



2011 Annual Report

Corporate Plan 2009 - 2011



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An Open Letter from Council to the Citizens of Belcarra

On behalf of Council, I am pleased to present the 2011 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.

There were two significant events in the Village during 2011:

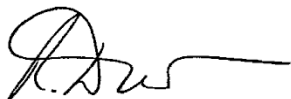
Potable Water Infrastructure Project — On-going construction works on the municipality's Potable Water Infrastructure Project dominated municipal activities during the year. Phase One, the twin 200 mm HDPE watermains under Indian Arm, was completed by Vancouver Pile Driving in mid-June; Phase Two, the watermains along Midden Road, Bedwell Bay Road and Main Avenue, was completed by Mission Contractors in August. Merletti Construction was awarded a contract in May for works in North Vancouver; namely, construction of the Valve Chamber at Strathcona Road and upgrading of the Dean Place Pressure Reducing Valve (PRV) Station. In April, detailed design was finalized for construction of the Valve Chambers, chlorine monitoring, fire pump, distribution pump and back-up generator at Midden Road and Tatlow Road, and that work was awarded to Merletti Construction in June. In August, design work for Phase Five was completed and awarded in November to Sandpiper Contracting for the installation of watermains and service connections along Senkler Road, Kelly Road, West Road and the southern portion of Marine Avenue, Belcarra Bay Road (from Midden Road to Bedwell Bay Road), Turtlehead Road, Robson Road, Salish Road, Whiskey Cove Lane and Coombe Lane.

Official Community Plan — A milestone for the Village was completing work on Belcarra's third Official Community Plan (OCP). The OCP Review Committee tabled its report to Council in February, first reading of the OCP bylaw was given in May, second reading was given in early June, the public hearing for the OCP (followed by third reading) was held at the end of June, and the new OCP bylaw was adopted in September. This bylaw is now the municipality's "foundation stone" for the coming decade.

During 2012, construction of the Potable Water Infrastructure Project will be completed, the system will be commissioned, and service will begin by late summer. Work can then focus on the other initiatives identified in the 2012–2014 Corporate Plan for the long-term benefit of the community.

Council welcomes input from its residents on the 2011 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

Message from the Chief Administrative Officer

On behalf of the staff team at the Village of Belcarra, I am pleased to present the 2011 Annual Report.

2011 was a year that significantly challenged the staff and resources of the municipality. The accountability, responsibility, diversity and flexibility required from staff to Council, the Community and the Federal and Provincial grant partners of the Belcarra Potable Water Supply and Distribution Project increased cumulatively as tenders for phases 3 to 5 were awarded and construction progressed (North Vancouver terrestrial components, Midden Receiving Building, Tatlow Booster and Fire Pump Station and remaining Belcarra terrestrial components), layering simultaneously with construction works already underway on phases 1 and 2 begun in 2010 (submerged twinned pipeline from District of North Vancouver crossing Indian Arm and Belcarra terrestrial works). The magnitude of the water project exceeded staff resources, while endeavoring to maintain a delicate balance to deliver quality service and accomplish what sometimes seemed an arduous workload, to continue providing day to day municipal operations in parallel.

In doing so, we accomplished delineating and refining staff responsibilities and nurtured team development, seizing the opportunity to learn and expand skillsets, individually and collectively. We pursued improving our service delivery partnership with the community, facilitated the public consultation process and adoption of a new Official Community Plan. Staff was active, pro-active and visionary participants in a potable water project of much complexity and magnitude for the Belcarra community, having influences significantly historical and pivotal for its future and sustainability, moving the community to a new maturity and invoking renewed civic pride. On behalf of staff, we are honored to have had this experience – it is rare and very valued to be able to be part of a project having such community impacts during our local government careers.

Thank you, Mayor and Council, for your support and commitment to our projects during the past year. Thank you, Belcarra Community, for your understanding and patience during 2011 “the year of continuous construction”.

I wish to complement our staff for their perseverance, contribution and dedication to achieving our accomplishments. I look forward to the new milestones 2012 will bring for the community.



Lynda Floyd
Chief Administrative Officer

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 Councilors. Council was elected on November 15, 2008 by the community for the three-year term – 2009-2011.

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 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.

Our 2011 Progress Report

The Village's 2011 accomplishments in support of the 2009 - 2011 Corporate Plan are outlined in the following sections. We're proud to say we've been able to complete some of the projects and make significant progress on other projects which span multiple years. In 2012 we will focus our energy on completing the 2011 work carried over and the objectives in the 2012-2014 Corporate Plan.

Accomplishments in Support of the Corporate Plan - Sustainability

Potable Water Infrastructure Project			
Objective	Strategy	2011	Accomplished
Provide community with sustainable potable water	Facilitate the transition from well water to a municipal water utility system, taking advantage of the Municipal Rural Infrastructure Grant	<ul style="list-style-type: none"> • Complete land survey work • Finalize terrestrial engineering work (Phases 2, 3, 4 & 5) • Prepare tender documents for waterworks construction and award contract (Phase 2) • Prepare tender documents for North Vancouver terrestrial work and award contract (Phase 3) • Prepare tender documents for Belcarra terrestrial work and award contract (Phases 4 & 5) • Develop water service connection bylaw • Develop water utility rates bylaw • Develop parcel tax bylaw • Develop and implement utility billing system • Appoint parcel tax roll review panel • Hold court of revision 	<ul style="list-style-type: none"> • 100% • 100 % • 100% • 100% • 100% • Delayed-2012 • Delayed-2012 • Delayed-2012 • Delayed-2012 • Delayed-2013 • Delayed-2013
Official Community Plan (OCP)			
Objective	Strategy	2011	Accomplished
Update the Official Community Plan (OCP) to bring it into conformance with legislative requirements	Review the Official Community Plan and develop bylaw amendments	<ul style="list-style-type: none"> • Hold Public Hearing • Obtain Council approval and adopt bylaw 	<ul style="list-style-type: none"> • 100% • 100%

