



2016 Annual Report

The Municipality of the Village of Lions Bay

For the Year Ended December 31, 2016

TABLE OF CONTENTS

Table of Contents.....	1
Message from the Mayor.....	2
Message from the CAO	5
Governance	6
2014-2018 Council.....	6
Other Council Bodies	7
Council Priorities 2016.....	8
Corporate Strategic Planning and Priority Setting Report 2016-2018	9
Departments	21
Administration	21
Finance.....	23
Public Works	24
Public Safety.....	27
Lions Bay Fire Rescue.....	27
Police	28
Bylaw Enforcement.....	28
Community Involvement	29
Volunteers – The Heart of Lions Bay	29
2016 Community Grants.....	30
2016 Citizen Awards	30
Permissive Tax Exemptions	30
Financial Statements.....	31
Statement of Financial Information (SOFI)	52
Supplemental Information.....	55
Breakdown of 2016 Revenues	55
Breakdown of 2016 Expenses.....	55
Building Permit Statistics	56
Property Tax Statistics	57
Property Assessments	58
Dog Licenses, Tree Permits, Recreation	59
Financial Indicators.....	60
2016 Census Statistics	61
Looking Forward	62

MESSAGE FROM THE MAYOR



Hello Friends and Neighbours.

Herewith, Council's 2016 Annual Report to the taxpayers of the municipality, the document of record for the year. Lions Bay has a land area of 2.51 km², the 10th smallest municipality in BC. Our population is approximately 1550 (the 2016 Census says 1334, making us the 36th smallest in BC by headcount). At year-end 2016 there are 565 single-family properties assessed in July 2016 at an average value of \$1.62 mil. (\$1.44 mil. median), plus 26 multi-family properties and 3 commercial.

You'll find the details of our 2016 operating costs further on in this document, but as far as what has been invested over the years, here's a simplified snapshot. It excludes accounting items like receivables and payables (on the basis they will be collected or paid shortly) so it's definitely not PSAB or GAAP, and will make our CFO's hair stand on end, but the numbers are right, and this is what I use to see where we stand:

ASSETS	Dec. 31 2016 (mil.)	
Municipally-owned land at cost	\$11.1	
Buildings at cost	\$2.1	
(less depreciation)	-\$0.7	35%
Roads & drainage at cost	\$4.5	
(less depreciation)	-\$2.7	62%
Equipment, furniture, vehicles at cost (including Fire Rescue)	\$1.7	
(less depreciation)	-\$1.1	65%
Other assets at cost	\$0.3	
(less depreciation)	-\$0.1	26%
Water assets at cost	\$7.0	
(less depreciation)	-\$2.6	37%
Wastewater assets at cost	\$0.8	
(less depreciation)	-\$0.6	72%
	<hr/> \$19.7	
Financial assets (excluding multi-year in-and-out items)		
Cash & cash equivalents	<hr/> \$2.2	
	<hr/> \$21.9	
LIABILITIES & TAXPAYER EQUITY		
Taxpayer-approved long-term debt, at funding	\$1.8	
Repayments	-\$0.6	32%
Multi-year operating liabilities (leases, mostly)	<hr/> \$0.1	
	<hr/> \$1.3	
Taxpayer equity in Lions Bay	<hr/> \$20.6	
	<hr/> \$21.9	

The value today of everything that's ever been invested in Lions Bay is \$20.6 mil. Everything else that has ever been paid to Lions Bay has been...spent.

