



**VILLAGE OF BELCARRA  
REGULAR COUNCIL MEETING AGENDA  
Village Hall  
October 20, 2025  
7:00 PM**



*This meeting is live streamed and recorded by the Village of Belcarra  
To view the meeting click: [Village of Belcarra - YouTube](#)*

*Note: This agenda is also posted on the Village's website at [www.belcarra.ca](http://www.belcarra.ca)*

The purpose of a Council meeting is to enact powers given to Council by using bylaws or resolutions. This is the venue for debate of issues before voting on a bylaw or resolution.

*We wish to acknowledge that this meeting is taking place on the unceded territory of the Coast Salish Peoples. Tum-Tumay-Whueton, or Belcarra, is home to an ancestral village of the Tsleil-Waututh Nation. We are thankful to conduct our work within their territory.*

**COUNCIL**

Mayor Jamie Ross  
Councillor Carolina Clark  
Councillor Joe Elworthy  
Councillor Janet Ruzycki  
Councillor Liisa Wilder

- 1. CALL TO ORDER**
- 2. APPROVAL OF THE AGENDA**
- 3. ADOPTION OF MINUTES**
  - 3.1 Special Council Meeting, October 8, 2025**
  - 3.2 Regular Council Meeting, October 6, 2025**

**4. PUBLIC INPUT (15 minutes)**

*A period of fifteen (15) minutes will be made available on each Regular Council Meeting Agenda for members of the public to make submissions to Council. Any person wishing to speak during Public Input Period must so indicate by raising their hand. Each person will be permitted 2 minutes to comment on items presented on the agenda. A second opportunity to speak is permitted when all other interested parties have had an opportunity to provide their comments. Comments must be directed to the Chair of the meeting and not to individual members of Council. Public Input Period is a venue for submissions in the form of statements. Questions can be directed to Question Period at the end of the agenda.*

**5. DELEGATIONS**

**6. ITEMS ON CONSENT AGENDA**

*Council may adopt in one motion all recommendations appearing on the Consent Agenda, or prior to the question on the vote, any Council member may request that an item be removed from the Consent Agenda and placed in Section 7 for debate or discussion, voting in opposition to a recommendation, or declaring a conflict of interest with an item.*

**6.1 Correspondence**

- 6.1.1** Press release dated October 15, 2025 announcing the launch of the *Freshet News*, the first union-supported, non-profit news cooperative in Western Canada.

**6.2 Reports****6.3 Recommendation to Receive Items on Consent**

That the item on the Consent Agenda of the October 20, 2025 Village of Belcarra Regular Council Meeting be received into the record.

**7. ITEMS REMOVED FROM THE CONSENT AGENDA****8. CORRESPONDENCE/PROCLAMATIONS (ACTION ITEMS)****9. UNFINISHED BUSINESS**

- 9.1** Motion by Councillor J. Ruzycki (brought forward as a Notice of Motion at the Regular Council Meeting of October 6, 2025)

*That Council members work with residents and staff to prepare an application for the Village of Belcarra in the Home Town Take Over contest.*

**10. STAFF REPORTS****10.1 2026 Council Meeting Calendar**

Staff report by the Corporate Officer dated October 20, 2025 recommending approval of the 2026 Regular Council Meeting schedule and Acting Mayor appointments for December 2025 to October 2026.

**10.2 Strategic Plan and Key Infrastructure Projects – Q3 2025 Status Report**

Staff report by the Chief Administrative Officer dated October 20, 2025 providing an update to Council on the status of the Strategic Plan and Key Infrastructure Projects for the second quarter as of September 30, 2025 and recommending the report titled “Strategic Plan and Key Infrastructure Projects – Q3 2025 Status Report” be received into the record for information

**11. BYLAWS**

**12. RELEASE OF ITEMS FROM CLOSED COUNCIL MEETINGS**

**13. MAYOR AND COUNCILLOR REPORTS**

**13.1 CHIEF ADMINISTRATIVE OFFICER REPORT**

**14. OTHER MATTERS DEEMED EXPEDIENT**

**15. NOTICES OF MOTIONS AND MATTERS FOR INTRODUCTION AT FUTURE MEETINGS**

**16. PUBLIC QUESTION PERIOD**

*The public is invited to ask questions of Council regarding any item pertaining to Village business. A person wishing to make a submission will be limited to two (2) minutes and the submission must be in the form of a question. A second opportunity to ask a follow up or new question is permitted if no one else is waiting to participate. Questions, including follow up questions, must be directed to the Chair of the meeting and not to individual members of Council or staff. If a question(s) to staff arises during Public Question Period, the question(s) must be addressed to the Chair and the Chair can request clarification from staff.*

*The total session is limited to 20 minutes and will be completed by 11:00 pm unless extended with approval of Council through an affirmative vote.*

**17. ADJOURNMENT**



**VILLAGE OF BELCARRA**  
**SPECIAL COUNCIL MEETING MINUTES**  
**October 8, 2025**



This meeting was held in Council Chambers

**Council in Attendance**

Mayor Jamie Ross  
 Councillor Carolina Clark (participated via Zoom)  
 Councillor Joe Elworthy  
 Councillor Janet Ruzycki  
 Councillor Liisa Wilder

**Staff in Attendance**

Melanie Burton, Chief Administrative Officer  
 Amanda Seibert, Corporate Officer/Recording Secretary

*We wish to acknowledge that this meeting took place on the unceded territory of the Coast Salish peoples. Tum-Tumay-Whueton, or Belcarra, is home to an ancestral village of the Tsleil-Waututh Nation. We are thankful to conduct our work within their territory.*

**1. CALL TO ORDER**

The meeting was called to order at 5:01 pm

**2. APPROVAL OF THE AGENDA**

**2.1 Special Council Meeting, October 8, 2025**

Moved by: Councillor Ruzycki

Seconded by: Councillor Wilder

**That the agenda for the Special Council Meeting of October 8, 2025 be approved.**

**CARRIED**

**3. RESOLUTION TO MOVE INTO CLOSED COUNCIL MEETING**

Moved by: Councillor Clark

Seconded by: Councillor Wilder

**That the October 8, 2025 special meeting of Council be closed pursuant to Sections 90(1) and 90(2) of the *Community Charter* as the subject matter being considered relates to the following:**

**Section 90(1)(k) Negotiations and related discussions respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of the council, could reasonably be expected to harm the interests of the municipality if they were held in public.**

**CARRIED**

**4. ADJOURNMENT**

Moved by: Councillor Wilder  
Seconded by: Councillor Clark

**That the October 8, 2025 Special Council Meeting be adjourned.**

**CARRIED**

The meeting was adjourned at 5:04 pm

Certified Correct:

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Jamie Ross  
Mayor

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Amanda Seibert  
Corporate Officer



**VILLAGE OF BELCARRA  
REGULAR COUNCIL MEETING MINUTES  
October 6, 2025**



This meeting was held in Council Chambers and live streamed at  
[Village of Belcarra - YouTube](#)

**Council in Attendance**

Mayor Jamie Ross  
Councillor Carolina Clark  
Councillor Joe Elworthy  
Councillor Janet Ruzycki  
Councillor Liisa Wilder

**Staff in Attendance**

Melony Burton, Chief Administrative Officer  
Stewart Novak, Manager, Municipal Services  
Amanda Seibert, Corporate Officer/Recording Secretary  
Catherine Grisewood, Clerk

**Others in Attendance**

Ken Bjorgaard, Financial Consultant  
Leon Gaber, KPMG

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**1. CALL TO ORDER**

Mayor Ross called the meeting to order at 7:00 pm

**2. APPROVAL OF THE AGENDA**

**2.1 Regular Council Meeting, October 6, 2025**

Moved by: Councillor Ruzycki  
Seconded by: Councillor Wilder

**That the agenda for the Regular Council Meeting of October 6, 2025 be approved as circulated.**

**CARRIED**

**3. ADOPTION OF MINUTES**

**3.1 Special Council Meeting, September 15, 2025**

Moved by: Councillor Clark  
Seconded by: Councillor Ruzycki

**That the minutes from the Special Council Meeting held on September 15, 2025 be adopted.**

**CARRIED**

**3.2 Regular Council Meeting, September 15, 2025**

Moved by: Councillor Clark  
Seconded by: Councillor Wilder

**That the minutes from the Regular Council Meeting held on September 15, 2025 be adopted.**

**CARRIED**

**4. PUBLIC INPUT**

Mayor Ross reviewed the procedure for Public Input.

