOFTWARE LICENSES	17,869	10,668	0	31,110	31,740	32,380	33,030	33,700
523600-690	MATERIALS & EQUIPMENT	1,626	1,218	0	0	0	0	0	0
	GENERAL GOVERNMENT - PLANNING & DEV.								
524100-500	SALARIES & BENEFITS	148,428	143,212	156,220	157,830	161,030	164,250	167,540	170,900
524200-620	DEVELOPMENT FEE RECOVERABLE	11,894	38,035	0	0	0	0	0	0
524200-630	CONVENTIONS	0	0	1,200	1,230	1,260	1,290	1,320	1,350
524200-635	DUES & SUBSCRIPTIONS	1,061	798	0	700	720	740	760	780
524200-695	MISC. TRAVEL	0	13	0	0	0	0	0	0
524201-625	CONSULTING	0	12,194	8,000	8,160	8,330	8,500	8,670	8,850
524999-999	MISCELLANEOUS	20	24	0	0	0	0	0	0
	GENERAL GOVERNMENT - BUILDING & BYLAWS		0						
524300-500	SALARIES & BENEFITS	166,723	153,876	233,360	196,970	198,530	202,630	206,850	214,670
	DOG CONTROL SERVICES	0	0	0	0	0	0	0	0
524400-630	CONVENTIONS	0	0	700	720	740	760	780	800
524400-635	DUES & SUBSCRIPTIONS	1,689	1,155	0	650	670	690	710	730
524400-695	MISC. TRAVEL	8	24	0	0	0	0	0	0
524499-999	MISCELLANEOUS	392			0	0	0	0	0
524600-625	CONSULTING	1,000			0	0	0	0	0
	PUBLIC WORKS		0						
530100-500	SALARIES & BENEFITS	187,511	231,082	185,240	201,462	211,824	216,282	220,728	225,186
530100-505	SALARIES & BENEFITS - O/T	0	0	0	12,000	12,300	12,600	12,600	12,900
530100-510	SALARIES & BENEFITS - On Call	17,940	5,980	19,045	18,300	18,700	19,100	19,100	19,500
530100-510	SEASONAL	0	0	0	0	0	0	0	0
530200-635	DUES & SUBSCRIPTIONS	0	35	0	0	0	0	0	0
530200-695	MISC. TRAVEL	0	29	0	0	0	0	0	0
530299-999	MISCELLANEOUS	1,298	834	0	0	0	0	0	0
	PUBLIC WORKS - YARD		0						
530400-570	REPAIRS & MAINTENANCE	1,900	1,713	6,250	2,500	2,600	2,700	2,700	2,800
530400-5xx	SMALL EQUIPMENT PURCHASES	0	0	6,250	5,000	5,100	5,300	5,300	5,500
530400-675	JANITORIAL	1,650	1,275	0	2,000	2,100	2,200	2,200	2,300
530400-735	SECURITY	149			0	0	0	0	0
530400-740	TELEPHONE	257	389	0	300	400	500	500	600
530400-750	UTILITIES	4,373	4,206	9,370	5,000	5,100	5,300	5,300	5,500
530599-999	MISCELLANEOUS	235	107	0	0	0	0	0	0
	PUBLIC WORKS - VEHICLES & EQUIPMENT		0						
530800-550	EQUIPMENT RENTAL	0	-138	0	0	0	0	0	0
530800-555	SUPPLIES	8,550	9,753	10,410	10,620	10,900	11,200	11,200	11,500
	TOOLS	0	0	10,410	10,620	10,900	11,200	11,200	11,500
	SAFETY GEAR	0	586	5,210	5,320	5,500	5,700	5,700	5,900
530800-560	FUEL	18,081	17,451	19,250	19,640	20,100	20,600	20,600	21,100
530800-565	INSURANCE	11,643	6,727	10,000	13,700	14,000	14,300	14,300	14,600
530800-570	MAINTENANCE & REPAIRS	21,908	39,116	22,440	22,890	23,400	23,900	23,900	24,400
	REPLACE 2010 F550	0	0	120,000	0	0	0	0	0

