

FINANCE COMMITTEE MEETING – AGENDA



Agenda for the Finance Committee Meeting scheduled for Tuesday, January 30, 2024, at 6:00 p.m. in the **Boardroom, Anmore Community Hub, 2697 Sunnyside Road, Anmore, BC**

1. CALL TO ORDER

2. APPROVAL OF THE AGENDA

Recommendation: THAT the Agenda be approved as circulated.

3. PUBLIC INPUT

**Note: The public is permitted to provide comments to the Committee on any item shown on this meeting agenda. A two-minute time limit applies to speakers.*

4. MINUTES

Page 4

(a) Minutes of the Meeting held on March 9, 2023

Recommendation: THAT the Minutes of the Finance Committee meeting held on March 9, 2023, be adopted, as circulated.

5. BUSINESS ARISING FROM THE MINUTES

6. UNFINISHED BUSINESS

7. NEW BUSINESS

(a) Establish Meeting Schedule

Recommendation: THAT the Finance Committee meetings be scheduled, as required, or at the call of the Chair.

Page 6 (b) Department Overview Reports

Department managers to provide overview of department operations. Reports dated January 26, 2024, attached:

- i) Administration Overview from the Chief Administrative Officer.
- ii) Financial Services Overview from the Manager of Financial Services.
- iii) Corporate Services Overview from the Manager of Corporate Services.
- iv) Development Services Overview from the Manager of Development Services.
- v) Public Works Overview from the Operations Superintendent.

Page 24 (c) DRAFT Five Year Financial Plan 2024 - 2028

Report dated January 26, 2024, from Lena Martin, Manager of Financial Services, attached.

Recommendation: THAT the Finance Committee refers the DRAFT Five Year Financial Plan 2024 – 2028 to Council for consideration.

8. ADJOURNMENT

FINANCE COMMITTEE MEETING – MINUTES

Minutes for the Finance Committee Meeting scheduled for Thursday, March 9, 2023
at 5:00 p.m. at Multipurpose Room at Anmore Elementary School, 30 Elementary Road,
Anmore, BC

COMMITTEE MEMBERS PRESENT

Mayor John McEwen, Chair
Councillor Paul Weverink
Councillor Doug Richardson
Councillor Kim Trowbridge
David Gregory
Robert Boies

ABSENT

Councillor Polly Krier

OTHERS PRESENT

Karen Elrick, CAO
Scott Donaldson, Operations Superintendent
Joe Keno, Utility Operator
Chris Boit, Manager of Development Services
Lena Martin, Manager of Financial Services

1. CALL TO ORDER

Mayor McEwen called the meeting to order at 5:05 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 March 7, 2022

It was MOVED and SECONDED:

That the Minutes of the Finance Committee meeting held on
March 7, 2022 be adopted, as circulated.

Carried Unanimously

4. BUSINESS ARISING FROM THE MINUTES

None.

5. UNFINISHED BUSINESS

None.

6. NEW BUSINESS**(a) DRAFT Five Year Financial Plan 2023 - 2027**

Ms. Lena Martin, Manager of Financial Services, provided an overview of the draft financial plan included in the agenda.

Discussion points included:

- Increase in Investment interest.
- Increase in Development fee revenues with the plan checker position filled.
- Recently announced Growing Great Communities 1.73M grant announced for infrastructure, Anmore will receive a contract outlining use of the grant.
- CPI for 2023 is 6.4%
- Salaries and benefits increased by CPI
- Overall estimated budget increase of 7.41%
- Increased costs for PSAB Audit requirements
- Increased Public Works on call and Call Out updated to match current spending.
- Update requested of our Asset Management Plan and Capital Reserve allocation
- Discussions regarding various Capital Equipment requests
- Explanation of tax rate setting and BC Assessment values
- Discussions regarding types of reserves

It was MOVED and SECONDED:

That the Finance Committee refers the DRAFT Five Year Financial Plan 2023 – 2027 to Council for consideration.

Carried Unanimously

(b) HUB Loan Authorization Bylaw Next Steps

Ms. Martin provided an overview of the report and the following points of discussion:

- Review of Long-Term Debt, Municipal Finance Authority, and municipal borrowing limits
- Option to apply for short term funding under Temporary Borrowing Bylaw for cash flow until Long-Term Borrowing is issued.
- Options discussed regarding borrowing from Anmore reserves or Municipal Finance Authority

It was MOVED and SECONDED:

That the Finance Committee recommends to council to direct staff draw partial funds for Hub loan by Temporary Borrowing Bylaw

AND

That the Finance Committee recommend to council to direct staff to draw funds through Long-Term borrowing.

Carried Unanimously

7. ADJOURNMENT

It was MOVED and SECONDED:

THAT the meeting be adjourned at 6:48 p.m.

Carried Unanimously

Karen Elrick
Corporate Officer

John McEwen
Chair

VILLAGE OF ANMORE

REPORT TO FINANCE COMMITTEE

Date: January 26, 2024

Submitted by: Karen Elrick, Chief Administrative Officer

Subject: 2024 Business Plan – Administration

Executive Summary

The Chief Administrative Officer (CAO) provides direction and leadership for all municipal operations and employees, develops and implements policies and programs as directed by Council, provides strategic and technical advice to Council and assists Council in implementation of goals and objectives of Council's strategic plan. Human resources, economic development, and public land administration are also managed under administration. An administrative assistant team within the department provides support to various functions of the Village including building, executive, Mayor and Council, and events.

Recommendation:

That the Finance Committee receive the report dated January 26, 2024 outlining the Administration draft business plan for 2024, for information.

Department Overview

The staffing complement in the administration department consists of the CAO and 3 Administrative positions (2 FTE equivalent), an Administrative/Building Assistant, Executive Assistant, and Administrative/Special Events Assistant.

2023 Departmental Key Achievements:

- Recruitment, hiring, and onboarding of five employees
- Reallocate staff duties and responsibilities to increase capacity within allocated budget
- Coordination with project principals to achieve completion of Anmore Community Hub project
- Facilitated preliminary review of Anmore South development application
- Initiated planning for relocation of staff to new Anmore Community Hub administration offices

Report/Recommendation to Council

2024 Business Plan – Administration

January 26, 2024

- Received \$375,000 grant for Spirit Park Improvements
- Received \$500,000 grant for Sunnyside Road Multi-Use Pathway
- Received \$1.73 million Growing Communities Grant for infrastructure and amenities and coordinated assessment of priorities for Council's consideration

Key departmental challenges:

The current employment market has impacted many local government organizations in terms of ability to recruit and retain qualified staff for a variety of positions. With a large number of experienced professionals reaching or nearing retirement, coupled with more stringent regulatory requirements in some areas, the Village needs to continue to explore options for more non-traditional ways of ensuring key positions are resourced. In addition, the Village's current workforce is reaching an age of imminent or impending retirement. Due to the size of the organization it is particularly challenging to put internal succession plans in place as many critical function areas do not have the depth of staff positions required to consider future planning. The Village is also at a critical point in time where operating and future planning for any programming with the Anmore Community Hub, along with consideration of more complex development applications needs to weigh into the current and future resourcing needs.


