



# AGENDA

## Special Meeting of Council

Tuesday, March 4, 2025, 6:00 p.m.  
Council Chambers, 400 Centre Road, Lions Bay  
And Via Zoom Video Conference

Zoom Invite Link: <https://us02web.zoom.us/j/2780145720?omn=83211769051>  
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.

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Pages

1. **Call to Order**
2. **Closure of Council Meeting**

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:

(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];
3. **Reporting out form Closed portion of Meeting**
4. **Adoption of Agenda**

Recommendation:  
That the Agenda of March 4, 2025 be adopted
5. **Public Participation**
6. **Delegations**

- none
7. **Review and Approval of Minutes of Prior Meetings**

- none
8. **Business Arising from the Minutes**

- none
9. **Unfinished Business**

- none
10. **Reports**

<b>10.1</b>	<b>Staff</b>	
10.1.1	<b>Council By-Election Plans and Expenses</b> - R Blackwell Chief Administrative Officer  - for decision  Recommendation: THAT Council direct staff to procure an external election services provider to administer the by-election to fill the vacant Council seat.	4
10.1.2	<b>Proposed Zoning Bylaw Amendments</b> - R Blackwell Chief Administrative Officer  - for decision  Recommendation: THAT Council direct staff to draft amendments to <i>Zoning and Development Bylaw No. 520, 2017</i> to explicitly permit Accessory Dwelling Units (ADUs) in the RS-1 Zone, ensuring compliance with Bill 44 and enhancing housing flexibility within the Village of Lions Bay.	7
10.1.3	<b>Lower Mainland Local Government Association Call for Resolutions</b> - R Blackwell Chief Administrative Officer  - for direction  Recommendation: THAT ...	11
10.1.4	<b>Budget 2025 - Second Reading</b> - Financial Officer J Chirkoff  - for decision  Recommendation: THAT the Budget 2025 be read and received as presented	26
10.1.5	<b>Draft 2023 Audit</b> - Cory Vanderhorsrt of MNP  - for information	47
10.1.6	<b>Departmental Year-End-Review</b> - R Blackwell Chief Administrative Officer  - for information	49
<b>11.</b>	<b>Resolutions</b> - none	
<b>12.</b>	<b>Bylaws</b> - none	
<b>13.</b>	<b>Correspondence</b>	

- none

**14. New Business**

- none

**15. Public Questions and Comments**

**16. Adjournment**

Recommendation:

THAT the Council Meeting be adjourned.

## STAFF REPORT

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**DATE:** February 26, 2025      **FILE:** XXX  
**TO:** Council (Special Council Meeting – March 4, 2025))  
**FROM:** Ross Blackwell, MAP, MCIP, RPP, CAO  
**RE:** **MUNICIPAL BY-ELECTION**

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### **PURPOSE:**

The purpose of this report is to inform Council of the requirement to conduct a by-election following the resignation of Councillor Marcus Reuter on November 18, 2025, and to seek Council direction on the appointment of a Chief Election Officer (CEO) to oversee the election process.

### **BACKGROUND:**

Under the *Local Government Act* (LGA), Section 54, a by-election is required when a vacancy occurs on Council unless the vacancy arises in the year of a scheduled general election. Given that the next general municipal election is not until October 2026, a by-election must be conducted to fill the vacant Council seat.

As per Section 58 of the *LGA*, Council must appoint a Chief Election Officer (CEO) to administer the by-election and ensure compliance with all legislative requirements. The CEO is responsible for overseeing nominations, voting procedures, ballot counting, and certification of results.

While the election process can be administered by municipal staff, this approach is not recommended due to the limited capacity of staff and the need to ensure the perception of neutrality in the election process. The Village has historically contracted election services to an external provider for efficiency, fairness, and to reduce the administrative burden on staff.

### **DISCUSSION:**

Conducting a by-election is a legislative requirement, and the municipality must adhere to all statutory timelines and procedures set out in the *Local Government Act* and *Local Elections Campaign Financing Act*. The key considerations for Council in proceeding with the by-election are as follows:

1. Appointment of Chief Election Officer

Council must formally appoint a CEO and a Deputy Chief Election Officer (DCEO) to administer the by-election. While it is possible to assign these roles to existing municipal staff, it is recommended that Council direct staff to procure an external contractor to undertake the election process.

Outsourcing the election has the following benefits:

- Ensures neutrality and public confidence in the fairness and integrity of the process.
- Minimizes administrative strain on municipal staff, who are already operating at full capacity.
- Leverages expertise from professionals experienced in conducting local government elections.

## 2. Procurement of Election Services

To ensure a transparent and competitive process, staff will seek proposals from qualified election service providers who specialize in municipal elections. The scope of work will include:

- Compliance with all provincial legislation governing elections.
- Management of nomination processes, voting stations, and ballot counting.
- Coordination of election advertising and public notifications.
- Final reporting and certification of results.

## 3. Estimated Costs and Budget Considerations

The cost of an externally managed by-election is estimated at \$15,000 - \$20,000, depending on advertising needs, and the complexity of the process. Funding for the by-election will need to be allocated from available operational funds. It is expected that municipal staff will be required to support the contractor generally and on election day; there will be costs associated with that.

## 4. Timelines and Key Dates

Once a CEO is appointed, statutory deadlines will dictate the election timeline. The by-election must be held no later than 80 days from the appointment of the CEO. The anticipated process is as follows:

- a) Council appoints CEO
- b) Nomination period begins

- c) Election Day –within 80 days of CEO appointment
- d) Final results declared

To ensure compliance, the CEO will prepare a detailed election schedule in accordance with provincial regulations.

**SUMMARY:**

Due to the resignation of Councillor Marcus Reuter, the Village of Lions Bay is required to hold a by-election. Council must appoint a Chief Election Officer to oversee the process. While this role could be assigned to municipal staff, it is recommended that Council direct staff to procure an external contractor to manage the election to ensure neutrality, reduce staff workload, and ensure a smooth and efficient process. The estimated cost of outsourcing the election is \$15,000 - \$20,000, to be funded through a combination of the election reserve and operating reserve.

**OPTIONS:**

- (1) Council direct staff to procure an external election services provider to administer the by-election to fill the vacant Council seat; and that Council appoints the external election services provider as the Chief Election Officer for the by-election.
- (2) Provide no decision or direction.
- (3) Refer the matter to staff with specific direction.

**RECOMMENDED OPTION:**

**THAT** Council direct staff to procure an external election services provider to administer the by-election to fill the vacant Council seat;

**AND THAT** Council appoint the external election services provider as the Chief Election Officer for the by-election.

**LEGAL CONSIDERATIONS:**

Discussed above.

Respectfully submitted,



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Ross Blackwell, CAO  
Chief Administrative Officer

## STAFF REPORT

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**DATE:** February 28, 2025      **FILE:** XXX

**TO:** Council

**FROM:** Ross Blackwell, MAP, MCIP, RPP, CAO

**RE:** **Proposed Amendments to Zoning and Development Bylaw No. 520, 2017 to Ensure Compliance with Provincial Housing Priorities (Bill 44)**

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### **PURPOSE:**

The purpose of this report is to present Council with proposed amendments to *Zoning and Development Bylaw No. 520, 2017* to ensure compliance with provincial housing priorities, specifically Bill 44. The amendments seek to expand the range of permitted secondary dwelling units in the RS-1 (Residential – Single Detached) Zone by incorporating Accessory Dwelling Units (ADUs) in addition to the currently permitted secondary suites.

### **BACKGROUND:**

The Province of British Columbia has introduced legislative changes under Bill 44, aimed at increasing housing supply by requiring local governments to allow small-scale, multi-unit housing on single-family lots. Currently, the RS-1 Zone in the Village of Lions Bay permits single detached dwellings and single detached dwellings with secondary suites but does not explicitly permit Accessory Dwelling Units (ADUs), which are self-contained residential units that are detached or semi-detached from the principal dwelling.

While the RS-1 zoning provisions technically align with the provincial mandate in the strictest interpretation—by permitting secondary suites—they do not explicitly provide for ADUs. Expanding the zoning provisions to permit ADUs would ensure the Village remains compliant with provincial requirements while providing more flexible housing options.

### **DISCUSSION:**

The proposed amendments are intended to accommodate a broader range of secondary housing options. This means that homeowners would have the choice of either a secondary suite or ADU, not both. According, there should be no net impact.

### **Defining Accessory Dwelling Units (ADUs) and Secondary Suites**

The proposed zoning amendment seeks to clarify and expand the definitions of permitted secondary dwelling units in the RS-1 Zone.

- **Secondary Suite** – A self-contained residential unit located within a primary dwelling unit, complete with its own kitchen, sleeping, and bathroom facilities.
- **Accessory Dwelling Unit (ADU)** – A self-contained residential unit that is secondary to the primary dwelling unit but is detached or semi-detached from the main residence. ADUs typically exist as laneway houses, garden suites, or carriage houses.

### **Regulatory Considerations and Planning Implications**

The introduction of ADUs in the RS-1 Zone will be subject to the existing regulatory framework, including:

- **Height Limits** – ADUs will need to conform to the height restrictions already in place for accessory structures. Residents can apply for a height variance in those circumstances where an ADU is proposed as a carriage house rather than cottage.
- **Setbacks** – Existing setback requirements for accessory buildings would apply to ADUs to ensure appropriate separation from neighboring properties.
- **Lot Coverage and Site Constraints** – ADUs will be required to fit within established lot coverage limitations, ensuring they do not overwhelm a property or alter neighborhood character.
- **Parking Requirements** – Existing off-street parking requirements for ADUs would be consistent with requirements associated with secondary suites.

### **Potential Benefits**

- **Compliance with Provincial Housing Mandates** – Ensures the municipality meets the housing supply requirements under Bill 44 and avoids potential provincial intervention.
- **Increased Housing Options** – Provides more opportunities for rental housing, multi-generational living, and housing affordability without significant densification.
- **Minimal Land Use Impact** – Given that ADUs will be subject to the same regulations governing existing accessory structures, they are not expected to create undue impacts on adjacent properties or neighborhood aesthetics. The nature and density of use will be consistent whether the building form is a secondary suite versus ADU.
- **Supports Aging in Place** – ADUs allow seniors to remain in their community while downsizing or housing caregivers on-site.

### **Potential Challenges**



- **Infrastructure Capacity** – The addition of more dwelling units could place additional demand on municipal water, sewer, and road infrastructure. A capacity assessment may be required. However, this condition applies to secondary suites or ADUs equally.

**SUMMARY:**

The proposed amendments to *Zoning and Development Bylaw No. 520, 2017* will expand housing options by explicitly permitting ADUs in the RS-1 Zone, ensuring alignment with provincial requirements under Bill 44. ADUs will be subject to existing height, setback, and lot coverage regulations, mitigating potential impacts on neighboring properties. These amendments support housing affordability, multi-generational living, and compliance with evolving provincial policies.

**OPTIONS:**

- (1) THAT Council direct staff to draft amendments to *Zoning and Development Bylaw No. 520, 2017* to explicitly permit Accessory Dwelling Units (ADUs) in the RS-1 Zone, ensuring compliance with Bill 44 and enhancing housing flexibility within the Village of Lions Bay.
- (2) Provide no decision or direction.
- (3) Refer the matter to staff with specific direction.

**RECOMMENDED OPTION:**

THAT Council direct staff to draft amendments to *Zoning and Development Bylaw No. 520, 2017* to explicitly permit Accessory Dwelling Units (ADUs) in the RS-1 Zone, ensuring compliance with Bill 44 and enhancing housing flexibility within the Village of Lions Bay.

**FINANCIAL CONSIDERATIONS:**

None.

**LEGAL CONSIDERATIONS:**

The proposed amendments to *Zoning and Development Bylaw No. 520, 2017* are legally required to comply with Bill 44. However, the municipality must ensure that the amendments balance legal compliance, infrastructure capacity, fire safety, and community livability while minimizing liability risks and ensuring enforceability.

Respectfully submitted,



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Ross Blackwell, CAO

## STAFF REPORT

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**DATE:** February 27, 2025      **FILE:** XXX  
**TO:** Council (SCM)  
**FROM:** Ross Blackwell, MAP, MCIP, RPP, CAO  
**RE:** **LMLGA RESOLUTIONS AND EXECUTIVE**

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### **PURPOSE:**

The purpose of this report is to present a draft resolution for Council’s consideration and potential submission to the Lower Mainland Local Government Association (LMLGA) for debate at its 2025 conference. If endorsed by LMLGA members, the resolution may be forwarded to the Union of British Columbia Municipalities (UBCM) for further consideration. This report also provides information on the LMLGA Annual General Meeting (AGM) and conference, including the call for resolutions and nominations for the LMLGA Executive.

### **BACKGROUND:**

Each year, LMLGA invites member municipalities to submit resolutions for debate at its annual convention. Resolutions that receive endorsement at the LMLGA level are then forwarded to UBCM for inclusion in the provincial Resolutions Book, where they may be considered for advocacy to the Province.

The 2025 LMLGA AGM and Conference will be held in Whistler from April 29 to May 1, 2025. The deadline for submission of resolutions is Wednesday, March 5, 2025. In addition to the resolution process, LMLGA has also issued a call for nominations for its Executive Committee (see attached).

Given the increasing challenges faced by small municipalities in emergency planning and response, staff have prepared a draft resolution regarding strengthening regional emergency management capacity through regional districts.

### **DISCUSSION:**

#### **Draft Resolution – Strengthening Regional Emergency Management Capacity**

The following draft resolution is submitted for Council’s consideration:

#### **Title: Strengthening Regional Emergency Management Capacity**

**WHEREAS** regional districts in British Columbia are responsible for providing only a limited number of mandated services, including emergency management for electoral areas, regional

solid waste planning, and governance for electoral areas, as outlined in the *Local Government Act*;

**WHEREAS** many small municipalities lack the financial and staff resources necessary to effectively undertake emergency planning and response, including the ability to operationalize an Emergency Operations Centre during a crisis, leaving them vulnerable during major emergencies or disasters;

**SO NOW THEREFORE BE IT RESOLVED** that the Province of British Columbia amend the *Local Government Act* and *Community Charter*, as necessary, to authorize regional districts to provide emergency planning and response services not only to electoral areas but also to member municipalities that choose to opt in, ensuring a centralized and coordinated approach to emergency management.

### **Rationale for the Resolution**

Emergency preparedness and response require significant coordination, resources, and expertise. While larger municipalities often have dedicated emergency management teams, smaller municipalities frequently rely on limited staff or volunteer resources, making it difficult to develop and implement effective emergency response plans.

Many regional districts already have emergency planning structures in place for electoral areas. Expanding this capacity to member municipalities that opt in would create economies of scale, provide consistent emergency management support, and enhance regional coordination during major disasters. A centralized regional emergency management function would improve community resilience, reduce duplication of effort, and ensure that all municipalities, regardless of size, have access to essential emergency planning and response services.

### **Cost and Implementation Considerations**

- **Cost Structure:** The funding model for this service could be structured through a cost-sharing arrangement among participating municipalities, provincial funding allocations, or grant-based support from Emergency Management and Climate Readiness (EMCR).
- **Administrative Considerations:** If the Province amends the legislation, regional districts would need to establish agreements with participating municipalities, define service levels, and set financial contributions.
- **Existing Regional Models:** Some regional districts in BC already provide emergency management services under specific agreements. The Capital Regional District (CRD)

has a regional emergency management function, and the Fraser Valley Regional District (FVRD) provides emergency planning services to certain member municipalities. These models demonstrate that regional collaboration can enhance emergency readiness.

