



**VILLAGE OF BELCARRA  
REGULAR COUNCIL AGENDA  
VILLAGE HALL  
October 23, 2017  
Note: 6:30 PM**



**COUNCIL**

Mayor Ralph Drew  
Councillor Bruce Drake  
Councillor Jennifer Glover  
Councillor Perry Muxworthy  
Councillor Jamie Ross

**1. CALL TO ORDER**

Mayor Ralph Drew will call the meeting to order.

**2. APPROVAL OF THE AGENDA**

**2.1 Regular Council Meeting, October 23, 2017**

**Recommendation:**

That the agenda for the Regular Council Meeting, October 23, 2017 be approved as circulated.

**3. ADOPTION OF MINUTES**

**3.1 Regular Council Meeting, October 10, 2017**

**Recommendation:**

That the minutes from the Regular Council Meeting held October 10, 2017 be adopted.

**4. DELEGATIONS AND PRESENTATIONS**

**4.1 Nancy Gomerich, NG Consulting, dated October 23, 2017 regarding Corporate Strategic Plan - Strategy Review & Update**

- a) Corporate Strategic Plan – 2018 Priorities/Objectives
- b) Review of Policy 195 and 196
- c) 2018 Budget Discussion

**5. REPORTS**

No items presented

**6. REPORTS FROM MAYOR AND PROJECT LEADS**

**6.1 Mayor's Report**

**Asset Management Planning Is Key To Financial Sustainability**

**7. BYLAWS**

No items presented

**8. CORRESPONDENCE/PROCLAMATIONS**

**Recommendation:**

That correspondence item 8.1 – 8.3 be received.

**ACTION ITEMS**

- 8.1** Chris Nicolls, Secretary – Treasurer, School District No. 43 (Coquitlam),  
October 4, 2017 regarding School District No.43 (Coquitlam) Capital Bylaw No. 2,  
Amendment Bylaw No. 1.7 – 2017

**Recommendation:**

That Council accept the School Board School District No. 43 (Coquitlam) resolution for proposed eligible school site requirements.

- 8.2** ISACA BC AWARE Campaign, dated October 8, 2017 regarding Declaration of  
January 29, 2018 to February 9, 2018 as BC Aware Days

**Recommendation:**

That Council declare January 29, 2018 to February 9, 2018 as “BC Aware Days” in the Village of Belcarra

**INFORMATION ITEMS**

- 8.3** Deborah Struk, 4575 Belcarra Bay Road, dated October 17, 2017 regarding  
Communications: Website, Twitter and Advertising

**9. NEW BUSINESS**

**10. PUBLIC QUESTION PERIOD**

**11. RESOLUTION TO CLOSE MEETING**

That the October 23, 2017 Regular meeting of Council be closed pursuant to the Community Charter Section 90 (1) “A part of a Council meeting may be closed to the public if the subject matter being considered relates to or is one or more of the following:

- (c) labour relations or other employee relations;
- (k) negotiations and related discussions respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of the council, could reasonably be expected to harm the interests of the municipality if they were held in public.”

**12. ADJOURNMENT**

**Recommendation:**

That the October 23, 2017 Regular Meeting be adjourned.



**VILLAGE OF BELCARRA  
REGULAR COUNCIL MINUTES  
VILLAGE HALL  
October 10, 2017**



Minutes of the Regular Council Meeting for the Village of Belcarra held October 10, 2017 at the Municipal Hall, 4084 Bedwell Bay Road, Belcarra, BC.

**Council in Attendance**

Deputy Mayor Jamie Ross  
Councillor Bruce Drake  
Councillor Jennifer Glover  
Councillor Perry Muxworthy

**Council Member Absent**

Mayor Ralph Drew

**Staff in Attendance**

Lorna Dysart, Chief Administrative Officer  
Bernie Serné, Superintendent of Public Works  
Paul Wiskar, Building Inspector  
Paula Richardson, Administrative Services Assistant

**1. CALL TO ORDER**

Deputy Mayor Ross called the meeting to order at 7:30 pm.

**2. APPROVAL OF THE AGENDA**

**2.1 Regular Council Meeting, October 10, 2017**

Moved by: Councillor Drake  
Seconded by: Councillor Glover

That the agenda for the Regular Council Meeting for October 10, 2017 be approved as circulated.

**CARRIED**

**3. ADOPTION OF MINUTES**

**3.1 Regular Council Meeting, September 18, 2017**

Moved by: Councillor Muxworthy  
Seconded by: Councillor Drake

That the minutes from the Regular Council Meeting held for September 18, 2017 be adopted.

**CARRIED**

**4. DELEGATIONS AND PRESENTATIONS**

No items presented

**5. REPORTS****5.1 Nancy Gomerich, NG Consulting, dated October 10, 2017 regarding 2017 Third Quarter Financial Forecast Report**

Lorna Dysart, Chief Administrative Officer, outlined the report. She noted that the RCMP made observations and suggested security upgrades for the Municipal Hall.

Moved by: Councillor Drake

Seconded by: Councillor Glover

That the 2017 3rd Quarter Financial Forecast Report be received for information;  
And that the expenditures that do not comply with Policy 195, as detailed in the section of this Report titled "Compliance with Policy 195", be approved.

**CARRIED**

**5.2 Paul Wiskar, Building Inspector, dated October 10, 2017 regarding 3424 Marine Avenue – Request for Tatlow Access**

Paul Wiskar outlined the report noting the triangular shape of the property, the well location on the adjacent property and Fraser Healthy Authority setback requirements for septic. Council asked pertinent questions of the property owners and their consultant, Graham Watson, Landmark Engineering & Planning Ltd.

Moved by: Councillor Drake

Seconded by: Councillor Glover

That Council approve, for the property owners of 3424 Marine Avenue, access off Tatlow Road allowance as per the report from Landmark Engineering dated October 4, 2017;

And that staff review safety items and suggested improvements related to the Tatlow Trail as noted in the report.