Department Priorities and New Initiatives for 2024

Priority/Initiative	Alignment with Strategic Plan
Human Resource capacity and staff succession planning	We provide efficient services and strive for sustainable infrastructure to support a safe, healthy and vibrant community
Policy Review	We provide efficient services and strive for sustainable infrastructure to support a safe, healthy and vibrant community
Review Village events and processes	We provide efficient services and strive for sustainable infrastructure to support a safe, healthy and vibrant community We have an engaged community that is immensely proud of Anmore
Assess opportunities for use of community spaces in Anmore Community Hub	We provide efficient services and strive for sustainable infrastructure to support a safe, healthy and vibrant community We have an engaged community that is immensely proud of Anmore

Report/Recommendation to Council
2024 Business Plan – Administration
January 26, 2024

Attachments:

1. None

Prepared by:
 <hr/>
Karen Elrick Chief Administrative Officer

VILLAGE OF ANMORE

REPORT TO FINANCE COMMITTEE

Date: January 26, 2024
Submitted by: Department Head
Subject: 2024 Business Plan – Finance Department

Executive Summary

The Finance Department is responsible for the financial leadership of the Village. This includes receiving and keeping all monies paid to the municipality, investing municipal funds and expending funds in the manner authorized by the Council.

Recommendation:

That the Finance Committee receive the report dated January 26, 2024 outlining the Finance Department draft business plan for 2024, for information.

Department Overview

The Finance Group currently consists of the following members:

- Manager of Financial Services – Full Time
- Finance Clerk III -Full Time
- Administration support

The Manager of Financial Services, who is designated as the Chief Financial Officer (CFO) is responsible for the supervision, planning, organizing, direction, and control of the Finance Department and for the efficient and effective administration of the financial affairs of the Village, including all accounting and financial management functions in accordance with Provincial Statutes, Municipal Bylaws and policies of the Village and performs all the statutory duties as required under the Community Charter as the Financial Administrator of the Village.

The CFO ensures the coordination with each department to establish a five-year financial plan while ensuring spending compliance with the plan. Examples of the Finance Clerk duties include billing and collection for a variety of services, including property taxes, water, and solid waste, accounts payable, accounts receivable, resident enquiries, bank reconciliations and cash transactions.

Report/Recommendation to Council

2024 Business Plan – Finance Department

January 26, 2024

2023 Key Achievements

- Managed \$10M budget with various large project budgets.
- Completed Parcel Tax Bylaw for AGE sewer users, including analysis, reporting with Metro Vancouver, and communication with relevant users.
- Executed grant reporting for multiple projects totalling \$5M, including collection, analysis, and reporting.
- Completed long term debt financing bylaw with multiple partners including, Municipal Finance Authority, Metro Vancouver, and the Ministry of Municipal Affairs.
- Attended meetings as CFO at the Metro Vancouver Regional Finance Advisory Committee
- Administrated Community Grants
- Administrated Interim and Final Financial audits with BDO Canada LLP, including audit, analysis, and draft financial statements.
- Completed review of assets and obligations, met with key stakeholders, reported to auditor, related to upcoming change in accounting standards of Asset Retirement Obligations (ARO's)
- Managed ongoing project analysis of Asset Management and Financial forecasting with external contractor.
- Investments and portfolio management of Village assets
- Assisted with purchasing, BC Bid updates, sales of assets.
- Assisted with IT, Audio Visual and video streaming.

Deferred projects

- Amais purchase order module


Key challenges

- As a small local government with limited staff resources, the requirements to meet legislative requirements are the same as a large local government with many staff resources.
- Resourcing/supporting projects that are unassigned to individual staff members become additional 'side of the desk' projects for staff, drawing on resources or taking considerable time to complete.

Department Priorities and New Initiatives for 2024-2028

Priority/Initiative	Alignment with Strategic Plan
Staff Succession Planning – Staff Retirement	Provide efficient services and strive for sustainable infrastructure to support a safe, healthy and vibrant community.

Attachments: None

Prepared by:
<p><i>Lena Martin</i></p> <hr/> <p>Lena Martin Manager of Financial Services</p>
Reviewed for Form and Content / Approved for Submission to Council:
<p>Chief Administrative Officer's Comment/Concurrence</p> <div style="text-align: right;">  <hr style="border-top: 1px dashed black;"/> <p>Chief Administrative Officer</p> </div>

VILLAGE OF ANMORE

REPORT TO FINANCE COMMITTEE

Date: January 26, 2024

Submitted by: Rhonda Schell, Manager of Corporate Services

Subject: 2024 Business Plan – Corporate Services

Executive Summary

The Corporate Services Department consists of the Manager of Corporate Services, who is the Corporate Officer (as per section 148 of the Community Charter), responsible for Council and Committee meetings, bylaw drafting and review, records management, and is the Freedom of Information & Privacy Coordinator, Emergency Program Coordinator, and Chief Elections Officer. This department also provides oversight for all Village communications and filming permits and is supported by the Communications Coordinator. In 2023, the department had significant staffing changes with the previous manager taking on the roll of Chief Administrative Officer and successfully recruiting a new Manager of Corporate Services and Communications Coordinator. Priorities for 2024 are to implement new legislation, enhance and expand on Village communications, and secure grant funding to promote FireSmart planning.

Recommendation:

That the Finance Committee receive the report dated January 26, 2024 outlining the Corporate Services draft business plan for 2024, for information.

Department Overview

The Corporate Services Group currently consists of the following members:

- Manager of Corporate Services
- Communications Coordinator
- Communications and graphics design consultants (external)

Council and Committee meetings: prepare agendas, ensure that accurate minutes are prepared, handle logistics, process, and provide parliamentary procedure advice.

Bylaws: reviews draft bylaws for legality and consistency, certify copies of bylaws and other documents.

Report/Recommendation to Council

2024 Business Plan – Corporate Services

January 26, 2024

Document and Records Management: maintain and keep safe the minutes, bylaws, and other records of the business of Council and its committees; ensure that access is provided to records of the local government's business, as required by law or authorized by the council; accept notices and documents that are required or permitted to be provided to the local government or Council; keep the corporate seal of the local government, and affix it to documents as required; and manage other records in accordance with the Anmore Records Management Bylaw.

Commissioner for Taking Oaths: administer oaths and take affirmations, affidavits and declarations as required under provincial legislation.

Chief Elections Officer: oversee all general municipal elections and bi-elections, assent votes or alternate approval processes.

Freedom of Information & Privacy Coordinator: receives and processes all access to information requests.

Emergency Program Coordinator: responsible for the emergency program function in conjunction with external consultants and agencies.

Communications Coordinator: prepares and distributes Village communications such as the Anmore Advisor, Resident Notification, social media, press releases, website updates, and provides administrative support to the Corporate Officer.

2023 Departmental Key Achievements:

- Responded to five requests for access to information under the Freedom of Information and Protection of Privacy Act
- Developed three Privacy Impact Assessments for projects related to communications and security
- Developed a policy for Emergency Notifications and made significant progress in preparation to implement Alertable software
- Developed a Flag Policy
- Updated Terms of Reference for all Select Committees of Council
- Made significant progress on the development of a new website for the Village
- Supported Council's objective to increase community engagement and involvement through a Photo Contest that led to increased social media engagement and following (the Village's Facebook link clicks were up 250%, there were 2,042 Facebook visits (up 97.8%) and 15 new followers (up 114.3%).
- Received \$30,000 in grant funding for the Emergency Operations Center for Audio Visual support

Report/Recommendation to Council

2024 Business Plan – Corporate Services

January 26, 2024

Key departmental challenges:

- Capacity to meet legislative requirements and changes as a small local government (Emergency Program Act, FOIPPA)
- Resourcing/supporting long term projects (records management, policy review, website development)

2023 Deferred Capital Projects:

- Website Development – currently underway and anticipated to launch in spring 2024

