



FINANCE AND AUDIT COMMITTEE MEETING

HELD ON FRIDAY, APRIL 12, 2024 AT 4:00 PM
COUNCIL CHAMBERS, 400 CENTRE ROAD, LIONS BAY BC V0N 2E0
AND VIA ZOOM VIDEO CONFERENCE

Zoom Invite Link: <https://us02web.zoom.us/j/2780145720>
To join via phone, dial 778-907-2071 | Meeting ID: 278 014 5720

We are privileged to be meeting and doing work on behalf of the residents of Lions Bay on the traditional unceded territory of the Squamish and Musqueam Nations.

AGENDA

1. **Call to Order**
2. **Adoption of Agenda**
3. **Public Questions & Comments**
4. **Review & Approval of Minutes of Prior Meetings**
 - A. Finance and Audit Committee Meeting Minutes – January 29, 2024 (page 3)
5. **New Business**
 - A. Updated Budget (page 6)
 - B. Investment Policy (page 53)
 - C. Financial Sustainability (page 64)
6. **Closure of Finance and Audit Committee Meeting**

Proposed topics for discussion in the absence of the public:

 - A. Legal
 - B. Labour

Recommendation:

THAT the meeting be closed to the public on the basis of matters to be considered under the following sections of the Community Charter and where required, the Council does consider that the matters could reasonably be expected to harm the interests of the municipality if they were held in public:

90 (1) A part of a council meeting may be closed to the public if the subject matter being considered relates to or is one or more of the following:

- (a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality;
- (c) labour relations or other employee relations;
- (d) the security of the property of the municipality;
- (g) litigation or potential litigation affecting the municipality;

- (i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- (k) negotiations and related discussions respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of the council, could reasonably be expected to harm the interests of the municipality if they were held in public;
- (m) a matter that, under another enactment, is such that the public may be excluded from the meeting;
- (n) the consideration of whether a council meeting should be closed under a provision of this subsection or subsection (2)

7. Reporting out from Closed portion of Meeting

8. Recommendations to Council

9. Adjournment



FINANCE AND AUDIT COMMITTEE MEETING

HELD ON MONDAY, JANUARY 29, 2024 AT 4:00 PM
COUNCIL CHAMBERS, 400 CENTRE ROAD, LIONS BAY
AND VIA ZOOM VIDEO CONFERENCE

MINUTES

In Attendance: Mayor Ken Berry
Councillor Michael Broughton
Committee Member Bruce McLachlan
Committee Member David Shore

Staff: Chief Administrative Officer, Ross Blackwell
Financial Officer, Joe Chirkoff (via conference)
Administrative Assistant, Jordan Szmidt
Deputy Corporate Officer, Marina Blagodarov (Recorder)

Also Present: Jeff Sparling

1. Call to Order

Mayor Berry called the meeting to order at 4:05pm.

2. Adoption of Agenda

Moved/Seconded

THAT the agenda for the January 29, 2024, Finance Committee Meeting for the Village of Lions Bay be adopted as presented.

CARRIED

3. Public Questions & Comments

This item on the agenda was overlooked and deferred to a later portion of the agenda.

4. Review & Approval of Minutes of Prior Meetings

A. Finance and Audit Committee Meeting Minutes – November 20, 2023

This agenda item was not discussed.

5. Reports

A. 2022 Audit Verbal Report

CAO provided an update of the status of the 2022 Audit.

Discussion ensued that the 2022 audit verbal report is presented indicating finances were in good order and audit recommendations were not major or concerning. Some process improvements are suggested and 2023 is expected to be cleaner than 2022.

3. Public Questions & Comments

None.

5. Reports

B. 2024 Preliminary Budget

Discussion ensued significant 2023 budget overruns are explained for road paving and bridge rehabilitation. Planned 2024 maintenance budgets are aligned with expected normal activity levels.

Proposed 2024 capital expenditures are outlined including \$1.3M firetruck, \$300K Lion's Bay beach park, \$500K Klatt building, \$900K highway tank replacement, and \$2M in water main replacement.

4. Closed Portion of Meeting

Proposed topics for discussion in the absence of the public:

- A. Legal
- B. Labour

Moved/Seconded

THAT the meeting be closed to the public on the basis of matters to be considered under the following sections of the *Community Charter* and where required, the Council does consider that the matters could reasonably be expected to harm the interests of the municipality if they were held in public:

90 (1) A part of a council meeting may be closed to the public if the subject matter being considered relates to or is one or more of the following:

- (a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality;
- (b) personal information about an identifiable individual who is being considered for a municipal award or honour, or who has offered to provide a gift to the municipality on condition of anonymity;
- (l) discussions with municipal officers and employees respecting municipal objectives, measures and progress reports for the purposes of preparing an annual report under section 98 [annual municipal report];

90 (2) A part of a council meeting must be closed to the public if the subject matter being considered relates to one or more of the following:

(a) a request under the Freedom of Information and Protection of Privacy Act, if the council is designated as head of the local public body for the purposes of that Act in relation to the matter;

(b) the consideration of information received and held in confidence relating to negotiations between the municipality and a provincial government or the federal government or both, or between a provincial government or the federal government or both and a third party;

CARRIED

The meeting recessed at 5:41pm and resumed at 5:58pm.

5. Report out of Closed

The Committee reported out that Bruce McLachlan has resigned, and Jeff Sparling has stepped into his role.

6. Recommendations to Council

Moved/Seconded

Recommendation of the Committee:

THAT Council consider pursuing an initiative to develop a tactical plan to achieve long-term financial sustainability for Lions Bay.

CARRIED

7. Adjournment

Moved/Seconded

THAT the Finance and Audit Committee Meeting be adjourned.

CARRIED

The meeting adjourned at 6:09pm.

Chair

Corporate Officer

Date Adopted by Committee:	
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Bridge - Previous Draft presented to CotW and Current Draft	
<i>Version 15</i>	
April 2, 2024 - Surplus (Deficit)	1,408,194
Revenue: Property taxes - increase from 6% to 9%	58,890
Revision to HR cost estimate	(117,049)
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April 16, 2024 - Surplus (Deficit)	1,350,035

Capital Expenditures	
April 2, 2024 - 2024 Capital Expenditures	2,859,386
Water Contingency	900,000
Drought Emergency Reserve	200,000
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April 16, 2024 - 2024 Capital Expenditures	3,959,386

The table above reconciles Surplus (Deficit) from the draft budget provided to the Committee of the Whole on April 2, 2024 to current version provided for the April 16, 2024 Council Meeting.

Schedule A

Consolidated Financial Plan 2024 - 2028

	2024	2025	2026	2027	2028
Revenues					
Taxation	1,945,183	2,042,442	2,103,715	2,166,827	2,231,832
Payments in Lieu of taxes	54,150	54,150	54,150	54,150	54,150
Parcel Taxes	98,606	98,606	98,606	98,606	98,606
Infrastructure Levy	194,518	204,244	210,372	216,683	223,183
Utility Fees and Rates	1,411,021	1,481,572	1,555,650	1,633,433	1,715,104
Fees, Licenses and Permits	440,296	441,221	443,234	446,132	447,202
Grants	2,221,236	351,082	351,082	351,082	351,082
Proceeds from Borrowing	-	-	-	-	-
Net Proceeds from Land Sales	-	-	-	-	-
Other	258,830	263,519	269,066	275,352	278,655
Grand Total	6,623,839	4,936,835	5,085,875	5,242,263	5,399,815
Expenditures					
Amortization	726,100	861,656	901,996	960,217	983,217
General Government	1,127,590	1,083,756	1,090,183	1,117,416	1,118,429
Fire Services	431,577	427,407	436,061	445,039	454,350
Bylaw Services	169,723	179,555	183,848	188,257	192,700
Public Works	1,146,588	633,062	698,428	559,470	573,916
Planning and Development	48,268	49,369	50,500	51,662	52,856
Parks, Recreation and Facilities	363,484	328,276	335,387	343,778	352,356
Solid Waste	233,993	239,381	246,462	253,811	261,394
Sewer Fund	73,595	71,666	73,475	75,483	77,480
Water Fund	873,567	816,886	846,853	859,258	882,322
Interest Payments	79,319	76,534	75,359	74,693	57,678
Grand Total	5,273,805	4,767,548	4,938,552	4,929,085	5,006,699
Surplus/(Deficit)	1,350,035	169,288	147,323	313,178	393,116
Adjustments Required to Balance Financial Plan to Conform With Legislative Requirements					
Non-cash items included in Annual Surplus (Deficit)					
Amortization on Tangible Capital Assets	726,100	861,656	901,996	960,217	983,217
MFA Actuarial Gain on Debt	(43,083)	(47,772)	(53,319)	(59,605)	(8,729)
Cash Surplus	2,033,052	983,172	996,000	1,213,791	1,367,604
Cash items NOT included in Annual Surplus (Deficit)					
Repayment of Debt Principal	(191,873)	(195,076)	(204,446)	(112,628)	-
Capital Expenditures	(3,959,386)	(904,000)	(1,698,700)	(2,300,000)	(1,990,000)
Transfer from (to) Reserves	1,761,331	303,973	1,216,123	1,514,127	944,185
Transfer from (to) Reserves - Gas Tax Fund	650,000	114,780	-	-	-
Transfer to Reserves - Infrastructure Levy	(194,518)	(204,244)	(210,372)	(216,683)	(223,183)
Transfer to Reserves - WWTP	(98,606)	(98,606)	(98,606)	(98,606)	(98,606)
Financial Plan Balance	(0)	(0)	(0)	0	0

Village of Lions Bay
2024 - 2028 Financial Plan
Property Tax Rate Increase Scenarios

The scenarios below compare the base case of a 6% tax increase to a 9% tax increase and a 7% tax increase.

Scenario 1 - Base Case	2024	2025	2026	2027	2028	Totals
Property tax rate increase	6%	5%	3%	3%	3%	
Total Property Tax	1,891,646	1,986,228	2,045,815	2,107,189	2,170,405	10,201,283
Property tax increase (each year)	107,074	94,582	59,587	61,374	63,216	385,834
Per home Average (each year)	180	159	100	103	106	

Scenario 2	2024	2025	2026	2027	2028	Totals
Property tax rate increase	9%	5%	3%	3%	3%	
Total Property Tax	1,945,183	2,042,442	2,103,715	2,166,827	2,231,832	10,489,999
Property tax increase (each year)	160,611	97,259	61,273	63,111	65,005	447,260
Per home Average (each year)	269	163	103	106	109	
Variance from Base Case	89	4	3	3	3	

Scenario 3	2024	2025	2026	2027	2028	Totals
Property tax rate increase	7%	5%	3%	3%	3%	
Total Property Tax	1,909,491	2,004,966	2,065,115	2,127,068	2,190,881	10,297,522
Property tax increase (each year)	124,920	95,475	60,149	61,953	63,812	406,309
Per home Average (each year)	210	160	101	104	107	
Variance from Base Case	30	1	1	1	1	