**CARRIED**

**5.3 Paul Wiskar, Building Inspector, dated October 10, 2017 regarding Report on Village Hall Building Envelope Engineer Contract**

Paul Wiskar outlined the report noting the signs of deterioration of the Village Hall building envelope. He advised that the work will be completed in stages which will allow for assessment of the condition of the building exterior. Council asked pertinent questions regarding the scope of the work and the budget required.

Moved by: Councillor Drake

Seconded by: Councillor Muxworthy

That Council approve funding (sole source) to hire Inline Holdings to sample areas under duress on the Village Hall Envelope with work to be completed on an elevation by elevation basis.

**CARRIED**

**5.4** Bernie Serné, AScT, Superintendent of Public Works, report dated October 10, 2017 regarding Windermere Creek – Hydrotechnical Assessment, Drainage Study

Bernie Serné outlined the report and advised that Kerr Wood Leidel Consulting Engineers were retained to complete a field assessment of Windermere Creek relative to flooding, erosion, sediment and debris. Discussion ensued with Council asking pertinent questions.

Moved by: Councillor Drake  
Seconded by: Councillor Glover

That Council receive the Hydrotechnical Assessment of Windermere Creek report, dated September 15, 2017 from Kerr Wood Leidel Consulting Engineers (KWL), for information purposes;  
And that Village staff contact Metro Vancouver to inform them of the concerns presented in the report;  
And that Village staff contact the seven identified property owners to inform them of the concerns presented in the report;  
And that Village staff include in the budget removal of the old logging bridge upstream of Senkler Road Bridge;  
And that Village staff monitor the Creek and bridges during and after major flows to confirm their structural integrity;  
And that Village staff contact Metro Vancouver, Port Moody and the Imperial Oil Company to assess the Sasamat Lake catchment and Weir to evaluate possible high flow scenarios.

**CARRIED**

**6. REPORTS FROM MAYOR AND PROJECT LEADS**

**UBCM Convention**

Deputy Mayor Ross reported on the UBCM Convention in Vancouver attended by himself and Lorna Dysart, Chief Administrative Officer. He reported on a meeting they attended with the Minister of Finance, the Honorable Carole James, in conjunction with the staff and elected official from Bowen Island, Lions Bay and Anmore. Discussion ensued with regard to workshops attended, ideas exchanged and the value of connections made at the convention.

**7. BYLAWS**

No items presented

**8. CORRESPONDENCE/PROCLAMATIONS**

Moved by: Councillor Muxworthy  
Seconded by: Councillor Glover

That correspondence item 8.1 to 8.12 be received.

**CARRIED**

**ACTION ITEMS**

- 8.1 Honorable Katrine Conroy, Minister of Children and Family Development, dated October 4, 2017 regarding Declaration of October as Foster Family Month

Moved by: Councillor Glover

Seconded by: Councillor Drake

That Council declare October, 2017 as “Foster Family Month” in the Village of Belcarra

**CARRIED**

**INFORMATION ITEMS**

- 8.2 Ralph Drew, Mayor, dated September 11, 2017 – Letter to Hon. Selina Robinson, Minister, BC Ministry of Municipal Affairs & Housing regarding Financial Inequity of the Provincial School Tax Levy within Metro Vancouver
- 8.3 Lois E. Jackson, Mayor, The Corporation of Delta, dated September 22, 2017 regarding the George Massey Tunnel – Angus Reid Poll (full report available at the Village office)
- 8.4 Roger G. Quan, Director, Air Quality and Climate Change, Metro Vancouver, dated September 22, 2017 regarding Caring for the Air, Metro Vancouver’s 2017 Report on Air Quality and Climate Change (full report available at the Village office)
- 8.5 Crossroad Hospice Society, dated September 25, 2017 regarding Invitation to Treasures of Christmas Gala, Saturday, November 25, 2017
- 8.6 Laurie Gourlay, Interim Director, Salish Sea Trust, dated September 29, 2017 regarding Salish Sea World Heritage Site E – Petition
- 8.7 Cathy Peters, BC’s Anti-Human Trafficking Educator, Advocate, Speaker, dated September 30, 2017 regarding Joy Smith Foundation Documentary
- 8.8 Maya Chorobik, Community Energy Manager, Community Energy Association, dated October 2, 2017 regarding BC Municipal Climate Leadership Council Invitation
- 8.9 Peter Struk, 4575 Belcarra Bay Road, dated September 7, 2017 regarding Special Report re: Zoning Advisory Committee
- 8.10 Suzanne Kyra, 2250 Farrer Cove, dated September 23, 2017 regarding Farrer Cove South
- 8.11 Elizabeth Mizener, 2200 Farrer Cove, dated September 29, 2017 regarding Farrer Cove South
- 8.12 Tony & Lynda Spence, 1050 Farrer Cove, dated October 3, 2017 regarding Farrer Cove South

**9. NEW BUSINESS**

No items presented.

**10. PUBLIC QUESTION PERIOD**

Jim Chisholm, 4505 Belcarra Bay Road queried with regard to the responsibility of costs of repair and maintenance for creeks on residential property.

**11. RESOLUTION TO CLOSE MEETING**

No items presented.

**12. ADJOURNMENT**

Moved by: Councillor Muxworthy

Seconded by: Councillor Glover

That the October 10, 2017 Regular Meeting be adjourned at 8:40 pm

**CARRIED**

Certified Correct:

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Ralph Drew  
Mayor

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Lorna Dysart  
Chief Administrative Officer



VILLAGE OF BELCARRA

*"Between Forest and Sea"*



# Corporate Strategic Plan 2016 – 2020 Updated January 2017



## Corporate Strategic Plan Purpose & Process

This Corporate Strategic Plan (“the Strategic Plan”) is Council’s leadership document for the Village.

The purpose of the Strategic Plan is to provide overall direction and set strategic priorities to focus the Village’s limited resources to best support the achievement of a community, and the provision of services, desired by the citizens of Belcarra.