Department Priorities and New Initiatives for 2024-2028

Priority/Initiative	Alignment with Strategic Plan
Establish Privacy Management Program	Legislative Requirement: FOIPPA
Re-Establish and Orient Committees	<p>Goal: We have an engaged community that is immensely proud of Anmore.</p> <p>Objectives:</p> <ul style="list-style-type: none">• Support community engagement.• Increase community involvement.• Enhance sense of community.• Support a welcoming and inclusive community.
Records Management and Archiving	<p>Goal: We provide efficient services and strive for sustainable infrastructure to support a safe, healthy, and vibrant community.</p> <p>Objective: Maintain and enhance services levels.</p>
Launch Alertable – Emergency Alerting Software	<p>Goal: We provide efficient services and strive for sustainable infrastructure to support a safe, healthy, and vibrant community.</p> <p>Objective: Promote and support emergency preparedness</p> <p>Goal: We provide efficient services and strive for sustainable infrastructure to support a safe, healthy, and vibrant community.</p>

Report/Recommendation to Council

2024 Business Plan – Corporate Services



January 26, 2024

	Objective: Maintain and enhance services levels.
Launch Envoke – Email Communications Software (Resident Notification and Official Notices)	<p>Goal: We provide efficient services and strive for sustainable infrastructure to support a safe, healthy, and vibrant community.</p> <p>Objective: Maintain and enhance services levels.</p> <p>Goal: We have an engaged community that is immensely proud of Anmore.</p> <p>Objectives:</p> <ul style="list-style-type: none">• Support community engagement.• Increase community involvement.• Enhance sense of community.• Support a welcoming and inclusive community.
Website Development	<p>Goal: We provide efficient services and strive for sustainable infrastructure to support a safe, healthy, and vibrant community.</p> <p>Objective: Maintain and enhance services levels.</p> <p>Goal: We have an engaged community that is immensely proud of Anmore.</p> <p>Objectives:</p> <ul style="list-style-type: none">• Support community engagement.• Increase community involvement.• Enhance sense of community. <p>Support a welcoming and inclusive community.</p>
Community Wildfire Protection Plan	<p>Goal: We provide efficient services and strive for sustainable infrastructure to support a safe, healthy, and vibrant community.</p> <p>Objective: Promote and support emergency preparedness.</p>

Report/Recommendation to Council
2024 Business Plan – Corporate Services
January 26, 2024

Attachments:

1. None

Prepared by:	
 _____	
Rhonda Schell Manager of Corporate Services	
Reviewed for Form and Content / Approved for Submission to Council:	
Chief Administrative Officer's Comment/Concurrence	
 _____	
Chief Administrative Officer	

VILLAGE OF ANMORE

REPORT TO FINANCE COMMITTEE

Date: January 26, 2024

Submitted by: Chris Boit, Manager of Development Services

Subject: 2024 Business Plan – Development Services

Executive Summary

The Development Services group in Anmore is responsible for critical aspects of municipal planning and development, including planning and zoning, building permits and inspections, development permit review and policy development. In 2023, the group achieved significant milestones such as reducing building permit wait times, completing the Anmore Community Hub, securing substantial grant funding, and initiating key infrastructure projects. The group's priorities for 2024-2028 include hiring a full-time planner, ongoing zoning reviews, developing a park's masterplan, and securing further grants for infrastructure and policy updates.

Recommendation:

That the Finance Committee receive the report dated January 26, 2024 outlining the Development Services draft business plan for 2024, for information.

Department Overview

The Development Services group currently consists of the following members:

- Manager of Development Services (Part Time - Consultant) Chris Boit
- 1 Building inspector (Part time) – Scott Beck

Planning and Zoning: Oversight of land use planning, which involves creating and implementing zoning regulations, community plans, and development guidelines. This ensures orderly development and the efficient use of land, aligning with the community's vision and goals.

Building Permits and Inspections: The group is responsible for issuing building permits, ensuring that construction projects comply with local, provincial, and national building codes and standards. We conduct inspections during various stages of construction to ensure adherence to approved plans and safety standards.

Report/Recommendation to Council

2024 Business Plan – Development Services

January 26, 2024

Development Permit Review: We review development permit applications, which typically consist with reviewing impact of proposed developments on the local environment, and community, and ensuring compatibility with existing plans and policies.

Environmental Assessment and Sustainability: We play a role in assessing the environmental impact of development projects and promoting sustainable development practices. This includes implementing policies that protect natural resources and reduce the ecological footprint of new developments.

Infrastructure Coordination: Coordination with Operations and external agencies for infrastructure development and maintenance. This includes roads, water supply, drainage and public utilities, ensuring they are adequately planned and integrated with new developments.

Policy Development and Implementation: We are involved in developing and updating policies related to land use, housing, transportation, and community development. These policies guide future development and address evolving needs of the municipality.

2023 Departmental Key Achievements:

- Recruitment, hiring, and onboarding of one employee
- Reduced building permit wait time to 6-8 weeks
- Completion of the Anmore Community Hub
- Successful application of 2 Grant funding projects totalling \$875k
- Road rehabilitation of Bedwell Bay
- Ongoing construction of MUP on Sunnyside Road
- Initiation of municipal wide Water model
- Reports to Council regarding Coach House zoning updates
- Ongoing review of Anmore South OCP amendment

Key departmental challenges:

The limited availability of full-time staff within the department has caused the group to lean on external partners to achieve the day to day running of the group. This is highlighted with the Approving Officer position being fulfilled via an external member of the Municipality and during 2023 the building inspector position was filled remotely via a Contract employee, as there were no suitable candidates available to fulfill the position.

Report/Recommendation to Council

2024 Business Plan – Development Services

January 26, 2024

Other key challenges are the 2 significant developments being considered within Anmore, which are Anmore South and the Hillside Development. These developments have required significant resources to the review and coordinate through 2023 and the resources required to continuing moving the applications forward, will increase in 2024. These cost should be covered by the proponents.

Department Priorities and New Initiatives for 2024-2028


Priority/Initiative	Alignment with Strategic Plan
Hiring internal full timer planner	We provide efficient services and strive for sustainable infrastructure to support a safe, healthy and vibrant community
Ongoing zoning and OCP bylaw review	We unleash the potential for great development that advances the interests of the community.
DCC Bylaw Review	We unleash the potential for great development that advances the interests of the community.
The development of a park's masterplan for spirit park	Through collaborative relationships with government and stakeholder partners, we seek to ensure that Anmore is self sufficient in the future
Continue to apply for Federal and Provincial Grants in relation to policy updates and infrastructure improvements	Through collaborative relationships with government and stakeholder partners, we seek to ensure that Anmore is self sufficient in the future

Attachments: None

Report/Recommendation to Council

2024 Business Plan – Development Services

January 26, 2024

Prepared by:
 _____ Chris Boit, P.Eng Manager of Development Services
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>

VILLAGE OF ANMORE

REPORT TO FINANCE COMMITTEE

Date: January 26, 2024

Submitted by: Scott Donaldson, Operations Superintendent

Subject: 2024 Business Plan – Public Works Operations

Executive Summary

The Public Works Operations department is responsible for the provision of safe, high quality drinking water to the Village, roads (including maintenance and snow clearing), trails, pathways/sidewalks, parks, stormwater management, ditching and flail mowing and bylaw enforcement.

Recommendation:

That the Finance Committee receive the report dated January 26, 2024 outlining the Public Works Operations draft business plan for 2024, for information.

