



# VILLAGE OF BELCARRA

*"Between Forest and Sea"*

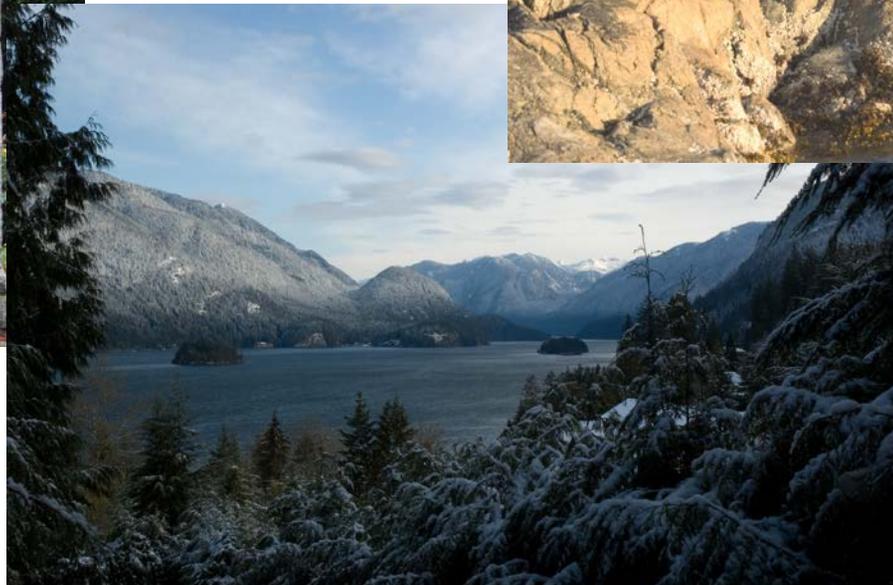
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## 2013 Annual Report



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## An Open Letter from Council to the Citizens of Belcarra

On behalf of Council, I am pleased to present the 2013 Annual Report for the Village of Belcarra. The report incorporates comprehensive financial statements as well as highlights of the Village's accomplishments over the past year.

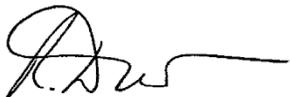
**Administrative Projects** — During 2013, Belcarra staff undertook the significant task of setting-up the new accounting system (MAIS) for the municipality, one consequence of which was having to maintain the existing accounting system in parallel with the new system for a portion of the year. The new system was a necessary prerequisite for establishing future utility billing systems. Following the commissioning of Belcarra's new municipal water system, administrative staff were also very busy handling the onslaught of new water connection applications, managing meter installation appointment schedules, and developing administrative procedures for setting-up residential water connection records. The other significant undertaking during the year was work on the discussion paper 'Revenue Generation Options for Belcarra Roads' which included creating a documented, comprehensive inventory of Belcarra's undeveloped road allowances.

**Public Works Projects** — Again, following the commissioning of Belcarra's new municipal water system, during the first half of the year, Public Works staff efforts were directed almost exclusively to the onslaught of residential meter installations and piping connections. This work also required inspection of the domestic plumbing to ensure readiness of each household to connect to the municipal system. Other notable projects during 2013 were the paving of the Senkler Road Bridge and its approaches, and initiating an invasive plants program for Belcarra.

**Current Year Focus** — During 2014, work will prioritize and focus on the initiatives identified in the 2012–2014 Corporate Plan for the long-term benefit of the community. Public Works' primary focus will be on completing the asphalt overlay of a portion of Main Avenue, and working with the Invasive Species Council of Metro Vancouver to catalogue and map invasive plants on municipal land and to target and manage specific areas of invasive plant concern. Belcarra's Administration staff will continue to focus on implementation of the many facets of the new accounting system (MAIS), preparing updated Subdivision Control and Zoning Bylaws, and generally addressing the backlog of work caused by the huge time demands placed on administrative personnel over the past five years by the Potable Water Infrastructure Project.

Council welcomes input from Belcarra residents on the 2013 Annual Report, and invites you to bring forward suggestions for developing goals and objectives for future years.

Thank you for your on-going support.



Ralph Drew  
Mayor

## Village of Belcarra Mission Statement

The Village of Belcarra's mission is to enhance the quality of life for citizens, visitors and future generations in our municipality and the region. We strive to live in harmony with each other and our environment, while providing opportunities for the advancement of economic, physical and social well-being.

## Council & Council's Vision

### Council

The Village of Belcarra is governed by an elected Council consisting of a Mayor and four Councillors. Council was elected on November 15, 2011 by the community for the three-year term – 2012-2014.

Council reviews and establishes budget levels for civic operations and capital expenditures. The Mayor chairs meetings of Council, is an ex-officio member of all Council committees, and all bodies to which Council has the right to appoint members.

The five Committees established by Council are: Environmental Protection, Finance, Protective Services, Public Works and Treaty Advisory. Council establishes committees for special projects as required.

Council meetings are held at the Village Hall. Regular council meetings are open to the public. Annually in December, Council adopts the schedule for the next year's regular Council meetings. The agendas and minutes are available on the municipal website at [www.belcarra.ca](http://www.belcarra.ca) and from the municipal office.

### Vision

**Belcarra is a model municipal entity that works effectively to engage and respect the diverse interests of its citizens.**

It offers simple and basic neighborhood opportunities to sustain and enrich our lives and reach our highest potential. We value and celebrate our municipality's natural west coast beauty as a source of pride worth protecting. We are actively involved in the social, environmental and political life of the region.

**Belcarra is a clean, green, rural and sustainable municipality.**

We recognize the importance of the natural beauty surrounding Belcarra and integrate environmental stewardship into our daily activities. We respect, preserve and enhance the health of the environment for present and future generations.

## Citizen Involvement

### **Volunteers — Visible, Vital and Valuable to Belcarra**

Volunteerism and community participation play an important part in building the spirit of our community.

Beginning with the dedicated efforts of Belcarra's two original ratepayer's associations that were successful in the incorporation of the municipality in 1979, our Sasamat Volunteer Fire Department (SVFD), our Community and Recreation Association of Belcarra (CRAB), and citizen committees, Belcarra residents have a long history of volunteer activities.

Belcarra is a strong community because of its many volunteers who support community projects and contribute to making our Village a strong, safe and healthy community. Belcarra volunteers give hope and friendship to those in need; help when asked and, more importantly; give help just because they can.

You will find volunteers involved in the fire department, the emergency preparedness and block watch programs, environmental programs and recreational programs. The participation, commitment and contributions of Belcarra's residents are essential to the quality of life in our community.

The Village of Belcarra is a better place to live thanks to the tireless efforts of volunteers working throughout the community. It is with sincere appreciation that we say "thank you" to our volunteers who generously give assistance to make the Village a beautiful place to live, grow and prosper.

## Progress Report - 2013

### Accomplishments in Support of the Corporate Plan - Services to Customers

Potable Water Infrastructure Project			
Objective	Strategy	2013	Accomplished
Provide community with sustainable potable water	Facilitate the transition to operating the Municipal Water System	<ul style="list-style-type: none"> <li>• Appoint parcel tax roll review panel</li> <li>• Hold court of revision</li> <li>• Develop operating procedures and emergency response plans (mapping, servicing and maintenance)</li> <li>• Prepare parcel tax bylaw for adoption</li> </ul>	100% 100% 70% 100%
Emergency Preparedness			
Objective	Strategy	2013	Accomplished
Ensure emergency plans and supplies are up to date and relevant in the event of an emergency	Identify the municipality's current supplies and update plan; amend to include new information and / or equipment using JEPP grants and municipal funding	<ul style="list-style-type: none"> <li>• Prepare inventory of current emergency resources and replenish identified needs</li> <li>• Review emergency plan including the Sasamat Volunteer Fire Department (SVFD) strategy</li> </ul>	Delayed until 2014 Delayed until 2014
Community Spaces			
Objective	Strategy	2013	Accomplished
Inventory, develop, and enhance community spaces and infrastructure to enhance livability, health, safety, active lifestyles and civic pride	Enhance overall trail system and open space	<ul style="list-style-type: none"> <li>• Assess the current utility and future economic benefits of public lands</li> <li>• Improve older trails to system standards</li> <li>• Document trail system</li> <li>• Clear vegetation and add markers for trail system</li> <li>• Create Belcarra trail system map</li> <li>• Hold community workshop to identify community priorities for enhancing open space</li> <li>• Develop plan based on community input</li> <li>• Improve open space</li> </ul>	50% 50% 25% 30% Delayed until 2014 Delayed until 2014 Delayed until 2014 Delayed until 2014

