



**-COMMITTEE OF THE WHOLE MEETING AGENDA-**

Meeting #: 254  
Date: Tuesday, January 23, 2024, 9:00 am  
Location: Council Chambers & Zoom Webinar  
7400 Prospect Street

*This meeting is being recorded as authorized by the Video Recording & Broadcasting of Open Meetings Policy.*

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**Pages**

1. **CALL TO ORDER**  
In honour of the Lílwat7ul, the Village of Pemberton acknowledges that we are meeting within the unceded territory of the Lílwat Nation
2. **APPROVAL OF AGENDA**  
**Recommendation:**  
THAT the Committee of the Whole approves the agenda as circulated.
3. **ADOPTION OF MINUTES**
  - 3.1 **Committee of the Whole Meeting No. 253, Tuesday, December 5, 2023** 2  
**Recommendation:**  
THAT the Committee of the Whole adopts the minutes of Committee of the Whole Meeting No. 253, held Tuesday, December 5, 2023, as circulated.
4. **REPORTS**
  - 4.1 **Lower Mainland Local Government Association - 2024 Resolutions** 4  
**Recommendation:**  
THAT the Committee of the Whole recommends to Council that the resolution seeking to increase the population thresholds for RCMP contract policing costs payable by local governments from 5,000 to 10,000 and to develop, in partnership with local governments, a more fair and equitable shared funding model between all policing partners in British Columbia, be approved for submission to the Lower Mainland Local Government Association *as presented/with the following changes:*  
**Recommendation:**  
THAT the Committee of the Whole recommends to Council that the resolution seeking provincial funding to offset the cost of providing services associated with housing development be approved for submission to the Lower Mainland Local Government Association *as presented/with the following changes:*  
**Recommendation:**  
THAT the Committee of the Whole recommends to Council that the resolution seeking provincial funding to offset the cost of waiving development fees for attainable housing be approved for submission to the Lower Mainland Local Government Association *as presented/with the following changes:*
5. **2024 BUDGET SESSION NO. 1**
  - 5.1 **2024 Initial Budget Report** 12
6. **TERMINATION**  
**Recommendation:**  
THAT the Committee of Whole terminates the meeting.

**VILLAGE OF PEMBERTON  
-COMMITTEE OF THE WHOLE MEETING MINUTES--**

Meeting #: 253  
Date: Tuesday, December 5, 2023, 1:00 pm  
Location: Council Chambers & Zoom Webinar  
7400 Prospect Street

COUNCIL: Mayor Mike Richman  
Councillor Ted Craddock  
Councillor Jennie Helmer  
Councillor Katrina Nightingale  
Councillor Laura Ramsden

STAFF: Elizabeth Tracy, Chief Administrative Officer  
Ethan Fredeen, Deputy Corporate Officer  
Gwendolyn Kennedy, Manager of Corporate and Legislative Services  
Christine Burns, Manager of Recreation

PUBLIC: 1

*A recording of the meeting was made available to the media and the public.*

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**1. CALL TO ORDER**

At 1:00pm Mayor Richman called the December 5, 2023 Committee of Whole meeting to order.

**2. ADOPTION OF AGENDA**

Moved/Seconded

**THAT** the Committee of the Whole adopts the agenda as presented.

**CARRIED**

**3. APPROVAL OF MINUTES**

**3.1 Committee of the Whole No. 251, Tuesday, November 21, 2023**

Moved/Seconded

**THAT** the Committee of the Whole approves the minutes of Committee of the Whole Meeting No. 251, held Tuesday November 21, 2023, as circulated.

**CARRIED**

**3.2 Committee of the Whole Meeting No. 252, Tuesday, November 28, 2023**

Moved/Seconded

**THAT** the Committee of the Whole approves the minutes of Committee of the Whole Meeting No. 252, held November 28, 2023, as circulated.

**CARRIED**

**4. DELEGATIONS**

**5. REPORTS**

**5.1 Accessibility and Inclusion Plan**

Christine Burns, Manager of Recreation, presented an update on the Accessibility and Inclusion Plan, noting that the Accessibility and Inclusion Committee held its first meeting on November 1, 2023. The committee has begun working on development of the plan and anticipates having a draft plan ready for review by spring 2024.

The Committee of the Whole sought clarification regarding the scope of the Accessibility and Inclusion Plan. Ms. Burns indicated that defining the scope of the plan would be a task of the Accessibility and Inclusion committee, but that the initial focus of the plan would be internal.

Moved/Seconded

**THAT** the Committee of the Whole receives the Accessibility and Inclusion Plan report.

**CARRIED**

**6. ADJOURNMENT**

At 1:16pm the Committee of the Whole meeting was adjourned.

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Mike Richman, Mayor

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Gwendolyn Kennedy, Corporate Officer

**Date:** Tuesday, January 23, 2024

**To:** Elizabeth Tracy, Chief Administrative Officer

**From:** Gwendolyn Kennedy, Manager of Corporate & Legislative Services

**Subject:** Lower Mainland Local Government Association Resolutions

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## **PURPOSE**

The purpose of this report is to seek the Committee's input on resolutions for submission to the 2024 Lower Mainland Local Government Association (LMLGA) conference to be held from May 1<sup>st</sup> to 3<sup>rd</sup>, 2024.

## **BACKGROUND**

Each year, Council may submit resolutions to the annual LMLGA conference. If endorsed by the LMLGA membership, the resolutions are forwarded to the Union of British Columbia Municipalities (UBCM) executive for consideration at the annual conference in September. The deadline for submission of resolutions to the LMLGA is Wednesday, February 28, 2024. Additional information regarding the resolution process may be found at the following link: [LMLGA Resolutions](#)

At Regular Council Meeting No. 1591, held Tuesday, December 5, 2023, Council received a [staff report](#) outlining the resolution process and seeking Council's input regarding topics and resolutions. Discussion focused on the potential impacts to communities experiencing accelerated growth due to implementation of the Province's new housing legislation. Council directed staff to draft resolutions seeking a new model for the funding of RCMP police services and seeking provincial support to offset the cost of the increased demand for services such as health care and transportation that will accompany new housing development.