Les Bramley, Belcarra resident, asked whether consideration could be given to dedicating a specific time of the week for staff to help residents carry or lift items into the bins at WARD.

**5. DELEGATIONS AND PRESENTATIONS**

No Items

**6. ITEMS ON CONSENT AGENDA**

**6.1 Correspondence**

**6.1.1** Email dated September 10, 2025 from Brian Hirsch, Belcarra resident, regarding the sale of road ends and an encroachment policy for the Village of Belcarra.

**6.1.2** Email dated September 22, 2025 from John Willms, Belcarra resident, regarding private use of public property within the Village of Belcarra.

**6.1.3** Informational release dated September 23, 2025 from Talon Helicopters providing notice of low-level flyovers for FortisBC from September 23 to October 23, 2025.

**6.2 Reports**

**6.3 Recommendation to Receive Items on Consent**

Moved by: Councillor Wilder  
Seconded by: Councillor Clark

**That the items on the Consent Agenda of the October 6, 2025 Village of Belcarra Regular Council Meeting be received into the record.**

Councillor Ruzycki requested that Item 6.1.2 be removed from the Consent Agenda to allow for comment and discussion.

With no further requests for removal of an item, the Mayor called the question on the motion.

**CARRIED**

**7. ITEMS REMOVED FROM THE CONSENT AGENDA**

The following item was removed from the consent agenda for discussion.

**6.1.2** Email dated September 22, 2025 from John Willms, Belcarra resident, regarding private use of public property within the Village of Belcarra.

Councillor Ruzycki advised that she wished to speak on this item due to the financial issues of the Village. She referred to principles of user pay for benefits in financial reporting and stated she would like this issue addressed.

Councillor Clark advised that staff has responded to the correspondence.

**8. CORRESPONDENCE/PROCLAMATIONS (ACTION ITEMS)**

No items

**9. UNFINISHED BUSINESS**

No items

**10. STAFF REPORTS**

**10.1 Twin Island Lot A Remedial Action Requirement (RAR) Compliance**

Staff report by the Building Official dated October 6, 2025 providing an update on the remedial action requirement for Lot A, Twin Islands and recommending that the report be received into the record for information.

The Building Official presented the report. He provided information on the remedial action requirement and the work done by the property owners to date. He reported that all conditions of the remedial action have been satisfied by the property owner and that staff are reviewing bylaw updates to address similar issues in the future.

Moved by: Councillor Wilder

Seconded by: Councillor Clark

**That the staff report dated October 6, 2025 titled “Remedial Action Requirement Compliance – Lot A, Twin Islands”, be received into the record for information.**

**CARRIED**

**10.2 Emergency Management - Indigenous Engagement**

Staff report by the Manager, Municipal Services dated October 6, 2025 providing an update on Indigenous consultation for emergency management work and recommending that the report be received into the record for information.

The Manager, Municipal Services presented the report. He outlined emergency management consultation work that has been carried out with interested indigenous communities as per the Emergency and Disaster Management Act. He reported on the funds received from the Provincial Government to implement the requirements of the Act and advised that KPMG was brought on board to assist with the work. He stated that a report and presentation summarizing the work will be submitted by staff to the Province to complete the grant requirements.

Leon Gaber of KPMG gave a presentation on work carried out on the Indigenous Governing Body Engagement Requirements for the *Emergency and Disaster Management Act*. He outlined the purpose of the initiative and the expectation from the Province that municipalities engage with indigenous governing bodies who have assertive territory within municipal boundaries.

The Manager, Municipal Services and the KPMG representative responded to questions and concerns put forward by members of Council.

Moved by: Councillor Wilder  
Seconded by: Councillor Ruzycki

**That the staff report dated October 6, 2025, titled “Emergency Management - Indigenous Engagement” be received into the record for information.**

**CARRIED**

**10.3 Draft 2026-2030 Financial Plan**

Staff report by the Financial Consultant, and the Chief Administrative Officer dated October 6, 2025 titled “Draft Long-Term Financial Plan (2026-2040) and Projected 2025 Budget Variances” recommending the approval of a revised 2026-2030 Financial Plan/Budget and schedule and outlining proposed tax and rate increases for the 2026 – 2030 Financial Plan/Budget to be presented for public consultation and feedback.

The Chief Financial Officer presented the report. She outlined the objectives which were key considerations in developing the 2026 Budget and longer term 2026-2040 Financial Plan which included the Operational budget, the Capital budget, Reserve funds and the mitigation of tax and fee increases.

The Financial Consultant highlighted the more detailed plans within the budget. He reviewed the long term financial plan and the projected 2025 budgeted actual variances. He advised that public consultation on the plan is scheduled for October 20 to allow for adoption of the financial bylaw prior to the end of the year.

Moved by: Councillor Ruzycki  
Seconded by: Councillor Clark

**That the revised 2026 – 2030 Financial Plan/Budget Schedule be approved; and**

**That the following proposed tax and rate increases for the 2026 - 2030 Financial Plan/Budget be presented for public consultation and feedback:**

**Property Taxes**

**3% increase in property taxes in 2026**

**4% increase in property taxes each year from 2027 to 2030 (subject to review/change in the next budget cycle)**

**Water User Fees**

**4% increase in water user rates in 2026**

**4% increase in water user rate in 2027 to 2030 (subject to review/change in the next budget cycle)**

**Waste & Recycle Depot (WARD) User Fees**

**5% increase in WARD user rates in 2026**

**4% increase in WARD user rate in 2027 to 2030 (subject to review and change in the next budget cycle).**

Note: Prior to the adoption of the motion, the water user fees percentage for 2027 to 2030 were reworded from 5% to 4%.

**CARRIED**

**11. BYLAWS**

No items

**12. RELEASE OF ITEMS FROM CLOSED COUNCIL MEETINGS**

No items

**13. MAYOR AND COUNCILLOR REPORTS**

Mayor Ross attended the following events:

- September 16, 2025 - Regional Parks Committee – Widgeon Marsh Tour
- September 19, 2025 - Mayors Council Public Affairs Committee
- September 22 to September 26, 2026 - UBCM Conference
- September 29, 2025 - 2025 BC Law Enforcement Memorial Service
- September 30, 2025 - Truth and Reconciliation Walk – attended with Councillor Wilder and was an exceptionally organized event
- October 2, 2025 - Mayors Council Meeting
- October 2, 2025 - Electoral Area Annotated Agenda Review

## COUNCILLOR REPORTS

### Councillor Ruzycki

Councillor attended the 2025 UBCM Convention on September 22 – 26. She advised on various sessions she attended at the convention and spoke on the issues that the Village of Belcarra has in common with many other smaller rural communities in BC.