Department Overview

The staffing complement in the public works administration department consists of 5 full time employees:

1. Operations Superintendent
2. Working Foreman and Equipment Operator
3. Water Operator 1
4. Parks Labourer
5. Labourer / Bylaw Enforcement

2023 Departmental Key Achievements:

- Water Meter to property line project and update of water meters
- Coordinated with City of Port Moody to achieve connectivity from Strong Road into Bert Flinn Park
- Coordinated with administration to support move to new Anmore Community Hub facility and repurpose existing ATCO trailers to serve Public Works
- Continuation of trail upgrades throughout community

Report/Recommendation to Council

2024 Business Plan – Public Works Operations

January 26, 2024

- Coordination of tree assessments to identify dangerous trees on Village property for future planning
- Facilitated procurement of vehicles for public works fleet

Key departmental challenges:

The current public works yard facility lacks proper storage and containment to protect Village assets and provide a safe and healthy work environment for staff. Allocation by Council of funding from the Growing Communities Fund grant will contribute to the overall functionality of this department. In terms of underground infrastructure, there are some information gaps remaining in Anmore due to incomplete or inaccurate data; however, strides have been made in recent years to close those gaps and significant progress has been made. An additional challenge related to the management of ditches, the maintenance required in this area can be resource intensive in terms of staff time.

Department Priorities and New Initiatives for 2024

Priority/Initiative	Alignment with Strategic Plan
Continue to identify bylaw updates that will better support enforcement.	We provide efficient services and strive for sustainable infrastructure to support a safe, healthy and vibrant community
Needs Assessment for Public Works facility	We provide efficient services and strive for sustainable infrastructure to support a safe, healthy and vibrant community
Underground Infrastructure Inventory	We provide efficient services and strive for sustainable infrastructure to support a safe, healthy and vibrant community
Connect Michael Rosen trail to Port Moody's Bert Flinn Park and continue to work with Port Moody on regional connectivity of trails	Through collaborative relationships with government and stakeholder partners, we work to ensure that Anmore is self-sufficient in the future. We provide efficient services and strive for sustainable infrastructure to support a safe, healthy and vibrant community
Water Meter Replacement Project	We provide efficient services and strive for sustainable infrastructure to support a safe, healthy and vibrant community

Report/Recommendation to Council
2024 Business Plan – Public Works Operations
January 26, 2024

Attachments:

1. None

Prepared by:
 _____ Scott Donaldson Operation Superintendent
Reviewed for Form and Content / Approved for Submission to Council:
Chief Administrative Officer's Comment/Concurrence  _____ Chief Administrative Officer



VILLAGE OF ANMORE

REPORT TO FINANCE COMMITTEE

Date: January 26, 2024

File No. 1700-02

Submitted by: Lena Martin

Subject: DRAFT Five Year Financial Plan 2024 - 2028

Purpose / Introduction

To provide a draft Five Year Financial Plan 2024 - 2028 for discussion and consideration.

Recommended Option

That the Finance Committee refers the DRAFT Five Year Financial Plan 2024 – 2028 to Council for consideration.

Background

The Five-Year Financial Plan sets out the Village's planned sources and uses of funds for a five (5) year period. This provides the over-all authorization for expenditures to be made with Village funds.

Included in the report is a five-year estimated budget for the General Fund and Water Fund, Capital/ Project listing with revenue sources and an estimated average household tax impact. The tax impact may vary by household due to property assessments being higher or lower than average.

Discussion

Noted below are the more significant differences in the various budgeted revenues and expenses are:

General Fund Taxes and Other Revenue Variables

- Additional Grants received
- Recoverable Staff Time

General Fund Operating/ Capital Expenses

- Cost of Living & Step Increases Staff
- Staff Overlap for Training and Succession Planning (Staff Retirement)

Report/Recommendation to Council

DRAFT Five Year Financial Plan 2024 - 2028

January 26, 2024

- HUB Loan future users
- Overall Operational Inflationary Increases (3.6%)

The proposed budget includes an overall budget increase of \$359,965 or 13.34%, totaling an estimated annual tax increase of \$447.72 for the average household.

The HUB future users loan repayment makes up 6.2% of the increase, starting in 2024. The repayment of the loan allowed for an even distribution of costs, with former (reserves), current and future taxpayers.

In 2020, Council amended the Reserve & Surplus Policy (64) to set the framework for the establishment and use of reserves. The tax and fee stabilization reserve was established to stabilize and/or phase-in tax and/or fee increases due to significant increases in operating expenses. Currently there is \$382,173 available to streamline the onboarding of the new loan. As inflationary conditions persist, council may apply a value of stabilization reserve, over multiple year(s), reducing in value as inflation recedes. Other operating increases included in CPI, are increased utilities, insurance and services for the HUB and may also utilize a reserve stability allocation.

Current Capital Projects include ongoing or multi-year projects such as the website, vehicle, and equipment delivery, PRV upgrades, roadwork and Spirit Park improvements. Additional projects include phase 1 of an OCP update, Sunnyside MUP upgrades, SCADA and a Looped Watermain.

Staff are requesting further discussion on the following ongoing projects, as new opportunities exist that benefit consideration.

Electronic Sign Boards	\$75,000	To initiate project, updated quotes should be sought; alternatively, Council may wish to consider redirecting funding to wayfinding/signage for Anmore Community Hub
DCC Bylaw Review	\$100,000	Capacity restraints, Request for Proposal document is under development, Council may wish to consider allocating recent grant funding from provincial government to address housing initiatives to this project

Report/Recommendation to Council

DRAFT Five Year Financial Plan 2024 - 2028

January 26, 2024

Works Yard Construction	\$100,000	Original budget anticipated for roof structure over existing administration trailers, continuing needs assessment
Bylaw Vehicle purchase	\$60,000	Rental vehicle was budgeted for part of 2023, due to staff vacancies need for vehicle was not imminent in 2023, staff intends to undertake procurement in Q1/Q2 - 2024

Other Options

That the Finance Committee refers the DRAFT Five Year Financial Plan 2024 – 2028 to Council for consideration.

[Recommended]

The Finance Committee refers the DRAFT Five Year Financial Plan 2024 – 2028 to Council for consideration with the following changes: _____

Financial Implications

Financial implications are as noted above.


Council Strategic Plan Objectives

To provide high-level communications and continue measures to ensure long-term fiscal responsibility.

Attachments

1. DRAFT Five Year Financial Plan 2024 – 2028

Report/Recommendation to Council
DRAFT Five Year Financial Plan 2024 - 2028
January 26, 2024

Prepared by:	
<div><i>Lena Martin</i> _____</div> <div>Lena Martin Manager of Financial Services</div>	
Reviewed for Form and Content / Approved for Submission to Council:	
Chief Administrative Officer's Comment/Concurrence	<div> _____</div> <div>Chief Administrative Officer</div>