Council also directed staff to research the following topics and report on the potential for submitting resolutions:

- funding opportunities for municipalities that do not own land suitable for housing development and do not have access to crown land suitable for housing development; and
- funding opportunities to offset the impact on municipalities when waiving development fees for affordable housing.

## **DISCUSSION & COMMENTS**

### **RCMP police services funding**

In 2022, Council submitted a resolution to UBCM seeking support for a transitional funding model for policing costs when a municipality reaches a census population of 5,000, triggering the requirement to pay 70% of the cost of RCMP policing services. The resolution, identified as

NR33, and the provincial response, can be found on page 101 of [Response to the Resolutions of the Union of British Columbia Municipalities](#).

The Province's Special Committee on Reforming the Police Act (SCRPA), in its report, [Transforming Policing and Community Safety in British Columbia](#), addresses the police funding issue with Recommendation #6 as follows:

6. *Create a fair and equitable shared funding model for municipalities. This includes:*
  - a) *Consideration of local needs, health and social supports, and the geography of a service delivery area.*
  - b) *Exploring options to phase in or incrementally increase the municipal share of policing costs*

The Local Government Policing Modernization Roundtable (LGPMR) established by UBCM published its response to the SCRPA document, including comments on Recommendation #6, in its report titled [Preliminary Local Government Input into Public Safety Modernization](#).

Although the issue of police funding has been considered by UBCM in the past, with the Province indicating that it will undertake further engagement and that it will take a phased approach to executing the recommendations of the SCRPA, implementation of the Province's Homes for People plan lends the issue new urgency. Staff propose the following resolution advocating for an immediate reprieve for municipalities approaching the population threshold of 5,000:

Whereas the current funding model for municipal RCMP police services imposes an immense financial burden on small municipalities when their census population reaches 5,000;

And whereas implementation of the Province's Homes for People plan, accelerating housing development and population growth, will push many small municipalities to the 5,000 census population trigger point sooner than previously anticipated;

Therefore, be it resolved that UBCM urge the provincial government to immediately increase the population thresholds for RCMP contract policing costs payable by local governments from 5,000 to 10,000 and to develop, in partnership with local governments, a more fair and equitable shared funding model between all policing partners in British Columbia.

Staff are seeking the Committee's comments on the resolution and backgrounder, attached as **Appendix A**.

### **Support for land acquisition related to housing growth acceleration**

Resolution No. EB11, endorsed by UBCM membership at the 2023 conference, advocated for provincial support for infrastructure upgrades and land acquisition that would contribute to the creation of affordable housing, as follows:

Whereas BC local governments recognize the current housing crisis and lack of affordable housing across BC;

And whereas local government infrastructure deficits and land availability may be a significant barrier to the creation or provision of affordable housing;

And whereas provincial grant opportunities generally do not fund new or upgraded linear infrastructure or land acquisition;

Therefore, be it resolved that UBCM urges the Province, as part of their housing funding initiatives, to provide funding to local governments for new or upgraded infrastructure and land acquisition that would directly contribute to the creation of affordable housing in BC communities.

This resolution addresses Council's concern regarding support for land acquisition. Therefore, staff do not advise submitting a resolution on this topic.

### **Support for Service Costs related to Housing Growth Acceleration**

Staff recommend building on the 2023 resolution EB11, altering it to focus on the burden municipalities face in providing the services associated with housing development. The focus on services would give local governments more flexibility in selecting projects designed to address the issues that act as barriers to housing development in the local area.

Staff propose the following resolution for the Committee's consideration:

Whereas implementation of the Province's Homes for People plan, designed to accelerate housing development and population growth, will increase pressures on local governments to provide the services necessary to develop and support new housing;

And whereas local government service deficits may pose barriers to the development of attainable housing;

Therefore, be it resolved that UBCM urges the Province, as part of their housing funding initiatives, to provide funding to local governments for services that will contribute to the development of attainable housing.

Staff are seeking the Committee's comments on the proposed resolution and backgrounder, attached as **Appendix B**.

### **Funding to offset the cost of waiving development fees for attainable housing**

In its 2021 report, [Ensuring Local Government Financial Resiliency: Today's Recovery and Tomorrow's New Economy](#), UBCM acknowledged "a growing expectation for local governments to financially support attainable housing (market and non-market) through land contributions, servicing costs, Development Cost Charge (DCC) exemptions, waivers or reductions, and property tax exemptions" (p. 20).

Staff reviewed UBCM resolutions from 2019 through 2023 to determine if the membership has previously considered seeking provincial funding to offset the cost of waiving development fees for attainable housing. The 2019 resolution SR2, Modernizing Development Financing, requested a review of funding sources for financing growth-related infrastructure services. The 2023 resolution, EB13, Expanding Property Transfer Tax Exemptions, sought support for expanding the exemption from payment of property transfer tax to all not-for-profit societies, co-operatives or corporations leasing municipal lands for the development of affordable housing.

Other resolutions advocating for the allocation of property tax revenues to address housing issues include 2017-B17, 2011-B67, 2008-A3, 2007-B23, 2007-B109, 2006-B23, and 2004-A8. However, no resolutions specifically seeking provincial funding to offset the cost of waiving development fees have been considered in recent years.

Staff propose the following resolution:

Whereas local governments are increasingly expected to contribute financially to the development of attainable housing by waiving development application fees, development cost charges, and amenity contributions;

And whereas local governments rely on revenues from development application fees, development cost charges, and amenity contributions to provide and maintain the infrastructure, amenities, and services that support housing;

Therefore, be it resolved that UBCM urges the Province, as part of their housing funding initiatives, to provide funding to local governments to offset the revenue losses resulting from the waiving of development application fees, development cost charges, and amenity contributions associated with the development of attainable housing.