Village of Lions Bay
2024 Draft Budget
Revenue

Notes

	2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget	Increase (Decrease) in Budget	%
Taxation							
1 General Municipal Property Tax	1,580,768	1,683,675	1,784,814	1,784,571	1,945,183	160,611	9.0%
2 Infrastructure Levy	158,053	168,474	179,878	178,457	194,518	16,061	9.0%
3 Parcel Taxes	128,539	98,606	98,606	98,606	98,606	-	0.0%
4 Payments in lieu of taxes	46,200	47,466	55,826	47,466	54,150	6,684	14.1%
	1,913,560	1,998,221	2,119,124	2,109,101	2,292,457	183,357	8.7%
Utility Fees and Rates							
5 Water User Rates	952,878	1,000,524	1,048,665	1,050,548	1,103,076	52,527	5.0%
5 Sewer User Rates	74,444	78,166	82,123	82,075	86,178	4,104	5.0%
5 Solid Waste User Rates	200,997	201,149	211,576	211,206	221,767	10,560	5.0%
	1,228,319	1,279,840	1,342,364	1,343,829	1,411,021	67,191	5.0%
Fees, Licenses and Permits							
6 Building Permits	58,475	39,461	42,816	25,300	34,300	9,000	35.6%
7 Temporay Use Permits	-	2,250	(250)	2,500	1,500	(1,000)	-40.0%
Development Permits	1,000	250	-	500	-	(500)	-100.0%
Board Of Variance Application Fee	2,500	2,500	1,000	1,000	1,000	-	0.0%
8 Secondary Suite Surcharge Fees	26,952	22,551	17,178	26,388	18,498	(7,890)	-29.9%
9 Other Permits	7,050	2,945	2,975	1,750	1,500	(250)	-14.3%
Recreation Programs	565	168	160	-	-	-	n/a
10 Hall Rental	2,100	2,293	2,501	3,000	3,000	-	0.0%
Boat Space Rentals	7,363	7,825	7,440	8,200	7,400	(800)	-9.8%
11 Other Rentals	118	14,891	21,376	-	14,000	14,000	n/a
12 Rental Agree - BC Ambulance	28,333	28,333	19,597	28,333	28,333	-	0.0%
Parking Fines	122,427	93,589	102,473	125,000	125,000	-	0.0%
Parking Passes - Annual	2,720	6,880	4,948	5,600	5,100	(500)	-8.9%
Parking Meters	162,014	177,422	153,451	167,000	160,000	(7,000)	-4.2%
Dog Licences	3,130	3,535	2,940	3,500	3,500	-	0.0%
Filming Revenue	11,000	11,190	8,240	8,000	8,000	-	0.0%
Tree Cutting Applications	750	600	(125)	750	750	-	0.0%
Tax Information Charges	2,940	1,530	55	2,000	500	(1,500)	-75.0%
13 Miscellaneous (Recycle BC)	996	9,013	29,684	27,915	27,915	-	0.0%
	440,433	427,225	416,460	436,736	440,296	3,560	0.8%

**Village of Lions Bay
2024 Draft Budget
Revenue (Continued)**

Notes

	2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget	Increase (Decrease) in Budget	%
Grants							
Small Community Grant	300,000	381,000	298,000	295,000	295,000	-	0.0%
CWWF Grant	172,386	-	-	-	-	-	n/a
14 Investing in Canada Infrastructure Program	9,036	-	59,783	1,649,000	1,183,585	(465,415)	-28.2%
CN Railway Grant	51,912	-	28,199	-	-	-	n/a
15 Gas Tax Funding	121,170	62,053	32,615	62,053	-	(62,053)	-100.0%
16 Other Grants	77,947	77,702	1,089,069	30,000	742,651	712,651	2375.5%
	732,450	520,755	1,507,666	2,036,053	2,221,236	185,183	9.1%
Other Revenue							
External Borrowing	-	-	-	-	-	-	n/a
Net Proceeds from Land Sales	430,186	-	-	-	-	-	0.0%
Prompt payment discounts	-	-	-	-	-	-	n/a
Fire Department Callouts Highway	11,353	12,490	13,455	11,000	13,000	2,000	18.2%
Donations to LB Fire Department	9,663	10,854	-	3,000	3,000	-	0.0%
Fire Fighter Day Revenue	4,646	12,376	-	18,000	18,000	-	0.0%
Tax Penalties and Interest	17,789	23,469	25,409	17,250	19,250	2,000	11.6%
MFA Actuarial Interest	34,201	38,561	-	42,524	43,083	559	1.3%
Bank Return on Investment	26,400	114,287	195,141	153,947	153,897	(50)	0.0%
Miscellaneous	11,117	60,102	6,976	18,000	8,000	(10,000)	-55.6%
Water/Sewer Connection Fees	7,894	1,800	-	600	600	-	0.0%
	553,249	273,938	240,981	264,321	258,830	(5,491)	-2.1%
Total Revenues	4,868,011	4,499,979	5,626,595	6,190,039	6,623,839	433,800	7.0%

Notes

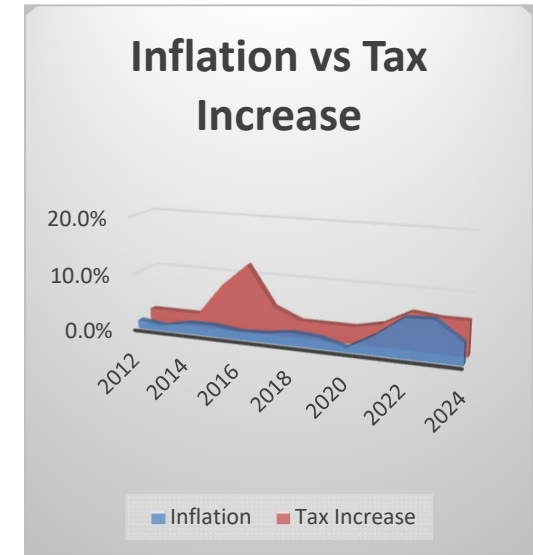
1 General Municipal Property tax. A sensitivity analysis of property tax rate increases (in total, and per home based on an estimate of 596 homes) is as follows:

Tax Rate	Property Tax	\$Increase	\$Per Home
0%	1,784,571	-	-
3%	1,838,109	53,537	90
6%	1,891,646	107,074	180
9%	1,945,183	160,611	269
12%	1,998,720	214,149	359
15%	2,052,257	267,686	449

2024 Proposed tax rate increases	
Belcarra	8.0%
Bowen Island	9.5%
Vancouver	7.6%
Port Moody	8.4%
Coquitlam	8.9%
Squamish	8.9%
Whistler	8.2%
Sechelt	9.2%

Village of Lions Bay property tax increases

2020	2021	2022	2023
3.0%	3.0%	6.5%	6.0%



2 The infrastructure levy is calculated as 10% of General Municipal Property Tax

3 Parcel tax was approved by resolution of Council in prior years. This levy relates to amounts charged to 100 residents of Kelvin Grove that have access to Sewer. The Village paid for the construction of a waste water treatment plant (WWTP) and is recovering these costs from the residents that benefit from the WWTP as Parcel Tax

4 Payments in lieu of taxes relate to BC Hydro, Shaw and Telus that make an annual payment in lieu of general municipal, local improvement and regional district tax levies

5 Utility user rate increases

	2020	2021	2022	2023
Water	5.0%	3.0%	5.0%	5.0%
Sewer	0.0%	3.0%	5.0%	5.0%
Solid waste	4.0%	3.0%	0.0%	5.0%

6 Estimated with respect to trailing 3 year acutal average permits

7 Temporary Use Permits (TUP) relate to occupancies under 30 days. Issuance of TUP is sporadic and generally relates to such things as Air B&B

8 Secondary suite fees vary year to year based on usage in accordance with policy. Secondary suites utilized by a family member or fire-firefighter are not charged. There were 59 secondary suites declared in 2023 (2022 - 51), of which 20 were occupied by a firefighter or family member (2022 - 18). Fees are due December 31. 3 residents have not yet paid, resulting in the difference between 2022 and 2023 total fees.

9 Relates to dumpster, demolition, encroachment, driveway crossing fees

10 Relates to rental fees for Broughton Hall

11 Relates to rental of Klatt, Fire Pit, wildfire protection kit sales, wildfire protection service receipts

12 Rental payments from the Provincial Health Services Authority (PHSA). Lease terminates July 30, 2030.

13 Recycle BC

	Actual				Budget
	2020	2021	2022	2023	2024
Recycle BC revenues	-	-	7,083	28,510	26,400
Other	-	996	1,930	1,175	1,515
	-	996	9,013	29,685	27,915

*Decals, Community Garden...

14 Investing in Canada Infrastructure Program

Lions Bay Beach Park	724,534	(total cost \$1.07 million - 73% grant funded)
Klatt - Emergency Building and Retrofit	459,051	(100% grant funded)
	<u>1,183,585</u>	

Relates to renovation of Klatt building, and the Lions Bay Beach Park project (approved funding)

15 Program funding terminates March 2024

16

2023 Relates to Climate Action Program grant and Growing Communities Grant. 2024 incorporates Climate Action Program grant (\$51,082), Canada Day grant (\$4,950), FireSmart grant (\$100,000), Pride Trail grant (\$70,000), Translink grant (\$315,833), UBCM grant for implementing next generation 911 (\$45,000), and Provincial grant to support implementation of housing initiatives (\$155,786).

	Actual				Budget	
	2020	2021	2022	2023	2024	
FireSmart	-	-	26,620	-	100,000	
FCM - Asset Management	-	-	-	37,360	-	
UBCM - Next Gen 911 Funding	-	-	-	-	45,000	
Canada Day	-	-	-	-	4,950	
MOTI	-	-	-	-	70,000	*Pride Trail
Provincial grants	76,822	76,211	-	1,000,627	155,786	[a]
CARIP	1,125	1,736	-	-	-	[b]
Translink	-	-	-	-	315,833	*Connector Project
Climate Action	-	-	51,082	51,082	51,082	[b]
	77,947	77,947	77,702	1,089,069	742,651	

[a] 2023 relates to the growing communities grant. 2024 budget includes a grant for local government implementation of legislative changes to support housing initiatives. Funding to be used for such projects as updates to zoning bylaw, parking bylaw, Official Community Plan, Official Development Plan, Development Cost Charge Bylaw, Development Cost Levy, Housing Needs Report.

[b] CARIP grant ended in 2022, and was replaced with the LGCAP grant. The amounts received are as follows:

Grant	Cumulative
CARIP (2016 - 2022)	6,804
LGCAP (2022 - 2023)	102,164
	108,968

**Village of Lions Bay
2024 Budget
Capital Requests - Deferred (2024)**

ID	IMP, if any	IMPACT	RISK	PROJECT	Estimated cost	Spent	Remaining Cost	Budgeted in		Municipal funding required
								2023 and unspent	Grant funding remaining	
FI2024.1	-	3	2	FIRE - new fire truck	1,350,000	-	1,350,000	-	-	1,350,000
PW2024.5	-	3	1	Magnesia intake reconstruction	333,333	-	333,333	-	-	333,333
CO2024.2	-	2	3	pH adjustment to finished water	100,000	-	100,000	-	-	100,000
FI2024.3	-	1	1	FIRE - Command Vehicle	50,000	-	50,000	-	-	50,000
FI2024.4	-	1	2	FIRE -Forklift/backhoe	40,000	-	40,000	-	-	40,000
FI2024.6	-	1	1	FIRE - Electric Jaws of Life Cutters and Spreader	30,000	-	30,000	-	-	30,000
PW2024.12	-	2	3	Kuboda side-by-side ATV	25,000	-	25,000	-	-	25,000
AD2024.1	-	1	2	Village Hall Sound System Upgrade	7,500	-	7,500	-	-	7,500
					1,935,833	-	1,935,833	-	-	1,935,833

Capital Cost Remaining	(1,935,833)
Grant funding remaining	-
Draw from reserves (previously taxed)	-
Draw from reserves (current)	1,935,833
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-	
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Village of Lions Bay
5 Year Capital Expenditure Plan