## Accomplishments in Support of the Corporate Plan - Services to Customers

Municipal Bylaw Review			
Objective	Strategy	2013	Accomplished
Ensure Municipal bylaws reflect legislative and operating requirements	Identify bylaws which require amendments or updating	<ul style="list-style-type: none"> <li>• Draft new subdivision and servicing bylaw</li> <li>• Adopt new subdivision and servicing bylaw</li> <li>• Draft development approval procedures bylaw</li> <li>• Adopt development approval procedures bylaw</li> </ul>	50% Delayed until 2014 Delayed until 2015 Delayed until 2015
Municipal Infrastructure Management Planning – Roads and Drainage			
Objective	Strategy	2013	Accomplished
Plan financial resources to sustain current and future infrastructure needs	Develop 10 year financial plan for roads and drainage maintenance, works, renewal and other capital improvements (safety, access, etc.)	<ul style="list-style-type: none"> <li>• Develop and implement plan for operations staffing to improve proactivity and service demands</li> <li>• Incorporate provision for maintenance plans in Financial Plan</li> </ul>	10%  10%
Zoning			
Objective	Strategy	2013	Accomplished
Update the Zoning Bylaw to bring it into conformance with legislative requirements	Review the Zoning Bylaw for consistency with the Official Community Plan (OCP)	<ul style="list-style-type: none"> <li>• Engage municipal planner to draft Zoning Bylaw amendments</li> <li>• Conduct public consultation on the draft Zoning Bylaw</li> <li>• Hold Public Hearing</li> <li>• Obtain Council approval and adopt bylaw</li> </ul>	10%  Delayed until 2015 Delayed until 2015 Delayed until 2015
Celebrations and Community Events			
Objective	Strategy	2013	Accomplished
Provide opportunities to celebrate community milestones	Foster the enhancement of Belcarra Day as an opportunity to celebrate our success as a community	<ul style="list-style-type: none"> <li>• Review Belcarra Day venue options</li> <li>• Plan and hold Belcarra Day</li> </ul>	100% 100%
Recycle and Refuse Facility			
Objective	Strategy	2013	Accomplished
Implement steps towards meeting Metro Vancouver's Zero Waste Challenge	Communicate changes and initiatives through education and continued controlled access to the facility	<ul style="list-style-type: none"> <li>• Research options for organics management</li> <li>• Upgrade facility for household waste collection and organics management</li> <li>• Upgrade site security</li> <li>• Continued education and awareness</li> </ul>	30% Delay until 2014  80% 10%

## Accomplishments in Support of the Corporate Plan - Services to Customers

Vegetation Management			
Objective	Strategy	2013	Accomplished
Management and reduction of invasive plants within municipal boundaries	Implement a phased approach for invasive plant control using contemporary management techniques and education outreach	<ul style="list-style-type: none"> <li>• Liaise with neighbouring communities to cost-share opportunities for staff-training and public workshops</li> <li>• Implement recommendations of the IPCMV</li> <li>• Solicit IPCMV to catalogue and map invasive plants on municipal land and to target and manage specific areas of invasive plant concern</li> </ul>	<p>100%</p> <p>20%</p> <p>100%</p>
Carbon Tax and Green House Gas (GHG) Emissions			
Objective	Strategy	2013	Accomplished
Reduce Municipal carbon footprint	Determine the Village of Belcarra's carbon footprint and develop GHG reduction plan	<ul style="list-style-type: none"> <li>• Compile data and develop inventory</li> <li>• Prepare report on corporate initiatives</li> <li>• Develop corporate plan for GHG emissions management and energy use</li> <li>• Identify options to implement for GHG reduction</li> <li>• Implement GHG reduction options</li> </ul>	<p>100%</p> <p>Delayed until 2015</p> <p>Delayed until 2015</p> <p>Delayed until 2015</p> <p>Delayed until 2015</p>
Climate Change			
Objective	Strategy	2013	Accomplished
Establish policies and operational procedures to best protect the municipality and residents from climate change related events	Protect the municipality and residents from climate change related events	<ul style="list-style-type: none"> <li>• Include measures within applicable bylaws or bylaw amendments to mitigate climate change related events</li> </ul>	Delayed until 2014

## Accomplishments in Support of the Corporate Plan – Corporate Performance

Human Resources			
Objective	Strategy	2013	Accomplished
Support staff development, career progression and succession planning	<ul style="list-style-type: none"> <li>Facilitate staff education and certification opportunities</li> <li>Develop and implement succession planning strategies</li> </ul>	<ul style="list-style-type: none"> <li>Identify certification, various training needs and legislative requirements for job performance and /or function</li> <li>Identify skill development and training necessary for succession planning</li> <li>Create development and training plan for succession preparation</li> <li>Implement identified development and training plan</li> </ul>	100%
			40%
			Delayed until 2014
			Delayed until 2014
Information Technology Systems			
Objective	Strategy	2013	Accomplished
Implement and integrate software that will improve service delivery	Upgrade information technology system	<ul style="list-style-type: none"> <li>Implement new MAIS financial system</li> <li>Evaluate needs for GIS or land-base data system options</li> <li>Manage transition from Asyst to MAIS financial system</li> <li>Implement scanning and electronic filing of accounts payable documents</li> <li>Identify options to improve customer service</li> </ul>	80%
			30%
			80%
			Delayed until 2014
			10%
Municipal Infrastructure Management Planning – Building Expansion			
Objective	Strategy	2013	Accomplished
Meet current and future administrative and operating space requirements	Assess and plan a municipal hall incorporating sustainable principles and materials wherever possible	<ul style="list-style-type: none"> <li>Determine future administrative, operations and community requirements including record management space, meeting rooms and dedicated emergency preparedness areas</li> <li>Determine financial plan to achieve expansion plans</li> <li>Hire architect to design plans for building expansion</li> </ul>	40%
			Delayed until 2014
			Delayed until 2014
Business Continuity Planning			
Objective	Strategy	2013	Accomplished
Develop a plan and procedures enabling the organization to perform its critical function without interruption	Facilitate continued administrative and operational functions	<ul style="list-style-type: none"> <li>Determine policy objectives and scope</li> <li>Undertake risk evaluation and controls</li> </ul>	Delayed until 2014 Delayed until 2014

## Accomplishments in Support of the Corporate Plan – Corporate Performance

Volunteerism Enhancement			
Objective	Strategy	2013	Accomplished
Retain and encourage volunteers	Reinforce culture and develop incentives to promote volunteerism	<ul style="list-style-type: none"> <li>Hold community volunteer recognition night during Volunteer Week to recognize the value and importance of current and future volunteers</li> </ul>	100%
Legal Records			
Objective	Strategy	2013	Accomplished
Establish a file management system for legal records retention	Create a unified legal records management system	<ul style="list-style-type: none"> <li>Retrieve original agreements from subject files</li> <li>Consolidate subject files into one storage system</li> <li>Scan all original agreements to create electronic filing system</li> </ul>	20% Delayed until 2014 10%
Records Management			
Objective	Strategy	2013	Accomplished
Establish policy and procedures with respect to the retention and disposal of municipal records	Consolidate document management practices to create a unified system	<ul style="list-style-type: none"> <li>Develop and adopt retention bylaw</li> <li>Scan all bylaws and create electronic file structure</li> </ul>	Delayed until 2014 30%
Communications			
Objective	Strategy	2013	Accomplished
Enhance communications methodology to improve accessibility, readability and information retrieval	Develop strategic communications plan	<ul style="list-style-type: none"> <li>Conduct analysis of municipal website content, design and layout</li> <li>Implement monthly "Council in Brief" communication for Barnacle Review municipal website analysis results and identify modifications</li> <li>Undertake community survey to identify interest in issues, services or general information</li> <li>Consider website change plan and implementation strategy</li> </ul>	10%  20%  Delayed until 2015  Delayed until 2015

## Corporate Plan 2012 - 2014

The objectives and strategies below are organized under the headings: “Services to Customers” or “Corporate Performance”. Services to Customers include all objectives and strategies to improve, enhance or modify services of the municipality that are provided directly to residents and visitors to the community. Corporate Performance includes objectives and strategies that improve the overall functioning of the municipality, ranging from gains in efficiency and effectiveness in the governance process, to improved financial position and more skilled and effective staff performance. Improvements in corporate performance indirectly result in improvements in all direct services provided by the municipality, including the stated corporate performance objectives.