Staff are seeking the Committee's comments on the resolution and backgrounder, attached as **Appendix C**.

### **COMMUNICATIONS**

Review of the proposed LMLGA resolutions does not entail a communications element.

### **LEGAL CONSIDERATIONS**

There are no legal, legislative, or regulatory considerations.

### **IMPACT ON BUDGET & STAFFING**

There are no impacts to the budget or staff hours.

### **INTERDEPARTMENTAL IMPACT & APPROVAL**

Submission of resolutions to the LMLGA conference does not impact other departments.

### **COMMUNITY CLIMATE ACTION PLAN**

The proposed resolutions have no impact on the Community Climate Action Plan strategies.

### **STRATEGIC PRIORITIES**

The proposed resolutions, with a focus on managing the financial impacts of population growth, align with the strategic priorities to plan and manage growth and to operate with excellence.

### **IMPACT ON THE REGION OR NEIGHBOURING JURISDICTIONS**

Submission of resolutions to the 2024 LMLGA conference has no impact on other jurisdictions.

### **ALTERNATIVE OPTIONS**

There are no alternative options for consideration.

### **RECOMMENDATIONS**

**THAT** the Committee of the Whole recommends to Council that the resolution seeking to increase the population thresholds for RCMP contract policing costs payable by local governments from 5,000 to 10,000 and to develop, in partnership with local governments, a more fair and equitable shared funding model between all policing partners in British Columbia, be approved for submission to the Lower Mainland Local Government Association as *presented/with the following changes:*

**THAT** the Committee of the Whole recommends to Council that the resolution seeking provincial funding to offset the cost of providing services associated with housing development be approved for submission to the Lower Mainland Local Government Association as *presented/with the following changes:*

**THAT** the Committee of the Whole recommends to Council that the resolution seeking provincial funding to offset the cost of waiving development fees for attainable housing be approved for submission to the Lower Mainland Local Government Association as *presented/with the following changes:*

### **ATTACHMENTS:**

**Appendix A:** Resolution & Background: Funding of RCMP Services for Small Municipalities

**Appendix B:** Resolution & Background: Provincial Support for Services Associated with Housing Development

**Appendix C:** Resolution & Background: Funding to Offset the Waiving of Development Fees for Attainable Housing

Prepared by:	Gwendolyn Kennedy, Manager of Corporate & Legislative Services
CAO Approval by:	Elizabeth Tracy, Chief Administrative Officer



## Funding of RCMP Services for Small Municipalities

### Resolution

Whereas the current funding model for municipal RCMP police services imposes an immense financial burden on small municipalities when their census population reaches 5,000;

And whereas implementation of the Province's Homes for People plan, accelerating housing development and population growth, will push many small municipalities to the 5,000 census population trigger point sooner than previously anticipated;

Therefore, be it resolved that UBCM urge the provincial government to immediately increase the population threshold for RCMP contract policing costs payable by local governments from 5,000 to 10,000 and to develop, in partnership with local governments, a more fair and equitable shared funding model between all policing partners in British Columbia.

### Backgrounder

Under the *BC Police Act*, a municipality is responsible for providing its police services once its population exceeds 5,000, either through its own municipal police services, by contract with an existing municipal police department, or by contract with the Province for RCMP municipal police services. As established in the *Municipal Police Service Agreement* agreement, municipalities with a population between 5,000 and 14,999 pay 70% of the RCMP cost with the remaining portion paid by the federal government. The dramatic increase is a burden on a small community and, even with careful planning in the years prior to reaching the population threshold, may result in a significant increase in property taxes.

The Province is currently engaging with local governments to create a fair and equitable shared funding model for municipalities. However, with implementation of the Province's Homes for People plan, many small municipalities face unprecedented growth which may result in their census population exceeding the thresholds much sooner than anticipated. As such, there is a need to immediately increase the population threshold for RCMP contract policing costs payable by local governments from 5,000 to 10,000. Making this change now will provide time for the Province, in collaboration with municipalities, to review and update the police services funding model to ensure that costs are shared equitably between the federal government, the Province, and local governments.

## **Provincial Support for Services Associated with Housing Development**

### **Resolution**

Whereas implementation of the Province's Homes for People plan, designed to accelerate housing development and population growth, will increase pressures on local governments to provide the services necessary to develop and support new housing;

And whereas local government service deficits may pose barriers to the development of attainable housing;

Therefore, be it resolved that UBCM urges the Province, as part of their housing funding initiatives, to provide funding to local governments for services that will contribute to the development of attainable housing.

### **Backgrounder**

Resolution No. EB11, endorsed by UBCM membership at the 2023 conference, advocated for provincial support for infrastructure upgrades and land acquisition that would contribute to the creation of affordable housing. However, the potential for housing development may be negatively impacted by a municipality's lack of services as well as its lack of suitable land and infrastructure. A municipality without regular transit service, recreation programming, and garbage collection is unlikely to attract potential developers of attainable housing and less able to support housing initiatives.

Municipalities striving to accelerate housing development must be ready for development. Local governments may need to establish new services or increase service levels to attract housing development or to support new housing. For many municipalities, these challenges will be insurmountable without financial support from the Province.

The proposed resolution asks UBCM to request provincial funding to assist local governments in eliminating service deficits that create barriers to housing development.