Appendix A

Village of Anmore
Financial Plan
2024 - 2028

		2024		2025		2026		2027		2028
REVENUES										
Property Tax	\$	3,253,329	\$	3,389,401	\$	3,552,770	\$	3,596,011	\$	3,670,961
Permits, Fees and Charges	\$	1,502,906	\$	1,505,190	\$	1,517,883	\$	1,530,345	\$	1,542,813
Grants	\$	1,595,051	\$	871,528	\$	894,464	\$	910,213	\$	926,277
Interest & Other	\$	165,760	\$	132,608	\$	106,086	\$	106,086	\$	106,086
SUBTOTAL REVENUES	\$	6,517,046	\$	5,898,727	\$	6,071,203	\$	6,142,656	\$	6,246,138
EXPENSES										
General Government	\$	1,583,954	\$	1,575,623	\$	1,647,729	\$	1,646,641	\$	1,676,132
Public Works	\$	902,491	\$	938,414	\$	966,435	\$	985,675	\$	1,005,301
Protective Services	\$	229,790	\$	197,022	\$	202,662	\$	206,536	\$	210,486
Planning & Development	\$	168,393	\$	173,529	\$	177,535	\$	180,285	\$	183,091
Water Utility	\$	632,507	\$	657,807	\$	677,542	\$	691,092	\$	704,914
Debt Interest	\$	124,250	\$	124,250	\$	124,250	\$	124,250	\$	124,250
Amortization of TCAs	\$	1,071,135	\$	1,241,135	\$	1,235,864	\$	1,235,864	\$	1,235,864
SUBTOTAL EXPENSES	\$	4,712,520	\$	4,907,780	\$	5,032,016	\$	5,070,344	\$	5,140,039
SURPLUS / (DEFICIT)	\$	1,804,525	\$	990,947	\$	1,039,187	\$	1,072,312	\$	1,106,099
INTERNAL TRANSFERS										
Capital	\$	5,398,753	\$	732,050	\$	350,750	\$	490,750	\$	290,750
Transfer to (from) Reserves	\$	(2,413,637)	\$	1,267,953	\$	1,697,493	\$	1,590,618	\$	1,824,405
Transfer to (from) Surplus	\$	(171,952)	\$	-	\$	-	\$	-	\$	-
Debt	\$	62,496	\$	62,079	\$	62,079	\$	62,079	\$	62,079
Investment in TCA	\$	(1,071,135)	\$	(1,071,135)	\$	(1,071,135)	\$	(1,071,135)	\$	(1,071,135)
SUBTOTAL INTERNAL EXPENSES	\$	1,804,525	\$	990,947	\$	1,039,187	\$	1,072,312	\$	1,106,099
FINANCIAL PLAN BALANCE	\$	-	\$	(0)	\$	0	\$	-	\$	0

Village of Anmore
2024 - 2028 Five Year Financial Plan
Revenues and Expenses

	2023	2024	2025	2026	2027	2028	Notes
Description	Prior Year Budget	Budget					
GR General Municipal-Tax	\$ (1,434,866)	\$ (1,749,311)	\$ (1,825,222)	\$ (1,941,665)	\$ (1,952,685)	\$ (1,994,768)	
GR Capital Tax	\$ (1,264,464)	\$ (1,309,985)	\$ (1,362,384)	\$ (1,403,256)	\$ (1,431,321)	\$ (1,459,947)	
GR Parcel Tax for Local Service	\$ (142,302)	\$ (95,370)	\$ (95,370)	\$ (95,370)	\$ (95,370)	\$ (95,370)	Metro Van charge reduced
GR Parcel Tax Transfer	\$ 142,302	\$ 95,369	\$ 95,369	\$ 95,369	\$ 95,369	\$ 95,369	
GR Penalties & Interest-Tax	\$ (42,606)	\$ (56,722)	\$ (58,991)	\$ (60,760)	\$ (61,975)	\$ (63,215)	matches 2023 collection
GR Grants in Lieu-Tax	\$ (127,360)	\$ (137,312)	\$ (142,804)	\$ (147,089)	\$ (150,030)	\$ (153,031)	matches 2023 collection
TAXATION GENERAL	\$ (2,869,296)	\$ (3,253,329)	\$ (3,389,401)	\$ (3,552,770)	\$ (3,596,011)	\$ (3,670,961)	
TOTAL GRANTS-UNCONDITIONAL (OPERATING)	\$ (678,875)	\$ (735,123)	\$ (764,528)	\$ (787,464)	\$ (803,213)	\$ (819,277)	New Housing Initiatives Grant
TOTAL GRANTS-UNCONDITIONAL (CAPITAL)	\$ (1,837,000)	\$ (107,000)	\$ (107,000)	\$ (107,000)	\$ (107,000)	\$ (107,000)	2023 1.73M one time grant
TOTAL GRANT-CONDITIONAL (OPERATING)	\$ (30,000)	\$ (40,000)	\$ -	\$ -	\$ -	\$ -	New EMCR for Indigenous Engagement Grant
TOTAL GRANT-CONDITIONAL (CAPITAL)	\$ (2,264,675)	\$ (712,928)	\$ -	\$ -	\$ -	\$ -	2023 remaining HUB provincial grant
<i>GG-PERMITS, FEES & OTHER REV.</i>	<i>\$ (21,351)</i>	<i>\$ (17,677)</i>	<i>\$ (18,384)</i>	<i>\$ (18,935)</i>	<i>\$ (19,314)</i>	<i>\$ (19,700)</i>	matches 2023
<i>DS-PERMITS, FEES & OTHER REV.</i>	<i>\$ (33,000)</i>	<i>\$ (119,077)</i>	<i>\$ (77,408)</i>	<i>\$ (55,817)</i>	<i>\$ (44,738)</i>	<i>\$ (33,194)</i>	New Recoverable Planner position
<i>PS-PERMITS, FEES & OTHER REV.</i>	<i>\$ (173,932)</i>	<i>\$ (176,413)</i>	<i>\$ (183,470)</i>	<i>\$ (188,974)</i>	<i>\$ (192,753)</i>	<i>\$ (196,608)</i>	
<i>WF-PERMITS, FEES & OTHER REV.</i>	<i>\$ (889,853)</i>	<i>\$ (917,507)</i>	<i>\$ (942,807)</i>	<i>\$ (962,542)</i>	<i>\$ (976,092)</i>	<i>\$ (989,914)</i>	Fee for Service
<i>SW-PERMITS, FEES & OTHER REV.</i>	<i>\$ (241,342)</i>	<i>\$ (272,232)</i>	<i>\$ (283,121)</i>	<i>\$ (291,615)</i>	<i>\$ (297,447)</i>	<i>\$ (303,396)</i>	Fee for Service
TOTAL PERMITS, FEES & OTHER REV.	\$ (1,359,477)	\$ (1,502,906)	\$ (1,505,190)	\$ (1,517,883)	\$ (1,530,345)	\$ (1,542,813)	
TOTAL INTEREST INCOME	\$ (160,000)	\$ (165,760)	\$ (132,608)	\$ (106,086)	\$ (106,086)	\$ (106,086)	
TOTAL REVENUES (PSAB)	\$ (9,199,323)	\$ (6,517,046)	\$ (5,898,727)	\$ (6,071,203)	\$ (6,142,656)	\$ (6,246,138)	
GENERAL GOVERNMENT							
GENERAL GOVERNMENT SALARIES & BENEFITS	\$ 872,678	\$ 955,509	\$ 953,730	\$ 982,342	\$ 1,001,988	\$ 1,022,028	Includes CPI and merit, part year finance clerk
LEGAL, AUDIT, INSURANCE	\$ 128,342	\$ 139,282	\$ 144,853	\$ 149,199	\$ 152,183	\$ 155,226	CPI and increased fees for new audit requirements
INFORMATION SERVICES	\$ 84,377	\$ 101,581	\$ 105,644	\$ 108,813	\$ 110,989	\$ 113,209	2023 and add website, Mais PO module, Canva, Adobe acrobat
CONTRACTED SUPPORT SERVICES (CONSULTANTS)	\$ 71,000	\$ 115,000	\$ 115,000	\$ 115,000	\$ 115,000	\$ 115,000	Engineer back to 100% budget (from 2022)
COMMUNITY EVENTS, GRANTS, APPRECIATION	\$ 30,187	\$ 57,452	\$ 38,600	\$ 38,600	\$ 38,600	\$ 38,600	Surplus from 2023 added back to 2024 budget at council direction
<i>COUNCIL expenses</i>	<i>\$ 14,007</i>	<i>\$ 10,000</i>	<i>\$ 10,400</i>	<i>\$ 10,712</i>	<i>\$ 10,926</i>	<i>\$ 11,145</i>	
<i>ELECTION</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 30,000</i>	<i>\$ -</i>	<i>\$ -</i>	
<i>COUNCIL COMMITTEES</i>	<i>\$ 11,257</i>	<i>\$ 6,247</i>	<i>\$ 6,357</i>	<i>\$ 6,442</i>	<i>\$ 6,501</i>	<i>\$ 6,561</i>	2023 strategic plan
<i>CAO expenses</i>	<i>\$ 8,368</i>	<i>\$ 10,204</i>	<i>\$ 10,613</i>	<i>\$ 10,931</i>	<i>\$ 11,150</i>	<i>\$ 11,373</i>	
<i>HR</i>	<i>\$ 12,778</i>	<i>\$ 13,570</i>	<i>\$ 13,713</i>	<i>\$ 13,824</i>	<i>\$ 13,901</i>	<i>\$ 13,979</i>	
<i>MUNICIPAL HALL expenses</i>	<i>\$ 119,060</i>	<i>\$ 160,806</i>	<i>\$ 161,838</i>	<i>\$ 166,543</i>	<i>\$ 169,774</i>	<i>\$ 173,069</i>	HUB add back maintenance value from old council chambers trailer