High
Medium
Low

Capital Expenditures	5 Year Plan					Grant	
	2024	2025	2026	2027	2028	Dependent	Deferred
Lions Bay Beach Park Revitalization Project	988,002						
Water Contingency (2021)	100,000						
SCADA equipment, 5 flow/leak zone meters & 3 inline chlorine monitoring stations, connectivity for all	205,000						
Water Contingency (2024)	900,000						
Drought Emergency Reserve	200,000						
Klatt building - Neidermayer system	80,000						
LBPP - floating dock and barrier	50,000						
Rescue 63 roll out tray, doors and cover to protect equipment	10,000						
Klatt Public Safety building renovation	459,051						
Connector Project including Wayfinding Signage	429,333						
Lions Bay Beach Park - Jetty	190,000						
Heat pump replacement	150,000						
Pride Trail rebuild	70,000						
Security system	50,000						
FIRE - SCBA new	32,000						
FIRE - Furniture and Equipment after Klatt renovation	20,000						
Recycling depot	10,000						
FIRE - Turnout Gear	10,000						
Village Office Furniture and Equipment	5,000						
Village Office Renovation	1,000						
Geohazard mitigation of Alberta Creek debris Flow Risk to Mountainview		190,000					
Survey, Design, & Construction of 50 m of CMP under Bayview Road just north of the school		75,000					
Survey, Design, & Construction of 50 m CMP culvert from 315 Bayview Road to Alberta Creek.		75,000					
Close Proximity Bridge Inspection, Load Rating, and Materials Testing			50,000				
Survey, Design, & Construction of 100 m of CMP storm pipe from Sweetwater Place to Tidewater Way			272,700				
PRV Station Replacements			900,000				
Survey & Design AND Construction of Road, Drainage, and Water Main on Bayview Rd between 335 and 400		264,000	176,000				
PRV Station Replacements [300k/station]				1,800,000			
Survey, design, and construction of pressure boosting station on Timbertop Drive.				200,000			
Survey & Design of Stormwater, Road, Water Main work on Oceanview Rd (215m)					50,000		
Construction of Water Main Replacement (includes modelling), Road Repairs, Stormwater on Highview Place					900,000		
CCTV, Survey, Design & Construction of stormwater system on Mountain Drive between 410 and 450					285,000		
Survey, Design, & Construction of 50 m of CMP under the CN Tracks at Tidewater Way					500,000		
Survey, Design and Construction of Water Main Replacement on Creekview Pl				135,000	90,000		
Survey & Design of Water Main Replacement (includes modelling), Road Repairs, Stormwater on Highview Place				40,000	40,000		
General Operating		300,000	300,000	125,000	125,000		
Construction of Stormwater, Road, Water on Oceanview Rd						1,475,000	
Bayview Road Drainage & Water Improvement Project (DWIP) - Bayview Road between Stewart and Mountain Drive. (280m)						2,262,683	
Construction of Road, Drainage, & Watermain on Centre, Bayview Place, & Upper Bayview						5,100,000	
Engine 62 - Fire Department (one new, one used)							1,350,000
Magnesia - Raw water intake settling and skimming launder basin to separate vegetation and small rocks							333,333
FIRE - Command Vehicle							50,000
FIRE -Forklift/backhoe							40,000
FIRE - Electric Jaws of Life Cutters and Spreader							30,000
Village hall sound system							7,500
Kuboda Side-by-side ATV for intake access							25,000
PH Water Adjustment							100,000

Total Capital Expenditure	3,959,386	904,000	1,698,700	2,300,000	1,990,000	8,837,683	1,935,833
Draw from Reserves / Surplus	(1,779,284)	121,404	(679,662)	(1,062,346)	(597,774)		
Tax Rate	9%	5%	3%	3%	3%		
Average tax increase per home	269	163	103	106	109		
Reserves - 2028	2,609,819						

1% increase in tax	17,845	19,451	20,424	21,036	21,667
Additional tax rate increase required for zero change in surplus	99.7%	-6.2%	33.3%	50.5%	27.6%

Geohazard mitigation of Alberta Creek debris Flow Risk to Mountainview	190,000	An isolated vulnerability at the pipe crossing on Alberta Creek at 260 m elevation. On the right bank, the buried pipe follows a bulldozed grade toward Timbertop Road. Potential for debris to avulse onto the right bank, follow the descending grade and affect houses on Timbertop Road and downslope.
Survey, Design, & Construction of 50 m of CMP under Bayview Road just north of the school	75,000	Replace 50 m of CMP pipe under Bayview Road north of the School.
Survey, Design, & Construction of 50 m CMP culvert from 315 Bayview Road to Alberta Creek.	75,000	Existing 300 mm CMP is corroded and requires replacement.
Close Proximity Bridge Inspection, Load Rating, and Materials Testing	50,000	Last inspection completed in 2018. TAC recommends inspection every 5 years. Close proximity will require snooper truck. Metals and concrete testing will also be required.
Survey, Design, & Construction of 100 m of CMP storm pipe from Sweetwater Place to Tidewater Way	272,700	Replace 100 m of CMP pipe in easement between Sweetwater Place and Tidewater Way. Requires trenchless replacement. CMP pipe in poor condition, bottom rotting out. Need to replace before undermining and erosion damage nearby properties.
PRV Station Replacements	900,000	Full replacement of 3, 4 and 5 to improve performance, including WorkSafe BC compliance and SCADA automation
Survey & Design AND Construction of Road, Drainage, and Water Main on Bayview Rd between 335 and 400	440,000	This 1960's era watermain is occluded and is deteriorating. The line does not meet FUS Fire-flow requirements for single family residential.
PRV Station Replacements [300k/station]	1,800,000	Retrofit and upgrade of existing PRV's 1, 2, 8, 9, 10, and 11 including WorkSafe BC compliance and SCADA automation
Survey, design, and construction of pressure boosting station on Timbertop Drive.	200,000	Identified as high priority upgrade as part of Pika Pump inspection of station in 2010. One pump replaced in 2020, additional control work done in 2021.
Survey & Design of Stormwater, Road, Water Main work on Oceanview Rd (215m)	50,000	Design of watermain on Oceanview Road from 270 to the intersection of Highview Place and Oceanview Road. Stormwater and road design completed by ISL in 2019.
Construction of Water Main Replacement (includes modelling), Road Repairs, Stormwater on Highview Place	900,000	The existing 1960's era watermain is cast iron and severely occluded similar to the main on Creekview. Fire flow does not meet the FUS requirements for single family homes.
CCTV, Survey, Design & Construction of stormwater system on Mountain Drive between 410 and 450	285,000	Drainage for this section of Mountain Drive is compromised and needs to be corrected and re-installed.
Survey, Design, & Construction of 50 m of CMP under the CN Tracks at Tidewater Way	500,000	This culvert is severely deteriorated and requires replacement. From the outlet of the culvert @ Project 47A to the Kelvin Grove Beach Park. of 150 meters of pipe, including a railway crossing. Extent of required replacement to be confirmed with CCTV.
Survey, Design and Construction of Water Main Replacement on Creekview Pl	225,000	CI water main on Creekview Pl is in very poor condition and has exhibited a high incidence of leaks - fire flow is restricted. Urgent need of replacement.
Survey & Design of Water Main Replacement (includes modelling), Road Repairs, Stormwater on Highview Place	80,000	The existing 1960's era watermain is cast iron and severely occluded similar to the main on Creekview. Fire flow does not meet the FUS requirements for single family homes.
General Operating	850,000	
Construction of Stormwater, Road, Water on Oceanview Rd	1,475,000	ISL Engineering feasibility study complete - Project includes drainage rehabilitation from 270 Oceanview to Highview. Engineering drawings for construction and tender documents required prior to moving forward with this project (8-10% of estimated costs). Construction estimate for drainage works = \$880K but does not include 1st flush mitigation (required for grant applications). Storm interceptor costs approximately 150. Watermain costs are estimated at 600k (inc. PRV2)
Bayview Road Drainage & Water Improvement Project (DWIP) - Bayview Road between Stewart and Mountain Drive. (280m)	2,262,683	Project enhanced to include watermain upgrade to provide additional flows to the Magnesia system and School via an Automated Control Valve station at Mountain Dr. Upsizing of watermain along Bayview Road and Mountain Drive. Installation of fire hydrants and PRV Station. Replacement of corrugated metal culverts with upsized pipes. Installation of stormwater interceptor. Completion of road repairs and road widening.
Construction of Road, Drainage, & Watermain on Centre, Bayview Place, & Upper Bayview	5,100,000	Iron on Bayview Place and Centre Road. Full drainage system construction includes jacking an outlet in an easement between properties. Full road restoration is included. Watermain under bridge is steel and in good condition.

**Village of Lions Bay
2024 Budget
Reserves**

	Year	Statutory Reserves					Surplus			Total
		Infrastructure	Capital	Land	Gas Tax	Curly Stewart	Climate Action	Recycle BC	General	
Opening Balance	2021	463,362	644,526	265,336	602,634	10,627	6,804	-	3,163,006	5,156,295
Increase (Decrease) in Surplus		-	-	-	-	-	-	-	(86,713)	(86,713)
Interest		10,404	12,246	9,774	12,040	1,262	-	-	(45,726)	-
Transfers		168,349	-	498,213	62,053	-	51,082	-	(1,005,752)	(226,055)
Ending Balance	2022	642,115	656,772	773,323	676,727	11,889	57,886	-	2,024,815	4,843,527
Increase (Decrease) in Surplus		-	-	-	-	-	-	-	877,555	877,555
Interest		11,000	12,500	10,000	13,000	1,300	-	-	(47,800)	-
Transfers		179,878	-	98,606	62,053	-	51,082	28,510	(420,129)	-
Ending Balance	2023	832,993	669,272	881,929	751,780	13,189	108,968	28,510	2,434,441	5,721,082
Increase (Decrease) in Surplus		-	-	-	-	-	-	-	1,350,035	1,350,035
Interest		11,000	12,500	10,000	13,000	1,300	-	-	(47,800)	-
Transfers		189,165	50,000	98,606	-	-	51,082	26,500	(415,353)	-
Ending Balance	2024	1,033,158	731,772	990,535	764,780	14,489	160,050	55,010	3,321,323	7,071,117
Capital expenditures		Infrastructure	Capital	Land	Gas Tax	Curly Stewart	Climate Action		General	
Draw from reserves (previously taxed)		-	-	-	-	-	-	-	(323,333)	(323,333)
Draw from reserves (current)		(166,635)	-	-	(650,000)	-	(150,000)	-	(1,100,000)	(2,066,635)
Ending Reserves		866,523	731,772	990,535	114,780	14,489	10,050	55,010	1,897,990	4,681,149

**Village of Lions Bay
2024 Draft Budget
General Fund - Administration**

Notes

	2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget	Increase (Decrease) in Budget	%
Expenditures							
1 Amortization	342,214	340,087	441,650	441,650	484,016	42,366	11.0%
2 Communications	63,346	55,300	93,814	68,000	70,040	2,040	3.0%
3 Fiscal Charges	21,324	27,751	14,911	19,150	19,328	178	0.8%
4 Insurance	42,188	48,119	43,649	56,133	57,206	1,073	2.2%
5 Internal Allocations	(53,500)	(53,500)	(65,216)	(65,216)	(67,825)	(2,609)	4.9%
6 Maintenance	9,218	18,601	4,504	13,485	9,890	(3,595)	-26.7%
7 Material, Supplies and Equipment	15,246	15,341	20,136	15,942	18,965	3,023	15.2%
8 Professional Fees / Contract Services	85,381	182,878	207,150	192,067	165,500	(26,567)	-16.2%
9 Salaries and Benefits	624,895	869,817	581,101	606,792	708,765	101,973	16.5%
10 Sundry	2,743	3,162	1,127	3,850	3,918	68	1.8%
11 Training / Professional Development	8,901	10,883	9,215	11,750	18,103	6,353	54.1%
12 Utilities	1,936	1,818	1,352	2,000	2,060	60	3.0%
Total Expenditures	1,163,891	1,520,256	1,353,393	1,365,603	1,489,964	124,361	9.5%

Notes:

1 Budget estimated with respect to capital assets continuity schedule as of the current date

2

Consists of:

COMMUNICATIONS					
	2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
Postage & Courier	4,218	3,795	4,997	4,500	4,635
Village Office Communications	2,388	665	732	2,500	2,575
Photocopy / Printing	6,030	818	3,502	5,000	5,150
Information Systems Ops & Mntc	39,996	41,769	64,990	47,000	48,410
Website Dev & Maintenance	3,391	3,284	4,525	3,500	3,605
Telephone	7,324	4,970	15,069	5,500	5,665
	63,346	55,300	93,814	68,000	70,040