VILLAGE OF ANMORE
GENERAL OPERATING FINANCIAL PLAN

		2018	Average	2019	2020	2021	2022	2023	2024
	REPLACE FORD RANGER	0	0		0	0	0	0	0
530800-670	INTERNAL RECOVERY	-125,201	-99,082	-120,000	-122,400	-124,900	-127,400	-127,400	-130,000
	PUBLIC WORKS - LRN ROADS		0						
531002-000	PAVEMENT MAINTENANCE	0	4,759	3,650	3,730	3,900	4,000	4,000	4,100
531003-000	SHOULDERING	0	1,801	26,010	26,540	27,100	27,700	27,700	28,300
531004-000	DRAINAGE	2,046			0	0	0	0	0
531006-000	STREET LIGHTING	454	303	2,090	2,140	2,200	2,300	2,300	2,400
531007-000	ROAD MARKINGS	170	170	0	0	0	0	0	0
531008-000	SIGNS	2,422	1,021	2,090	2,140	2,200	2,300	2,300	2,400
531009-000	STREET CLEANING	1,820	2,745	0	0	0	0	0	0
531011-000	SNOW AND ICE CONTROL	11,889	20,500	14,570	14,870	15,200	15,600	15,600	16,000
531099-000	MISCELLANEOUS	690			0	0	0	0	0
	GRAVEL ROADS MAINTENANCE	0	0	5,100	5,210	5,400	5,600	5,600	5,800
	PATHWAYS	0	333	13,010	13,280	13,600	13,900	13,900	14,200
	PATHWAY UPGRADES	0		15,000	15,000	15,300	15,700	15,700	16,100
	LRN ROAD REHABILITATION	0	0	0	0	0	0	0	0
	PUBLIC WORKS - DRAINAGE								
531401-000	DRAINAGE & DITCHING	0	7,868	7,650	7,810	8,000	8,200	8,200	8,400
531402-000	FLOOD CONTROL	1,018			0	0	0	0	0
531602-000	CATCH BASINS	9,003	3,001	5,210	5,320	5,500	5,700	5,700	5,900
	EAGLECREST CULVERT REPAIR	0		12,000	0	0	0	0	0
	SUNNYSIDE CULVERT REPAIR	0		58,000	0	0	0	0	0
	WYNDAM CRES STORM SEWER	0		33,000	0	0	0	0	0
	PUBLIC WORKS - PARKS & TRAILS								
531800-750	UTILITIES	227	152	170	180	200	300	300	400
531803-000	MAINTENANCE	9,215	7,947	10,200	10,410	10,700	11,000	11,000	11,300
531804-000	TRAILS	73	24	10,200	10,410	10,700	11,000	11,000	11,300
	TRAIL UPGRADES	0		25,000	25,000	25,500	26,100	26,100	26,700
	TREE TRIMMING	3,257	1,086	4,170	4,260	4,400	4,500	4,500	4,600
	TRAIL IMPROVEMENTS	0	0	0	0	0	0	0	0
	PUBLIC WORKS - MRN ROADS								
535001-000	ADMINISTRATION	505	314	63,970	64,320	65,700	67,100	68,500	69,900
535002-000	PAVEMENT	4,237	2,950	102,000	104,040	105,700	107,400	109,200	111,100
535003-000	SHOULDERING	675	288	12,240	12,490	12,800	13,100	13,400	13,700
535004-000	DRAINAGE	9,409	16,109	17,850	18,210	18,600	19,000	19,400	19,800
535005-000	PATHWAYS	3,123	6,268	5,100	5,210	5,400	5,600	5,800	6,000
535006-000	STREET LIGHTING	1,045	1,204	4,080	4,170	4,300	4,400	4,500	4,600
535007-000	ROAD MARKINGS	10,127			0	0	0	0	0
535008-000	SIGNAGE	7,341	3,714	4,080	4,170	4,300	4,400	4,500	4,600
535009-000	STREET CLEANING	3,994	6,915	3,060	3,130	3,200	3,300	3,400	3,500
535010-000	VEGETATION CONTROL	24,667	24,432	25,500	26,010	26,600	27,200	27,800	28,400
535011-000	SNOW AND ICE CONTROL	20,525	23,777	6,120	6,250	6,400	6,600	6,800	7,000
525099-000	MISCELLANEOUS	5,317			0	0	0	0	0
	BUS SHELTER (EAST ROAD)	0		19,000	0	0	0	0	0
	SUNNYSIDE HANDRAIL REPLACEMENT	0		28,000	0	0	0	0	0
	SUNNYSIDE CULVERT EXT AND HANDRAIL REPLACE	0		36,000	0	0	0	0	0
	FISCAL SERVICES								
547900-645	BANK CHARGES	2,495	3,042	4,590	2,600	2,700	2,800	2,900	3,000
547900-999	CASH OVER/SHORT	0	2	0	0	0	0	0	0
	AMORTIZATION		639,735	700,000	700,000	700,000	700,000	700,000	700,000
	SOLID WASTE								
530205-665	ADMINISTRATION	20,000	6,667	20,200	20,610	21,100	21,600	22,100	22,600

