



**VILLAGE OF BELCARRA  
SPECIAL COUNCIL AGENDA  
VILLAGE HALL  
November 20, 2018  
6:30 PM**



**COUNCIL**

Mayor Neil Belenkie  
Councillor Rob Begg  
Councillor Carolina Clark  
Councillor Bruce Drake  
Councillor Liisa Wilder

**1. CALL TO ORDER**

Mayor Neil Belenkie will call the meeting to order.

**2. APPROVAL OF THE AGENDA**

**2.1 Special Council Meeting, November 20, 2018**

**Recommendation:**

That the agenda for the Special Council Meeting, November 20, 2018 be approved as circulated.

**3. REPORTS**

**3.1 Lorna Dysart, Chief Administrative Officer, verbal report regarding Request for Proposal (RFP) for Website Design & Development**

**Recommendation:**

That the Chief Administrative Officer develop a Request for Proposal (RFP) for Website Design and Development; and

That the Chief Administrative Officer report back to Council with costs and a timeline for the work to be completed.

**3.2 Nancy Gomerich, NG Consulting, presentation regarding Financial Overview**

- a) Policy 195 Financial Plan – Amendment, Monitoring and Control
- b) Policy 196 Financial Plan – Sources and Uses of Funds
- c) Policy 203 – Procurement – including Disposal of Assets
- d) 2017 Audited Financial Statements
- e) 2018 – 2022 Financial Plan Bylaw
- f) Corporate Strategic Plan
- g) Statement of Financial Information (SOFI) Vender List Over \$25,000  
2014 – 2018 (October)

- 4. PUBLIC QUESTION PERIOD**
- 5. ADJOURNMENT**

**Recommendation:**

That the November 20, 2018 Special Council Meeting be adjourned.



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



3.2 a)

**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 lesser 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**



3.2 b)

**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.



**VILLAGE OF BELCARRA**  
**CORPORATE POLICY NO. 203**



3.2 c)

**Title: Procurement (including Disposal of Assets)**

<b>ISSUED BY:</b> CAO	<b>APPROVED BY:</b> Council	<b>DATE:</b> SEPTEMBER 28/15
<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 operations.

**Purpose**

The purpose of this policy is to outline the requirements for the procurement of goods (including construction of) and services, with the intent to ensure practices are accountable, open and support achievement of best value.

**Definitions**

**Best Value:** Is the best overall value assessment based on factors determined to be relevant and important. Factors may include: purchase price (including freight, warranties etc.); anticipated life cycle costs; vendor proven capability, methodology and historical performance; provision of environmentally friendly and fair trade/ethically sourced goods or services; specifics of services provided and/or product features and quality etc.

**Emergency:** Means a situation, or an impending situation, that constitutes a danger that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act or omission whether intentional or otherwise.

**Infrastructure:** For the purposes of this policy: include works of a capital nature for roads, storm sewers/drainage/ditching, water system, sewer system or buildings; does not included expenditures on machinery and equipment, unless they are specific to a particular capital project.

**Project Evaluation:** Staff Report on a proposed capital project that identifies and considers alternatives, and includes such analysis as determined necessary to provide Council with sufficient information to assess that project benefits are sufficient to advance the Project to the Project Plan stage. Third party preliminary design work may be completed at this stage.

**Project Plan:** Staff report on a proposed capital project that details the proposed capital project.

The Plan may include all, or some of, the following components:

- Project scope
  - Project timeline
  - Project cost estimate (Class B)
  - Project source of funds
  - Identification of any risks
  - Procurement approach
  - Project management approach (usually by contract with qualified Engineering Firm)
- Third party costs will likely be incurred to complete all, or components, of this Report.

**Single Source:** Refers to a procurement of goods and services from one supplier despite there being competitors in the market.

**Sole Source:** Refers to a procurement of goods and services from one supplier due to the lack of competitors in the market, or where only one supplier can provide that particular good or service.

**Policy Statements:**

1. **Financial Plan Requirement:** No purchase shall be made unless the expenditure is included within the Village's *Financial Plan Bylaw* or is an emergency expenditure. Expenditures are deemed to be included in the *Financial Plan Bylaw* provided that the requirements of Council Policy 195 *Financial Plan – Amendment, Monitoring & Control* are met.
2. **Employee Conduct:**
  - Employees are expected to conduct themselves in accordance with the Village's *Conflict of Interest Policy 190* and with the highest integrity, honesty and diligence when acquiring goods and services.
  - Employees may not authorize purchases from themselves or their relatives, nor participate in the evaluation of purchase decisions to which they or a relative is a bidding vendor. Evaluations of such purchasing decisions, and authorization and award of the related purchase, must be made by the Chief Administrative Officer (CAO), or in the case of the CAO, Village Municipal Council, in accordance with this policy and the terms and requirements of the purchase offer.

3. **Disposal of Assets:** The CAO and the Superintendent of Public Works have the authority to dispose of any Village assets or salvage/scrap no longer required by the Village but that may still have some economic value sufficient to warrant disposal as herein described vs. disposal by putting in the trash/garbage. Disposal of items may only be made by way of sale at a public auction, sale by public offer, trade in allowance, by donation to a non-profit organization, or by an alternate method at the discretion of the CAO. Village employees and/or elected officials will not be given any surplus items, nor be permitted to purchase such items unless the items are sold at public auction or by advertised public offer.
4. **Emergency Expenditures:** The City Employee responding to, or in charge of, the emergency event, may authorize expenditures, in the amount and manner, as determined necessary to respond to the emergency. Such employee will maintain all supporting expenditure documentation which shall be provided to the CAO or Superintendent of Public Works, who are authorized to approve the expenditures within the limits of their authority as detailed in this Policy. If Council approval and/or a *Financial Plan* amendment is required, it will be brought to Council for approval at a Regular Council Meeting, as soon as possible.
5. **Requirement for Competitive Process:** Purchases expected to exceed \$10,000 shall be decided based on a competitive process. The practice with regard to the competitive process shall be:
  - a. Purchases expected to exceed \$10,000, but not 25,000, shall be decided by obtaining written or verbal competitive quotations.
  - b. Purchases expected to exceed \$25,000, but not \$75,000, shall be decided by obtaining written competitive quotations.
  - c. Purchases expected to exceed \$75,000 shall be decided by a formal competitive bid process.

The competitive process for purchases under 5a and 5b is also satisfied if made by a formal competitive bid process.

The CAO may, if circumstances dictate, request that an alternate process be followed.

Obtained written and/or documented verbal quotes must be attached to the Purchase Order. Reasonable effort reflective of the value of the purchase should be made to obtain a minimum of three quotations. When the minimum of three quotes are not obtained, an explanation of “non-compliance” must be attached to the Purchase Order including documentation of the effort to comply with the minimum three quotes. Examples of “non-compliance” include: sole source vendor (written explanation to detail the reason for sole source) or vendor base insufficient to provide suitable number of quotes.

6. **Sole Source:** Sole source purchases for amounts in excess of \$15,000 must be approved by the CAO or Council.

7. **Single Source:** Single Source procurement is discouraged unless:
- It can be demonstrated that entering into a competitive bid process would be detrimental to Village operations, or
  - Where the value of the goods or service are expected to be less than \$10,000.

Single source purchases for amounts in excess of \$15,000 must be approved by the CAO or Council.

8. **Purchase Preference:** Preference shall be given to the vendor that offers the Best Value to the Village. What constitutes Best Value shall be determined by the Employee authorized to approve the purchase. The Best Value criteria and/or considerations should be defined and communicated to all vendors where the purchase is expected to exceed \$50,000.