### **Stakeholder Engagement and Next Steps**

To strengthen advocacy efforts, staff will seek input from:

- Metro Vancouver and other regional districts to understand their interest and capacity in providing this service;
- Emergency management professionals to assess operational feasibility;
- The Province (EMCR) regarding potential support and funding opportunities.

### **SUMMARY:**

The proposed resolution seeks to address gaps in emergency management capacity for small municipalities by allowing regional districts to provide emergency planning and response services to member municipalities that choose to participate. If Council supports this resolution, it will be submitted to LMLGA for debate at its April conference.

Additionally, Council may wish to consider any potential interest in submitting nominations for the LMLGA Executive, as outlined in the attached call for nominations.

### **FINANCIAL CONSIDERATIONS:**

None.

### **LEGAL CONSIDERATIONS:**

None.

Respectfully submitted,



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Ross Blackwell, CAO



**Attachments:**

1. LMLGA Call for Resolutions
2. LMLGA Call for Nominations for the Executive

## **Backgrounder: Strengthening Regional Emergency Management Capacity**

### **Introduction**

Small municipalities across British Columbia face significant challenges in emergency management due to limited financial and staff resources. While larger municipalities have dedicated emergency management teams, smaller communities must rely on limited personnel, making it difficult to maintain effective emergency preparedness and response capabilities.

Currently, regional districts are mandated to provide emergency planning and response only for electoral areas under the *Local Government Act*. This resolution seeks an amendment to the *Local Government Act* and *Community Charter* to authorize regional districts to provide emergency management services to member municipalities that choose to opt in. This change would allow for a more centralized and coordinated approach, improving community resilience, ensuring professional emergency planning support, and strengthening local response efforts.

### **Challenges Faced by Small Municipalities**

#### **1. Limited Staff and Resources**

- Many small municipalities lack dedicated emergency management staff, relying instead on overstretched administrative teams or volunteers.
- Local governments are often unable to conduct the necessary training, exercises, and preparedness activities due to workload constraints.

#### **2. Difficulty in Maintaining an Emergency Operations Centre (EOC)**

- During a disaster, municipalities must activate an EOC to coordinate response efforts. However, small communities lack the personnel and technical expertise to operate an EOC effectively.
- Without regional coordination, response efforts can become disjointed, leading to inefficiencies and delays.

#### **3. Increasing Frequency and Severity of Emergencies**

- Climate change is driving more frequent and severe disasters, including wildfires, floods, landslides, and extreme weather events.
- Smaller communities are disproportionately impacted due to limited resources and emergency response capacity.

#### **4. Lack of Interjurisdictional Coordination**

- Emergencies do not stop at municipal boundaries. When disasters impact multiple jurisdictions, a lack of coordination can hinder response efforts.
- A regional approach ensures consistency in emergency planning and response while improving collaboration between local governments, emergency responders, and provincial agencies.

### **Justification for Regional Emergency Management Services**

Providing regional districts with the authority to offer emergency planning and response services to municipalities that opt in would:

✓ **Enhance Coordination and Efficiency:** A regional framework would streamline emergency preparedness efforts, allowing for better planning, training, and response across multiple jurisdictions.

✓ **Reduce Administrative Burdens:** Small municipalities would no longer need to shoulder the entire responsibility of emergency planning alone, allowing local governments to focus on governance and community priorities.

✓ **Increase Access to Professional Expertise:** Regional emergency management teams could provide specialized knowledge and technical support, ensuring best practices are followed in preparedness, response, and recovery.

✓ **Improve Public Safety:** A centralized, well-coordinated approach would strengthen overall emergency response capacity, helping to protect residents, infrastructure, and critical services during a disaster.

### **Existing Regional Emergency Management Models in BC**

Several regional districts in British Columbia already facilitate shared emergency management services:

- **Capital Regional District (CRD):** Provides emergency planning support and coordination for member municipalities that participate in the regional service.
- **Fraser Valley Regional District (FVRD):** Offers emergency planning assistance to some municipalities through agreements.
- **Cowichan Valley Regional District (CVRD):** Works collaboratively with its member municipalities to enhance emergency preparedness.

However, these arrangements are ad hoc and dependent on local agreements. The proposed resolution would provide consistent legislative authority for regional districts to offer these services more broadly, ensuring that all communities have access to emergency management support.

### **Cost and Implementation Considerations**

#### **1. Service Delivery Model**

- Municipalities could voluntarily opt into a regional emergency management service, contributing funding based on population size, assessed property values, or risk profile.
- Regional districts would employ emergency management professionals to provide planning, coordination, and operational support.

#### **2. Funding Mechanisms**

- Costs could be shared among participating municipalities, reducing the financial burden on individual local governments.
- Provincial funding and grant programs could supplement municipal contributions to support emergency management initiatives.



### 3. Legislative Amendments

- Changes to the *Local Government Act* and *Community Charter* would explicitly authorize regional districts to provide emergency planning and response services to participating municipalities.
- Clear service agreements would outline roles, responsibilities, and funding structures to ensure transparency and accountability.

#### Considerations and Potential Concerns

- **Maintaining Local Autonomy:** Some municipalities may be concerned about losing control over emergency planning. However, participation in a regional service would be entirely voluntary, allowing communities to choose the level of involvement that best meets their needs.
- **Equitable Cost Sharing:** Developing a fair cost-sharing model will be critical to ensure that municipalities of different sizes and capacities can participate without financial strain.
- **Implementation Timeline:** Establishing a regional emergency management service would require time for planning, recruitment of personnel, and integration with existing municipal emergency plans.

These concerns can be mitigated through phased implementation, clear communication, and strong collaboration between municipalities and regional districts.

#### Conclusion

This resolution provides a proactive and cost-effective solution to the challenges faced by small municipalities in emergency management. Amending legislation to allow regional districts to provide emergency planning and response services to electoral areas and opt-in municipalities would strengthen emergency preparedness, improve response capacity, and enhance public safety.

By creating a regionalized emergency management framework, BC communities—regardless of size—can benefit from shared resources, professional expertise, and a more resilient approach to disaster preparedness.

This legislative change would ensure:

- 1) More effective emergency coordination,
- 2) Stronger support for small municipalities,
- 3) A professional, centralized approach to emergency management,
- 4) Better protection for residents and infrastructure in the face of increasing disaster risks.

This is a necessary step to modernize BC's emergency management framework and build long-term resilience for all communities.



**LOWER MAINLAND**  
LOCAL GOVERNMENT ASSOCIATION

# 2025 CONFERENCE & AGM

## RESOLUTIONS NOTICE REQUEST FOR SUBMISSIONS

The Lower Mainland LGA Executive is calling for resolutions to be considered at the 2025 Conference & AGM. The conference will take place in person from April 29<sup>th</sup> to May 1<sup>st</sup> in Whistler, BC.

### **DEADLINE FOR RESOLUTIONS**

All resolutions must be received by the Lower Mainland LGA by **Wednesday, March 5, 2025**.

### **IMPORTANT SUBMISSION REQUIREMENTS**

To submit a resolution to the Lower Mainland LGA for consideration please send:

1. A Word document by email to [ssory@lmlga.ca](mailto:ssory@lmlga.ca) by the deadline. You will receive a confirmation email that your resolution was received. Lower Mainland LGA staff are happy to answer any questions in regard to the resolutions process. **It is not necessary to mail your resolution.**
2. Title the email "Resolution-Title of Resolution" or in the case of multiple resolutions subject header "Resolutions-X Number Enclosed".
3. Include a cover letter as an attachment outlining how many resolutions that have been sent and list the title of each resolution.

Detailed guidelines for preparing a resolution follow, but the basic requirements are:

- Members are responsible for submitting accurate resolutions. Lower Mainland LGA recommends that local government staff assist in drafting the resolutions, check the accuracy of legislative references, and be able to answer questions from the Lower Mainland LGA and UBCM about each resolution.
- Each resolution **must include a separate backgrounder** that is a maximum of 3 pages and specific to a single resolution. Do not submit backgrounders for multiple resolutions. The backgrounder may include links to other information sources and reports.
- Resolutions must be regional in nature and relevant to other local governments within the Lower Mainland LGA rather than specific to a single member government.
- The resolution must have at least one "whereas" clause and should not contain more than two "whereas" clauses. Each whereas clause must only have **one sentence**.

## **UBCM RESOLUTION PROCEDURES**

UBCM urges members to submit resolutions to Area Associations for consideration. Resolutions endorsed at Area Association annual meetings are submitted automatically to UBCM for consideration and do not need to be re-submitted to UBCM by the sponsor.

UBCM and its member local governments have observed that submitting resolutions first to Area Associations results in better quality resolutions overall. If absolutely necessary, local governments may submit council or board endorsed resolutions directly to UBCM prior to June 30. Should this be necessary, detailed instructions are available on the UBCM website.

## **UBCM RESOLUTIONS PROCESS**

1. Members submit resolutions to their Area Association for debate.
2. The Area Association submits resolutions endorsed at its Convention to UBCM.
3. The UBCM Resolutions Committee reviews the resolutions for submission to its Convention.
4. Resolutions endorsed at the UBCM Convention are submitted to the appropriate level of government for response.
5. UBCM will forward the response to the resolution sponsor for review.

## **UBCM RESOLUTIONS GUIDELINES**

### **The Construction of a Resolution:**

All resolutions contain a preamble – whereas clause(s) – and an enactment clause. The preamble describes *the issue*, and the enactment clause outlines *the action being* requested of UBCM. A resolution should answer the following three questions:

- a) **What is the problem?**
- b) **What is causing the problem?**
- c) **What is the best way to solve the problem?**

### **Preamble:**

The preamble begins with "WHEREAS" and is a concise paragraph about the nature of the problem or the reason for the request. It answers questions (a) and (b) above, stating the problem and its cause, and should explain, clearly and briefly, the reasons for the resolution.

The preamble should contain no more than two "WHEREAS" clauses. Supporting background documents can describe the problem more fully if necessary. Do not add extra clauses.

Only one sentence per WHEREAS clause.

### **Enactment Clause:**

The enactment clause begins with the phrase "Therefore be it resolved" and is a concise sentence that answers question (c) above, suggesting the best way to solve the problem. **The enactment should propose a specific action by UBCM.**

Keep the enactment clause as short as possible, and clearly describe the action being requested. The wording should leave no doubt about the proposed action.

## **HOW TO DRAFT A RESOLUTION**

### **1. Address one specific subject in the text of the resolution.**

Since your community seeks to influence attitudes and inspire action, limit the scope of a resolution to one specific subject or issue. Delegates will not support a resolution if it is unclear or too complex for them to understand quickly. If there are multiple topics in a resolution, the resolution may be sent back to the sponsor to rework and resubmit.

### **2. For resolutions to be debated at UBCM, focus on issues that are province wide.**

The issue identified in the resolution should be relevant to other local governments across BC. This will support productive debate and assist UBCM to represent your concern effectively to the provincial or federal government on behalf of all BC municipalities and regional districts. Regionally specific resolutions may be referred back to the Lower Mainland LGA and may not be entered for debate during the UBCM Convention.

### **3. Use simple, action-oriented language and avoid ambiguous terms.**

Explain the background briefly and state the desired action clearly. Delegates can then debate the resolution without having to try to interpret complicated text or vague concepts.

#### **4. Check legislative references for accuracy.**

Research the legislation on the subject so the resolution is accurate. Where necessary, identify:

- the correct jurisdictional responsibility (responsible ministry or department, and whether provincial or federal government); and
- the correct legislation, including the title of the act or regulation.

#### **5. Provide factual background information.**

Even a carefully written resolution may not be able to convey the full scope of the problem, or the action being requested. Provide factual background information to ensure that the resolution is understood fully so that members understand what they are debating and UBCM can advocate effectively with other levels of government and agencies.

Each resolution **must include a separate backgrounder** that is a maximum of 3 pages and specific to a single resolution. Do not submit backgrounders that relate to multiple resolutions. The backgrounder may include links to other information sources and reports.

The backgrounder should outline what led to the presentation and adoption of the resolution by the local government and can link to the report presented to the council or board along with the resolution. Resolutions submitted without background information **will not be considered** until the sponsor has provided adequate background information. This could result in the resolution being returned or having to be submitted directly to UBCM.

#### **6. Construct a brief, descriptive title.**

A title identifies the intent of the resolution and helps eliminate the possibility of misinterpretation. It is usually drawn from the "enactment clause" of the resolution. For ease of printing in the Annual Report and Resolutions Book and for clarity, a title should be no more than three or four words.

#### **7. Avoid repeat resolutions.**

In the past, resolutions have come back year after year on the same topic. Elected officials and staff are encouraged to search the UBCM Resolutions database available through their website at [www.ubcm.ca](http://www.ubcm.ca). Click on the "Resolutions and Policy" tab at the top of the page. It will be possible to locate any resolutions on the same topic that have been considered in the past and what the responses have been.

## TEMPLATE FOR A RESOLUTION

Whereas << *this is the area to include an issue statement that outlines the nature of the problem or the reason for the request* >>.

And whereas << *if more information is useful to answer the questions - what is the problem? what is causing the problem?>>:*

Therefore be it resolved that UBCM << *specify here the action(s) that **UBCM** are being asked to take on, and what government agency the associations should be contacting to solve the problem identified in the whereas clauses* >>.

*If absolutely necessary, there can be a second enactment clause (the “therefore” clause that specifies the action requested) with the following format:*

And be it further resolved that << *specify any additional actions needed to address the problem identified in the whereas clauses* >>.



# LOWER MAINLAND

## LOCAL GOVERNMENT ASSOCIATION

**TO: Mayor/Chair; Council/Board**

**FROM: Councillor Patricia Ross, Lower Mainland LGA Past President**

**DATE: January 14, 2025**

**RE: 2025 CALL FOR NOMINATIONS FOR LOWER MAINLAND LGA EXECUTIVE**

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**Please include the following information on your next meeting Council/Board agenda.**

This circular is notice of the Lower Mainland LGA Executive positions open for nomination and the process and procedures for nomination.

The deadline for receipt of your nomination is **Thursday, March 13, 2025**. The election will take place at the Lower Mainland LGA AGM which will be held in person during the annual conference to be held from April 29<sup>th</sup> to May 1st, 2025, at the Whistler Westin Resort.

The Lower Mainland LGA is the collective voice for local government in the Lower Mainland, including local governments in the Metro Vancouver Regional District, the Squamish-Lillooet Regional District and the Fraser Valley Regional District. The membership elects' directors to the Executive during the Convention, and the Executive is charged with ensuring that the policy set by the general membership is carried forward. The Executive also provides operational and policy direction to the Lower Mainland LGA between Conventions.

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### **1. POSITIONS OPEN TO NOMINATIONS**

The following positions are open for nomination:

- President
- First Vice-President
- Second Vice-President
- Third Vice-President
- Directors at Large (3 positions)

## **2. NOMINATION PROCESS AND QUALIFICATIONS FOR OFFICE**

The candidate must be an elected official of a Lower Mainland LGA member. The candidate must also be nominated by two elected officials of a Lower Mainland LGA member.

Background information regarding the primary responsibilities and commitments of a Lower Mainland LGA Executive member is available upon request.