Accomplishments in Support of the Corporate Plan - Community

Affordable Accommodations			
Objective	Strategy	2011	Accomplished
Increase affordable accommodations within the community	Facilitate larger accessory suites	<ul style="list-style-type: none"> Incorporate density of accessory suites into new OCP and adopt 	<ul style="list-style-type: none"> 100%
Emergency Preparedness			
Objective	Strategy	2011	Accomplished
Ensure emergency plans and supplies are up to date and relevant in the event of an emergency	Identify the Village's current supplies and plan; amend to include new information and / or equipment using JEPP grants and municipal funding	<ul style="list-style-type: none"> Prepare inventory of current emergency resources 	<ul style="list-style-type: none"> Delayed -2012
Community Spaces			
Objective	Strategy	2011	Accomplished
Develop community infrastructure to provide focal points enhancing livability, health and safety, active lifestyles and civic pride	Determine appropriate locations within Belcarra	<ul style="list-style-type: none"> Engage Metro Vancouver to renew lease for tennis court lands Improve Kelly Road, West Road and Bedwell Bay Road 	<ul style="list-style-type: none"> 10% 50%
Volunteerism Enhancement			
Objective	Strategy	2011	Accomplished
Retain and encourage volunteers	Develop incentives to promote volunteerism	<ul style="list-style-type: none"> Research incentive options to promote volunteerism 	<ul style="list-style-type: none"> Delayed-2012
Celebrations and Community Events			
Objective	Strategy	2011	Accomplished
To provide opportunities for community celebrations	To celebrate important community milestones	<ul style="list-style-type: none"> Hold Volunteer Appreciation Evening Hold Belcarra Day 	<ul style="list-style-type: none"> 100% 100%

Accomplishments in Support of the Corporate Plan - Governance

Financial Systems			
Objective	Strategy	2011	Accomplished
Expand use and efficiency of Asyst Finance System	Identify technology that will improve service delivery	<ul style="list-style-type: none"> Develop and adopt a tangible capital assets (TCA) policy Consider options to improve customer service Maintain TCA database 	<ul style="list-style-type: none"> 50% 50% 100%
Legal Records			
Objective	Strategy	2011	Accomplished
Establish a file management system for the retention of legal records	Create a unified legal records management system	<ul style="list-style-type: none"> Retrieve original agreements from subject files Consolidate subject files into one storage system Scan all original agreements to create electronic filing system Improve a storage facility to ensure protection in the fire event of a fire 	<ul style="list-style-type: none"> 20% Delayed-2012 Delayed-2012 Delayed-2012
Records Management			
Objective	Strategy	2011	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"> Move to single management source for retention and retrieval from a common server Scan all bylaws and create electronic file structure Develop and adopt retention bylaw Develop administrative process for electronic document storage 	<ul style="list-style-type: none"> 100% 90% Delayed-2012 Delayed-2012
Municipal Bylaw Review			
Objective	Strategy	2011	Accomplished
Ensure Municipal bylaws reflect legislative and operating requirements	Identify bylaws which require amendments or updating	<ul style="list-style-type: none"> Draft new subdivision and servicing bylaw Adopt new subdivision and servicing bylaw Draft and adopt new animal control bylaw 	<ul style="list-style-type: none"> Delayed-2012 Delayed-2012 100%
Building Expansion			
Objective	Strategy	2011	Accomplished
Meet current and future administrative space requirements	Design and build a municipal hall space incorporating sustainable principles and materials wherever possible	<ul style="list-style-type: none"> Review existing administrative space Determine future space requirements including record management space, meeting rooms and dedicated emergency preparedness areas 	<ul style="list-style-type: none"> 10% Delayed-2012

Accomplishments in Support of the Corporate Plan - Environmental Sustainability

Recycle and Refuse Facility			
Objective	Strategy	2011	Accomplished
Implement steps towards meeting Metro Vancouver's Zero Waste Challenge	Communicate changes and initiatives through education and controlled access to the facility	<ul style="list-style-type: none"> Research options for organics management 	<ul style="list-style-type: none"> 30%
Vegetation Management			
Objective	Strategy	2011	Accomplished
Reduce invasive species within village boundaries by 20% per annum	Implement a phased approach for reducing invasive species	<ul style="list-style-type: none"> Hold workshops on invasive management Provide community information in coordination with the Environmental Committee Hire summer temporary labour to map out areas of concern identifying invasive species 	<ul style="list-style-type: none"> Delayed-2012 Delayed-2012 Delayed-2012
Energy and Green House Gas (GHG) Emissions Inventory			
Objective	Strategy	2011	Accomplished
Reduce Municipal carbon footprint	Determine the Village of Belcarra's carbon footprint and develop GHG reduction plan	<ul style="list-style-type: none"> Compile data and develop inventory Develop corporate plan for GHG emissions management and energy use 	<ul style="list-style-type: none"> Delayed-2012 Delayed-2012
Climate Change / Sustainability			
Objective	Strategy	2011	Accomplished
Implement changes in operations and procedures that reflect sustainability goals	Recognize and support the GHG emission reduction initiatives and the climate change goals outlined in the Climate Action Charter	<ul style="list-style-type: none"> Review current operations to determine the level of 'green' municipal practices including a complete inventory of green municipal practices Lease RTV for public works operations with objective to purchase at end of lease 	<ul style="list-style-type: none"> 100% 100%

The objectives and strategies below are organized under the headings: "Services to Customers" or "Corporate Performance". Service to Customers includes 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.