**VILLAGE OF ANMORE
GENERAL OPERATING FINANCIAL PLAN**

		2018	Average	2019	2020	2021	2022	2023	2024
560402-620	SOLID WASTE COLLECTION	152,226	150,536	157,000	160,140	163,400	166,700	170,100	173,600
567700-765	AMORTIZATION	0	6,786		0	0	0	0	0
	TOTAL			\$ 3,306,661	\$ 3,022,242	\$ 3,077,570	\$ 3,151,616	\$ 3,173,720	\$ 3,229,206
	ACCOUNTS NO LONGER USED								
	EQUIPMENT PURCHASE			0	0	0	0	0	0
	VILLAGE CENTRE SEPTIC UPGRADES			0	0	0	0	0	0
	TOTAL PLANNING & DEVELOPMENT			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	RESERVE FUND TRANSFERS								
	TSF FROM GENERAL STABILIZATION			-23,000	-15,000	-15,000	-33,000	-15,000	-15,000
	TRANSFER FROM DEVELOPMENT RESERVE			-40,800	0	0	0	0	0
	TRANSFER FROM CAPITAL ASSET			-151,200	-32,800	-33,460	-34,130	-34,820	-35,520
	TRANSFER FROM CAPITAL ASSET ROADS			-186,000	0	0	0	0	0
	TRANSFER FROM PARKS RESERVE			-25,000	-25,000	-25,000	-25,000	-25,000	-25,000
	TRANSFER FROM DCC ROADS			0	0	0	0	0	0
	TSF TO GENERAL STABILIZATION			6,000	6,000	6,000	0	6,200	6,200
	SOLID WASTE CART REPLACEMENT			25,200	25,700	26,300	26,900	27,500	28,100
	COMMUNITY WORKS FUND			61,600	61,600	61,600	61,600	61,600	61,600
	VEHICLE REPLACEMENT PROVISION			74,290	75,780	77,300	77,300	77,300	78,850
	CAPITAL ROADS RESERVE FUND TRANSFER			42,980	43,840	44,720	44,720	44,720	45,620
	CAPITAL RESERVE FUND TRANSFER			1,095,000	1,122,400	1,150,500	1,179,300	1,208,800	1,239,100
	TOTAL RESERVE FUND TRANSFERS			\$ 879,070	\$ 1,262,520	\$ 1,292,960	\$ 1,297,690	\$ 1,351,300	\$ 1,383,950
	Total Taxation, Grants and Other Revenues			-\$ 4,185,731	-\$ 4,324,162	-\$ 4,370,530	-\$ 4,449,306	-\$ 4,525,020	-\$ 4,613,156
	Total Expenses			\$ 4,185,731	\$ 4,324,162	\$ 4,370,530	\$ 4,449,306	\$ 4,525,020	\$ 4,613,156
	Net (Surplus)/Deficit			\$ 0	\$ -	\$ -	\$ -	\$ -	\$ -