## Funding to Offset the Cost of Waiving Development Fees for Attainable Housing

### Resolution

Whereas local governments are increasingly expected to contribute financially to the development of attainable housing by waiving development application fees, development cost charges, and amenity contributions;

And whereas local governments rely on revenues from development application fees, development cost charges, and amenity contributions to provide the infrastructure, amenities, and services that support housing;

Therefore, be it resolved that UBCM urges the Province, as part of their housing initiatives, to provide funding to local governments to offset the revenue losses resulting from the waiving of development application fees, development cost charges, and amenity contributions associated with the development of attainable housing.

### Backgrounder

Local governments are facing conflicting expectations with respect to contributing to new housing development: they must offer incentives such as land and services to encourage developers and not-for-profit organizations to build attainable housing; and they must do this while giving up key revenue sources associated with development including development cost charges, development application fees, and amenity contributions. To compound this problem, local governments lack the ability to devise new revenue sources to compensate for lost revenue.

In its 2021 report, [Ensuring Local Government Financial Resiliency: Today's Recovery and Tomorrow's New Economy](#), UBCM acknowledged “a growing expectation for local governments to financially support attainable housing (market and non-market) through land contributions, servicing costs, Development Cost Charge (DCC) exemptions, waivers or reductions, and property tax exemptions” (p. 20).

Modernizing municipal financing is essential to maintaining strong, sustainable communities where people and businesses thrive. The 2021 UBCM report includes many recommendations to improve municipal financial resilience; adopting these recommendations would allow municipalities to take a larger role in housing development. There is, however, an urgent need for provincial financial support to offset the costs local governments must absorb to encourage the development of attainable housing. The proposed resolution would provide an immediate solution to an urgent problem, allowing municipalities to continue their work in supporting housing development, while the Province considers a long-term solution to local government financial resilience.

**Date:** Tuesday, January 23, 2024  
**To:** Elizabeth Tracy, Chief Administrative Officer  
**From:** Thomas Sikora, Manager of Finance  
**Subject:** 2024 Initial Budget Report

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### **PURPOSE**

To present to the Committee of the Whole the budget overview, including draft 2024 Budget priorities and elements for review and comment. This session is to be treated as a working session with opportunity for Council feedback and direction, with a comprehensive and refined budget including tax implications and reserve and funding reviews to follow at future sessions.

### **BACKGROUND**

This is the first of four (4) scheduled budget sessions and will focus on reviewing alignment of budgetary design against the newly released Strategic Plan, including select draft elements of the 2024 operating budgets, capital and project budgets. Year end for 2023 is still in progress and all figures are unaudited and subject to change. **Council's input and direction around alignment with Council's Strategic Plan will be paramount in this review, and staff will incorporate this direction into future presentations of the budget.**

In the 2023 budget cycle, service mandates were presented to Council for each departmental budget, where objectives related to budgetary priorities were reviewed with Council. Service mandates included specific departmental objectives around service levels, public health and safety targets, and strategic priorities. These service mandates will continue to be effective when evaluating resources required to support core service benchmarks. However, they were always intended to be guided by a strategic plan which was being developed by the newly elected Council. In Q4 of 2023, Council introduced its *Strategic Plan*, and the 2024 budget and 2024-2028 five year financial plan will be structured to provide, manage, operate, maintain and improve municipal infrastructure and services that align with these objectives, which are:

- Plan & Manage Growth
- Be Prepared
- Protect Our Environment
- Cultivate Trust
- Operate with Excellence

### **DISCUSSION & COMMENTS**

This is the first opportunity the Committee will have to review elements of the *2024 operating budget* and capital budget as prepared through months of operational and project planning with Village department managers. Capital is included in this session, incorporating feedback around

capital priorities and service objectives previously presented to Council in the 5 year plan, however updated to align with the Strategic Plan.

The following is a list of current assumptions that are being embedded in the operational budget, which will be presented to Council at the upcoming session:

- The financial planning period will be five years (spanning 2024-2028) per the *Community Charter*;
- Expenditures must not exceed the funding sources (no deficits);
- Taxes implications and recommendations will be presented at future budget sessions, along with reserve and funding implications and recommendations.
- For reference, Dec 2023 BC Consumer Price Index (CPI) is at a rate of 3.9%;
  - Market factors in Pemberton causing budgetary pressure include:
    - Cost pressure in select contract renegotiation, tenders with contractors
    - Fuel and other surcharges being added to many invoices (VOP currently negotiating) and in some cases reducing frequency of service to offset
    - Fuel price volatility
    - Increased cost of key consumables
- Non market change based on the completed roll, which is used for preliminary preparation of the budget is calculated at \$ 146,819
  - For the purposes of the next working session, operational budgets will be shown without establishing projected tax rate changes (increases) but with non-market change. Again, implications of this will be discussed during the tax impact deliberations to follow;
- A 1% tax increase equals \$23,862
- Insurance cost pressure of approximately 24% or \$19k
  - Increased property limits of 15% (additions plus values adjustment)
  - Balancing the increased premium against increased values, there is a 10% annual increase
  - Increased deductibles
- Taxes will be shown with no increase for collections to other governments as taxes collected under the agreements for the Regional District, School District, Police, Sea to Sky Regional Hospital District, Municipal Finance Authority and BC Assessment are not a part of the Village of Pemberton deliberations;
- Administration salaries are expensed to the general fund and reclassified to the water, sewer and airport funds as a proportionate share. The allocation to the water fund is 24%, the sewer fund is 22% and the airport fund is 3%. Public works and parks salaries are not reclassified, they are allocated on a per hour basis for actual time spent;
- The 2024 salaries pay scale has been updated to reflect a 3.0% market increase based on recommendations from the 2023 WCBC Compensation Study
- 2024 salaries assumptions reflect full staffing levels
- Salaries for Public Works staff have been increased per terms of the collective agreement
- Salaries for Council will be updated to follow guidance from the upcoming February presentation to Council
- Transit is budgeted using the BC Transit estimated revenues and expenses from the annual service agreement. This doesn't include an increase in service hours, submitted by the Village as service expansion request to the Province of BC through BC Transit and is awaiting approval;

- Capital projects incorporate input from Council at the most recent budget session. Updated funding assumptions are provided in the appendix
- Water and sewer capital projects are fully funded by user fees, reserves or grants and do not have additional tax implications.