*Sea to Sky Network Solutions
*Upandup Studios
*Telus, Ring Central, Sea to Sky

3

Consists of:

FISCAL CHARGES					
	2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
Bank Charges	5,620	5,759	3,247	2,750	2,833
Parking Meter Fees	9,085	11,027	3,181	9,500	9,500
Moneris Fees	6,429	10,338	8,483	6,500	6,695
Other	190	626	-	400	300
	21,324	27,751	14,911	19,150	19,328

4

Municipal Insurance Association

5

Budget estimated with respect to prior year plus inflation

6

Consists of:

MAINTENANCE					
	2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
Village Office Maintenance	7,448	16,685	3,578	11,985	8,345
Equipment Maintenance	1,770	1,915	927	1,500	1,545
	9,218	18,601	4,504	13,485	9,890

[a]

[a] Janitorial. 2022 was significantly higher due to the purchase of Inoization Kits and repairs to the furnace duct

7

Consists of:

MATERIALS, SUPPLIES, EQUIPMENT					
	2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
Photocopier Lease Contract	4,289	4,289	5,125	4,350	4,481
Office Supplies	10,957	11,052	15,010	11,592	14,485
	15,246	15,341	20,136	15,942	18,965

8

Consists of:

Legal Fees
 Contract Services & Minute Taking
 Auditing
 Contract Services

PROFESSIONAL FEES / CONTRACT SERVICES				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
29,119	81,136	107,482	80,000	80,000
10,124	4,817	16,756	10,000	-
41,154	48,150	64,081	41,000	55,000
4,983	48,775	18,831	61,067	30,500
85,381	182,878	207,150	192,067	165,500

[a]
 *Raincoast
 *BDO
 [b]

[a]

Overholt Law LLP
 Lidstone & Company
 Young Anderson Barristers and Solilcitors
 Roper Greyell

Legal Fees				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
-	52,747	46,248	-	-
29,119	28,389	39,233	-	-
-	-	17,019	-	-
-	-	4,982	-	-
29,119	81,136	107,482	80,000	80,000

*Employment
 *Planning, bylaw
 *Employment, Permit, Litigation
 *Employment

[b]

Grant writing services
 Actuarial consulting
 Provincial advisors
 Building / equipment appraisals
 Asset management

Contract Services				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
-	2,100	2,137	5,000	3,000
4,983	-	2,160	5,000	5,000
-	-	5,979	30,000	-
-	13,430	3,000	5,267	22,500
-	33,245	5,555	15,800	-
4,983	48,775	18,831	61,067	30,500

9

Consists of:

Administrative Salaries
 Benefits & Payroll Costs - Administrative

SALARIES AND BENEFITS				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
520,360	761,447	497,012	496,580	596,378
104,535	108,369	84,089	110,212	112,387
624,895	869,817	581,101	606,792	708,765

[a]
 [a]

[a]

CAO
 FO
 Municipal Accountant
 Municipal Coordinantor
 Administrative assistant(s)
 Miscellaneous

164,222	406,962	103,786	121,137	165,865
135,000	160,915	136,156	158,698	162,969
95,732	101,653	118,532	100,181	103,093
90,566	78,334	114,112	100,181	102,481
130,122	121,953	108,515	116,808	137,977
9,253	-	-	9,786	36,380
624,895	869,817	581,101	606,792	708,765

[i]
 [ii]
 [iii]

[i] 2023 includes vacation payouts for previous municipal accountant
 [ii] 2024 budgets for 1 full time administrative assistant, 1 part time
 [iii] 2021 relates to vacation payouts; 2024 relates to adjustments regarding collective agreement bargaining

10

Consists of:

Miscellaneous
 Miscellaneous
 Miscellaneous
 Govt updates - Publications

SUNDRY				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
839	1,122	1,127	1,000	1,030
58	-	-	750	773
1,560	1,755	-	1,600	1,600
285	285	-	500	515
2,743	3,162	1,127	3,850	3,918

*Coffee, milk ect...
 *Christmas
 *Municipal information Net.

11

Consists of:

Conventions
 Travel
 Courses
 Association Dues
 Association Dues
 Association Dues
 Staff Recruitment
 Courses

TRAINING / PROFESSIONAL DEVELOPMENT				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
-	-	-	500	6,515
459	629	215	750	773
4,985	5,980	1,457	6,000	6,180
451	544	820	1,000	1,030
510	510	520	750	773
1,476	1,600	1,836	1,500	1,545
1,020	1,620	4,367	1,250	1,288
-	-	-	-	-
8,901	10,883	9,215	11,750	18,103

*UBCM, GFOA
 *PADM - Capilano Collage
 *LGMA, GFOA, Dues
 *LGMA, GFOA, Dues
 *LGMA, GFOA, Dues
 *Job postings

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BC Hydro

**Village of Lions Bay
2024 Draft Budget
General Fund - Public Works**

Notes
1
2
3
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10

	2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget	Increase (Decrease) in Budget	%
Expenditures							
Communications	14,782	14,980	11,197	15,250	15,708	458	3.0%
Interest Payments	9,923	10,743	16,158	12,514	10,460	(2,054)	-16.4%
Insurance	10,815	12,534	17,097	18,362	15,179	(3,183)	-17.3%
Internal Allocations	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	-	0.0%
Maintenance	247,624	372,974	729,497	367,889	575,462	207,573	56.4%
Material, Supplies and Equipment	47,359	49,591	40,653	46,750	49,153	2,403	5.1%
Professional Fees / Contract Services	-	52,984	6,162	30,500	186,500	156,000	511.5%
Salaries and Benefits	287,601	272,059	224,368	318,897	291,862	(27,036)	-8.5%
Training / Professional Development	9,433	4,978	-	6,500	6,695	195	3.0%
Utilities	7,355	7,856	7,163	7,800	8,034	234	3.0%
Total Expenditures	619,892	783,700	1,037,296	809,463	1,144,052	334,589	41.3%

Notes

1

Consists of:

Telephone & Communications
Information Systems Operation & Mntc

COMMUNICATIONS				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
10,491	8,879	9,880	9,100	9,373
4,291	6,102	1,317	6,150	6,335
14,782	14,980	11,197	15,250	15,708

[a]

[b]

[a] ECOMM radio costs, and cell phones

[b] Network support

2

Consists of:

Debenture Interest
Equipment financing

INTEREST PAYMENTS				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
7,250	7,250	7,250	7,250	7,250
2,673	3,493	8,908	5,264	3,210
9,923	10,743	16,158	12,514	10,460

3

Consists of:

Insurance - Building
Insurance - Vehicles

INSURANCE				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
-	-	3,481	3,481	-
10,815	12,534	13,616	14,881	15,179
10,815	12,534	17,097	18,362	15,179

ICBC fleet insurance and Municipal Insurance Association vehicle breakdown insurance

4

Consists of:

Internal transfer (solid waste)
Internal transfer (water)

INTERNAL ALLOCATIONS				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
(15,000)	(15,000)	(15,000)	(15,000)	(15,000)

Adjusting entry recorded at year end for allocations

5

Consists of:

	MAINTENANCE					
	2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget	
Vehicle Operation & Maintenance	11,054	42,917	29,620	26,500	103,750	[a]
Roads	21,002	6,117	331,895	20,000	20,600	[b]
Street Lighting	5,917	8,128	7,084	9,040	6,671	*BC Hydro, Alta Lake
Street Signs	18,182	6,020	7,003	11,000	6,330	[c]
Lane Marking	-	593	-	15,000	15,450	
CN Parking Lot Maintenance	2,619	2,644	3,000	2,500	2,500	
Parking Meter Costs	12,748	18,442	26,352	25,000	-	[d]
Roads Winter Maintenance	17,156	20,692	8,946	20,500	20,500	*Salt
Railroad Crossings Maintenance	126,039	21,798	7,200	13,800	22,000	
Bridge Maintenance	-	229,151	289,388	195,849	332,000	[e]
Drainage	9,810	2,651	204	5,000	5,150	
Works Building & Yard Maintenance	12,888	10,306	7,364	9,500	25,885	*Mini Recycling depot
Road Vegetation/Brush	10,208	3,516	11,441	14,200	14,626	
	247,624	372,974	729,497	367,889	575,462	

[a]

	Vehicle Operations and Maintenance				
	2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
CAT servicing	-	-	10,813	-	-
Chevy truck service	-	663	3,787	-	-
MATEC - annual inspection	832	993	1,000	-	-
Tires	-	9,012	-	-	22,000
Small equipment	-	2,185	-	-	20,000
Commercial Truck - LED Lights	-	3,788	-	-	-
Gas	-	1,897	-	-	-
Tire change over	-	1,197	-	-	-
Vehicle inspection and repair	2,087	5,140	5,130	-	-
Water shortage contingency	-	-	-	-	36,000
Other	7,508	17,416	8,890	26,500	25,750
	10,427	42,291	29,620	26,500	103,750

[b] Relates to roadbase, sand, dirt. 2021 included additional costs related to paving on Mountain and Brunswick. 2023 related to road paving on Oceanview

[c] Relates to street signs, poles, bases

[d] Relates to parking meter costs for Kelvin Grove, LBBP, Sunset and Bayview, which have been reallocated to Bylaw in 2024

[e] Prior years relate to Bayview bridge rehabilitation. 2024 relates to bridge deck joints, replacement of timbers and railings installation

6

Consists of:

- Works Vehicles Fuel & Oil
- Small Tools & Equipment
- Health & Safety Supplies
- Shop

MATERIALS, SUPPLIES, EQUIPMENT					
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget	
20,487	30,970	29,688	20,000	25,600	
7,971	5,207	3,783	8,250	8,498	
10,233	3,783	2,568	8,500	4,755	
8,669	9,632	4,615	10,000	10,300	
47,359	49,591	40,653	46,750	49,153	

7

Consists of:

- Contractors

PROFESSIONAL FEES, CONTRACT SERVICES					
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget	
-	52,984	6,162	30,500	186,500	
-	52,984	6,162	30,500	186,500	

[a]

[a] 2022 and 2023 related to CUBB and rail crossing work. 2024 budget for:

A&B Services, hydrant maintenance	36,000
Lions Bay Ave on Alberta bridge timbers replacement	17,000
Lions Bay Beach Park tree work	15,000
Crystal Falls Road resurfacing	50,000
Steps at municipal campus	24,000
Treatment plant flow meter recalibrations	10,000
Outside leak detection service	12,500
Phase IV/V access road ditch/plateau remediation	10,000
Public WiFi for app-only pay parking zones	12,000
	186,500

8

Consists of:

- Works Salaries - Office
- Works Salaries - Shop
- Works Salaries - Equipment Maintenance
- Works Salaries - Roads
- Works Salaries - Culverts
- Works Salaries - Landscaping/Berms
- Benefits

SALARIES AND BENEFITS					
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget	
99,251	71,021	105,898	200,254	249,052	
12,023	19,861	7,308	-	-	
14,020	9,437	8,711	-	-	
74,907	77,274	42,471	-	-	
10,645	25,101	6,737	-	-	
37,123	25,712	17,273	75,000	-	
39,631	43,654	35,971	43,644	42,810	
287,601	272,059	224,368	318,897	291,862	

*30% of total works labour cost

9

Consists of:

TRAINING, PROFESSIONAL DEVELOPMENT				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
Travel	-	-	500	515
Association Dues	596	351	1,000	1,030
Courses Seminars & Workshop	8,837	4,627	5,000	5,150
	9,433	4,978	6,500	6,695