### Services to Customers

Potable Water Infrastructure Project				
Objective	Strategy	2012	2013	2014
Provide community with sustainable potable water	Facilitate the transition to operating the Municipal Water System	<ul style="list-style-type: none"> <li>• Complete project construction</li> <li>• Develop water service connection bylaw</li> <li>• Determine water utility fee structure</li> <li>• Develop utility billing system</li> <li>• Appoint parcel tax roll review panel</li> <li>• Hold court of revision</li> <li>• Develop water utility rates bylaw</li> <li>• Complete long-term debt borrowing process</li> <li>• Develop operating procedures and emergency response plans (mapping, servicing and maintenance)</li> <li>• Complete operator training and certification requirements for system operation</li> </ul>	<ul style="list-style-type: none"> <li>• Implement utility billing system</li> <li>• Review water utility and rates bylaw</li> <li>• Prepare parcel tax bylaw for adoption</li> <li>• Develop servicing maintenance plans</li> </ul>	<ul style="list-style-type: none"> <li>• Implement utility billing system</li> <li>• Prepare system drawings and GIS mapping</li> </ul>

## Services to Customers

Emergency Preparedness				
Objective	Strategy	2012	2013	2014
Ensure emergency plans and supplies are up to date and relevant in the event of an emergency	Identify the municipality's current supplies and update plan; amend to include new information and / or equipment using JEPP grants and municipal funding	<ul style="list-style-type: none"> <li>• Prepare inventory of current emergency resources and replenish identified needs</li> </ul>	<ul style="list-style-type: none"> <li>• Review emergency plan including the Sasamat Volunteer Fire Department (SVFD) strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Hold disaster plan workshop for residents</li> </ul>
Community Spaces				
Objective	Strategy	2012	2013	2014
Inventory, develop, and enhance community spaces and infrastructure to enhance livability, health, safety, active lifestyles and civic pride	Enhance overall trail system and open space	<ul style="list-style-type: none"> <li>• Assess the current utility and future economic benefits of public lands</li> <li>• Improve older trails to system standards</li> <li>• Document trail system</li> <li>• Clear vegetation and add markers for trail system</li> <li>• Engage Metro Vancouver to renew lease for tennis court lands</li> </ul>	<ul style="list-style-type: none"> <li>• Create Belcarra trail system map</li> <li>• Hold community workshop to identify community priorities for enhancing open space</li> <li>• Develop plan based on community input</li> <li>• Improve open space</li> </ul>	<ul style="list-style-type: none"> <li>• Incorporate provision for open space planning in Financial Plan</li> </ul>
Municipal Bylaw Review				
Objective	Strategy	2012	2013	2014
Ensure Municipal bylaws reflect legislative and operating requirements	Identify bylaws which require amendments or updating	<ul style="list-style-type: none"> <li>• Draft new subdivision and servicing bylaw</li> <li>• Adopt new subdivision and servicing bylaw</li> <li>• Review Fees and Charges Bylaw</li> </ul>	<ul style="list-style-type: none"> <li>• Draft development approval procedures bylaw</li> <li>• Adopt development approval procedures bylaw</li> </ul>	

## Services to Customers

<b>Municipal Infrastructure Management Planning – Roads and Drainage</b>				
Objective	Strategy	2012	2013	2014
Plan financial resources to sustain current and future infrastructure needs	Develop 10 year financial plan for roads and drainage maintenance, works, renewal and other capital improvements (safety, access, etc.)	<ul style="list-style-type: none"> <li>Develop maintenance plans to ensure infrastructure can reach life spans</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement plan for operations staffing to improve proactivity and service demands</li> <li>Incorporate provision for maintenance plans in Financial Plan</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate provision for maintenance plans in Financial Plan</li> </ul>
<b>Zoning</b>				
Objective	Strategy	2012	2013	2014
Update the Zoning Bylaw to bring it into conformance with legislative requirements	Review the Zoning Bylaw for consistency with the Official Community Plan (OCP)	<ul style="list-style-type: none"> <li>Engage municipal planner to draft Zoning Bylaw amendments</li> <li>Conduct public consultation on the draft Zoning Bylaw</li> </ul>	<ul style="list-style-type: none"> <li>Hold Public Hearing</li> <li>Obtain Council approval and adopt bylaw</li> </ul>	
<b>Celebrations and Community Events</b>				
Objective	Strategy	2012	2013	2014
Provide opportunities to celebrate community milestones	Foster the enhancement of Belcarra Day as an opportunity to celebrate our success as a community	<ul style="list-style-type: none"> <li>Review Belcarra Day venue options</li> <li>Plan and hold Belcarra Day</li> </ul>	<ul style="list-style-type: none"> <li>Plan and hold Belcarra Day</li> </ul>	<ul style="list-style-type: none"> <li>Plan and hold Belcarra Day</li> </ul>

## Services to Customers

Recycle and Refuse Facility				
Objective	Strategy	2012	2013	2014
Implement steps towards meeting Metro Vancouver's Zero Waste Challenge	Communicate changes and initiatives through education and continued controlled access to the facility	<ul style="list-style-type: none"> <li>Review and improve facility signage and customer information</li> <li>Research Metro Vancouver requirements for organics waste management</li> <li>Promote education and awareness communication</li> <li>Analyze operating requirements to implement organics management</li> </ul>	<ul style="list-style-type: none"> <li>Research options for organics management</li> <li>Upgrade facility for household waste collection and organics management</li> <li>Upgrade site security</li> <li>Continued education and awareness</li> </ul>	<ul style="list-style-type: none"> <li>Review household waste collection and organics management</li> <li>Continued education and awareness</li> </ul>
Vegetation Management				
Objective	Strategy	2012	2013	2014
Management and reduction of invasive plants within municipal boundaries	Implement a phased approach for invasive plant control using contemporary management techniques and education outreach	<ul style="list-style-type: none"> <li>Develop an on-going working relationship with the Invasive Plant Council of Metro Vancouver (IPCMV) by direct communication</li> <li>Consult with IPCMV for recommended priorities and strategies.</li> </ul>	<ul style="list-style-type: none"> <li>Liaise with neighbouring communities to cost-share opportunities for staff-training and public workshops</li> <li>Implement recommendations of the IPCMV</li> <li>Solicit IPCMV to catalogue and map invasive plants on municipal land and to target and manage specific areas of invasive plant concern</li> </ul>	<ul style="list-style-type: none"> <li>Continued consultation with IPCMV</li> <li>Solicit final report from IPCMV with recommendations for on-going works</li> <li>Continued invasive plants management and public outreach</li> </ul>

## Services to Customers

<b>Carbon Tax and Green House Gas (GHG) Emissions</b>				
Objective	Strategy	2012	2013	2014
Reduce Municipal carbon footprint	Determine the Village of Belcarra's carbon footprint and develop GHG reduction plan	<ul style="list-style-type: none"> <li>• Compile data and develop inventory</li> <li>• Prepare report on corporate initiatives</li> <li>• Develop corporate plan for GHG emissions management and energy use</li> <li>• Identify options to implement for GHG reduction</li> </ul>	<ul style="list-style-type: none"> <li>• Implement GHG reduction options</li> </ul>	
<b>Climate Change</b>				
Objective	Strategy	2012	2013	2014
Establish policies and operational procedures to best protect the municipality and residents from climate change related events	Protect the municipality and residents from climate change related events	<ul style="list-style-type: none"> <li>• Identify risks associated with climate change related events</li> </ul>	<ul style="list-style-type: none"> <li>• Include measures within applicable bylaws or bylaw amendments to mitigate climate change related events</li> </ul>	<ul style="list-style-type: none"> <li>• Include measures within applicable bylaws or bylaw amendments to mitigate climate change related events</li> </ul>

## Corporate Performance

Human Resources				
Objective	Strategy	2012	2013	2014
Support staff development, career progression and succession planning	<ul style="list-style-type: none"> <li>Facilitate staff education and certification opportunities</li> <li>Develop and implement succession planning strategies</li> </ul>	<ul style="list-style-type: none"> <li>Review staff's areas of responsibilities</li> <li>Identify certification, various training needs and legislative requirements for job performance and /or function</li> <li>Identify skill development and training necessary for succession planning</li> <li>Create development and training plan for succession preparation</li> </ul>	<ul style="list-style-type: none"> <li>Review staff's areas of responsibilities</li> <li>Identify certification, various training needs and legislative requirements for job performance and /or function</li> <li>Implement identified development and training plan</li> </ul>	<ul style="list-style-type: none"> <li>Review staff's areas of responsibilities</li> <li>Identify certification, various training needs and legislative requirements for job performance and /or function</li> <li>Implement identified development and training plan</li> <li>Review skill development and training plan for succession planning</li> </ul>
Information Technology Systems				
Objective	Strategy	2012	2013	2014
Implement and integrate software that will improve service delivery	Upgrade information technology system	<ul style="list-style-type: none"> <li>Implement new MAIS financial system</li> <li>Evaluate needs for GIS or land-base data system options</li> </ul>	<ul style="list-style-type: none"> <li>Manage transition from Asyst to MAIS financial system</li> <li>Implement scanning and electronic filing of accounts payable documents</li> <li>Identify options to improve customer service</li> </ul>	<ul style="list-style-type: none"> <li>Implement appropriate service delivery modifications</li> </ul>