LEGISLATIVE expenses	\$	5,156	\$	5,261	\$	5,472	\$	5,636	\$	5,749	\$	5,864	
FINANCE expenses	\$	3,183	\$	4,557	\$	4,739	\$	4,881	\$	4,979	\$	5,078	
BANK FEES AND MISC	\$	3,244	\$	4,486	\$	4,666	\$	4,806	\$	4,902	\$	5,000	
BUILDINGS AND OFFICE OPERATIONS	\$	177,052	\$	215,131	\$	217,796	\$	253,775	\$	227,881	\$	232,068	
GENERAL AMORTIZATION	\$	39,132	\$	39,132	\$	209,132	\$	203,861	\$	203,861	\$	203,861	
TOTAL GENERAL GOVERNMENT	\$	1,402,769	\$	1,623,087	\$	1,784,755	\$	1,851,590	\$	1,850,502	\$	1,879,993	
PLANNING AND DEVELOPMENT													
SALARIES AND BENEFITS	\$	-	\$	122,893	\$	127,809	\$	131,643	\$	134,276	\$	136,961	New Recoverable Planner
LEGAL	\$	2,900	\$	2,000	\$	2,080	\$	2,142	\$	2,185	\$	2,229	
CONSULTING	\$	75,000	\$	40,000	\$	40,000	\$	40,000	\$	40,000	\$	40,000	Reduce contracted Planning Manager
PLANNING OFFICE OPERATIONS	\$	-	\$	3,500	\$	3,640	\$	3,749	\$	3,824	\$	3,901	
TOTAL PLANNING AND DEVELOPMENT	\$	77,900	\$	168,393	\$	173,529	\$	177,535	\$	180,285	\$	183,091	
PROTECTIVE AND INSPECTION SERVICES													
SALARIES AND BENEFITS	\$	179,626	\$	168,733	\$	175,482	\$	180,747	\$	184,362	\$	188,049	Building Official reduces to regular part time
LEGAL	\$	7,100	\$	7,356	\$	7,650	\$	7,879	\$	8,037	\$	8,198	
CONSULTING	\$	38,600	\$	-	\$	-	\$	-	\$	-	\$	-	
BUILDING expenses	\$	2,851	\$	2,459	\$	2,557	\$	2,634	\$	2,687	\$	2,740	
BYLAW expenses	\$	4,372	\$	2,243	\$	2,333	\$	2,403	\$	2,451	\$	2,500	
EMERGENCY PREPAREDNESS	\$	16,580	\$	49,000	\$	9,000	\$	9,000	\$	9,000	\$	9,000	Matches grant received EMCR
BUILDING & OFFICE OPERATIONS	\$	69,503	\$	61,057	\$	21,540	\$	21,916	\$	22,174	\$	22,438	
TOTAL PROTECTIVE AND INSPECTION SERVICES	\$	249,129	\$	229,790	\$	197,022	\$	202,662	\$	206,536	\$	210,486	
PUBLIC WORKS													
SALARIES & BENEFITS	\$	386,222	\$	407,543	\$	423,845	\$	436,560	\$	445,292	\$	454,197	
VEHICLES & EQUIPMENT	\$	58,666	\$	54,060	\$	56,222	\$	57,909	\$	59,067	\$	60,248	
ADMINISTRATION	\$	10,749	\$	13,578	\$	13,945	\$	14,232	\$	14,428	\$	14,629	
WORKS YARD	\$	22,763	\$	27,460	\$	28,559	\$	29,415	\$	30,004	\$	30,604	
YARD AND OFFICE OPERATIONS	\$	33,512	\$	41,038	\$	42,504	\$	43,647	\$	44,432	\$	45,233	
LRN Roads	\$	53,857	\$	55,796	\$	58,028	\$	59,768	\$	60,964	\$	62,183	
DRAINAGE	\$	1,500	\$	5,611	\$	5,836	\$	6,011	\$	6,131	\$	6,254	matches 2023
STORM WATER	\$	3,000	\$	8,663	\$	9,010	\$	9,280	\$	9,466	\$	9,655	matches 2023
TRAILS AND PARKS	\$	31,605	\$	32,243	\$	33,532	\$	34,538	\$	35,229	\$	35,934	
MRN Roads (Grant)	\$	155,000	\$	155,000	\$	161,200	\$	166,036	\$	169,357	\$	172,744	
PW Staff & Yard-Internal Recovery MRN	\$	(41,676)	\$	(43,177)	\$	(44,904)	\$	(46,251)	\$	(47,176)	\$	(48,119)	
PW V&E-Internal Recovery MRN	\$	(56,502)	\$	(58,536)	\$	(60,878)	\$	(62,704)	\$	(63,958)	\$	(65,237)	
MRN Roads Expenses	\$	56,822	\$	53,287	\$	55,419	\$	57,081	\$	58,223	\$	59,387	
AMORTIZATION	\$	739,409	\$	739,409	\$	739,409	\$	739,409	\$	739,409	\$	739,409	