10

BC Hydro

**Village of Lions Bay
2024 Draft Budget
General Fund - Water**

Notes

	2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget	Increase (Decrease) in Budget	%
Expenditures							
1 Amortization	197,394	191,468	207,926	207,926	205,884	(2,042)	-1.0%
2 Data Connectivity	3,941	11,085	12,866	11,075	21,407	10,332	93.3%
3 Interest Payments	68,076	67,555	67,954	67,954	67,954	-	0.0%
4 Insurance	42,287	39,769	49,218	49,218	50,202	984	2.0%
5 Maintenance	182,917	123,972	67,110	114,000	81,370	(32,630)	-28.6%
6 Materials, Supplies and Equipment	47,929	50,970	20,539	56,250	52,938	(3,313)	-5.9%
7 Professional Fees / Contract Services	16,252	79,048	17,138	82,000	97,300	15,300	18.7%
8 Salaries and Benefits	331,500	347,128	292,870	382,980	440,794	57,814	15.1%
9 Sundry	17,128	18,010	16,103	18,500	19,375	875	4.7%
10 Training / Professional Development	3,332	5,956	2,256	5,750	5,923	173	3.0%
11 Utilities	12,109	12,205	17,009	16,250	16,738	488	3.0%
1 Internal Allocations	55,000	55,000	66,716	66,716	69,325	2,609	3.9%
Total Expenditures	977,866	1,002,165	837,705	1,078,619	1,129,209	50,590	4.7%

Notes

Water - Revenue	1,111,747
Water - Expenditures	1,129,209
Water - Surplus	(17,463)

Increase in		
Water Rate	Revenue	\$ Increase
5%	1,103,076	
6%	1,113,581	10,505
7%	1,124,086	10,505
8%	1,134,591	10,505
9%	1,145,096	10,505
10%	1,155,601	10,505

*A 1% increase in user rate equals \$10,505, or \$17.62 per home

1 Adjusting entry posted at year end

2 Consists of:

Telephone & Communications
PRV Communications
Intake Communications

DATA CONNECTIVITY				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
3,941	3,859	6,978	3,900	4,017
-	5,275	4,797	5,275	15,433
-	1,951	1,091	1,900	1,957
3,941	11,085	12,866	11,075	21,407

*Telus
*Shaw
*Shaw

3 Consists of:

Debt
Debenture Int-MFA
Debenture Int-MFA
Interest - Issue 150 Bylaw 508 - PRV's
DRF Financing Expenses

INTEREST PAYMENTS				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
1,573	1,239	895	895	895
40,600	40,600	40,600	40,600	40,600
14,518	14,518	14,518	14,518	14,518
11,940	11,940	11,940	11,940	11,940
(556)	(742)	-	-	-
68,076	67,555	67,954	67,954	67,954

*Brunswick \$114k loan
*Infrastructure \$1.4m loans
*Infrastructure \$460k loan
*PRV \$600k loan

4 Municipal Insurance Association - property insurance

5 Consists of:

Equipment Repair
Routine Op & Mntc Contract
Routine Op & Mntc Contract
Emergency & Repair
Phase IV/V Water System
Routine Op & Mntc Contract
Equipment Repair
Routine Op & Mntc Contract
Emergency and Repair
Reservoir / Intake Cleaning
SCADA Maintenance
Intake Maintenance
Hydrant Maintenance

MAINTENANCE				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
103	100	234	-	-
9,684	-	-	1,000	1,030
-	447	402	5,000	5,150
-	10,450	-	-	-
66,162	-	-	-	-
816	9,156	770	5,000	5,150
1,541	-	-	-	-
18,174	18,675	15,939	18,000	18,540
24,087	4,212	3,491	5,000	5,150
1,253	21,377	540	35,000	-
1,603	4,792	-	5,000	5,150
32,749	33,797	33,010	35,000	36,050
26,746	20,965	12,724	5,000	5,150
182,917	123,972	67,110	114,000	81,370

*PRV parts and maintenance
*PRV parts and maintenance
*Bayview watermain
*PRV parts and maintenance
*PRV parts and maintenance
*Bayview watermain
*Divers
*UV Reactor and maintenance
*Gate valve and parts

6

Consists of:

Office Supplies
 Water Supplies and Materials - General
 Materials & Supplies
 Materials & Supplies
 Chlorine Treatment
 Materials & Supplies
 Materials & Supplies
 Water - Intakes - Supplies

MATERIALS, SUPPLIES, EQUIPMENT				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
182	205	-	-	-
462	142	362	750	773
5,611	6,580	1,160	5,000	5,150
3,311	7,142	92	3,500	3,605
12,177	20,798	16,144	15,000	15,450
-	-	-	5,000	5,150
25	5,345	2,069	2,000	2,060
26,162	10,756	712	25,000	20,750
47,929	50,970	20,539	56,250	52,938

*UV Sensors

7

Consists of:

Consultants
 Engineering
 Contractors
 Rock Slope Remediation
 Water Testing

PROFESSIONAL FEES, CONTRACT SERVICES				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
2,000	-	-	2,000	27,000
-	49,703	9,130	35,000	35,000
6,513	2,162	-	5,000	5,000
-	21,150	-	30,000	20,000
7,739	6,033	8,008	10,000	10,300
16,252	79,048	17,138	82,000	97,300

[a]
 *CUBB - rebudgeted
 *Intakes, generators
 *Rock scaling
 *Metal content

[a] Increase in budget request relates to Hydrometric Analysis and Hydraulgy Data Collection

8

Consists of:

Works Salaries - Water
 Works Salaries - Water Intakes
 Works Salaries - STANDBY - ON CALL
 Water Projects - Harvey Creek
 Benefits & Payroll Costs - Water
 BC Employer Health Tax
 Benefits - WCB

SALARIES AND BENEFITS				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
161,997	158,976	122,836	259,209	331,341
54,667	54,634	51,747	-	-
58,981	73,264	74,630	62,660	49,520
-	-	899	-	-
40,543	44,313	34,826	45,812	44,963
6,549	6,100	-	-	-
8,763	9,840	7,933	9,026	14,971
331,500	347,128	292,870	376,707	440,794

Accompanying Notes

	Public Works Salaries Total by Department						
	2021 Budget	2021 Actual	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget
Parks	165,673	164,268	170,288	164,260	189,715	107,102	228,243
Sewer	18,657	21,108	19,176	18,059	18,992	13,100	23,290
Solid Waste	-	2,851	-	-	3,738	-	9,316
Public Works	223,258	287,601	229,755	272,059	318,897	224,368	291,862
Water	363,521	331,500	374,761	347,128	376,707	292,870	440,794
	771,109	807,329	793,980	801,506	908,049	637,440	993,506

	Budget vs Actual Variance		
	2021	2022	2023
Parks	1,405	6,028	82,613
Sewer	(2,452)	1,117	5,892
Solid Waste	(2,851)	-	3,738
Public Works	(64,343)	(42,304)	94,530
Water	32,021	27,633	83,837
	(36,220)	(7,526)	270,609

9 Ministry of Forests - Licenses, permitting; Prompt payment discount

	TRAINING, PROFESSIONAL DEVELOPMENT				
Consists of:	2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
Water Course Certification	2,097	4,615	2,038	4,000	4,120
Association Dues	1,236	1,341	218	1,750	1,803
	3,332	5,956	2,256	5,750	5,923

11 BC Hydro

Village of Lions Bay
2024 Draft Budget
General Fund - Fire

Notes

	2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget	Increase (Decrease) in Budget	%
Expenditures							
1 Communications	39,347	48,382	45,403	51,253	53,491	2,238	4.9%
2 Fiscal Charges	229	169	-	250	250	-	n/a
3 Interest Payments	1,698	1,307	679	905	905	-	0.0%
4 Insurance	13,287	14,535	19,843	19,858	20,255	397	2.0%
5 Maintenance	63,348	49,406	39,175	57,000	94,960	37,960	96.9%
6 Material, Supplies and Equipment	65,126	65,035	108,383	95,700	99,491	3,791	3.5%
7 Professional Fees / Contract Services	3,470	27,716	-	-	-	-	n/a
8 Salaries and Benefits	145,114	123,638	145,653	161,604	143,753	(17,851)	-12.3%
9 Training / Professional Development	1,552	15,420	9,103	15,750	15,773	23	0.2%
10 Utilities	2,688	1,659	1,100	3,500	3,605	105	9.5%
	335,859	347,267	369,339	405,820	432,482	26,662	7.2%

Notes

1

Consists of:

Postage & Courier
 Telephone & Other Communication
 Dispatch Services
 Advertising & Promotions
 Fire Dept - Website & Internet
 Information Systems Ops & Mntc
 Firefighter Day Supplies
 Training Pit - Satellite
 Communications - Pit (new internet)
 Fire Department Donations

COMMUNICATIONS					
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget	
198	21	379	200	206	
3,166	3,084	1,495	3,000	3,090	*Telus
30,311	34,764	36,628	35,000	36,750	[a]
-	190	-	100	103	
103	-	2,224	103	106	*Sea to Sky Network Solutions
2,190	2,282	822	3,000	3,090	*Sea to Sky Network Solutions
836	6,758	2,806	8,500	8,755	
279	448	541	500	515	*Telus
765	835	607	850	876	*Telus
1,500	-	(100)	-	-	
39,347	48,382	45,403	51,253	53,491	

[a] E-Comm dispatch radio costs, annual dispatch operating charge (City of Surrey)

2

Consists of:

FD Bank Charges

FISCAL CHARGES					
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget	
229	169	-	250	250	

3

Consists of:

Interest - E-Comm Radios

INTEREST PAYMENTS					
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget	
1,698	1,307	679	905	905	

4

Consists of:

Insurance
 Insurance & Licences

INSURANCE					
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget	
10,202	10,766	14,084	14,380	14,668	*Municipal Insurance Association
3,085	3,769	5,759	5,478	5,588	*ICBC - fleet insurance
13,287	14,535	19,843	19,858	20,255	

5

Consists of:

	MAINTENANCE				
	2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
Maintenance	1,917	261	259	2,000	1,000
Training pit maintenance	9,557	6,217	2,099	5,000	5,150
Rope Maintenance	1,892	2,118	1,258	3,500	2,000
SCBA maintenance	4,645	4,593	2,124	4,000	4,120
Holmatro maintenance	-	606	-	3,000	1,000
Interface Fire Equipment	2,681	771	2,675	3,000	3,090
Vehicle Servicing & Maintenance	24,850	23,507	23,806	20,000	20,600
Small Equipment Replacement/Repair	10,334	3,202	68	4,000	8,000
Emergency Building Fire Costs	7,471	8,132	6,887	7,500	-
Reserve for fire truck	-	-	-	-	50,000
Burn Building Maintenance	-	-	-	5,000	-
	63,348	49,406	39,175	57,000	94,960

*Supersave - containers

*Dynamic Rescue

*Irwin Air Ltd.

[a]

[b]

*2021 - gear, pump, generator

[c]

[a] Wasp kits cost \$2,675 and generated \$3,960 in revenue

[b] KJC contracting, North Yard Contracting - vehicle maintenance and inspections

[c] \$50,000 per year reserved for acquisition of a new fire truck at the end of the current truck's service life.

