

# FINANCE COMMITTEE MEETING – AGENDA



Agenda for the Finance Committee Meeting scheduled for Tuesday, November 12, 2024, at 6:00 p.m. in the **Boardroom, Anmore Community Hub, 2697 Sunnyside Road, Anmore, BC**

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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**

(a) **Minutes of the Meeting held on January 30, 2024**

Recommendation: THAT the Minutes of the Finance Committee meeting held on January 30, 2024, be adopted, as circulated.

5. **BUSINESS ARISING FROM THE MINUTES**

6. **UNFINISHED BUSINESS**

7. **NEW BUSINESS**

(a) **Department Overview Reports**

Department managers to provide overview of department operations. Reports dated November 8, 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.

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**(b) DRAFT Five Year Financial Plan 2025 - 2029**

Report dated November 8, 2024, from Lena Martin, Manager of Financial Services, attached.

Recommendation: THAT the Finance Committee refers the DRAFT Five Year Financial Plan 2025 – 2029 to Council for consideration.

**8. ADJOURNMENT**



Minutes 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**

**COMMITTEE MEMBERS PRESENT**

- Mayor John McEwen
- Councillor Doug Richardson
- Councillor Kim Trowbridge
- Councillor Paul Weverink
- Councillor Polly Krier
- David Gregory

**ABSENT**

- Celia Chiang

**OTHERS PRESENT**

- Karen Elrick, CAO
- Lena Martin, Manager of Financial Services
- Rhonda Schell, Manager of Corporate Services
- Chris Boit, Manager of Development Services
- Scott Donaldson, Operations Superintendent

**1. CALL TO ORDER**

Mayor McEwen called the meeting to order at 6:00 p.m.

**2. APPROVAL OF THE AGENDA**

It was MOVED and SECONDED:

That the Agenda be approved as circulated.

Carried Unanimously

**3. PUBLIC INPUT**

- None

**4. MINUTES**

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

It was MOVED and SECONDED:

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

Carried Unanimously

**5. BUSINESS ARISING FROM THE MINUTES**

None.

**6. UNFINISHED BUSINESS**

None.

**7. NEW BUSINESS****(a) Establish Meeting Schedule**

It was MOVED and SECONDED:

That the Finance Committee meetings be scheduled, as required,  
or at the call of the Chair.

Carried Unanimously

**(b) Department Overview Reports**

Department managers provided overview of reports dated January 26, 2024 detailing department operations.

- 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.

Discussion points included:

- It was noted that staff priorities come from the Council Strategic Plan, emerging projects and initiatives based on community needs, and legislative requirements.
- Council gave commendation for staff achievements and grant submissions
- Implementation of the Mais PO module and it being used to set aside cash to pay for invoices and track budgets
- Examples of “side of desk projects” – ie. Manage AV at council meetings, facility management, emergency planning, etc.
- New Public Sector Accounting Standard, PS3280 Asset Retirement Obligations
- DCC and CAC requirements and related new legislation including ACC’s
- Clarification on the difference between urban planning and engineering and the need for a full-time planner on staff. It was noted that planning is for density, land uses, neighbourhood amenities.
- Development Services Manager salary recovered through charges to developers, grants, and projects and operating reserves
- Water meter installation updates, infrastructure needs for upgrades, and

- opportunities for future installs
- Water operator training for all Public Works staff

**(c) DRAFT Five Year Financial Plan 2024 - 2028**

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

Discussion points included:

- Electronic sign board infrastructure and budget
- Assessment and planning to be done on the Works Yard prior to carrying out any construction work
- Bylaw Enforcement vehicle
- Tax rates of lower mainland municipalities for comparison
- Additional funds needed to complete various Anmore Community Hub improvements such as dividing wall, building signage, community room finishing, parking, storage for archives and racks, mail slot, estimated at \$300,000
- Infrastructure reserve amounts
- Operating costs of the Hub
- Opportunities for rental revenue to offset operational costs of the Hub
- It was noted that the tax stabilization reserve is at approximately \$400,000

It was MOVED and SECONDED:

THAT the Finance Committee recommends to Council that up to \$100,000 be allocated from the Local Housing Initiative Grant funding from the Province of BC for a DCC Bylaw review and the capital reserve allocation be removed from the 2024 Financial Plan; and,

THAT the Finance Committee recommends to Council that \$50,000 be allocated to an Official Community Plan review, from the Local Housing Initiative Grant funding from the Province of BC, and the capital reserve allocation be removed from the 2024 Financial Plan; and,

THAT the Finance Committee recommends to Council that the \$100,000 allocated to Roof Construction over Hall Portable Project, from the capital reserve, is re-allocated the Public Works Yard Improvements Project; and,

THAT the Finance Committee recommends to Council that \$300,000 be allocated from Community Amenity Contributions to the Community Hub for a dividing wall, building signage, community room finishing, parking, storage for archives and racks,

installation of a mail slot and, acoustic and other improvements;  
and,

THAT the Finance Committee recommends to Council that staff be directed to adjust the property tax impact to less than 10% and use the stabilization reserve to subsidize operational requirements.

Carried Unanimously

It was MOVED and SECONDED:

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

Carried Unanimously

**8. ADJOURNMENT**

It was MOVED and SECONDED:

THAT the meeting be adjourned at 7:58 p.m.

Carried Unanimously

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Rhonda Schell  
Manager of Corporate Services

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John McEwen  
Chair

# VILLAGE OF ANMORE

## REPORT TO FINANCE COMMITTEE

Date: November 8, 2024  
Submitted by: Karen Elrick, Chief Administrative Officer  
Subject: 2025 Business Plan – Administration

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### 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, communications, economic development, public land administration, events and facility rentals and bylaw enforcement 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 and a full time bylaw enforcement official and communications coordinator work within this team structure.

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### Recommendation:

That the Finance Committee receive the report dated November 8, 2025 outlining the Administration draft business plan for 2025, for information.

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### Department Overview

The staffing complement in the administration department consists of the CAO and 3 (2 FTE and one part-time) Administrative positions that support general administration as well as administration support to all other Village function areas and Mayor and Council, an Administrative/Building Assistant, Corporate Administration Clerk, and Administrative/Special Events Assistant. A full time Communications Coordinator undertakes all communication functions within the Village with support from a consultant. The CAO also provides oversight to a full time Bylaw Enforcement Officer.

## Report/Recommendation to Council

2025 Business Plan – Administration

November 8, 2024

### 2024 Departmental Key Achievements:

- Recruitment of six employees, hiring and onboarding of five employees and facilitation of transition for two retiring employees for succession planning
- Coordination of completion and grand opening of Anmore Community Hub project with project principals
- Oversight of relocation, coordination, and facility needs assessments for Anmore Community Hub
- Facilitated continuation of review of Anmore South development application including oversight of community engagement with support of consultant
- Introduced policy and fee structure framework for use of Village facilities
- Represented Village at Metro Vancouver regional and sub-regional bodies
- Initiated review of all Council and Administrative policies
- New website launch

### 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. 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 fortunate to work with outside consultants who can provide the experience and mentorship to our newer employees to help facilitate growth and succession into more senior roles. 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. Additionally, the current staff complement requires senior staff, including the CAO, to manage and oversee multiple function areas concurrently which presents challenges both from an operational and legislative compliance perspective.



## Report/Recommendation to Council

2025 Business Plan – Administration

November 8, 2024

### Department Priorities and New Initiatives for 2025

| <b>Priority/Initiative</b>  | <b>Alignment with Strategic Plan</b>   |
|---|--|
| 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<br>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<br>We have an engaged community that is immensely proud of Anmore |
| Assess and coordinate additional improvements to Anmore Community Hub and surrounding area within allocated grant funding | We provide efficient services and strive for sustainable infrastructure to support a safe, healthy and vibrant community<br>We have an engaged community that is immensely proud of Anmore |
| Facilitate Commercial Rental Unit tenant for Anmore Community Hub   | We provide efficient services and strive for sustainable infrastructure to support a safe, healthy and vibrant community<br>We have an engaged community that is immensely proud of Anmore |

**Report/Recommendation to Council**

2025 Business Plan – Administration

November 8, 2024

**Attachments:**

1. Decision Package A – Animal Shelter Services

**Prepared by:**



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Karen Elrick  
Chief Administrative Officer



# ADMINISTRATION DEPARTMENT

## Decision Package A

### Animal Shelter Services

|                          |               |                             |
|--------------------------|---------------|-----------------------------|
| Estimated Capital Cost   | One time: n/a | Ongoing: n/a                |
| Estimated Operating Cost | One time: n/a | Ongoing: \$15,000 per annum |

#### Recommendation:

That the Finance Committee recommend that Council approve a \$15,000 annual expenditure from municipal taxation for Animal Shelter Services.

#### Executive Summary

The Village currently does not provide Animal Shelter Services to the residents of the Village of Anmore. This is problematic in that when there are reports of dogs at large, or when dogs are brought into the Village Hall, there is little or no action that can be taken by staff. There have been instances where residents and or staff members have provided temporary shelter to pets which is not desirable in terms of safety or reliability. Staff is seeking approval from the Finance Committee to recommend to Council supporting this function area with an operating budget of \$15,000 per annum.

#### Background / Description

Animal Shelter services for the Village of Anmore were previously provided by the SPCA. It has been a number of years since this service has been offered by the SPCA and staff is seeking direction to enter into an agreement with the City of Coquitlam to provide these services. The City of Coquitlam currently provides Animal Shelter Services for City of Pitt Meadows, City of Port Coquitlam, and City of Port Moody and through initial discussion with staff, City of

Coquitlam would have capacity to support this function area to the Village of Anmore noting that the inclusion of an additional local government would likely put them at capacity for this service.

This enhancement of service would meet the goal of the 2022-2026 Council Strategic Plan “We provide efficient services and strive for sustainable infrastructure to support a safe, healthy and vibrant community.” and the objective to maintain and enhance services levels.

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### Financial Implications

|             | One Time |             | Ongoing      |  |
|-------------|----------|-------------|--------------|--|
| Costs       | Capital  | Operational | Operational  |  |
| Description | n/a      | n/a         | Shelter Fees |  |
| Total Costs | \$       | \$          | \$15,000     |  |

Currently, there are approximately 100 dogs licenced within the Village of Anmore. Fees for each new dog licence are \$25 for a spayed or neutered dog or \$35 for a non-spayed or neutered dog. Annual renewal is \$10. These fees have been in place since 2000 and although there are several items under the Dog Control Bylaw that need to be updated in terms of new definitions and legislation, it is challenging to update as there are references contained that are specific to shelter services, formerly offered by SPCA and the Village has no current shelter services. Additionally, given that the vast majority of the dog licence fees are from renewals, it would be challenging to update the fee structure, which is far below that of neighbouring communities, without including shelter services. In the past 2 years, the Village has collected approximately \$1,400 in licence and renewal fees. Other Tri City communities who use the same sheltering service are charging \$47 - \$52 per dog for spayed or neutered dogs and \$80-\$95 for intact dogs with a discount offered for payment before February 1. Updating the Village of Anmore fees to align with fees elsewhere, would result in additional revenue which could partially offset the cost of the service. Additionally, with the provision of enhanced services, members of the community who are not currently licencing their dogs may be encouraged to do so which would result in additional revenue.