## Corporate Performance

<b>Municipal Infrastructure Management Planning – Building Expansion</b>				
Objective	Strategy	2012	2013	2014
Meet current and future administrative and operating space requirements	Assess and plan a municipal hall incorporating sustainable principles and materials wherever possible	<ul style="list-style-type: none"> <li>Determine future administrative, operations and community requirements including record management space, meeting rooms and dedicated emergency preparedness areas</li> </ul>	<ul style="list-style-type: none"> <li>Determine financial plan to achieve expansion plans</li> <li>Hire architect to design plans for building expansion</li> </ul>	<ul style="list-style-type: none"> <li>Research grant funding opportunities</li> </ul>
<b>Business Continuity Planning</b>				
Objective	Strategy	2012	2013	2014
Develop a plan and procedures enabling the organization to perform its critical function without interruption	Facilitate continued administrative and operational functions		<ul style="list-style-type: none"> <li>Determine policy objectives and scope</li> <li>Undertake risk evaluation and controls</li> </ul>	<ul style="list-style-type: none"> <li>Identify critical functions and prioritize</li> <li>Develop strategies to manage risk</li> </ul>
<b>Volunteerism Enhancement</b>				
Objective	Strategy	2012	2013	2014
Retain and encourage volunteers	Reinforce culture and develop incentives to promote volunteerism	<ul style="list-style-type: none"> <li>Hold community volunteer recognition night during Volunteer Week to recognize the value and importance of current and future volunteers</li> <li>Develop public awareness of and participation in municipal committees</li> </ul>	<ul style="list-style-type: none"> <li>Hold community volunteer recognition night during Volunteer Week to recognize the value and importance of current and future volunteers</li> </ul>	<ul style="list-style-type: none"> <li>Research incentive options to promote volunteerism</li> </ul>

## Corporate Performance

Legal Records				
Objective	Strategy	2012	2013	2014
Establish a file management system for legal records retention	Create a unified legal records management system	<ul style="list-style-type: none"> <li>Retrieve original agreements from subject files</li> <li>Consolidate subject files into one storage system</li> </ul>	<ul style="list-style-type: none"> <li>Scan all original agreements to create electronic filing system</li> </ul>	<ul style="list-style-type: none"> <li>Improve storage facility to ensure protection in the event of a fire</li> </ul>
Records Management				
Objective	Strategy	2012	2013	2014
Establish policy and procedures with respect to the retention and disposal of municipal records	Consolidate document management practices to create a unified system	<ul style="list-style-type: none"> <li>Develop and adopt retention bylaw</li> <li>Develop administrative process for electronic document storage</li> </ul>	<ul style="list-style-type: none"> <li>Scan all bylaws and create electronic file structure</li> </ul>	<ul style="list-style-type: none"> <li>Undertake inventory of onsite records</li> <li>Hire summer temporary labour to review documents</li> </ul>
Communications				
Objective	Strategy	2012	2013	2014
Enhance communications methodology to improve accessibility, readability and information retrieval	Develop strategic communications plan	<ul style="list-style-type: none"> <li>Conduct analysis of municipal website content, design and layout</li> <li>Develop staff profiles and responsibility outlines for Barnacle and website</li> <li>Implement monthly "Council in Brief" communication for Barnacle</li> <li>Develop organizational chart for website publication</li> </ul>	<ul style="list-style-type: none"> <li>Review municipal website analysis results and identify modifications</li> <li>Undertake community survey to identify interest in issues, services or general information</li> <li>Consider website change plan and implementation strategy</li> </ul>	<ul style="list-style-type: none"> <li>Implement website modifications</li> <li>Update organizational chart for website publication</li> </ul>

## **Annual Financial Statements**

# **VILLAGE OF BELCARRA**

**ANNUAL FINANCIAL STATEMENTS**  
**For the Year Ended December 31, 2013**



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**VILLAGE OF BELCARRA  
FINANCIAL STATEMENTS  
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For the Year Ended December 31, 2013**

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# Village of Belcarra

December 31, 2013

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## Management's Responsibility for Financial Reporting

The accompanying financial statements of the Village of Belcarra ("Village") are the responsibility of management and have been approved by the Chief Administrative Officer on behalf of the Mayor and Council.

The financial statements have been prepared by management in accordance with Canadian public sector accounting standards. Financial statements are not precise since they include certain amounts based on estimates and judgments. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances, in order to ensure that the financial statements are presented fairly, in all material respects.

The Village maintains systems of internal accounting and administrative controls of high quality, consistent with reasonable cost. Such systems are designed to provide reasonable assurance that the financial information is relevant, reliable and accurate and the Village's assets are appropriately accounted for and adequately safeguarded.

The Village Mayor and Council is responsible for ensuring that management fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the financial statements.

The Village Mayor and Council meets periodically with management, as well as the external auditors, to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, to satisfy themselves that each party is properly discharging their responsibilities, and to review the financial statements and the external auditor's report.

The financial statements have been audited by D&H Group LLP, Chartered Accountants in accordance with Canadian generally accepted auditing standards. D&H Group LLP has full and free access to the Mayor and Council.

*"Ralph Drew"*

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Mayor

*"Lynda Floyd"*

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Chief Administrative Officer

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## INDEPENDENT AUDITOR'S REPORT

To the Mayor and Council of  
Village of Belcarra

We have audited the accompanying financial statements of Village of Belcarra, which comprise the statement of financial position as at December 31, 2013 and the statement of operations, statement of change in net debt and statement of cash flows for the year then ended and a summary of significant accounting policies and other explanatory information.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these 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.

### Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Village of Belcarra as at December 31, 2013, and the results of its operations, change in its net debt, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Vancouver, BC  
May 26, 2014



**Chartered Accountants**

#### D+H Group LLP Chartered Accountants

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**VILLAGE OF BELCARRA  
FINANCIAL STATEMENTS  
STATEMENT OF FINANCIAL POSITION  
As at December 31, 2013**

	2013	2012
<b>FINANCIAL ASSETS</b>		
Cash	1,236,460	1,103,458
Investments (note 2)	213,585	211,411
Accounts receivable (note 3)	175,657	268,760
MFA debt cash deposit (note 4)	46,967	44,784
	<b>1,672,669</b>	<b>1,628,413</b>
<b>LIABILITIES</b>		
Accounts payable & accrued liabilities (note 5)	115,771	136,704
Performance bonds & refundable deposits (note 6)	144,660	152,254
Deferred revenue (note 7)	206,851	174,026
Long-term debt (note 8)	4,333,656	4,441,330
	<b>4,800,938</b>	<b>4,904,314</b>
<b>NET DEBT</b>	<b>(3,128,269)</b>	<b>(3,275,901)</b>
<b>NON FINANCIAL ASSETS</b>		
Prepaid expenses	15,480	15,756
Inventory held for consumption	18,539	18,655
Tangible capital assets (schedule 1)	11,736,637	11,865,239
	<b>11,770,656</b>	<b>11,899,650</b>
<b>ACCUMULATED SURPLUS</b> (note 9)	<b>8,642,387</b>	<b>8,623,749</b>

See Contingencies Note 10 and Commitments Note 11.  
The Financial Statement Notes are an integral part of the Financial Statements.