### Councillor Clark

Councillor Clark attended the 2025 UBCM Convention on September 22 – 26. She reported on sessions she attended and advised that Council attendance at UBCM allows urban area representatives to understand challenges being faced by rural communities and their staff and highlighted the importance of the ability to network with persons who understand smaller rural communities.

### Councillor Wilder

Councillor Wilder attended the 2025 UBCM Convention on September 22 – 26. She reported on sessions held at the convention including presentations by various Provincial Ministers, the Premier and the opposition leaders. She also attended the walk for Trust and Reconciliation on September 30, 2025 and commented on the number of participants in the event.

## 13.1 CHIEF ADMINISTRATIVE OFFICER'S REPORT

### Operational & Administrative Updates

- Flail mowing
- Preparing fleet and equipment for the winter
- Placing salt order
- Inspection and cleaning at the Tatlow reservoir and Midden
- Water Samples
- Preparing applications for TransLink grant funding
- Bus Shelter – some residents have inquired about the damaged bus shelter on Bedwell Bay Rd. Transit shelter replacements are a recommendation in the Active Transportation Network Plan, which is coming forward to Council before the end of the year. Pending approval, staff will be looking into replacement options for all of the shelters and will bring a report to Council with recommendations.

## 14. OTHER MATTERS DEEMED EXPEDIENT

No items

## 15. NOTICES OF MOTION AND MATTERS FOR INTRODUCTION AT FUTURE MEETINGS

Councillor Ruzycki gave notice of a motion she will bring forward requesting that Council members work with residents and staff to prepare an application for the Village of Belcarra in the Home Town Take Over contest. She provided an explanation for the motion.

**16. PUBLIC QUESTION PERIOD**

Mayor Ross reviewed the procedure for Public Question Period.

There were no questions from the public.

**17. ADJOURNMENT**

Moved by: Councillor Wilder

Seconded by: Councillor Ruzycki

That the October 6, 2025 Regular Council Meeting be adjourned.

**CARRIED**

The meeting was adjourned at 8:34 pm

Certified Correct:

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Jamie Ross  
Mayor

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Amanda Seibert  
Corporate Officer



# FRESHET NEWS

Burnaby • New Westminster • Tri-Cities



## PRESS RELEASE

**Oct. 15, 2025** – Local news is flowing again in Burnaby, New Westminster and the Tri-Cities!

After months of laying the foundation for the first union-supported, non-profit news cooperative in Western Canada, the “Fresh Four” today launched *Freshet News*.

A website, newsletter and social media channels are the first platforms for *Freshet News*, with a newspaper on its way by the spring of 2026.

“We are excited to get back to reporting and covering the growing communities of Burnaby, New Westminster and the Tri-Cities again,” said founders Cornelia Naylor, Theresa McManus, Mario Bartel and Janis Cleugh.

In April 2025, the four veteran reporters were laid off from the *Burnaby Now*, *New Westminster Record* and the *Tri-City News* by Glacier Media/Lodestar Media.

To read their articles, sign up for the newsletter or donate, go to [freshetnews.ca](https://freshetnews.ca) or visit Instagram, Facebook, Twitter and Bluesky.

Media contact: Cornelia Naylor [cnaylor@freshetnews.ca](mailto:cnaylor@freshetnews.ca)

*Freshet News respectfully acknowledges that our work takes place on the unceded traditional and ancestral lands of the Coast Salish people, including the territories of the ǵíɕəý (Katzie), qʷa:ɬl'əh (Kwantlen), kwíkʷəɬəm (Kwikwetlem), xʷməθkʷəy̓əm (Musqueam), qíqéyt (Qayqayt), Skwxwú7mesh (Squamish), scəwəθən (Tsawwassen) and səlilwətaɬ (Tsleil-Waututh).*

**9. UNFINISHED BUSINESS**

- 9.1** Motion by Councillor J. Ruzycki (brought forward as a Notice of Motion at the Regular Council Meeting of October 6, 2025)

*That Council members work with residents and staff to prepare an application for the Village of Belcarra in the Home Town Take Over contest.*



## COUNCIL REPORT

**Date:** October 20, 2025  
**From:** Amanda Seibert, Corporate Officer  
**Subject:** 2026 Regular Council Meeting Calendar

### Recommendations

That the proposed 2026 Regular Council Meeting Calendar be approved; and further

That the proposed Acting Mayor appointments for December 2025 to October 2026 be approved.

### Purpose

To present the 2026 Council Meeting Schedule with details on variations to the scheduling of meetings for specific months and to provide the schedule for Acting Mayor appointments for the remainder of 2025 to the end of October 2026. It should be noted that the BC Local Government Election will be held on October 17, 2026. The proposed calendar includes that date and sets aside a date for the 2026 Inaugural Council Meeting.

### Background

Pursuant to section 127(1) of the *Community Charter*, a council must make available to the public a schedule of the date, time and place of regular council meetings and give notice of the availability of the schedule in accordance with section 94 *[public notice]* at least once a year. Consistent with section 8 of *Council Procedure Bylaw No. 617, 2023*, the meeting schedule will be made available to the public by being posted to the Public Notice Posting Place as well as the Village website.

### Discussion

As per section 7 of *Council Procedure Bylaw No. 617, 2023*, the attached calendar generally follows the established pattern of Regular Council Meetings held every two weeks on the Monday of each month and includes the following information:

- All Regular Council Meetings
- Local General Election and the Inaugural Council Meeting
- Acting Mayor appointments and schedule
- Major conferences and local events

Variations to the calendar are noted below:

#### February

One meeting is proposed on February 16, 2026 to accommodate the local CAO conference and training at the end of the month.

### March

Meetings are proposed for Monday, March 9, 2026 and Monday, March 30, 2026 in order to accommodate the Spring break for School District No. 43 from March 16 to 27, 2026.

### August

No meetings are scheduled for the month of August to accommodate the summer break.

### September

One meeting is proposed on Monday, September 21, 2026 to accommodate the September 7, 2026 Labour Day statutory holiday and to allow for Council attendance at the Union of British Columbia Municipalities (UBCM) convention from September 14 to September 18, 2026.

### October

One meeting is proposed on Monday, October 5, 2026. The Local General Election is scheduled for October 17, 2026. No meetings are proposed for the remainder of the month to accommodate any changes to Council and provide Elections BC with appropriate time to review election results.

### November

As per Section 124(2)(g) of the *Community Charter* and Part 2 Section 6 of *Council Procedure Bylaw No. 617, 2023*, following a general local election, the Inaugural Meeting must be held within the first ten (10) days of November in the year of the election. An Inaugural Meeting is proposed for November 9, 2026 to prepare for the first meeting of a new Council. The next regular Council Meeting is proposed for November 23, 2026.

### December

One meeting is proposed on December 7, 2026. The winter break is scheduled for the remainder of December with meetings resuming in January of 2027.

### Other events

Belcarra Day is proposed for June 7, 2026.

A Volunteer Appreciation Event is proposed for April 23 as National Volunteer Week is from April 19 to April 25, 2026.

A copy of the proposed 2026 Regular Council Meeting calendar is provided as Attachment 1.