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### Other Options

That the Finance Committee not consider Animal Shelter Services at this time.

## VILLAGE OF ANMORE

### REPORT TO FINANCE COMMITTEE

Date: November 8, 2024  
Submitted by: Lena Martin – Manager of Financial Services  
Subject: 2025 Business Plan - Finance

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#### 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.

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#### Recommendation:

That the Finance Committee receive the report dated November 8, 2024, outlining the Finance Department draft business plan for 2024, for information.

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#### Department Overview

The Finance Group currently consists of the following members:

- Manager of Financial Services - Full Time
- Accounting Clerk II -Full Time
- Administration support – Part Time

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.

## Report/Recommendation to Council

2025 Business Plan - Finance

November 8, 2024

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 Accounting Clerk duties include billing and collection for a variety of services, including property taxes, water, and solid waste, accounts payable, accounts receivable, resident enquiries, reconciliations and cash transactions.

### 2024 Key Achievements

- Managed \$6.6M budget with various large project budgets.
- Executed grant reporting for multiple projects totalling \$1.8M, including collection, analysis, and reporting.
- 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.
- Implemented and wrote policy supporting PS3280 Asset Retirement Obligations
- Managed ongoing project analysis of Asset Management and Financial forecasting with external contractor.
- Investments and portfolio management of Village assets. Assisted with IT, Audio Visual and video streaming.
- Completed migration to Neptune systems for water meter billing, including updates and analysis to financial software.
- Onboarded new Accounting staff

### 2025

- Additional Public Sector Accounting Standard changes to be implemented in 2025

### Key challenges

As a small local government with limited resources, staff must stay flexible, multi-task priorities and be available to switch work loads to meet legislative timelines. With

**Report/Recommendation to Council**

2025 Business Plan - Finance

November 8, 2024

limited staff in finance, we rely on team members in other departments to maintain separation of duties and internal controls of financial transactions.

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| <b>Prepared by:</b>  |
| <p><i>Lena Martin</i></p> <hr/>  |
| <p>Lena Martin<br/>Manager of Financial Services</p>   |
| <b>Reviewed for Form and Content / Approved for Submission to Council:</b>                       |
| <p><b>Chief Administrative Officer's Comment/Concurrence</b></p> <p><i>[Signature]</i></p> <hr/> |
| <p><b>Chief Administrative Officer</b></p>   |

# VILLAGE OF ANMORE

## REPORT TO FINANCE COMMITTEE

Date: November 8, 2024  
Submitted by: Rhonda Schell, Manager of Corporate Services  
Subject: 2025 Business Plan – Corporate Services

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### 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 position also provides oversight for all information technology matters and filming permits. Priorities for 2025 are to implement new legislation, improve processes in agenda preparation and records management, oversee the development of a Community Wildfire Resiliency Plan, secure additional grant funding to implement FireSmart recommendations, and procure and oversee the installation of upgraded IT equipment.

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### Recommendation:

That the Finance Committee receive the report dated November 8, 2024 outlining the Corporate Services draft business plan for 2025, for information.

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### Department Overview

The Corporate Services department currently consists of the following:

- Manager of Corporate Services
- Administration support – Part Time

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

**Bylaws:** reviews bylaws for legality and consistency and certify copies of bylaws.

**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



## **Report/Recommendation to Council**

2025 Business Plan – Corporate Services

November 8, 2024

**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:** processes all access to information requests.

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

**Information Technology Manager:** manage IT support service agreement, oversee support services, prepare annual budget, procure and coordinate equipment installation, manage service contracts for telephone and internet.

### **2024 Departmental Key Achievements:**

- Recruited and oriented all committee members
- Implemented and successfully launched Alertable emergency alerting system which has over 700 subscribers and issued first test alert
- Implement and launched Envoke email communications platform for a more readable and user-friendly resident notification and streamlined process for staff
- Oversight of the website redevelopment project and launch
- Secured \$32,000 in grant funding to develop a Community Wildfire Resiliency Plan
- Responded to eight requests for access to information under the Freedom of Information and Protection of Privacy Act
- Progressed towards compliance with Freedom of Information and Protection of Privacy Act Privacy Management Program requirements by developing a Privacy Information Inventory and draft policy
- Revised internal records management and privacy training and facilitated two sessions for all staff

### **Key departmental challenges:**

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

## Report/Recommendation to Council

2025 Business Plan – Corporate Services

November 8, 2024

### 2024 Deferred Capital Projects:

- Indigenous Engagement Requirements - currently seeking consultant to assist the Village in meeting the new Indigenous Engagement Requirements under the Emergency and Disaster Management Act

## Department Priorities and New Initiatives for 2025-2027

| Priority/Initiative                                 | Alignment with Strategic Plan  |
|---|--|
| Continue to work towards Privacy Management Program | Legislative Requirement: FOIPPA  |
| Continue to work towards Accessibility Plan         | Legislative Requirement: Accessibility Act BC  |
| Implement Agenda Management Software                | Goal: We provide efficient services and strive for sustainable infrastructure to support a safe, healthy, and vibrant community.<br><br>Objective: Maintain and enhance services levels.       |
| Records Management and Archiving                    | Goal: We provide efficient services and strive for sustainable infrastructure to support a safe, healthy, and vibrant community.<br><br>Objective: Maintain and enhance services levels.       |
| Community Wildfire Resiliency Plan                  | Goal: We provide efficient services and strive for sustainable infrastructure to support a safe, healthy, and vibrant community.<br><br>Objective: Promote and support emergency preparedness. |
| Replace main server and workstations                | Goal: We provide efficient services and strive for sustainable infrastructure to support a safe, healthy, and vibrant community.<br><br>Objective: Maintain and enhance services levels.       |



**Report/Recommendation to Council**

2025 Business Plan – Corporate Services

November 8, 2024

**Attachments:**

1. Corporate Services Decision Package A - Agenda Management Software
2. Corporate Services Decision Package B - Records Management Program
3. Corporate Services Decision Package C – Information Technology

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



# CORPORATE SERVICES DEPARTMENT

## Decision Package A

### Agenda Management Software

#### Option A: Digital Readiness Bundle

|                          |                    |                   |
|--------------------------|--------------------|-------------------|
| Estimated Capital Cost   | One time: \$ 8,900 | Ongoing: \$ 0     |
| Estimated Operating Cost | One time: \$ 0     | Ongoing: \$ 6,950 |

#### Option B: Transparency – YouTube Bundle

|                          |                     |                   |
|--------------------------|---------------------|-------------------|
| Estimated Capital Cost   | One time: \$ 12,000 | Ongoing: \$ 0     |
| Estimated Operating Cost | One time: \$ 0      | Ongoing: \$ 8,950 |

#### Recommendation:

That the Finance Committee recommend that Council approve a \$12,000 (plus taxes) expenditure from general revenue to implement meeting and agenda management software.

#### Executive Summary

Staff is seeking a way to improve meeting and agenda management to achieve the following project goals:

- Digitally create and manage public meetings for staff, elected officials, and public
- Improve staff efficiency with automated workflow and approval processes
- Reduce late items and changes to agenda items after they have been published
- Efficiently create and distribute paperless agendas to meeting attendees

## Background / Description

Currently, producing agendas is very time consuming and the volume of agenda items is increasing. Each report goes through multiple iterations and must be reviewed by several department managers. This creates multiple copies of reports and increases the workload for staff to consolidate edits into a final document. Staff then manually combine all agenda items into a large pdf file with bookmarks for each item. Further edits are then needed to the document by adding page numbers and creating text boxes for the agenda cover to direct the reader to the appropriate page for agenda items. The result is often a large file which at times creates issues with uploading the package to the Village's website. In addition, sharing the large file with Council and staff via email consumes storage on the Village's servers. There have also been occasions when staff have been unable to email or upload the agenda package due to its size. The agenda is then uploaded to the media gallery of the Village website.

Staff have had the opportunity to demo several software options and recommend eScribe as the most suitable for the Village in terms of features and cost. The eScribe product is used by over 300 Canadian municipalities (60 in British Columbia).

Meeting management software streamlines internal processes for creating, reviewing, editing, and approving reports with version controls built in. It also streamlines creation of agendas by auto populating fields from the approved reports. Managing the distribution of agendas to Council, the public, and staff for all Council and Committee meetings is more efficient, as well as provides a platform that is accessible to everyone. The software provides live streaming (referred to as broadcasting) where viewers can view both the agenda and live stream discussion at the same time (archived videos would remain on YouTube). Saved meeting videos are available with meeting minutes indexed according to agenda items. This provides a comprehensive approach to meetings as agendas, videos and minutes are all available.

With this program, Council (and committee members) will have the ability to add notes/comments to their digital agendas for reference during meetings. They will have all agendas in one central location within the user portal. Printed agendas can remain an option should councillors prefer that.

## Option A: Digital Readiness Bundle

Modules included in the Digital Readiness bundle:

- **Meeting Manager** – Streamlines and automates meeting preparation and post meeting activities, and conducting meetings
- **Participant Portal** – Secure access for board and elected official
- **Internet Publishing Plus** – Easily engage stakeholders through their existing website, without programming and fully supports evolving accessibility requirements
- **Report Manager** – Revolves around the preparation and approval of reports and items for submission to meetings

## Option B: Transparency Bundle with YouTube

Modules included in the Transparency bundle:

- **Meeting Manager** – Streamlines and automates meeting preparation and post meeting activities, and conducting meetings
  - **Participant Portal** – Secure access for elected officials
  - **Internet Publishing Plus** – Easily engage stakeholders through their existing website, without programming and fully supports evolving accessibility requirements
  - **Report Manager** – Revolves around the preparation and approval of reports and items for submission to meetings
  - **Video Manager & YouTube Streaming** – Leverage YouTube's no cost video storage and global content distribution with minimal configuration
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# Financial Implications

## Option A: Digital Readiness Bundle

|                   | One Time |             | Ongoing  |             |
|-------------------|----------|-------------|----------|-------------|
|                   | Capital  | Operational | Capital  | Operational |
| Year One Software | \$ 8,900 | \$0         | \$ 6,950 | \$ 0        |
| Total Costs       | \$ 8,900 | \$0         | \$ 6,950 | \$ 0        |

## Option B: Transparency – YouTube Bundle

|                   | One Time  |             | Ongoing  |             |
|-------------------|-----------|-------------|----------|-------------|
|                   | Capital   | Operational | Capital  | Operational |
| Year One Software | \$ 12,000 | \$0         | \$ 8,950 | \$ 0        |
| Total Costs       | \$ 12,000 | \$0         | \$ 8,950 | \$ 0        |

This project would be managed under the oversight of the Manager of Corporate Services and would be included in the 2025 workplan.