6

Consists of:

	MATERIALS, SUPPLIES, EQUIPMENT				
	2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
Uniforms	23,571	4,931	19,444	6,000	8,000
Office Supplies	331	946	1,648	1,500	1,545
Misc - Scene Lights	-	1,947	2,037	3,500	3,605
Protective Clothing	8,070	9,501	6,875	7,000	7,210
SCBA	11,260	19,880	24,845	30,000	30,000
Safety Equipment - FD	1,000	91	326	1,500	1,545
Supplies & Materials	1,723	4,982	21,160	13,200	13,596
Supplies-Pit training area	355	813	-	1,500	1,545
Hoses and Fittings	947	-	2,017	3,000	3,090
Misc - Training Meals	8,566	7,622	13,655	14,000	14,420
Miscellaneous PEP Expenses	-	-	-	-	-
Scrap Cars for Fire Training	923	2,317	5,583	4,000	4,120
Auto-Extrication	-	826	-	-	-
Supplies - Medical	4,976	11,067	7,562	7,000	7,210
Vehicle Fuel & Oil	3,404	113	3,230	3,500	3,605
	65,126	65,035	108,383	95,700	99,491

*2022 - 24 SCBA from Bunker Fire

[a]

*defibrillators, Citizens Services

*Diesel cost allocation

Accompanying Notes

[a] Associated Fire Safety Equipment
Triton Automotive
Other

SUPPLIES & MATERIALS				
-	-	7,294	-	-
-	-	1,085	-	-
1,723	4,982	308	13,200	13,596
1,723	4,982	8,687	13,200	13,596

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*SCBA flow test, shoulder flash
*Monthly Demurrage
*Rona, miscellaneous

7

Consists of:
Contract Services - Fire Study

PROFESSIONAL FEES / CONTRACT SERVICES				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
3,470	27,716	-	-	-

*2022 - Silverback Treeworks

8

Consists of:
Fire Dept - Salaries
Benefits & Payroll Costs - Fire
BC Employer Health Tax
Fire Admin - WCB
Fire Admin - Honouraria
Fire Volunteer Call-Outs
Fire Volunteer - Shift Payments
Benefits - Volunteers
WCB Volunteers
Public Works Salaries - Fire
Benefits & Payroll Costs - PW Fire
Public Works - Fire - WCB
Fire Admin - Training Contract

SALARIES AND BENEFITS				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
5,000	5,000	9,530	5,000	5,000
8,892	8,219	10,891	9,588	10,034
2,752	2,566	-	2,735	-
1,861	1,715	2,166	1,700	1,749
31,887	26,488	33,294	37,100	37,100
20,845	17,957	28,530	22,000	22,000
50,623	38,952	28,453	60,000	45,000
89	-	-	-	-
2,308	1,861	1,755	2,681	2,070
-	162	-	-	-
-	27	-	-	-
-	5	-	-	-
20,857	20,686	31,034	20,800	20,800
145,114	123,638	145,653	161,604	143,753

*Fire chief

9

Consists of:
Travel
Courses & Seminars
Association Dues
Courses & Training

TRAINING AND PROFESSIONAL DEVELOPMENT				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
168	-	-	500	515
-	-	-	-	-
75	75	75	250	258
1,309	15,345	9,028	15,000	15,000
1,552	15,420	9,103	15,750	15,773

[a]

[a] Relates to Software training (MedTeq), Wildfire training (Fundamental Safety), EVO (Justice Institute of BC)

10

Consists of:

Utilities

UTILITIES				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
2,688	1,659	1,100	3,500	3,605

Village of Lions Bay
2024 Draft Budget
General Fund - Parks

Notes

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7

	2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget	Increase (Decrease) in Budget	%
Expenditures							
Grants	1,354	4,176	9,600	2,450	8,400	5,950	242.9%
Maintenance	57,849	59,984	81,281	63,950	63,554	(397)	-0.6%
Material, Supplies and Equipment	24,866	57,128	12,700	34,000	28,020	(5,980)	-17.6%
Professional Fees / Contract Services	8,415	11,070	23,950	18,000	12,000	(6,000)	-33.3%
Beach wall stabilization	-	-	-	20,000	-	(20,000)	100.0%
Salaries and Benefits	187,334	164,268	107,102	189,715	228,243	38,528	20.3%
Sundry	5,193	6,670	3,727	3,133	3,383	250	8.0%
Training / Professional Development	552	-	-	-	-	-	0.0%
Utilities	7,382	8,187	7,529	9,000	9,270	270	3.0%
Total Expenditures	292,945	311,483	245,889	340,248	352,870	12,622	3.7%

Notes

1

Consists of:

- Grants (Events Committee)
- Lions Bay Trailblazers
- LB Native Plants Garden Expenditure
- Senior Circle
- Kelvin Grove Community Garden

GRANTS					
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget	
250	1,750	6,250	250	3,250	[a]
1,250	1,500	1,500	1,250	1,250	
-	676	-	600	250	
250	250	1,750	250	3,500	[b]
-	-	100	100	150	
1,750	4,176	9,600	2,450	8,400	

[a] Events committee - 2022 related to Canada Day, 2023 relates to entire calendar of events (Canada Day, Halloween, Easter ect...)

[b] Senior Circle - prior years related to liability insurance. 2023 includes grant for Hall Rental

2

Consists of:

- Beach Park Maintenance
- Other Parks Maintenance
- Community Complex - Maintenance
- Facility Maintenance
- Parks Equipment Maintenance
- Other Parks Maintenance

MAINTENANCE					
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget	
10,920	10,500	24,604	10,000	16,300	[a]
16,037	8,323	11,247	9,000	9,270	[b]
-	1,547	8,672	1,500	1,545	[c]
7,269	12,113	11,055	12,000	12,360	[d]
2,616	2,849	2,808	5,000	2,150	
21,006	24,652	22,896	26,450	21,929	
57,849	59,984	81,281	63,950	63,554	

[a] Log removal; this budget reduced \$9,000 with installation of new floating dock. Additional request for \$15,000 in 2024 for tree work

[b] 2023 relates primarily to portapotty rentals at Magnesia and the school.

[c] 2023 includes emergency repairs at Broughton Hall; failed grinder pump and installation of new pump

[d] Relates to janitorial, air condition

3

Consists of:

- Parks related materials/supplies/tools
- Litter and Garbage Control
- Parks - Supplies
- Parks - Plants
- Office Supplies

MATERIALS, SUPPLIES, EQUIPMENT					
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget	
-	108	572	500	515	
16,312	50,994	9,556	20,000	20,600	[a]
3,607	2,111	52	2,500	2,575	
2,126	3,916	2,520	11,000	4,330	
2,820	-	-	-	-	
24,866	57,128	12,700	34,000	28,020	

[a] 2022 included the purchase of Bearproof Garbage Bins

4 Relates to costs associated with Sea to Sky Invasive Species

5 Rebudget from 2023

6

Consists of:

Works Salaries - Parks

Benefits & Payroll Costs - Parks

Works Salaries - Facilities

SALARIES AND WAGES				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
112,735	84,460	58,661	154,323	193,282
24,233	20,819	11,917	35,392	34,961
50,366	58,981	36,524	-	-
187,334	164,260	107,102	189,715	228,243

*Signage, hall setup ect..

7 Community Hall heating - BC Hydro

**Village of Lions Bay
2024 Draft Budget
General Fund - Solid Waste**

Notes

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	2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget	Increase (Decrease) in Budget	%
Expenditures							
Supplies and Education	947	1,500	1,508	6,500	6,825	325	5.0%
Collection Contract	55,845	57,868	62,104	59,372	61,153	1,781	3.0%
Recycle Removal Contract	55,580	53,866	47,846	60,292	62,101	1,809	3.0%
Green Waste Contract	70,879	73,203	73,073	76,719	79,021	2,302	3.0%
Salaries and Benefits	-	2,851	-	3,738	9,316	5,578	149.2%
Prompt payment discount	5,376	5,449	4,804	5,375	5,644	269	5.0%
Internal Allocations	9,500	9,500	9,500	9,500	9,500	-	0.0%
Total Expenditures	198,127	204,236	198,835	221,497	233,560	12,063	5.4%

Notes

Solid Waste - Revenue	250,360
Solid Waste - Expenditures	233,560
<u>Solid Waste - Surplus</u>	<u>16,800</u>

Increase in Solid Waste		
Rate	Revenue	\$ Increase
5%	221,767	
6%	223,879	2,112
7%	225,991	2,112
8%	228,103	2,112
9%	230,215	2,112
10%	232,327	2,112

*A 1% increase in user rate equals \$2,112, or \$3.54 per home

1 Waste control services

2 Waste control services

3 Waste control services

4 **Consists of:**

Solid Waste Salaries

Solid Waste Benefits

Solid Waste WCB

SALARIES AND BENEFITS				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
-	2,475	-	3,086	7,889
-	301	-	545	1,071
-	75	-	107	356
-	2,851	-	3,738	9,316

5 Year end adjusting entry

Village of Lions Bay
 2024 Draft Budget
 General Fund - Bylaw

Notes

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	2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget	Increase (Decrease) in Budget	%
Expenditures							
Communications	2,357	2,571	3,153	2,700	2,781	81	3.0%
Material, Supplies and Equipment	14,619	16,731	11,333	19,050	44,849	25,799	135.4%
Professional Fees / Contract Services	6,082	5,938	6,977	6,200	7,250	1,050	16.9%
Salaries and Benefits	96,411	103,801	98,153	114,119	122,881	8,762	7.7%
Training / Professional Development	-	180	80	-	-	-	n/a
Total Expenditures	119,469	129,221	119,696	142,069	177,761	35,692	25.1%

Notes

Accompanying Notes

1

Consists of:

Telephone & Communication

COMMUNICATIONS				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
2,357	2,571	3,153	2,700	2,781

Finance and Audit Committee - April 12, 2024 - Page 43 of 65

*Telus, Sea to Sky Network

2024 budget reflects 2022 / 2023 actuals

2

Consists of:

Bylaw Uniforms

Vehicle Immobilizers

Bylaw - Parking software and meters

Bylaw - Parking Supplies

MATERIALS, SUPPLIES, EQUIPMENT				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
-	1,003	93	750	250
-	-	-	-	-
8,199	15,728	10,164	18,300	44,599
6,420	-	1,076	-	-
14,619	16,731	11,333	19,050	44,849

*Parking software costs

2024 budget reflects 2022 / 2023 actuals. 2024 budget includes reallocation of parking meter costs from Public Works to Bylaw (\$25,750)

3

Consists of:

Bylaw Enforcement Contract

Bylaw Collection Agency Fees

PROFESSIONAL FEES / CONTRACT SERVICES				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
412	2,107	752	500	750
5,670	3,832	6,225	5,700	6,500
6,082	5,938	6,977	6,200	7,250

2024 budget reflects 2022 / 2023 actuals.

Relates to costs incurred with the District of Vancouver (Adjudication), and collections costs for overdue parking tickets

4

Consists of:

Bylaw Salaries

Benefits & Payroll Charges

SALARIES AND BENEFITS				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
87,507	93,225	89,311	103,954	114,411
8,904	10,575	8,842	10,165	8,470
96,411	103,801	98,153	114,119	122,881

Currently budgeted based on 1 full time officer and 2 temporary seasonal officers

**Village of Lions Bay
2024 Draft Budget
General Fund - Sewer**

Notes

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	2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget	Increase (Decrease) in Budget	%
Expenditures							
Amortization	36,200	36,200	36,200	36,200	36,200	-	0.0%
Communications	886	883	2,106	970	999	29	3.0%
Insurance	5,278	4,939	6,148	6,148	6,271	123	2.0%
Maintenance	27,732	31,119	23,736	43,500	29,355	(14,145)	-32.5%
Material, Supplies and Equipment	3,600	4,243	-	4,000	2,120	(1,880)	-47.0%
Professional Fees / Contract Services	-	-	-	-	-	-	n/a
Salaries and Benefits	21,108	18,059	13,100	18,992	23,290	4,298	22.6%
Sundry	2,340	2,689	2,012	2,225	2,326	101	4.6%
Training / Professional Development	-	2,329	900	2,000	1,060	(940)	-47.0%
Utilities	3,021	2,734	3,468	3,000	3,090	90	3.0%
Internal Allocations	4,000	4,000	4,000	4,000	4,000	-	0.0%
Total Expenditures	104,165	107,195	91,670	121,035	108,711	(12,323)	-10.2%

Notes

Sewer - Revenue	191,797
Sewer - Expenditures	108,711
Sewer - Surplus	83,086

Increase in Sewer Rate	Revenue	\$ Increase
5%	86,178	
6%	86,999	821
7%	87,820	821
8%	88,641	821
9%	89,462	821
10%	90,283	821

*A 1% increase in user rate equals \$821, or \$9.55 per home

1 Adjusting entry recorded at year end

2

Consists of:

MAINTENANCE					
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget	
Pump Out - Plant	23,755	22,755	23,615	25,000	25,750
Sewer Line Inspections	-	4,281	-	15,000	-
Outfall Monitoring & Maintenance	1,153	208	121	500	515
Equipment Repair	2,824	3,876	-	2,500	2,575
SCADA Maintenance	-	-	-	500	515
	27,732	31,119	23,736	43,500	29,355

*WWTP
 *2022 - smoke testing
 *WWTP parts, lubricants

3

Consists of:

MATERIALS, SUPPLIES					
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget	
Sewer General Operations - Supplies	3,600	4,243	-	4,000	2,120
	3,600	4,243	-	4,000	2,120

*STP repair

4

Consists of:

SALARIES AND BENEFITS					
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget	
Works Salaries - Sewer	17,602	14,793	11,300	15,429	19,723
Employees Benefits - Sewer	3,506	3,266	1,800	3,562	3,567
	21,108	18,059	13,100	18,992	23,290

5

2022 - WWTP training

6

BC Hydro

**Village of Lions Bay
2024 Draft Budget
General Fund - Council**

Notes

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	2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget	Increase (Decrease) in Budget	%
Expenditures							
Council Communication	1,889	2,276	3,741	2,200	2,266	66	3.0%
Office Supplies	201	155	420	200	200	-	0.0%
Professional Services	760	-	-	3,000	-	(3,000)	-100.0%
Salaries and Benefits	51,906	53,202	54,454	57,082	57,967	885	1.5%
Council Funded Events	10,259	7,118	1,032	5,000	4,000	(1,000)	-20.0%
Election	-	13,286	13,528	15,000	6,500	(8,500)	-56.7%
Conferences and training	-	1,124	4,612	250	12,000	11,750	4700.0%
Association Dues / Memberships	1,441	1,559	2,068	1,450	1,494	44	3.0%
Travel	10	-	1,266	250	500	250	100.0%
Total Expenditures	66,872	80,080	81,121	84,432	84,926	494	0.6%

Notes

1

Consists of:

- Council Communication
- Council Publications & Postage

COUNCIL COMMUNICATION				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
1,042	1,761	2,673	1,700	1,751
847	515	1,068	500	515
1,889	2,276	3,741	2,200	4,266

General expenses include a slight increase each year to account for inflation

2

Consists of:

- Contract Services

PROFESSIONAL SERVICES				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
760	-	-	3,000	-

3

Consists of:

- Council Remuneration
- BC Employer Health Tax
- Benefits & Payroll Costs - Council

SALARIES AND BENEFITS				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
49,897	50,576	51,733	54,366	56,215
982	978	-	1,063	-
1,027	1,648	2,721	1,653	1,752
51,906	53,202	54,454	57,082	57,967

Council remuneration reflects an increase based on the increase in CPI as per the Council Remuneration Bylaw. CPI for 2023 was 3.4% according to Stats Canada.

4

Consists of:

- Council Funded Events
- Council - Ceremonies/ Misc.
- Volunteer Recognition

COUNCIL FUNDED EVENTS				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
41	-	-	-	-
9,498	4,354	1,032	3,000	2,000
720	2,765	-	2,000	2,000
10,259	7,118	1,032	5,000	4,000

5

Budgeted amount in 2024 is to replenish election reserve which was drawn upon in 2023 to offset by-election costs

6

Consists of:

Conferences
Training

CONFERENCES AND CONVENTIONS				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
-	1,124	4,612	250	10,000
-	-	-	-	2,000
-	1,124	4,612	250	12,000

2024 budget includes estimated cost of attendance to UBMC convention by Council

7

Consists of:

Association Dues / Memberships

ASSOCIATION DUES, MEMBERSHIPS				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
1,441	1,559	2,068	1,450	1,494

8

Consists of:

Travel

TRAVEL				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
10	-	1,266	250	500

**Village of Lions Bay
2024 Draft Budget
General Fund - Emergency Services**

Notes

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	2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget	Increase (Decrease) in Budget	%
Expenditures							
Communications	6,942	7,427	6,912	-	-	-	n/a
Search and Rescue	2,600	596	2,110	2,500	2,575	75	3.0%
Emergency Support Services (ESS)	4,093	13,569	7,874	15,000	10,000	(5,000)	-33.3%
Maintenance	5,537	18,617	7,235	7,495	6,225	(1,270)	-16.9%
Material, Supplies and Equipment	18,868	4,788	5,464	6,000	3,060	(2,940)	-49.0%
Professional Fees / Contract Services	-	25,900	41,903	40,000	45,000	5,000	12.5%
Salaries and Benefits	36,702	-	-	-	-	-	0.0%
Training / Professional Development	-	-	-	2,275	1,000	(1,275)	-56.0%
Utilities	1,059	3,198	998	1,200	1,236	36	3.0%
Total Expenditures	75,800	74,095	72,495	74,470	69,096	(5,374)	-7.2%

Notes

1

Consists of:

Emergency Building - Telephones
EOC - IT Costs
ESS - IT Costs

COMMUNICATIONS				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
2,915	2,522	740	-	-
4,027	3,622	1,029	-	-
-	1,283	5,143	-	-
6,942	7,427	6,912	-	-

2024 budget reflects 2022 / 2023 actuals

2

Consists of:

Search and Rescue

SEARCH AND RESCUE				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
2,600	596	2,110	2,500	2,575

*Phones, cost sharing for Klatt Building

3

Consists of:

Lions Bay Emergency Program - ESS

EMERGENCY SUPPORT SERVICES				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
4,093	13,569	7,874	15,000	10,000

4

Consists of:

Emergency Building Costs
Emergency Building - Ambulance Costs
Emergency Building EOC Costs

MAINTENANCE				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
1,648	17,530	1,515	3,495	2,105
3,889	1,088	5,720	4,000	4,120
-	-	-	-	-
5,537	18,617	7,235	7,495	6,225

[a]
[a]

[a] Relates to janitorial, pest control. Year end entry recorded to allocate Klatt building expenses to other departments

5

Consists of:

Supplies
COVID-19 Supplies

MATERIALS, SUPPLIES, EQUIPMENT				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
5,439	228	-	2,000	2,060
13,429	4,560	5,464	4,000	1,000
18,868	4,788	5,464	6,000	3,060

*Printers, Radio Cases
*Cleaning, Hotpacks, Masks, Sanitizer

6

Relates to emergency program coordinator fees

7

BC Hydro

General Fund - Building and Planning

Notes

	2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget	Increase (Decrease) in Budget	%
Expenditures							
1 Communications	2,272	4,559	759	4,250	4,378	128	3.0%
2 Professional Fees / Contract Services	20,205	11,868	6,588	10,423	8,676	(1,747)	-16.8%
3 Salaries and Benefits	31,938	27,270	25,896	20,076	33,897	13,821	68.8%
Sundry	414	520	-	750	773	23	3.0%
4 Training / Professional Development	642	692	1,887	3,350	1,451	(1,900)	-56.7%
5 Community planning	-	-	-	-	2,000	2,000	100.0%
	55,469	44,908	35,130	38,849	51,173	12,324	31.7%

Notes

Accompanying Notes

1

Consists of:

Building Inspector Communications
 Advertising
 Information Systems Ops & Mntc

COMMUNICATIONS				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
1,121	1,302	548	1,250	1,288
180	2,252	-	1,800	1,854
970	1,005	211	1,200	1,236
2,272	4,559	759	4,250	4,378

*Cell phone, phone line
 *Public notices (such as TUP)
 *Network maintenance

2

Consists of:

Building Inspection Contract Services
 Photocopies/Printing
 Community Planning Contract Services

PROFESSIONAL FEES, CONTRACT SERVICES				
2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget
-	315	800	-	-
20	106	254	250	258
20,185	11,447	5,534	10,173	8,418
20,205	11,868	6,588	10,423	8,676

[a]

[a] Relates to:
 2022: Slope assessments, Surveying, Greenhouse Gas assessments. 2023: Slope assessment, and Surveying. 2021 was significantly higher due to a housing needs study.

3

Building inspector salary

4

Relates to courses and association dues

5

Contribution to OCP reserve



STAFF REPORT

DATE: March 19, 2024 **FILE:** 240319
TO: Council
FROM: Joseph Chirkoff, Financial Officer
RE: **INVESTMENT POLICY**

RECOMMENDED RESOLUTION:

THAT Council approve the Investment Policy.

BACKGROUND:

The Village of Lions Bay (Village) may accumulate funds in its operating, capital, and reserve accounts for use in the future. The Village has not adopted an Investment Policy to maximize the rate of return on excess funds. Adoption of an Investment Policy will provide an opportunity to invest the Village's excess cash within specified parameters and realize a larger return on investment than current practice.

The Investment Policy has been discussed and reviewed by staff in the Finance Department as well as the Chief Administrative Officer.

DISCUSSION:

Adopting a prudent investment policy would authorize staff to invest funds in structured conservative investments generating additional income for the Village. The Village currently has approximately five million dollars in cash that is contained in a savings account. Our savings account earns interest at a rate of 4.2%, after a promotional rate offered by our banking institution recently expired.

The bank relationship manager advises that investment in guaranteed investment certificates (GIC) may earn at least 5.7% on 90-day cashable GICs and 5.9% on non-redeemable one-year GICs. As an approximation, investing two million dollars in a one-year non-redeemable GIC at a rate of 5.9%, and two million dollars in a 90-day cashable GIC at a rate of 5.7% would yield two hundred thirty two thousand dollars in interest. Currently, the same amount of principal in the Village's savings account would earn interest at the bank savings rate of 4.2% yielding approximately one hundred sixty-eight thousand dollars of income.

The Investment Policy recommended for adoption provides guidelines for the quality of investments the Village may purchase and stipulates liquidity requirements such that funds are available for use when required.

The Investment Policy as currently drafted provides a guideline that 'the rate of return on the investment portfolio shall be maximized without comprising safety or principal or diversification'.



Council may consider directing staff to prioritize relationships with savings and credit unions that invest in the local community.

OPTIONS:

- (1) Approve policy Investment Policy;
- (2) Not approve the Investment Policy in which case the Village will continue to operate based on existing practice; or
- (3) Refer the matter to staff with specific direction.

RECOMMENDED OPTION:

Staff recommends option (1) approve the Investment Policy. Approval of the Investment Policy will provide a framework for conservative investment of Village funds to earn additional income for the Village and align cash flow requirements with the Village’s financial plan. The recommended framework provides for flexibility in the event of emergency need for access to cash.

FINANCIAL CONSIDERATIONS:

There are no budget implications related to this Investment Policy. From a finance perspective this policy provides an enhanced framework which is intended to result in greater investment income for the Village and minimizes investment risk.

LEGAL CONSIDERATIONS:

None.

Respectfully submitted,

Report Approved By,

Joseph Chirkoff, FO
Financial Officer

Ross Blackwell, CAO
Chief Administrative Officer

Attachments:

- (1) Investment Policy



INVESTMENT POLICY

Type	POLICY		Policy No.	
Adoption			Amendment	
Title	Investment Policy			
Author	Joseph Chirkoff Financial Officer	Reviewed By:	Ross Blackwell Chief Administrative Officer	
Date			Version	4
Issued for	March 19, 2024			

Purpose

The purpose of the Investment Policy (Policy) is to provide a framework for investment portfolio management. It is the practice of the Municipality of the Village of Lions Bay (the Village) to invest funds in a conservative manner to provide for capital preservation, in addition to investment diversification and rate of return. The portfolio must meet the short and long term cash flow needs of the Village while complying with the statutory requirements for investments under section 183 of the *Community Charter*.

Scope

The Policy applies to all cash operating funds, capital funds, and reserve funds with due consideration of cash flow demands.

Objectives

The objective of the Policy is to provide guidelines that will achieve the following:

Safety of Principal

Investments shall be made to ensure preservation of principal within the portfolio. Preservation of principal is accomplished through placement of investments in the safest type of securities, with credit worthy institutions, and through portfolio diversification.