### Acting Mayor Appointments

Under section 130 of the *Community Charter* and section 11(1) of *Council Procedure Bylaw No. 617, 2023*, Council is required to appoint from amongst all of its members, members to serve on a rotating basis as the Acting Mayor for defined periods of the year. As 2026 is an election year, Acting Mayor appointments will run from December 2025 to October 2026. The appointments of Acting Mayor for November/December 2026 and for 2027 will be brought forward at the Inaugural Meeting in November 2026. Proposed appointments for 2025 - 2026 are shown in the table below.

<b>2025 – 2026 ACTING MAYOR APPOINTMENTS</b>	
December 2025 up to & including February	Councillor Carolina Clark
March up to & including May	Councillor Joe Elworthy
June up to & including August	Councillor Janet Ruzyski
September up to & including October	Councillor Liisa Wilder



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Prepared by: Amanda Seibert  
Corporate Officer



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Concurrence: Melony Burton,  
Chief Administrative Officer

Attachment 1: 2026 Regular Council Meeting Calendar

# 2026 COUNCIL MEETING CALENDAR

January						
Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

April						
Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	May 1	

July						
Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

October						
Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

February						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

May						
Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

August						
Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

November						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

March						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

June						
Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

September						
Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

December						
Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

## Council Meetings:

Regular denoted in **BLUE**Inaugural denoted in **GREEN**

### CAO Forum

February 17-19 (Richmond)

### SD 43 Spring Break

March 16-27

### Volunteer Appreciation - April 23

### LMLGA

(Whistler)

April 29-May 1

### LGMA (Penticton)

June 9-11

### Belcarra Day – June 7

### UBCM Annual Convention (Victoria)

September 14-18

### Local Government Election October 17

## Holidays:

Denoted in **RED**

Jan 1: New Year's Day

Feb 16: Family Day

April 3: Good Friday

Apr 6: Easter Monday

May 19: Victoria Day

Jul 1: Canada Day

Aug 3: BC Day

Sep 7: Labour Day

Sep 30: Truth &  
Reconciliation Day

Oct 12: Thanksgiving Day

Nov 11: Remembrance Day

Dec 25: Christmas Day

Dec 26: Boxing Day

Dec 28: Boxing Day Stat

## Acting Mayor Appointments 2025-2026

December 2025 up to &amp; including February

March up to &amp; including May

June up to &amp; including August

September up to &amp; including October

Councillor Carolina Clark

Councillor Joe Elworthy

Councillor Janet Ruzyski

Councillor Liisa Wilder



## COUNCIL REPORT

**Date:** October 20, 2025

**From:** Melony Burton, Chief Administrative Officer

**Subject:** Strategic Plan and Key Infrastructure Projects – Q3 2025 Status Report

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### Recommendation:

That the report dated October 20, 2025, titled “Strategic Plan and Key Infrastructure Projects – Q3 2025 Status Report” be received into the record for information.

### Purpose:

The purpose of this report is to provide an update to Council on the status of the Strategic Plan and Key Infrastructure Projects for the second quarter as of September 30, 2025.

### Background

The Strategic Plan provides goals, objectives and actions to meet Council strategic priorities over the four year term from 2023-2026. Quarterly updates are provided to Council on the items in the plan and associated key infrastructure projects.

### Discussion

The progress and status of Strategic Plan items for the second quarter of the year as of September 30, 2025, are included in Attachment A. The status of Key Infrastructure Projects associated with the plan is included in Attachment B.

Updates on administrative and operational items are included in the Strategic Plan update in Attachment A under the strategic priorities of Communication and Community Engagement as well as Operational Priorities and Strategies. Other administrative and operational updates are being provided through staff reports and CAO reports to Council on a regular basis. This approach allows for more efficient, timely and comprehensive reporting; the large number and type of daily operational and administrative activities are best reported as they occur, while progress reports on larger, longer term strategic initiatives are better suited to quarterly updates.

The Village has made exceptional progress on an ambitious Strategic Plan and has much to be proud of. Council and staff have worked diligently to move things ahead, as noted by the ‘complete’ and ‘in-progress’ status of several items.

Council's strategic priorities are achieved when the goals and objectives are clear, and the necessary timelines and resources are assigned. These are referenced in Council's strategic priorities document as 'providing the resources to get the job done' and 'aligning human resources with strategic priorities.' Carrying too many projects in a small organization with limited resources can compromise the ability to deliver both core services and strategic initiatives. As committed, we want to set staff up for success with the adequate time, capacity and resources to deliver projects and core services on time, on scope and on budget.

As we move into the next capital and strategic planning cycles, we will aim to move forward at a pace that is sustainable and right sized for the community. This supports the successful delivery of projects and services to meet Belcarra's needs, while getting the most out of money spent, and minimizing tax increases. In the interim, we will stay focused on the delivery of committed items by considering requests that do not align with current operational activities and strategic priorities for the next planning cycle, aside from time sensitive opportunities and emergencies.

Staff are dedicated to the delivery of strategic plan items in 2025 and 2026 and look forward to reporting on further progress with the next quarterly report.



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Prepared by: Melony Burton,  
Chief Administrative Officer

Attachment A: Strategic Plan – Q2 Status to September 2025

Attachment B: Key Infrastructure Projects – Q2 Status to September 2025

ATTACHMENT A – STRATEGIC PLAN STATUS AS OF SEPTEMBER 30, 2025

MANAGE AND RENEW OUR ASSETS & INFRASTRUCTURE						
We will manage and safeguard our assets and infrastructure						
Asset Management Program						
<ul style="list-style-type: none"><li>▪ Develop and implement an asset management program</li><li>▪ Inventory assets and estimate remaining useful life of major components</li><li>▪ Record all assets and infrastructure in GIS system</li><li>▪ Develop a condition assessment schedule</li><li>▪ Complete assessments for key infrastructure on a yearly basis</li></ul>						
ACTIONS	Project Manager	Supporting Resources	Source of Funds (SoF) or Additional Budget Requirements (ABR)	Comments	Expected Completion Date	Status Report September 30, 2025
1. Complete review and undertake field work to provide breakdown of asset components and useful lives. Update GIS system accordingly.	Manager, Municipal Services	Financial Consultant	SoF - existing annual \$30K asset management budget, grant funding from Community Building Fund, and \$25K UBCM grant	Part of project which includes asset management, condition assessments, long-term financial plan & financial sustainability report.	Sept 2024 and annual updates	Complete
2. Complete 5-year condition assessment schedule for assessing key assets and update annually.	Manager, Municipal Services	Consultant  CAO	SoF - existing annual \$30K asset management budget, grant funding from Community Building Fund, and \$25K UBCM grant Fund	Part of project which includes asset management, condition assessments, long-term financial plan & financial sustainability report.	Sept 2023 and annual updates	Complete and Ongoing
3. Complete annual condition assessments	Manager, Municipal Services	Consultant	SoF - existing annual \$30K asset management budget, grant funding from Community Building Fund, and \$25K UBCM grant	Part of project which includes asset management, condition assessments, long-term financial plan & financial sustainability report.	Sept 2024 and annual updates	Complete and Ongoing