Village of Anmore
2020 Capital Project Funding Requirements

2020 Capital Projects, Funding Sources and Residual Balances

	308010-000 General Stabilization	308403-000 Capital Asset	308010-000 MRN Pavement	308010-000 Solid Waste	308010-000 Community Works	308401-000 Spec Purpose Parks	205000-000 Roads DCC	205001-000 Drainage DCC	2020 Total
2020 Beginning Balance	\$ 1,271,774	\$ 5,071,541	\$ 77,582	\$ 17,505	\$ 262,935	\$ 410,410	\$ 650,302	\$ 69,724	\$ 7,831,773
2020 Revenue									
Internal Transfers	\$ -	\$ 1,242,020	\$ -	\$ 25,700	\$ -	\$ -	\$ -	\$ -	\$ 1,267,720
External Contributions	\$ -	\$ -	\$ 102,000	\$ -	\$ 61,600	\$ -	\$ -	\$ -	\$ 163,600
Revenue Subtotal	\$ -	\$ 1,242,020	\$ 102,000	\$ 25,700	\$ 61,600	\$ -	\$ -	\$ -	\$ 1,431,320
2020 Expenditures									
Trail Upgrades						\$ 25,000			\$ 25,000
Walkway Upgrades (annually)		\$ 15,000							\$ 15,000
Computer Replacement		\$ 15,000							\$ 15,000
Road Rehabilitation			\$ 102,000						\$ 102,000
Sunnyside & East Walkway Improvements (project value \$460,000)		\$ 115,000							\$ 115,000
Sunnyside Culvert Replacement*		\$ 49,432							\$ 49,432
Bus Shelters*		\$ 19,000							\$ 19,000
Sunnyside Handrail Replacement*		\$ 27,100							\$ 27,100
Sunnyside Culvert Extension*		\$ 35,678							\$ 35,678
Project Subtotal	\$ -	\$ 276,210	\$ 102,000	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ 403,210
2020 Balance, end of year	\$ 1,271,774	\$ 6,037,351	\$ 77,582	\$ 43,205	\$ 324,535	\$ 385,410	\$ 650,302	\$ 69,724	\$ 8,859,883

*carried forward from previous year

Village of Anmore
2021 Capital Project Funding Requirements

2021 Capital Projects, Funding Sources and Residual Balances

	308010-000 General Stabilization	308403-000 Capital Asset	308010-000 MRN Pavement	308010-000 Solid Waste	308010-000 Community Works	308401-000 Spec Purpose Parks	205000-000 Roads DCC	205001-000 Drainage DCC	2021 Total
2021 Beginning Balance	\$ 1,271,774	\$ 6,037,351	\$ 77,582	\$ 43,205	\$ 324,535	\$ 385,410	\$ 650,302	\$ 69,724	\$ 8,859,883
2021 Revenue									
Internal Transfers	\$ -	\$ 1,272,520	\$ -	\$ 26,300	\$ -	\$ -	\$ -	\$ -	\$ 1,298,820
External Contributions	\$ -	\$ -	\$ 102,000	\$ -	\$ 61,600	\$ -	\$ -	\$ -	\$ 163,600
Revenue Subtotal	\$ -	\$ 1,272,520	\$ 102,000	\$ 26,300	\$ 61,600	\$ -	\$ -	\$ -	\$ 1,462,420
2021 Expenditures									
Replace F250		\$ 65,000							\$ 65,000
Trail Upgrades						\$ 25,000			\$ 25,000
Walkway Upgrades (annually)	\$ 15,000								\$ 15,000
Road Rehabilitation			\$ 102,000						\$ 102,000
Project Subtotal	\$ 15,000	\$ 65,000	\$ 102,000	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ 207,000
2021 Balance, end of year	\$ 1,256,774	\$ 7,244,871	\$ 77,582	\$ 69,505	\$ 386,135	\$ 360,410	\$ 650,302	\$ 69,724	\$ 10,115,303