Service to Customers – Corporate Plan 2012-2014

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"> • Complete project construction • Develop water service connection bylaw • Determine water utility fee structure • Develop utility billing system • Appoint parcel tax roll review panel • Hold court of revision • Develop water utility rates bylaw • Complete long-term debt borrowing process • Develop operating procedures and emergency response plans (mapping, servicing and maintenance) • Complete operator training and certification requirements for system operation 	<ul style="list-style-type: none"> • Implement utility billing system • Review water utility and rates bylaw • Prepare parcel tax bylaw for adoption • Develop servicing maintenance plans 	<ul style="list-style-type: none"> • Implement utility billing system • Prepare system drawings and GIS mapping

Service to Customers – Corporate Plan 2012-2014

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"> • Prepare inventory of current emergency resources and replenish identified needs 	<ul style="list-style-type: none"> • Review emergency plan including the Sasamat Volunteer Fire Department (SVFD) strategy 	<ul style="list-style-type: none"> • Hold disaster plan workshop for residents
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"> • Assess the current utility and future economic benefits of public lands • Improve older trails to system standards • Document trail system • Clear vegetation and add markers for trail system • Engage Metro Vancouver to renew lease for tennis court lands 	<ul style="list-style-type: none"> • Create Belcarra trail system map • Hold community workshop to identify community priorities for enhancing open space • Develop plan based on community input • Improve open space 	<ul style="list-style-type: none"> • Incorporate provision for open space planning in Financial Plan
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"> • Draft new subdivision and servicing bylaw • Adopt new subdivision and servicing bylaw • Review Fees and Charges Bylaw 	<ul style="list-style-type: none"> • Draft development approval procedures bylaw • Adopt development approval procedures bylaw 	

Service to Customers – Corporate Plan 2012-2014

Municipal Infrastructure Management Planning – Roads and Drainage				
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"> Develop maintenance plans to ensure infrastructure can reach life spans 	<ul style="list-style-type: none"> Develop and implement plan for operations staffing to improve proactivity and service demands Incorporate provision for maintenance plans in Financial Plan 	<ul style="list-style-type: none"> Incorporate provision for maintenance plans in Financial Plan
Zoning				
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"> Engage municipal planner to draft Zoning Bylaw amendments Conduct public consultation on the draft Zoning Bylaw 	<ul style="list-style-type: none"> Hold Public Hearing Obtain Council approval and adopt bylaw 	
Celebrations and Community Events				
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"> Review Belcarra Day venue options Plan and hold Belcarra Day 	<ul style="list-style-type: none"> Plan and hold Belcarra Day 	<ul style="list-style-type: none"> Plan and hold Belcarra Day

Service to Customers – Corporate Plan 2012-2014

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"> Review and improve facility signage and customer information Research Metro Vancouver requirements for organics waste management Promote education and awareness communication Analyze operating requirements to implement organics management 	<ul style="list-style-type: none"> Research options for organics management Upgrade facility for household waste collection and organics management Upgrade site security Continued education and awareness 	<ul style="list-style-type: none"> Review household waste collection and organics management Continued education and awareness
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"> Develop an on-going working relationship with the Invasive Plant Council of Metro Vancouver (IPCMV) by direct communication Consult with IPCMV for recommended priorities and strategies. 	<ul style="list-style-type: none"> Liaise with neighbouring communities to cost-share opportunities for staff-training and public workshops Implement recommendations of the IPCMV Solicit IPCMV to catalogue and map invasive plants on municipal land and to target and manage specific areas of invasive plant concern 	<ul style="list-style-type: none"> Continued consultation with IPCMV Solicit final report from IPCMV with recommendations for on-going works Continued invasive plants management and public outreach

Service to Customers – Corporate Plan 2012-2014

Carbon Tax and Green House Gas (GHG) Emissions				
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"> • Compile data and develop inventory • Prepare report on corporate initiatives • Develop corporate plan for GHG emissions management and energy use • Identify options to implement for GHG reduction 	<ul style="list-style-type: none"> • Implement GHG reduction options 	
Climate Change				
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"> • Identify risks associated with climate change related events 	<ul style="list-style-type: none"> • Include measures within applicable bylaws or bylaw amendments to mitigate climate change related events. 	<ul style="list-style-type: none"> • Include measures within applicable bylaws or bylaw amendments to mitigate climate change related events.

Corporate Performance – Corporate Plan 2012-2014

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

Corporate Performance – Corporate Plan 2012-2014

Municipal Infrastructure Management Planning – Building Expansion				
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"> Determine future administrative, operations and community requirements including record management space, meeting rooms and dedicated emergency preparedness areas 	<ul style="list-style-type: none"> Determine financial plan to achieve expansion plans Hire architect to design plans for building expansion 	<ul style="list-style-type: none"> Research grant funding opportunities
Business Continuity Planning				
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"> Determine policy objectives and scope Undertake risk evaluation and controls 	<ul style="list-style-type: none"> Identify critical functions and prioritize Develop strategies to manage risk
Volunteerism Enhancement				
Objective	Strategy	2012	2013	2014
Retain and encourage volunteers	Reinforce culture and develop incentives to promote volunteerism	<ul style="list-style-type: none"> Hold community volunteer recognition night during Volunteer Week to recognize the value and importance of current and future volunteers Develop public awareness of and participation in municipal committees 	<ul style="list-style-type: none"> Hold community volunteer recognition night during Volunteer Week to recognize the value and importance of current and future volunteers 	<ul style="list-style-type: none"> Research incentive options to promote volunteerism