9. **Purchase Authorization Authority:**

In order to award the purchase contract:

- a. Council must authorize all purchase contracts expected to be greater than \$75,000, or in instances where a *Financial Plan* amendment is required as a result thereof, as per Council Policy 195.
- b. Council and/or the CAO must authorize all purchase contracts expected to be between \$25,000 and \$75,000.
- c. Council and/or the CAO and/or the Superintendent of Public Works must authorize all purchase contracts expected to be less than \$25,000.
- d. The CAO may delegate their purchase authority to other Village employees to a maximum of \$10,000 per purchase contract.

*Where a purchase contract or commitment has been made in the name of the Village by someone who does not have purchase authority, the obligation will be with the person making the contract or commitment and not with the Village.*

10. **Infrastructure Capital Works Procurement:**

This section only applies to capital infrastructure projects expected to exceed \$35,000.

Such Projects shall undergo a preliminary Project Evaluation sufficient for Council to assess that project benefits are sufficient to proceed with development of a detailed Project Plan.

Upon approval by Council of the Project Evaluation, a Project Plan will be completed for the Project. Ideally, the Project Plan will be completed prior to the start of the fiscal year in which the Project is planned to commence construction. Project Plans must be approved by Council prior to commencing the project procurement process.

Upon completion of an Infrastructure Capital Project with an actual total cost greater than \$50,000 a Final Project Report shall be made to Council detailing total cost in comparison to budget and an overall project evaluation.

**11. Prohibited Activities:**

The following activities are prohibited:

- The division of purchase contracts to avoid the requirements of this Policy.
- Committing the Village to a purchase without the appropriate authority to do so.
- Purchase by the Village of any goods or services for personal use by, or on behalf of, any member of Council, appointed officers, employees of the Village or their relatives.
- Purchase by the Village from any member of Council, appointed officer, employees of the Village or their relatives, or from any other source that would result in a conflict of interest, unless otherwise approved by Council. Refer to Council Policy 190.

**Responsibilities:**

1. The Finance Officer has overall authority and responsibility to establish controls, policy and procedures to ensure that Village funds are expended in the manner authorized in this Policy.
2. All employees with purchase approval authority under this policy, or as delegated, are accountable and responsible to ensure purchases meet the requirements of this policy, and comply with other Village bylaws, policies and procedures, as well as, Federal and Provincial legislation.
3. All employees are responsible to comply with all aspects of this policy and to provide supporting documentation, receipts and/or invoices for purchases they make.

**Policy Review:**

A review of this policy will be conducted annually as part of the budget process, with adjustments in the interim as appropriate.

Financial Statements of

# **VILLAGE OF BELCARRA**

Year ended December 31, 2017

## MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

The accompanying financial statements of the Village of Belcarra ("Village") have been prepared by management in accordance with Canadian Public Sector Accounting Standards ("PSAS"). Preparation and presentation of the financial statements is the responsibility of the Village.

Village Council ensures management fulfills its responsibilities for financial reporting, budgeting and internal controls by approving bylaws and policies, reviewing variance reports and financial statements, and having discussions with the Village's auditors in a closed meeting.

The audit firm of KPMG LLP, appointed by Council, has expressed its opinion that the financial statements prepared by management fairly present the financial position of the Village as at December 31, 2017, and the results of 2017 operations are in accordance with PSAS.

The Village maintains a system of internal and administrative controls designed to provide reliable and accurate financial information and to ensure assets of the Village are appropriately accounted for and adequately safeguarded. Expenditures and revenues are analyzed regularly by finance staff and updates are provided to Council at the end of the 2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> quarters, and as required.



Mayor



Chief Administrative Officer



KPMG LLP  
Metro Tower I  
4710 Kingsway, Suite 2400  
Burnaby BC V5H 4M2  
Canada  
Telephone (604) 527-3600  
Fax (604) 527-3636

## INDEPENDENT AUDITORS' REPORT

To the Mayor and Council

We have audited the accompanying financial statements of the Village of Belcarra, which comprise the statement of financial position as at December 31, 2017, the statements of operations, changes in net financial assets and cash flows for the year then ended, and notes and schedules, comprising 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.

### *Auditors' 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 our 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, we consider 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, 2017, and its results of operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

*Comparative Information*

The financial statements of the Village of Belcarra as at and for the year ended December 31, 2016 were audited by another auditor who expressed an unmodified opinion on those financial statements on April 10, 2017.

*KPMG LLP*

Chartered Professional Accountants

April 9, 2018

Burnaby, Canada

# VILLAGE OF BELCARRA

## Statement of Financial Position

December 31, 2017, with comparative information for 2016

	2017	2016
Financial Assets		
Cash	\$ 410,282	\$ 1,980,761
Investments (note 2)	1,237,271	219,487
Accounts receivable (note 3)	147,079	56,430
MFA debt reserve deposit (note 7)	51,945	50,951
	<u>1,846,577</u>	<u>2,307,629</u>
Liabilities		
Accounts payable and accrued liabilities (note 4)	120,706	131,308
Performance bonds and refundable deposits (note 5)	226,270	188,845
Deferred revenue (note 6)	122,122	239,210
Debt (note 7)	3,858,135	3,984,098
	<u>4,327,233</u>	<u>4,543,461</u>
Net Debt	(2,480,656)	(2,235,832)
Non-Financial Assets		
Tangible capital assets (note 8)	11,336,897	11,288,870
Prepaid expenses	14,374	14,650
Inventories held for consumption	21,910	5,523
	<u>11,373,181</u>	<u>11,309,043</u>
Accumulated surplus (note 9)	<u>\$ 8,892,525</u>	<u>\$ 9,073,211</u>

Commitments and contingencies (note 10)

See accompanying notes to financial statements.

  
\_\_\_\_\_  
Lorna Dysart  
Chief Administrative Officer

# VILLAGE OF BELCARRA

## Statement of Operations

Year ended December 31, 2017, with comparative information for 2016

	2017 Budget (note 1(i) and note 14)	2017	2016
Revenue:			
Municipal property taxes	\$ 670,439	\$ 670,628	\$ 652,324
Water parcel taxes (note 13)	233,498	233,498	233,498
Receipts in lieu of taxes	10,712	10,554	22,577
Fees and charges:			
Recycle and refuse levy	106,058	106,314	103,060
Water levy	193,796	192,749	186,799
Water connection fees	7,380	7,380	7,380
Transfers from other governments, conditional	157,706	248,241	51,105
Transfers from other governments, unconditional	309,300	309,396	307,693
Permits and licences	29,750	77,056	46,409
Interest income and actuarial	31,200	45,313	29,170
Other revenues	17,100	20,581	32,768
	1,766,939	1,921,710	1,672,783
Expenses:			
General government	887,334	1,036,058	612,143
Transportation	375,732	420,937	340,651
Recycle and refuse	108,661	119,746	111,478
Water system	475,157	525,655	451,472
	1,846,884	2,102,396	1,515,744
Annual surplus (deficit)	(79,945)	(180,686)	157,039
Accumulated surplus, beginning of year	9,073,211	9,073,211	8,916,172
Accumulated surplus, end of year (note 9)	\$ 8,993,266	\$ 8,892,525	\$ 9,073,211

See accompanying notes to financial statements.

# VILLAGE OF BELCARRA

## Statement of Changes in Net Debt

Year ended December 31, 2017, with comparative information for 2016

	2017 Budget (note 1(i))	2017	2016
Annual surplus (deficit)	\$ (79,945)	\$ (180,686)	\$ 157,039
Acquisition of tangible capital assets	(549,800)	(358,337)	(42,249)
Amortization of tangible capital assets	276,000	286,187	276,286
Loss on disposal of tangible capital assets	-	24,123	4,476
Proceeds on sale of tangible capital assets	-	-	3,746
	(273,800)	(48,027)	242,259
Inventory acquired	-	(21,910)	-
Inventory consumed	-	5,523	3,549
Prepaid expenses consumed	-	276	277
	-	(16,111)	3,826
Change in net debt	(353,745)	(244,824)	403,124
Net debt, beginning of year	(2,235,832)	(2,235,832)	(2,638,956)
Net debt, end of year	\$ (2,589,577)	\$ (2,480,656)	\$ (2,235,832)

See accompanying notes to financial statements.