### **2024 Capital Carry Forward Projects:**

#### **Be Prepared:**

- Industrial Park Generator
- Fire Hoses, Nozzles, Adapters
- SPU Trailer- Firesmart
- Engine 10 Replacement
- SPU Trailer
- Hatch Alarm (Water)
- Industrial Park Generator (Sewer)

#### **Operate with Excellence:**

- Outfall Inline Flushing System (Sewer)
- Accessibility Project with Pemberton & District Library

#### **Plan & Manage Growth:**

- Daycare Expansion
- One Mile Lake Boardwalk Trail Upgrade
- Test Well Exploration (Water)
- McRae Rd Water Main Upsizing (Water)

#### **Protect Our Environment:**

- Commercial Meters (Water)
- Friendship Trail (Pemberton Farm Road East Upgrade)- Lighting and Fencing
- Multimodal Transportation Hub
- Amenity Building Construction

### **2024 Proposed Capital or Major Maintenance Projects (FY2024 Budget only):**

#### **Be Prepared:**

- Live Fire Training Facility \$450,000
- EV Charger (Sea to Sky Joint Project) \$20,000
- One Mile Lake Boardwalk Trail Upgrade \$651,622
- F150 Garbage Truck w 8' bed \$25,000
- Skid Steer w/ Snow Blower \$96,000
- PW Shop Doors \$30,000
- Flail Mower for Tractor \$20,000

#### **Cultivate Trust:**

- In 2024 priorities for Cultivating Trust will be reflected in the proposed operating budget

#### **Operate with Excellence:**

- Skid Steer w/ Snow Blower Skid Steer w/ Snow Blower \$96,000
- 8' bed Garbage Truck \$25,000
- PW Shop Doors replacement \$30,000
- Flail Mower for tractor \$20,000
- Scada Improvements (Water) \$50,000
- Fernwood Watermain & PRV Replacement (Water) \$630,000
- Village Wide Scada Upgrades (Sewer) \$50,000
- Outfall Inline Flushing System (Sewer) \$15,000
- Inflow/Infiltration Study (Sewer) \$50,000
- Walnut Lift Station Design (Sewer) \$23,116
- Walnut Lift Station Upgrade (Sewer) \$614,900
- Lift Station #1 (Sewer) \$50,000
- Raised Crosswalk for PCC parking lot across Cottonwood \$75,000
- Fitness Centre and Spray Park Equipment \$53,060

Plan & Manage Growth:

- Water Treatment Expansion (Water) \$100,000

Protect Our Environment:

- EV Charger (Sea to Sky Joint Project) \$20,000

**Future Projects 2025 through 2028:**

Note funding is not necessarily secured and will be reviewed at future sessions.

Be Prepared:

- Ladder 1 Replacement \$2,000,000 (2026)
- Engine 11 Replacement \$750,000 (2028)
- Rescue 1 Replacement \$650,000 (2028)
- Firehall Replacement \$21,881,300 (2027)
- Training Ground Upgrades

Operate with Excellence:

- Municipal Hall and Council Chambers Building \$4,000,000 (2028)
- Snow Blower Attachment for Loader \$30,000 (2025)
- Pickup Truck \$45,000 (2026)
- Gravel Shed \$50,000 (2026)
- Aging Equipment replacements and attachments \$505,000 (2025)
- PW Shop Drainage Upgrade \$10,000 (2025)
- UV System Upgrades (Sewer) \$100,000 (2026)
- Benchlands Stairs Overhaul/Upgrade \$60,000 (2025)

Plan & Manage Growth:

- Wastewater Treatment Plan condition assessment engineering review \$100,000 (Sewer) (2025)
- Water Treatment Expansion (Water) \$8,000,000 (2025)

Protect Our Environment:

- E Charging Stations \$150,000 (multiple years)

- Leak Detection Device (Water) \$30,000 (2027)
- Water Feasibility/Water Source (Water) \$100,000 (2025)
- Industrial Park Looping (Water) \$500,000 (2027)
- Multimodal Transportation Hub Phase 2 \$1,300,000 (2025)

Additional reserve discussion will happen at the next budget session. Reserves will be added to applicable departments to offset the taxes required for Future Capital Expenditures and to prepare for the breakdown of capital infrastructure for general, fire, water and sewer system upgrades.

Additional Grant Funding in 2023 (Unaudited):

- Small Community Grant \$418,000
- Childcare BC New Spaces Fund- Additional \$886,276.20
- Canada Community Building Fund (GasTax) 2023/2024 \$179,017
- Growing Communities Fund \$2,002,000
- Whistler Blackcomb Foundation Engine 11 retrofit and revitalization \$48,987
- BC Wildfire \$630,000 (pending final invoices)
- 2023 FireSmart Community Funding
- Spel'kumtn Community Forest Limited Partnership \$643,447
- Active Transportation Fund- Friendship Trail Pemberton Farm Road East \$418,200
- Rural Economic Diversification and Infrastructure Program (REDIP) \$12,000
- 2023 Emergency Operations Centres and Training \$17,600
- BC Hydro Decorative Wrap Program
- WorkBC Skilled Training- Multiple

Funding Applied for (Pending):

- Housing Accelerator Fund: Variable
- Fire Chiefs' Association of BC OFC/FCABC Live Fire Training Centre Project \$340,000
- Investing IN Canada Infrastructure Program (ICIP) Water Treatment Plant \$5,982,995
- BC Air Access Program \$112,500
- Rural Economic Diversification and Infrastructure Program One Mile Lake Boardwalk Trail Upgrade \$780,584
- WorkBC Skilled Training- Multiple
- CPRA Youth Employment
- Canada Summer Jobs
- UBCM Community Program Protocol Agreement \$10,000