Corporate Performance – Corporate Plan 2012-2014

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"> Retrieve original agreements from subject files Consolidate subject files into one storage system 	<ul style="list-style-type: none"> Scan all original agreements to create electronic filing system 	<ul style="list-style-type: none"> Improve storage facility to ensure protection in the event of a fire
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"> Develop and adopt retention bylaw Develop administrative process for electronic document storage 	<ul style="list-style-type: none"> Scan all bylaws and create electronic file structure 	<ul style="list-style-type: none"> Undertake inventory of onsite records Hire summer temporary labour to review documents
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"> Conduct analysis of municipal website content, design and layout Develop staff profiles and responsibility outlines for Barnacle and website Implement monthly "Council in Brief" communication for Barnacle Develop organizational chart for website publication 	<ul style="list-style-type: none"> Review municipal website analysis results and identify modifications Undertake community survey to identify interest in issues, services or general information Consider website change plan and implementation strategy 	<ul style="list-style-type: none"> Implement website modifications Update organizational chart for website publication

VILLAGE OF BELCARRA

ANNUAL FINANCIAL STATEMENTS
For the Year Ended December 31, 2011

**VILLAGE OF BELCARRA
FINANCIAL STATEMENTS
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For the Year Ended December 31, 2011**

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Village of Belcarra

December 31, 2011

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"

Mayor

"Lynda Floyd"

Chief Administrative Officer

INDEPENDENT AUDITOR'S REPORT

To the Mayor and Council of
Village of Belcarra

Report on the Financial Statements

We have audited the accompanying financial statements of Village of Belcarra, which comprise the statement of financial position as at December 31, 2011 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 the Village of Belcarra as at December 31, 2011, 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
April 16, 2012



Chartered Accountants

**VILLAGE OF BELCARRA
FINANCIAL STATEMENTS
STATEMENT OF FINANCIAL POSITION
As at December 31, 2011**

	2011	2010
FINANCIAL ASSETS		
Cash	242,684	176,675
Investments (Note 2)	209,048	841,062
Accounts receivable (Note 3)	983,672	858,658
	1,435,404	1,876,395
LIABILITIES		
Accounts payable & accrued liabilities (Note 4)	924,075	821,330
Performance bonds & refundable deposits (Note 5)	159,272	85,293
Deferred revenue (Note 6)	259,957	340,929
Long-term debt (Note 7)	1,717,229	155,604
	3,060,533	1,403,156
NET DEBT / NET FINANCIAL ASSETS	(1,625,129)	473,239
NON FINANCIAL ASSETS		
Prepaid expenses	16,032	16,309
Tangible capital assets (Schedule 1)	9,499,934	3,832,156
	9,515,966	3,848,465
ACCUMULATED SURPLUS (Note 8)	7,890,837	4,321,704

See Contingencies (Note 9), Commitments (Note 10), and Subsequent Event (Note 15).

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

"Lynda Floyd"

Lynda Floyd
Chief Administrative Officer

**VILLAGE OF BELCARRA
FINANCIAL STATEMENTS
STATEMENT OF OPERATIONS
For the Year Ended December 31, 2011**

	2011 Budget (unaudited) (restated, note 12)	2011 Actual	2010 Actual
REVENUE			
Municipal property taxes (Note 11)	550,669	551,399	537,195
Grants in lieu of taxes	20,252	20,251	19,415
Fees and charges			
Recycle & refuse levy	76,097	75,878	70,966
Septic lease	4,200	4,200	4,200
Penalties & interest on taxes	4,000	9,482	8,556
Other	5,500	7,889	7,073
Permits and licences	28,650	31,601	28,429
Interest income	2,000	4,782	6,652
Conditional operating transfers, other government:	55,736	76,885	29,571
Unconditional transfers, other governments	299,836	429,514	124,354
	1,046,940	1,211,881	836,411
EXPENSES			
General government	572,171	482,687	445,585
Public works	272,275	247,337	188,774
Recycle & refuse	59,850	42,026	46,488
Septic lease	2,100	2,100	2,100
Amortization expense	93,247	93,247	104,492
	999,643	867,397	790,052
REVENUE LESS EXPENSES BEFORE CAPITAL REVENUE	47,297	344,484	46,359
CAPITAL REVENUE			
MRN grants recognized	35,275	-	-
Conditional capital transfers, other govt's	2,965,610	3,224,649	723,421
	3,000,885	3,224,649	723,421
ANNUAL SURPLUS	3,048,182	3,569,133	769,780
ACCUMULATED SURPLUS, Beginning of Year	4,321,704	4,321,704	3,551,924
ACCUMULATED SURPLUS, End of Year	7,358,611	7,890,837	4,321,704

See Note 12, Financial Plan (Budget) Adjustments & Reconciliation to Statement of Operations Surplus/(Deficit).