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## Other Options

1. Defer the project to a later date.
2. Do not proceed with digital meeting and agenda management software.



# CORPORATE SERVICES DEPARTMENT

## Decision Package B

### Records Management Program Implementation

|                              |                     |               |
|------------------------------|---------------------|---------------|
| Estimated Capital Cost       | One time: \$ 0      | Ongoing: \$ 0 |
| Estimated Operating Reserves | One time: \$ 40,000 | Ongoing: \$ 0 |

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#### Recommendation:

That the Finance Committee recommend that Council approve a \$40,000 expenditure from operating reserves to engage a consultant to develop a Records Management Manual and implement the Records Management Program.

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#### Executive Summary

The Corporate Services department is responsible for records management for the Village. Since the Anmore Community Hub has opened, records that were previously stored in other locations have been consolidated and now require our attention. Furthermore, a Records Management Program was initiated and partially implanted in 2018 and should be fully implemented as soon as possible to ensure the proper storage, disposition, and access to all records.

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## Background / Description

In 2018, the Village of Anmore engaged consultants to develop a records management program. Due to the scope of such a project, it was broken down into three phases. The first phase included developing a records management bylaw, classification plan and retention schedule (CPRS), ensuring the CPRS was legally compliant, and prepare training material for staff. On January 9, 2018, Council adopted the Records Management Bylaw No. 572-2018 and all other Phase 1 deliverables were received later in the year. Phases 2 and 3 include establishing Records and Information Manual (RIM) metrics, drafting a RIM manual, refining the records classification system, inventory all physical records and prepare for disposition, draft Records Disaster Recovery Inventory Audit for Insurance purposes, conduct the first formal disposition under the new Disposition Program, and creating a number of policies and procedures to support the Records Management Bylaw.

While the Corporate Services department is responsible for records management, there is no capacity to undertake this work due to increasing demands from new legislation (requirements for a Privacy Management Program, Accessibility Plan, implementing the Emergency and Disaster Management Act and regulations). Should this project not be supported, the Village will continue to retain files that are no longer needed and taking up storage space. The records as they are currently stored are also not efficiently stored to allow for staff to easily fulfill access to information requests. Furthermore, an electronic records management system and digitizing files can not be initiated until the current filing system is up-to-date and complete.

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## Financial Implications

|             | One Time |             | Ongoing     |             |
|-------------|----------|-------------|-------------|-------------|
|             | Capital  | Operational | Operational | Operational |
| Costs       |          |             |             |             |
| Consultant  | \$ 0     | \$40,000    | \$ 0        | \$ 0        |
| Total Costs | \$ 0     | \$40,000    | \$ 0        | \$ 0        |

This project would be managed under the oversight of the Manager of Corporate Services and would be included in the 2025 workplan.

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## Other Options

1. Defer the project to a later date.
2. Complete a portion of the project with a budget of \$20,000.



# CORPORATE SERVICES DEPARTMENT

## Decision Package C

### Information Technology

#### Server Replacement

|                          |                     |               |
|--------------------------|---------------------|---------------|
| Estimated Capital Cost   | One time: \$ 15,000 | Ongoing: \$ 0 |
| Estimated Operating Cost | One time: \$ 0      | Ongoing: \$ 0 |

#### Workstation Replacements

|                          |                     |                    |
|--------------------------|---------------------|--------------------|
| Estimated Capital Cost   | One time: \$ 12,500 | Ongoing: \$ 10,000 |
| Estimated Operating Cost | One time: \$ 0      | Ongoing: \$        |

#### Miscellaneous

|  |                    |               |
|--|--------------------|---------------|
| Estimated Capital Cost<br>(Basement WiFi AP) | One time: \$ 2,500 | Ongoing: \$ 0 |
|--|--------------------|---------------|

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#### Recommendation:

THAT the Finance Committee recommend that Council approve a \$15,000 (plus taxes) expenditure from capital reserves to purchase a new server; and,

THAT the Finance Committee recommend that Council approve a \$15,000 (plus taxes) expenditure from capital reserves to purchase computer workstation equipment and wireless access point in the basement of the Hub.

---

## Executive Summary

The main server for the Village and a number of workstations are past their end of life and warranty has expired. Additionally, staff has identified the need for a wireless access point to be installed in the basement of the Community Hub to allow for access to the main server when working on records management.

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## Background / Description

The server reached its end of life and warranty expired in 2023. We purchased a one-year extended warranty, but our IT provider is strongly recommending replacing the server in 2025 to prevent any disruptions to operations resulting from hardware failure. The total cost, including setup and installation, is estimated to be: \$15,000.

A number of workstations (12) are now also past their end of life and warranty expired in 2023. Staff recommends staggering the replacement of these workstations over two years. The workstation replacements include computers, monitors, and peripherals.

Current and ongoing costs that are included in the annual budget are approximately \$96,000 for IT support, MAIS support, software licences, and website maintenance.

## Financial Implications

| Costs         | One Time  |             | Ongoing   |             |
|---------------|-----------|-------------|-----------|-------------|
|               | Capital   | Operational | Capital   | Operational |
| Server        | \$ 15,000 | \$ 0        | \$ 0      | \$ 0        |
| Workstations  | \$ 12,500 | \$ 0        | \$ 10,000 | \$ 0        |
| Miscellaneous | \$ 2,500  | \$ 0        | \$ 0      | \$ 0        |
| Total Costs   | \$ 30,000 | \$ 0        | \$ 10,000 | \$ 0        |

This project would be managed under the oversight of the Manager of Corporate Services and would be included in the 2025 workplan.

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## Other Options

1. Defer server and workstation replacement to a later date.

# VILLAGE OF ANMORE

## REPORT TO FINANCE COMMITTEE

Date: November 8, 2024  
Submitted by: Chris Boit, Manager of Development Services  
Subject: 2025 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 2024, the group achieved significant milestones such as completing the Anmore Community Hub, completing a phase of the MUP network and onboarding a full-time planner. 2024 has seen unprecedented development applications in Anmore, with the Anmore South OCP amendment and Pinnacle Ridge development, these applications are taking significant resources of the department, plus the daily duties of the department.

The group's priorities for 2025-2028 include ongoing zoning reviews, developing a strategy for the upgrade of Spirit Park, and securing grants for infrastructure and policy updates.

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### Recommendation:

That the Finance Committee receive the report dated November 8<sup>th</sup>, 2024 outlining the Development Services draft business plan for 2025, for information.

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### Department Overview

The Development Services group currently consists of the following members:

- Manager of Development Services (Part Time - Consultant) Chris Boit
- Village Planner (Full time) – Josh Joseph
- 1 Building inspector (Part time) – Scott Beck
- Administration Support (Part time)

**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.

## **Report/Recommendation to Council**

2025 Business Plan – Development Services

November 8, 2024

**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.

**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.

### **2024 Departmental Key Achievements:**

- Recruitment, hiring, and onboarding of one employee
- Reduced building permit wait times to 6-8 weeks
- Completion of the Anmore Community Hub
- Construction of 2 PRV water stations
- Upgrades to Uplands Pump Station
- Ongoing construction of MUP on Sunnyside Road
- Initiation of municipal wide Water model
- Reports to Council regarding Coach House zoning updates
- Updating Bylaws for compliance with Provincial legislation (Bill 44)
- Ongoing review of Anmore South OCP amendment
- Processing Pinnacle Ridge OCP application

## Report/Recommendation to Council

2025 Business Plan – Development Services

November 8, 2024

### Key departmental challenges:

The limited availability of staff within the department has caused the group to lean on external partners to achieve the day to day running of the group, this has been especially important for reviewing and reporting on the OCP applications and Zoning Bylaw updates. Our building official position is filled via part time employee who works on a hybrid remote / in person schedule.

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 2024 and the resources required to continuing moving the applications forward, will increase in 2025. These cost will be covered by the applicants.

### Department Priorities and New Initiatives for 2024-2028

| Priority/Initiative   | Alignment with Strategic Plan  |
|---|--|
| 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:

Decision Package A – Permitting Software

**Report/Recommendation to Council**

2025 Business Plan – Development Services

November 8, 2024

|  |   |
|--|---|
| <b>Prepared by:</b>  |   |
| <br>_____ |   |
| Chris Boit, P.Eng<br>Manager of Development Services                                       |   |
| <b>Reviewed for Form and Content / Approved for Submission to Council:</b>                 |   |
| <i>Chief Administrative Officer's Comment/Concurrence</i>                                  | <br>_____ |
|  | <b>Chief Administrative Officer</b>   |



## DEVELOPMENT DEPARTMENT

### Decision Package A

### Permitting Software

|                          |                   |                          |
|--------------------------|-------------------|--------------------------|
| Estimated Capital Cost   | One time: \$0     | Ongoing: \$0             |
| Estimated Operating Cost | One time: \$4,500 | Ongoing: \$4,500 / annum |

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#### Recommendation:

That the Finance Committee recommend that Council approve a \$4,500 expenditure from municipal taxation for Permitting Software.

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#### Executive Summary

Implementing a new permitting system would streamline the Village's permit application, review, and inspection processes, enhancing efficiency and communication for staff and applicants alike. Through an online portal, applicants can submit standardized, complete applications with real-time updates, while staff benefit from flexible management and collaboration features that reduce delays and improve service delivery.

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#### Background / Description

The Village currently intakes permit applications via submissions to our administration staff. These submissions can be either hardcopy or electronic submission via email. Following the submission, staff will manually save documents into the Village's server and inform relevant staff members that there is a new permit for review. This process can cause inefficiencies for both staff and the public, as staff may miss the communications, incomplete applications are received and there is no live feedback for the public regarding their applications.



A new permitting system would improve both our internal processes and the experience for applicants, making the permit application, review, and inspection process more organized and accessible. Through an online login portal, applicants could submit permit applications directly, using standardized forms that can be customized to include our specific requirements, such as branded logos and checklists. The portal also allows for incomplete applications to be flagged, helping ensure that all necessary documents and payments are included from the start. Additionally, the system provides a way for applicants to request inspections online, streamlining communication and reducing administrative steps.