Operational Impacts:

**2023 Year end is still in progress and all figures are unaudited and will change. Surplus/deficit positions will be shown at a future session.**

The future meetings tentatively scheduled:

Feb 13, 2024: Budget Session #2

March 5, 2024: Preliminary Tax Implications of 2024 Revised Draft

**March 5, 2024: Public Budget Information Session (prior to Council at 5:30pm)**

April 23, 2024: Alternate Meeting Day Budget Session # 3

April 30, 2024: 2024-2028 Five Year Financial Plan Bylaw 1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup> readings (S165 CC)



May 7, 2024: 2024-2028 Five Year Financial Plan Bylaw adoption (S165 CC) and 2024 Tax Rates Bylaw first, second, and third readings

May 9, 2024: 2024 Tax Rates Bylaw adoption (S 197 CC)

## **COMMUNICATIONS**

Residents will be able to participate in the budget process by submitting feedback to the Village at [budget@pemberton.ca](mailto:budget@pemberton.ca) which can be found on the Village website as a link before the next session.

Information has been included in the Village's eNEWS, on the Village Website and Facebook page, and has been covered in the Pique.

## **LEGAL CONSIDERATIONS**

The development and review of the annual budget meets with the requirements as set out in legislation.

## **BUDGET & STAFFING**

The development of the annual budget is a component of the day-to-day operations of the Finance Department and has been incorporated into the annual work plan.

## **INTERDEPARTMENTAL IMPACT**

The Finance Department coordinates with managers of each department budget as well as the Office of the CAO staff and will move forward with the projects as approved by Council.

## **COMMUNITY CLIMATE ACTION PLAN**

Projects and operating budget resources have been identified that align with the [Community Climate Action Plan](#) strategies, including:

- Shift Beyond the Car
- Electrify Transport
- Step Up New Buildings
- Decarbonize Existing Buildings
- Close the Loop on Waste
- Organizational Leadership

## **STRATEGIC PRIORITIES**

Strategic priorities have been incorporated throughout as a guiding framework.

## **IMPACT ON THE REGION**

Development of the 2024 draft budget has no impact on the region or neighboring jurisdictions.

## **ATTACHMENTS:**

**Appendix A: 2024 Draft Budget Worksheets**

Prepared by:	Thomas Sikora, CPA,CMA, Manager of Finance
CAO approval:	Elizabeth Tracy, Chief Administrative Officer

Committee of the Whole

VILLAGE OF PEMBERTON CAPITAL BUDGET				2024 BUDGET & 5 YEAR CAPITAL PLAN				
Project	Department	Strategic Priority	Notes/Description	Total Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Daycare Expansion	Admin	Plan & Manage Growth	New daycare facility between the Youth Centre and the existing Pemberton Children's Centre. The new facility is planned to provide 50 spaces for children between the ages of 30 months and school age. The project is anticipated to be completed in early 2024.	2,900,000				
E- charging Station	Admin	Protect Our Environment	5 year plan consideration for fast e-charging (to pursue grant opportunities for funding)	-	150,000	150,000	150,000	150,000
Municipal Hall and Council Chambers Building	Admin	Operate With Excellence	Both the Council Chambers and Municipal hall in the Village of Pemberton have reached end of thier operational life and will require major maintenance activity if not replaced. Further, they lack public meeting space, adequate staff office space, essential Emergency Management (EOC) space.	-				4,000,000
Project - Cap. Mach & Equip. Exp - Fire	Fire	Be Prepared		50,000	50,000	50,000	50,000	50,000
Hoses, Nozzles Adapters	Fire	Be Prepared	Replace end of life hoses, nozzles, adapters	10,000	5,000	5,000	5,000	10,000
Engine 10 Truck Replacement	Fire	Be Prepared	The purchase of a new Triple Combination Pumper Truck is recommended to replace Engine 10. Engine 10 was built in 1996 and is due for retirement in 2025 as it is at the end of its maximum number of years of service, surpassing the recommended 20 year service life. Equipment and safety features are outdated and the recommended replacement will add additional fire flow capacity of over 200 gallons per minute to the Village of Pemberton service area. Replace aging equipment as Engine Ten will be twenty nine (29) years old in 2025 and as per the FUS Grading determination this will result in a decrease in the Public Fire Protection Classification (PFPC) from FUS which in turn will directly effect insurance ratings adding cost to residents	224,000	629,754			
Ladder 1 Replacement	Fire	Be Prepared	Replace aging equipment.			2,000,000		
Engine 11 Truck Replacement	Fire	Be Prepared	Replace aging equipment.					750,000
Rescue 1 Replacement	Fire	Be Prepared	Replace aging equipment.					650,000
Firehall Replacement	Fire	Be Prepared	Firehall update utilizes architectural needs assessment and is needed to replace the aging current building and addressing required apparatus upgrades, ensuring that the infrastructure aligns with the growing needs of the communities and bolstering the fire department's capacity to effectively respond to emergencies, thereby safeguarding the well-being of the residents and enhancing overall community safety.				21,881,300	
Training Ground Upgrades	Fire	Be Prepared	Continued investment in training grounds.			10,000		10,000
SPU Trailer- Firesmart	Fire	Be Prepared		29,822	45,000	45,000		