Although the Village is guided by various plans, the Strategic Plan fulfills a need to have a single plan that provides over-riding direction given the complexity of our operating environment and the ever-increasing demand on our limited resources. As such, the Strategic Plan is considered the “mother of all plans”, and accordingly, all plans, activities and actions of the Village must be consistent with, and support the implementation of, the Strategic Plan.

The Strategic Plan articulates the purpose of the Village (Mission Statement), details Community and Corporate Values to be honored and used to guide all actions and decisions, sets out the longer-term direction of the Village (Vision and Goal Statements), and identifies and prioritizes a limited number of Strategic Objectives and supporting Strategies and Action Plans. The Strategic Objectives are the “core” of the Strategic Plan as they identify the areas of Village operations, identified by Council, to be the most important to focus on, in order to move the Village towards achievement of its longer-term Vision and Goals. Strategic Objectives are prioritized and limited in number in recognition of the Village’s limited resources and existing legislative and operational requirements

The Mission, Vision, Values, Goals, Strategic Objectives and Strategies contained in the Strategic Plan will be revisited and either confirmed or amended by Council near the beginning of each new term of Council, augmented by annual review and adjustments as required prior to the coming years financial planning process. In response to Council’s set Strategic Objectives and Strategies the Village’s Management Team will develop two year supporting Action Plans that will identify the actions to be undertaken to support their achievement. The Action Plans will be approved by Council and included in the Strategic Plan. The Action Plans will be reviewed and updated as required, following quarterly Progress Reports to Council that identify actions and achievements to date and provide an opportunity to make timely changes thereto as approved by Council.

## Village of Belcarra Mission

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 core municipal services.

## Community Values

### **Belcarra is a proud and unique community.**

Belcarra recognizes our municipality's natural west coast beauty as a source of pride worth protecting. We treasure tradition in our community comprised in its welcoming character and accessible allure.

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

Belcarra celebrates the diverse and active engagement of its citizens and the significance of its volunteerism. Belcarra offers simple and basic neighbourhood opportunities to sustain and enrich our lives. We are actively involved in the social, environmental and political life of the region.

### **Belcarra is a clean, green, semi-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.

## Corporate Values

### **The Village of Belcarra supports community engagement and advocates accessible and transparent local government administration.**

We utilize clear, consistent and transparent decision-making processes, offering opportunities for input and guidance; embracing change while respecting tradition.

### **The Village of Belcarra fosters civic stability and security.**

Our semi-rural setting provides a distinct perspective within the regional district, and the municipality seeks to represent the interests of those in similar environments while supporting economic, social and community consistency and sustainability. In endeavoring to preserve health and safety, we consider the needs and well being of the community, our operations and our physical environment.

### **The Village of Belcarra promotes wellness and progression in the workplace.**

We embrace principles which facilitate staff empowerment, development and succession opportunities, while striking a balance between home and work life.

## Village of Belcarra Vision & Goals

We are committed to achieving social, environmental and economic sustainability. Given the value of our community's heritage and its diversification, we will harness **a balance between consistency and progression – enhancing the livability, health, safety and civic pride** for future generations of Belcarra.

### Community Sustainability:

- Goal 1** Individuals and groups have a collective sense of belonging and contributing to the municipality, and the municipality's social, political, economic and cultural life.
- Goal 2** Volunteerism is an integral component of community sustainability and is encouraged.
- Goal 3** Individuals have access to the natural amenities of the area and feel safe and secure in doing so.

### Environmental Sustainability

- Goal 1** Awareness of environmental impacts results in active public participation in environmental improvements.
- Goal 2** Human activities and consumption are balanced with the environment's ability to absorb emissions and impacts.
- Goal 3** The health of residents is protected from environmental risks.

### Governance:

- Goal 1** We are a model of open, accessible, democratic decision-making processes. We encourage and embrace dialogue encouraging residents to contribute their ideas, opinions, and energy to the well being of the municipality.
- Goal 2** The municipality has appropriate legislative authority, financial tools and organizational structures and processes to undertake its responsibilities and achieve goals that support and enhance the municipality's quality of life within its financial capacity.
- Goal 3** Core Public services are appropriate for community needs, of high quality, well-coordinated and easy to access.
- Goal 4** The Village of Belcarra actively engages with other orders of government particularly regarding issues affecting the municipality.

**Economic Sustainability:**

- Goal 1**            The Village of Belcarra has the necessary social, budgetary and physical infrastructure to ensure sustainability as a municipality.
- Goal 2**            Long term financial planning with minimal debt financing, focused on maintaining and acquiring quality infrastructure.
- Goal 3**            Projects and initiatives are evaluated against sustainability.

## **Village of Belcarra Strategic Objectives/Priorities, Strategies and Action Plans**

The following Strategic Objectives/Priorities identify topic areas and strategies and specific action plans where staffs limited discretionary time, beyond the day-to-day operational requirements, should be focused in order to best move the Village toward achievement of its' Vision. They are not intended to, nor do they, encompass everything that the Village does or all services. These Plans are prioritized with significant focus directed to the top one to four items.