A nomination and consent form are attached and should be used for all nominations.

The Chair of the 2025 Nominating Committee is Councillor Patricia Ross, Lower Mainland LGA Past President.

## **3. NEXT STEPS**

It is part of the duties of the Nominating Committee to review the credentials of each candidate. A Report on Nominations including, at the candidate's option, a photo and 200-word biography will be prepared under the direction of the Nominating Committee and distributed in the Lower Mainland LGA Convention Newsletter, which is distributed via email before the conference. It is not the responsibility of the Lower Mainland LGA to edit applicant materials to make them suitable for print. If materials are not provided on time and print ready, the Lower Mainland LGA reserves the right not to include them in the newsletter.

**To be included in the Convention Newsletter, send your current photo, biography and completed nomination form to:**

**[sstory@lmlga.ca](mailto:sstory@lmlga.ca)**

**With subject line: Lower Mainland LGA Nomination Package – “applicant name”  
Deadline: March 13, 2025**

## **5. FURTHER INFORMATION**

All other inquiries should be directed to:

Shannon Story, Executive Director of the Lower Mainland LGA  
at [sstory@lmlga.ca](mailto:sstory@lmlga.ca)  
PO Box 729  
Pemberton, BC V0N 2L0  
604 698-5753



# NOMINATIONS FOR THE 2025 LOWER MAINLAND LGA EXECUTIVE

We are qualified under the Lower Mainland LGA Constitution to nominate<sup>1</sup> a candidate and we nominate:

Name of nominee: \_\_\_\_\_

Local government position (Mayor/Councillor/Director): \_\_\_\_\_

Local government represented: \_\_\_\_\_

Lower Mainland LGA Executive office nominated for: \_\_\_\_\_

Printed Name  
of nominator: \_\_\_\_\_

Printed Name  
of nominator: \_\_\_\_\_

Position: \_\_\_\_\_

Position: \_\_\_\_\_

Local Gov't: \_\_\_\_\_

Local Gov't: \_\_\_\_\_

Signature: \_\_\_\_\_

Signature: \_\_\_\_\_

<b>CONSENT FORM</b>
---------------------

I consent to this nomination and attest that I am qualified to be a candidate for the office I have been nominated for pursuant to the Lower Mainland LGA Constitution<sup>2</sup>. I also agree to provide the following information to the Executive Director by March 13, 2025:

- 2"x3" Photo (high resolution)
- Biographical information. No more than 200 words in length.

Printed Name: \_\_\_\_\_

Running for (position): \_\_\_\_\_

Local Government: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

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<sup>1</sup> Nominations require two elected officials of members of the Association.

<sup>2</sup> All nominees for the Executive shall be elected representatives of a member of the Association.

**Return to: [sstory@lmlga.ca](mailto:sstory@lmlga.ca)  
c/o Lower Mainland LGA, PO Box 729, Pemberton, BC V0N 2L0**

**5 Year Financial Plan 2025 - 2029**

	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Revenues</b>					
Taxation	2,042,442	2,103,715	2,166,827	2,231,832	2,298,787
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	204,244	210,372	216,683	223,183	229,879
Utility Fees and Rates	1,481,572	1,555,650	1,633,433	1,715,104	1,800,860
Fees, Licenses and Permits	420,421	422,434	425,332	426,402	427,527
Grants	4,895,980	422,561	422,561	427,516	427,516
Other	304,130	289,149	274,354	259,753	254,358
<b>Grand Total</b>	<b>9,501,545</b>	<b>5,156,637</b>	<b>5,291,945</b>	<b>5,436,547</b>	<b>5,591,681</b>
<b>Expenditures</b>					
Amortization	932,711	990,918	999,251	1,007,584	979,884
General Government	1,189,307	1,183,068	1,212,304	1,225,523	1,158,344
Fire Services	491,877	498,335	507,625	517,257	527,249
Bylaw Services	178,882	183,200	187,634	192,104	196,691
Public Works	1,199,265	774,547	635,835	652,240	667,213
Planning and Development	49,536	50,661	51,815	53,000	54,217
Parks, Recreation and Facilities	255,067	261,038	266,558	272,835	278,570
Solid Waste	237,289	250,779	258,019	265,526	273,215
Wastewater	123,050	74,546	76,478	78,505	116,708
Water Fund	846,597	769,313	778,471	800,012	903,375
Interest Payments	96,134	75,359	74,693	75,016	26,458
<b>Grand Total</b>	<b>5,599,716</b>	<b>5,111,764</b>	<b>5,048,684</b>	<b>5,139,604</b>	<b>5,181,924</b>
<b>Surplus/(Deficit)</b>	<b>3,901,829</b>	<b>44,873</b>	<b>243,261</b>	<b>296,943</b>	<b>409,757</b>
<b>Adjustments Required to Balance Financial Plan to Conform With Legislative Requirements</b>					
<b>Non-cash items included in Annual Surplus (Deficit)</b>					
Amortization on Tangible Capital Assets	932,711	990,918	999,251	1,007,584	988,884
MFA Actuarial Gain on Debt	(52,634)	(57,678)	(62,908)	(68,334)	(7,961)
<b>Cash Surplus</b>	<b>4,781,906</b>	<b>978,113</b>	<b>1,179,604</b>	<b>1,236,194</b>	<b>1,390,680</b>
<b>Cash items NOT included in Annual Surplus (Deficit)</b>					
Repayment of Debt Principal	(195,076)	(204,446)	(112,628)	(89,792)	(34,382)
Capital Expenditures	(7,980,640)	-	-	-	-
Transfer from (to) Reserves	3,696,660	(464,690)	(751,687)	(824,613)	(1,027,813)
Transfer to Reserves - Infrastructure Levy	(204,244)	(210,372)	(216,683)	(223,183)	(229,879)
Transfer to Reserves - WWTP	(98,606)	(98,606)	(98,606)	(98,606)	(98,607)
<b>Financial Plan Balance</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>

Village of Lions Bay  
2025 Draft Budget  
Revenue

Notes

	2024 Actual	2024 Budget	2025 Budget	Increase (Decrease) in Budget	%	
<b>Taxation</b>						
General Municipal Property Tax	1,965,765	1,945,183	2,042,442	97,259	5.0%	5% increase; with infrastructure levy a total 5.5% increase
Infrastructure Levy	194,518	194,518	204,244	9,726	5.0%	10% of property tax
Parcel Taxes	98,606	98,606	98,606	-	0.0%	Kelvin Grove
Payments in lieu of taxes	63,317	54,150	54,150	-	0.0%	Telus, BC Hydro, Shaw provide letters indicating the Village's entitlement each year
	<b>2,322,206</b>	<b>2,292,457</b>	<b>2,399,442</b>	106,985	4.7%	
<b>Utility Fees and Rates</b>						
Water User Rates	1,103,076	1,103,076	1,158,229	55,154	5.0%	
Sewer User Rates	86,099	86,178	90,487	4,309	5.0%	
Solid Waste User Rates	221,764	221,767	232,855	11,088	5.0%	
	<b>1,410,940</b>	<b>1,411,021</b>	<b>1,481,572</b>	70,551	5.0%	
<b>Fees, Licenses and Permits</b>						
Building Permits	35,139	34,300	40,300	6,000	17.5%	
Temporay Use Permits	1,250	1,500	1,500	-	0.0%	
Development Permits	-	-	-	-	0.0%	
Board Of Variance Application Fee	-	1,000	-	(1,000)	-100.0%	
Secondary Suite Surcharge Fees	1,909	18,498	19,423	925	5.0%	Year end entry to re-allocate; 11 secondary suites that are subject to surcharge
Other Permits	1,240	1,500	1,500	-	0.0%	
Recreation Programs	160	-	-	-	0.0%	
Hall Rental	1,713	3,000	2,200	(800)	-26.7%	
Boat Space Rentals	6,825	7,400	7,400	-	0.0%	
Other Rentals	9,917	14,000	14,000	-	0.0%	
Rental Agree - BC Ambulance	14,874	28,333	28,333	-	0.0%	
Parking Fines	50,315	125,000	100,000	(25,000)	-20.0%	
Parking Passes - Annual	4,902	5,100	5,100	-	0.0%	
Parking Meters	163,502	160,000	160,000	-	0.0%	
Dog Licences	3,210	3,500	3,500	-	0.0%	
Filming Revenue	17,120	8,000	8,000	-	0.0%	
Tree Cutting Applications	(425)	750	750	-	0.0%	
Tax Information Charges	90	500	500	-	0.0%	
Miscellaneous (Recycle BC)	25,128	27,915	27,915	-	0.0%	
	<b>336,868</b>	<b>440,296</b>	<b>420,421</b>	(19,875)	-4.5%	

**Village of Lions Bay  
2025 Draft Budget  
Revenue (Continued)**

Notes

	2024 Actual	2024 Budget	2025 Budget	Increase (Decrease) in Budget	%	
<b>Grants</b>						
Small Community Grant	328,400	295,000	295,000	-	0.0%	
Investing in Canada Infrastructure Program	162,690	1,183,585	4,373,419	3,189,834	269.5%	Includes \$3.8 million for universal water metering grant
Gas Tax Funding	-	-	-	-	0.0%	
Other Grants	555,865	742,651	227,561	(515,090)	-69.4%	
	<b>1,046,955</b>	<b>2,221,236</b>	<b>4,895,980</b>	<b>2,674,744</b>	<b>120.4%</b>	
<b>Other Revenue</b>						
Fire Department Callouts Highway	12,808	13,000	13,000	-	0.0%	
Donations to LB Fire Department	5,750	3,000	3,000	-	0.0%	
Fire Fighter Day Revenue	250	18,000	18,000	-	0.0%	
Tax Penalties and Interest	18,204	19,250	19,250	-	0.0%	
MFA Actuarial Interest	-	43,083	52,030	8,947	20.8%	
Bank Return on Investment	211,045	153,897	190,250	36,353	23.6%	
Miscellaneous	11,930	8,000	8,000	-	0.0%	
Water/Sewer Connection Fees	600	600	600	-	0.0%	
	<b>260,587</b>	<b>258,830</b>	<b>304,130</b>	<b>45,300</b>	<b>17.5%</b>	
<b>Total Revenues</b>	<b>5,377,556</b>	<b>6,623,839</b>	<b>9,501,545</b>	<b>2,877,705</b>	<b>43.4%</b>	

**Notes**

**Village of Lions Bay  
2025 Draft Budget  
General Fund - Administration**

Notes

	2024 Preliminary	2024 Budget	2025 Budget	Increase (Decrease) in Budget	%	
<b>Expenditures</b>						
Amortization	479,754	540,256	668,347	128,091	33.1%	
1 Communications	103,124	70,040	57,977	(12,063)	-17.7%	Telephone, Internet costs
1 Fiscal Charges	11,734	19,328	11,918	(7,409)	-33.5%	Bank charges, CC charges
Insurance	81,418	57,206	58,300	1,094	2.3%	Municipal Insurance Association
Internal Allocations	(67,825)	(67,825)	(69,860)	(2,035)	3.8%	
Maintenance	2,784	9,890	7,186	(2,703)	-20.0%	
Material, Supplies and Equipment	23,723	18,965	19,534	569	2.9%	Photocopier lease and office supplies
2 Professional Fees / Contract Services	235,980	125,500	101,915	(23,585)	-14.4%	Legal, audit, contract minute taking, appraisals and actuarial services
Salaries and Benefits	767,750	708,765	774,798	66,033	10.7%	
Sundry	2,592	3,918	3,987	70	1.8%	
Training / Professional Development	12,982	18,103	31,646	13,544	115.3%	UBC, GFOA conventions, courses, recruiting costs
Utilities	826	2,060	2,122	62	3.1%	
<b>Total Expenditures</b>	<b>1,654,843</b>	<b>1,506,204</b>	<b>1,667,870</b>	<b>161,666</b>	<b>12.4%</b>	

**Notes:**

1 There is a year end adjustment to allocate a portion of these costs to other departments

2 2024 - Legal (\$88k), Audit (\$100k), Minute taking (\$22k)

Village of Lions Bay  
2025 Draft Budget

General Fund - Public Works (Including Roads/Bridges/Drainage)

2024 Preliminary	2024 Budget	2025 Budget	Increase (Decrease) in Budget	%
<b>Expenditures</b>				
Communications	10,679	15,708	(2,765)	-17.6%
Interest Payments	16,274	10,460	(2,019)	-19.3%
Insurance	2,785	15,179	3,804	25.1%
Internal Allocations	(15,000)	(15,000)	-	0.0%
Maintenance	146,108	575,462	143,319	24.9%
Material, Supplies and Equipment	16,151	49,153	1,475	3.0%
Professional Fees / Contract Services	73,393	186,500	(140,500)	-75.3%
Salaries and Benefits	207,508	291,862	59,899	20.5%
Training / Professional Development	369	6,695	201	3.0%
Utilities	4,925	8,034	241	3.0%
<b>Total Expenditures</b>	<b>463,192</b>	<b>1,144,052</b>	<b>63,655</b>	<b>5.6%</b>

Telephone, Internet costs  
Building and vehicle insurance  
Bridge maintenance, dangerous trees removal  
Vehicles fuel and oil, small tools and equipment

Notes

1 There is a year end adjustment to allocate a portion of insurance costs to public works

2 Bridge-end inspection and potential remediation, B04 (Crosscreek on Harvey), possibly B05 (Bayview on Alberta), potentially B07 (Bayview Pl on Alberta)

3 Opex Supplementals included in Public Works budget:	<b>Amount</b>
Bridge-end inspection and potential remediation, B04 (Crosscreek on Harvey), possibly B05 (Bayview on Alberta)	180,000
Dangerous Tree Removal	140,000
Mag Intake access road, roadbase pending \$1 mil.+ ditching-culverting-grading	40,000
B service on 72 hydrants (A/B completed 2024)	36,000
Fix the SW abutment of the Lions Bay Ave. bridge over Harvey Ck.	24,616
Increase vehicle maintenance budget: repair of aging vehicles	24,000
3 sets summer tires	18,000
Refloor Smith Building (previously delayed due to planned move to Pit)	16,500
Replace 18 unreliable heads with 3000 K LED fixtures	9,560

**Village of Lions Bay  
2025 Draft Budget  
General Fund - Water**

Notes

	2024 Preliminary	2024 Budget	2025 Budget	Increase (Decrease) in Budget	%
Water User Rates	1,103,076	1,103,076	1,158,229	55,154	5.0%
Secondary Suite Fees	786	8,071	8,475	404	5.0%
Connection Fees	600	600	600	-	n/a
CWWF Grant	-	-	-	-	n/a
Other - MFA Actuarial Gain	-	36,940	45,305	8,365	n/a
<b>Total Revenues</b>	<b>1,104,462</b>	<b>1,148,687</b>	<b>1,212,609</b>	<b>63,922</b>	<b>5.8%</b>
<b>Expenditures</b>					
Amortization	205,884	205,884	233,164	27,280	13.3%
Data Connectivity	7,520	21,407	10,922	(10,485)	-49.0%
Interest Payments	87,202	67,954	87,202	19,248	28.3%
Insurance	53,908	50,202	51,206	1,004	2.0%
Maintenance	111,380	81,370	114,627	33,257	40.9%
Materials, Supplies and Equipment	10,852	52,938	32,849	(20,089)	-37.9%
Professional Fees / Contract Services	25,109	97,300	94,609	(2,691)	-2.8%
Salaries and Benefits	531,920	440,794	427,347	(13,447)	-3.1%
Sundry	15,631	19,375	20,292	917	4.7%
Training / Professional Development	3,662	5,923	6,100	178	3.0%
Utilities	12,812	16,738	17,240	502	3.0%
Internal Allocations	69,325	69,325	71,405	2,080	3.0%
<b>Total Expenditures</b>	<b>1,135,205</b>	<b>1,129,209</b>	<b>1,166,963</b>	<b>37,754</b>	<b>3.3%</b>
<b>Surplus / (Deficit)</b>	<b>(30,743)</b>	<b>19,477</b>	<b>45,646</b>		