Diversification is required to minimize potential losses on individual securities or institutions, and balance returns from a blend of financial products.

Liquidity

The investment portfolio shall remain sufficiently liquid to meet all annual operating and other reasonably anticipated cash flow requirements. This will be accomplished by selecting maturity dates that correspond to short- and long-term requirements, and securities with active or secondary resale markets where appropriate.

Return on Investment

The rate of return on the investment portfolio shall be maximized without compromising safety of principal or diversification.

Standard of Care

Prudence

Portfolio management shall be performed with reasonable judgment, discretion, and care, under market conditions then prevailing. Investments will never be made for/under speculation; foremost will be consideration for the safety of principal.

The standard of prudence to be executed when making investment decisions shall be the “prudent person” standard, whereby those staff who act in accordance with the Village’s Policy and exercise due diligence shall be relieved of personal responsibility for an individual security’s credit risk or market price changes; provided the deviations from expectations are reported in a timely manner, and the liquidity and sale of securities are carried out in accordance with the terms of this Policy.

Ethics and Conflict of Interest

Staff responsible for investing shall refrain from personal investment activity that could conflict with proper execution of the investment program, or which could impair the ability to make impartial investment decisions. Any potential conflict of interest must be disclosed to the Chief Administrative Officer and will be considered on a case-by-case basis.



Delegation of Authority

Authority to manage the Village's investment program is delegated to the Financial Officer in accordance with the provisions of Section 149 of the *Community Charter* as follows:

Financial officer

149 One of the municipal officer positions must be assigned the responsibility of financial administration, which includes the following powers, duties and functions:

- (a) receiving all money paid to the municipality;
- (b) ensuring the keeping of all funds and securities of the municipality;
- (c) investing municipal funds, until required, in authorized investments;
- (d) expending municipal money in the manner authorized by the council;
- (e) ensuring that accurate records and full accounts of the financial affairs of the municipality are prepared, maintained and kept safe;
- (f) exercising control and supervision over all other financial affairs of the municipality.

Authorized investments are referred to in Section 183 of the *Community Charter*.

Safekeeping and Custody

Safekeeping

All securities purchased by the Village shall be held in the name of the Village of Lions Bay. All securities must be held in safekeeping by an assigned / authorized financial institution.

Payment

Investment transactions occur electronically (i.e., no physical cheque is drawn). Investment transactions that occur between the Village and financial institutions must be approved by both the Financial Officer and Chief Administrative Officer or designate. New investments shall be reviewed with Council prior to committing funds.

Reporting

A report shall be prepared annually by the Financial Officer or designate and presented to Council which identifies: (a) the investments held as at the prior December 31; (b) the overall rate of return on the investment portfolio; and (c) discloses any variance from this Policy.



Suitable and Authorized Investments

Investments MUST comply with Section 183 of the *Community Charter*.

Investment of municipal funds

183 Money held by a municipality that is not immediately required may only be invested or reinvested in one or more of the following:

- (a) securities of the Municipal Finance Authority;
- (b) pooled investment funds under section 16 of the Municipal Finance Authority Act;
- (c) securities of Canada or of a province;
- (d) securities guaranteed for principal and interest by Canada or by a province;
- (e) securities of a municipality, regional district or greater board;
- (f) investments guaranteed by a chartered bank;
- (g) deposits in a savings institution, or non-equity or membership shares of a credit union;
- (h) other investments specifically authorized under this or another Act.

Investments noted above are subject to the following conditions:

1. Chartered banks, credit unions, savings institutions, or any province must meet one of the following MINIMUM credit quality rating scales when investments are placed with them.

Rating Agency	Short Term Obligations	Long Term Obligations
DBRS	R-1 (low)	A
Standard & Poors	A-1 (mid)	A
Moody's	P-1	A2

2. Pooled investment funds should have environmental, social, and governance (ESG) factors and/or United Nations principals for responsible investment (UNPRI) integrated into their portfolio analysis and holdings.
3. All investments must be held in the name of The Village of Lions Bay, by all institutions.
4. Investments in credit union deposits must be covered by the Financial Institution Act of the Province of British Columbia which provides unlimited deposit insurance protection on all deposits in British Columbia credit unions.
5. Investments shall be denominated in Canadian dollars.



Prohibited Investments

The following investments are specifically prohibited under this Policy:

- Investments in shares, warrants, or other equities, convertible debt securities, derivatives, swaps, options or futures.

Investment Parameters

Diversification

The Village will diversify its investment portfolio by institution, maturity, type and sector of investment in order to reduce overall risk of the portfolio given the prevailing market conditions at the time. This portfolio of invested funds will be diversified as follows:

Credit Rating (S&P, Moody’s, DBRS)*			Up to %
Internal Reference	Short Term	Long Term	
“AAA”	A-1 (high), p-1, R-1(high)	AAA, Aaa	100%
“A”	A-1 (mid), p-1, R-1(low)	A, A2, A	60%

*Refer to Appendix C – Credit Rating Equivalency Chart

The preference of this Policy is to invest in high credit quality investments (AAA). The portfolio may incorporate investments rated less than AAA to a minimum of A, as defined above, but only up to 60% (maximum risk allowed). If an authorized investment per Section 183 of the *Community Charter* is unrated, it shall be rated as “A” for the purpose of determining adherence to this Policy.

Reserve funds specifically will be diversified by security type, institution, and take into consideration terms, maturity, and impact on return on investment.

Maturity

The Village will match its investments’ maturities with cash flow requirements. The level of cash flow needs and surpluses will be identified by reviewing historical cash levels, the annual financial plan, five-year capital plan, and reserves funding anticipated from one to five years.

Because of the inherent difficulties in accurately forecasting cash flow greater than one year, a portion of the portfolio will be continuously invested in readily available funds to meet ongoing obligations of one year. The portion of the portfolio not attributable to one year’s ongoing obligations, or to a specific cash flow requirement or reserve fund will typically be invested in



terms of one to five years. Maturities of greater than five years are on an exception basis only while taking due care with the terms, amount, and resale ability of the investment.

Competitive Bids

The Village will solicit at minimum two competitive bids / verbal quotations for the purchase and sale of securities. Transactions should be made directly with financial institutions where possible.

The authorized list of investment dealers will be maintained and reviewed annually by the Village. Accounts with new dealers must be approved by the Chief Administrative Officer and the Financial Officer; and will not be opened until an investment is made with the dealer. Bidders for investment transactions will at minimum be in good standing with the Investment Industry Regulatory Organization of Canada (IIROC), Mutual Fund Dealers Association (MFDA), or the BC Securities Commission. Professional judgment, due diligence, and care will be exercised when selecting investment dealers. Refer to Appendix A for Authorized Investment Dealers.



The Village of
**LIONS
BAY**

Appendix 'A' to Policy No.

Authorized Investment Dealer	Minimum Credit Rating	
	Long-term	Short-term
Government of Canada or their Agencies	N/a	N/a
Provinces or their Agencies	N/a	N/a
Schedule I Banks and guarantees: CIBC, Bank of Montreal, Bank of Nova Scotia, National Bank of Canada, Royal Bank of Canada, Toronto Dominion Bank	A, A2, A	A-1 (mid), p-1, R-1(low)
Other Schedule I Banks**	A, A2, A	A-1 (mid), p-1, R-1(low)
Schedule II Banks and guarantees**	A, A2, A	A-1 (mid), p-1, R-1(low)
Municipal Finance Authority	A, A2, A	A-1 (mid), p-1, R-1(low)

*Ratings based on DBS, Moody's or Standard & Poors, refer to Appendix C

** 2 year minimum term for bond, debenture, promissory note or other evidence of indebtedness with a credit rating between A(low) and A(high)

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The Village of
**LIONS
BAY**

**Appendix 'B' to Policy No.
Portfolio Term Limitations**

Term Limitation	Percentage	
	Minimum	Maximum
Less than 90 days	20%	100%
Less than 1 year	30%	100%
From 1 year up to, but not including 5 years	0%	50%
From 5 years up to, but not including 10 years	0%	40%
From 10 years up to 20 years	0%	20%

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The Village of
**LIONS
BAY**

**Appendix 'C' to Policy No.
Credit Rating Equivalency Chart**

Credit Quality	S&P		Moody's		DBRS	
	Long-term	Short-term	Long-term	Short-term	Long-term	Short-term
Superior	AAA	A-1(high)	Aaa	p-1	AAA	R-1(high)
	AA+	A-1(high)	Aa1	p-1	AA(high)	R-1(high)
	AA	A-1(high)	Aa2	p-1	AA	R-1(mid)
	AA-	A-1(high)	Aa3	p-1	A(high)	R-1(low)
Good	A+	A-1(mid)	A1	p-1	A(high)	R-1(low)
	A	A-1(mid)	A2	p-1	A	R-1(low)

DRAFT



THE MUNICIPALITY OF THE VILLAGE OF LIONS BAY

Type	Discussion Report		
Title	Lions Bay Financial Sustainability		
Authors	Ken Berry	Reviewed By:	Michael Broughton
Date	April 11, 2024	Version	V2
Issued for	Finance and Audit Committee, 2024		

Recommendation:

Reach out to the community for volunteers to join a working group to study the Financial Sustainability for the Village of Lions Bay.

Background

Financial sustainability for a local government refers to the ability of the government to effectively manage its finances in a manner that ensures long-term viability and resilience. This involves maintaining a balance between revenues and expenditures, planning for future/ anticipated and unanticipated costs, managing debt levels responsibly, and planning for future financial needs and contingencies. Overall, financial sustainability for local government requires a comprehensive and proactive approach to financial management that balances short-term priorities with long-term fiscal health and resilience.

To work toward financial sustainability, local governments:

1. **Develop Long-Term Financial Plans:** Create comprehensive, five-year financial plans that outline revenue projections, expenditure forecasts, and capital investment priorities. These plans should align with the government's strategic goals and provide a roadmap for achieving financial sustainability over time.
2. **Diversify Revenue Sources:** Diversify revenue streams beyond traditional sources such as property taxes. This includes implementing user fees, securing grants and funding from higher levels of government, and pursuing public-private partnerships. It might also include increasing the size of the tax role through infill development/ multi-family residential development.
3. **Control Spending:** Implement measures to control spending and manage costs effectively. This involve conducting reviews of operational expenses, identifying areas for cost savings and efficiency improvements, and prioritizing expenditures based on community needs and priorities. This typically happens each annual budget cycle.
4. **Manage Debt Wisely:** Adopt prudent debt management practices, including setting internal debt limits, monitoring debt service costs, and ensuring that borrowing is used for essential infrastructure projects with long-term economic benefits. Avoid excessive reliance on debt financing to prevent overburdening future budgets with debt servicing obligations.
5. **Build and Maintain Reserves:** Establish and maintain adequate reserves/ contingency funds to cushion against unexpected expenses, revenue shortfalls, or emergencies. Regularly review reserve policies to ensure they align with the municipality's risk tolerance and financial objectives. This can include such tools as a "reserves policy".

6. **Invest in Infrastructure:** Focus on the asset management plan (and update frequently). Quantify and qualify short/ medium/ long term risk. Reassess and confirm priorities annually. Prioritize investments in critical infrastructure projects that are proactive, combined, that enhance the community's quality of life. Leverage available funding opportunities, such as infrastructure grants and partnerships with other levels of government.
7. **Promote Economic Development:** Promote economic growth, attract investment, and create job opportunities within the community. This is difficult for Lions Bay but not impossible e.g. boutique hotel/ restaurant, etc.
8. **Monitor and Evaluate Financial Performance:** Establish key performance indicators (KPIs) to track progress toward financial sustainability goals and annually evaluate financial performance against established benchmarks. Use this information to inform decision-making and adjust as needed to stay on course toward achieving financial sustainability.

By taking proactive steps to implement these strategies, Lions Bay can enhance its financial resilience, improve service delivery, and better position itself to meet the needs of our communities in the short through long term.