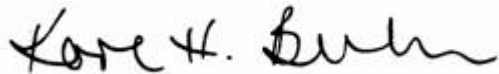
How about more qualitatively? Recent to this June 2017 writing I commiserated with a long-time resident that the times they are a-changing. We may have been "out here in the country" once, but today we are just 30 minutes from the big city, and our suburban-spacing properties are the second-most unaffordable in the province if the reports are to be believed. No surprise then that rental demand fills 1, 2, 3 and more secondary suites, many still undeclared. Traffic on the freeway bisecting our community is growing 20% a year, along with noise and crashes. Many newcomers have high service expectations commensurate with the property they just bought, but are too busy to join in. The volunteers we do have are overwhelmed. We need planning, purchasing and engineering departments just as much as in the big city, but can't afford them. Higher levels of government dump responsibilities on us, for example requiring separating garbage into no less than 6 streams (regular, organic, metal and hard plastic, glass, paper and electronic). What is more country-like, is that with declining enrolment our early-years school is under threat and after age 8 our kids leave the Village for school, league sport and community centres. In case it's not obvious, without a school we become a bedroom suburb for Vancouver (we're too steep to be a retirement community, and there's nowhere today for valued pioneers to downsize to anyway...but read on for how we're addressing this one, for starters). Our transit is under-utilised (too steep, too infrequent), our wildfire, landslide and debris flow risk is largely unknown, our water is self-produced from surface supply threatened by potential climate change, our septic systems are mostly past their lifespans with many owners denying they need replacement (hopefully not you). We heat with wood and oil (you see the yellow dome over Lions Bay on clear winter afternoons), our police station is 35 km away yet criminals learn about us on social media, the ones that can read anyway....

Quite the litany of woe. But wait. These issues all have solutions, some maybe longer term than others. So I'm very gratified that the community is generally supportive and accepting of changes needed to effect such solutions and that Council and staff are seizing the opportunity. Indeed, I increasingly see Council's main responsibility as ensuring that Lions Bay has competent professional staff at the coal face, to execute the priorities set by Council. And today we have that competency in spades. In the past two-and-a-half years, with staff guidance, Council has budgeted and funded projects that have:

- Permanently reduced average summer water consumption from 2.8 mil. to 1.3 mil. liters a day, with no Boil Water Advisories since December 2014.
- Produced a long-range infrastructure master plan, plus ancillary plans like a dynamic water system model.
- Secured a two-thirds \$246,000 grant from the New Building Canada Fund for safety and reliability improvements on our water distribution network.
- Brought in a powerful modern zoning bylaw that preserves the complete community, while encouraging cottages & duplexes to provide affordable housing and the ability for residents to downsize and remain in the community.
- Through well-executed communications, achieved about 93% voter approval of taking on debt to support grant funding, which was instrumental in lobbying for and obtaining 87% grant funding for an overdue \$2.7 mil. water distribution project,
- Produced a shovel-ready engineering plan for Bayview Road's failed drainage and camber from Mountain to Stewart, ready for the next round of grant applications.
- Entered into a memorandum of understanding with UBC for a long-range hydrology study of stream performance and potential deep-well locations.

- Re-established relationships at Metro, Translink (with an upcoming pilot of innovative service delivery models), and Ministry of Transport (including help with excessive speeds, and multiple concessions in respect of our endorsement of removal of a stretch of the landscaped median).
- Improved communications no end, including a searchable, push-capable website, improving signage, weekly email, and an emergency communications platform.
- Upgraded parking, trails and beaches to accommodate exploding visitor numbers while serving residents.

At this mid-2017 writing, more and more is coming to fruition, so on behalf of Council and the Village, I sincerely thank our talented and dedicated staff, whose reports you will read in the pages that follow. And as last year, I know I speak for Council when I say that we are continually heartened by the engagement and encouragement we receive from our fellow Lions Bayers.

A handwritten signature in black ink, appearing to read "Karl H. Buhr". The signature is fluid and cursive, with a large, stylized "B" at the end.

Karl Buhr

Mayor of Lions Bay and CEO of the Municipality

MESSAGE FROM THE CAO



As I look back on 2016, there is quite a bit to take stock of. After much effort by many hands, our Infrastructure Master Plan was completed, forming the basis for moving forward on infrastructure renewal with our priorities clearly laid out before us. Indeed, this led to our comprehensive 5 year infrastructure financing initiative to ensure we had the local share of funds required for any major grant funding. The community clearly got on board with referendum support of about 93%.