Replacement of 4 leaking isolation valves at both plants

Notes	Increase in		
	Water Rate	Revenue	\$ Increase
Water - Revenue	1,167,304	5% 1,158,229	6% 1,169,260 11,031
Water - Expenditures	1,166,963	7% 1,180,291	11,031
Water - Surplus	341	8% 1,191,322	11,031
		9% 1,202,352	11,031
		10% 1,213,383	11,031

\*A 1% increase in user rate equals \$11,505, or \$18.51 per home

Village of Lions Bay  
2025 Draft Budget  
General Fund - Fire

Notes

	2024 Preliminary	2024 Budget	2025 Budget	Increase (Decrease) in Budget	%
<b>Expenditures</b>					
Communications	49,317	53,491	54,557	1,067	2.2%
Fiscal Charges	-	250	120	(130)	n/a
Interest Payments	-	905	490	(415)	n/a
Insurance	35,346	20,255	20,660	405	1.1%
Maintenance	23,027	94,960	164,334	69,374	301.3%
Material, Supplies and Equipment	51,885	99,491	88,409	(11,082)	-21.4%
Professional Fees / Contract Services	4,842	-	-	-	n/a
Salaries and Benefits	97,935	143,753	144,288	535	0.5%
Training / Professional Development	11,206	15,773	15,796	23	0.2%
Utilities	1,166	3,605	3,713	108	9.3%
	<b>274,724</b>	<b>432,482</b>	<b>492,368</b>	<b>59,886</b>	<b>21.8%</b>

Dispatch services

ICBC

Vehicle service; \$100k for fire truck reserve fund

Notes

1 ICBC; year end entry to allocate a portion of fleet insurance costs to public works

2 \$50k contributed to reserve in 2024 for a new fire truck; \$100k in 2025. A new fire truck is estimated to cost approximately \$1.4 million



Village of Lions Bay  
2025 Draft Budget  
General Fund - Parks

Notes

	2024 Actual	2024 Budget	2025 Budget	Increase (Decrease) in Budget	%	
<b>Expenditures</b>						
Grants	6,600	8,400	10,900	2,500	29.8%	
Maintenance	126,485	63,554	60,845	(2,708)	-4.3%	Porta potties, log removal, facilities maintenance
Material, Supplies and Equipment	26,225	28,020	23,656	(4,364)	-15.6%	
Professional Fees / Contract Services	2,672	12,000	20,000	8,000	66.7%	2025 - Sea-to-Sky invasive species
Salaries and Benefits	182,179	228,243	126,685	(101,558)	-44.5%	
Sundry	3,363	3,383	3,433	50	1.5%	
Communications	2,054	-	-	-	0.0%	
Utilities	8,019	9,270	9,548	278	3.0%	
<b>Total Expenditures</b>	<b>357,597</b>	<b>352,870</b>	<b>255,067</b>	<b>(97,803)</b>	<b>-27.7%</b>	

Notes

**Village of Lions Bay  
2025 Draft Budget  
General Fund - Solid Waste**

Notes

	2024 Preliminary	2024 Budget	2025 Budget	Increase (Decrease) in Budget	%	
Garbage User Fees	221,608	221,767	232,855	11,088	5.0%	
Secondary Suite Fees	155	1,603	1,683	80	5.0%	
Miscellaneous Revenue (Recycle BC revenue)	29,186	26,990	26,990	-	0.0%	
Prompt Payment Discounts	(5,175)	(5,644)	(5,926)			
<b>Total Revenues</b>	<b>245,774</b>	<b>244,716</b>	<b>255,602</b>	<b>11,168</b>	<b>4.6%</b>	
<b>Expenditures</b>						
Mini-recycling depot	-	6,825	11,000	4,175	61.2%	
Collection Contract	56,997	61,153	62,988	1,835	3.0%	Waste control systems
Recycle Removal Contract	62,306	62,101	63,964	1,863	3.0%	Waste control systems
Green Waste Contract	72,096	79,021	81,392	2,371	3.0%	Waste control systems
Salaries and Benefits	-	9,316	8,446	(870)	-9.3%	
Internal Allocations	9,500	9,500	9,500	-	0.0%	
<b>Total Expenditures</b>	<b>200,899</b>	<b>227,916</b>	<b>237,289</b>	<b>9,373</b>	<b>4.1%</b>	
<b>Surplus / (Deficit)</b>	<b>44,875</b>	<b>16,800</b>	<b>18,313</b>			

**Notes**

Solid Waste - Revenue	255,602
Solid Waste - Expenditures	237,289
Solid Waste - Surplus	18,313

Increase in Solid Waste		
Rate	Revenue	\$ Increase
5%	232,855	
6%	235,073	2,218
7%	237,290	2,218
8%	239,508	2,218
9%	241,726	2,218
10%	243,943	2,218

\*A 1% increase in user rate equals \$2,218, or \$3.72 per home

**Village of Lions Bay  
2025 Draft Budget  
General Fund - Bylaw**

Notes

	2024 Preliminary	2024 Budget	2025 Budget	Increase (Decrease) in Budget	%
<b>Expenditures</b>					
Communications	17,805	2,781	2,292	(489)	-17.6%
Material, Supplies and Equipment	43,253	44,849	46,187	1,338	3.0%
Professional Fees / Contract Services	267	7,250	5,750	(1,500)	-20.7%
Salaries and Benefits	120,697	122,881	123,254	372	0.3%
Training / Professional Development	690	-	1,400	1,400	n/a
<b>Total Expenditures</b>	<b>182,712</b>	<b>177,761</b>	<b>178,882</b>	<b>1,121</b>	0.6%

**1 full time officer and 2 temporary seasonal officers**

**Notes**

**Village of Lions Bay  
2025 Draft Budget  
General Fund - Emergency Services**

Notes

	2024 Preliminary	2024 Budget	2025 Budget	Increase (Decrease) in Budget	%
<b>Expenditures</b>					
Communications	4,197	-	8,800	8,800	n/a
Search and Rescue	-	2,575	2,652	77	3.0%
Emergency Support Services (ESS)	452	10,000	25,037	15,037	150.4%
Maintenance	9,450	6,225	6,412	187	3.0%
Material, Supplies and Equipment	1,175	3,060	3,122	62	2.0%
Professional Fees / Contract Services	20,900	45,000	35,000	(10,000)	-22.2%
Batanni Creek Debris Flow	88,502	-	-	-	0.0%
Training / Professional Development	1,000	1,000	-	(1,000)	-100.0%
Utilities	998	1,236	1,273	37	3.0%
<b>Total Expenditures</b>	<b>126,673</b>	<b>69,096</b>	<b>82,296</b>	<b>13,200</b>	<b>19.1%</b>

EOC and ESS IT costs

ESS Director Honorarium

EPC Director fees

**Notes**

1 Year end entry to allocate shared costs to ESS and EOC

2 2024 - Emergency building costs of \$10k and Battani Creek Slide costs of \$88k. Battani Creek Costs are reimbursed by the province

**Village of Lions Bay  
2025 Draft Budget  
General Fund - Wastewater**

Notes

	2024 Preliminary	2024 Budget	2025 Budget	Increase (Decrease) in Budget	%
Utility Fees and Rates	86,099	86,178	90,487	4,309	5.0%
Parcel Taxes	98,606	98,606	98,606	-	0.0%
Secondary Suite Fees	968	8,824	9,265	441	5.0%
Connection Fees	-	-	-	-	n/a
Prompt payment discount	(1,652)	(1,811)	(1,902)	(91)	5.0%
<b>Total Revenues</b>	<b>184,021</b>	<b>191,797</b>	<b>196,457</b>	<b>4,660</b>	<b>2.4%</b>
<b>Expenditures</b>					
Amortization	36,200	36,200	36,200	-	0.0%
Communications	1,981	999	1,029	30	3.0%
Insurance	6,734	6,271	6,396	125	2.0%
Maintenance	32,258	29,355	81,620	52,265	178.0%
Material, Supplies and Equipment	-	2,120	2,184	64	3.0%
Professional Fees / Contract Services	-	-	-	-	n/a
Salaries and Benefits	31,748	23,290	21,114	(2,176)	-9.3%
Sundry	463	2,326	2,432	106	4.6%
Training / Professional Development	-	1,060	1,092	32	3.0%
Utilities	1,895	3,090	3,183	93	3.0%
Internal Allocations	4,000	4,000	4,000	-	0.0%
<b>Total Expenditures</b>	<b>115,279</b>	<b>108,711</b>	<b>159,250</b>	<b>50,538</b>	<b>46.5%</b>

6 Manholes, spare gearbox for RBC

Notes	Increase in		
	Sewer Rate	Revenue	\$ Increase
Wastewater - Revenue	5%	90,487	
Wastewater - Expenditures	6%	91,349	862
Sewer - Surplus	7%	92,211	862
	8%	93,073	862
	9%	93,934	862
	10%	94,796	862

\*A 1% increase in user rate equals \$862, or \$10per home

**Village of Lions Bay  
2025 Draft Budget  
General Fund - Council**

Notes

1

	<b>2024 Preliminary</b>	<b>2024 Budget</b>	<b>2025 Budget</b>	<b>Increase (Decrease) in Budget</b>	<b>%</b>	
<b>Expenditures</b>						
Council Communication	2,860	2,266	1,973	(293)	-12.9%	
Office Supplies	643	200	200	-	0.0%	
Salaries and Benefits	57,771	57,967	59,461	1,495	2.6%	
Council Funded Events	808	4,000	2,000	(2,000)	-50.0%	
Election	8	6,500	31,500	25,000	384.6%	<b>By-election costs</b>
Conferences and training	10,334	12,000	10,300	(1,700)	-14.2%	<b>UBCM conference</b>
Association Dues / Memberships	1,533	1,494	1,538	45	3.0%	
Travel	472	500	515	15	3.0%	
<b>Total Expenditures</b>	<b>74,730</b>	<b>84,926</b>	<b>107,488</b>	<b>22,261</b>	<b>26.2%</b>	

**Notes**

1

By-election costs in 2023 amounted to \$25k; budgeted \$25k for 2025 by-election and \$6.5k contribution to election reserve

**Village of Lions Bay  
2025 Draft Budget  
General Fund - Building and Planning**

Notes

	<b>2024 Preliminary</b>	<b>2024 Budget</b>	<b>2025 Budget</b>	<b>Increase (Decrease) in Budget</b>	<b>%</b>	
<b>Expenditures</b>						
Communications	174	4,378	2,235	(2,143)	-48.9%	
Professional Fees / Contract Services	2,500	8,676	8,936	260	3.0%	<b>Housing needs report</b>
Salaries and Benefits	38,869	33,897	34,076	179	0.5%	
Sundry	-	773	796	23	3.0%	
Training / Professional Development	707	1,451	1,494	44	3.0%	
Community planning	-	2,000	2,000	-	100.0%	<b>Contribution to OCP reserve</b>
	<b>42,249</b>	<b>51,173</b>	<b>49,536</b>	<b>(1,636)</b>	<b>-3.2%</b>	

**Notes**

**Village of Lions Bay  
2025 Budget  
2025 Budget Capital Requests - Funding**

ID	WHOLE-VILLAGE LIKELIHOOD OF HARM ARISING		SEVERITY OF HARM	\$/RISK	PROJECT	Estimated cost	Spent	Remaining Cost	Budgeted previously and unspent	Grant funding remaining	Deferred to future years	2025 municipal funding required
	1-10	1-10										
PW	8	6	79,167	Universal water metering	3,800,000	-	3,800,000	-	-	3,800,000	-	-
PW	8	8	20,313	CUBB.3: replace 400 m of 6" cast-iron watermain from Alberta Ck - Centre	1,300,000	-	1,300,000	-	-	-	-	1,300,000
PW	5	7	35,000	HiTAP and successor projects	1,225,000	621,561	603,439	378,439	-	-	225,000	-
CO2024.1	8	8	16,711	Lions Bay Beach Park Revitalization Project	1,069,486	294,596	774,890	-	-	573,419	-	201,471
PW	7	8	5,357	Project SCORE (SCada Operations Rework)	300,000	50,000	250,000	155,000	-	-	-	95,000
PW	5	5	8,000	pH water adjustment	200,000	-	200,000	-	-	-	-	200,000
CAC	9	9	2,469	Village Hall heat pump	200,000	-	200,000	-	-	200,000	-	-
PW	10	3	5,427	LBBP jetty (reduced scope):log boom only	162,811	4,000	158,811	186,000	-	-	-	27,189
PW	6	3	6,944	Bayview: design, construction to replace 50 m of CMP under road just north of School	125,000	-	125,000	-	-	-	-	125,000
PW	10	2	6,250	Frontcountry toilet facilities at Missing Link to "minimise fecal contamination in the watersheds"	125,000	-	125,000	-	-	-	125,000	-
PW	6	3	5,556	Bayview: design, construction to replace 50 m of CMP from #315 to Alberta Ck	100,000	-	100,000	-	-	-	100,000	-
PW	8	1	11,250	Creekview.1:Design o Replace 90m 8"CI	90,000	-	90,000	-	-	-	90,000	-
PW	7	3	2,381	Oceanview from Highview - Harvey (LORD, Lower Oceanview Road Drainage): review prior design for 350 m ditches and culverts	50,000	-	50,000	-	-	-	-	50,000
BLAW2025-1	10	1	4,500	Bylaw - Vehicle	45,000	-	45,000	-	-	-	-	45,000
FIRE2025-1	1	2	22,500	FIRE -Forklift/backhoe	45,000	-	45,000	-	-	-	-	45,000
PW	8	5	1,038	Oceanview from PRVs 2/3 - Highview (included): design to replace 415 m of CI watermain, drainage	41,500	-	41,500	-	-	-	41,500	-
FIRE2025-3	10	1	4,000	FIRE - Command Vehicle	40,000	-	40,000	-	-	-	-	40,000
FIRE2025-2	5	5	1,280	FIRE - Electric Jaws of Life Cutters and Spreader	32,000	-	32,000	-	-	-	-	32,000
						<b>8,950,797</b>	<b>970,157</b>	<b>7,980,640</b>	<b>719,439</b>	<b>4,573,419</b>	<b>581,500</b>	<b>2,106,282</b>

Capital Cost Remaining	(7,980,640)
Grant funding remaining	4,573,419
Draw from reserves (previously taxed)	719,439
Draw from reserves (current)	2,106,282
Deferred	581,500
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# Village of Lions Bay 5 Year Capital Expenditure Plan