# VILLAGE OF BELCARRA

## Statement of Cash Flows

Year ended December 31, 2017, with comparative information for 2016

	2017	2016
Cash provided by (used in):		
Operating activities:		
Excess of revenues over expenses	\$ (180,686)	\$ 157,039
Items not involving cash:		
Amortization of tangible capital assets	286,187	276,286
Loss on disposal of tangible capital assets	24,123	4,476
Debt actuarial adjustment	(19,318)	(14,482)
	110,306	423,319
Changes in non-cash working capital:		
Decrease (increase) in accounts receivable	(90,649)	75,430
Increase in MFA debt cash deposit	(994)	(1,385)
Decrease in accounts payable and accrued liabilities	(10,602)	53,709
Increase in performance bonds and refundable deposits	37,425	17,645
Decrease (increase) in deferred revenue	(117,088)	43,646
Decrease in prepaid expenses	276	277
Increase (decrease) in inventory held for consumption	(16,387)	3,549
	(87,713)	616,190
Financing activity:		
Principal payments on debt	(106,645)	(106,645)
Investing activity:		
Increase in investments	(1,017,784)	(1,731)
Capital activities:		
Proceeds from sale of tangible capital assets	-	3,746
Acquisition of tangible capital assets	(358,337)	(42,249)
	(358,337)	(38,503)
Increase (decrease) in cash	(1,570,479)	469,311
Cash, beginning of year	1,980,761	1,511,450
Cash, end of year	\$ 410,282	\$ 1,980,761

See accompanying notes to financial statements.

# VILLAGE OF BELCARRA

## Notes to Financial Statements

Year ended December 31, 2017

---

The Village of Belcarra (the "Village") is incorporated under the Local Government Act of British Columbia. The Village's principal activities include the provision of local government services to residents, businesses and visitors of the incorporated area.

### 1. Significant accounting policies:

The Village follows Canadian Public Sector Accounting Standards as prescribed by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada, including the following significant policies:

(a) Basis of presentation:

The financial statements present the resources and operations including all accounts and funds of the Village. All inter-fund transactions, assets and liabilities have been eliminated.

(b) Cash:

Cash includes short-term highly liquid investments with maturity dates within three months of acquisition that are readily convertible to known amounts of cash and that are subject to an insignificant risk of changes in value.

(c) Investments:

Investments are recorded at cost. When there has been a loss in value of the investment that is other than a temporary decline, the investment is written down and recognized as a loss in the statement of operations. Accrued interest is included in accounts receivable. Discounts and premiums arising on purchase are amortized on a straight-line basis over the period to maturity.

(d) Government transfers:

Restricted transfers from government are deferred and recognized as revenue as the related expenditures are incurred or the stipulations in the related agreement are met. Unrestricted transfers are recognized as revenue when received or receivable, provided the amount to be received can be reasonably estimated and collection is reasonably assured.

(e) 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.

# VILLAGE OF BELCARRA

Notes to Financial Statements (continued)

Year ended December 31, 2017

## 1. Significant accounting policies (continued):

### (e) Non-financial assets (continued):

#### (i) Tangible capital assets:

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of tangible capital assets, excluding land, is amortized on a straight-line basis over their estimated useful lives as follows:

Asset	Useful life – Years
Buildings and facilities	15 to 50
Vehicles, machinery and equipment	2 to 20
Office furniture and equipment	5 to 10
Recycling depot	10 to 15
Roads and sidewalks	15 to 75
Storm sewer infrastructure	30 to 80
Water system infrastructure	10 to 100

Annual amortization is charged commencing when the asset is available for use. Assets under construction are not amortized until the asset is put into productive use.

#### (ii) Contributions of tangible capital assets:

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also are recorded as revenue.

#### (iii) Arts and heritage assets:

Arts and heritage assets are not recorded as assets in these financial statements as stipulated by PSAB standards.

#### (iv) Interest capitalization:

The Village does not capitalize interest costs associated with the acquisition or construction of tangible capital assets.

#### (v) Leased tangible capital assets:

Leases that transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

#### (vi) Inventories held for consumption:

Inventories of supplies held for consumption are recorded at the lower of cost and replacement cost.

# VILLAGE OF BELCARRA

## Notes to Financial Statements (continued)

Year ended December 31, 2017

---

### 1. Significant accounting policies (continued):

(f) Revenue recognition:

Revenue is recognized when it is earned and measureable. Unearned amounts are reported on the statement of financial position as deferred revenue or deposits.

Annual taxation revenues are recognized in the year they are levied, calculated using the approved tax rates in the annual tax rates bylaw.

Property taxes imposed by other taxing authorities are not included as taxes for municipal purposes.

(g) Expense recognition:

Expenses are recorded on the accrual basis and are recognized upon the receipt of goods or services. Interest expense on debenture and other debt is accrued.

(h) Budget reporting:

The budget figures reported in the statement of operations represent the 2017 component of Financial Plan (2017-2021) Bylaw, 2017, No. 506 adopted by the Village Council on April 24, 2017.

(i) Debt:

Debt is recorded net of cumulative payments to the Municipal Finance Authority ("MFA") and actuarial adjustments relating to the MFA's sinking fund. Payments made and cumulative actuarial adjustments are calculated such that, combined, they reduce the amount of the debt to nil at its maturity date.

(j) Employee future benefits:

The Village and its employees make contributions to the Municipal Pension Plan. The Municipal Pension Plan is a multi-employer contributory defined benefit pension plan. These contributions are expensed as incurred.

The Village also accrues sick leave. The liability relating to these benefits is actuarially determined based on service and best estimates of retirement ages and expected future salary and wage increases. The liability under this benefit plan is accrued based on projected benefits as the employees render services necessary to earn the future benefits.

(k) Use of accounting estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates. Significant areas requiring the use of management estimates relate to the determination of the useful lives of tangible capital assets for amortization, valuation of receivables, accrued sick and other post-employment benefits and provision for contingencies. Adjustments, if any, will be reflected in the financial statements in the period of settlement or change in the amount of the estimate.

# VILLAGE OF BELCARRA

## Notes to Financial Statements (continued)

Year ended December 31, 2017

### 1. Significant accounting policies (continued):

#### (l) Segment disclosures:

A segment is defined as a distinguishable activity or group of activities of a government for which it is appropriate to separately report financial information to achieve the objectives of the standard. The Village has provided definitions of segments as well as presented financial information in segmented format (note 16).

#### (m) Contaminated sites:

Contaminated sites are a result of contamination being introduced into air, soil, water, or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. A liability for contaminated sites is recognized net of any expected recoveries when a site is not in productive use and the following criteria are met:

- (i) An environmental standard exists;
- (ii) Contamination exceeds the environmental standard;
- (iii) The Village is directly responsible or accepts responsibility;
- (iv) It is expected that future economic benefits will be given up; and
- (v) A reasonable estimate of the amount can be made.

The liability is recognized as management's estimate of the cost of post-remediation including operation, maintenance and monitoring that are an integral part of the remediation strategy for a contaminated site. The Village has no liability for contaminated sites as at year-end.

### 2. Investments:

	2017	2016
MFA bond funds	\$ 1,237,271	\$ -
MFA money market funds	-	219,487

The market value of investments as at December 31, 2017 is \$1,220,243. In 2017, the Village recorded a write-down totaling \$4,082.