Infrastructure initiatives were but one part of the strategic plan formulated by Council in 2016. You will see that plan elsewhere in these pages, but I note that in every sphere of that plan, we have taken the initial steps to achieving the goals and priorities set out in the document. Our grant application to replace our crumbling water tanks, buttressed by the referendum support, was ultimately successful; we have laid the groundwork for increased financial capacity, moving us closer to financial sustainability; we began the work of strengthening community planning through a new zoning bylaw, the

recent adoption of which will assist us in implementing incremental land use changes based upon the current Official Community Plan; we commenced a long and thorough process of creating a new municipal website to enhance communication, improve transparency and provide a better means of public feedback and we hope everyone likes the newly minted site; and we have taken steps to support and ensure a high functioning and stable Village organization that can carry out the work associated with Council's Strategic Plan.

To be sure, there were some trials and tribulations, but for the most part, there were many boxes ticked and I'm proud of the work that staff has accomplished. We all look forward to continued organizational successes in 2017 and the further achievement of Council's strategic plan.

A stylized, handwritten signature in black ink, appearing to read 'Peter DeJong'.

Peter DeJong

Chief Administrative Officer



GOVERNANCE

2014-2018 Council

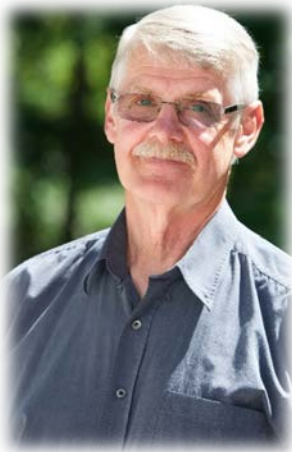


Mayor Karl Buhr
CEO of the Municipality

Portfolio: Strategic Planning; Sustainability; Municipal & Regional District Partnerships

Committees: The Mayor is a member of all Committees of Council

External Bodies: appointed by Council as Member, TransLink Mayors' Council and Director, Metro Vancouver Regional District (all Board functions except Sewer & Drainage District and Water District¹); Appointed by Metro Chair as member Climate Action Committee, member 2015 Transportation Planning and Governance Taskforce, member Electoral Area A Sub-Committee; Member of Vancouver Coastal Health Governance and eComm Board.



Councillor Fred Bain

Portfolio: Infrastructure

Committees: Infrastructure (Chair)



Councillor Jim Hughes

Portfolio: Governance

Committees: Bylaw & Policy Review (Chair); Infrastructure

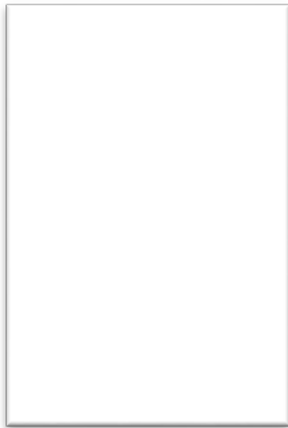
Appointed by Council as Alternate Director, TransLink Mayors' Council



Councillor Ron McLaughlin

Portfolio: Finance

Committees: Finance (Chair); Community (Chair); Trees, Views & Landscapes



Councillor (Vacant)

** Helen Waterson Resigned June 7, 2016 / Eileen Wilke was elected November 19, 2016 and resigned January 26, 2017.*

By-election to be held in 2017

Other Council Bodies

Board of Variance 2016 Members:

- Ian Mackie
- Peter Wreglesworth
- Richard Mossakowski
- Morgan Gatto

Council Priorities 2016

One of the requirements of the Community Charter is for the Annual Report to include a statement of municipal objectives, and the measures that will be used to determine progress respecting those objectives, for the current and next year. For 2016, Council placed emphasis on the following priorities and goals.