MANAGE AND RENEW OUR ASSETS & INFRASTRUCURE						
We will manage and safeguard our existing assets and infrastructure						
Renew Key Infrastructure & Assets						
<ul style="list-style-type: none"><li>▪ Develop long-term infrastructure/asset renewal and replacement schedule for existing assets</li><li>▪ Complete priority infrastructure projects (see Key Project Lists)</li></ul>						
ACTIONS	Project Manager	Supporting Resources	Source of Funds (SoF) or Additional Budget Requirements (ABR)	Comments	Expected Completion Date	Status Report September 30, 2025
1. Complete long-term financial estimates and plan for infrastructure/asset replacements (based on asset management and condition assessment results)	Manager, Municipal Services	Contractor(s)  CAO	ABR - part of additional \$20K to come from Community Building Fund		Sept 2024	Complete
2. Update long-term financial estimates and plan for infrastructure/assets renewal annually	Manager, Municipal Services	Contractor(s)	ABR – part of additional \$20K to come from Community Building Fund		Aug 2024 and annual updates	Complete and ongoing
3. Integrate long-term infrastructure/asset replacement plan into long-term financial plan	CAO	Financial Consultant	ABR – part of additional \$20K to come from Community Building Fund		Sept 2024 and annual updates	Complete and ongoing
4. Tender and complete priority infrastructure (see Key Project List)	Manager, Municipal Services	Contractor(s)	Project based budgets and ABR to be determined with funding from existing reserve funds and Growing Communities Fund (\$759k initial balance)	Project Management funds to be added to capital budgets	Sept 2024 and annual updates	Ongoing

MANAGING AND RENEW OUR ASSETS & INFRASTRUCURE We will manage and safeguard our existing assets and infrastructure						
Water System Improvements						
<ul style="list-style-type: none"> <li>Assessment and work on water reservoir</li> <li>Define clear options to address water system deficiencies</li> <li>Budget and schedule water system changes to address deficiencies</li> <li>Complete business case for universal water metering</li> <li>Review of water charges for Belcarra Regional Park</li> </ul>						
ACTIONS	Project Manager	Supporting Resources	Source of Funds (SoF) or Additional Budget Requirements (ABR)	Comments	Expected Completion Date	Status Report September 30, 2025
1. Complete engineering report and work on water reservoir	Manager, Municipal Services	Consultant	SoF - \$30K Water Engineering Capital Budget, \$45K Water Capital Budget for excavation and fencing around reservoir. ABR for additional chlorination design work to be determined	Capital budgets of \$20K in 2024 and \$20K 2025 for Water System Engineering reallocated to actual project work	Q1, 2026	Excavating and Fencing – <b>Complete</b> Interior inspection and lining repair – <b>Complete</b> Chlorination system design & permitting - <b>Complete</b> Chlorination system installation – <b>RFP in Q4, 2025</b>
2. Engineering report and recommendations on options for addressing water system deficiencies including risk factors and budgets	Manager, Municipal Services	Consultant	ABR – to be determined with funding from Community Building Fund. Capital budgets of \$20K in 2024 and \$20K 2025 for Water System Engineering reallocated to actual project work.	Nov 2024 report with cost estimates and recommendations.	Nov 2024	<b>Complete</b>
3. Decision(s) on projects and budgets for addressing water deficiencies in part based on risk tolerance	Manager, Municipal Services	CAO	Project based budgets and ABR with funding from Growing Communities Fund (\$759k initial balance)	Review of engineering report results and recommendations. Staff report on scheduling and budgeting.	Q4, 2025	<b>In progress</b>
4. Provide for water system improvements in long-term financial plan	CAO	Financial Consultant	N/A	Improvements to be included as decisions are made on scope, scheduling and budget.	Q3, 2026	Planned work
5. Complete water metering business case	CAO	Manager, Municipal Services	SoF - \$40K capital budget for universal water metering in 2024 ABR for additional capital and operating costs	Requires significant staff resources. Initial grant funding application was unsuccessful.	2026	Planned work
6. Complete review of Belcarra Park water charges	CAO	Financial Consultant	Within existing operating budget	Increase water charge to Metro Vancouver from residential user rate to park rate to reflect higher usage.	Q4, 2025	<b>In progress</b>

## MANAGING OUR ASSETS & INFRASTRUCTURE

We will manage and safeguard our existing assets and infrastructure

### Waste & Recycle Depot (WARD) Improvements

- Review WARD services and infrastructure
- Outline options for changes in services and service levels outlined including cost control options
- Plan, budget and schedule for changes to WARD services and infrastructure

ACTIONS	Project Manager	Supporting Resources	Source of Funds (SoF) or Additional Budget Requirements (ABR)	Comments	Expected Completion Date	Status Report September 30, 2025
1. Complete WARD service review including review of current service provider and the option of utilizing Recycle BC to save costs	Manager, Municipal Services	Consultant(s)  CAO	<b>ABR</b> of up to \$15,000 from Financial Stabilization Reserve	Further discussions with Recycle BC pending. RFP for new service delivery contract to be undertaken.	Q1, 2026	Planned work
2. Review of WARD infrastructure to match services provided	Manager, Municipal Services	Consultant(s)  CAO	Part of ABR above	Recommendation by Waste Connections to separating cardboard from mixed recyclables – in progress.	Q1, 2026	Planned work
3. Recommendations and approvals related to service changes and infrastructure needed	Manager, Municipal Services	CAO	Project based budgets based on results of review. <b>ABR</b> to be determined for any additional capital and operating costs	Before agreement with service provider expires in April of 2026.	Q1, 2026	Planned work
4. Implementation of any approved changes including provision for changes in financial plan	CAO	Financial Consultant	N/A	Before agreement with service provider expires in April of 2026.	Q2, 2026	Planned work

MANAGING OUR ASSETS & INFRASTRUCURE
We will manage and safeguard our existing assets and infrastructure
Road Ends & Firehalls
<ul style="list-style-type: none"> <li>Plan for firehall replacements</li> <li>Review existing cost sharing agreement</li> <li>Explore funding sources and strategies</li> </ul>

ACTIONS	Project Manager	Supporting Resources	Source of Funds (SoF) or Additional Budget Requirements (ABR)	Comments	Expected Completion Date	Status Report as of September 30, 2025
1. Review existing fire hall cost sharing agreement and plan for fire hall replacements	CAO	CAO and Consultant(s)	ABR of up to \$20,000 from Financial Stabilization Reserve	Service review in progress. Design/construction schedule and delivery approach in development.	Q4, 2025	In progress
2. Explore development and sale of road ends to fund firehalls and other capital projects	CAO	CAO and Consultant(s)	ABR of up to \$20,000 from Financial Stabilization Reserve	Only most sellable lot(s) will be pursued with any sales proceeds from first sales funding development work. Update report in Q4, 2025.	Q4, 2025	In progress
3. Identify other funding sources and strategies	CAO	Financial Consultant	N/A	Metro Vancouver financing, levy and grant options.	2026	Planned work

\*Added to 2023-2026 Strategic Plan in 2024

<div> <div>STEWARDED OUR COMMUNITY &amp; ITS NATURAL ENVIRONMENT</div> <div>We will care for our community and value its natural environment</div> </div>						
Managing our Natural Assets						
<div> <ul style="list-style-type: none"> <li>Inventory and map natural assets</li> <li>Plan and budget for maintaining tree canopies</li> <li>Develop tree trimming and maintenance program</li> </ul> </div>						
ACTIONS	Project Manager	Supporting Resources	Source of Funds (SoF) or Additional Budget Requirements (ABR)	Comments	Expected Completion Date	Status Report as of September 30, 2025
1. Complete inventory and mapping of natural assets (e.g. tree canopies, wetland, watercourses, riparian areas) and include in GIS system	Manager, Municipal Services	Contractor(s)	ABR to be determined with funding from Climate Action Program funds	\$40K of funding available annually for 3 years. Will also be applying for a grant to complete this project	April 2024	COMPLETE
2. Council report on ongoing budget needs for tree management program	Manager, Municipal Services	CAO	ABR to be determined with adjustment in annual operating budget being made		2026	Planned work
3. Operational plan to implement tree trimming and maintenance plan	Manager, Municipal Services	CAO	N/A	Assessed and removed 8 trees around Tatlow Reservoir with a fall and impact risk	2026	Planned work