### 3. Accounts receivable:

	2017	2016
Municipal property taxes and user fees	\$ 80,781	\$ 56,672
Trade accounts receivable	40,218	(242)
Goods and Services Tax	26,080	-
	\$ 147,079	\$ 56,430

# VILLAGE OF BELCARRA

Notes to Financial Statements (continued)

Year ended December 31, 2017

## 4. Accounts payable and accrued liabilities:

	2017	2016
Trade accounts payables and accruals	\$ 61,272	\$ 67,631
MFA debt interest expense accrual	31,053	31,053
Payroll expenses	28,381	10,647
Goods and Services Tax	-	21,977
	\$ 120,706	\$ 131,308

## 5. Performance bonds and refundable deposits:

	2017	2016
Performance bonds	\$ 220,821	\$ 183,396
Refundable deposits	5,449	5,449
	\$ 226,270	\$ 188,845

## 6. Deferred revenue:

	Balance, Beginning of year	Contributions received	Restricted interest/ income	Revenue recognized	Balance, end of year
MIA grant (handicap access)	\$ 2,000	\$ -	\$ -	\$ -	\$ 2,000
Major road network grant (a)	120,279	105,000	653	210,766	15,166
Property taxes paid in advance (b)	116,932	209,434	-	221,410	104,956
	\$ 239,211	\$ 314,434	\$ 653	\$ 432,176	\$ 122,122

### (a) Major road network ("MRN") grant:

Annually, the Village receives a grant from the Greater Vancouver Transit Authority ("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.

### (b) Property taxes paid in advance:

Property tax overpayments and advance payments by property owners who choose to participate in the Village's Tax Prepayment Plan are carried forward for use in future years.

# VILLAGE OF BELCARRA

## Notes to Financial Statements (continued)

Year ended December 31, 2017

### 7. Debt:

The Village obtained debt instruments through the MFA pursuant to security issuing bylaws under authority of the Community Charter to finance capital expenditures for the installation of a potable water system serving most of the Village. Principle payments and actuarial adjustments are netted against related debts. Details are as follows:

Bylaw number	Maturity Date	Interest Rate	Authorized	Principle payments and actuarial adjustments	2017	2016
413 & 432	2037	2.90%	\$ 4,441,330	\$ 583,205	\$ 3,858,135	\$ 3,984,098

Total interest expense on the debt for the year was \$128,799 (2016 - \$128,799).

As a condition of these borrowings, a portion of the debt proceeds is withheld by the MFA in a Debt Reserve Fund. The Village has also executed a demand note in connection with the debt. These demand notes are contingent in nature and are not reflected in the accounts. The details of the debt reserve fund and contingent demand notes at December 31, 2017 are as follows:

	2017	2016
Cash deposit	\$ 51,945	\$ 50,951
Demand note	73,309	73,309

Principle payments made to the MFA sinking fund and actuarial adjustments on the outstanding debt over the next five years and thereafter are as follows:

	Total
2018	\$ 129,750
2019	134,940
2020	140,337
2021	145,951
2022	151,789
Future years	3,155,368
	\$ 3,858,135

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, 2017.

# VILLAGE OF BELCARRA

## Notes to Financial Statements

Year ended December 31, 2017

### 8. Tangible capital assets:

	Land	Buildings	Vehicle Machinery & equipment	Office furniture equipment	WARD depot	Road network	Storm sewers	Water system	Assets under construction	2017 Actual	2016 Actual
Cost:											
Opening balance	\$ 329,318	\$ 361,247	\$ 264,935	\$ 100,407	\$ 140,723	\$2,490,283	\$ 343,526	\$9,658,564	\$ 7,731	\$ 13,696,734	\$ 13,665,493
Add: Additions	-	49,012	12,848	26,026	21,537	164,388	-	24,144	60,382	358,337	60,448
Less: Disposals	-	(21,994)	(9,427)	(13,777)	(5,070)	(53,487)	-	-	-	(103,725)	(29,206)
	329,318	388,265	268,356	112,656	157,190	2,601,184	343,526	9,682,708	68,113	13,951,346	13,696,735
Accumulated amortization:											
Opening balance	\$ -	\$ 191,433	\$ 193,438	\$ 47,513	\$ 55,759	\$ 784,990	\$ 269,232	\$ 865,499	\$ -	\$ 2,407,864	\$ 2,134,364
Add: Amortization	-	11,075	18,905	13,345	10,081	64,336	9,498	158,947	-	286,187	276,286
Less: Accumulated amortization on disposals	-	(14,744)	(4,826)	(13,777)	(5,070)	(41,185)	-	-	-	(79,602)	(2,785)
	-	187,764	207,517	47,081	60,770	808,141	278,730	1,024,446	-	2,614,449	2,407,865
Net book value, end of year	\$ 329,318	\$ 200,501	\$ 60,839	\$ 65,575	\$ 96,420	\$1,793,043	\$ 64,796	\$8,658,262	\$ 68,113	\$ 11,336,897	\$ 11,288,870

# VILLAGE OF BELCARRA

## Notes to Financial Statements

Year ended December 31, 2017

### 9. Accumulated surplus:

	General fund	WARD fund	Water fund	2017 Total	2016 Total
Reserves:					
Statutory (a)	\$ 580,561	\$ 2,379	\$ 30,630	\$ 613,570	\$ 665,833
Non-statutory (b)	303,210	-	80,019	383,229	321,755
Unappropriated surplus (deficit) (c)	382,163	66,949	(54,058)	395,054	775,328
	1,265,934	69,328	56,591	1,391,853	1,762,916
Investment in TCA and inventories (d)	2,594,636	96,420	4,809,616	7,500,672	7,310,295
Total for 2017	\$ 3,860,570	\$ 165,748	\$ 4,866,207	\$ 8,892,525	\$ 9,073,211

#### (a) Statutory reserves:

The following reserves were 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.

	2017	2016
General Fund:		
Operating:		
Multi-purpose courts	\$ 44,319	\$ 41,903
Election costs	10,093	5,020
Transportation capital	352,774	321,258
Buildings capital	115,871	145,086
Equipment capital	57,504	79,062
	580,561	592,329
Waste and Recycling Depot ("WARD") Fund:		
Refuse and recycling capital	2,379	9,693
Water Fund:		
Water capital	30,630	63,811
	\$ 613,570	\$ 665,833

# VILLAGE OF BELCARRA

Notes to Financial Statements (continued)

Year ended December 31, 2017

## 9. Accumulated surplus (continued):

### (b) Non-statutory reserves:

The following reserves are accumulated surplus that has been set aside by decision of Council for a specified purpose. 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.

	2017	2016
General Fund:		
Community Works Fund	\$ 218,058	\$ 161,767
Strategic Communities Investment Advances	32,862	32,547
Climate change	52,290	46,746
	303,210	241,060
Water Fund:		
Water debt repayment	28,074	29,744
MFA cash deposit	51,945	50,951
	80,019	80,695
	\$ 383,229	\$ 321,755

### (c) Unappropriated surplus (deficit):

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

### (d) Investment in tangible capital assets and inventories:

Investment in tangible capital assets and inventories is equal to the book value of the tangible capital assets and inventory less related debt. In the normal course of operations the tangible capital assets and inventory will not be available to finance operations, but will be consumed to provide services, and the debt will be repaid by future period revenues.

	2017	2016
Tangible capital assets	\$ 11,336,897	\$ 11,288,870
Inventories held for consumption	21,910	5,523
	11,358,807	11,294,393
Deduct: Debt	(3,858,135)	(3,984,098)
	\$ 7,500,672	\$ 7,310,295

# VILLAGE OF BELCARRA

Notes to Financial Statements (continued)

Year ended December 31, 2017

---

## 10. Commitments and contingencies:

### (a) Operating lease:

The Village leases a photocopier under an operating lease which expires in March 2019. Total annual commitments, net of applicable taxes, are approximately as follows:

2018	\$	4,168
2019		1,042
	\$	5,210

### (b) Contingent liability:

The loan agreements with the Greater Vancouver Regional District and the Municipal Finance Authority provide that, if at any time the scheduled payments provided for in the agreements are not sufficient to meet the Authority's obligations in respect of such borrowing, the resulting deficiency becomes a joint and several liability of the City and the other parties. Management does not consider payment under this contingency to be likely and therefore no liability has been recorded.