The proposed system offers flexible file management and inspection options, enabling us to handle a range of permit types, such as development, tree, building, and plumbing permits. Conditions and restrictions can be set up to ensure all necessary steps are completed, and staff can add internal notes visible across departments to support collaboration. Real-time email communication for permit status updates, reports, and inspection results would help keep applicants informed and reduce delays. The system also offers data handling features that allow for report generation and data exports, meeting the needs of both internal processes and external regulatory requirements. Overall, a new permitting system would support a more organized and responsive approach to permit management, aligned with the needs of both the municipality and the community.

---

## Financial Implications

| Costs       | One Time |             | Ongoing     |             |
|-------------|----------|-------------|-------------|-------------|
|             | Capital  | Operational | Operational | Operational |
| Description | \$       | \$4,500     | \$4,500     | \$          |
| Description | \$       | \$          | \$          | \$          |
| Total Costs | \$       | \$4,500     | \$4,500     | \$          |

The proposed system would be a subscription-based software, requiring approximately \$4,500 per annum. The cost includes training and maintenance costs

## Other Options

Continue with the current permit processing practices.

# VILLAGE OF ANMORE

## REPORT TO FINANCE COMMITTEE

Date: November 8, 2024  
Submitted by: Scott Donaldson, Operations Superintendent  
Subject: 2025 Business Plan – Public Works Operations

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### 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 Facility Management.

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### Recommendation:

That the Finance Committee receive the report dated November 8, 2024, outlining the Public Works Operations draft business plan for 2025, for information.

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### 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 / Facility Management

### 2024 Departmental Key Achievements

- Heron Way PRV station
- Uplands pump station upgrades
- Water main auto flusher added.
- Water Meters to property line project and update of water meters – On going.
- Coordinated with City of Port Moody to achieve connectivity from Michael Rosen Park into Bert Flinn Park
- Continuation of trail upgrades throughout community

## Report/Recommendation to Council

2025 Business Plan – Public Works Operations

November 8, 2024

- Coordinated with administration to support new Anmore Community Hub with facility management
- With the help of the Amore Garden Club, planting of the front garden beds of the Hub.
- Coordination of tree assessments to identify dangerous trees on Village property for future planning
- 550 Brine Truck arrived
- Dump Truck arrived

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 2025

| <b>Priority/Initiative</b>   | <b>Alignment with Strategic Plan</b>   |
|--|--|
| Anmore Hub facility management requirement.                            | 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 - ongoing                         | We provide efficient services and strive for sustainable infrastructure to support a safe, healthy and vibrant community |
| Continuation of the meters to property line and meter upgrade projects | We provide efficient services and strive for sustainable infrastructure to support a safe, healthy and vibrant community |
| Water Meter Replacement Project - ongoing                              | We provide efficient services and strive for sustainable infrastructure to support a safe, healthy and vibrant community |

**Report/Recommendation to Council**

2025 Business Plan – Public Works Operations

November 8, 2024

**Attachments:**

1. Decision Package A – Pavement Analysis
2. Decision Package B – East Road Chlorination Station

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



# PUBLIC WORKS OPERATIONS DEPARTMENT

## Decision Package A Pavement Analysis

|                          |                    |              |
|--------------------------|--------------------|--------------|
| Estimated Capital Cost   | One time: \$50,000 | Ongoing: \$0 |
| Estimated Operating Cost | One time:          | Ongoing: \$  |

### Recommendation:

That the Finance Committee recommend that Council approve a \$50,000 expenditure from Capital Reserves for Pavement Analysis

### Executive Summary

Conducting a pavement analysis for the Village of Anmore is a strategic investment to ensure efficient, data-driven management of our road network. This assessment will provide a comprehensive overview of pavement conditions, allowing us to identify and prioritize maintenance needs. By proactively addressing areas of concern, we can reduce the likelihood of costly repairs or full reconstruction, ultimately extending the lifespan of our road assets.

### Background / Description

Investing in a pavement analysis for the Village of Anmore would provide significant benefits by informing a proactive and cost-effective approach to road maintenance and infrastructure management. Over time, roads are subject to wear and tear from environmental factors, traffic

loads, and seasonal changes, which can lead to surface deterioration, cracks, and structural weakening. A pavement analysis would provide detailed insights into the current condition of the road network, identifying areas of concern before they require more costly repairs or complete reconstruction.

This data-driven assessment would help prioritize repairs and maintenance, enabling the Village to allocate resources efficiently and extend the lifespan of its road assets. With accurate pavement condition data, the Village could plan targeted maintenance strategies, such as resurfacing or sealing, reducing the likelihood of unexpected road failures. Moreover, a pavement analysis aligns with sustainability goals by promoting a maintenance schedule that minimizes environmental impact and conserves materials. This investment would ultimately lead to safer, longer-lasting roads and support Anmore’s budgetary and planning goals by optimizing both short-term and long-term infrastructure spending.

## Financial Implications

| Costs             | One Time |             | Ongoing     |             |
|-------------------|----------|-------------|-------------|-------------|
|                   | Capital  | Operational | Operational | Operational |
| Pavement analysis | \$50,000 |             |             |             |
| Total Costs       | \$50,000 |             |             |             |

## Other Options

Do not collect data and react to repairs on an emergency basis.



# PUBLIC WORKS OPERATIONS DEPARTMENT

## Decision Package B

### East Road Chlorination Station

|                          |                     |                           |
|--------------------------|---------------------|---------------------------|
| Estimated Capital Cost   | One time: \$750,000 | Ongoing:                  |
| Estimated Operating Cost | One time: \$0       | Ongoing: \$10,000 / annum |

#### Recommendation:

That the Finance Committee recommend that Council approve a \$750,000 expenditure from Capital Reserves for East Road Chlorination Station

#### Executive Summary

Installing a new chlorination station at the point where we receive water from Port Moody would streamline water treatment and open up new opportunities for land use. The new station would make it possible to decommission the existing chlorination facility, freeing up a valuable 0.5-acre parcel. Once the old station is decommissioned, we could explore options for repurposing this land, potentially transforming it into a community asset or selling it for residential development, given its size and location.

#### Background / Description

Installing a chlorination station at the point where we receive water from Port Moody would enhance water quality control and provide additional operational benefits to our distribution

system. This new station would include a pressure reducing valve (PRV), enabling us to regulate water pressure more effectively as it enters our network, thus reducing strain on downstream infrastructure. The station would also provide a dedicated location with a power source for an electronic signboard, supporting real-time communication of to residents.

The new station would address a critical limitation of our existing infrastructure: the current chlorination station does not allow us to treat and control the water entering through Anmore Green Estates, leaving a gap in our ability to consistently manage water quality across our entire service area. By installing this new, strategically located station, we can ensure consistent chlorination and treatment across the network, enhancing both public health protection and operational control.

Additionally, this upgrade would allow us to decommission the existing chlorination station, freeing up a valuable 0.5-acre parcel that could be repurposed or sold for residential development. This site offers significant redevelopment potential, aligning with broader community planning goals and providing a financial return that could offset part of the investment in the new facility. Consolidating our water treatment infrastructure in a modern, well-situated station not only strengthens our control over water quality but also opens up new possibilities for land use and community growth, providing both immediate and long-term value to the Village.

---

## Financial Implications

| Costs                | One Time      |             | Ongoing |             |
|----------------------|---------------|-------------|---------|-------------|
|                      | Capital       | Operational | Capital | Operational |
| Chlorination station | \$750,000     | \$5,000     | \$4,500 | \$10,000    |
| Lot Development      | (\$1,200,000) | \$          | \$      | \$          |
| Total Costs          | \$750,000     | \$5,000     | \$4,500 | \$10,000    |

Staff have provided an estimate on potential land value if the lot were to be sold in the future.

## Other Options

Continue with the current permit chlorination practices.





# VILLAGE OF ANMORE

## REPORT TO FINANCE COMMITTEE

Date: November 8, 2024 File No. 1700-02  
Submitted by: Lena Martin  
Subject: DRAFT Five Year Financial Plan 2025-2029

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### Purpose / Introduction

To provide a draft Five Year Financial Plan 2025 - 2029 for discussion and consideration.

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### Recommended Option

**That the Finance Committee refers the DRAFT Five Year Financial Plan 2025 – 2029 to Council for consideration.**

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### 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 operating revenues and expenditures.

#### **General Fund Taxes and Other Revenue Variables**

- Reduction of Stabilization Reserve allocation for MFA Loan interest
- Reduction in interest investment income
- Additional of HUB rental revenue

## **Report/Recommendation to Council**

DRAFT Five Year Financial Plan 2025-2029

November 8, 2024

### **General Fund Operating**

- Cost of Living & Step Increases Staff
- Addition of FT Operating Staff
- Reduction in Salaries for new staff
- Committee Support contract moved to Staff
- Municipal Hall Insurance increase
- Municipal Hall Utilities increase
- New Service – Animal Shelter Agreement
- Overall Operational Inflationary Increases (1.7%) estimated

The proposed budget includes an overall budget increase of \$272,814 or 8.57%, totaling an estimated annual tax increase of \$313.93 for the average household.

The HUB loan was partially offset in the 2024 budget by the Stabilization Reserve. The Stabilization Reserve assist is reduced in the 2025 budget and adds an increase to taxation of \$41,417 or 1.4%. 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 \$310,000 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.

Insurance and utility costs for the HUB have been increased based on previous years values.

A new animal shelter service agreement is available for consideration.

Other operating revenues and expenditures are directly affected by the current interest rates and consumer price index for Vancouver. Included in these are costs are various operating expenses and staff retainment.

### **Capital Projects**

Current Capital Projects include ongoing or multi-year projects such as the vehicle and equipment delivery, public works yard improvements, roadwork, SCADA, a looped watermain, Spirit Park improvements and HUB improvements. Additional projects include IT equipment

## **Report/Recommendation to Council**

DRAFT Five Year Financial Plan 2025-2029

November 8, 2024

upgrades, Agenda Software, an OCP update, pavement analysis for asset management, and a chlorination station for East Rd.

## **Other Options**

That the Finance Committee refers the DRAFT Five Year Financial Plan 2025 – 2029 to Council for consideration.