## Corporate Plan 2016-2020, Updated January 2017

Priority # 1 – Municipal Bylaws & Policies, Review/Update – 2017 FOCUS: ZONING BYLAW					
Objective	Strategy	2016 Plan	2016 Results	2017 Plan	2018/2019 Plan
<p>Ensure key municipal bylaws and policies meet legislative and operational requirements</p>	<p>Identify, prioritize and review and update municipal Bylaws and policies</p>	<ul style="list-style-type: none"> <li>• Complete review and update of the Zoning Bylaw                             <ul style="list-style-type: none"> <li>- Engage Consultant</li> <li>- Prepare Draft and finalize with Council</li> <li>- Hold Public Hearing</li> <li>- Obtain Council approval</li> </ul> </li>   <li>• Start review and update of the Highway Encroachment Bylaw &amp; Agreements</li>   <li>• Road Ends Review – DRAFT policy for Council approval based on review conclusions</li> </ul>	<ul style="list-style-type: none"> <li>• Completed update to Bylaw 502, 2016 (floor area ratio)</li> <li>• Identification of community issues and formation of Zoning Advisory Committee (ZAC)</li> <li>• Hired Consultant to lead Review; rec'd proposed process and timeline.</li>   <li>• Completed inventory and updated agreement for public wharfs</li> <li>• Bylaw and Other Agreement review not started</li>   <li>• Completed</li> </ul>	<ul style="list-style-type: none"> <li>• Complete review and update of the Zoning Bylaw with the Zoning Advisory Committee and Planning Consultants                             <ul style="list-style-type: none"> <li>- Prepare Draft and finalize with Council</li> <li>- Hold Public Hearing</li> <li>- Obtain Council approval</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Possible NEW options include:                             <ul style="list-style-type: none"> <li>- MTI Bylaw</li> <li>- Tree Bylaw</li> </ul> </li>   <li>• Complete review and update of Highway Encroachment Bylaw &amp; Agreements</li> </ul>

**Priority # 2 – Public Safety – Non Vehicle Travel – 2017 FOCUS: TRAIL & ROADWAY IMPROVEMENTS**

Objective	Strategy	2016 Plan	2016 Results	2017 Plan	2018 /2019 Plan
<p>Improve non-vehicle (pedestrian, bike etc.):</p> <ul style="list-style-type: none"> <li>- Safety on roadways</li> <li>- Trails</li> </ul>	<p>Increase driver awareness</p> <p>Identify and implement new and improved signage and/or physical roadway changes/additions</p> <p>Identify and implement new and improved trail options</p>	<ul style="list-style-type: none"> <li>• Inventory trails and identify options for improvements</li> <li>• Consider improvements in conjunction with 2017 budget development</li> </ul>	<ul style="list-style-type: none"> <li>• Completed Community consultation on possible trail and road improvements</li> </ul> <p>Completed:</p> <ul style="list-style-type: none"> <li>• Trail inventory</li> <li>• Community consultation on possible trail and road improvements</li> </ul>	<p>New and improved signage and/or physical roadway changes/additions</p> <ul style="list-style-type: none"> <li>• Establish budget for improvements</li> </ul> <p>Identify and implement new and improved trail options</p> <ul style="list-style-type: none"> <li>• Identify/Prioritize and complete possible improvements</li> </ul>	<ul style="list-style-type: none"> <li>• <i>To be determined</i></li> </ul>

**Priority # 3 – Infrastructure / Asset Management – 2017 FOCUS: TENNIS COURTS**

Objective	Strategy	2016 Plan	2016 Results	2017 Plan	2018 /2019 Plan
<p>Infrastructure meets current and future community needs</p>	<p>Develop infrastructure Long-Term Asset Management and Financial Plan(s) that identifies maintenance, and capital expenditure needs and supporting funding plan</p>	<ul style="list-style-type: none"> <li>• Apply for Provincial Asset Management Grant to fund an overall Asset Management Plan</li>   <li>• Tennis Courts – Review operational status and identify options and costs for repair and improvement in conjunction with the 2017 budget development</li> </ul>	<ul style="list-style-type: none"> <li>• Provincial Asset Management Grant approved</li> <li>• Hired consultant to update roads inventory and complete a long-term capital and maintenance plan</li> </ul> <p>Completed in part:</p> <ul style="list-style-type: none"> <li>• Operational status review and update with Metro Vancouver (mostly done)</li> <li>• Completed community consultation</li> <li>• Identified possible improvements</li> </ul>	<ul style="list-style-type: none"> <li>• Complete Roads Long Term Plan</li> <li>• Develop related funding Plan</li>   <li>• Conclude operational status review and update with Metro Parks</li> <li>• Complete work on identified improvements</li> </ul>	<ul style="list-style-type: none"> <li>• <i>To be determined</i></li> </ul>



Priority # 4 – Drainage Infrastructure Plan – 2017 FOCUS: COMPLETE DRAINAGE STUDY					
Objective	Strategy	2016 Plan	2016 Results	2017 Plan	2018/2019 Plan
Drainage (and related) infrastructure meets community needs and provides protection from climate change related events	Update/Identify risks and requirements (maintenance & capital) to address drainage needs	<ul style="list-style-type: none"> <li>Complete Drainage Study                             <ul style="list-style-type: none"> <li>Staff to gather base data</li> <li>Engage Consultant to map and develop RFP</li> <li>Issue and award RFP</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Staff gathering of base data (inventory) complete</li> <li>Mapping</li> </ul>	<ul style="list-style-type: none"> <li>Terms of Reference for Proposal (RFP) - draft in process with Consultant</li> <li>Complete Drainage Study                             <ul style="list-style-type: none"> <li>Complete mapping and RFP</li> <li>Issue and award RFP</li> <li>Complete preliminary review of Study and identify next steps</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Consider and address any Bylaw changes</li> <li>Develop drainage (and related) infrastructure Long-Term Asset Management and Financial Plan that identifies maintenance and capital expenditure needs and supporting funding plan</li> </ul>

**Priority # 5 – Emergency Preparedness – 2017 FOCUS: CREATE EMERGENCY PREPAREDNESS COMMUNITY GROUP TO LEAD INCREMENTAL PROGRESS**

Objective	Strategy	2016 Plan	2016 Results	2017 Plan	2018/2019 Plan
<p>Ensure emergency plans and supplies are up to date and relevant in the event of an emergency</p>	<p>Identify and update the municipality's emergency supplies and review and update emergency plan</p>	<ul style="list-style-type: none"> <li>• Prepare inventory of current emergency supplies and replenish identified needs</li> </ul>	<ul style="list-style-type: none"> <li>• Inventory not completed</li> <li>• Surveyed available community resources</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare inventory of current emergency supplies and replenish identified needs</li> <li>• Facilitate creation of Community Group to lead Emergency Preparedness efforts</li> </ul>	<ul style="list-style-type: none"> <li>• To be determined</li> </ul> <p>Options:</p> <ul style="list-style-type: none"> <li>• Hire consultant to lead and facilitate process to review and update emergency plan</li> <li>• Complete other key supporting plans:                             <ul style="list-style-type: none"> <li>- Geotechnical Hazard Mapping</li> <li>- Wildfire Assessment</li> </ul> </li> </ul>