### (c) Third party claims:

There is a lawsuit and claim pending by and against the Village. The outcome of this claim is undeterminable and it is the opinion of management that final determination of this claim will not materially affect the financial statements of the Village.

## 11. Pension plan:

The Village and its employees contribute to the Municipal Pension Plan (a jointly trustee pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of assets and administration of benefits. The plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at December 31, 2016, the plan has about 193,000 active members and approximately 90,000 retired members. Active members include approximately 38,000 contributors from local governments.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate is then adjusted to the extent there is amortization of any funding deficit.

# VILLAGE OF BELCARRA

Notes to Financial Statements (continued)

Year ended December 31, 2017

## 11. Pension plan (continued):

The most recent valuation for the Municipal Pension Plan as at December 31, 2015, indicated a \$2,224 million funding surplus for basic pension benefits on a going concern basis. As a result of the 2015 basic account actuarial valuation surplus and pursuant to the joint trustee agreement, \$1,927 million was transferred to the rate stabilization account and \$297 million of the surplus ensured the required contribution rates remained unchanged.

The Village paid \$29,679 (2016 - \$31,211) for employer contributions while employees contributed \$25,664 (2016 - \$23,820) to the Plan in fiscal 2017.

The next valuation will be as at December 31, 2018, with results available in 2019.

Employers participating in the plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan.

## 12. Collections for other governments:

The Village collects certain taxation revenue on behalf of other government bodies. These funds are excluded from the Village's financial statements as they are not revenue of the Village. Such taxes collected and remitted to other government bodies during the year are as follows:

	2017	2016
Province of British Columbia - school tax	\$ 777,543	\$ 733,020
Greater Vancouver Transit Authority	134,244	129,586
Greater Vancouver Regional District	141,564	121,155
Police Tax	92,282	77,673
BC Assessment and MFA	26,584	24,958
	<u>\$ 1,172,217</u>	<u>\$ 1,086,392</u>

## 13. Water parcel taxes:

Water parcel taxes are collected each year to pay the annual interest and principal debt payments on long-term debt incurred by the Village for the potable water system construction project. The water parcel tax commenced with the first debt payment requirement in 2013, and will continue for the twenty-five year term of the related debt (note 7), provided the debt is not otherwise repaid.

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

# VILLAGE OF BELCARRA

Notes to Financial Statements (continued)

Year ended December 31, 2017

## 14. Budget:

Legislatively, the budget must balance planned revenue sources with planned expenditures or use of funds (referred to as the balanced budget requirement). The table below demonstrates how the legislative requirement for a balanced budget has been met.

	2017 Budget	2017	2016
Surplus (deficit), statement of operations	\$ (79,945)	\$(180,686)	\$ 157,039
Adjustments for non-cash items:			
Add back: Amortization of tangible capital asset	276,000	286,187	276,286
Add back: Loss on disposal of tangible capital assets	-	24,123	4,476
Add back: Disposal proceeds	-	-	3,745
Add back: Inventory consumed	4,728	5,523	3,550
Deduct: Inventory acquired	-	(21,910)	-
Deduct: MFA actuarial interest	(18,200)	(19,318)	(14,482)
Adjustments for cash items that are not revenues or expenses, but are sources or uses of funds:			
Less: capital expenditures	(549,800)	(358,337)	(42,252)
Less: debt principal repayment	(106,645)	(106,645)	(106,645)
Net transfers for operating or capital purposes:			
From (to) statutory reserves	279,650	52,263	(158,146)
From (to) non-statutory reserves	(53,954)	(61,474)	(60,937)
From (to) unappropriated surplus	248,166	380,274	(62,634)
	\$ -	\$ -	\$ -

## 15. Comparative information:

Certain components of the comparative information have been reclassified to conform to the financial statement presentation adopted in the current year.

# VILLAGE OF BELCARRA

Notes to Financial Statements (continued)

Year ended December 31, 2017

---

## 16. Segment reporting:

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

### **General Fund – General Government, Community Planning & Development and Transportation.**

General Government – Services provided to operate the Village government such as: finance and administrative services (property taxation administration and collection, human resources, reception, records management, legal, audit, information systems support etc.), mayor and council support and expenses, community events and grants, services necessary to operate and maintain the Municipal Hall and the Public Works Yard, and bylaw development, administration and enforcement.

Community Planning & Development Services – Services provided to update and maintain the Official Community Plan, Zoning Bylaw and related documents and bylaws, and building and other related inspections and approvals.

Transportation – These services comprise the Public Works department that provides a number of services including maintenance of the road and drainage/storm sewer networks, snow removal, and trail maintenance.

**Waste and Recycling Depot Fund (“WARD”)** – This segment provides refuse and recycling collection (by resident drop-off) and disposal of refuse and various recyclable materials.

**Water Fund (“Water system”)** – This segment provides potable water services to the community.

# VILLAGE OF BELCARRA

Notes to Financial Statements (continued)

Year ended December 31, 2017

## 16. Segment reporting (continued):

	General government	Transpor- tation	Recycle & refuse	Water system	2017	2016
Revenue:						
Municipal property taxes	\$ 670,628	\$ -	\$ -	\$ -	\$ 670,628	\$ 652,324
Water parcel taxes	-	-	-	233,498	233,498	233,498
Receipts in lieu of taxes	10,554	-	-	-	10,554	22,577
Fees and charges:						
Recycle and refuse	-	-	106,314	-	106,314	103,060
Water levy	-	-	-	192,749	192,749	186,799
Water connection	-	-	-	7,380	7,380	7,380
Transfers from other government	292,415	265,222	-	-	557,637	358,798
Other revenues	121,679	-	760	20,511	142,950	108,347
	1,095,276	265,222	107,074	454,138	1,921,710	1,672,783
Expenses:						
Salaries, wages and benefits	399,491	174,987	27,467	100,804	702,749	612,974
Contracted services	470,883	-	75,367	119,547	665,797	276,330
Supplies and other	131,553	138,799	6,831	17,558	294,741	216,879
Interest on debt	-	-	-	128,799	128,799	128,799
Amortization	22,280	94,879	10,081	158,947	286,187	276,286
Loss on disposal of TCA	11,851	12,272	-	-	24,123	4,476
	1,036,058	420,937	119,746	525,655	2,102,396	1,515,744
Annual surplus (deficit)	\$ 59,218	\$ (155,715)	\$ (12,672)	\$ (71,517)	\$ (180,686)	\$ 157,039

# VILLAGE OF BELCARRA

## Schedule 1 - General Fund

Year ended December 31, 2017, with comparative information for 2016

	2017 Budget	2017	2016
Revenue:			
Municipal property taxes	\$ 670,439	\$ 670,628	\$ 652,323
Receipts in lieu of taxes	10,712	10,554	22,577
Fees and charges	17,100	20,351	28,385
Permits and licences	29,700	77,011	46,379
Interest income	11,000	24,286	12,676
Small Community Investment Fund grant	252,000	252,071	250,449
Major Road Network grant	145,706	210,766	51,105
Community Works Fund grant	54,500	54,456	54,430
Other	14,800	40,375	2,814
	1,205,957	1,360,498	1,121,138
Expenses:			
General Government:			
Indemnities and benefits	61,197	62,292	61,136
Council other	6,848	3,981	9,101
Grants and projects	16,326	16,025	13,759
Salaries and benefits	277,040	294,309	268,402
Human resources	23,957	22,188	19,064
Information systems	34,062	30,417	35,978
Municipal hall	116,666	158,476	115,829
Planning	267,000	305,835	50,632
Support services	72,663	109,505	24,117
Interest and bank charges	3,700	3,783	3,795
Other	900	7,730	2,115
Administration allocation recovery	(12,025)	(12,614)	(10,840)
Amortization of tangible capital assets	19,000	22,280	19,055
Loss on disposal of tangible capital assets	-	11,851	-
	887,334	1,036,058	612,143
Transportation:			
Non-municipal road network:			
Salaries and benefits	287,457	288,063	283,434
Vehicles, equipment and supplies	34,831	57,839	33,429
Public works allocation recovery	(148,052)	(155,754)	(144,163)
Roads, bridges etc. (contracts)	23,219	22,347	20,486
Trails and public spaces	7,971	11,395	1,825
Municipal road network	75,706	84,656	51,105
Fire protection and emergency preparedness	4,600	5,240	4,558
Amortization of tangible capital assets	90,000	94,879	89,977
Loss on disposal of tangible capital assets	-	12,272	-
	375,732	420,937	340,651
	1,263,066	1,456,995	952,794
Annual surplus (deficit)	\$ (57,109)	\$ (96,497)	\$ 168,344