### **[Recommended]**

The Finance Committee refers the DRAFT Five Year Financial Plan 2025 – 2029 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 2025 – 2029

**Report/Recommendation to Council**

DRAFT Five Year Financial Plan 2025-2029

November 8, 2024

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

Village of Anmore  
Financial Plan  
2025 - 2029

|                                  | 2025                | 2026                | 2027                | 2028                | 2029                |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>REVENUES</b>                  |                     |                     |                     |                     |                     |
| Property Tax                     | \$ 3,415,584        | \$ 3,531,801        | \$ 3,589,760        | \$ 3,736,231        | \$ 3,805,558        |
| Permits, Fees and Charges        | \$ 1,543,148        | \$ 1,566,525        | \$ 1,590,369        | \$ 1,614,691        | \$ 1,639,499        |
| Grants                           | \$ 751,589          | \$ 707,449          | \$ 718,016          | \$ 728,794          | \$ 739,788          |
| Interest & Other                 | \$ 132,608          | \$ 106,086          | \$ 84,869           | \$ 84,869           | \$ 84,869           |
| <b>SUBTOTAL REVENUES</b>         | <b>\$ 5,842,928</b> | <b>\$ 5,911,860</b> | <b>\$ 5,983,014</b> | <b>\$ 6,164,586</b> | <b>\$ 6,269,715</b> |
| <b>EXPENSES</b>                  |                     |                     |                     |                     |                     |
| General Government               | \$ 1,684,074        | \$ 1,663,697        | \$ 1,662,312        | \$ 1,691,499        | \$ 1,721,791        |
| Public Works                     | \$ 924,059          | \$ 942,352          | \$ 961,011          | \$ 980,043          | \$ 999,456          |
| Protective Services              | \$ 479,595          | \$ 267,627          | \$ 272,759          | \$ 277,995          | \$ 283,334          |
| Planning & Development           | \$ 393,173          | \$ 195,836          | \$ 198,553          | \$ 201,324          | \$ 204,151          |
| Water Utility                    | \$ 654,791          | \$ 667,886          | \$ 681,244          | \$ 694,869          | \$ 708,766          |
| Debt Interest                    | \$ 124,250          | \$ 124,250          | \$ 124,250          | \$ 124,250          | \$ 124,250          |
| Amortization of TCAs             | \$ 1,323,853        | \$ 1,323,853        | \$ 1,323,853        | \$ 1,323,853        | \$ 1,323,853        |
| <b>SUBTOTAL EXPENSES</b>         | <b>\$ 5,583,794</b> | <b>\$ 5,185,501</b> | <b>\$ 5,223,983</b> | <b>\$ 5,293,833</b> | <b>\$ 5,365,602</b> |
| <b>SURPLUS / (DEFICIT)</b>       | <b>\$ 259,134</b>   | <b>\$ 726,359</b>   | <b>\$ 759,031</b>   | <b>\$ 870,752</b>   | <b>\$ 904,113</b>   |
| <b>INTERNAL TRANSFERS</b>        |                     |                     |                     |                     |                     |
| Capital                          | \$ 4,548,011        | \$ 728,550          | \$ 619,800          | \$ 466,050          | \$ 512,300          |
| Transfer to (from) Reserves      | \$ (2,803,920)      | \$ 1,283,566        | \$ 1,442,788        | \$ 1,666,059        | \$ 1,653,170        |
| Transfer to (from) Surplus       | \$ (223,600)        | \$ (24,400)         | \$ (42,200)         | \$ -                | \$ -                |
| Debt                             | \$ 62,496           | \$ 62,496           | \$ 62,496           | \$ 62,496           | \$ 62,496           |
| Investment in TCA                | \$ (1,323,853)      | \$ (1,323,853)      | \$ (1,323,853)      | \$ (1,323,853)      | \$ (1,323,853)      |
| <b>SUBTOTAL INTERNAL EXPENSE</b> | <b>\$ 259,134</b>   | <b>\$ 726,359</b>   | <b>\$ 759,031</b>   | <b>\$ 870,752</b>   | <b>\$ 904,113</b>   |
| <b>FINANCIAL PLAN BALANCE</b>    | <b>\$ (0)</b>       | <b>\$ (0)</b>       | <b>\$ -</b>         | <b>\$ 0</b>         | <b>\$ (0)</b>       |

Village of Anmore  
2025 - 2029 Five Year Financial Plan  
Revenues and Expenses

| Description                                   | 2024<br>Prior Year Budget | 2025<br>Budget        | 2026                  | 2027                  | 2028                  | 2029                  |
|---|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| GR General Municipal-Tax                      | \$ (1,635,454)            | \$ (1,885,998)        | \$ (1,971,623)        | \$ (1,998,378)        | \$ (2,113,022)        | \$ (2,149,885)        |
| GR Capital Tax                                | \$ (1,309,985)            | \$ (1,332,254)        | \$ (1,358,900)        | \$ (1,386,078)        | \$ (1,413,799)        | \$ (1,442,075)        |
| GR Parcel Tax for Local Service               | \$ (95,370)               | \$ (95,370)           | \$ (95,370)           | \$ (95,370)           | \$ (95,370)           | \$ (95,370)           |
| GR Parcel Tax Transfer                        | \$ 95,370                 | \$ 95,370             | \$ 95,370             | \$ 95,370             | \$ 95,370             | \$ 95,370             |
| GR Penalties & Interest-Tax                   | \$ (56,722)               | \$ (57,686)           | \$ (58,840)           | \$ (60,016)           | \$ (61,217)           | \$ (62,441)           |
| GR Grants in Lieu-Tax                         | \$ (137,312)              | \$ (139,646)          | \$ (142,439)          | \$ (145,288)          | \$ (148,194)          | \$ (151,158)          |
| <b>TAXATION GENERAL</b>                       | <b>\$ (3,139,472)</b>     | <b>\$ (3,415,584)</b> | <b>\$ (3,531,801)</b> | <b>\$ (3,589,760)</b> | <b>\$ (3,736,231)</b> | <b>\$ (3,805,558)</b> |
| <b>TOTAL GRANTS-UNCONDITIONAL (OPERATING)</b> | <b>\$ (917,244)</b>       | <b>\$ (586,089)</b>   | <b>\$ (596,449)</b>   | <b>\$ (607,016)</b>   | <b>\$ (617,794)</b>   | <b>\$ (628,788)</b>   |
| <b>TOTAL GRANTS-UNCONDITIONAL (CAPITAL)</b>   | <b>\$ (111,000)</b>       | <b>\$ (111,000)</b>   | <b>\$ (111,000)</b>   | <b>\$ (111,000)</b>   | <b>\$ (111,000)</b>   | <b>\$ (111,000)</b>   |
| <b>TOTAL GRANT-CONDITIONAL (OPERATING)</b>    | <b>\$ (62,500)</b>        | <b>\$ (54,500)</b>    | <b>\$ -</b>           | <b>\$ -</b>           | <b>\$ -</b>           | <b>\$ -</b>           |
| <b>TOTAL GRANT-CONDITIONAL (CAPITAL)</b>      | <b>\$ (729,350)</b>       | <b>\$ -</b>           | <b>\$ -</b>           | <b>\$ -</b>           | <b>\$ -</b>           | <b>\$ -</b>           |
| GG-PERMITS, FEES & OTHER REV.                 | \$ (17,677)               | \$ (27,977)           | \$ (28,537)           | \$ (29,108)           | \$ (29,690)           | \$ (30,284)           |
| DS-PERMITS, FEES & OTHER REV.                 | \$ (119,077)              | \$ (119,583)          | \$ (120,189)          | \$ (120,807)          | \$ (121,437)          | \$ (122,080)          |
| PS-PERMITS, FEES & OTHER REV.                 | \$ (176,413)              | \$ (179,412)          | \$ (183,000)          | \$ (186,660)          | \$ (190,394)          | \$ (194,201)          |
| WF-PERMITS, FEES & OTHER REV.                 | \$ (917,507)              | \$ (939,791)          | \$ (952,886)          | \$ (966,244)          | \$ (979,869)          | \$ (993,766)          |
| SW-PERMITS, FEES & OTHER REV.                 | \$ (272,232)              | \$ (276,384)          | \$ (281,912)          | \$ (287,550)          | \$ (293,301)          | \$ (299,167)          |
| <b>TOTAL PERMITS, FEES &amp; OTHER REV.</b>   | <b>\$ (1,502,906)</b>     | <b>\$ (1,543,148)</b> | <b>\$ (1,566,525)</b> | <b>\$ (1,590,369)</b> | <b>\$ (1,614,691)</b> | <b>\$ (1,639,499)</b> |
| <b>TOTAL INTEREST INCOME</b>                  | <b>\$ (165,760)</b>       | <b>\$ (132,608)</b>   | <b>\$ (106,086)</b>   | <b>\$ (84,869)</b>    | <b>\$ (84,869)</b>    | <b>\$ (84,869)</b>    |
| <b>TOTAL REVENUES (PSAB)</b>                  | <b>\$ (6,628,231)</b>     | <b>\$ (5,842,928)</b> | <b>\$ (5,911,860)</b> | <b>\$ (5,983,014)</b> | <b>\$ (6,164,586)</b> | <b>\$ (6,269,715)</b> |
| <b>GENERAL GOVERNMENT</b>                     |                           |                       |                       |                       |                       |                       |
| GENERAL GOVERNMENT SALARIES & BENEFITS        | \$ 955,509                | \$ 996,050            | \$ 975,961            | \$ 995,470            | \$ 1,015,370          | \$ 1,035,667          |
| LEGAL, AUDIT, INSURANCE                       | \$ 150,175                | \$ 190,516            | \$ 193,626            | \$ 196,798            | \$ 200,034            | \$ 203,335            |
| INFORMATION SERVICES                          | \$ 96,581                 | \$ 102,722            | \$ 104,777            | \$ 106,872            | \$ 109,010            | \$ 111,190            |
| CONTRACTED SUPPORT SERVICES (CONSULTANTS)     | \$ 120,000                | \$ 90,425             | \$ 90,934             | \$ 91,452             | \$ 91,981             | \$ 92,521             |
| COMMUNITY EVENTS, GRANTS, APPRECIATION        | \$ 50,927                 | \$ 35,100             | \$ 35,100             | \$ 35,100             | \$ 35,100             | \$ 35,100             |
| COUNCIL expenses                              | \$ 10,000                 | \$ 10,500             | \$ 10,500             | \$ 10,500             | \$ 10,500             | \$ 10,500             |
| ELECTION                                      | \$ -                      | \$ -                  | \$ 30,000             | \$ -                  | \$ -                  | \$ -                  |
| COUNCIL COMMITTEES                            | \$ 6,247                  | \$ 5,940              | \$ 5,988              | \$ 6,038              | \$ 6,089              | \$ 6,141              |
| CAO expenses                                  | \$ 10,204                 | \$ 9,842              | \$ 9,919              | \$ 9,997              | \$ 10,077             | \$ 10,159             |
| HR  | \$ 13,570                 | \$ 19,300             | \$ 19,400             | \$ 19,502             | \$ 19,606             | \$ 19,712             |
| MUNICIPAL HALL expenses                       | \$ 160,806                | \$ 169,166            | \$ 171,928            | \$ 174,746            | \$ 177,620            | \$ 181,073            |
| LEGISLATIVE expenses                          | \$ 5,261                  | \$ 45,317             | \$ 6,183              | \$ 6,267              | \$ 6,352              | \$ 6,439              |
| FINANCE expenses                              | \$ 4,557                  | \$ 4,634              | \$ 4,727              | \$ 4,821              | \$ 4,918              | \$ 5,016              |
| BANK FEES AND MISC                            | \$ 4,486                  | \$ 4,563              | \$ 4,654              | \$ 4,747              | \$ 4,842              | \$ 4,939              |
| BUILDINGS AND OFFICE OPERATIONS               | \$ 215,131                | \$ 269,261            | \$ 263,300            | \$ 236,619            | \$ 240,004            | \$ 243,978            |
| GENERAL AMORTIZATION                          | \$ 267,029                | \$ 267,029            | \$ 267,029            | \$ 267,029            | \$ 267,029            | \$ 267,029            |
| <b>TOTAL GENERAL GOVERNMENT</b>               | <b>\$ 1,855,352</b>       | <b>\$ 1,951,103</b>   | <b>\$ 1,930,726</b>   | <b>\$ 1,929,341</b>   | <b>\$ 1,958,528</b>   | <b>\$ 1,988,820</b>   |
| <b>PLANNING AND DEVELOPMENT</b>               |                           |                       |                       |                       |                       |                       |
| SALARIES AND BENEFITS                         | \$ 122,893                | \$ 127,673            | \$ 130,226            | \$ 132,831            | \$ 135,487            | \$ 138,197            |
| LEGAL   | \$ 2,000                  | \$ 2,000              | \$ 2,040              | \$ 2,081              | \$ 2,122              | \$ 2,165              |
| CONSULTING                                    | \$ 40,000                 | \$ 60,000             | \$ 60,000             | \$ 60,000             | \$ 60,000             | \$ 60,000             |
| PLANNING OFFICE OPERATIONS                    | \$ 53,500                 | \$ 203,500            | \$ 3,570              | \$ 3,641              | \$ 3,714              | \$ 3,789              |
| <b>TOTAL PLANNING AND DEVELOPMENT</b>         | <b>\$ 218,393</b>         | <b>\$ 393,173</b>     | <b>\$ 195,836</b>     | <b>\$ 198,553</b>     | <b>\$ 201,324</b>     | <b>\$ 204,151</b>     |