Village of Anmore
2022 Capital Project Funding Requirements

2022 Capital Projects, Funding Sources and Residual Balances

	308010-000 General Stabilization	308403-000 Capital Asset	308010-000 MRN Pavement	308010-000 Solid Waste	308010-000 Community Works	308401-000 Spec Purpose Parks	205000-000 Roads DCC	205001-000 Drainage DCC	2022 Total
2022 Beginning Balance	\$ 1,256,774	\$ 7,244,871	\$ 77,582	\$ 69,505	\$ 386,135	\$ 360,410	\$ 650,302	\$ 69,724	\$ 10,115,303
2022 Revenue									
Internal Transfers	\$ -	\$ 1,301,320	\$ -	\$ 26,900	\$ -	\$ -	\$ -	\$ -	\$ 1,328,220
External Contributions	\$ -	\$ -	\$ 102,000	\$ -	\$ 61,600	\$ -	\$ -	\$ -	\$ 163,600
Revenue Subtotal	\$ -	\$ 1,301,320	\$ 102,000	\$ 26,900	\$ 61,600	\$ -	\$ -	\$ -	\$ 1,491,820
2022 Expenditures									
Trail Upgrades						\$ 25,000			\$ 25,000
Walkway Upgrades (annually)	\$ 15,000								\$ 15,000
Road Rehabilitation			\$ 102,000						\$ 102,000
Project Subtotal	\$ 15,000	\$ -	\$ 102,000	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ 142,000
2022 Balance, end of year	\$ 1,241,774	\$ 8,546,191	\$ 77,582	\$ 96,405	\$ 447,735	\$ 335,410	\$ 650,302	\$ 69,724	\$ 11,465,123

Village of Anmore
2023 Capital Project Funding Requirements

2023 Capital Projects, Funding Sources and Residual Balances

	308010-000 General Stabilization	308403-000 Capital Asset	308010-000 MRN Pavement	308010-000 Solid Waste	308010-000 Community Works	308401-000 Spec Purpose Parks	205000-000 Roads DCC	205001-000 Drainage DCC	2023 Total
2023 Beginning Balance	\$ 1,256,774	\$ 7,244,871	\$ 77,582	\$ 69,505	\$ 386,135	\$ 360,410	\$ 650,302	\$ 69,724	\$ 10,115,303
2023 Revenue									
Internal Transfers	\$ -	\$ 1,330,820	\$ -	\$ 27,500	\$ -	\$ -	\$ -	\$ -	\$ 1,358,320
External Contributions	\$ -	\$ -	\$ 102,000	\$ -	\$ 61,600	\$ -	\$ -	\$ -	\$ 163,600
Revenue Subtotal	\$ -	\$ 1,330,820	\$ 102,000	\$ 27,500	\$ 61,600	\$ -	\$ -	\$ -	\$ 1,521,920
2023 Expenditures									
Trail Upgrades						\$ 25,000			\$ 25,000
Walkway Upgrades (annually)	\$ 15,000								\$ 15,000
Road Rehabilitation			\$ 102,000						\$ 102,000
Project Subtotal	\$ 15,000	\$ -	\$ 102,000	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ 142,000
2023 Balance, end of year	\$ 1,241,774	\$ 8,575,691	\$ 77,582	\$ 97,005	\$ 447,735	\$ 335,410	\$ 650,302	\$ 69,724	\$ 11,495,223

Village of Anmore									
2024 Capital Project Funding Requirements									
2024 Capital Projects, Funding Sources and Residual Balances									
	308010-000 General Stabilization	308403-000 Capital Asset	308010-000 MRN Pavement	308010-000 Solid Waste	308010-000 Community Works	308401-000 Spec Purpose Parks	205000-000 Roads DCC	205001-000 Drainage DCC	2024 Total
2024 Beginning Balance	\$ 1,256,774	\$ 7,244,871	\$ 77,582	\$ 69,505	\$ 386,135	\$ 360,410	\$ 650,302	\$ 69,724	\$ 10,115,303
2024 Revenue									
Internal Transfers	\$ -	\$ 1,363,570	\$ -	\$ 28,100	\$ -	\$ -	\$ -	\$ -	\$ 1,391,670
External Contributions	\$ -	\$ -	\$ 102,000	\$ -	\$ 61,600	\$ -	\$ -	\$ -	\$ 163,600
Revenue Subtotal	\$ -	\$ 1,363,570	\$ 102,000	\$ 28,100	\$ 61,600	\$ -	\$ -	\$ -	\$ 1,555,270
2024 Expenditures									
Trail Upgrades						\$ 25,000			\$ 25,000
Walkway Upgrades (annually)	\$ 15,000								\$ 15,000
Replace 2017 Ford F550		\$ 150,000							\$ 150,000
Road Rehabilitation			\$ 102,000						\$ 102,000
Project Subtotal	\$ 15,000	\$ 150,000	\$ 102,000	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ 292,000
2024 Balance, end of year	\$ 1,241,774	\$ 8,458,441	\$ 77,582	\$ 97,605	\$ 447,735	\$ 335,410	\$ 650,302	\$ 69,724	\$ 11,378,573