# VILLAGE OF BELCARRA

## Schedule 2 - Waste and Recycling Depot Fund

Year ended December 31, 2017, with comparative information for 2016

	2017 Budget	2017	2016
Revenue:			
Recycling and refuse fee	\$ 106,058	\$ 106,314	\$ 103,060
Permits and licences	50	45	30
Other fees and revenues	-	-	4,383
Interest income	600	715	627
	106,708	107,074	108,100
Expenses:			
Recycle and refuse:			
Public works allocation	26,568	27,467	24,622
Grant	-	-	3,624
Utilities	1,000	1,140	857
Labour contracts	31,272	30,144	24,357
Greenwaste promotion	-	-	46
Materials and equipment	2,113	5,691	7,524
Processing and hauling fees	38,708	45,223	36,970
	99,661	109,665	98,000
Amortization of tangible capital assets	9,000	10,081	9,002
Loss on disposal of tangible capital assets	-	-	4,476
	108,661	119,746	111,478
Annual deficit	\$ (1,953)	\$ (12,672)	\$ (3,378)

# VILLAGE OF BELCARRA

## Schedule 3 - Water Fund

Year ended December 31, 2017, with comparative information for 2016

	2017 Budget	2017	2016
Revenue:			
Water levy	\$ 193,796	\$ 192,749	\$ 186,798
Water parcel taxes	233,498	233,498	233,498
Water connection fees	7,380	7,380	7,380
MFA actuarial interest	18,200	19,318	14,482
Interest	1,400	1,193	1,386
	454,274	454,138	443,544
Expenses:			
Water system:			
Administration allocation	12,025	12,614	10,840
Water purchases from GVWD	58,821	75,287	56,246
Other (environmental monitoring and VPA lease)	277	276	276
Public works allocation	78,737	88,191	81,142
Utilities	6,379	7,075	6,414
Water mains repair and maintenance	15,350	19,513	-
Station repair and maintenance	3,500	3,245	-
Reservoir repair and maintenance	1,040	13,400	-
Scada system	3,500	11,346	145
Materials and equipment	8,728	6,962	9,357
Debt interest expense	128,800	128,799	128,799
	317,157	366,708	293,219
Amortization	158,000	158,947	158,250
	475,157	525,655	451,469
Annual deficit	\$ (20,883)	\$ (71,517)	\$ (7,926)



**VILLAGE OF BELCARRA  
5-Year Financial Plan 2018- 2022  
Bylaw No. 512, 2017**



A bylaw to approve the 5–Year Financial Plan for the years 2018 – 2022 inclusive.

WHEREAS pursuant to the provisions of the Community Charter stating that a municipality must have a financial plan adopted annually, by bylaw, before the 15th of May in each year;

AND WHEREAS the Municipal Council has caused to be prepared a 5–Year Financial Plan for the period 2018 – 2022 inclusive;

NOW THEREFORE, the Council of the Village of Belcarra enacts as follows:

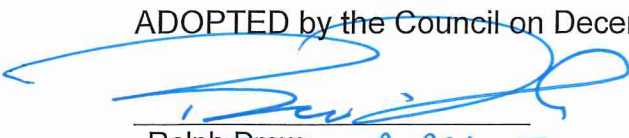
1. This Bylaw shall be cited for all purposes as the “Village of Belcarra 5–Year Financial Plan 2018– 2022 Bylaw No. 512, 2017”.
2. Council hereby adopts the 5–Year Financial Plan for the years 2018 – 2022 inclusive, for each year of the plan, as set out in Schedules A and B, attached to and forming part of this bylaw.
3. If a portion of this bylaw is held invalid by a Court of competent jurisdiction, then the invalid portion must be severed and the remainder of this bylaw is deemed to have been adopted without the severed section, subsection, paragraph, subparagraph, clause or phrase.

READ A FIRST TIME on November 20, 2017

READ A SECOND TIME on November 20, 2017

READ A THIRD TIME on November 20, 2017

ADOPTED by the Council on December 11, 2017

  
Ralph Drew  
Mayor

B DRAKE

  
Lorna Dysart  
Chief Administrative Officer

This is a certified true copy of  
Village of Belcarra 5-Year Financial  
Plan 2018– 2022 Bylaw No. 512, 2017

\_\_\_\_\_  
Chief Administrative Officer

Village of Belcarra 5-Year Financial Plan 2018– 2022 Bylaw No. 512, 2017

**Schedule A – Financial Plan**

	2018	2019	2020	2021	2022
<b>REVENUES</b>					
Municipal property taxes	687,462	704,717	722,406	740,538	759,125
Water parcel taxes	233,498	233,498	233,498	233,498	233,498
Grants in lieu of taxes	10,765	10,819	10,873	10,927	10,982
Fees and charges					
Recycle & refuse fees	110,260	114,631	119,176	121,539	123,950
Water fees	216,027	228,921	243,697	259,660	277,066
Penalties & interest on fees and taxes	11,055	11,110	11,166	11,222	11,278
Permits and licences	73,050	73,050	73,050	73,050	73,050
Other	6,100	6,100	6,100	6,100	6,100
Interest income	13,000	13,000	13,000	13,000	13,000
Conditional operating transfers, other govt's	131,073	77,088	78,119	79,166	80,229
Unconditional transfers, other govt's	254,800	254,800	254,800	254,800	254,800
Municipal Finance Authority debt actuarial	23,100	28,300	33,700	39,300	45,144
	1,770,191	1,756,035	1,799,585	1,842,801	1,888,222
<b>EXPENSES</b>					
Legislative	106,096	87,043	88,515	90,016	111,545
Administration (incl. Planning & Development)	708,091	651,600	620,950	630,124	638,543
Transportation	342,532	296,600	300,736	304,943	309,221
Recycle & refuse	102,266	103,993	105,751	107,541	109,362
Water system	216,627	200,795	210,439	222,324	250,344
Long-term debt interest (water system)	128,800	128,800	128,800	128,800	128,800
Amortization	276,000	276,000	276,000	276,000	276,000
	1,880,413	1,744,832	1,731,192	1,759,748	1,823,814
<b>NET REVENUES (EXPENSES), BEFORE CAPITAL</b>	(110,222)	11,203	68,392	83,054	64,408
<b>CAPITAL REVENUES</b>					
Municipal road network grants recognized	32,000	30,000	30,000	30,000	30,000
Community works fund capital grant	54,500	54,500	54,500	54,500	54,500
Conditional capital transfers, other govt's	-	-	-	-	-
	86,500	84,500	84,500	84,500	84,500
<b>ANNUAL SURPLUS</b>	(23,722)	95,703	152,892	167,554	148,908
Add back: Amortization expense	276,000	276,000	276,000	276,000	276,000
Add back: Water meter inventory expense	4,728	4,728	4,728	4,728	4,728
Deduct out: Debt actuarial revenue	(23,100)	(28,300)	(33,700)	(39,300)	(45,144)
Transfers from statutory reserves for operations	21,946	1,946	1,946	1,946	21,946
Transfers (to)/ from surplus for operations	94,902	53,352	9,032	7,349	19,109
<b>CASH AVAILABLE FROM OPERATIONS FOR CAPITAL &amp; RESERVES</b>	350,754	403,429	410,898	418,276	425,548
Water debt principal repayment	(106,645)	(106,645)	(106,645)	(106,645)	(106,645)
Transfers (to) non-statutory reserves	(55,900)	(55,900)	(55,900)	(55,900)	(55,900)
Transfers (to) statutory reserves for capital	(156,209)	(210,884)	(218,354)	(225,732)	(233,003)
Transfers from statutory reserves for capital	620,000	186,600	170,000	155,500	223,400
Capital expenditures	(652,000)	(216,600)	(200,000)	(185,500)	(253,400)
<b>FINANCIAL PLAN BALANCE</b>	(0)	(0)	(0)	(0)	(0)