High
Medium
Low

Capital Expenditures	Funding 2025	Next 4 Years
<b>CUBB.3: replace 400 m of 6" cast-iron watermain from Alberta Ck - Centre</b>	<b>1,300,000</b>	
<b>Lions Bay Beach Park Revitalization Project</b>	<b>201,471</b>	
<b>Bayview: design, construction to replace 50 m of CMP under road just north of School</b>	<b>125,000</b>	
<b>Project SCORE (SCada Operations Rework)</b>	<b>95,000</b>	
<b>Oceanview from Highview - Harvey (LORD, Lower Oceanview Road Drainage): review prior design for 350 m ditches and culverts</b>	<b>50,000</b>	
<b>Oceanview from PRVs 2/3 - Highview (included): design to replace 415 m of CI watermain, drainage</b>	<b>0</b>	
<b>Village Hall heat pump (Climate Action Committee)</b>	<b>0</b>	
<b>LBBP jetty (reduced scope):log boom only</b>	<b>(27,189)</b>	
Universal metering to address consequent leakage	0	
pH water adjustment	200,000	225,000
HiTAP (Highway Tank Alternatives Project: former Water Contingency/ASAP)		
Bylaw - Vehicle	45,000	
FIRE - Command Vehicle	40,000	
FIRE -Forklift/backhoe	45,000	
FIRE - Electric Jaws of Life Cutters and Spreader	32,000	
Bayview: design, construction to replace 50 m of CMP from #315 to Alberta Ck		100,000
Creekview.1:Design o Replace 50m 8"CI		90,000
Frontcountry toilet facilities at Missing Link to "minimise fecal contamination in the watersheds"		125,000
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
Creekview.2:Construction to replace 90m 8"CI		280,000
CUBB.1: replace 450 m of 6" asbestos-cement watermain from cul-de-sac - #465 Upper Bayview		1,450,000
CUBB.2: replace 6" cast-iron watermain from #465 Upper Bayview - Bayview Rd + Bayview Pl		2,350,000
Design and construction of end-Mountain drainage		130,000
DWIP: Bayview from Soundview to School PRV: upsize 500 m of watermain from 6" to 8" to provide fireflow (50/50 Roads/Water)		1,350,000
End-Tidewater Drainage		149,999
Highview: replace 450 m 6" cast-iron watermain: design, construction, road repair, stormwater		1,450,000
Mountain, 410 - 450: 200 m design & construction of stormwater system		300,000
Oceanview from Highview - Harvey (LORD, Lower Oceanview Road Drainage).2: construct 350 m ditches and culverts		450,000
Oceanview from PRVs 2/3 - Highview inclusive.2: construct 415 m of cast-iron watermain, remove orphaned stub, drainage		1,345,000
Tidewater, Sweetwater: design, construct 100 m of CMP culvert		322,700
Replace PRV 4 (Upper Bayview)		300,000
Tidewater: design, construction to replace 50 m of CMP under tracks		100,000
Weir Height/Inclination Realign (WHIRL) @ Magnesia (if MAGIIC does not alleviate most grate blockage issues)		425,000
Village hall sound system		7,500
Kuboda Side-by-side ATV for intake access		25,000

<b>Total Capital Expenditure</b>	2,106,282	12,658,532
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**Village of Lions Bay  
5 Year Capital Plan  
Capital Expenditure Detailsz (Public Works)**

Projects	LIKELIHOOD OF HARM ARISING 1-10	WHOLE-VILLAGE SEVERITY OF HARM 1-10	Cost before GST	\$/RISK	2025 municipal funding requested	Later years must-do	Notes
Bayview: design, construction to replace 50 m of CMP from #315 to Alberta Ck	6	3	100,000	5,556		10,000	
Bayview: design, construction to replace 50 m of CMP under road just north of School	6	3	125,000	6,944	125,000		
Creekview.1: design to replace 90 m 8" cast-iron	8	1	90,000	11,250		90,000	
Creekview.2: construction to replace 90 m 8" cast-iron	8	1	280,000	35,000		280,000	
CUBB.1: replace 450 m of 6" asbestos-cement watermain from cul-de-sac - #465 Upper Bayview	7	8	1,450,000	25,893		1,450,000	Concept design complete
CUBB.2: replace 6" cast-iron watermain from #465 Upper Bayview - Bayview Rd + Bayview Pl	8	7	2,350,000	41,964		2,350,000	Concept design complete
<b>CUBB.3: replace 400 m of 6" cast-iron watermain from Alberta Ck - Centre</b>	<b>8</b>	<b>8</b>	<b>1,300,000</b>	<b>20,313</b>	<b>1,300,000</b>		<b>Concept design complete</b>
Design and construction of end-Mountain drainage	10	2	130,000	6,500		130,000	
DWIP (Drainage & Water Improvement Project): Bayview from Soundview to School PRV: upsize 500 m of ductile-iron watermain from 6" to 8" to provide fireflow (50/50 Roads/Drainage/Water)	5	5	1,350,000	54,000		1,350,000	Was design already done?
End-Tidewater drainage	4	2	149,999	18,750		149,999	
Frontcountry toilet facilities at Missing Link spur to replace portables and partly address VCH directive to "minimise fecal contamination in the watersheds"	10	2	125,000	6,250		125,000	Possible Metro/BCMC funding
Highview: replace 450 m 6" cast-iron watermain: design, construction, road repair, stormwater	7	7	1,450,000	29,592		1,450,000	
HiTAP (Highway Tank Alternatives Project: former Water Contingency/ASAP)	5	7	1,225,000	35,000		225,000	Remaining cost 500,000
LBBP jetty (reduced scope): no underwater berms, log boom only (recover prior 50,000 floating dock and barrier funding). Eliminate 34,700 sand replenishment.	10	3	162,811	5,427	- 27,189		
Mountain, 410 - 450: 200 m design & construction of stormwater system	7	3	300,000	14,286		300,000	
Oceanview from Highview - Harvey (LORD, Lower Oceanview Road Drainage).1: review prior design for 350 m ditches and culverts	8	5	50,000	1,250	50,000		
Oceanview from Highview - Harvey (LORD, Lower Oceanview Road Drainage).2: construct 350 m ditches and culverts	8	5	450,000	11,250		450,000	
Oceanview from PRVs 2/3 - Highview inclusive.1: FINAL design to replace 415 m of cast-iron watermain, drainage incorporation daylighting, natural infrastructure	6	7	41,500	988		41,500	
Oceanview from PRVs 2/3 - Highview inclusive.2: construct 415 m of cast-iron watermain, remove orphaned stub, drainage (remove	6	7	1,345,000	32,024		1,345,000	
<b>Project SCORE (SCada Operations Rework): Cloud alarming [done in 2024], ENSURE (Excessive NTU Shutdown Routine), zone metering, inline chlorine monitoring, MAGIIC (Magnesia Intake Instrumentation &amp; Cutout) [partly done in 2024], HII (Harvey Intake Instrumentation)</b>	7	8	300,000	5,357	95,000		Added a further 95,000 to the prior 205,000 SCADA line item to address turbidity and UV transmissivity issues thru process changes, before we are ordered to install filtration at \$10-16 mil. for two plants.
pH water adjustment	5	5	200,000	8,000	200,000		
Replace PRV 4 (Upper Bayview)	6	7	300,000	7,143		300,000	Oldest. Part of CUBB
Tidewater, Sweetwater: design, construct 100 m of CMP culvert	8	2	322,700	20,169		322,700	
Tidewater: design, construct replace 50 m of CMP under tracks	6	3	100,000	5,556		100,000	
Universal metering to address consequent leakage	8	6	3,800,000	79,167	3,800,000		Poss. MoE funding? Pref. vendor: Neptune
Weir Height/Inclination Realign (WHIRL) @ Magnesia (if MAGIIC does not alleviate most grate blockage issues)	9	8	425,000	5,903		425,000	Alleviate constant plugging
<b>Totals</b>					<b>5,542,811</b>	<b>10,894,199</b>	

**Village of Lions Bay  
2025 Draft Budget  
Supplementals - Operating Costs**

Department	Description	Estimated cost	Budgeted previously and unspent	Grant funding	2025 municipal funding required	Ongoing /One Time
Public Works	Mag Intake access road, roadbase pending \$1 mil.+ ditching-culverting-grading	40,000	-	-	40,000	One Time
Public Works	3 sets summer tires	18,000	-	-	18,000	One Time
Public Works	B service on 72 hydrants (A/B completed 2024)	36,000	-	-	36,000	One Time
Public Works	Refloor Smith Building (previously delayed due to planned move to Pit)	16,500	-	-	16,500	One Time
Public Works	Bridge-end inspection and potential remediation, B04 (Crosscreek on Harvey), possibly B05 (Bayview on Alberta), potentially B07 (Bayview PI on Alberta)	180,000	180,000	-	-	One Time
Public Works	Drought emergency reserve (not used, no longer needed, recover)	200,000	200,000	-	(200,000)	One Time
Public Works	Reassign drought emergency reserve to Battanni Creek recovery	200,000	-	-	200,000	One Time
Public Works	Increase vehicle maintenance budget: repair of aging vehicles	24,000	-	-	24,000	One Time
Public Works	Recycling depot	10,000	10,000	10,000	(10,000)	One Time
Public Works	Sewer I&I, 6 manholes	30,000	-	-	30,000	One Time
Public Works	Replace failed (leaking) 8" strainer at PRV 1	8,900	-	-	8,900	One Time
Public Works	Replacement of 4 leaking isolation valves at both plants	22,816	-	-	22,816	One Time
Public Works	Fix the SW abutment of the Lions Bay Ave. bridge over Harvey Ck.	24,616	-	-	24,616	One Time
Public Works	12 hydrovac service calls for service line daylighting	48,000	-	-	48,000	One Time
Public Works	Replace 18 unreliable heads with 3000 K LED fixtures	9,560	-	-	9,560	One Time
Public Works	Spare gearbox for RBC	12,000	-	-	12,000	One Time
Administration	aMais Accounts Receivable module	7,000	-	-	7,000	Ongoing - \$2,100 maint fee
Fire	Increase in contribution to fire truck reserve	50,000	-	-	50,000	Ongoing
Fire	Increase Paid on Call standby pay rate closer to industry standards	50,000	-	-	50,000	Ongoing
		987,392	390,000	10,000	387,392	



**Village of Lions Bay  
2025 Budget  
Reserves**

Notes

	Year	Statutory Reserves					Surplus			Total
		Infrastructure	Capital	Land	Gas Tax	Curly Stewart	Climate Action	Recycle BC	General	
Ending Balance	2022	642,115	656,772	773,323	676,727	11,881	57,886	-	2,025,865	4,844,569
Increase (Decrease) in Surplus		-	-	-	-	-	-	-	877,555	877,555
Interest		11,000	12,500	10,000	13,000	238	-	-	(46,738)	-
Transfers		179,878	-	98,606	62,053	(1,000)	51,082	28,510	(419,129)	-
Ending Balance	2023	832,993	669,272	881,929	751,780	11,119	108,968	28,510	2,437,553	5,722,124
Increase (Decrease) in Surplus		-	-	-	-	-	-	-	1,390,035	1,390,035
Interest		11,000	12,500	10,000	13,000	320	-	-	(46,820)	-
Transfers		189,165	50,000	98,606	-	70	149,647	26,500	(513,988)	-
Ending Balance	2024	1,033,158	731,772	990,535	764,780	11,509	258,615	55,010	3,266,780	7,112,159
Increase (Decrease) in Surplus		-	-	-	-	-	-	-	3,901,829	3,901,829
Interest		11,000	12,500	10,000	13,000	320	-	-	(46,820)	-
Transfers		204,244	100,000	98,606	-	-	-	26,500	(429,350)	-
Ending Balance	2025	1,248,402	844,272	1,099,141	777,780	11,829	258,615	81,510	6,692,439	11,013,988

Capital expenditures	Infrastructure	Capital	Land	Gas Tax	Curly Stewart	Climate Action	General	
Draw from reserves (previously taxed)	-	-	-	-	-	-	(719,439)	(719,439)
Draw from reserves (current)	(804,782)	(650,000)	-	(650,000)	(1,500)	(200,000)	(4,373,419)	(6,679,701)
Ending Reserves	443,620	194,272	1,099,141	127,780	10,329	58,615	1,599,581	3,614,848

**Note [1]** Interest earned on unspent funds that are reserved for a specific purpose are reallocated from the general surplus to the associated reserve account on an annual basis

**Note [2]** Transfers represent a reallocation from general surplus to specific reserve accounts for revenues collected during the year specifically related to those reserves

**Note [3]** Draws from reserves represent funding for capital projects associated with those reserves. Refer to 2025 Budget Capital Requests - Funding

- (719,439) This represents capital expenditures that have been previous taxed for but were unspent and currently reside in general surplus
- (804,782) This represents a draw from the infrastructure fund, in accordance with the associated bylaw, to pay for planned capital expenditures
- (650,000) This represents a draw from the capital fund, in accordance with the associated bylaw, to pay for planned capital expenditures
- (650,000) This represents a draw from the gas tax reserve, in accordance with the associated restrictions on use of funds, to pay for planned capital expenditures
- (1,500) This represents a draw from the Curly Stewart reserve for the current year's scholarship award
- (200,000) This represents a draw from the Climate Action reserve, in accordance with grant provisions, to pay for planned capital expenditures
- (4,373,419) This represents a draw from general surplus to pay for planned capital expenditures. The draw on surplus relates to the following:
 

(7,399,140)	3,800,000	Universal Water Metering Grant (claims will be reflected in Revenue and used to offset costs of development)
	573,419	Lions bay beach park - provincial contribution (claims will be reflected in Revenue and used to offset costs of development)
	4,373,419	

Draws from existing statutory reserves are primarily budgeted to fund the CUBB.3 project of \$1.3 million. Refer to 2025 Budget Capital Requests - Funding for a complete list of capital projects

<b>A. VILLAGE OF LIONS BAY BUDGET FOLLOW-UP ACTION ITEM LIST</b>				
<b>ACTION NO.</b>	<b>DATE</b>	<b>ITEM/ACTION/DESCRIPTION</b>	<b>AGREE OR MODIFY</b>	<b>STATUS</b>
1	February 28, 2025	Property tax increase – 5%		Ongoing
2	February 28, 2025	Water fee increase – 5%		Ongoing
3	February 28, 2025	Wastewater fee increase – 5%		Ongoing
5	February 28, 2025	Solid Waste fee increase – 5%		Ongoing
6	February 28, 2025	Administrative budget – approval		Ongoing
7	February 28, 2025	Public works budget – approval		Ongoing
8	February 28, 2025	Water budget – approval		Ongoing
9	February 28, 2025	Fire budget – approval		Ongoing
10	February 28, 2025	Parks budget – approval		Ongoing
11	February 28, 2025	Solid Waste budget – approval		Ongoing
12	February 28, 2025	Bylaw budget – approval		Ongoing
13	February 28, 2025	EOC budget – approval		Ongoing
14	February 28, 2025	Wastewater budget – approval		Ongoing
15	February 28, 2025	Council budget – approval		Ongoing
16	February 28, 2025	Planning budget – approval		Ongoing
17	February 28, 2025	Capital requests – approval		Ongoing
18	February 28, 2025	Operating supplementals – approval		Ongoing
19	February 28, 2025	Access temporary loan financing to fund capital expenditures		Ongoing

# Independent Auditor's Report

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To the Mayor and Council of the Village of Lions Bay:

## Opinion

We have audited the financial statements of the Village of Lions Bay (the "Village"), which comprise the statement of financial position as at December 31, 2023, and the statements of operations, changes in net financial assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Village as at December 31, 2023, and the results of its operations, changes in its net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

## Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Village in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Other Matter

The financial statements for the year ended December 31, 2022 were audited by another auditor who expressed an unmodified opinion on those statements on May 8, 2024.