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, 2011**

	2011	2010
OPERATING ACTIVITIES		
Annual surplus	3,569,133	769,780
Non-cash items included in annual surplus:		
Amortization expense	93,247	104,492
Changes in non-cash operating balances:		
Accounts receivable	(125,014)	(685,564)
Accounts payable and accrued liabilities	102,745	733,922
Performance bonds and refundable deposits	73,979	(12,919)
Deferred revenue	(80,972)	(11,555)
Prepays	278	(12,668)
	3,633,396	885,488
CAPITAL ACTIVITY		
Acquisition of tangible capital assets	(5,761,026)	(1,117,159)
	(5,761,026)	(1,117,159)
FINANCING ACTIVITY		
Debt proceeds	1,561,625	155,604
INVESTING ACTIVITY		
(Increase)/decrease in investments	632,014	(135,104)
INCREASE (DECREASE) IN CASH	66,009	(211,171)
CASH, Beginning of Year	176,675	387,846
CASH, End of Year	242,684	176,675

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

**VILLAGE OF BELCARRA
FINANCIAL STATEMENTS
STATEMENT OF CHANGE IN NET FINANCIAL ASSETS
For the Year Ended December 31, 2011**

	2011 Budget (unaudited) (restated, note 12)	2011 Actual	2010 Actual
ANNUAL SURPLUS	3,048,182	3,569,133	769,780
TANGIBLE CAPITAL ASSETS			
Acquisition of tangible capital assets	(4,776,229)	(5,761,026)	(1,117,159)
Amortization	93,247	93,247	104,492
	(4,682,982)	(5,667,779)	(1,012,667)
OTHER NON-FINANCIAL ASSETS			
Change in prepaids	-	278	(12,668)
INCREASE/(DECREASE) IN NET FINANCIAL ASSETS	(1,634,800)	(2,098,368)	(255,555)
NET FINANCIAL ASSETS, Beginning of Year	473,239	473,239	728,794
NET FINANCIAL ASSETS, End of Year	(1,161,561)	(1,625,129)	473,239

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

**VILLAGE OF BELCARRA
FINANCIAL STATEMENTS
SCHEDULE 1 - TANGIBLE CAPITAL ASSETS
For the Year Ended December 31, 2011**

	Land	Buildings	Vehicle Machinery & Equipment	Office Furniture & Equipment	Recycling Depot	Road Network	Storm Sewers	Water System	Assets Under Construction*	2011 Actual	2010 Actual
COST											
Opening Balance	329,318	311,819	230,002	34,253	74,751	1,742,876	295,598	971,765	1,285,022	5,275,404	4,158,245
Add: Additions		31,555		6,168					5,723,302	5,761,025	1,117,159
Closing Balance	329,318	343,374	230,002	40,421	74,751	1,742,876	295,598	971,765	7,008,324	11,036,429	5,275,404
ACCUMULATED AMORTIZATION											
Opening Balance		132,863	89,395	21,714	34,356	773,277	220,869	170,774		1,443,248	1,338,756
Add: Amortization		9,565	16,365	4,472	5,197	33,924	7,394	16,330		93,247	104,492
Closing Balance	-	142,428	105,760	26,186	39,553	807,201	228,263	187,104	-	1,536,495	1,443,248
Net Book Value, Year Ended 2011	329,318	200,946	124,242	14,235	35,198	935,675	67,335	784,661	7,008,324	9,499,934	
Net Book Value, Year Ended 2010	329,318	178,956	140,607	12,539	40,395	969,599	74,729	800,991	1,285,022		3,832,156

*Assets under construction are mainly for the Potable Water Project.

**VILLAGE OF BELCARRA
FINANCIAL STATEMENTS
SCHEDULE 2 - SEGMENTED INFORMATION
For the Year Ended December 31, 2011**

	General Government Services			Refuse & Recycling Services		
	Budget 2011	Actual 2011	Actual 2010	Budget 2011	Actual 2011	Actual 2010
REVENUE						
Municipal property taxes	550,669	551,399	537,195			
Grants in lieu of taxes	20,252	20,251	19,415			
Fees and charges	12,800	18,350	17,867	76,997	79,099	72,928
Permits and licences	28,600	31,541	28,034	50	60	395
Interest income	2,000	11,494	6,652	-	-	-
Conditional operating transfers, other governments	55,736	76,885	29,571	-	-	-
Unconditional transfers from other governments	299,836	429,514	124,354	-	-	-
	969,893	1,139,434	763,088	77,047	79,159	73,323
EXPENSES						
Administration salary & benefits	268,044	258,344	242,159			
Council indemnities	54,292	54,292	51,763			
Municipal election	14,400	5,877	-			
Public works	272,275	247,337	188,774	16,850	8,289	6,362
Processing & hauling	-	-	-	43,000	33,183	40,126
Legal & audit	49,500	35,946	39,720			
Planning & consulting	65,000	24,225	21,453			
Training & conventions	17,800	12,743	13,682			
Membership dues & subscriptions	4,221	4,387	4,041			
Office supplies, postage, printing	13,461	12,886	12,202			
IT systems maintenance	13,925	14,959	7,251			
Insurance	12,000	12,332	12,150			
Utilities	13,000	13,465	12,980	-	554	-
Buildings & grounds maintenance	16,273	7,473	8,763			
Interest and bank charges	2,500	1,760	1,469			
Amortization	88,050	88,050	99,295	5,197	5,197	5,197
Other	29,855	26,098	20,052			
	934,596	820,174	735,754	65,047	47,223	51,685
REVENUE LESS EXPENSES BEFORE CAPITAL REVENUE	35,297	319,260	27,334	12,000	31,936	21,638
CAPITAL REVENUE						
Conditional capital transfers	35,275	-	-	-	-	-
SURPLUS	70,572	319,260	27,334	12,000	31,936	21,638