**PROTECTIVE AND INSPECTION SERVICES**

|                        |            |            |            |            |            |            |
|------------------------|------------|------------|------------|------------|------------|------------|
| SALARIES AND BENEFITS  | \$ 168,733 | \$ 228,909 | \$ 233,487 | \$ 238,157 | \$ 242,920 | \$ 247,778 |
| LEGAL                  | \$ 7,356   | \$ 5,000   | \$ 5,100   | \$ 5,202   | \$ 5,306   | \$ 5,412   |
| CONSULTING             | \$ -       | \$ 132,000 | \$ -       | \$ -       | \$ -       | \$ -       |
| BUILDING expenses      | \$ 2,459   | \$ 2,686   | \$ 2,740   | \$ 2,795   | \$ 2,851   | \$ 2,908   |
| BYLAW expenses         | \$ 102,243 | \$ 17,000  | \$ 17,300  | \$ 17,606  | \$ 17,918  | \$ 18,236  |
| EMERGENCY PREPAREDNESS | \$ 94,000  | \$ 94,000  | \$ 9,000   | \$ 9,000   | \$ 9,000   | \$ 9,000   |

|                              |            |            |           |           |           |           |
|------------------------------|------------|------------|-----------|-----------|-----------|-----------|
| BUILDING & OFFICE OPERATIONS | \$ 206,057 | \$ 250,686 | \$ 34,140 | \$ 34,603 | \$ 35,075 | \$ 35,556 |
|------------------------------|------------|------------|-----------|-----------|-----------|-----------|

|   |                   |                   |                   |                   |                   |                   |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>TOTAL PROTECTIVE AND INSPECTION SERVICES</b> | <b>\$ 374,790</b> | <b>\$ 479,595</b> | <b>\$ 267,627</b> | <b>\$ 272,759</b> | <b>\$ 277,995</b> | <b>\$ 283,334</b> |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|

**PUBLIC WORKS**

|                      |            |            |            |            |            |            |
|----------------------|------------|------------|------------|------------|------------|------------|
| SALARIES & BENEFITS  | \$ 407,543 | \$ 420,227 | \$ 428,631 | \$ 437,204 | \$ 445,948 | \$ 454,867 |
| VEHICLES & EQUIPMENT | \$ 54,060  | \$ 54,979  | \$ 56,078  | \$ 57,200  | \$ 58,344  | \$ 59,511  |
| ADMINISTRATION       | \$ 13,578  | \$ 13,700  | \$ 13,886  | \$ 14,076  | \$ 14,269  | \$ 14,467  |
| WORKS YARD           | \$ 27,460  | \$ 32,103  | \$ 32,646  | \$ 33,198  | \$ 33,762  | \$ 34,338  |

|                            |           |           |           |           |           |           |
|----------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| YARD AND OFFICE OPERATIONS | \$ 41,038 | \$ 45,804 | \$ 46,532 | \$ 47,274 | \$ 48,032 | \$ 48,804 |
|----------------------------|-----------|-----------|-----------|-----------|-----------|-----------|

|                                       |             |             |             |             |             |             |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| LRN Roads                             | \$ 55,796   | \$ 56,744   | \$ 57,879   | \$ 59,037   | \$ 60,218   | \$ 61,422   |
| DRAINAGE                              | \$ 5,611    | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
| STORM WATER                           | \$ 8,663    | \$ 8,811    | \$ 8,987    | \$ 9,167    | \$ 9,350    | \$ 9,537    |
| TRAILS AND PARKS                      | \$ 32,243   | \$ 37,536   | \$ 38,287   | \$ 39,052   | \$ 39,833   | \$ 40,630   |
| MRN Roads (Grant)                     | \$ 155,000  | \$ 155,000  | \$ 158,100  | \$ 161,262  | \$ 164,487  | \$ 167,777  |
| PW Staff & Yard-Internal Recovery MRN | \$ (43,177) | \$ (43,911) | \$ (44,789) | \$ (45,685) | \$ (46,598) | \$ (47,530) |
| PW V&E-Internal Recovery MRN          | \$ (58,536) | \$ (59,531) | \$ (60,722) | \$ (61,936) | \$ (63,175) | \$ (64,439) |

|                    |           |           |           |           |           |           |
|--------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| MRN Roads Expenses | \$ 53,287 | \$ 51,558 | \$ 52,589 | \$ 53,641 | \$ 54,714 | \$ 55,808 |
|--------------------|-----------|-----------|-----------|-----------|-----------|-----------|

|              |            |            |            |            |            |            |
|--------------|------------|------------|------------|------------|------------|------------|
| AMORTIZATION | \$ 754,372 | \$ 754,372 | \$ 754,372 | \$ 754,372 | \$ 754,372 | \$ 754,372 |
|--------------|------------|------------|------------|------------|------------|------------|

|                           |                     |                     |                     |                     |                     |                     |
|---------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>TOTAL PUBLIC WORKS</b> | <b>\$ 1,412,614</b> | <b>\$ 1,430,030</b> | <b>\$ 1,443,355</b> | <b>\$ 1,456,947</b> | <b>\$ 1,470,810</b> | <b>\$ 1,484,951</b> |
|---------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|

**WATER SYSTEM**

|   |            |            |            |            |            |            |
|---|------------|------------|------------|------------|------------|------------|
| SALARIES & BENEFITS                                 | \$ 87,375  | \$ 88,860  | \$ 90,637  | \$ 92,450  | \$ 94,299  | \$ 96,185  |
| WF ADMIN Water P.-Contract                          | \$ 415,954 | \$ 423,025 | \$ 431,486 | \$ 440,116 | \$ 448,918 | \$ 457,896 |
| UTILITIES & OFFICE OPERATION                        | \$ 17,067  | \$ 17,357  | \$ 17,704  | \$ 18,058  | \$ 18,420  | \$ 18,788  |
| WF VEHICLE & EQUIP-Internal Charge                  | \$ 46,304  | \$ 47,091  | \$ 48,033  | \$ 48,993  | \$ 49,973  | \$ 50,973  |
| SYSTEM REPAIR & MAINTENANCE (materials & contracts) | \$ 65,807  | \$ 78,457  | \$ 80,026  | \$ 81,627  | \$ 83,259  | \$ 84,924  |

|              |            |            |            |            |            |            |
|--------------|------------|------------|------------|------------|------------|------------|
| AMORTIZATION | \$ 302,452 | \$ 302,452 | \$ 302,452 | \$ 302,452 | \$ 302,452 | \$ 302,452 |
|--------------|------------|------------|------------|------------|------------|------------|

|                           |                   |                   |                   |                   |                   |                     |
|---------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| <b>TOTAL WATER SYSTEM</b> | <b>\$ 934,959</b> | <b>\$ 957,242</b> | <b>\$ 970,338</b> | <b>\$ 983,696</b> | <b>\$ 997,321</b> | <b>\$ 1,011,218</b> |
|---------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|

**SOLID WASTE & RECYCLING**

|                     |            |            |            |            |            |            |
|---------------------|------------|------------|------------|------------|------------|------------|
| SALARIES & BENEFITS | \$ 8,981   | \$ 9,134   | \$ 9,316   | \$ 9,503   | \$ 9,693   | \$ 9,887   |
| COLLECTION CONTRACT | \$ 235,268 | \$ 239,267 | \$ 244,053 | \$ 248,934 | \$ 253,913 | \$ 258,991 |

|  |                   |                   |                   |                   |                   |                   |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>TOTAL SOLID WASTE &amp; RECYCLING</b> | <b>\$ 244,249</b> | <b>\$ 248,401</b> | <b>\$ 253,369</b> | <b>\$ 258,436</b> | <b>\$ 263,605</b> | <b>\$ 268,877</b> |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|

|                               |                   |                   |                   |                   |                   |                   |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>TOTAL INTEREST CHARGES</b> | <b>\$ 124,250</b> | <b>\$ 124,250</b> | <b>\$ 124,250</b> | <b>\$ 124,250</b> | <b>\$ 124,250</b> | <b>\$ 124,250</b> |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|

|                              |                     |                     |                     |                     |                     |                     |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>TOTAL EXPENSES (PSAB)</b> | <b>\$ 5,164,606</b> | <b>\$ 5,583,794</b> | <b>\$ 5,185,501</b> | <b>\$ 5,223,983</b> | <b>\$ 5,293,833</b> | <b>\$ 5,365,602</b> |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|