## Other Information

Management is responsible for the other information, consisting of an annual report, which is expected to be made available to us after the date of this auditor's report.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

When we read the annual report, if we conclude there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

## Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Village's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Village or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Village's financial reporting process.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Village's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Village's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Village to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Nanaimo, British Columbia

March 4, 2025

Chartered Professional Accountants





# YEAR-END REVIEW

2024



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Village of Lions Bay  
[www.lionsbay.ca](http://www.lionsbay.ca)  
604-921-9333

# TABLE OF CONTENTS

ADMINISTRATION	3
Organizational Highlights	3
Looking Ahead to 2025	5
FINANCE	7
Looking Forward to 2025	8
PUBLIC WORKS	9
Summary	9
Delivery of 2024 Capital and Extraordinary Opex Budget	9
Achievements in Core Operations	11
Challenges	13
Department Goals for 2025, INPO	13
Background: Public Works Department Role	14
Background: Public Works Department Duties	14
BYLAW ENFORCEMENT	16
Introduction	16
Seasonal Support and Impact	16
Summary of Activities	17
Key Achievements	17
Challenges and Solutions	18
Seasonal Trends	19
Statistics and Analysis	20
Goals and Objectives for Next Year	20
FIRE DEPARTMENT	22
Mission	22
Vision	22
Values	22
LBFR Structure/Chain of Command	22
LBFR Department Services	23
Emergency Services Provided	24
Professional Development	24
Call Volume Analysis	26
Equipment and Facility Improvements	27

# ADMINISTRATION

As 2024 concludes, it is both timely and important to reflect on a year filled with progress, challenges, and significant community milestones. From advancing infrastructure projects and strengthening municipal operations to navigating unforeseen emergencies, Lions Bay has demonstrated its resilience, commitment, and forward-thinking approach. This summary provides a comprehensive review of the year from an administrative perspective, highlighting key accomplishments and lessons learned.

At the heart of this year's work has been a focus on strengthening relationships with residents, Council, and regional partners while enhancing service delivery, modernizing our approach to infrastructure, and fostering community resilience.

## Organizational Highlights

From an administrative and operational perspective, 2024 saw significant milestones and important developments:

### 1. Emergency Response and Community Resilience

The tragic events in December, including the Battani Creek debris flow, deeply impacted our community. In response, a remarkable collective effort emerged, bringing together 41 agencies, contractors, and volunteers to manage the emergency and safeguard residents.

Of special note was the invaluable support from Emergency Management and Climate Readiness (EMCR), RCMP, Canada Task Force-1, Metro Vancouver, North Shore Emergency Management, and the District of Squamish. The unwavering dedication of our local Fire Department and Lions Bay Search and Rescue was inspiring during this challenging time. These collaborative efforts not only mitigated the immediate threat but also built strong relationships that will continue to serve the community in the future.

### 2. Operational Improvements

Over the past year, the administration team has focused on strengthening operational efficiency and enhancing service delivery. Efforts included process improvements across core municipal functions and the adoption of new technologies to better serve residents. Notable projects included the on-board of new council meeting agenda and minuting software that dramatically increases efficiency and allocation of staff time.

### 3. Public Works Investments: Maintaining and improving essential infrastructure has been a top priority. Investments in road repairs, drainage improvements, and critical water infrastructure have been made to ensure safe and reliable services for residents.

The Public Works team demonstrated remarkable dedication despite resource challenges, ensuring that essential services continued seamlessly throughout the year.

4. **Customer Service Improvements:** Enhanced communication channels were established, with a focus on increasing responsiveness to resident inquiries.
5. **Financial Management:** The development of clear financial reporting practices and budget alignment efforts contributed to transparent fiscal oversight.

These initiatives reflect our commitment to fostering a culture of continuous improvement and efficiency.

#### 6. **Governance & Enhanced Advocacy**

Navigating competing interests and priorities has been a consistent theme for Council and staff this year. Effective governance requires balancing diverse perspectives, making difficult choices, and maintaining a clear focus on the long-term interests of the community.

A key highlight for 2024 was Council's active participation at the Union of BC Municipalities (UBCM) convention held in September. The convention provided a valuable platform for municipal leaders across British Columbia to share ideas, advocate for local priorities, and engage with senior government officials.

A particularly important outcome of this year's UBCM was a productive and forward-looking meeting with the Honourable Anne Kang, Minister of Municipal Affairs. Council was able to raise critical issues impacting Lions Bay, including infrastructure resilience, long-term financial sustainability, and emergency management. The conversation demonstrated the Province's ongoing interest in supporting small communities like Lions Bay as we navigate unique challenges and seize opportunities.

This advocacy work is essential as we continue to position Lions Bay for sustainable growth and resilience in the years to come.

#### 7. **Beach Park Revitalization Project**

One of the most significant community projects this year has been the Lions Bay Beach Park Revitalization project. This ambitious effort aims to transform the Beach Park into a vibrant and welcoming community space that reflects the natural beauty of the Village and meets the evolving needs of residents and visitors alike.

Following the issuance of a Request for Proposals (RFP) in July 2024, three proposals were submitted and carefully evaluated by a dedicated evaluation committee. Ultimately, a combined team comprising Nick Bray Architecture (for design) and Eurohouse Group (for construction) was selected. Contracts were negotiated and finalized in late 2024, and the design development process has been underway with the involvement of several professionals.

An indicative design is to be presented at a public open house in January 2025. The design seeks to balance the significant work of the Beach Park Committee and prior efforts while

adhering to the priorities outlined in the RFP: iconic contemporary West Coast design, cost-effective construction and maintenance, vandal-resistant features, and FireSmart principles. In the context of the Beach Park Revitalization project, Council faces important decisions regarding the final design program. Developing a list of decision priorities may assist in navigating these choices and ensuring that the project aligns with community needs and expectations.

It is also important to acknowledge that timelines are critical. The funding window for the project expires at the end of December 2025. To complete construction by the end of May, Council decisions must be made promptly. While minor revisions can be accommodated, significant changes would require construction over the summer period or in the fall, both of which present challenges.

## 8. Acknowledgment of Volunteers and Community Spirit

Lions Bay continues to thrive because of its exceptional residents and volunteers. Our volunteers, who give generously of their time and expertise, are the backbone of this community. Whether contributing to emergency response efforts, supporting social activities, or serving on committees, their efforts make Lions Bay a more livable and vibrant place to call home.

We extend our heartfelt thanks to all volunteers whose contributions strengthen this community and exemplify the spirit of Lions Bay.

*“At the heart of this year’s work has been a focus on strengthening relationships with residents, Council, and regional partners while enhancing service delivery, modernizing our approach to infrastructure, and fostering community resilience.”*

## Looking Ahead to 2025

As we move into 2025, Lions Bay is well-positioned to build on the progress made in 2024. Key priorities will include:

- **Infrastructure Resilience:** Continued focus on essential infrastructure projects to support community safety and well-being.
- **Emergency Preparedness:** Strengthening our capacity to respond to emergencies and enhancing community resilience.
- **Service Excellence:** Further enhancements to customer service and operational efficiency.
- **Financial Stewardship:** Ensuring fiscal responsibility while pursuing grant funding.

- Continued recovery and infrastructure assessments related to the Bettani Creek debris flow event.
- Strengthening partnerships to enhance service delivery and emergency preparedness.
- Ongoing advocacy with senior levels of government to secure funding and support for key initiatives.
- Completion of the Lions Bay Park revitalization project and the Jetty replacement project
- Relocation of the Oceanview/ Lions Bay Avenue bus stop to the south side of the road/ highway ramp intersection.

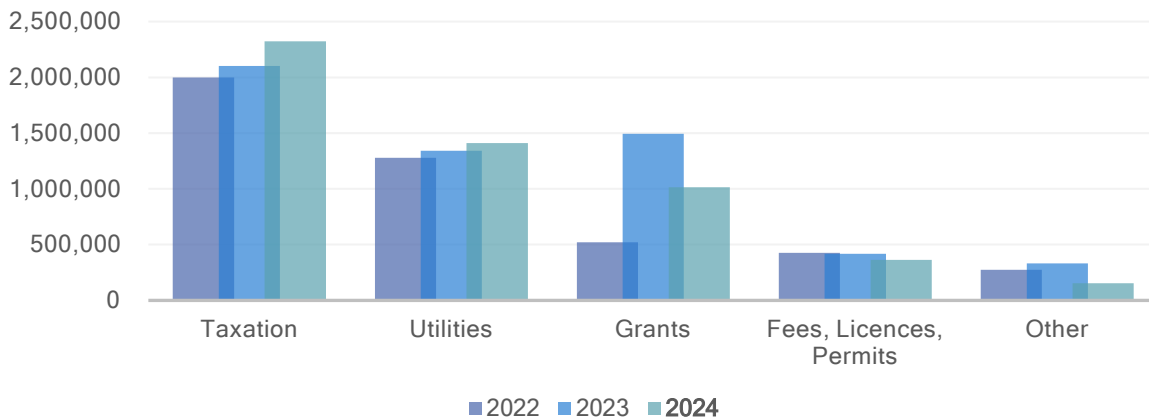
I extend my appreciation to Mayor and Council for their support and leadership throughout the year. I would also like to express my heartfelt thanks to the staff for their dedication, adaptability, and professionalism, particularly during the challenges we faced this December.



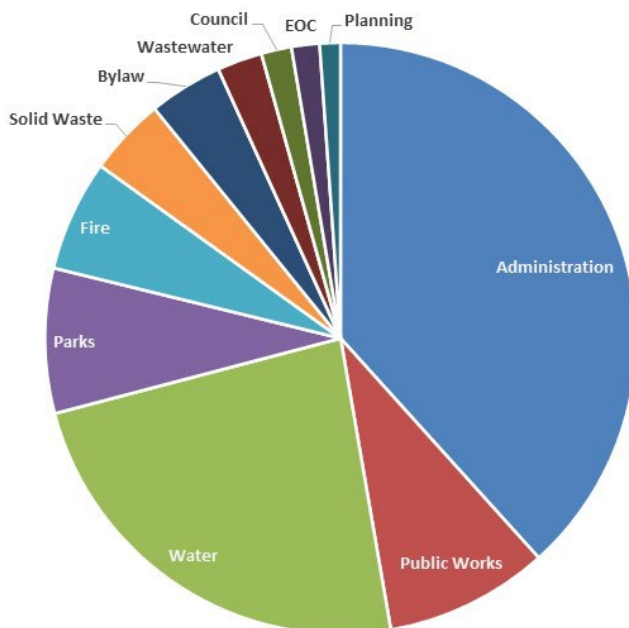
# FINANCE

The Village completed the fiscal year ended December 31, 2024 with revenue and expenditures generally aligned with budgeted amounts. The Village generated approximately \$5.4 million in total revenue, consisting of property taxation, utility user fees, grants and other revenues.

## Revenue - Year Over Year Comparison



Grant funding included federal and provincial grants supporting small communities and investment in



infrastructure. During 2024 the renovations to the Klatt building were substantially completed, which is a project that was fully funded through a provincial grant. Looking forward to 2025, the Village expects to complete renovations to the Lions Bay Beach Park which is also in majority funded by a provincial grant. Expenditures were distributed between municipal departments similar proportions to prior years.

Administrative and public works and utilities costs represent 75% of total expenditures with the

balance attributable to parks, fire, bylaw, council emergency operations and planning departments.

During 2024 Village staff successfully completed two major capital projects. Renovations to the Klatt building addressed needed maintenance and upgrades supporting our Fire department and Emergency Services.

Due to a low snow pack staff and significant water leakage throughout the Village, staff identified a risk of water shortage after a dry summer. Staff formed a drought emergency committee to address water security needs. Led by the director of operations, public works staff proactively identified areas of water leakage and remediated them, saving thousands of gallons of lost water. Additionally, the Alberta Supply Augmentation Project was completed expeditiously and underbudget; this capital project added water supply from Alberta Creek, providing further water security to the Village.

On December 14 of 2024 the Village experienced a tragedy as a mudslide on Battani Creek washed away a home. The Village declared a state of local emergency and opened an emergency operations centre (“EOC”) to manage recovery from the incident. Substantial costs associated with debris removal, search and rescue, security and other have been incurred. In accordance with provincial emergency management procedures, members of the EOC submitted expense authorization forms to the Province for pre-approval of estimated expenditures. The approved expenditures are one hundred percent reimbursable by the Province after the Village pays the contractor and submits a claim.

## **Looking Forward to 2025**

2025 presents a number of opportunities and challenges for the Village. The primary focus of staff in the coming year is to address financial security of the Village considering significant planned expenditures related to Village infrastructure.

Village staff and members of committee of the whole and infrastructure committee review capital budgeting on an ongoing basis. There are a number of capital projects recommended to be addressed in the 2025 budget. Staff will focus on developing strategies to fund these projects, with options ranging from drawing on reserves, debt financing, and application for grants. In addition, with a mandate from Council, staff have pursued investment opportunities that comply with the Community Charter in order to maximize returns on our bank deposits.



# PUBLIC WORKS

## Summary

The Public Works department had a good year delivering core work, project work and crisis work.