TOTAL PUBLIC WORKS	\$	1,364,593	\$	1,397,651	\$	1,423,805	\$	1,444,205	\$	1,458,213	\$	1,472,501	
WATER SYSTEM													
SALARIES & BENEFITS	\$	84,339	\$	87,375	\$	90,870	\$	93,596	\$	95,468	\$	97,377	
WF ADMIN Water P.-Contract	\$	401,500	\$	415,954	\$	432,592	\$	445,570	\$	454,481	\$	463,571	contract costs
UTILITIES & OFFICE OPERATION	\$	15,743	\$	17,067	\$	17,750	\$	18,282	\$	18,648	\$	19,021	
WF VEHICLE & EQUIP-Internal Charge	\$	44,695	\$	46,304	\$	48,156	\$	49,601	\$	50,593	\$	51,604	
SYSTEM REPAIR & MAINTENANCE (materials & contracts)	\$	58,576	\$	65,807	\$	68,440	\$	70,493	\$	71,903	\$	73,341	
AMORTIZATION	\$	292,594	\$	292,594	\$	292,594	\$	292,594	\$	292,594	\$	292,594	
TOTAL WATER SYSTEM	\$	897,446	\$	925,101	\$	950,401	\$	970,135	\$	983,686	\$	997,508	
SOLID WASTE & RECYCLING													
SALARIES & BENEFITS	\$	8,669	\$	8,981	\$	9,340	\$	9,620	\$	9,813	\$	10,009	
COLLECTION CONTRACT	\$	218,682	\$	235,268	\$	244,679	\$	252,019	\$	257,059	\$	262,201	contract costs
TOTAL SOLID WASTE & RECYCLING	\$	227,350	\$	244,249	\$	254,019	\$	261,639	\$	266,872	\$	272,210	
TOTAL INTEREST CHARGES	\$	20,000	\$	124,250	\$	124,250	\$	124,250	\$	124,250	\$	124,250	HUB loan interest
TOTAL EXPENSES (PSAB)	\$	4,239,187	\$	4,712,520	\$	4,907,780	\$	5,032,016	\$	5,070,344	\$	5,140,039	
CAPITAL EXPENDITURES													
BYLAW-Consulting	\$	100,000	\$	100,000	\$	-	\$	-	\$	-	\$	-	
GCAP-Furniture & Equipment	\$	175,000	\$	-	\$	-	\$	-	\$	-	\$	-	
GCAP-Information Technology	\$	79,727	\$	27,865	\$	-	\$	-	\$	-	\$	-	
GFCAP-WYard Construction	\$	1,100,000	\$	1,100,000	\$	-	\$	-	\$	-	\$	-	
GFCAP-Emergency Generator	\$	5,750	\$	5,750	\$	-	\$	-	\$	-	\$	-	
GFCAP-GIS Improvements	\$	7,000	\$	7,000	\$	-	\$	-	\$	-	\$	-	
GFCAP-Asset Management Plan	\$	25,000	\$	25,000	\$	-	\$	-	\$	-	\$	-	
GFCAP-Civic Building Detailed Design	\$	186,368	\$	-	\$	-	\$	-	\$	-	\$	-	
GFCAP-Anmore Civic Building	\$	6,795,678	\$	-	\$	-	\$	-	\$	-	\$	-	
GFCAP-PW Arborist	\$	30,000	\$	12,275	\$	-	\$	-	\$	-	\$	-	
GFCAP-Ravenswood Drive	\$	330,000	\$	330,000	\$	-	\$	-	\$	-	\$	-	
GFCAP-Charging Station	\$	378,930	\$	-	\$	-	\$	-	\$	-	\$	-	
GFCAP-PW Vehicles & Machinery	\$	833,880	\$	827,155	\$	235,000	\$	60,000	\$	200,000	\$	-	
GFCAP-LRN Infrastructure	\$	17,160	\$	10,000	\$	10,000	\$	10,000	\$	10,000	\$	10,000	
GFCAP-Truck Replacement	\$	60,000	\$	60,000	\$	-	\$	-	\$	-	\$	-	
GFCAP-Tail Improvements	\$	25,000	\$	25,000	\$	25,000	\$	25,000	\$	25,000	\$	25,000	
GCAP-Pathway Upgrades (MRN Grant)	\$	806,786	\$	138,750	\$	138,750	\$	138,750	\$	138,750	\$	138,750	
GFCAP-Computer Replacement	\$	5,000	\$	5,000	\$	5,000	\$	5,000	\$	5,000	\$	5,000	
GFCAP-Electronic Signboards	\$	75,000	\$	75,000	\$	-	\$	-	\$	-	\$	-	
GFCAP-Ma Murray Lane	\$	500,000	\$	-	\$	-	\$	-	\$	-	\$	-	
GFCAP-MRN Infrastructure Grant	\$	107,000	\$	107,000	\$	107,000	\$	107,000	\$	107,000	\$	107,000	
GFCAP-Bedwell Bay Paving	\$	193,000	\$	172,889	\$	-	\$	-	\$	-	\$	-	
GFCAP-Paving Ludlow Lane	\$	110,000	\$	102,540	\$	-	\$	-	\$	-	\$	-	
GFCAP-Sunnyside MUP Active Transp. Grant	\$	-	\$	681,565	\$	-	\$	-	\$	-	\$	-	
GFCAP-Sprit Park Revitalization Grant	\$	500,000	\$	314,442	\$	-	\$	-	\$	-	\$	-	
OCP update (2 years) 50k, 150k	\$	-	\$	50,000	\$	100,000	\$	-	\$	-	\$	-	

Banners	\$	-	\$ 5,000	\$	-	\$	-	\$	-	\$	-
Sunnyside MUP upgrades	\$	-	\$ 300,000	\$	-	\$	-	\$	-	\$	-
WFCAP-General Capital	\$	122,277	\$ 110,000	\$	-	\$	-	\$	-	\$	-
WFCAP-Automatic Flushing Valves	\$	45,000	\$ 45,000	\$	-	\$	-	\$	-	\$	-
WFCAP-Water Meter Replacement Program	\$	180,000	\$ 5,000	\$	5,000	\$	5,000	\$	5,000	\$	5,000
WFCAP-Water Meter to Property Line	\$	192,261	\$ 106,300	\$	106,300	\$	-	\$	-	\$	-
WFCAP-PRV Station Replacement	\$	503,440	\$ 500,222	\$	-	\$	-	\$	-	\$	-
WFCAP-SCADA	\$	50,000	\$ 70,000	\$	-	\$	-	\$	-	\$	-
Looped Watermain	\$	-	\$ 80,000	\$	-	\$	-	\$	-	\$	-
TOTAL CAPITAL EXPENDITURES	\$	13,539,257	\$ 5,398,753	\$	732,050	\$	350,750	\$	490,750	\$	290,750
TRANSFERS AND OTHER SOURCES (CAPITAL)	\$	-	\$ -	\$	-	\$	-	\$	-	\$	-
GCAP-General Capital Reserve Transfer	\$	(3,583,234)	\$ (2,272,439)	\$	(488,750)	\$	(213,750)	\$	(353,750)	\$	(153,750)
GCAP-NS Reserve Transfer	\$	(1,776,152)	\$ (1,364,865)	\$	-	\$	-	\$	-	\$	-
WF-NS Reserve Transfer	\$	(225,000)	\$ -	\$	-	\$	-	\$	-	\$	-
GCAP-Parks Reserve Transfer	\$	(25,000)	\$ (25,000)	\$	(25,000)	\$	(25,000)	\$	(25,000)	\$	(25,000)
GCAP-Debt Proceeds	\$	(2,500,000)	\$ -	\$	-	\$	-	\$	-	\$	-
WCAP-General Capital Reserve Transfer	\$	(867,978)	\$ (916,522)	\$	(111,300)	\$	(5,000)	\$	(5,000)	\$	(5,000)
TOTAL	\$	(8,977,364)	\$ (4,578,825)	\$	(625,050)	\$	(243,750)	\$	(383,750)	\$	(183,750)
TRANSFERS AND OTHER SOURCES (Operating)											
GF-TCA Offset	\$	(778,542)	\$ (778,542)	\$	(778,542)	\$	(778,542)	\$	(778,542)	\$	(778,542)
GF-NS Reserve Transfer	\$	(647,736)	\$ (171,952)	\$	-	\$	-	\$	-	\$	-
WF-TCA Offset	\$	(292,594)	\$ (292,594)	\$	(292,594)	\$	(292,594)	\$	(292,594)	\$	(292,594)
GF-debt principle	\$	-	\$ 62,496	\$	62,079	\$	62,079	\$	62,079	\$	62,079
GF-NS Reserve Transfer	\$	339,793	\$ 327,123	\$	-	\$	-	\$	-	\$	-
GF-Roads Capital ReserveTransfer	\$	49,390	\$ 49,390	\$	49,390	\$	50,872	\$	51,889	\$	52,927
Vehicle Replacement Provision	\$	80,237	\$ 80,237	\$	80,237	\$	82,645	\$	84,297	\$	85,983
Community Enhancement - New Capital Service	\$	50,000	\$ 50,000	\$	50,000	\$	51,500	\$	52,530	\$	53,581
GF-General Capital Reserve Transfer	\$	1,264,464	\$ 1,309,985	\$	1,362,384	\$	1,403,256	\$	1,431,321	\$	1,459,947
GF-Stabilization Stat Reserve Transfer	\$	34,237	\$ 35,470	\$	36,889	\$	37,995	\$	38,755	\$	39,530
SW-General Capital Reserve Transfer	\$	13,992	\$ 27,983	\$	29,103	\$	29,976	\$	30,575	\$	31,187
WF-Water Storage Reserve Transfer	\$	285,000	\$ 285,000	\$	285,000	\$	285,000	\$	285,000	\$	285,000
TOTAL TRANSFERS AND OTHER SOURCES (OPERATING)	\$	398,243	\$ 984,598	\$	883,947	\$	932,187	\$	965,312	\$	999,099
TOTAL FUND BALANCE	\$	(0)	\$ -	\$	-	\$	-	\$	-	\$	-
Solid Waste	\$	(0)	\$ -	\$	0	\$	-	\$	0	\$	0
Water Fund	\$	(0)	\$ 0	\$	0	\$	(0)	\$	0	\$	0