**VILLAGE OF BELCARRA
FINANCIAL STATEMENTS
SCHEDULE 2 - SEGMENTED INFORMATION
For the Year Ended December 31, 2011**

	Water Services		Actual 2010	Eliminate Inter-Service Actual 2011	Total Revenue and Expenses		
	Budget 2011	Actual 2011			Budget 2011	Actual 2011	Actual 2010
REVENUE							
Municipal property taxes					550,669	551,399	537,195
Grants in lieu of taxes					20,252	20,251	19,415
Fees and charges					89,797	97,449	90,795
Permits and licences					28,650	31,601	28,429
Interest income				(6,712)	2,000	4,782	6,652
Conditional operating transfers, other governments					55,736	76,885	29,571
Unconditional transfers from other governments					299,836	429,514	124,354
	-	-	-	(6,712)	1,046,940	1,211,881	836,411
EXPENSES							
Administration salary & benefits					268,044	258,344	242,159
Council indemnities					54,292	54,292	51,763
Municipal election					14,400	5,877	-
Public works			1,183		289,125	255,626	196,319
Processing & hauling					43,000	33,183	40,126
Legal & audit					49,500	35,946	39,720
Planning & consulting			1,044		65,000	24,225	22,497
Training & conventions					17,800	12,743	13,682
Membership dues & subscriptions					4,221	4,387	4,041
Office supplies, postage, printing					13,461	12,886	12,202
IT systems maintenance					13,925	14,959	7,251
Insurance					12,000	12,332	12,150
Utilities					13,000	14,019	12,980
Buildings & grounds maintenance					16,273	7,473	8,763
Interest and bank charges		6,712	386	(6,712)	2,500	1,760	1,855
Amortization					93,247	93,247	104,492
Other					29,855	26,098	20,052
	-	6,712	2,613	(6,712)	999,643	867,397	790,052
REVENUE LESS EXPENSES BEFORE CAPITAL REVENUE	-	(6,712)	(2,613)	-	47,297	344,484	46,359
CAPITAL REVENUE							
Conditional capital transfers	2,965,610	3,224,649	723,421		3,000,885	3,224,649	723,421
SURPLUS	2,965,610	3,217,937	720,808	-	3,048,182	3,569,133	769,780

**VILLAGE OF BELCARRA
FINANCIAL STATEMENTS
NOTES TO FINANCIAL STATEMENTS
For the Year Ended December 31, 2011**

1. SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of Presentation

The Financial Statements of the Village of Belcarra (the "Village") are the representations and responsibility of management. They have been prepared in accordance with Canadian Public Sector Accounting Standards as established by the Public Sector Accounting Board ("PSAB") of the Canadian Institute of Chartered Accountants.

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 obligations or conditions underlying the liability are 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

Municipal Property Taxation

Taxation levies for Village services are recognized as revenue on the issuance of property tax notices for the fiscal year. 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 relating to 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, 2011**

1. SIGNIFICANT ACCOUNTING POLICIES (continued)

(d) 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 their net realizable value if, in management's opinion, there has been a permanent decline in value.

(e) 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.

(f) 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 into to service.

Carrying costs directly attributable to the acquisition, construction or development activity, including interest costs, are capitalized up 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, 2011**

1. SIGNIFICANT ACCOUNTING POLICIES (continued)

(f) 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	50 Roads 75 Bridges 15-20 Other (signage, bank stabilization, etc.)
	Storm Sewers	40
	Water System	100 (Mains), 35 (Reservoirs)

(g) Use of Estimates

The preparation of Financial Statements in conformity with Canadian GAAP 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 these estimates. If actual results differ, adjustments are reflected in operations when known.

2. INVESTMENTS

	<u>2011</u>	<u>2010</u>
MFA Money Market Fund	<u>\$ 209,048</u>	<u>\$ 841,062</u>

All funds bear interest at variable rates and can be accessed on demand. The annualized average rate of return for 2011 was 1.03%.

**VILLAGE OF BELCARRA
FINANCIAL STATEMENTS
NOTES TO FINANCIAL STATEMENTS
For the Year Ended December 31, 2011**

3. ACCOUNTS RECEIVABLE

	<u>2011</u>	<u>2010</u>
Municipal property taxes	\$ 34,686	\$ 65,726
Government grant (potable water project)	673,591	658,444
Refundable deposits (potable water project)	20,000	20,000
GST/HST	251,003	112,165
Other	4,392	2,323
	<u>\$ 983,672</u>	<u>\$ 858,658</u>

4. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	<u>2011</u>	<u>2010</u>
Payroll expenses	\$ 17,511	\$ 12,657
Potable water project payables & holdbacks	706,221	603,640
Other accounts payable	200,343	205,034
	<u>\$ 924,075</u>	<u>\$ 821,331</u>

5. PERFORMANCE BONDS & REFUNDABLE DEPOSITS

	<u>2011</u>	<u>2010</u>
Performance bonds	\$ 153,823	\$ 79,844
Refundable deposits	5,449	5,449
	<u>\$ 159,272</u>	<u>\$ 85,293</u>

6. DEFERRED REVENUE

These funds are externally restricted for the purposes for which they were collected.

	<u>Balance Jan/1/2011</u>	<u>Contributions Received</u>	<u>Contributions Used (Revenue)</u>	<u>Balance Dec/31/2011</u>
Unconditional grant	\$ 72,871	\$ 353,583	\$ 426,454	\$ -
GVTA grant (Bedwell Bay Road)	114,786	69,474	76,885	107,375
Property Taxes paid in advance	153,272	126,987	127,677	152,582
	<u>\$ 340,929</u>	<u>\$ 550,044</u>	<u>\$ 631,016</u>	<u>\$ 259,957</u>

Unconditional Grant

The grant was transferred under the Provincial Strategic Community Investment Fund Grant Program. Advance payments, without use restrictions for 2012 and 2013 were paid in 2011. As there are no restrictions on the use of these funds, the grant has been recognized as revenue and the advance payments have been set-aside in Reserves (in Accumulated Surplus) for use in 2012 and 2013.