## **Schedule B – Statement of Objectives and Policies**

### **Financial Plan Objectives and Policies for Funding Sources, distribution of Property Value Taxes, and Permissive Tax Exemptions:**

#### **A. Funding Sources**

Over the term of the plan funding sources as defined in S(165)(7) of the Community Charter, are derived as shown in Table 1; amounts and proportions shown for fiscal 2018. Sources do not include transfers from Reserves or Surplus.

Table 1: Funding Sources, Fiscal 2018

Municipal property taxes	687,462	37.03%
Parcel taxes	233,498	12.58%
Fees	416,493	22.43%
Other sources	519,238	27.97%
	<hr/> 1,856,691	<hr/> 100.00%

Objective:

- Reduce dependency on taxation.

Policy:

- Recover revenues from User Fees where possible, rather than general taxation.
- Set User Fees to reflect full cost recovery (operating, capital and administrative/overhead costs).
- Adjust User Fees annually by at least the rate of inflation, subject to a review of fee revenues and related costs that supports a lesser increase.

#### **B. Distribution of Municipal Property Taxes Across Property Classes**

Over the term of the plan municipal property taxes are distributed across four property tax classes as shown in Table 2; proportions shown based on the fiscal 2017 Tax Roll.

Table 2: Distribution of Municipal Property Taxes, Fiscal 2018 (estimated)

Class 1 - Residential	675,363	98.24%
Class 2 - Utilities	1,100	0.16%
Class 6 - Business & Other	137	0.02%
Class 8 - Recreation/Non-Profit	10,862	1.58%
	<hr/> 687,462	<hr/> 100.00%

Objective:

- Maintain a consistent, proportionate relationship in the sharing of the tax burden amongst the tax classes.

Policy:

- Set tax rates in accordance with the tax class multiples set by the Province of BC.

#### **C. Permissive Tax Exemptions**

Objective:

- Recognize the contributions of not-for-profit institutions that provide services and activities available to, and used primarily for, purposes or client groups which are clearly regional or broader in nature.

Policy:

- Full or partial permissive tax exemptions will be considered to encourage activities that:
  1. Are consistent with the quality of life (economic, social, and cultural) objectives of the Village
  2. Provide direct access and benefit to the public, and
  3. Would otherwise be provided by the Village.

Council Policy 176 provides additional details and requirements for Permissive Tax Exemptions.



VILLAGE OF BELCARRA  
*"Between Forest and Sea"*



# Corporate Strategic Plan 2016 – 2019/2020 Updated November 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 -2019/2020, Updated November 2017

Priority # 1 – Municipal Bylaws & Policies, Review/Update – 2018 FOCUS: ZONING BYLAW, HIGHWAY ENCROACHMENT BYLAW, PARKING BYLAW					
Objective	Strategy	2017 Plan	2017 Results	2018 Plan	2019/2020 Plan
Ensure key municipal bylaws and policies meet legislative and operational requirements	Identify, prioritize and review and update municipal Bylaws and policies	<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>Worked with Consultants and the Zoning Advisory Committee ("ZAC") to substantially complete Zoning Bylaw review and update</li> </ul>	<ul style="list-style-type: none"> <li>Complete review and update of the Zoning Bylaw                             <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> <li>Complete review and update of Highway Encroachment Bylaw &amp; Agreements</li> <li>Parking/MTI Bylaw review and update                             <ul style="list-style-type: none"> <li>- Hire consultant</li> <li>- Update bylaw</li> <li>- Develop supporting policy/procedures</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> </ul>

## Corporate Plan 2016 -2019/2020, Updated November 2017

Priority # 2 – Public Safety – Non Vehicle Travel – 2018 FOCUS: TRAIL & ROADWAY IMPROVEMENTS					
Objective	Strategy	2017 Plan	2017 Results	2018 Plan	2019 /2020 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>	<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>• Improved / additional road signage</li> <li>• Bedwell Bay Road cat eyes installed</li> <li>• Roads Asset Management Plan identified, prioritized and set budgets for all roads safety issues</li> <li>• Obtained cost estimates for priority trail improvements</li> <li>• Completed                             <ul style="list-style-type: none"> <li>- Upper Tatlow</li> <li>- Phase I Watson</li> </ul> </li> </ul>	<p>Address prioritized road safety concerns identified in the 2017 Asset Management Plan</p> <ul style="list-style-type: none"> <li>• Complete priority trail works:                             <ul style="list-style-type: none"> <li>- Middle Tatlow</li> <li>- Phase II Watson</li> </ul> </li> <li>• Identify and apply for all possible grants to fund planned capital works in 2018</li> </ul>	<ul style="list-style-type: none"> <li>• <i>To be determined</i></li> </ul>

## Corporate Plan 2016 -2019/2020, Updated November 2017

Priority # 3 – Transportation Infrastructure – 2018 FOCUS: REFINE & IMPLEMENT TRANSPORTATION CAPITAL PLAN					
Objective	Strategy	2017 Plan	2017 Results	2018 Plan	2019 /2020 Plan
Infrastructure meets current and future community needs	Develop infrastructure Long-Term Asset Management and Financial Plan(s) that identifies maintenance, and capital expenditure needs and supporting funding plan	<ul style="list-style-type: none"> <li>Complete Roads Long Term Plan</li> </ul>	<ul style="list-style-type: none"> <li>Plan completed and reviewed with Council</li> </ul>	<ul style="list-style-type: none"> <li>Refine plan via obtaining geotech report on priority road works and retaining walls</li> <li>Develop prioritized 10 year funding plan</li> <li>Address prioritized safety concerns identified in the 2017 Asset Management Plan</li> <li>Implement recommended Crack Fill etc. maintenance programs detailed in the 2017 Asset Management Plan</li> <li>Identify and apply for all possible grants to fund planned capital works in 2018</li> </ul>	<ul style="list-style-type: none"> <li><i>To be determined</i></li> </ul>

## Corporate Plan 2016 -2019/2020, Updated November 2017

Priority # 4 – Recreation Infrastructure – 2018 FOCUS: TENNIS COURTS					
Objective	Strategy	2017 Plan	2017 Results	2018 Plan	2019 /2020 Plan
Infrastructure meets current and future community needs	Develop infrastructure Long-Term Asset Management and Financial Plan(s) that identifies maintenance, and capital expenditure needs and supporting funding plan	Conclude operational status review and update with Metro Parks	<ul style="list-style-type: none"> <li>Metro Vancouver Board approval for Tennis Court License (expected in October 2017)</li> <li>Reviewed court condition and obtained quotes for needed repairs and updates</li> </ul>	<ul style="list-style-type: none"> <li>Prioritize needed repairs and develop implementation and funding plan (phase works if reasonable)</li> </ul>	<ul style="list-style-type: none"> <li><i>To be determined</i></li> </ul>