*"Lynda Floyd"*

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Lynda Floyd  
Chief Administrative Officer

**VILLAGE OF BELCARRA  
FINANCIAL STATEMENTS  
STATEMENT OF OPERATIONS  
For the Year Ended December 31, 2013**

	2013 Budget (unaudited)	<b>2013 Actual</b>	2012 Actual
<b>REVENUES</b>			
Municipal property taxes (note 12)	601,345	<b>601,112</b>	575,161
Water parcel taxes (note 13)	235,445	<b>233,498</b>	-
Grants in lieu of taxes	20,849	<b>21,635</b>	20,522
Fees and charges			
Recycle & refuse levy	79,755	<b>79,954</b>	78,346
Water levy	168,454	<b>167,778</b>	41,613
Water connection fees	61,500	<b>37,892</b>	33,210
Septic lease	2,100	<b>2,100</b>	2,100
Penalties & interest on fees & taxes	5,528	<b>13,357</b>	8,995
Permits and licences	27,050	<b>32,875</b>	15,274
Other	5,600	<b>9,618</b>	7,732
Interest income	3,540	<b>18,809</b>	7,183
Conditional operating transfers, other govt's	68,683	<b>43,844</b>	35,505
Unconditional transfers, other govt's	172,894	<b>172,973</b>	366,902
MFA actuarial	-	<b>1,028</b>	-
	1,452,743	<b>1,436,473</b>	1,192,543
<b>EXPENSES</b>			
Legislative	78,678	<b>76,466</b>	75,477
Administration	550,033	<b>509,689</b>	443,552
Transportation	267,454	<b>216,788</b>	199,954
Recycle & refuse	77,294	<b>75,215</b>	68,835
Water system	291,958	<b>282,682</b>	156,968
Amortization & loss on disposals	255,077	<b>260,737</b>	227,663
	1,520,494	<b>1,421,577</b>	1,172,449
<b>REVENUES LESS EXPENSES BEFORE CAPITAL REVENUES</b>	(67,751)	<b>14,896</b>	20,094
<b>CAPITAL REVENUES</b>			
Municipal road network grants recognized	100,000	<b>3,742</b>	138,610
Contributed capital assets	-	-	12,251
Water parcel tax	-	-	561,957
Conditional capital transfers, other govt's	2,500	-	-
	102,500	<b>3,742</b>	712,818
<b>ANNUAL SURPLUS/(DEFICIT)</b>	34,749	<b>18,638</b>	732,912
<b>ACCUMULATED SURPLUS, Beginning of Year</b>	8,623,749	<b>8,623,749</b>	7,890,837
<b>ACCUMULATED SURPLUS, End of Year</b>	8,658,498	<b>8,642,387</b>	8,623,749

See Note 14 Financial Plan (Budget) Reconciliation  
The Financial Statement Notes are an integral part of the Financial Statements.

**VILLAGE OF BELCARRA  
FINANCIAL STATEMENTS  
STATEMENT OF CASH FLOWS  
For the Year Ended December 31, 2013**

	2013	2012
<b>OPERATING ACTIVITIES</b>		
Annual surplus	18,638	732,912
Non-cash items included in annual surplus:		
Amortization expense	260,737	138,949
Contributed tangible capital assets	-	(12,251)
Loss on disposal of tangible capital assets	-	88,714
Long-term debt actuarial adjustment	(1,029)	-
Changes in non-cash operating balances:		
Accounts receivable	93,103	714,912
MFA debt cash deposit	(2,183)	(44,784)
Inventory held for consumption	116	(18,655)
Performance bonds and refundable deposits	(7,594)	(7,018)
Accounts payable and accrued liabilities	(20,933)	(787,371)
Prepays	276	277
Deferred revenue	32,825	(85,931)
	<b>373,956</b>	<b>719,754</b>
<b>CAPITAL ACTIVITY</b>		
Built/purchased tangible capital assets	(132,135)	(2,580,718)
<b>FINANCING ACTIVITY</b>		
Debt principal repaid	(106,645)	-
Debt proceeds	-	2,724,101
	<b>(106,645)</b>	<b>2,724,101</b>
<b>INVESTING ACTIVITY</b>		
(Increase)/decrease in investments	(2,174)	(2,363)
<b>INCREASE IN CASH</b>	<b>133,002</b>	<b>860,774</b>
<b>CASH, Beginning of Year</b>	<b>1,103,458</b>	<b>242,684</b>
<b>CASH, End of Year</b>	<b>1,236,460</b>	<b>1,103,458</b>

The Financial Statement Notes are an integral part of the Financial Statements.

**VILLAGE OF BELCARRA  
FINANCIAL STATEMENTS  
STATEMENT OF CHANGE IN NET DEBT  
For the Year Ended December 31, 2013**

	2013 Budget (unaudited)	<b>2013 Actual</b>	2012 Actual
<b>ANNUAL SURPLUS/(DEFICIT)</b>	34,749	<b>18,638</b>	732,912
<b>TANGIBLE CAPITAL ASSETS</b>			
Acquisition of tangible capital assets	(483,868)	<b>(132,135)</b>	(2,580,718)
Contributed tangible capital assets	-	-	(12,251)
Amortization	255,077	<b>260,737</b>	138,949
Loss on disposal of tangible capital assets	-	-	88,714
	(228,791)	<b>128,602</b>	(2,365,306)
<b>OTHER NON-FINANCIAL ASSETS</b>			
Inventory acquired	-	<b>(22,368)</b>	(18,655)
Inventory consumed	-	<b>22,484</b>	-
Prepays consumed	-	<b>276</b>	277
	-	<b>392</b>	(18,378)
<b>INCREASE/(DECREASE) IN NET DEBT</b>	(194,042)	<b>147,632</b>	(1,650,772)
<b>NET DEBT, Beginning of Year</b>	(3,275,901)	<b>(3,275,901)</b>	(1,625,129)
<b>NET DEBT, End of Year</b>	(3,469,943)	<b>(3,128,269)</b>	(3,275,901)

The Financial Statement Notes are an integral part of the Financial Statements.

**VILLAGE OF BELCARRA  
FINANCIAL STATEMENTS  
SCHEDULE 1 - TANGIBLE CAPITAL ASSETS CONTINUITY  
For the Year Ended December 31, 2013**

	Land	Buildings	Vehicle Machinery & Equipment	Office Furniture & Equipment
<b>COST</b>				
Opening Balance	329,318	358,197	241,708	106,280
Add: Additons		3,050		7,255
Less: Disposals				1,899
Closing Balance	329,318	361,247	241,708	111,636
<b>ACCUMULATED AMORTIZATION</b>				
Opening Balance		148,770	122,856	23,534
Add: Amortization		10,626	16,591	10,458
Less: Accumulated Amortization on Disposals				1,899
Closing Balance	-	159,396	139,447	32,093
<b>Net Book Value, year ended 2013</b>	329,318	201,851	102,261	79,543
<b>Net Book Value, year ended 2012</b>	329,318	209,427	118,852	82,746

<b>Recycling Depot</b>	<b>Road Network</b>	<b>Storm Sewers</b>	<b>Water System</b>	<b>Assets Under Construction</b>	<b>2013 Actual</b>	<b>2012 Actual</b>
74,751	2,364,366	295,598	9,593,830	508	13,364,556	11,036,429
24,657	38,929		37,647	20,597	132,135	9,600,784
8,000					9,899	7,272,657
91,408	2,403,295	295,598	9,631,477	21,105	13,486,792	13,364,556
44,750	685,947	235,651	237,809	-	1,499,317	1,536,495
5,484	54,915	7,396	155,267		260,737	138,949
8,000					9,899	176,127
42,234	740,862	243,047	393,076	-	1,750,155	1,499,317
49,174	1,662,433	52,551	9,238,401	21,105	11,736,637	
30,001	1,678,419	59,947	9,356,021	508		11,865,239

**VILLAGE OF BELCARRA**  
**FINANCIAL STATEMENTS**  
**SCHEDULE 2 - SEGMENTED INFORMATION - GENERAL FUND**  
**For the Year Ended December 31, 2013**

	2013 Budget (unaudited)	2013 Actual	2012 Actual
<b>REVENUE</b>			
Municipal property taxes	601,345	<b>601,112</b>	575,161
Grants in lieu of taxes	20,849	<b>21,635</b>	20,522
Fees and charges	11,728	<b>23,277</b>	17,147
Permits and licences	27,000	<b>32,860</b>	15,214
Interest income	2,000	<b>16,626</b>	6,812
Conditional operating transfers, other govt's	68,683	<b>43,844</b>	35,505
Unconditional transfers from other govt's	172,894	<b>172,973</b>	366,902
	904,499	<b>912,327</b>	1,037,263
<b>EXPENSES</b>			
Legislative			
Indemnities & benefits	56,780	<b>59,434</b>	57,136
Council other	6,300	<b>7,583</b>	5,645
Grants & projects	15,598	<b>9,449</b>	12,696
	78,678	<b>76,466</b>	75,477
Administration			
Salaries & benefits	285,031	<b>277,439</b>	269,156
Human resources	14,138	<b>20,257</b>	17,290
Information systems	16,185	<b>17,685</b>	14,714
Municipal hall	103,782	<b>109,654</b>	87,627
Planning	62,000	<b>29,596</b>	5,963
Support services	74,600	<b>65,056</b>	50,754
Interest and bank expense	2,500	<b>1,067</b>	1,690
Other	3,107	<b>85</b>	6,479
Administration allocation recovery	(11,310)	<b>(11,150)</b>	(10,121)
	550,033	<b>509,689</b>	443,552
Transportation (non-municipal road network)			
Salaries & benefits	276,708	<b>259,394</b>	225,583
Vehicles, equipment & supplies	25,100	<b>34,101</b>	35,965
Public works allocation recovery	(137,605)	<b>(134,460)</b>	(107,052)
Roads, bridges etc. (contracts)	21,824	<b>8,861</b>	7,458
Trails & public spaces	9,744	<b>367</b>	2,495
	195,771	<b>168,263</b>	164,449
Transportation (municipal road network)	68,683	<b>43,844</b>	35,505
Fire protection & emergency preparedness	3,000	<b>4,681</b>	-
Amortization & loss on disposal of capital assets	96,047	<b>99,985</b>	171,761
	992,212	<b>902,928</b>	890,744
<b>REVENUES LESS EXPENSES BEFORE CAPITAL REVENUES</b>	(87,713)	<b>9,399</b>	146,519
<b>CAPITAL REVENUES</b>			
Contributed capital assets	-	-	12,251
Conditional capital transfers	102,500	<b>3,742</b>	138,610
<b>ANNUAL SURPLUS/(DEFICIT)</b>	14,787	<b>13,141</b>	297,380