**VILLAGE OF BELCARRA
FINANCIAL STATEMENTS
NOTES TO FINANCIAL STATEMENTS
For the Year Ended December 31, 2011**

6. DEFERRED REVENUE (continued)

Greater Vancouver Transit Authority (“GVTA”) Grant

The Village receives an annual grant from the GVTA intended to cover the operating and maintenance costs of Bedwell Bay Road as it is designated as part of the Regions road network. Grants received in excess of actual costs are carried forward for use in future years.

Property Taxes Paid in Advance

The balance includes property tax overpayments and advance payments by property owners who have chosen to pay for the coming years (2012) property taxes in advance of when they will be due (July 2012) under the Village’s Tax Prepayment Plan. Approximately sixty-five, or 13%, of the Village’s property owners currently participate in the Property Tax Prepayment Plan.

7. LONG TERM DEBT

	2011	2010
Municipal Finance Authority, Interim Financing, Loan Authorization Bylaw 413-2008 & 432-2011 Potable Water Project, 1.70% (variable rate), due on demand	<u>\$ 1,717,229</u>	<u>\$ 155,604</u>

Interest paid on the long term debt was \$14,790 (2010 - \$386). The interim financing is for the Potable Water Project (“Project”), which is expected to be complete and in-service by mid-2012.

The current approved budget for the Project is \$9,002,298. Of this amount, \$4,035,266 will be funded by a \$4,035,266 grant from the Canada-BC Municipal Rural Infrastructure Fund (“MRIF”), with the balance of \$4,967,032 to be recovered from benefiting taxpayers. Taxpayers will have the option to pay their share of the debt up-front or to finance the repayment through the Village over a twenty-five year period. Debt not paid up-front by the taxpayers will be financed by the Village as long-term debt through the Municipal Finance Authority of BC.

The issuance of long-term debt up 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. Issuance of this debt will result in the Village exceeding its legislated liability servicing limit (annual interest and principle repayment costs) under the *Community Charter*, likely for the entire term of the debt repayment (twenty-five years).

**VILLAGE OF BELCARRA
FINANCIAL STATEMENTS
NOTES TO FINANCIAL STATEMENTS
For the Year Ended December 31, 2011**

7. LONG TERM DEBT (continued)

Although the liability serving limit resulting after incurrence of this debt has been approved by the Inspector of Municipalities on November 10, 2011, the Village cannot increase its liability servicing limit further through the issuance of additional long-term debt, by entering into a capital lease arrangement, or through entering into other arrangements that are in substance financing arrangements beyond one year, including providing debt guarantees to third parties (see BC Regulation 254/2004 Municipal Liabilities Regulation for restriction details).

8. ACCUMULATED SURPLUS

Accumulated surplus is comprised of the following:

	<u>2011</u>	<u>2010</u>
Unappropriated Surplus		
General Fund	\$ 513,139	\$ 352,965
Water Fund	-	-
Refuse & Recycling Fund	54,624	69,036
	<u>567,763</u>	<u>422,001</u>
Non-Statutory Reserves		
Operating	37,201	40,680
Strategic Communities Investment Advance	97,148	-
Climate Change	14,941	13,533
	<u>149,290</u>	<u>54,213</u>
Statutory Reserves		
Transportation Capital (Roads, Bridges etc.)	320,665	255,142
Buildings Capital	66,247	48,934
Equipment - General Government & Public Works	129,071	111,499
Refuse & Recycling Capital	59,743	8,198
	<u>575,726</u>	<u>423,773</u>
Future Debt (Potable Water Project)	<u>(1,184,647)</u>	<u>(254,835)</u>
Subtotal	108,132	645,152
Investment in Tangible Capital Assets	<u>7,782,705</u>	<u>3,676,552</u>
	<u>\$ 7,890,837</u>	<u>\$ 4,321,704</u>

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

**VILLAGE OF BELCARRA
FINANCIAL STATEMENTS
NOTES TO FINANCIAL STATEMENTS
For the Year Ended December 31, 2011**

8. 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.

The Future Debt (Potable Water Project) is the amount of Unappropriated Surplus and Reserve cash and investment balances that have been used to finance the Potable Water Project expenses to date. The cash will be repaid from future proceeds from the Potable Water Project long-term debt when obtained by the Village (see Note 7).

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

9. CONTINGENCIES

(a) Municipal Pension Plan

The Village and its employees contribute to the Municipal Pension Plan (the "Plan"), a jointly trustee 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 defined. The Plan has about 173,000 active members and approximately 63,000 retired members. Active members include approximately 35,000 contributors from local governments.

Every three years, an actuarial valuation is performed to assess the financial position of the Plan and the adequacy of Plan funding. The most recent valuation as at December 31, 2009 indicated an unfunded liability of \$1.024 billion for basic pension benefits. The next valuation will be December 31, 2012, with results available in 2013. The actuary does not attribute portions of the unfunded liability to individual employers.

The Village paid \$31,489 for employer contributions and \$26,169 for employee contributions to the Plan in fiscal 2011 (\$27,691 and \$23,827 respectively in 2010).

(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.