Priority # 6 – Water System – 2017 FOCUS: WATER METERING					
Objective	Strategy	2016 Plan	2016 Results	2017 Plan	2018/2019 Plan
Increase benefitter/user pay component of water fee and encourage water conservation	Implement water metering	<ul style="list-style-type: none"> <li>Examine and determine process and costs for collecting data and integrating with MAIS</li> <li>Identify and consider costs to implement in conjunction with the 2017 budget development</li> </ul>	<ul style="list-style-type: none"> <li>MAIS process and costs identified</li> <li>Started to update all meter information</li> </ul>	<ul style="list-style-type: none"> <li>Complete update of meter information</li> <li>Communicate status of Project to community</li> </ul>	<ul style="list-style-type: none"> <li>Identify and consider issues and all costs to implement in conjunction with the 2019 budget development</li> </ul>

Priority # 7 – Operational Efficiency – 2017 FOCUS: RECORDS MANAGEMENT					
Objective	Strategy	2016 Plan	2016 Results	2017 Plan	2018/2019 Plan
Support and enhance operational efficiency and ensure legislative requirements are met	Establish and implement policy and procedures with respect to the retention, storage and disposal of municipal records	<ul style="list-style-type: none"> <li>• <i>Work to commence in 2017</i></li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>	<ul style="list-style-type: none"> <li>• Identify Records Management needs and issues and develop a Plan to address, using contracted services</li> <li>• Begin implementation of Plan (initial focus is to develop a records retention and destruction policy)</li> </ul>	<ul style="list-style-type: none"> <li>• <i>To be determined</i></li> </ul>

## Corporate Plan 2016-2020, Updated January 2017

The following Strategic Objectives are high priorities of Council that are currently being addressed within Village operations. They are included in the Strategic Plan due to their high priority nature and the desire to continue to more closely monitor and prioritize their on-going delivery.

Vegetation Management		
Objective	Strategy	2016 – 2019
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>Continue to consult with Invasive Species Council of Metro Vancouver, and other relevant authorities, and implement annual recommendations for invasive plant removal and community education, within financial plan constraints</li> </ul>

Waste & Recycle		
Objective	Strategy	2016 - 2019
Meet Metro Vancouver's Zero Waste Initiative	Research and implement actions to meet Metro Vancouver's requirements to remove from the waste stream and recycle organic waste	<ul style="list-style-type: none"> <li>Continue to monitor and fine-tune the Waste and Recycle Depot and related community education.</li> </ul>



**VILLAGE OF BELCARRA**  
**CORPORATE POLICY NO. 195**



**Title: Financial Plan – Amendment, Monitoring and Control**

<b>ISSUED BY:</b> CAO	<b>APPROVED BY:</b> COUNCIL	<b>DATE</b> : Feb 23, 2015
<b>REVISED BY:</b>	<b>APPROVED BY:</b>	<b>DATE</b> :

**Legislative Basis**

The Community Charter authorizes that a municipality may establish policies and procedures relative to its financial plan administration and fund management.

**Purpose**

The purpose of this policy is to provide requirements for the amendment, monitoring, and control of the Financial Plan.

**Policy**

1. **Budget Control - Operating Budget:** Actual expenses may vary from the detailed line item budgets supporting the approved Financial Plan provided that:
  - Actual net expenses (i.e. revenues less expenses) for each Fund (General, Recycling & Refuse and Water) will not exceed budgeted net expenses for each Fund. For the purpose of this calculation expenses and revenues do not include:
    - Non-cash items like amortization, gain or loss on disposal of assets, or contributed tangible capital assets, etc.,
    - Revenues budgeted to be transferred to reserves or surplus and for debt principal repayment as the related use of funds (i.e. transfers and debt principal repayment) are not an expense, and
    - Expenses budgeted to be funded from reserves or surplus as the related source of funds (i.e. transfers) are not revenues.
  - Expenses to be funded from reserves or surplus may exceed budget to a maximum of the lessor of \$10,000 or 20% of the budget value, provided that sufficient reserves or surplus is available to fund the additional expense.
  - To the extent funds permit, service levels contained in the approved budget are provided. Temporary changes in service levels may be made, but only on a test basis, permanent changes in service level must be approved by Council as part of the normal financial plan development process.
  - Available budgets are not used to fund new, on-going expenditures.
  - Available budgets from staff vacancies can only be reallocated for a purpose other than staffing, with approval of the Chief Administrative Officer (CAO).
  - Available budgets remaining from completion of a special project or one-time expenditure items, are not reallocated.

Council may approve exceptions to these requirements on their merits, providing funding sources are identified and made available as/if required.

**2. Budget Control - Capital Budget:** Actual capital project expenditures may vary from the budgets supporting the approved Financial Plan provided that:

- Actual expenditures for each Fund (General, Recycling & Refuse and Water) will not exceed budgeted expenditures for each Fund.
- Actual expenditures for each capital project shall not exceed budget by the greater of \$10,000 or 20% of the budget value.
- The scope of the capital projects contained in the Financial Plan will not be significantly changed.
- Available budgets are only used to fund new capital projects not contained in the approved Financial Plan details, to a value of \$15,000 with CAO approval, or for values greater than 15,000 with Council approval provided the budgeted available funding sources may be used for the new capital projects.

Council may approve exceptions to these requirements on their merits, providing funding sources are identified and made available as/if required.

**3. Financial Plan Bylaw Amendments:** An amendment is required if actual expenses, or capital expenditures, or transfers from reserves or surplus are expected to exceed the line item amounts as detailed in the currently approved Financial Plan.