**VILLAGE OF BELCARRA**  
**FINANCIAL STATEMENTS**  
**SCHEDULE 3 - SEGMENTED INFORMATION - RECYCLING & REFUSE FUND**  
**For the Year Ended December 31, 2013**

	2013 Budget (unaudited)	<b>2013 Actual</b>	2012 Actual
<b>REVENUE</b>			
Recycling & refuse fee	79,755	<b>79,954</b>	78,346
Permits and licences	50	<b>15</b>	60
Other fees	1,500	<b>1,798</b>	1,680
Interest income	540	-	-
	<b>81,845</b>	<b>81,767</b>	80,086
<b>EXPENSES</b>			
Public works allocation	24,561	<b>24,460</b>	22,709
Utilities	558	<b>726</b>	709
Labour contracts	6,285	<b>6,750</b>	6,847
Greenwaste contract	-	<b>653</b>	-
Materials & equipment	2,030	<b>1,881</b>	1,075
Processing & hauling fees	43,860	<b>40,745</b>	37,495
	<b>77,294</b>	<b>75,215</b>	68,835
Amortization	5,200	<b>5,485</b>	5,197
	<b>82,494</b>	<b>80,700</b>	74,032
<b>ANNUAL SURPLUS/(DEFICIT)</b>	<b>(649)</b>	<b>1,067</b>	6,054

**VILLAGE OF BELCARRA  
FINANCIAL STATEMENTS  
SCHEDULE 4 - SEGMENTED INFORMATION - WATER FUND  
For the Year Ended December 31, 2013**

	2013 Budget (unaudited)	<b>2013 Actual</b>	2012 Actual
<b>REVENUE</b>			
Water levy	168,454	<b>167,778</b>	41,613
Water parcel taxes	235,445	<b>233,498</b>	-
Water connection fees	61,500	<b>37,892</b>	33,210
MFA actuarial	-	<b>1,028</b>	-
Interest	1,000	<b>2,183</b>	371
	<u>466,399</u>	<u><b>442,379</b></u>	<u>75,194</u>
<b>EXPENSES</b>			
Administration			
Administration allocation	11,310	<b>11,150</b>	10,121
Water purchases from GVWD	43,572	<b>43,699</b>	9,648
Other (environmental monitoring & VPA Lease)	16,740	<b>13,676</b>	25,645
	<u>71,622</u>	<u><b>68,525</b></u>	<u>45,414</u>
Water system operations			
Public works allocation	74,154	<b>70,817</b>	48,838
Utilities	5,382	<b>5,371</b>	1,342
Water mains repair & maintenance	6,000	<b>150</b>	-
Station repair & maintenance	1,500	<b>3,932</b>	-
Reservoir repair & maintenance	1,000	-	-
Materials & equipment	2,500	<b>5,174</b>	3,135
Water meter reading	500	-	-
Water quality	500	-	-
	<u>91,536</u>	<u><b>85,444</b></u>	<u>53,315</u>
Debt interest expense	128,800	<b>128,713</b>	31,591
Debt issue expense	-	-	26,648
Amortization	153,830	<b>155,267</b>	50,705
	<u>445,788</u>	<u><b>437,949</b></u>	<u>207,673</u>
<b>REVENUES LESS EXPENSES BEFORE CAPITAL REVENUES</b>	20,611	<b>4,430</b>	(132,479)
<b>CAPITAL REVENUES</b>			
Conditional capital transfers	-	-	-
Water parcel tax	-	-	561,957
	<u>-</u>	<u>-</u>	<u>561,957</u>
<b>ANNUAL SURPLUS/(DEFICIT)</b>	<u>20,611</u>	<u><b>4,430</b></u>	<u>429,478</u>

**VILLAGE OF BELCARRA  
FINANCIAL STATEMENTS  
NOTES TO FINANCIAL STATEMENTS  
For the Year Ended December 31, 2013**

**1. SIGNIFICANT ACCOUNTING POLICIES**

**(a) Basis of Presentation**

The Financial Statements have been prepared in accordance with generally accepted accounting principles for local government as established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada.

Budget information has been aggregated to comply with these reporting standards. Certain comparative figures have been reclassified to conform to the current year's presentation.

**(b) Accrual Accounting**

Items recognized in the Financial Statements are accounted for in accordance with the accrual basis of accounting. The accrual basis of accounting recognizes the effect of transactions and events in the period in which they occur, regardless of whether there has been a receipt or payment of cash or its equivalent. Liabilities are recognized until the obligation or condition(s) underlying the liability is partly or wholly satisfied. Assets are recognized until the future economic benefit underlying the asset is partly or wholly used or lost.

**(c) Revenue Recognition**

**Taxation**

Taxation levies for Village services are recognized as revenue when authorized at the time of issuing the tax notice. Taxation levies imposed by other taxing authorities are not included in these statements.

**Fees and Charges (including permits and licenses)**

Fees and charges are recognized as revenue when the service or product is provided by the Village.

**Government Transfers (conditional and unconditional grants)**

Unconditional transfer revenue is recognized when it has been authorized by the transferor. Conditional transfer revenue is recognized when the transfer has been authorized by the transferor and the Village has met all the eligibility criteria, unless the transfer creates a liability (conditions on the use of the funds that have not yet been fulfilled by the Village). Such transfers are recognized as revenue when the conditions of the transfer are satisfied. For conditional transfers for capital expenditures revenue is typically recognized when eligible expenditures are incurred by the Village.

**VILLAGE OF BELCARRA  
FINANCIAL STATEMENTS  
NOTES TO FINANCIAL STATEMENTS  
For the Year Ended December 31, 2013**

**1. SIGNIFICANT ACCOUNTING POLICIES (continued)**

**(d) Cash & Equivalents**

Cash and equivalents include liquid investments with maturities of three months or less at acquisition.

**(e) Investments**

Investments are recorded at cost, except Municipal Finance Authority (MFA) Pooled Investment Funds which are recorded at market value. The carrying value of investments is reduced to its net realizable value if, in management's opinion, there is a permanent decline in value.

**(f) Deferred Revenue**

Funds received for specific purposes which are externally restricted by legislation, regulation or agreement, and are not available for general municipal purposes are accounted for as deferred revenue on the Statement of Financial Position. The revenue is recognized in the Statement of Operations in the year in which it is used for the specified purpose.

**(g) Non-Financial Assets**

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of goods and services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

Intangible capital assets are not recorded as assets and are expensed when incurred.

Tangible Capital Assets (see Schedule 1)

Tangible Capital Assets are recorded at cost less accumulated amortization and are classified according to their functional use. Amortization is recorded on a straight line basis over the estimated useful life of the asset commencing when the asset is put in to service.

Carrying costs directly attributable to the acquisition, construction or development activity, including interest costs, are capitalized to the point in time the asset is substantially complete and ready for use. Contributions or donations of tangible capital assets are recorded at fair value at the date of contribution/donation.

**VILLAGE OF BELCARRA  
FINANCIAL STATEMENTS  
NOTES TO FINANCIAL STATEMENTS  
For the Year Ended December 31, 2013**

**1. SIGNIFICANT ACCOUNTING POLICIES (continued)**

**(g) Non-Financial Assets (continued)**

Estimated useful lives are as follows:

Type	Functional Use Category	Useful Life Range (years)
General:	Land	Not amortized
	Buildings	15-50
	Vehicles, machinery & equipment	2-20
	Office furniture & equipment	5-10
	Recycling depot	10-15
Infrastructure:	Road Network	35-50 Roads 75 Bridges 15-20 Other (signage, bank stabilization, etc.)
	Storm Sewer	40
	Water System	80-100 (mains), 10-50 (components)

**(h) Use of Estimates**

The preparation of Financial Statements requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenue and expenses during the period. Significant areas requiring estimates include the determination of provisions for contingencies, net book value for tangible capital assets capitalized prior to 2009, and amortization expense. As such, actual amounts could differ from the estimates. If actual results differ, adjustments are reflected in operations when known.