## Corporate Plan 2016 -2019/2020, Updated November 2017

Priority # 5 – Drainage Infrastructure – 2018 FOCUS: LONG TERM DRAINAGE CAPITAL PLAN					
Objective	Strategy	2017 Plan	2017 Results	2018 Plan	2019/2020 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>Phase I - Terms of Reference for Proposal (RFP) - draft in process with Consultant</li> <li>Complete Drainage Study Phase I                             <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>Phase I completed</li> </ul>	<ul style="list-style-type: none"> <li>Draft and Issue RFP /w Consultant for Drainage Asset Mgmt Plan, to identify operating and capital needs /w focus on next 10 years</li> <li>Apply for grant funding for Plan</li> <li>Complete Drainage Long Term Plan</li> <li>Consider and address any Bylaw changes</li> </ul>	<ul style="list-style-type: none"> <li><i>To be determined</i></li> </ul>

Priority # 6 – Emergency Preparedness – 2018 FOCUS: BASIC SUPPLIES UPDATE & ESTABLISH EMERGENCY PREPAREDNESS COMMUNITY GROUP					
Objective	Strategy	2017 Plan	2017 Results	2018 Plan	2019/2020 Plan
Ensure emergency plans and supplies are up to date and relevant in the event of an emergency	Identify and update the municipality's emergency supplies and review and update emergency plan	<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>• Not complete</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>	<p><i>To be determined</i> 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>

## Corporate Plan 2016 -2019/2020, Updated November 2017

Priority # 7 – Water Infrastructure – 2018 FOCUS: WATER METERING & LONG TERM WATER SYSTEM PLAN					
Objective	Strategy	2017 Plan	2017 Results	2018 Plan	2019/2020 Plan
Infrastructure meets current and future community needs	Develop infrastructure Long-Term Asset Management and Financial Plan(s) that identifies maintenance, and capital expenditure needs and supporting funding plan			Using existing inventory data develop a high-level Asset Management Plan	<ul style="list-style-type: none"> <li><i>To be determined</i></li> </ul>
Increase benefiter/user pay component of water fee and encourage water conservation	Consider implementing community water metering	<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>Basic update complete and high-level review of costs vs. benefits complete</li> <li>Complete</li> </ul>	<ul style="list-style-type: none"> <li>Review 2018 Metro Vancouver study of water metering for region once complete</li> <li>Update water metering business case</li> </ul>	

## Corporate Plan 2016 -2019/2020, Updated November 2017

Priority # 8 – Operational Efficiency – 2018 FOCUS: RECORDS MANAGEMENT					
Objective	Strategy	2017 Plan	2017 Results	2018 Plan	2019/2020 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>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>	Not completed	Complete initial project planning if time permits	<ul style="list-style-type: none"> <li>Identify Records Management needs and issues and develop a Plan to dress, using contracted services</li> <li>Begin implementation of Plan (initial focus is to develop a records retention and destruction policy)</li> </ul>

## Corporate Plan 2016 -2019/2020, Updated November 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 – 2019/2020
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>

Recycling & Refuse		
Objective	Strategy	2016 – 2019/2020
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 Recycling &amp; Refuse Report and related community education.</li> </ul>

Statement of Financial Information (SOFI)  
2014 Vendor List

Village of Belcarra  
Public Bodies Report

Vendor #	Name	Amount
00012	BC Assessment Authority	26268.3
00418	District of North Vancouver	47277.53
00083	GVRD	183328.29
00417	Metro Vancouver Regional District	173144.34
00140	Municipal Pension Plan	55078.19
00148	Northwest Waste Systems Inc.	40626.27
00517	Palmieri Bros. Paving Ltd.	42798.53
00568	Province of British Columbia	775353.63
00216	South Coast British Columbia Transportat	140592.48
	Payments Made (Vendors Over \$25000)	1484467.56
	Miscellaneous Payments (\$25000 and Under)	398559.46
	TOTAL Payments	1883027.02

Statement of Financial Information (SOFI)  
2015 Vendor List

Village of Belcarra  
Public Bodies Report

Vendor #	Name	Amount
00012	BC Assessment Authority	26353.95
00418	District of North Vancouver	49997.38
00624	Grandview Blacktop Ltd.	99000.93
00464	Greenfield Property Maintenance	31552.5
00083	GVRD	178424.29
H0550	H.Y. Engineering	35098.64
00634	Lorna Dysart	42737.69
00417	Metro Vancouver Regional District	177726.84
00140	Municipal Pension Plan	81326.67
00493	Nancy Gomerich	30576.83
00568	Province of British Columbia	781697.1
00450	Sea to Sky Network Solutions	26632.44
00216	South Coast British Columbia Transportat	140052.76
00638	Ward Saito	32405
00241	Winvan Paving Ltd.	144977.34
	Payments Made (Vendors Over \$25000)	1878560.36
	Miscellaneous Payments (\$25000 and Under)	347963.28
	TOTAL Payments	2226523.64

Statement of Financial Information (SOFI)  
2016 Vendor List

Village of Belcarra  
Public Bodies Report

Vendor #	Name	Amount
00055	D & H Group LLP	26145
00418	District of North Vancouver	56411.58
00417	Metro Vancouver Regional District	358698.63
00140	Municipal Pension Plan	54745.21
00568	Province of British Columbia	727096.98
00641	Revolution Resource Recovery Inc.	36647.93
00216	South Coast British Columbia Transportat	129585.72
00109	Young, Anderson	30540.04
	Payments Made (Vendors Over \$25000)	1419871.09
	Miscellaneous Payments (\$25000 and Under)	374790.99
	TOTAL Payments	1794662.08

Statement of Financial Information (SOFI)  
2017 Vendor List

Village of Belcarra  
Public Bodies Report

Vendor #	Name	Amount
00012	BC Assessment Authority	27093.25
00695	Brook Pooni Assoc. Inc.	149313.19
00055	D & H Group LLP	26848.5
00418	District of North Vancouver	74453.68
H0550	H.Y. Engineering	51098.86
00739	Inline Holdings	40845.59
00094	Jack Cewe Ltd.	140929.92
00417	Metro Vancouver Regional District	377007.54
00140	Municipal Pension Plan	55374.39
00493	Nancy Gomerich	43986.33
00258	Opus International Consultants Ltd.	75575.48
00152	Pacific Blue Cross	25922.9
00568	Province of British Columbia	866954.47
00641	Revolution Resource Recovery Inc.	46978.34
00696	Richard White Planning Advisory Serv Ltd	34965
00450	Sea to Sky Network Solutions	44987.83
00216	South Coast British Columbia Transportat	134244.32
00697	Urban Systems Ltd.	57245.06
00109	Young, Anderson	45505.2
	Payments Made (Vendors Over \$25000)	2319329.85
	Miscellaneous Payments (\$25000 and Under)	569162.87
	TOTAL Payments	2888492.72

Statement of Financial Information (SOFI)  
2018 Vendor List

Village of Belcarra  
Public Bodies Report

Vendor #	Name	Amount
00012	BC Assessment Authority	27387.23
00695	Brook Pooni Assoc. Inc.	48731.33
00025	Canada Revenue Agency	35272.39
00418	District of North Vancouver	48762.32
00691	Douglas Lake Equipment Ltd.	28678.82
00739	Inline Holdings	46083.42
00417	Metro Vancouver Regional District	382815.63
00140	Municipal Pension Plan	53167.57
00493	Nancy Gomerich	33024.01
00568	Province of British Columbia	838640.32
00641	Revolution Resource Recovery Inc.	42386.53
00450	Sea to Sky Network Solutions	28863.82
00216	South Coast British Columbia Transportat	143050.65
00109	Young, Anderson	35860.9
	Payments Made (Vendors Over \$25000)	1792724.94
	Miscellaneous Payments (\$25000 and Under)	432033.36
	TOTAL Payments	2224758.3