2024 budgets controlled by Public Works were:

FUND	2024 BUDGET	2024 ACTUAL (UNAUDITED)	VARIANCE	HOW?
Water	1,129,209	859,996	-24%	Better weather; consolidating tasks, preventative maintenance, procedural efficiencies
Wastewater	108,711	79,079	-27%	Preventative maintenance, procedural efficiencies
Parks & Facilities	352,870	357,597	1%	On target
General (operations)	1,144,052	404,799	-65%	preventative maintenance, procedural efficiencies, down one headcount, 330,000 bridge work deferred to 2025
Solid Waste	227,916	191,399	-16%	Better consumer awareness, recycling separation

## Delivery of 2024 Capital and Extraordinary Opex Budget

The urgent Alberta Supply-Augmentation Project was delivered on time and under budget, significant process control system upgrades were implemented and several long-delayed projects were executed:

### a. COMPLETED

PROJECT	DETAILS
Water Contingency, Drought Reserves	ASAP: graded intake approach, installed metering weir at inlet, reused penstock, shutoff valve and catchbasin, replaced 4" flush valve, replaced Y-strainer and flush valve and line, installed automatic line break shutoff valve, installed 7/8" engineered cable crossing of Harvey Creek, repurposed Oceanview Tank and fillstation, added electrical power, installed SCADA pump station including flowmeter and pressure readings, modified Harvey Plant fillstation including flowmeter, installed security fencing and signage.  Located and repaired approx. 8 public-side and 18 private-side leaks to save 300,000 GPD of always-on flow.
Pride Trail Rockfall Risk Remediation	Hardened trail on MOTI lands against rockfall hazard; obtained License of Occupation to formalise use of trail.
Steps at Municipal Campus	Should last a while
Treatment Plant Flowmeter Recalibration	Manufacturer site visit
Alberta Intake Ditch/Plateaux Remediation	Cleared Upper Bayview Creek drainage channels, culverts, catchbasin

## b. COMMENCED

PROJECT	DELIVERED 2024	DISPOSITION FOR 2025
SCADA Upgrades	<ul style="list-style-type: none"> <li>• Online CI monitoring at KG Control Room mains endpoint, with a view to providing operators confidence to reduce chlorine dosing</li> <li>• MAGIIC.1: 600 V power and fibre data line to Mag Intake in existing conduit, with online turbidity and UV transmissivity metering, surveillance camera, floodlighting.</li> <li>• Replaced copper data circuits with fibreoptic at Office, Yard, Harvey Plant, Magnesia Plant, WWTP (0 install cost and net savings monthly).</li> <li>• Wi-Fi; cameras at Oceanview pumphouse, Mag Plant, Harvey Plant</li> <li>• Replace 6-channel voice alarm dialler with cloud alarm platform to provide unlimited channels, obsoleting the PLC panel at the Works Yard</li> <li>• Motor heath monitoring for WWTP RBC and ASAP pump</li> <li>• SCADA platform and user interface improvements</li> <li>• Harvey and Mag creek flowrates to Flowworks and SCADA.</li> <li>• New gigabit speed router/firewall at Yard to connect to routers at 5 nodes.</li> </ul>	Unspent funds carried over to 2025, with further funding requested for real-time chlorine and turbidity monitoring at two more distribution network ends.
Bridge work	<ol style="list-style-type: none"> <li>1. Commence end inspections on three bridges</li> <li>2. 325 Bayview Bridge completed after addressing inadequate engineering and late discovery of lead contamination</li> <li>3. Lions Bay Ave bridge on Harvey pending engineering of abutments</li> </ol>	Pending negotiation with MOTI as to true ownership of 6 bridges over Alberta
72 Hydrants A&B Servicing	Completed but for painting	Painting to take place in Spring 2025
Outside Leak Detection Service	Purchased clamp-on water meter and upgraded Doppler aquaphone	-

## c. NOT COMMENCED

PROJECT	WHY?
Replace Hall & Chambers Furnaces With Heat Pump	Pending direction on scope increase, power drop, woodstove alternative (estimated total cost \$280,000, 100% grant funded)
Recycling Center	Expected early Spring

Lions Bay Ave on Alberta bridge Timbers Replacement	Pending negotiation with MOTI
Lions Bay Beach Park Tree Work	Budget was provided at request of LBBPRP Committee, but which trees never stipulated.
Road resurfacing (Crystal Falls)	Deferred to 2025 to obtain further budget, now delayed until works in area completed
Public WiMAX for App-only Pay Parking	Deferred in favour of providing wireless data functionality via SCADA projects.

## Achievements in Core Operations

Highlights of 2024 include delivery of core work to expectation, and delivery of most budgeted operating projects, including halving water consumption through leak fixes, road lining and signage rationalisation, sewer I&I (ingress and infiltration) isolation, replacement of unreliable analog data lines to water treatment plants with digital fibre at no cost (resulting in significant overtime reduction); completing overdue mains flushing, and fire hydrant servicing. High-maintenance raw water intakes enjoyed a quiet year, with only frequent vegetation blockages in Spring and Fall to clear. The December Battani Creek debris flow relied on Public Works to perform extraordinary duties ranging from hot washdown water at the disaster site to lining out an EOC last used ten years ago.

- a. WATER, WASTEWATER INCLUDING SCADA PROCESS CONTROL SYSTEMS
  - i. Reduced summertime water consumption by 33%
  - ii. Replaced failed fireflow Y-strainer at PRV1
  - iii. Demolished Phase IV and V tanks
  - iv. Utilised in-stock spare to replace failed WWTP gearbox before it destroyed the RBC (rotating biological contactor); ordered new after rebuild proved not cost effective
  - v. Scoped sewers, including laterals, identify domestic leaks, leading to 14,000 GPD savings into WWTP in summer; I&I in winter from leaking manhole barrels still a serious issue.
  - vi. Obtained VCH Construction Permit for ASAP; delivered overdue Watershed Protection Plan, delivered 2023 Water Quality Report.
  - vii. Delivered Ministry of Environment 2023 Wastewater Report.
  
- b. ROADS, DRAINAGE, PARKING
  - i. Ditched Harvey and Mag Intake access roads.
  - ii. Installed 18 new LED streetlamp heads
  - iii. Re-did road markings, updated signage, supported by a most welcome \$4400 ICBC grant
  - iv. Brought rail crossings into compliance with Transport Canada directives
  - v. Rebuilt about-to-be-scraped Bobcat road salt loader rather than utilise and destroy the new Kaboda mini-excavator (unbudgeted, paid for with savings elsewhere).
  - vi. Replaced Flowbird parking app with PayByPhone; signage replaced by them at no cost.
  - vii. Negotiated permanent solution to derelict vehicles at Southview Pl.
  - viii. Made traffic speed annunciators work.

ix. Snow removal continued to meet residents' high expectations.

c. PARKS, FACILITIES, HOUSEKEEPING

- i. Installed new anchoring for Lions Bay Beach Park boom and float, replaced fence
- ii. Installed vacuflush toilets at two parks, zero 2024 calls for blockage removal
- iii. Effected major engine repairs to two Works trucks; installed dashcams for all
- iv. Installed LED floodlights on three plows
- v. Updated perfectly fine Hall sound system
- vi. 12 summer hanging baskets to add feelgood factor
- vii. Temporarily moved document storage container to Yard
- viii. Replaced fence Marjorie's Meadow
- ix. Council Chambers: changed fluorescent light fixtures for flushmounts, installed Meeting Owl AV equipment (legacy equipment retained), repurposed former Council Chambers's TV for facing ceiling mount monitor, installed sound attenuation panels (Council budget).
- x. Yard cleanup: dumped non-roadlegal trailer; sent superfluous trailer and unused chipper to auction (+\$14,000), built new sign shed, installed surveillance cams, replaced rotten pole and floodlight, installed Bullpen task TV display (\$donated); plumbed hot water to washing machine, donated 8 pallets of expired ESS materials.
- xi. Asphalt pathways at Kelvin Grove Park (vendor complimentary)
- xii. Installed trailhead water fountain as active promotion for drinking water protection
- xiii. Information technology
  1. Changed managed service provider from Sea-to-Sky to Fully-Managed to save \$20k/yr in Microsoft licensing costs, and rationalise on- and off-boarding for 22 users, 24 workstations and 42 Microsoft licenses.
  2. Moved VoIP phone system from RingCentral to Telus Business to save \$1200 a month in unnecessary seats, lines.
  3. New modern router/firewalls to handle gigabit network and internet speeds (required a bit of work to get them to talk to five router/firewalls at SCADA nodes).
  4. Additional Wi-Fi access points in needed locations.
  5. Upgraded multiple perfectly fine PCs, laptops and servers in-house.
  6. Sourced new batteries for all Ecom radios after three years wait
- xiv. Installed 5 real-time air quality monitors at Office, Yard, Fire Training, Harvey Plant, School (Parks budget).
- xv. Serviced numerous Klatt Building BCAS tenant requests.

d. PERSONNEL

- i. Reviewed and modified CUPE proposal, participated in negotiation of 2021-2024 Collective Agreement.
- ii. Rewrote 7 Public Works job specifications to CUPE approval, including accommodating non-EOCP certified but valued staff.
- iii. Instituted long range succession plan for Foreman 2 and Plant Operator roles.

## Challenges

- a. Our strict purchasing policy makes delivering our usually smaller projects slow and more expensive. Better approach than tendering and bidding: trust staff to use best efforts to optimise costs, while checking invoices rather than just paying them when they arrive.
- b. No leadership, no plan. There, we said it.
- c. The engineering required to produce sealed (stamped) design of capital projects falls to slow-responding, inexperienced and unimaginative but plenty expensive outside engineers.

## Department Goals for 2025, INPO

- a. Transition department to new manager; keep municipal staff motivated, valued and innovating.
- b. Repaint Smith Building interior, replace asbestos floor tile
- c. Deliver proposed 2025 budget:
  - i. \$1.3 mil. watermain replacement, applying for possible 50% federal grant to double scope
  - ii. Process control system upgrades.
  - iii. 2 drainage culverts.
  - iv. Overdue replacement of 8 UV reactor shutoff valves at both plants (\$25,320 for stainless steel, half of original quote, operations budget).
  - v. \$3.8 mil. 100% BC metering pilot project grant proposal successful, for delivery over next 18 months. Lions Bay must plan for sustained reduced water supply, and knowing where it is going is an essential part of that.
- d. For water regulator, produce 2024 Water Quality Report to (due Jun 30, 2025), reproduce missing memo to support outstanding Construction Permit for 4 lamps, Construction Permit for Mag Tank baffle factor throughput increase.
- e. Produce 2024 wastewater report to regulator (expected Feb 28, 2025).
- f. Continue motivating Council and the community toward water demand management;
- g. Drop 3 dead hemlocks on private property threatening watermain crossing of Harvey Ck.
- h. New Water Bylaw with associated changes to Bylaw Enforcement and Fees bylaws.
- i. Starting mid-March (delayed from Feb. 24 start due to cleanup at Crystal Falls), fix eroding SW abutment of Lions Bay Ave. bridge over Harvey Ck. once structural engineer seals design.
- j. Replace half-culvert on Bayview from Stewart to bend, unbudgeted
- k. Departmental input into:
  - i. 2025 Strategic Plan
  - ii. 2025-2027 Collective Agreement
  - iii. Subdivision, CACs, DPAs
  - iv. Schoolyard/Centennial Lands project
  - v. Highway safety (ASOD)
  - vi. Recovery of MOTI-expropriated properties, re-renewal of water lease to prevent resumption of Brunswick log dump, ceding of FLNRO land adjacent to Fire Training facility at Pit, public parking at Pit

- vii. LBBP Revitalisation
- viii. Relocation of Isleview bus stop to 99 SB onramp, e-bike charging corral, KG Trail LoO required by MOTI

## Background: Public Works Department Role

- a. Plan and deliver Lions Bay's public work, on multiple time horizons, on budget, 24/7: water, wastewater, roads (bridges, drainage, parking, marking/signage, snow & ice), parks, buildings and facilities, fleet and equipment, solid waste, IT.
- b. Communicate with Council, the public, vendors, contractors, consultants, colleagues and other levels of government (water regulator (VCH), wastewater regulator (MoE), BCAS, MoTT, TransLink, Miller-Cap, FLNRO, BC Parks).

## Background: Public Works Department Duties

- a. CORE WORK: DAILY/WEEKLY
  - i. Water sampling daily for chlorine and turbidity, weekly for biologicals.
  - ii. Water system
    - 1. Ad hoc leak detection, fixes on public side, motivating fixes on private side.
    - 2. Exercise air release valves every two weeks.
    - 3. Inspect and clear intakes, from several times a day to weekly.
  - iii. Roads
    - 1. Surface repairs.
    - 2. Street sweeping, boulevard blowing, trimming.
    - 3. Snow removal/road salting.
  - iv. Parks
    - 1. Maintenance and cleaning: Lions Bay Beach Park, Brunswick Beach Park, Kelvin Grove Beach & Marine Park, Wade Park, Marjorie's Meadows.
    - 2. Summer beach water sampling program.
    - 3. Lions Bay Field mowing.
  - v. Respond to CSRs
  - vi. Wastewater plant maintenance (weekly).
  - vii. Fallen trees, Tree Cutting Application inspections.
  - viii. BC One Call tickets.
- b. CORE WORK: MONTHLY/SEASONALLY/ANNUALLY
  - i. Water
    - 1. Sampling/analysis
      - a. Daily for chlorine and turbidity
      - b. Weekly for bacteriological
      - c. Semi-annually for metals
      - d. Quarterly asbestos.
    - 2. Timbertop pressure booster pump maintenance.
    - 3. Watermain flushing program (2/year).
    - 4. Winterize water sample stations.
    - 5. Maintain 30 PRVs, strainers.

6. Receive, deliver and transfer 12% hypo to treatment plants.
- ii. Wastewater
    1. Annual sewer video inspection.
    2. Twice annual plant pump-out and full inspection, gearbox oil change.
    3. Quarterly sampling for BOD, TSS.
  - iii. Roads, parks
    1. Add bark mulch and soil to all gardens.
    2. Boulevard maintenance: rock removal, brushing outside bird nesting, culvert & ditch clearing, mowing, pruning.
    3. Flail mow water plant access roads.
    4. Lions Bay Beach Park
      - a. Remove winter logs.
      - b. Place log boom.
      - c. Replenish sand.
      - d. Open, close washroom.
    5. Open, close tennis court.
    6. Kelvin Grove washrooms.
    7. Place hanging baskets, banners, seasonal lights.
  - iv. Facilities
    1. Fuel tanks polishing.
    2. Roof and gutter blowing.
    3. Set up and take down for Canada Day, Firefighter Day, Remembrance Day, Dip 'n Dash.
- c. CORE WORK: MULTI YEAR
- i. Bridge inspections.
  - ii. Sewer outfall diver inspection.
  - iii. Water tank ROV inspection, diver cleaning.
  - iv. Sewer smoke testing.



# BYLAW ENFORCEMENT

## Introduction

The Bylaw Enforcement Department plays a crucial role in maintaining community standards and ensuring adherence to local regulations throughout the year. The department operates under the leadership of one dedicated full-time Bylaw Enforcement Officer, with additional support from two full-time summer-seasonal Parking, Parks and Trails Enforcement Officers during the peak season to manage increased enforcement demands. This report aims to provide a comprehensive overview of the department's activities, achievements, and overall impact during the year from June 3rd to December 3rd. By reflecting on our work, this report highlights our commitment to fostering a safe, orderly, and harmonious community while identifying opportunities for continued improvement.

<b>Definitions:</b>	<p style="text-align: center;"><b>Peak Season</b></p> <p>Period of June 3 to September 3 with two full-time summer-seasonal Parking, Parks and Trails Enforcement Officers and one full-time Bylaw Officer.</p>	<p style="text-align: center;"><b>Non-Peak Season</b></p> <p>Period of September 4 to December 3 with one full-time Bylaw Officer.</p>
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## Seasonal Support and Impact

During the busy summer months, the addition of two full-time summer staff proved instrumental in managing the department's increased workload. These seasonal team members supported the full-time Bylaw Enforcement Officer by focusing on key areas of enforcement and addressing seasonal issues that arise due to higher community activity during this period.

### Key Duties and Areas of Focus:

- **Parking Enforcement:** Addressing increased parking violations, especially in high-traffic areas such as Sunset Trailhead, beach lots, and on-street parking.
- **Community Engagement:** Educating residents about Garbage and Recycling collection guidelines and Outdoor Water-Use guidelines through direct interactions and promoting voluntary compliance.

### Impact of Additional Staff:

- **Enhance Coverage:** Increase patrols in neighborhoods and public spaces, ensuring a visible enforcement presence.



- **Improve Response Times:** Address complaints and violations more quickly, reducing delays and improving community satisfaction.
- **Tackle Seasonal Issues:** Proactively handle parking concerns, which are more prevalent during the summer.

The additional personnel not only helped alleviate the workload but also ensured that the department maintained a high standard of service during the busiest time of the year. This seasonal reinforcement played a significant role in upholding community standards and improving overall enforcement efficiency.

## Summary of Activities

The Bylaw Enforcement Department experienced a dynamic year, handling a wide range of complaints and addressing diverse community needs. This summary provides an overview of the complaints received, categorized by time of year, and highlights the types of issues managed, with a focus on notable seasonal trends.