STEWARDED OUR COMMUNITY & ITS NATURAL ENVIRONMENT						
We will care for our community and value its natural environment						
Official Community Plan (OCP)						
<ul style="list-style-type: none"><li>Final OCP adoption</li><li>Implement OCP</li><li>Monitor OCP as a tool to guide development and growth</li></ul>						
ACTIONS	Project Manager	Supporting Resources	Source of Funds (SoF) or Additional Budget Requirements (ABR)	Comments	Expected Completion Date	Status Report as of September 30, 2025
1. Finalize OCP and conduct public hearing	CAO	Contractor(s)	SoF - \$20,000 in 2023 budget. Funding is from the Community Building Fund	Need to provide for review and update of OCP in long-term financial plan every 5 years	Q1, 2024	Complete
2. Adopt OCP and implement the same into daily operations	CAO	CAO	N/A		Oct 2024	Complete and ongoing
3. Prioritization of OCP action items and completion of action items	CAO	CAO	ABR to be determined Spending requests and approvals with budgeting planning process	OCP items will be identified and prioritized in 2027-2030 Council Strategic Priorities and Strategic Plan.	2026/2027	Planned work
4. Ongoing monitoring of OCP and its effect on the community	CAO	CAO	N/A		Oct 2024	Complete and ongoing

<b>STEWARDING OUR COMMUNITY &amp; ITS NATURAL ENVIRONMENT</b> We will care for our community and value its natural environment						
<b>Path, Trail and Road Shoulder Network</b>						
<ul style="list-style-type: none"> <li>▪ Map and plan for path/trail/road shoulder network expansion</li> <li>▪ Secure funding for incremental buildout of the network</li> <li>▪ Maintain existing network</li> <li>▪ Incrementally build out network</li> </ul>						
ACTIONS	Project Manager	Supporting Resources	Source of Funds (SoF) or Additional Budget Requirements (ABR)	Comments	Expected Completion Date	Status Report as of September 30, 2025
1. Complete mapping of existing network and include in GIS system	Manager, Municipal Services	Consultant	<b>ABR</b> – \$10,000 from Community Building Fund		Sept 2023	<b>Complete</b>
2. Create plan for incremental build out of network including budget requirements	CAO	Consultant(s)	<b>ABR</b> – \$37,500 from Community Building Fund. \$37,500 from TransLink	Active Transportation Network Plan (ATNP): <ul style="list-style-type: none"> <li>• Development in 2024/2025</li> <li>• Public Engagement report in July 2025</li> <li>• Draft final report in Nov 2025</li> <li>• Final report in Dec 2025</li> </ul>	Q4 2025	<b>In progress</b>
3. Complete funding applications for network projects and secure grant funding	CAO	Manager, Municipal Services Financial Consultant	<b>ABR</b> to be determined	TransLink funding applications due annually in the fall. List of projects in ATNP can be used to support future grant applications	Q4, 2024 and annually	<b>Complete and ongoing</b>
4. Include budgets for maintaining existing network in long-term financial plan	CAO	Financial Consultant	<b>ABR</b> to be determined and to be included in annual operating budget	Funding is included in the long-term financial plan to maintain the network and is reviewed each year.	Q3, 2024 and annually with capital and operational budgeting	<b>Complete and ongoing</b>
5. Build out network including prioritized sections	CAO	Manager, Municipal Services	<b>ABR</b> to be determined and dependent upon grants obtained	New assets to include budget for ongoing maintenance.	Annually, as approved	<b>In progress</b>

<div> <div>STEWARDED OUR COMMUNITY &amp; ITS NATURAL ENVIRONMENT</div> <div>We will care for our community and value its natural environment</div> </div>						
Tennis Court Site Redevelopment						
<ul style="list-style-type: none"> <li>Asses, plan and budget for Tennis Court site redevelopment</li> <li>Agreement with Metro Vancouver for redevelopment plan</li> <li>Redevelopment construction</li> </ul>						
ACTIONS	Project Manager	Supporting Resources	Source of Funds (SoF) or Additional Budget Requirements (ABR)	Comments	Expected Completion Date	Status Report as of September 30, 2025
1. Report to Council on amenity options for tennis court site including associated budget implications and any First Nation requirements	CAO	Consultant	N/A	Report in July 2025	Q3, 2025	Complete
2. Decision on amenities and budget for tennis court site	CAO	Consultant	ABR to be determined	Decision in July 2025	Q3, 2025	Complete
3. Redevelopment site plan and agreement with Metro Vancouver	CAO	Consultant	N/A	Rehabilitation of site to natural area by Metro Vancouver. Future lease option for Village.	Q3, 2025	Complete
4. Redevelopment construction	CAO	N/A	N/A	By Metro Vancouver	2026	By Metro Vancouver

<b>FISCAL MANAGEMENT &amp; FINANCIAL SUSTAINABILTY</b> We will operate in a fiscally responsible and financial sustainable manner						
Fiscal Management						
<ul style="list-style-type: none"> <li>▪ Establish a Finance Committee</li> <li>▪ Provide regular fiscal updates to Council and the community</li> <li>▪ Council input into annual, long-term financial plans including capital review</li> </ul>						
ACTIONS	Project Manager	SUPPORTING Resources	Source of Funds (SoF) or Additional Budget Requirements (ABR)	Comments	Expected Completion Date	Status Report September 30, 2025
1. Create and approve Terms of Reference for a Finance Committee	CAO	Financial Consultant  Corporate Officer	N/A		July 2023	Complete
2. Complete fiscal updates and present to Council	CAO	Financial Consultant Accounting Clerk	N/A	Quarterly operating and capital variance reporting	July and Sept 2024 and annual updates	Complete and ongoing
3. Review and approve long-term capital and operating financial plans	CAO	Financial Consultant Accounting Clerk	N/A	5-year financial plan and long-term plan updated annually.	Sept 2024 and annual updates	Complete and ongoing