Live Fire Training Facility	Fire	Be Prepared	Design and construction of a new 3 storey Live Fire Training Facility, which will improve access to "live fire" training for the Village, SLRD and Lil'wat Nation structure fire services, meet legislated training standards and further improve fire fighter safety by reducing exposure to hazardous carcinogens. It will provide training for other local fire departments and annual operating expenses will be wholly offset by training revenue generated as a regional training base, with completion slated for June 2024.	450,000				
EV Charger (Sea to Sky Joint Project)	Public Works & Parks	Protect Our Environment	In partnership with Lilwat Nation, RMOW, and Squamish, Pemberton obtained funding for a joint Sea-to-Sky EV charging network initiative, which included 2 Level II slow Chargers to be installed at Den Duyf Park at the new Amenity Building location.	20,000				
Soccer Field and Amenity Building	Public Works & Parks	Protect Our Environment	Through the Investing in Canada Infrastructure Program (ICIP) - Community, Culture, and Recreation, Pemberton was awarded \$3M to construct a soccer field, parking lot, storage, and Amenity Building. The only outstanding component is the Amenity Building which will include washrooms/changerooms, a rooftop viewing patio, covered outdoor seated area, and flexible community space with concession capabilities, as well as the parking lot and other site furnishings. A Building permit has been issued and Construction Management contract awarded, construction is anticipated to be completed by end of 2024.	2,517,798				
Multi Modal Transportation Hub	Public Works & Parks	Protect Our Environment	Through the Rural and Northern Communities Fund (RNCF), the Village was awarded \$1,856,721 to construct a parking lot to allow commuters to ride share and take regional transit and other alternative forms of transportation. The project scope is to include washroom/changeroom and other end of trip facilities such as water fountains, bike storage, and garbage receptacles and electric vehicle chargers.					
Multi Modal Transportation Hub Phase 2	Public Works & Parks	Protect Our Environment	As the Multi-modal transportation Hub project developed, and options for access to the parking lot were explored, including sharing access with the proposed French School off of Highway 99, provisional designs were created including a 3 bay bus loop, passenger drop off/pick up lane, and bus shelters connected to both the Hub and the highway access. The costs for this extended scope exceeds the awarded funds through the RNCF, but is highly supported by BC Transit partners to help facilitate future regional transit offerings.				1,300,000	

Friendship Trail (Pemberton Farm Road East Upgrade)	Public Works & Parks	Protect Our Environment	Through the Federal Active Transportation Fund, the Village was awarded funds to complete the section of the Friendship trail connecting the existing gravel trail which terminates at Highway 99 and Pemberton Farm Rd East, to Den Duyf Park, where the trail picks up and continues through the Squamish Lillooet Regional District and Mount Currie. This project includes a 3m wide multi-use paved trail separated from the road with a 1m grass swale, raised crosswalks with rapid flashing beacons, and trail lighting. In 2023 the trail was completed, with the lighting set to be installed in Spring of 2024.	121,000				
Snow Blower attachment for Loader	Public Works & Parks	Operate With Excellence	For more efficient Snow Clearing operations, particularly in areas with increased development, and therefore less snow storage space. Also with the requirement to clear snow at the airport, this will be the primary function of this attachment.		30,000			
One Mile Lake Boardwalk Trail Upgrade	Public Works & Parks	Plan & Manage Growth	The One Mile Lake Boardwalk Trail Upgrade includes replacement and widening of bridges and the boardwalk on the Northwest portion of the One Mile Lake loop, as well as widening the gravel trail on the east side and reducing the amount of wooden structures requiring maintenance. As one of the most important year round amenities and a premier safe and accessible trail for all mobilities, the trail loop is suitable for all ages and for a variety of uses including walking, biking, swimming, skating, and this project will improve accessibility, while also overhauling the existing failing infrastructure.	651,622	651,622			
Pickup Truck	Public Works & Parks	Operate With Excellence	Replace aging equipment.			45,000		
Gravel Shed	Public Works & Parks	Operate With Excellence	To improve operational efficiencies, and also keep up with the higher demands of snow clearing in the growing community, a dedicated gravel shed located at the Public Works shop will allow for more storage of grit used on roads in winter, where demand is growing but the existing storage is currently at capacity.			50,000		
F550 Flat Deck- Replacing Mitsubishi Flat Deck 2007	Public Works & Parks	Operate With Excellence	Replace aging equipment.		75,000			
F150 w/ 8' bed- Garbage Truck	Public Works & Parks	Operate With Excellence	Replace aging equipment.	25,000				
Skid Steer w/ Snow Blower	Public Works & Parks	Operate With Excellence	Replace aging equipment, salvage value anticipated of \$40,000 for old unit	96,000				
Western Star	Public Works & Parks	Operate With Excellence	Replace aging equipment.		350,000			
PW Shop Doors replacement	Public Works & Parks	Operate With Excellence	To replace the failing roll up doors at the public works shop which are dilapidated and a safety hazard. This will also improve building energy efficiency as current doors have large gaps and holes.	30,000				
Flail Mower for tractor	Public Works & Parks	Operate With Excellence	To improve operational efficiencies, and also keep up with the higher demands of roadside vegetation control in the growing community, the existing tractor mower attachment is aging and requires replacement, with this proposed Flail style attachment improving efficiency.	20,000				
Ride-on lawn mower for Village core parks	Public Works & Parks	Operate With Excellence	Replace aging equipment.		30,000			