**Responsibilities**

1. The Financial Officer has overall responsibility to ensure compliance with this policy.
2. The Superintendent of Public Works has responsibility to monitor and manage financial performance to ensure compliance with this policy as it relates to the public works division net operating expenses and capital expenditures. The CAO must be notified as soon as the Superintendent of Public Works becomes aware that, despite best efforts, the public works division net operating expenses or total capital expenditures (considered for each Fund separately), are expected to exceed Financial Plan amounts.

**Reports**

The Financial Officer will prepare a Report to Council, for periods ending June, September and December, comparing and analyzing the approved budget with actuals to date (Budget Variance Report). The report shall include a statement that the above Policy Statements have, or are anticipated to be, met.

**Policy Review**

A review of this policy will be conducted each year as part of the Financial Plan development process.



**VILLAGE OF BELCARRA**  
**CORPORATE POLICY NO. 196**



**Title: Financial Plan – Sources and Uses of Funds**

<b>ISSUED BY:</b> CAO	<b>APPROVED BY:</b> COUNCIL	<b>DATE</b> : Feb 23, 2015
<b>REVISED BY:</b>	<b>APPROVED BY:</b>	<b>DATE</b> :

**Legislative Basis**

The Community Charter authorizes that a municipality may establish policies and procedures relative to its financial plan administration and fund management.

**Purpose**

The purpose of this policy is to guide decision making on financial planning issues relating to all major sources and uses of funds.

**Policy**

1. **Structurally Balanced Operating Budget:** The annual operating budget will be structurally balanced such that reoccurring operating revenues will equal or exceed recurring operating expenses and debt principle repayment. Operating revenue and expenses are those sources and uses of funds meeting the definition of a revenues and expenses under Public Sector Accounting standards; they do not include transfers to/from reserves and surplus or debt proceeds. If a structural imbalance occurs, a plan will be developed and implemented to bring the operating budget back into balance.
2. **General Operating Statutory Reserve:** The municipality shall maintain a General Operating Reserve sufficient to finance operations prior to taxes and fees being collected, to fund periodic one-time operating expenses, and to provide contingency funding for potential emergency or crisis events. The target balance of the General Operating Statutory Reserve plus the Unrestricted Surplus is equal to the greater of \$500,000 or six months normalized operating expenses. If the target balance is not met, a plan will be developed and implemented to increase the reserve balance. Excess funding may be used for one-time items or capital purposes at the direction of Council.
3. **Capital Reserve & Establishment of Capital Funding Envelopes:** Capital funding envelopes (“CFE”), being an allocation of annual general revenue funding, will be established for all major tangible capital asset (“TCA”) categories that will provide sufficient funding to provide for “required” capital expenditures for all existing TCA net of any acceptable debt funding (see Debt policy statement below) and third party sources. Annual CFE allocations shall be transferred to a Statutory Capital Reserve which shall be the source of general revenue funding for capital expenditures on existing TCA.



“Required” capital expenditures include maintenance, rehabilitation and replacement capital works on existing TCA, including works necessary to meet increased service demands and current accepted service-level standards, and are those that minimize lifecycle costs and maintain TCA condition to meet minimum acceptable levels for health and safety purposes. To the extent that “Required” capital expenditures are not known, the CFE shall be set at the level actually funded in the most recent approved budget and then changed each year to reflect the change in inflation. When “Required” capital expenditures are known, to the extent that the existing CFE is not sufficient, a plan will be developed and implemented to increase the CFE. Excess CFE funding (considering all TCA categories together) may be used for one-time items or other capital purposes at the direction of Council.

4. **Debt:** Annual debt servicing expenditures on long-term debt shall be no greater than the target of 10% of “Revenue”. Revenue is as defined by Provincial Regulation (generally, is that reported in the last audited financial statements, excluding transfers (grants) for the capital purposes, and contributed or donated capital assets), with further adjustments to normalize revenue to remove significant one-time amounts. As a result of the Potable Water Capital Project the target of 10% is currently exceeded, thus additional debt will not be incurred subject to demonstrated benefits exceeding costs and with elector approval in the manner detailed in the Community Charter.
5. **One-time Revenues:** One-time revenues such as proceeds from asset sales, debt refinancing, revenue spikes (ex. planning & development fees due to a major development) and similar revenues shall not be used to fund on-going operating expenses. One-time revenues may be used to fund one-time operating expenses, capital expenditures, early debt repayment where the debt is borne by all taxpayers in the municipality, or to replenish reserves or surplus to target levels.
6. **User Fees:** User fees shall be set to generate revenues sufficient to pay for the full cost of providing the service times the percentage of the service benefit attributed to the individual receiving the service (as opposed to the percentage of the benefit attributed to the community as whole), adjusted as necessary as determined by market factors.

Full costs include all direct costs associated with providing the service, amortization, and allocated over-head costs for departmental and general government operations.

Services for which the individual benefit is 100% include: provision of water and recycling & refuse services. The individual benefit for all other services will be set by Council after consideration of identified individual and community benefits, market, and other relevant factors. To the extent that Council has not set the individual benefit percentage, the fee shall be set on another basis as deemed appropriate by Council.

Fees will be reviewed and updated normally every five years; in the interim years, fees shall be adjusted annually to reflect the change in inflation. All fees must be approved by Council.

- 7. Property Tax Rates:** Property tax rates shall be set to maintain the same property tax ratios to the residential property tax class as those set by the Provincial Government for property taxes legislated to be calculated on the Hospital Assessment. Adjustments to this policy can be made by Council as determined by market and other factors determined to be appropriate. All tax rates must be approved by Council.
- 8. Grants:** Staff will seek out and apply for grants that address municipal goals and priorities and for which the benefits outweigh the costs. All grant applications must be approved by the Chief Administrative Officer (CAO), subject to review of a grant synopsis report that outlines the corporate goals and priorities addressed and immediate and on-going costs and benefits.
- 9. Funding Non-current Liabilities:** The municipality shall set tax and fee rates to fully fund the amount of all non-current liabilities (i.e. post-retirement benefits, etc.) as applicable, attributed to and (estimated to be) expensed in the respective year. To the extent that accrued non-current liabilities have not been funded in past years, a plan will be developed and implemented to fully fund.