<b>FISCAL MANAGEMENT &amp; FINANCIAL SUSTAINABILTY</b> We will operate in a fiscally responsible and financial sustainable manner						
Financial Sustainability						
<ul style="list-style-type: none"> <li>▪ Long-term (15-year) operating and capital financial plans completed and updated annually</li> <li>▪ Integration of infrastructure renewal/replacement plans with long-term financial plans</li> <li>▪ Formal grant writing resources and process in place</li> <li>▪ Ongoing grant applications submitted</li> </ul>						
ACTIONS	Project Manager	Supporting Resources	Source of Funds (SoF) or Additional Budget Requirements (ABR)	Comments	Expected Completion Date	Status Report September 30, 2025
1. Create long-term financial planning model (15 years) with integration of infrastructure and capital plans based on asset management results	CAO	Financial Consultant	<b>SO</b> F - \$20K budgeted for this component from UBCM grant \$25K includes \$25K UBCM grant) which includes asset management, condition assessments, long-term financial plan & financial sustainability report.	Integrated model is complete and kept updated.	Oct 2023 and annual updates	<b>Complete and ongoing</b>
2. Produce report for Council and community based on long-term financial plan which also addresses financial sustainability	CAO	Financial Consultant	<b>SO</b> F - \$25K budgeted for this component to come from Community Building Fund Part of overall project budget which includes asset management, condition assessments, long-term financial plan & financial sustainability report.	Community Financial Sustainability report was completed and recommendations within the report have been approved by Council for implementation.	Oct 2023 and annual updates	<b>Complete and ongoing</b>
4. Secure grant writing resource, provide list of grant targets and start application process	CAO	Financial Consultant  Staff	<b>AB</b> R to be determined with grant resource to be charged to projects if possible	Establish and maintain list of eligible grant programs. Implement grant tracking system and apply for grants as they become available.	Q2, 2025	<b>Complete and ongoing</b>

<b>EMERGENCY MANAGEMENT &amp; PREPAREDNESS</b> We will make public safety a priority						
Emergency Planning & Management						
<ul style="list-style-type: none"> <li>▪ Update emergency management plan</li> <li>▪ Mass notification system</li> <li>▪ Inventory and replenishment of emergency supplies</li> </ul>						

ACTIONS	Project Manager	Supporting Resources	Source of Funds (SoF) or Additional Budget Requirements (ABR)	Comments	Expected Completion Date	Status Report September 30, 2025
1. Review and update emergency management plan	Manager, Municipal Services	Consultant  CAO	<b>ABR</b> to be determined with funding coming from grant \$42,000 grant provided for EDMA work with First Nations	Emergency Management – Indigenous Consultation. Oct 2025 report and presentation.	Q4, 2025	In progress
2. Implement mass notification system	Manager, Municipal Services	CAO	<b>SoF</b> existing operating budget Budget estimated at \$2,000 per year	Alertable system is in place	Oct 2023	Complete
3. Complete inventory of emergency supplies replenishment same as needed	Manager, Municipal Services	CAO	<b>SoF</b> \$33k grant from Community Preparedness Fund	Purchase of new trailer and equipment to establish an emergency operations centre.	Q1, 2026	In progress

EMERGENCY MANAGEMENT & PREPAREDNESS						
We will make public safety a priority						
Fire Safety including Wildfire Management						
<ul style="list-style-type: none"><li>▪ Complete fire safety &amp; resiliency plan finalized</li><li>▪ Creation and implementation of wildfire prescriptive zones</li><li>▪ Inclusion of Metro Vancouver Sasamat fire service tax requisition on tax notices</li></ul>						
ACTIONS	Project Manager	Supporting Resources	Source of Funds (SoF) or Additional Budget Requirements (ABR)	Comments	Expected Completion Date	Status Report September 30, 2025
1. Complete fire safety & resiliency plan	Manager, Municipal Services	Consultant CAO	SoF existing UBCM grant		June 2023	Complete
2. Create and maintain wildfire prescriptive zones including development planning area	Manager, Municipal Services	Consultant CAO	SoF existing UBCM grant of \$5,000 for public education		Ongoing	Complete
3. Remediate forest prescription areas	Manager, Municipal Services	Contractor(s) CAO	ABR to be determined to address ongoing wildfire management. Review grant funding opportunities	Annual vegetation and tree removals to reduce fire fuels around Village Hall, reservoir and roads. Develop fire fuel reduction strategy with schedule and budget and apply for grant funding.	2026	In progress
4. Annual Metro Vancouver tax requisition for Sasamat fire service showing on tax notices	CAO	Accounting Clerk Financial Consultant	N/A		May 2024	Complete

**COMMUNICATION & COMMUNITY ENGAGEMENT**

We will place a priority on communicating with our citizens, staff and partners

**Communication & Community Engagement**

- New protocol for community/public input and engagement at Council meetings
- Communication protocol for interaction between CAO, staff & Council
- Communication strategy in place for engaging the public on key issues on an ongoing basis including the use of social media
- Implementation and monitoring of communication strategy

ACTIONS	Project Manager	Supporting Resources	Source of Funds (SoF) or Additional Budget Requirements (ABR)	Comments	Expected Completion Date	Status Report September 30, 2025
1. Procedures for Community input & engagement at Council meetings written into updated Council Procedure bylaw	Corporate Officer	CAO	N/A	Council Procedure Bylaw adopted on Dec 4, 2023	Dec 2023	<b>Complete</b>
2. Communication protocol for CAO, staff and Council	CAO	Corporate Officer	N/A		Q2, 2025	<b>Complete</b>
3. Hold Community information meetings to inform citizens as needed	CAO	Corporate Officer	N/A	Meetings held as needed and approved by Council.	Ongoing	<b>Complete</b>

<b>OPERATIONAL PRIORITIES &amp; STRATEGIES</b> We will operate efficiently and effectively to provide value and service to our community and residents						
Policies, Procedures & Bylaws						
<ul style="list-style-type: none"> <li>Review and update policies, procedures and bylaws on an ongoing basis</li> </ul>						
ACTIONS	Project Manager	Supporting Resources	Source of Funds (SoF) or Additional Budget Requirements (ABR)	Comments	Expected Completion Date	Status Report September 30, 2025
1. Develop, adopt and implement updated procurement policy	CAO	Financial Consultant	N/A	Draft policy and report were presented to the Finance Standing Committee. New CAO to review.	Q1, 2026	Planned work
2. Develop, adopt and implement updated Human Resources policy	CAO	N/A	N/A		Sept 2023	Complete
3. Develop, adopt and implement updated Council Procedure bylaw	Corporate Officer	CAO	N/A	Council Procedure adopted on Dec 4, 2023	Dec 2023	Complete
4. Conduct and document annual policy reviews including updating policies as needed	Corporate Officer	CAO	N/A	New Records Management Policy approved in March 2025. Review of other policies is in progress.	Dec 2024 and reviewed annually	Complete and ongoing

<div> <div>OPERATIONAL PRIORITIES &amp; STRATEGIES</div> <div>We will operate efficiently and effectively to provide value and service to our community and residents</div> </div>						
Operational Reporting & Updates						
<div> <div> <div>▪ Quarterly reports on status of Strategic Plan items</div> <div>▪ Quarterly reports on status of operational and administrative activities</div> </div> </div>						
ACTIONS	Project Manager	Supporting Resources	Source of Funds (SoF) or Additional Budget Requirements (ABR)	Comments	Expected Completion Date	Status Report June 30, 2025
1. Complete reporting templates	CAO	CAO	N/A		July 2023	Complete
2. Complete quarterly reports on status of Strategic Plan items	CAO	Corporate Officer Manager, Municipal Services	N/A	Quarterly reports submitted by the end of each month following quarter ends	Sept 2023 and quarterly updates	Complete and ongoing
3. Complete quarterly reports on administrative and operational activities	CAO	Corporate Officer Manager, Municipal Services	N/A	Quarterly reports on administrative and operational items included in Strategic Plan  Regular updates on other operational and administrative activities provided through staff and CAO reports to Council.	Sept 2023 and quarterly updates	Complete and ongoing

OPERATIONAL PRIORITIES & STRATEGIES
We will operate efficiently and effectively to provide value and service to our community and residents
Human Resources
<ul style="list-style-type: none"> <li>▪ Assess staff resource needs in short, medium &amp; long-term</li> <li>▪ Assess and plan for external resources (consultants &amp; contractors)</li> <li>▪ Budgeting and Implementation budgeting for resources as approved</li> </ul>