Open broom attachment for street sweeping	Public Works & Parks	Operate With Excellence	With the increase in road inventory resulting from development, there is a need to increase capacity of street sweeping equipment. Currently the equipment requires manual labour to extract the swept up gravel, this would increase efficiency and capacity of Roads maintenance crews.		20,000				
Benchlands Stairs Overhaul/Upgrade	Public Works & Parks	Operate With Excellence	Providing access to the downtown core from the Benchlands community (and vice versa), these stairs are heavily used but are in disrepair. An overhaul is required to maintain public safety, for this vital trail connection in the community which also reduces the number of vehicle trips required by the public, as well as providing a tourist attraction.		60,000				
PW Shop drainage	Public Works & Parks	Operate With Excellence	Currently the Public Works shop has no stormwater sewer connection, and during heavy rains the shop floods. Proposed is a grate drain connected to an oil/grit separator chamber which can be connected to adjacent storm system.		10,000				
Raised Crosswalk for PCC parking lot across Cottonwood	Public Works & Parks	Operate With Excellence	In combination with efforts to improve accessibility and pedestrian safety at the Pemberton and District Community Centre (PDCC), this project is to add a raised crosswalk with lighting and pedestrian actuated rapid flashing beacons across Cottonwood street, connecting the PDCC with the parking lot. With the new Daycare set to open in 2024 and the PDCC increasing opening hours and programming, this area has been identified as a potential for ICBC Road Improvement Program contribution.	75,000					
Scada Improvements	Water Projects	Operate With Excellence		50,000	20,000	20,000			
Fernwood Watermain & PRV Replacement	Water Projects	Operate With Excellence	After completing the detailed design in 2023, this project's objective is to replace the Pressure Reducing Valve assembly and connections on Fernwood Dr, a critical piece of the Villages water distribution system. This includes replacing the failed infrastructure with a more modern non-confined space access chamber, complete with heating, lighting, and SCADA integration.	630,000					
Leak Detection Device	Water Projects	Protect Our Environment	As part of efforts to reduce water consumption, staff intend on researching various leak detection methodology and investing in necessary equipment to help identify potential leaks in the water distribution system.					30,000	
Hatch Alarm	Water Projects	Be Prepared	To ensure the safety and security of the Village drinking water supply, this project integrates an alarm system for the reservoir hatch to notify operators should the reservoir be vandalized or the hatch opened or tampered with.	18,000					
Test Well Exploration	Water Projects	Plan & Manage Growth	To continue efforts in investigating new water source, to supplement the Village's existing groundwater wells which are expected to reach capacity by 2040. This would allow for one more test well within the Lillooet River aquifer to determine if there is suitable yield and water quality for future well development.	100,000					

Commercial Meters	Water Projects	Protect Our Environment	As part of the effort to reduce Village water consumption, several key commercial users have been identified for the installation of water meters which will allow staff to identify heavy users, as well as charge them appropriately for their usage. This will be done in conjunction with inspections for Once-through cooling systems, which transfer heat to a continuously running supply of cold water, which is then discharged into the sewer.	30,000					
Water Treatment Facility	Water Projects	Plan & Manage Growth	Due to elevated levels of iron and manganese in the Village's existing groundwater sources, the Village has investigated the required treatment and prepared preliminary designs and cost estimates to construct a water treatment plant next to the existing reservoirs. Contingent on grant funding from the Investing in Canada Infrastructure Program - Environmental Quality stream, this treatment plant would not only address the immediate water quality requirements, but also expand on the available future water sources.	100,000	8,000,000				
Water Feasibility/Water Source	Water Projects	Protect Our Environment	To continue to investigate the feasibility of adding alternative water sources to the Village Supply system.		100,000				
Industrial Park Looping	Water Projects	Protect Our Environment	To expand the existing Village water distribution system to connect to the Industrial Park, which is currently supplied by the Mount Currie water system and purchased through a Water agreement with Lil'wat Nation.					500,000	
McRae Rd Water Main Upsizing	Water Projects	Plan & Manage Growth	The first stage in looping the Water distribution system where it currently dead-ends on McRae rd. to the new Sunstone and Ridge development areas and potentially the Industrial Park. This project increases capacity of this existing line, while also meeting obligations of a current lease agreement for the existing watermain which crosses private property.	300,000	300,000				
Village Wide Scada Upgrades	Sewer Projects	Operate With Excellence		50,000					
Outfall Inline Flushing System	Sewer Projects	Operate With Excellence	Carry-over from 2023. As identified in 2020 when the WWTP outfall became blocked with sediment (result of the 2010 Mt Meager landslide), this project is to construct an inline flushing apparatus to allow periodic flushing of the outfall to prevent future blockages, as it is known the sedimentation will continue for many years to come.	15,000					
Industrial Park Generator	Sewer Projects	Be Prepared	To provide standby power generation at the industrial park sanitary sewer lift station, to provide continuous sewage conveyance in the industrial park during power outages.	120,000					
Inflow/Infiltration Study	Sewer Projects	Operate With Excellence	To investigate and repair potential areas of Sanitary sewer inflow or infiltration, thereby reducing overall sewage treatment and effluent flows and prolong the capacity of the sewage system.	50,000					

Walnut Lift Station Design	Sewer Projects	Operate With Excellence	To complete the detailed design of the Walnut Sanitary Sewer lift station and Force main replacement/upgrade. This lift station is undersized and has regular operational issues. With multiple sites planned for development in the area, the Village intends on securing funds from each developer to cover the proportionate costs, with the Village covering the proportion of the existing homes within this catchment area.	23,116					
Walnut Lift Station Upgrade	Sewer Projects	Operate With Excellence	The Village's portion of the proposed Sanitary lift station and force main upgrade.	614,900					
Lift Station #1	Sewer Projects	Operate With Excellence	To perform preliminary investigation to replace and upgrade the most critical Sanitary Lift station in the Village, Lift Station 1.	50,000					
UV System Upgrade	Sewer Projects	Operate With Excellence	Replace aging equipment.			100,000			
WWTP condition assessment, Engineering review	Sewer Projects	Plan & Manage Growth	To engage with a qualified professional to assess the current condition of the WWTP, and determine capacity and treatment upgrade needs		100,000				
Tarmac Upgrades	Airport	Operate With Excellence							
Fencing	Airport	Operate With Excellence							
Fitness Centre Equipment	Recreation	Operate With Excellence		53,060	33,000	27,000	44,000	30,000	
Accessibility Project with Pemberton & District Library	Recreation	Operate With Excellence		60,000					
Hardscape Landscaping at Youth Centre	Recreation	Operate With Excellence		15,000					