**VILLAGE OF BELCARRA
FINANCIAL STATEMENTS
NOTES TO FINANCIAL STATEMENTS
For the Year Ended December 31, 2011**

10. COMMITMENTS UNDER OPERATING LEASES

The Village leases a photocopier and a vehicle (Kubota) under operating leases which expire March 2015 and October 2012 respectively. The Village is obligated to make the following minimum lease payments under these operating leases in the fiscal years ending:

December 31, 2012	\$	8,539
December 31, 2013		4,488
December 31, 2014		4,488
December 31, 2015		3,366
	<u>\$</u>	<u>20,881</u>

11. PROPERTY TAXATION REVENUE

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

	<u>2011</u>	<u>2010</u>
Municipal Property Taxes	\$ 551,399	\$ 537,195
Other Government Property Taxes		
School District - School Tax	711,658	739,344
Police Tax	61,345	57,345
Greater Vancouver Regional District	94,751	98,265
Greater Vancouver Transit Authority	133,741	141,496
BC Assessment	23,803	24,818
Municipal Finance Authority	75	74
Total Other Government Property Taxes	<u>1,025,373</u>	<u>1,061,342</u>
Gross Property Taxes	<u>1,576,772</u>	<u>1,598,537</u>
Less		
Provincial Home Owner Grant	91,586	78,528
Transfers to Other Governments	933,787	982,814
	<u>1,025,373</u>	<u>1,061,342</u>
Municipal Property Taxes	<u>\$ 551,399</u>	<u>\$ 537,195</u>

VILLAGE OF BELCARRA
FINANCIAL STATEMENTS
NOTES TO FINANCIAL STATEMENTS
For the Year Ended December 31, 2011

12. FINANCIAL PLAN (BUDGET) ADJUSTMENTS AND RECONCILIATION TO STATEMENT OF OPERATIONS SURPLUS/(DEFICIT)

The Financial Plan ("Budget") Bylaw adopted by Council on May 11, 2011 was not prepared on a basis consistent with that used to report actual results (Public Sector Accounting Standards, "PSAB").

The Budget was prepared based on the legislative requirements, as set out in the *Community Charter*, which are "cash flow" based, meaning that planned revenue sources for the period must equal planned expenditures. The financial reporting requirements, as set out in the *Public Sector Accounting Handbook*, for the Financial Statements, are accrual based, as described in Note 1(b). Financial reporting requirements do not apply to the Budget.

The differences in the requirements for the Budget and the Financial Statements result in different items being recognized as revenue and expenses.

For example, planned cash flows, recognized as revenue and expenses in the Budget, include such items as debt proceeds, transfers to and from reserves and surplus, and debt principle repayments. These items are not recognized as revenue and expenses in the Financial Statements, Statement of Operations, as they do not meet the public sector accounting standard requirements for recognition as they do not impact the Villages Accumulated Surplus.

As well, since the Budget legislation does not require (but does not preclude) the funding of non-cash items such as amortization or liability accruals to provide for future cash requirements there is no legislative requirement to include these items in the Budget. However, these items are recognized as expenses in the Financial Statements, Statement of Operations, as they impact the Villages Accumulated Surplus (reduce it).

In order to ensure comparability between the Budget and the Actual results reported in these Financial Statements, the Budget figures adopted by Council have been adjusted to conform to the Public Sector Accounting Standards as detailed in the table on the following page. All of the budget figures shown in the budget column were included in the adopted budget, except for amortization expense which has been adjusted from nil to equal actual amortization expense. The table also demonstrates how the legislative requirement for a balanced budget (were planned revenue sources equal planned expenditures) have been met.

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12. FINANCIAL PLAN (BUDGET) ADJUSTMENTS AND RECONCILIATION TO STATEMENT OF OPERATIONS SURPLUS (continued)

	<u>2011 Budget</u>	<u>2011 Actual</u>	<u>2010 Actual</u>
Surplus, Statement of Operations	\$ 3,048,182	\$ 3,569,133	\$ 769,780
Adjustments for non-cash items:			
Add back: Amortization expense	93,247	93,247	104,492
Adjustments for cash items that are not PSAB revenue or expenses:			
Less: capital expenditures	(4,776,229)	(5,761,026)	(1,117,159)
Plus: external interim financing*	1,517,849	1,561,625	155,604
Plus: internal interim financing*	-	929,813	213,430
Net transfer (to)/from Statutory Reserves	87,283	(151,953)	(59,186)
Net transfer (to)/from Non-Statutory Reserves	18,393	(95,077)	(6,897)
Net transfer (to)/from Unappropriated Surplus	11,275	(145,762)	(60,064)
Financial Plan (Budget) Balance	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

* For the Potable Water Project

13. SEGMENTED REPORTING (see Schedule 2)

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 fire protection (water supply only; service provided via the Greater Vancouver Regional District). 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, personal, 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

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13. SEGMENTED REPORTING (continued)

General Government Services (continued)

- 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, trail maintenance and fire protection (provision of the water supply only)

This segment includes all Village staff expenses including salaries and benefits and other related expenses such as training/education, memberships, subscriptions, cell phones etc. As such, staff expenses incurred to provide Refuse & Recycling and Water Services remain as expenses in the General Government Services segment.

Refuse & Recycling Services

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

Water Services

The Village is in the process of implementing a water service segment that will provide potable water to the community. The water system is still under construction as at December 31st, 2011. The only revenue and expenses included in this segment to date are those revenue and expenses directly related to the system construction, with the exception of all Village staff expenses directly related to this work are included in the General Government Services segment.

14. 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, 2011.

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15. SUBSEQUENT EVENT

Subsequent to year end, the Village entered into contracts for four road projects:

- Kelly Road reconstruction
- West Road/Marine Avenue reconstruction
- West Road realignment
- Kelly Road realignment

The contract value of the works, including HST costs and a 10% contingency is \$315,950. The works will be funded as follows: \$147,800 Statutory Transportation Capital Reserve, \$151,100 General Fund Unappropriated Surplus, and \$17,050 long-term debt (part of the Potable Water Project debt - see Note 7).

Statement of Property Tax Exemptions – 2011

In 2011, 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.
- **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 Jamie Ross
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