2020 Water Rate Calculation

Rate Distribution

		% Allocation
PORT MOODY WATER SUPPLY	\$ 408,000	44.1%
OPERATING EXPENSES	232,920	25.2%
WATER INFRASTRUCTURE LEVY	\$ 285,000	30.8%
Total 2019 Annual Costs	\$ 925,920	100.0%

Costs to be Funded from Utility Rates

Funded from Water User Fees	\$ 902,830
Funded from Other Sources (i.e. penalties, new service connections, etc.)	\$ 23,090
Total 2019 Annual Revenues	\$ 925,920

Water Consumption Calculation

2019 water usage (invoiced by CPM)	309,080
2020 growth (based on medium growth from OCP)	2.2%
2020 estimated water usage (cubic meters)	315,900

Water Rate Calculation

Costs funded from user fees	\$ 902,830
2020 estimated water usage (invoiced consumption)	315,900
2020 Water Rate - per cubic meter	\$ 2.92

Water Rate Distribution - per cubic meter

	2020	2019
PORT MOODY WATER SUPPLY	\$ 1.28	1.26
OPERATING EXPENSES	\$ 0.73	0.72
WATER INFRASTRUCTURE LEVY	\$ 0.90	0.88
2019 Water Rate	\$ 2.92	2.86

Change over previous year (\$) \$ 0.06 per m³
Change over previous year (%) 1.9%

Avg water cost in 2020 (based on 350 cubic meters) \$ 1,001.00
Avg water cost in 2019 (based on 350 cubic meters) \$ 1,020.29
Average increase \$ 19.29

WATER UTILITY FUND
2020-2024

	Actual	Budget						
	2018	2019		2020	2021	2022	2023	2024
WATER UTILITY REVENUES								
PENALTIES & INTEREST	13,460	6,120		6,250	6,380	6,380	6,380	6,510
INCOME ON INVESTMENTS		-		-	-	-	-	-
MISCELLANEOUS INCOME	158	-		-	-	-	-	-
INSPECTION FEES		1,110		1,140	1,170	1,170	1,170	1,200
WATER USER FEES	740,079	841,350		902,830	951,590	956,610	959,840	980,910
WATER PARCEL TAXES	-	-		-	-	-	-	-
NEW WATER SERVICE FEES	3,947	15,300		15,700	16,100	16,100	16,100	16,500
WATER UTILITY LEVY		-		-	-	-	-	-
AMORTIZATION (Equity offset)		220,000		220,000	220,000	220,000	220,000	220,000
TOTAL REVENUES	- 757,645	- 1,083,880		- 1,145,920	- 1,195,240	- 1,200,260	- 1,203,490	- 1,225,120
WATER UTILITY EXPENSES		-		-	-	-	-	-
WATER TRAINING & MEMBERSHIPS	2,872	5,430		6,100	6,230	6,230	6,230	6,360
SAFETY GEAR		-		-	-	-	-	-
WATER MAINTENANCE & OPERATIONS	111,205	185,000		55,000	56,650	58,350	58,350	60,100
S&B	83,523			134,400	165,800	168,800	171,700	174,700
S&B - On Call				12,200	12,510	12,830	13,160	13,490
TELEPHONE	990	-		-	-	-	-	-
CARRYFORWARDS		-		-	-	-	-	-
WATER UTILITIES	15,322	16,120		17,740	19,520	19,520	19,520	21,480
BOOSTER/CHLORINATION	4,676							
PRV SERVICING	1,190							
WATER METER IT SYSTEM	2,248							
MISCELLANEOU		-		-	-	-	-	-
OVERSIZING COSTS		-		-	-	-	-	-
AUDIT/ACCOUNTING	7,300	7,330		7,480	7,630	7,630	7,630	7,790
ADMINISTRATION COSTS		-		-	-	-	-	-
WATER SUPPLY COSTS TO PORT MOODY	392,647	400,000		408,000	416,200	416,200	416,200	424,600
DEBT CHARGES - PRINCIPAL		-		-	-	-	-	-

2020-2024

[illegible]