**CAPITAL EXPENDITURES**

|                               |              |              |           |            |           |           |
|-------------------------------|--------------|--------------|-----------|------------|-----------|-----------|
| GFCAP-Information Technology  | \$ 27,865    | \$ 4,823     | \$ -      | \$ -       | \$ -      | \$ -      |
| GFCAP-WYard Construction      | \$ 1,100,000 | \$ 1,100,000 | \$ -      | \$ -       | \$ -      | \$ -      |
| GFCAP-Emergency Generator     | \$ 5,156     | \$ 2,210     | \$ -      | \$ -       | \$ -      | \$ -      |
| GFCAP-Event Banner            | \$ 5,000     | \$ 5,000     | \$ -      | \$ -       | \$ -      | \$ -      |
| GFCAP-GIS Improvements        | \$ 7,000     | \$ 7,000     | \$ -      | \$ -       | \$ -      | \$ -      |
| GFCAP-Asset Management Plan   | \$ 25,000    | \$ 14,750    | \$ -      | \$ -       | \$ -      | \$ -      |
| GFCAP-Anmore Civic Building   | \$ 453,706   | \$ 431,954   | \$ -      | \$ -       | \$ -      | \$ -      |
| GFCAP-PW Arborist             | \$ 12,275    | \$ -         | \$ -      | \$ -       | \$ -      | \$ -      |
| GFCAP-Ravenswood Drive        | \$ 308,125   | \$ 285,372   | \$ -      | \$ -       | \$ -      | \$ -      |
| GFCAP-PW Vehicles & Machinery | \$ 827,155   | \$ 650,179   | \$ 60,000 | \$ 200,000 | \$ -      | \$ -      |
| GFCAP-LRN Infrastructure      | \$ 10,000    | \$ 75,000    | \$ 75,000 | \$ 75,000  | \$ 75,000 | \$ 75,000 |

|  |                       |                       |                     |                     |                     |                     |                |
|--|-----------------------|-----------------------|---------------------|---------------------|---------------------|---------------------|----------------|
| GFCAP-Truck Replacement                              | \$ 60,000             | \$ -                  | \$ -                | \$ -                | \$ -                | \$ -                | \$ -           |
| GFCAP-Walkway Improvements                           | \$ 300,000            | \$ 300,000            | \$ -                | \$ -                | \$ -                | \$ -                | \$ -           |
| GFCAP-Trail Improvements                             | \$ 25,000             | \$ 25,000             | \$ 25,000           | \$ 25,000           | \$ 25,000           | \$ 25,000           | \$ 25,000      |
| GCAP-Pathway Upgrades (MRN Grant)                    | \$ 138,750            | \$ 185,000            | \$ 46,250           | \$ 92,500           | \$ 138,750          | \$ 185,000          | \$ 185,000     |
| GFCAP-Computer Replacement                           | \$ 5,000              | \$ 15,000             | \$ 5,000            | \$ 5,000            | \$ 5,000            | \$ 5,000            | \$ 5,000       |
| GFCAP-Electronic Signboards                          | \$ 75,000             | \$ 75,000             | \$ -                | \$ -                | \$ -                | \$ -                | \$ -           |
| GFCAP-MRN Infrastructure Grant                       | \$ 111,000            | \$ 111,000            | \$ 111,000          | \$ 111,000          | \$ 111,000          | \$ 111,000          | \$ 111,000     |
| GFCAP-Bedwell Bay Paving                             | \$ 112,559            | \$ -                  | \$ -                | \$ -                | \$ -                | \$ -                | \$ -           |
| GFCAP-Paving Ludlow Lane                             | \$ 102,540            | \$ -                  | \$ -                | \$ -                | \$ -                | \$ -                | \$ -           |
| GFCAP-Sunnyside MUP Active Transp. Grant             | \$ 681,565            | \$ -                  | \$ -                | \$ -                | \$ -                | \$ -                | \$ -           |
| GFCAP-Sprit Park Revitalization Grant                | \$ 336,339            | \$ -                  | \$ -                | \$ -                | \$ -                | \$ -                | \$ -           |
| Server Replacement                                   | \$ -                  | \$ 20,000             | \$ -                | \$ -                | \$ -                | \$ -                | \$ -           |
| Agenda Software                                      | \$ -                  | \$ 11,900             | \$ -                | \$ -                | \$ -                | \$ -                | \$ -           |
| MUP complete aged transit grant                      | \$ -                  | \$ 100,000            | \$ -                | \$ -                | \$ -                | \$ -                | \$ -           |
| Pavement analysis Asset management                   | \$ -                  | \$ 50,000             | \$ -                | \$ -                | \$ -                | \$ -                | \$ -           |
| bridge renewal mountain ayre                         | \$ -                  | \$ 15,000             | \$ -                | \$ -                | \$ -                | \$ -                | \$ -           |
| SWCAP-General Capital                                | \$ -                  | \$ -                  | \$ -                | \$ -                | \$ -                | \$ -                | \$ -           |
| SWCAP-Cart   | \$ -                  | \$ -                  | \$ -                | \$ -                | \$ -                | \$ -                | \$ -           |
| WFCAP-Installation of Double Check Valves            | \$ -                  | \$ -                  | \$ -                | \$ -                | \$ -                | \$ -                | \$ -           |
| WFCAP-General Capital                                | \$ 93,136             | \$ 31,064             | \$ -                | \$ -                | \$ -                | \$ -                | \$ -           |
| WFCAP-Automatic Flushing Valves                      | \$ 45,000             | \$ 21,459             | \$ -                | \$ -                | \$ -                | \$ -                | \$ -           |
| WFCAP-Water Meter Inventory                          | \$ 42,471             | \$ 5,000              | \$ 300,000          | \$ 5,000            | \$ 5,000            | \$ 5,000            | \$ 5,000       |
| WFCAP-Water Meter to Property Line                   | \$ 106,300            | \$ 106,300            | \$ 106,300          | \$ 106,300          | \$ 106,300          | \$ 106,300          | \$ 106,300     |
| WFCAP-PRV Station Replacement                        | \$ 521,238            | \$ -                  | \$ -                | \$ -                | \$ -                | \$ -                | \$ -           |
| WFCAP-SCADA  | \$ 70,000             | \$ 70,000             | \$ -                | \$ -                | \$ -                | \$ -                | \$ -           |
| WFCAP-Looped Watermain                               | \$ 80,000             | \$ 80,000             | \$ -                | \$ -                | \$ -                | \$ -                | \$ -           |
| Chlorination East rd (NEW)                           | \$ -                  | \$ 750,000            | \$ -                | \$ -                | \$ -                | \$ -                | \$ -           |
| <b>TOTAL CAPITAL EXPENDITURES</b>                    | <b>\$ 5,687,180</b>   | <b>\$ 4,548,011</b>   | <b>\$ 728,550</b>   | <b>\$ 619,800</b>   | <b>\$ 466,050</b>   | <b>\$ 512,300</b>   |                |
| <b>TRANSFERS AND OTHER SOURCES (CAPITAL)</b>         | <b>\$ -</b>           | <b>\$ -</b>           | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>    |
| GCAP-General Capital Reserve Transfer                | \$ (1,966,989)        | \$ (1,507,331)        | \$ (186,250)        | \$ (372,500)        | \$ (218,750)        | \$ (265,000)        | \$ (265,000)   |
| GCAP-NS Reserve Transfer                             | \$ (1,896,696)        | \$ (1,840,857)        | \$ -                | \$ -                | \$ -                | \$ -                | \$ -           |
| GCAP-Parks Reserve Transfer                          | \$ (25,000)           | \$ (25,000)           | \$ (25,000)         | \$ (25,000)         | \$ (25,000)         | \$ (25,000)         | \$ (25,000)    |
| GCAP-Debt Proceeds                                   | \$ -                  | \$ -                  | \$ -                | \$ -                | \$ -                | \$ -                | \$ -           |
| GF-debt principle                                    | \$ 62,496             | \$ 62,496             | \$ 62,496           | \$ 62,496           | \$ 62,496           | \$ 62,496           | \$ 62,496      |
| WF-NS Reserve Transfer                               | \$ (70,607)           | \$ (31,064)           | \$ -                | \$ -                | \$ -                | \$ -                | \$ -           |
| WCAP-General Capital Reserve Transfer                | \$ (887,538)          | \$ (1,032,759)        | \$ (406,300)        | \$ (111,300)        | \$ (111,300)        | \$ (111,300)        | \$ (111,300)   |
| <b>TOTAL</b>   | <b>\$ (4,846,830)</b> | <b>\$ (4,437,011)</b> | <b>\$ (617,550)</b> | <b>\$ (508,800)</b> | <b>\$ (355,050)</b> | <b>\$ (401,300)</b> |                |
| <b>TRANSFERS AND OTHER SOURCES (Operating)</b>       |                       |                       |                     |                     |                     |                     |                |
| GF-TCA Offset  | \$ (1,021,401)        | \$ (1,021,401)        | \$ (1,021,401)      | \$ (1,021,401)      | \$ (1,021,401)      | \$ (1,021,401)      | \$ (1,021,401) |
| WF-TCA Offset  | \$ (302,452)          | \$ (302,452)          | \$ (302,452)        | \$ (302,452)        | \$ (302,452)        | \$ (302,452)        | \$ (302,452)   |
| GF-NS Reserve Transfer to revenue                    | \$ (81,427)           | \$ (436,100)          | \$ (24,400)         | \$ (42,200)         | \$ -                | \$ -                | \$ -           |
| GF-NS Reserve Transfer to BS                         | \$ 252,244            | \$ 68,089             | \$ 68,089           | \$ 68,089           | \$ 68,089           | \$ 68,089           | \$ 68,089      |
| GF-Roads Capital Reserve Transfer                    | \$ 49,390             | \$ 49,390             | \$ 49,390           | \$ 50,378           | \$ 51,386           | \$ 52,413           | \$ 52,413      |
| Transfer to Vehicle Replacement Provision            | \$ 80,237             | \$ 80,237             | \$ 80,237           | \$ 81,842           | \$ 83,479           | \$ 85,149           | \$ 85,149      |
| Transfer to Community Enhancement Reserve            | \$ 50,000             | \$ 50,000             | \$ 50,000           | \$ 51,000           | \$ 52,020           | \$ 53,060           | \$ 53,060      |
| GF-General Capital Reserve Transfer                  | \$ 1,309,985          | \$ 1,332,254          | \$ 1,358,900        | \$ 1,386,078        | \$ 1,413,799        | \$ 1,442,075        | \$ 1,442,075   |
| GF-Stabilization Stat Reserve Transfer               | \$ 35,470             | \$ 35,470             | \$ 36,179           | \$ 36,903           | \$ 37,641           | \$ 38,394           | \$ 38,394      |
| SW-General Capital Reserve Transfer                  | \$ 27,983             | \$ 27,983             | \$ 28,543           | \$ 29,114           | \$ 29,696           | \$ 30,290           | \$ 30,290      |
| WF-Water Capital Reserve Transfer                    | \$ 285,000            | \$ 285,000            | \$ 285,000          | \$ 285,000          | \$ 285,000          | \$ 285,000          | \$ 285,000     |
| <b>TOTAL TRANSFERS AND OTHER SOURCES (OPERATING)</b> | <b>\$ 623,275</b>     | <b>\$ 148,134</b>     | <b>\$ 615,359</b>   | <b>\$ 648,031</b>   | <b>\$ 759,752</b>   | <b>\$ 793,113</b>   |                |
| <b>TOTAL FUND BALANCE</b>                            | <b>\$ -</b>           | <b>\$ -</b>           | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>    |
| Solid Waste  | \$ -                  | \$ -                  | \$ -                | \$ -                | \$ -                | \$ -                | \$ -           |
| Water Fund   | \$ (0)                | \$ -                  | \$ -                | \$ -                | \$ -                | \$ -                | \$ -           |