### **Responsibilities**

1. The Financial Officer has overall responsibility to ensure compliance with this policy.
2. The Superintendent of Public Works has the responsibility to ensure compliance with this policy as it relates to the public works division and the CAO with respect to all other departments.

### **Reports**

The Financial Officer will prepare a report to Council at the start of the financial plan development process detailing the extent to which the policies stated herein have been met.

### **Policy Review**

A review of this policy will be conducted each year as part of the financial plan development process.

## Mayor's Report

### Asset Management Planning Is Key To Financial Sustainability

For the past three years, the municipality has been working on development of a 'Capital Assets Inventory' and 'Capital Assets Management Plan' as part of its overall financial management plan. The municipality is currently extending its road assets inventory to include an assessment of pavement condition and service-life needed for comprehensive long-term financial planning.

The [BC Asset Management Planning Program](#) was created in 2014 with financial support from the [Ministry of Community, Sport & Cultural Development](#). The intent of the program is to assist local governments in delivering sustainable services by extending and deepening their asset management practices. In July 2015, the [Auditor General For Local Government](#) issued a [discussion paper](#) regarding the management of infrastructure assets by local governments.

"Local Governments too often take core infrastructure for granted until it breaks down. Without robust Asset Management practices, it is too easy for local governments to starve capital replenishment and bring in artificially low tax rates and user fees in order to balance budgets — the long-term consequences of this can be catastrophic. Sustainable service delivery is critical for the guarantee of future livability with our communities."

– Richard Walton, Mayor, District of North Vancouver

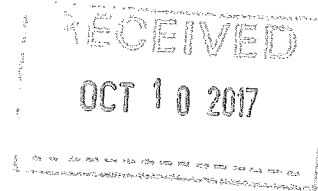
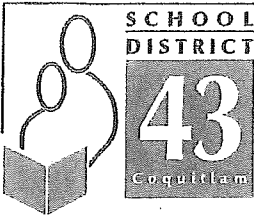
The BC approach to asset management, which is being led by [Asset Management BC](#) (AMBC), identifies internationally accepted best management practices that have been endorsed by the [Union of British Columbia Municipalities](#) (UBCM). The approach focuses on desired outcomes rather than prescribing specific methodologies, thereby allowing local governments to develop and implement an approach tailored to their specific needs and capacity. UBCM, in partnership with AMBC, has led development of an asset management framework which establishes a systematic approach that local governments can use to provide service, asset and financial sustainability through an asset management approach.

In April, Council received a [Roads Asset Management Report](#) prepared by [Urban Systems](#) based on an inventory of road assets, which includes estimations of the current replacement value for each asset. The report included an 'Asset Replacement Forecast' created to provide a high-level overview of when assets might need to be replaced based on their projected service-life, and how much that might cost. This information is important for financial planning, policy development and implementation, and risk assessment. On September 18<sup>th</sup>, Council received a [presentation](#) from [Urban Systems](#) regarding 'Roads Asset Management' as part of this on-going process.

Two scenarios were considered for the asset management forecast to minimize discrepancies caused by assumptions. Between both scenarios, the '20-Year Average Annual Investment' (AAI) had a mean of \$100,000, and the 'Average Annual Life Cycle Investment' (AALCI) had a mean of \$82,000. The bottom line, unlike numerous BC municipalities, Belcarra does not have a roads infrastructure deficit, and only needs to maintain the current funding level of \$100,000 per year for roads maintenance to ensure financial sustainability!

Belcarra Council will continue to do due diligence to ensure that potential funding obligations are anticipated and included in the long range financial plan, and Belcarra property owners can take comfort in knowing that Belcarra is indeed financially sustainable.

**Ralph Drew**  
Mayor



550 Poirier Street, Coquitlam, BC Canada V3J 6A7 • Phone: 604-939-9201 • Fax: 604-939-7828

460-02

October 4, 2017

Mr. Peter Steblin, City Manager  
City of Coquitlam  
[managersoffice@coquitlam.ca](mailto:managersoffice@coquitlam.ca)

Ms. Juli Kolby, Chief Administrative Officer  
Village of Anmore  
[juli.kolby@anmore.com](mailto:juli.kolby@anmore.com)

Mr. John Leeburn, Chief Administrative Officer  
City of Port Coquitlam  
[leeburnj@portcoquitlam.ca](mailto:leeburnj@portcoquitlam.ca)

Ms. Lorna Dysart, Chief Administrative Officer  
Village of Belcarra  
[ldysart@belcarra.ca](mailto:ldysart@belcarra.ca)

Mr. Tim Savoie, City Manager  
City of Port Moody  
[tsavoie@portmoody.ca](mailto:tsavoie@portmoody.ca)

Dear Mr. Steblin, Mr. Leeburn, Mr. Savoie, Ms. Kolby and Ms. Dysart:

**Re: School District No. 43 (Coquitlam) Capital Bylaw No. 2, Amendment Bylaw No. 1.7 – 2017  
(School Site Acquisition Charge Capital Bylaw Amendment) &  
2017 Eligible School Sites Proposal Resolution**

Please be advised that on October 3, 2017 the Board of Education adopted Capital Plan Bylaw No. 2, Amendment Bylaw No. 1.7 – 2017, which sets school site acquisition charge rates for SD43. All municipalities within the District are required to begin collecting the charge based on the new rate as of December 4, 2017.

For your reference, please find attached an information bulletin providing notice of the amendment to school site acquisition charges and implementation for development applications. Please feel free to make this bulletin available to the public. Also attached is a copy of the Capital Bylaw.