### Total Complaints Received from June 3-Dec 3:

- **Peak Season:**
  - Total Complaints: 56
  - Average Monthly Complaints: 18
  - Common Issues: Parking violations, Garbage/Recycling collection, short-term rentals
- **Non-Peak Season:**
  - Total Complaints: 41
  - Average Monthly Complaints: 14
  - Common Issues: Animal control, Garbage/Recycling collection

## Key Achievements

The Bylaw Enforcement Department celebrated several noteworthy accomplishments this year, demonstrating its dedication to maintaining community standards and fostering public awareness.

### Significant Achievements

1. **High Compliance Rates:**
  - An overall high compliance rate was achieved through proactive enforcement and targeted education campaigns.
  - Repeat violations were not a significant issue, largely in part to our voluntary compliance approach.
2. **Reduction in Seasonal Challenges:**
  - A coordinated response to seasonal issues, such as illegal parking and noise complaints during the summer, led to faster resolutions and fewer recurring incidents.
3. **Transition to PayByPhone:**
  - More user-friendly pay parking application, compared to FlowBird.

## Public Education Efforts

### Community Outreach by Summer Staff:

- **Educational Brochures:** Seasonal staff distributed numerous brochures while on patrol, covering topics such as garbage and recycling collection, and outdoor water-use
- **Engagement in High-Traffic Areas:** Officers and summer staff engaged with residents on trails, beaches, and event spaces, providing on-the-spot guidance about bylaw requirements.
- **Engagement with Local Residents:** Educating residents on the process of filing a bylaw-related complaint, as well as making residents of the Village become aware of the fact there is now a full-time Bylaw Enforcement Officer that is here to serve year-round.

These achievements reflect the department's proactive approach to enforcement and its emphasis on fostering a cooperative relationship with the community through education and outreach.

## Challenges and Solutions

While the Bylaw Enforcement Department operates efficiently throughout the year, certain challenges arise, particularly during non-peak seasons when staffing is limited to a single full-time officer. These challenges necessitate strategic adjustments to maintain service quality and address community needs effectively.

### Challenges During Non-Peak Seasons:

- **Limited Staffing:** The absence of additional summer staff during non-peak months places increased responsibility on the full-time officer, creating potential delays in response times and limiting coverage.
- **Resource Allocation:** Balancing proactive enforcement with reactive complaint responses can be challenging with only one officer on duty.

### Adjustments Made:

To address these challenges, the department implemented the following measures:

- **Prioritized Task Management:** Focused on addressing high-priority complaints first, such as safety-related violations or recurring offenses.
- **Flexible Scheduling:** Adjusted patrol schedules to ensure peak hours and high-traffic areas receive adequate attention, even with limited staff.

### Strategies for Maximizing Effectiveness with Seasonal Staff:

To ensure seasonal staff contribute effectively during peak times, the department employed targeted strategies, including:

- **Focused Training Programs:** Provided comprehensive training on specific duties, enforcement protocols, and conflict resolution to prepare seasonal staff for independent tasks.
- **Task Specialization:** Assigned seasonal staff to specific areas, such as parking enforcement or community outreach, to allow the full-time officer to concentrate on more complex issues.

- **Public Awareness Initiatives:** Launched campaigns during the off-season to educate residents about common violations and encourage voluntary compliance, reducing enforcement demands during busier months.

By continuously refining its approach to staffing and resource allocation, the department effectively balances year-round enforcement demands, ensuring consistent service delivery and community satisfaction.

## Seasonal Trends

### Peak Seasonal Trends and Management

#### 1. Increased Parking Violations in Summer:

- **Trend:** A sharp rise in parking complaints occurred near parks, beaches, and event venues during peak season.
- **Management:**
  - Seasonal staff conducted regular patrols and issued citations in high-demand areas.
  - Additional signage and public reminders were used to reduce violations.

#### 2. Spike in Garbage and Recycling Collection Complaints During Increased Wildlife Activity:

- **Trend:** Improper Garbage and Recycling collection guidelines were not met. Residents failed to store garbage in effective animal-resistant containers, while also failing to follow the Waste Collection Schedule
- **Management:** Officers focused on early intervention through warnings and educational pamphlets, and promoting awareness of applicable bylaws.

### Non-Peak Seasonal Trends:

- **Animal Control Non-Compliance:** Most non-peak season complaints revolved around animal control, dealing with loose dogs or dogs in non-permitted areas. This was managed by issuing reminders, warnings, and fines when necessary.

### Additional Trends:

- **Parking Duration Limits on Village Land and Boulevards**
  - Vehicles remain stationary for more than 72 consecutive hours. This prevents the prolonged occupation of public spaces and maintains accessibility for all residents and visitors. Strong enforcement of this limit will deter misuse and keep our streets functional and fair.
- **Resident Parking Permits: Responsibilities and Enforcement**
  - Residents need to keep their parking permits current and to display them in the designated area of their vehicle. Permits are non-transferable and should not be moved between vehicles. To allow sufficient time for compliance, residents should only have 10 business days from the implementation date of each year's permit pass to place it in their vehicle.

By addressing these notable cases and managing seasonal trends effectively, the department reinforced its commitment to maintaining community standards while adapting to the dynamic needs of each season.

## Statistics and Analysis

### Parking Enforcement:

- **Peak Season:**
  - **1499 Total Violation Notices**
    - **1055 Park in Contravention of Traffic Control Device**
    - **384 Park Without Permit for Zone**
    - **44 Courtesy/Warning Notices**
    - **7 Park to Obstruct or Interfere with Traffic/Maintenance**
    - **6 Park Near Fire Hydrant**
    - **4 Park Too Near Driveway**
    - **1 Park On or Near Crosswalk**
- **Non-Peak Season:**
  - **64 Total Violation Notices**
    - **53 Park in Contravention of Traffic Control Device**
    - **5 Park Without Permit for Zone**
    - **4 Courtesy/Warning Notices**
    - **1 Park to Obstruct or Interfere with Traffic/Maintenance**
    - **1 Park More Than 72 Hours**

In comparison to last year's total number of violations during the same period, there was an increase of **459 Violation Notices** handed out in 2024. With additional signage, we anticipate a decrease.

## Goals and Objectives for Next Year

The Bylaw Enforcement Department remains committed to adapting and evolving to meet the needs of the community. Building on this year's successes and lessons learned, the department has outlined several goals and objectives for the coming year to enhance its operations and strengthen its impact.

### Enhance Seasonal Response

- **Data-Driven Deployment:** Use data from previous years to identify high-demand zones and allocate resources strategically during peak times.

### Improve Public Education

- **Community Awareness Campaigns:** Launch targeted campaigns to educate residents about specific bylaws, such as noise, parking, and garbage/recycling collection, to promote voluntary compliance.

### Strengthen Training for Seasonal Staff.

- Scenario-Based Exercises: Incorporate practical exercises simulating real-world situations to better prepare seasonal staff for independent enforcement tasks.

By focusing on these goals and objectives, the department aims to enhance its ability to respond to community needs and foster a stronger relationship with residents in the year ahead.



# FIRE DEPARTMENT

## Mission

To serve Lions Bay and the Sea to Sky corridor by responding to multi-hazard emergencies, preparing members for their chosen role in the fire service and engaging with the community through public education and events.

## Vision

To be seen as a pillar of the community through professionalism, dedication and empathy. To be recognized as the leading department in BC for the training and development of the future heroes of the fire service.

## Values

**Trust** – Building relationships of trust by fulfilling our roles with competence and acting within the team structure.

**Integrity** – Upholding the expectations of the community, department and each other by having the courage to do what is right.

**Commitment** – Devotion to one's role in the department, continuous professional and personal development and serving the community.

## LBFR Structure/Chain of Command

**Fire Chief B. Germscheid.**

**Captain A. Cameron.** A – Shift Officer

**Captain M. Gildenhuis.** B – Shift Officer

**Captain G. Ratushny.** Training Officer

**Lieutenant M. McLaughlin.** C – Shift Officer

**Lieutenant M. Russell.** D – Shift Officer

**19 Firefighters.** (13 “Pre-Career” firefighters & 6 “Home Owner” firefighters).

The majority of LBFR membership consists of “Pre-Career” Firefighters who have come to LBFR to gain additional training and experience to assist them in achieving their goals of having a fulltime Firefighter career, in exchange for our training and experience these members serve our community and enable the VoLB to have a very high-quality Fire Rescue department.

Every year LBFR loses numerous “Pre-Career” firefighters as they achieve their goal of joining a “Career Dept.” and then throughout the rest of the year new “Pre-Career” firefighters join, attracted by our reputation, the training and experience we provide.

This year 8 “Pre-Career” LBFR members achieved their goal of professional employment with career fire departments across the lower mainland, in this same period 7 new “Pre-career” firefighters have joined

“Home Owner” firefighters are the rock-solid base of our department, who volunteer countless hours just to give back to our community, they provide the experience, stability and community knowledge needed. We are happy to have welcomed 2 new “Home Owner” members to our team this year.

## **LBFR Department Services**

Lions Bay Fire Rescue provides assistance to our community in many different ways including but not limited to;

- Public education – LBFR hosted Lions Bay Elementary School classes, and daycare classes to Firehall tours and Fire Engine displays along with elementary level fire education for kids and family. LBFR also manned 2 FireSmart information events, one in the spring and one on Canada Day.
- Commercial Building Inspections – We visited all commercial businesses in Lions Bay in order to educate and help keep our businesses safe for everyone.
- Community participation – This year we had a very successful “Firefighter’s Day” celebration, lit off another incredible Halloween fireworks display and gave out pounds of candy, and are very proud to have been able to lay a wreath and assist others at the VoLB Remembrance Day Ceremony.

## Emergency Services Provided

- Emergency Medical Aid.
- Non-emergency Medical Aid.
- Environment emergencies – floods, wires down, tree’s down, wind & snow events.
- Motor Vehicle Incidents – auto-extrication.
- Structural firefighting.
- Wildland Urban Interface (WUI) firefighting.
- Technical Rescue.

And much more...

In order to enable LBFR to preform these tasks safely and effectively we learn, train and practice our skills.

LBFR members volunteer their time for over **3,390hours** per year, this training takes place with full department training every Wednesday night between 7pm – 10pm **2,430hours**. Members scheduled to stay within the Village of Lions Bay for their “Shift weekend” also train 4 hours during their shift **960hours**. This training is in addition to the classes and courses our volunteers take on their own time. Every year an 18hour weekend auto-extrication course is held, 14 members attended **252hours**.

## Professional Development

On top of the training described above LBFR undertakes additional internal professional development, this year 4 members of LBFR successfully completed our LBFR Officer Course in compliance with the Office of the Fire Commissioner “Minimum training Standards Act” formerly the “Playbook”. **40hours + evaluations = 160hours**

Members;

- D. Hotte.
- R. DeGobbi.
- M. Bicknell.
- C. Stelmacker.



Completed the program, written evaluations and practical evaluations with exceptional results and are now certified to manage emergency incidents as “Incident Commander”, be “Team Leaders” taking fire crews into IDLH atmospheres, and supervise crews as “Shift Officers”.

I am very proud of the dedication, sacrifices and hard work these Sr. members have demonstrated.

Training hours.	Total.
Weekly Training	2,430
Weekend Shift training	960
Auto -extrication course	252
Officer Course	160

\*\*\*Total hours volunteered training = 3,802 / 25 members = 152.08hours each average\*\*\*

**LBFR Incident Compilation 2013 – 2024** (totals as of Nov. 2024)



Count of ID	Column Labels													Grand Total
Row Labels	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Grand Total	
ALARMS - SF RESIDENTIAL	3	5	5	2	4	7	6	11	8	5	4	8	68	
ALARMS RINGING - MR / COMMERCIAL		4	2			1			1	2		2	12	
ASSIST CALL	2	6	1	5	3	5	5		6	9	4	2	48	
BRUSH/GRASS FIRE	5	2	6	2	3	3	2	1	2	1	3	1	31	
BURNING COMPLAINT	2	2		1	4	5	3	4	4	5	5	4	39	
CARBON MONOXIDE ALARMS	1	2		1		1		1	2				8	
CHIMNEY FIRE			1		1	2	1			1	1		7	
ELECTRICAL - STV/FUR/DRYER/PLG			1					1	1				3	
GASOLINE/DIESEL SPILL	2		1	1			4	1		1			10	
HAZMAT			1							1			2	
HYDRO POLE FIRE	1	1	5	3	1	2	3		1			1	18	
INTERFACE FIRE						1							1	
INVESTIGATION	2	1	2	1	4	2	2		1				15	
LIFT ASSIST	2	4	1	4	2	4	9	8	6	3	4	4	51	
MESA	3	1	3	3	2	1	1		3	3	3	3	26	
MESA - No Response	1								2	2	1	1	7	
MESA-A	1					1	2		2			3	9	
MESA-B	6	4	8	6	5	1	3	5	5	3	2	2	50	
MESA-C	13	22	13	23	11	5	5	2	5	7	5	18	129	
MESA-D	17	18	18	17	22	19	21	9	26	29	23	34	253	
MESA-E	1	2					1	1		1		1	7	
MESA-O												1	1	
MISC/OTHER/SPECIAL/NOT LISTED	1		3	1	1	6	1	3	4	2	8	4	34	
MVA	11	4	6	12	5	1	5	6	6	8	13	20	97	
MVA - RESCUE REQUIRED	38	48	52	74	41	31	24	19	24	22	25	15	413	
NATURAL GAS LEAK/SMELL	2		1			2	1	1	2	1	1		11	
POST FIRE INSPECTION				1									1	
PUBLIC ASSISTANCE		1								1	1		3	
PUBLIC WORKS INCIDENT		1											1	
RESCUE - HIGH ANGLE TECHNICAL		1					1						2	
RESCUE - OTHER		1					3				1	2	7	
RESCUE - WATER						1		1					2	
ROAD FLUSH												1	1	
STRUCTURE FIRE - COMMERCIAL		1		1	2								4	
STRUCTURE FIRE - POSSIBLE											1	1	2	
STRUCTURE FIRE - RESIDENTIAL	3	3	2	4	4	2	4	2	1	1	1	1	28	
VEHICLE FIRE - BUS/CAMPER/RV				1		1							2	
VEHICLE FIRE - CAR/TRK/MC/LNMW		2	1	2	2	1	2	3	3	1	1		18	
WIRES DOWN	2	2	1	4	3	5	2	3	4	1	5	2	34	
<b>Grand Total</b>	<b>119</b>	<b>138</b>	<b>134</b>	<b>169</b>	<b>120</b>	<b>110</b>	<b>111</b>	<b>82</b>	<b>119</b>	<b>110</b>	<b>112</b>	<b>131</b>	<b>1455</b>	

\*\*\* 35 total MVA's recorded, 21 were outside of the municipal boundary which qualify for EMCR reimbursement total of \$10,192.00 \*\*\*

## Call Volume Analysis

Reading the call volume and type for the past 10yrs I see most incident type volume to be relatively consistent with the exception of "MESA" (medical emergency service assist) incidents which have risen as compared to previous years. I believe this number will maintain this volume or grow as I think it is a reflection of an aging demographic.

## Equipment and Facility Improvements

SCBA Fill station.

Washer & Dryer install.

Wildland equipment improvement.