ACTIONS TO ACHIEVE RESULTS	VoB Project Sponsor	Supporting Resources	Source of Funds (SoF) or Additional Budget Requirements (ABR)	Comments	Expected Completion Date	Status Report June 30, 2025
1. Council report and recommendations on staff resources	CAO	N/A	N/A	Assessment of existing conditions by new CAO for 6-12 months	2026	In progress
2. Council report on consulting resources and recommendations including engineering, finance planning, information technology, etc.	CAO	N/A	N/A	Less reliance on external consultants with staff support and development to complete more work in-house.	2026	In progress
3. Implementation of Human Resources plan including budgeting approved resources and undertaking request for proposals (RFPs) for external resources as needed	CAO	Financial Consultant	ABR to be determined and to be provided for within long-term operating financial plan		2027-2030	Planned work

<b>OPERATIONAL PRIORITIES &amp; STRATEGIES</b> We will operate efficiently and effectively to provide value and service to our community and residents						
Information Systems & Technology						
<ul style="list-style-type: none"> <li>▪ Secure and stable information systems with protection from threats</li> <li>▪ E-commerce capability implementation</li> <li>▪ Budget for IT system replacements and improvements including hardware and software</li> <li>▪ Plan for content and maintenance of Village website</li> <li>▪ Review document management system</li> </ul>						
ACTIONS	Project Manager	Supporting Resources	Source of Funds (SoF) or Additional Budget Requirements (ABR)	Comments	Expected Completion Date	Status Report September 30, 2025
1. Develop and implement staff training programs to make best use of existing programs and technology	CAO	Manager, Municipal Services	ABR reviewed with annual budget planning process	Training and support provided as needed. Staff assessments in progress. Training and support plans will be developed based on staff and organizational needs.	2026	In progress
2. Implement e-commerce capabilities for payments, lookups, email responses, etc.	CAO	Financial Consultant, Accounting Clerk	ABR reviewed with annual budget planning process		2026	Planned work
3. Review of website content and maintenance and plan for future use	Corporate Officer	Accounting Clerk, CAO	ABR reviewed with annual budget planning process		2026	In progress
4. Conduct system review with IT provider to ensure maximum protection for Village system	CAO	IT Consultant	ABR reviewed with annual budget planning process		2026	Complete
5. Create longer term budgets for IT hardware and software replacements	CAO	IT Consultant, Financial Consultant	ABR reviewed with annual budget planning process		Sept 2024	Complete
6. Complete review of document management system options and provide recommendations	Corporate Officer	Consultant, CAO	SoF existing MAIBC grant for \$10,000	Records Management Bylaw and Policy approved in March 2025. External support secured. Work is underway.	Q4, 2026	In progress

## ATTACHMENT B - Key Infrastructure Projects Q2 Status Update as of September 30, 2025

Project Category	Project Description	Financial Plan/Funding	Comments	Planned Completion Date	Status
Water Reservoirs	Complete engineering report and work on water reservoir (excavation and fencing)	Budget in 2024 for \$30K Water Engineering Capital Budget \$45K Water Capital Budget for excavation and fencing around reservoir.	Capital budgets of \$20K in 2024 and \$20K 2025 for Water System Engineering reallocated to construction	July 2024	Complete
Water Reservoirs	Tatlow interior inspection and lining repair	\$68,250 budget approved on Feb 10 2025	Capital budgets of \$20K in 2024 and \$20K 2025 for Water System Engineering reallocated to construction	Q1, 2025	Complete
Water Reservoirs	Chlorination system design	Budget in 2024 of \$46,000 for design; funded from community Works Reserve		Q2, 2024	Complete
Water Reservoirs	Chlorination System Construction	Budget of \$175,000 in 2025 for Water Chlorination System construction funded from Growing Communities Reserve Funds	RFP development in Q3, 2025. RFP issues in Q4, 2025. Installation in Q1, 2026.	Q1, 2026	In progress
Water System	Engineering report and recommendations on options to address water system deficiencies including risk factors and budgets	Budget in 2024 of \$30,000 options; funded from Water Capital Reserve.		Sept 2024	Complete
Water System	Final decision(s) on projects and budgets for addressing water deficiencies in part based on risk tolerance	To be determined	Review of engineering report results and recommendations. Staff report on scheduling and budgeting.	Q4, 2025	In progress
Paving	Marine Avenue – Design	Amended total project budget of \$468,222 approved.	Design and cost estimate	2024 - 2025	Complete
Paving	Marine Avenue - Construction	Unused budget above was carried forward to 2025 to finalize project including deficiencies.		Q1, 2025	Complete
Paving	Belcarra Bay Rd (from stop sign to Turtlehead Rd) + drainage	Budgeted in 2026 at \$287,500 with funding from Transportation Infrastructure Reserve	Drainage works in 2026. Detailed design in 2027. Road rehabilitation in 2028.	2026-2028	Planned work

## ATTACHMENT B - Key Infrastructure Projects Q2 Status Update as of June 30, 2025

Project Category	Project Description	Financial Plan/Funding	Comments	Estimated Completion Date	Status
<b>Paving</b>	Belcarra Bay Rd (from Turtlehead Rd to Whiskey Cove Lane)	Budgeted at \$200,000 with funding coming from Transportation Infrastructure Reserve	Turnaround paving and design in 2027. Road rehabilitation in 2029.	2027-2029	Planned work
<b>Trails</b>	Three (3) Trails from Marine Avenue to Beach (3440 Marine – wooden stairs down to beach; 3750 Marine – divers' trail; 3924 Marine – cement staircase)	Budgeted in 2024 at \$50,000 with funding coming from Transportation Infrastructure Reserve	Pending completion of Active Transportation Plan in 2025	2026	Planned Work
<b>Tennis Court Site</b>	Tennis Court Site Redevelopment	Rehabilitation costs by Metro Vancouver. \$15k for rehabilitation work returned to CRAB.	Rehabilitation to natural area by Metro Vancouver. Future lease option for Village.	Q3, 2025	<b>Complete</b>
<b>Road Barriers &amp; Flashing Beacons</b>	Belcarra Bay Rd	Project completed with 75% TransLink grant funding & 25% Community Works Reserve funding	Part of Major Road Network (MRN)	2024	<b>Complete</b>
<b>BBUP</b>	Bedwell Bay Upgrade Project - Design	\$65K engineering concept design for the project and \$100,000 budget in 2025 for preliminary and detailed design. 50% grant funded from TransLink.	Concept Design in 2024. Design modifications per Active Transportation Network Plan in 2025. Detailed design in Q1, 2026.	Q1, 2026	<b>In progress</b>
<b>BBUP</b>	Bedwell Bay Rd - Kelly to Main road and drainage works	Budgeted at \$1.2M with 60% TransLink grant funding and 40% Growing Communities Reserve funding.		2026	Planned Work
<b>BBUP</b>	Kelly Avenue – gabion wall	Budgeted at \$500k with 75% TransLink grant funding and 25% Growing Communities Reserve funding.	May be constructed with Bedwell Bay Rd road and drainage works	2027	Planned Work
<b>BBUP</b>	Main Avenue – gabion wall	Budgeted at \$500k with 75% TransLink grant funding and 25% Growing Communities Reserve funding.		2028	Planned Work