**2. INVESTMENTS**

	<u>2013</u>	<u>2012</u>
MFA Money Market Fund	<u>\$ 213,585</u>	<u>\$ 211,411</u>

All funds bear interest at variable rates and can be accessed on demand. The annualized average rate of return for 2013 was 1.10% (2012 – 1.57%).

**VILLAGE OF BELCARRA  
FINANCIAL STATEMENTS  
NOTES TO FINANCIAL STATEMENTS  
For the Year Ended December 31, 2013**

**3. ACCOUNTS RECEIVABLE**

	<u>2013</u>	<u>2012</u>
Municipal property taxes & user fees	\$ 58,047	\$ 35,889
Government grants	-	104,807
Refundable deposits (potable water project)	-	20,000
Goods & Service Tax (GST)	110,336	96,544
Other	7,274	11,520
	<u>\$ 175,657</u>	<u>\$ 268,760</u>

**4. MFA DEBT CASH DEPOSIT**

	<u>2013</u>	<u>2012</u>
MFA Debt Reserve Fund - Cash Deposit*	<u>\$ 46,967</u>	<u>\$ 44,784</u>
MFA Debt Reserve Fund - Demand Note	<u>\$ 73,309</u>	<u>\$ 73,309</u>

\* Only the cash portion of the Debt Reserve Fund is reported in the Financial Statements.

The Municipal Finance Authority of British Columbia ("MFA") provides capital financing for regional districts and their member municipalities. The MFA is required to establish a Debt Reserve Fund, composed of cash deposits and demand notes. The MFA must then use this fund if at any time there are insufficient funds to meet payments on its obligations; this event has not occurred since the inception of MFA in 1970. If this occurs, the regional districts and their member municipalities may be called upon to restore the fund.

Each member municipality, who shares in the proceeds of a debt issue, is required to execute a demand note in favour of the MFA and pay into the MFA cash reserve fund (cash deposit) certain amounts set out in the financing agreements. The interest earned on the cash deposit, less administrative expenses, becomes an obligation of MFA to the member municipalities. Upon the maturity of a debt issue, the demand note will be extinguished and the unused portion of the cash deposit will be paid to the municipality, including interest earned. Use of the cash deposit is restricted by legislation.

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**5. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES**

	<u>2013</u>	<u>2012</u>
Payroll expenses	\$ 11,581	\$ 21,030
Potable water project payables & holdbacks	26,208	42,298
MFA debt interest expense accrual	31,053	31,138
Other accounts payables and accruals	46,929	42,237
	<u>\$ 115,771</u>	<u>\$ 136,703</u>

**6. PERFORMANCE BONDS & REFUNDABLE DEPOSITS**

	<u>2013</u>	<u>2012</u>
Performance bonds	\$ 139,211	\$ 146,805
Refundable deposits	5,449	5,449
	<u>\$ 144,660</u>	<u>\$ 152,254</u>

**7. DEFERRED REVENUE**

	<u>Balance Jan/1/2013</u>	<u>Contributions Received</u>	<u>Contributions Used (Revenue)</u>	<u>Balance Dec/31/2013</u>
Water connection fees	\$ 12,300	\$ -	\$ 12,300	\$ -
Water user fees	759	-	759	-
MIA grant (handicap access)*	2,000	-	-	2,000
TransLink grant (Bedwell Bay Road)*	17,178	99,000	47,561	68,617
Property Taxes paid in advance	141,789	252,528	258,083	136,234
	<u>\$ 174,026</u>	<u>\$ 351,528</u>	<u>\$ 318,703</u>	<u>\$ 206,851</u>

\*These funds are externally restricted and must be used for the purposes for which they were collected.

**TransLink Grant**

Annually the Village receives a grant from TransLink intended to cover the operating and maintenance costs of Bedwell Bay Road as it is designated as part of the Region's major road network. Grants received in excess of actual costs are carried forward for use in future years.

**Property Taxes Paid in Advance**

Includes property tax overpayments and advance payments by property owners who choose to pay for the coming year's (2014) property taxes in advance of when they will be due (July 2014) under the Village's Tax Prepayment Plan. Approximately forty-seven, or 10%, of the Village's property owners currently participate in the Property Tax Prepayment Plan.

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**8. LONG-TERM DEBT**

	<b>2013</b>	<b>2012</b>
Municipal Finance Authority Issue 121 (25 year term), Loan Authorization Bylaw 413-2008 & 432-2011, Potable Water Project, 2.90% (fixed 10 year rate), due October 4, 2037.	<b>\$ 4,333,656</b>	<b>\$ 4,441,330</b>

Interest expense on the long-term debt is \$128,713 (2012 - \$35,801 interim financing interest expense which was capitalized as part of the Potable Water Capital Works, and \$31,591 of long-term debt interest expense). Interest accrued on the long-term debt is \$31,053 (2012-\$31,138).

The issuance of long-term debt to a maximum of \$4,967,032, was approved under “The Village of Belcarra Water Supply and Distribution Local Area Service No. 1 Establishment and Loan Authorization Bylaw No. 413, 2008”, and Amendment Bylaw No. 442, 2011, to fund a portion of the potable water project construction completed in 2012. Issuance of this debt resulted in the Village exceeding its legislated liability servicing limit (annual interest and principal repayment costs) under the *Community Charter*, in 2011. The liability servicing limit resulting after incurrence of this debt was approved by the Inspector of Municipalities on November 10, 2011.

The Village’s ability to incur additional debt in future years (including entering into a capital lease arrangement, entering into other arrangements that are in substance financing arrangements beyond one year, and/or providing debt guarantees to third parties) is limited by legislation (*Community Charter* and *BC Regulation 254/2004 Municipal Liabilities*).

Principal payments payable, and estimated actuarial earnings on sinking funds (held by the Municipal Finance Authority) to be attributed against the debt payable in future years are:

	Principal	Actuarial	Total
2014	\$ 106,645	\$ 4,266	\$ 110,911
2015	106,645	8,702	115,347
2016	106,645	13,316	119,961
2017	106,645	18,115	124,760
2018	106,645	23,105	129,750
Future years:	2,026,256	1,706,671	3,732,927
	<b>\$ 2,559,481</b>	<b>\$ 1,774,175</b>	<b>\$ 4,333,656</b>

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**9. ACCUMULATED SURPLUS**

Accumulated surplus is represented by:

	<u>2013</u>	<u>2012</u>
Unappropriated Surplus/(Deficit)		
General Fund	\$ 574,459	\$ 542,984
Water Fund	(41,805)	(43,438)
Refuse & Recycling Fund	61,050	59,695
	<u>593,704</u>	<u>559,241</u>
Non-Statutory Reserves		
Operating	42,445	36,915
Strategic Communities Investment Advance	117,366	204,330
Climate Change	26,669	19,514
Water Debt Repayment	34,697	36,255
MFA Cash Deposit	46,967	44,784
	<u>268,144</u>	<u>341,798</u>
Statutory Reserves		
Transportation Capital (roads, bridges etc.)	145,346	87,310
Buildings Capital	81,867	64,118
Equipment Capital	65,649	58,328
Water Capital	19,080	4,472
Recycling & Refuse Capital	47,077	65,919
	<u>359,019</u>	<u>280,147</u>
Subtotal	<u>1,220,867</u>	<u>1,181,186</u>
Investment in Tangible Capital Assets & Inventory	<u>7,421,520</u>	<u>7,442,563</u>
	<u>\$ 8,642,387</u>	<u>\$ 8,623,749</u>

The Unappropriated Surplus is the amount of Accumulated Surplus remaining after deducting the other appropriated surplus balances (see below). It is available to temporarily finance operations until planned revenues (i.e. property taxes, fees, grants etc.) are received, or for other operating or capital purposes as determined by Council, to the extent that it is available as cash.

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**9. ACCUMULATED SURPLUS (continued)**

The Non-Statutory and Statutory Reserves are Accumulated Surplus that have been set aside by decision of Council for a specified purpose. The Statutory Reserves have been established by bylaw in accordance with the *Community Charter* and their use is restricted by the related bylaw and legislation. In the normal course of operations, these funds will be used to finance the future services or capital works for which they have been appropriated.