## 2025 Capital and Projects Draft

### Opening Balance

|   | Capital and Projects | Capital Reserve (\$) | Comunnity Amenity Reserve (NS) | Covid Grant Reserve (NS) | Other Deferred Revenue | New Grant Revenue | BC Growing Communities Grant (Reserve NS) | TOTAL        |
|---|----------------------|----------------------|--------------------------------|--------------------------|------------------------|-------------------|---|--------------|
| <b>General Fund - 2024 Projects Carried Forward</b>                                     |                      |                      |                                |                          |                        |                   |   |              |
| Website & Online Payments   | \$ 4,823             |                      |                                | \$ 4,823                 |                        |                   |   | \$ 4,823     |
| Electronic Signboards   | \$ 75,000            | \$ 75,000            |                                |                          |                        |                   |   | \$ 75,000    |
| PATHWAY UPGRADES (CP) Annual Budget PW (25% of Translink Grant up to \$46,250) 1-3 of 4 | \$ 138,750           | \$ 138,750           |                                |                          |                        |                   |   | \$ 138,750   |
| GIS Update - Parks and Rec  | \$ 7,000             |                      |                                | \$ 7,000                 |                        |                   |   | \$ 7,000     |
| PW Vehicle Upgrades (Road Brining System 235k, F550 truck 200K, Dump Truck 392,155)     | \$ 650,179           | \$ 650,179           |                                |                          |                        |                   |   | \$ 650,179   |
| Multi Use Pathway Active Transportation Grant (70%)                                     |                      | \$ -                 |                                |                          |                        | \$ -              |   | \$ -         |
| Asset Management Update - Capital Reserve Financial Plan                                | \$ 14,750            | \$ 14,750            |                                |                          |                        |                   |   | \$ 14,750    |
| Works Yard Generator for power failure (Emergency Supplies)                             | \$ 2,210             | \$ 2,210             |                                |                          |                        |                   |   | \$ 2,210     |
| Public Works Yard Improvements  | \$ 1,100,000         |                      |                                |                          |                        |                   | \$ 1,100,000                              | \$ 1,100,000 |
| TRAIL UPGRADES (CP) Annual Budget Parks and Trails                                      | \$ 25,000            | \$ 25,000            |                                |                          |                        |                   |   | \$ 25,000    |
| Arborist per area approx \$5k - 6 areas in Anmore, completed in 2024                    | \$ -                 | \$ -                 |                                |                          |                        |                   |   | \$ -         |
| Ravenswood Drive realignment and tree management  | \$ 285,372           |                      |                                |                          |                        |                   | \$ 285,372                                | \$ 285,372   |
| Banners   | \$ 5,000             | \$ 5,000             |                                |                          |                        |                   |   | \$ 5,000     |
| Sunnyside MUP upgrades  | \$ 300,000           | \$ 300,000           |                                |                          |                        |                   |   | \$ 300,000   |
| HUB Improvements  | \$ 431,954           | \$ -                 | \$ 431,954                     |                          |                        |                   |   | \$ 431,954   |
|   |                      |                      |                                |                          |                        |                   |   | \$ -         |
|   |                      |                      |                                |                          |                        |                   |   | \$ -         |
| <b>Water Fund - 2024 Projects Carried Forward</b>                                       |                      |                      |                                |                          |                        |                   |   |              |
| PRV Station Replacement (3 total over 3 years) *final allocation 2024                   |                      | \$ -                 |                                |                          |                        |                   |   | \$ -         |
| Water Modelling   | \$ 31,064            |                      |                                |                          |                        |                   | \$ 31,064                                 | \$ 31,064    |
| SCADA through cellular  | \$ 70,000            | \$ 70,000            |                                |                          |                        |                   |   | \$ 70,000    |
| Auto Flushers (3) for Water Mains   | \$ 21,459            | \$ 21,459            |                                |                          |                        |                   |   | \$ 21,459    |
| Looped Watermain - Ravenswood to Elementary   | \$ 80,000            | \$ 80,000            |                                |                          |                        |                   |   | \$ 80,000    |
|   |                      |                      |                                |                          |                        |                   |   | \$ -         |
|   |                      |                      |                                |                          |                        |                   |   | \$ -         |
|   |                      |                      |                                |                          |                        |                   |   | \$ -         |
| <b>NEW</b>  |                      |                      |                                |                          |                        |                   |   |              |
| <b>General Fund - 2025 Projects</b>   |                      |                      |                                |                          |                        |                   |   |              |
| PATHWAY UPGRADES (CP) Annual Budget PW (25% of Translink Grant up to \$46,250) 4 of 4   | \$ 46,250            | \$ 46,250            |                                |                          |                        |                   |   | \$ 46,250    |
| Increase Annual LRN Capital Paving Budget (on top of gravel budget)                     | \$ 75,000            | \$ 75,000            |                                |                          |                        |                   |   | \$ 75,000    |
| Server Replacement  | \$ 20,000            | \$ 8,292             |                                | \$ 11,708                |                        |                   |   | \$ 20,000    |
| Agenda Software (\$7,500 Annual)  | \$ 11,900            | \$ 11,900            |                                |                          |                        |                   |   | \$ 11,900    |
| MUP complete aged transit grant   | \$ 100,000           | \$ 100,000           |                                |                          |                        |                   |   | \$ 100,000   |
| Pavement analysis Asset management  | \$ 50,000            | \$ 50,000            |                                |                          |                        |                   |   | \$ 50,000    |
| bridge renewal mountain ayre  | \$ 15,000            | \$ 15,000            |                                |                          |                        |                   |   | \$ 15,000    |
| Capital computer replacement  | \$ 15,000            | \$ 15,000            |                                |                          |                        |                   |   | \$ 15,000    |
|   |                      |                      |                                |                          |                        |                   |   | \$ -         |
|   |                      |                      |                                |                          |                        |                   |   | \$ -         |
| <b>Water Fund - 2025 Projects</b>   |                      |                      |                                |                          |                        |                   |   |              |
| Water Meter Inventory Replacement (annual)  | \$ 5,000             | \$ 5,000             |                                | \$ -                     |                        |                   |   | \$ 5,000     |
| Water Meters to Property Line conversion  | \$ 106,300           | \$ 106,300           |                                |                          |                        |                   |   | \$ 106,300   |
| Chlorination East rd  | \$ 750,000           | \$ 750,000           |                                |                          |                        |                   |   | \$ 750,000   |
|   | \$ 3,687,011         | \$ 1,815,090         | \$ 431,954                     | \$ 23,531                | \$ -                   | \$ -              | \$ 1,416,436                              | \$ 4,437,011 |

Village of Anmore  
 2025 Draft Financial Plan  
 Property Tax Impact

|         |                               |    |           |
|---------|-------------------------------|----|-----------|
| 2025 CY | Draft Property Taxes          | \$ | 3,218,252 |
| 2024 PY |                               | \$ | 2,945,438 |
|         | Average SFD (assessed value)  | \$ | 2,500,633 |
|         | 1% Property Tax Rate /Avg SFD | \$ | 36.63     |
|         | 1% Tax Increase over 2024     | \$ | 29,460    |

|  | Comment  | Adjustment (\$)   | Adjustment (%) | Cost per SFD  |
|--|--|-------------------|----------------|---------------|
| <b>Revenue Changes</b>                     |  |                   |                |               |
|  | MFA Loan Interest Stabilization reduction        | \$ 41,417         | 1.4%           | 51.51         |
|  | Investment Interest reduction                    | \$ 33,152         | 1.1%           | 41.23         |
|  | HUB Rentals                                      | \$ (10,000)       | -0.3%          | (12.44)       |
|  | Non Market Change (Estimate)                     | \$ (20,309)       | -0.7%          | (25.26)       |
|  | <b>NET revenue changes</b>                       | \$ 44,260         | 1.5%           | 55.05         |
| <b>Expenditure Changes</b>                 |  |                   |                |               |
| Salaries & Benefits                        | CPI Inflation (1.7%), merit, and benefit expense | \$ 64,326         | 2.2%           | 80.01         |
|  | 1 Additional FT Operating staff                  | \$ 78,187         | 2.7%           | 97.25         |
|  | Staff retirement and renewal                     | \$ (39,109)       | -1.3%          | (48.64)       |
|  | Committee Support moved to Staff                 | \$ (10,000)       | -0.3%          | (12.44)       |
|  | Municipal Hall Insurance increase                | \$ 41,872         | 1.4%           | 52.08         |
|  | Municipal Hall Utilities increase                | \$ 12,393         | 0.4%           | 15.41         |
|  | New Service - Animal Shelter Agreement           | \$ 15,000         | 0.5%           | 18.66         |
| Other Increases/ Decreases                 | CPI Inflation factor (1.7%) operating            | \$ 23,200         | 0.8%           | 28.86         |
|  | <b>Total expenditure changes</b>                 | \$ 185,869        | 6.3%           | 231.18        |
|  | <b>Capital Asset Levy Increase 1.7%</b>          | \$ 22,270         | 0.8%           | 27.70         |
| <b>Total Estimated Annual Tax Increase</b> |  | <b>\$ 272,814</b> | <b>8.57%</b>   | <b>313.93</b> |