2024 Capital and Projects Draft

Opening Balance

	Capital and Projects	Capital Reserve (\$)	Community Amenity Reserve (NS)	Covid Grant Reserve (NS)	Other Deferred Revenue	New Grant Revenue	BC Growing Communities Grant (Reserve NS)	Debt 2023	Taxation/Fees (Operating)	TOTAL
General Fund - 2023 Projects Carried Forward										
Website & Online Payments	\$ 27,865			\$ 27,865						\$ 27,865
Electronic Signboards	\$ 75,000	\$ 75,000								\$ 75,000
PATHWAY UPGRADES (CP) Annual Budget PW (25% of Translink Grant up to \$46,250) (1 of 4)	\$ 46,250	\$ 46,250								\$ 46,250
Paving Ludlow Lane (Design and pave)	\$ 102,540	\$ 102,540								\$ 102,540
DCC Bylaw (Consultant and Eng)	\$ 100,000	\$ 100,000								\$ 100,000
GIS Update - Parks and Rec	\$ 7,000			\$ 7,000						\$ 7,000
Road Brining System for Plowing	\$ 235,000	\$ 235,000								\$ 235,000
Bylaw Vehicle	\$ 60,000	\$ 60,000								\$ 60,000
Multi Use Pathway Active Transportation Grant (70%)	\$ 681,565	\$ 204,469				\$ 477,096				\$ 681,565
Asset Management Update - Capital Reserve Financial Plan	\$ 25,000	\$ 25,000								\$ 25,000
Works Yard Generator for power failure (Emergency Supplies)	\$ 5,750	\$ 5,750								\$ 5,750
Roof Construction over Hall Portable	\$ 100,000	\$ 100,000								\$ 100,000
Public Works Yard Improvements	\$ 1,000,000						\$ 1,000,000			\$ 1,000,000
PATHWAY UPGRADES (CP) Annual Budget PW (25% of Translink Grant up to \$46,250) 2 of 4	\$ 46,250	\$ 46,250								\$ 46,250
TRAIL UPGRADES (CP) Annual Budget Parks and Trails	\$ 25,000	\$ 25,000								\$ 25,000
Arborist per area approx \$5k - 6 areas in Anmore	\$ 12,275	\$ 12,275								\$ 12,275
F550 Brining Truck	\$ 200,000	\$ 200,000								\$ 200,000
New Dump Truck	\$ 392,155	\$ 392,155								\$ 392,155
Bedwell Bay Paving (MRN)	\$ 279,889	\$ 172,889			\$ 107,000					\$ 279,889
Ravenswood Drive realignment and tree management	\$ 330,000						\$ 330,000			\$ 330,000
Capital Computer Replacement (2)	\$ 5,000	\$ 5,000								\$ 5,000
Sprit Park Revitalization Grant 75%	\$ 314,442	\$ 78,610				\$ 235,831				\$ 314,442
										\$ -
Water Fund - 2023 Projects Carried Forward										
PRV Station Replacement (3 total over 3 years) *final allocation 2024	\$ 158,662	\$ 158,662								\$ 158,662
2500 Pick up (F250 Replacement)	\$ 60,000	\$ 60,000								\$ 60,000
SCADA through cellular - Design 2023	\$ 50,000	\$ 50,000								\$ 50,000
Auto Flushers (3) for Water Mains	\$ 45,000	\$ 45,000								\$ 45,000
Water System Service Planning	\$ 50,000	\$ 50,000								\$ 50,000
										\$ -
										\$ -
										\$ -
NEW										
General Fund - 2024 Projects										
Annual LRN Capital Paving Budget (on top of gravel budget)	\$ 10,000	\$ 10,000								\$ 10,000
OCP update (2 years) 50k, 150k	\$ 50,000	\$ 50,000								\$ 50,000
Banners	\$ 5,000	\$ 5,000								\$ 5,000
PATHWAY UPGRADES (CP) Annual Budget PW (25% of Translink Grant up to \$46,250) 3 of 4	\$ 46,250	\$ 46,250								\$ 46,250
Sunnyside MUP upgrades	\$ 300,000	\$ 300,000								\$ 300,000
										\$ -
										\$ -
										\$ -
Water Fund - 2024 Projects										
Water Meter Inventory Replacement (annual)	\$ 5,000	\$ 5,000								\$ 5,000
Water Meters (25) to Property Line for 3 of 3 years	\$ 106,300	\$ 106,300								\$ 106,300
PRV Station Replacement (3 total over 3 years) addl 45K	\$ 341,560	\$ 341,560								\$ 341,560
SCADA through cellular	\$ 20,000	\$ 20,000								\$ 20,000
Looped Watermain - Ravenswood to Elementary	\$ 80,000	\$ 80,000								\$ 80,000
		\$ 3,213,960	\$ -	\$ 34,865	\$ 107,000	\$ 712,928	\$ 1,330,000	\$ -	\$ -	\$ 5,398,753

Closing Reserve Balance

										\$ 5,398,753
General	\$ 2,297,439	\$ -	\$ 34,865	\$ 107,000	\$ 712,928	\$ 1,330,000	\$ -	\$ -	\$ -	\$ 4,482,231
Water	\$ 916,522	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 916,522

Village of Anmore
2024 Draft Financial Plan
Property Tax Impact

2024 CY	Property Taxes	\$	3,059,296
2023 PY	Total 2024 Property Taxes	\$	2,699,330
	Average SFD (assessed value)	\$	2,497,764

1% Property Tax Rate /Avg SFD	\$	33.57
1% Tax Increase over 2023	\$	27,000

	Comment	Adjustment (\$)	Adjustment (%)	Cost per SFD
Revenue Changes				
	Grants (net)	\$ (19,759.13)	-0.7%	(24.58)
	Total revenue changes	\$ (19,759.13)	-0.7%	(24.58)
Expenditure Changes				
Salaries & Benefits	CPI Inflation (3.6%) and merit Staff and Council	52,215	1.9%	64.94
Net New Staff (2024)	Staffing adjustments add Finance Staff overlap (Retirement)	19,243	0.7%	23.93
	Debt Repayment - Future Users HUB*	166,746	6.2%	207.40
	<i>Tax and fee Stabilization Reserve available</i>			
Other Increases/ Decreases	CPI Inflation factor (3.6%) operating net	96,000	3.6%	119.40
	Total expenditure changes	334,204	12.4%	415.68
	Capital Asset Levy	45,521	1.7%	56.62
Total Estimated Annual Tax Increase		\$ 359,965	13.34%	447.72