Investment in Tangible Capital Assets & Inventory is equal to the book value of the tangible capital assets and inventory less related long-term debt. In the normal course of operations the tangible capital assets and inventory will not be available to finance operations, but will be consumed/used to provide services, and the debt will be repaid by future period revenues.

**10. CONTINGENCIES**

**(a) Municipal Pension Plan**

The Village and its employees contribute to the Municipal Pension Plan (Plan), a jointly trusteed pension plan. The board of trustees, representing plan members and employers, is responsible for overseeing the management of the Plan, including investment of the assets and administration of benefits. The Plan is a multi-employer contributory pension plan. Basic pension benefits provided are based on a formula. The Plan has about 179,000 active members and approximately 71,000 retired members. Active members include six contributors from the Village.

The most recent actuarial valuation as at December 31, 2012, indicated an unfunded liability of \$1,370 million for basic pension benefits. The next valuation will be as at December 31, 2015, with results available in 2016. Employers participating in the Plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the Plan records accrued liabilities and accrued assets for the Plan in aggregate with the result that there is no consistent and reliable basis for allocating the obligation, assets and costs to the individual employers participating in the Plan.

The Village paid \$37,389 for employer contributions and \$29,948 for employee contributions to the Plan in fiscal 2013 (\$34,043 and \$28,695 respectively in 2012).

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**10. CONTINGENCIES (continued)**

**(b) Regional District Debt**

Debt of the Greater Vancouver Regional District (operating as Metro Vancouver) are, under the provisions of the *Community Charter*, a direct, joint and several liability of the Regional District and each member municipality, including the Village.

**11. COMMITMENT UNDER OPERATING LEASE**

The Village leases a photocopier under an operating lease which expires in March 2019. The Village is obligated to make the following minimum lease payments under this operating lease in the fiscal years ending:

2014	\$	3,126
2015		4,168
2016		4,168
2017		4,168
2018		4,168
2019		1,042
	\$	<u>20,840</u>

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**12. PROPERTY TAXATION REVENUE**

The Village is legislatively required to collect, and pay, property taxes on behalf of other governments. The amounts collected and paid are not recognized as revenues or expenses of the Village. Details of gross property taxes collected less amounts remitted to other governments and credits provided to taxpayers for the Home Owner Grant, are as follows:

	<u>2013</u>	<u>2012</u>
Municipal Property Taxes	\$ 601,188	\$ 575,323
Other Government Property Taxes		
School District - School Tax	684,983	718,820
Police Tax	65,069	61,983
Greater Vancouver Regional District	105,849	102,451
TransLink	121,858	128,217
BC Assessment & MFA	22,960	23,768
Total Other Government Property Taxes	<u>1,000,719</u>	<u>1,035,239</u>
Gross Property Taxes	<u>1,601,907</u>	<u>1,610,562</u>
Less: Provincial Home Owner Grant	113,000	100,553
Less: Transfers to Other Governments	887,795	934,848
	<u>1,000,795</u>	<u>1,035,401</u>
Municipal Property Taxes	<u>\$ 601,112</u>	<u>\$ 575,161</u>

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**13. WATER PARCEL TAXES**

Water parcel taxes are collected each year to pay the annual interest and principle debt payments on long-term debt incurred by the Village for the potable water system construction project. The water parcel tax commenced with the first debt payment requirement in 2013, and will continue for the twenty-five year term of the related debt (see long-term debt note 8), provided the debt is not otherwise repaid.

The water parcel charge is adjusted annually and is charged to all taxable parcels that benefit from the construction of the potable water system as defined in the Village of Belcarra Water Supply and Distribution Local Area Service No. 1 Establishment and Loan Authorization Bylaw No. 413, 2008.

**14. FINANCIAL PLAN (BUDGET) RECONCILIATION**

The Financial Plan (Budget) was adopted by Council on May 13, 2013. Legislatively, the Financial Plan must balance planned revenue sources with planned expenditures or use of funds (referred to as the balanced budget requirement). The table below demonstrates how the legislative requirement for a balanced budget has been met.

	<u>2013 Budget</u>	<u>2013 Actual</u>	<u>2012 Actual</u>
<b>Surplus, Statement of Operations</b>	\$ 34,749	\$ 18,638	\$ 732,912
Adjustments for non-cash items:			
Add back: Amortization expense	255,077	260,737	138,949
Add back: Loss on disposed capital assets	-	-	88,714
Add back: Inventory consumed	-	22,484	-
Add back: Debt Interest expense not paid	-	-	31,138
Deduct: MFA actuarial interest revenue	-	(1,029)	-
Deduct: contributed capital assets	-	-	(12,251)
Adjustments for cash items that are not revenues or expenses, but are sources or uses of funds:			
Less: capital expenditures	(483,868)	(132,135)	(2,580,718)
Less: inventory expenditures	(39,010)	(22,368)	(18,654)
Less: debt principal repayment	(106,645)	(106,645)	-
Plus: debt proceeds	-	-	2,724,101
Net transfers for operating or capital purposes:			
-(To)/from Statutory Reserves	200,059	(78,872)	295,579
-(To)/from Non-Statutory Reserves	82,622	73,654	(192,508)
-(To)/from Unappropriated Surplus	57,016	(34,464)	(1,207,262)
<b>Financial Plan (Budget) Balance</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

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**15. SMALL COMMUNITY INVESTMENT GRANT**

The Village received a total of \$169,844 in Small Community Investment Fund (“SCIF”) grants in fiscal 2013 (\$363,398 in 2012). Grants received are used to fund a portion of the Village’s local government services to minimize the Village’s property tax increase in the respective years. As a result, the tax increases have been maintained at moderate increases, which are less than would be needed without the SCIF grants.

**16. SEGMENTED REPORTING (see Schedules 2, 3, and 4)**

The Village is a diversified municipal government that provides a variety of services to its citizens such as community planning & development, roads transportation network, refuse and recycling collection and disposal, and potable water services. Distinguishable functional segments have been separately disclosed in the segmented information. The nature of the segments and the activities they encompass are as follows.

General Government Services

This segment comprises:

- Services necessary to operate the Village government such as finance and administrative services (property taxation administration and collection, human resources, reception, records management, legal, audit, information systems support etc.) and mayor and council support and expenses
- Services necessary to operate and maintain the Municipal Hall and the Public Works Yard
- Community planning & development services, including updating and maintenance of the Official Community Plan and related documents and bylaws, subdivision approval and building and other related inspections and approvals
- Bylaw development, administration and enforcement
- Community events (Belcarra Day) and community/council grants
- Public Works Operations, which comprises a number of services including maintenance of the road and storm sewer networks, snow removal, and trail maintenance

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**16. SEGMENTED REPORTING (continued)**

Recycling & Refuse Services

This segment provides recycling and refuse collection (by resident drop-off) and disposal of various recyclable and refuse materials. Staff expenses incurred directly related to this service are included in the Public Works Allocation.

Water Services

This segment provides potable water services. On October 1, 2012 the Village substantially completed the implementation of a potable water service for the community. Expenses incurred prior to October 1, 2012, with the exception of the annual allocation for General Government and Public Works expenses, were capitalized as part of the Potable Water System assets.

**17. BANK INDEBTEDNESS**

The Village has a revolving credit facility of \$230,000, payable on demand, bearing interest at the lender's prime rate of interest per annum and is not collateralized. The revolving credit facility is unused as at December 31, 2013.

## Statement of Property Tax Exemptions - 2013

In 2013, the Village of Belcarra Council provided no permissive property tax exemptions in accordance with Section 98 (2)(b) of the Community Charter.

## Our Commitment to Engaging Our Citizens

The Village of Belcarra strives to keep its citizens informed and engaged through council meetings, public information meetings, and printed information. If you're looking for information, here are some resources:

- **Village Website**  
A significant amount of information can be found at [www.belcarra.ca](http://www.belcarra.ca).
- **Council Meetings**  
The Council meeting schedule for the ensuing year is set annually each December. The schedule is available on the Village website. Meetings are held on Mondays, commencing at 7:30pm. Council meeting agendas are posted on the exterior bulletin board at the Municipal Hall and available on the website. Council meeting minutes are available on the website.
- **Public Information Meetings**  
From time to time, the Village hosts an information meeting to keep citizens informed or to present a topic that they'd like to get your comments on. Watch your mail-box, the Belcarra Barnacle and the Village website for Public Meeting Information.

We'd like to hear from you whenever you have suggestions or want more information. Contact us at **604-937-4100**.

### Mayor and Council

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Councillor Bruce Drake  
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Councillor Jamie Ross  
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Councillor Jennifer Glover  
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Councillor Colin Richardson  
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