In addition, please find attached the Board approved Eligible School Sites Proposal Resolution for acceptance by your Council pursuant to the Local Government Act. As per the Act, local governments have 60 days to either:

1. Pass a resolution accepting the Board's resolution of proposed eligible school site requirements; or
2. Respond in writing to the Board indicating that it does not accept the Board's proposal site requirements indicating each proposed school site it objects and the reasons for the objection.

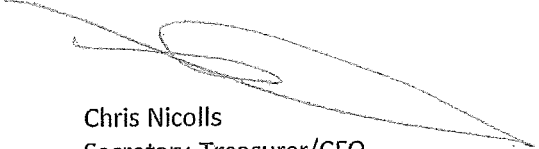
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If no response is received within 60 days the legislation states that the local government will have been deemed to accept the proposal.

Should you have any questions on the above, please contact me or Jasson Chadha, Manager of Financial Services, Capital, at 604-939-9201.

Yours truly,

**SCHOOL DISTRICT NO. 43 (COQUITLAM)**



Chris Nicolls  
Secretary-Treasurer/CFO

Attach: SSAC Bulletin; Appendix; Bylaw  
ESSP Resolution; Schedule A; Schedule B; Attachments 1-4

cc: Ivano Cecchini, Assistant Secretary-Treasurer  
Jasson Chadha, Manager, Financial Services, Capital

file no. 630-01

**Subject:** FW: Attention Mayor & Council - Proclamation request - ISACA BC AWARE Days 2018

**From:** ISACA BC AWARE Campaign [mailto:charlesw=netsafe.ca@mail186.atl61.mcsv.net] **On Behalf Of** ISACA BC AWARE Campaign

**Sent:** October 8, 2017 11:07 AM

**Subject:** Attention Mayor & Council - Proclamation request - ISACA BC AWARE Days 2018

Good Day

ISACA Vancouver and its affiliates are once again taking a leadership role in promoting privacy and security awareness in the Province of BC. BC AWARE DAYS CAMPAIGN 2018 ("BC AWARE DAYS") is a professional development campaign designed to engage information technology and cyber-security professionals as well as students who are interested in entering into these fields.

Once again, we are uniting Industry, Government and Higher Education to raise public awareness and foster the growth and development of the security and privacy professions.

ISACA is therefore requesting the assistance of municipal governments in officially proclaiming January 29 to February 9, 2018 as BC AWARE DAYS.

Last year a number of Municipalities made Proclamations including:

City of Burnaby

City of Kamloops

City of Nanaimo

City of North Vancouver

City of Parksville

City of Port Alberni

City of Richmond

City of Surrey

City of Vancouver

City of Victoria

District of Central Saanich

District of Highlands  
District of Saanich  
Resort Municipality of Whistler  
Town of Ladysmith

ISACA Vancouver's intent is to take a leadership role in promoting privacy and security awareness in the Province of BC. BC AWARE DAYS is a "call to arms" to draw focus to, and inform citizens throughout the Province of the inherent risks associated with cyberspace, and to provide simple, practical advice on how to minimize their exposure to these risks.

A Calendar of Events will be hosted by various IT security, privacy and risk assurance organizations from January 29 to February 9, 2018 at <http://www.bcaware.ca/>

Privacy and security professionals will be invited to leverage the BC AWARE Campaign to inform executives while strengthening their own employee awareness programs.

[This link](#) provides suitable wording for the proclamation. Please feel free to make any changes you feel are necessary. Please contact me if you have any questions and/or to arrange collection of the proclamation.

Many thanks for your consideration.

Sincerely

Charles W. Wordsworth  
Volunteer, ISACA BCWARE Committee  
(604) 535 7213

This email was sent to [skean@belcarra.ca](mailto:skean@belcarra.ca)  
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Wordsworth & Associates · 2500 152 street · Surrey, British Columbia V4P 1M8 · Canada

FILE NO. 220-01

**From:** pilgrim land <pilgrimsinthisland@yahoo.com>  
**Sent:** October 17, 2017 11:47 AM  
**To:** Lorna Dysart; Ralph Drew; Ralph Drew; Jamie Ross; Jennifer Glover; Bruce Drake; Paula Richardson; Perry Muxworthy  
**Subject:** Communications: website, Twitter and advertising

Dear council,

I am writing regarding concerns with communications in the Village of Belcarra.

1. Why are agendas, previous to today's date a year ago, missing from the website? The minutes, which are not a full representation of meetings, are available. Agendas need to be available, they contain so much more vital information.
2. On another note, is it not a bit of a conflict to have advertising of Mayor Drew's book on the Village website, especially prominently within the centre section? My understanding is because he is the webmaster, he advertises without a fee. Should there not be a section on the website where any and all people can advertise their art, books or services? His advertising should not be above Village matters.
3. I think it in the best interest to have a new website for the Village. This is truly a grossly 'out of date' type of website. It is embarrassing. Take a look at most 'any' other website within MetroVan, some of them are amazing. We certainly have the tax dollars. I think the Village would be far better served having a new, easily functional and attractive website. There are several techy people who could, for a nominal fee(or maybe free) create a new website.
4. The @belcarravillage Twitter should be being used as a way to keep people up to date. I do not know 'who' holds that account, it should be a staff person at the hall. The Village of Anmore and cities throughout the region use this platform to keep people 'in the know'. Plus the mayors and council of many municipalities have their own twitter. I think these platforms should be explored as a much more efficient and open means of communicating. This would be less hideous, more open, two way and far less costly than a very expensive electronic reader board that has been suggested. A reader board, again is one way communication. There is too much one way communication in Belcarra. Simply get @belcarravillage going again.

For simple notices and celebration we have the current CRAB notice board which certainly fits with the Village feel and no green house gases are emitted.. ☺☐ It works just fine.

Communication within the Village needs to be more transparent and two way.

Sincerely,  
 Mrs Deborah Struk  
 4575 Belcarra Bay Road  
 Belcarra BC