Council Goals 2016	Deliverables (a partial listing)
<i>Lions Bay will communicate with all residents</i>	<ul style="list-style-type: none"> • Enhance and update village website, newsletters, signage, and posters to reach residents with news and information (<i>Launched website project and conducted a Town Hall Meeting and direct mail campaign regarding Infrastructure Master Plan Financing Loan Authorization Bylaw No. 508, 2016</i>) • Provide public computers in the Library, plus email and web training (<i>Library closed its doors for good due to lack of use/interest</i>) • Develop a Communications Policy & Style Guide to allow for comprehensible communications (<i>On staff's workplan</i>)
<i>Lions Bay will offer high livability by fostering a resident-focused approach to service delivery and quality of life</i>	<ul style="list-style-type: none"> • Produce Trees, Views & Landscapes Bylaw (<i>This was accomplished in 2016</i>) • Produce a new Building Bylaw (<i>This is on staff's workplan for 2017</i>) • Improve parking for residents and visitors (<i>This work is ongoing</i>) • Continually review Public Works service levels for value to residents, and to identify maintenance and beautification opportunities (<i>This work is ongoing</i>) • Identify changing community needs through a Resident Poll and Survey. (<i>This is on staff's workplan for 2017</i>)
<i>Lions Bay will strive to create a sustainable community for the future.</i>	<ul style="list-style-type: none"> • Support Lions Bay Elementary School, Lions Bay Before & After School Program, and Lions Bay Early Years Childcare (<i>This work is ongoing</i>) • Fund and deliver the Infrastructure Master Plan and prepare shovel-ready plans for funding applications, particularly around water, roads, drainage, parks and sewers (<i>This was accomplished in 2016</i>) • Review land use and zoning strategy with a view to encouraging development opportunities acceptable to the wider community (<i>This was commenced in 2016</i>)
<i>Lions Bay will value its volunteers</i>	<ul style="list-style-type: none"> • Review current volunteer policies to define tasks, cover liability and acknowledge ad-hoc participation (<i>This work is ongoing</i>) • Support community events: Art & Garden Show, Fitness Challenge, Firefighter Day, Canada Day, Fall Jazz, etc. (<i>This was accomplished in 2016 and is ongoing</i>)
<i>Lions Bay's government will be transparent, responsive, equitable, inclusive, effective, efficient and accountable</i>	<ul style="list-style-type: none"> • Present accessible resident-driven budgets that take into account the realities of funding community of 1500 people; produce 25-year financial model (<i>This work is ongoing</i>) • Review the Village's suite of bylaws, with a view to consolidating, rationalizing, modernizing or rescinding them (<i>This was accomplished in 2016 and is ongoing</i>) • Set measurable accountabilities for staff and Council (<i>This work is ongoing</i>) • Publish financial and operational key performance indicators (<i>This work is ongoing</i>) • Undertake Town Hall meetings (<i>This was accomplished in 2016</i>)

Corporate Strategic Planning and Priority Setting Report 2016-2018



VILLAGE OF LIONS BAY

CORPORATE STRATEGIC PLANNING
AND PRIORITY SETTING 2.0

June 21 - 22, 2016

VILLAGE OF LIONS BAY CORPORATE STRATEGIC PLANNING AND PRIORITY SETTING 2016-2018

The Village of Lions Bay held an evening and half day workshop on June 21 and 22, 2016 with Council and senior staff to build on the work done at a previously held priority setting workshop in February 2016.

The purpose of the June workshop was to review the outcomes of the February workshop, consider the forward progress of the municipality since then and to provide further detail on priorities for the remainder of the Council term. The desired outcome for the workshop was to create a roadmap for the remainder of the Council term which would focus on important priorities and guide the allocation of resources including Council energy, staff time and financial resources.

The workshop focused on completing a number of key tasks including:

- Review of the last workshop and identified priorities: infrastructure, finances, community planning, organizational stability, and communication
- Updates from key staff
- Discussion of each of the five priorities:
 - Where are we at? Where do we want to get to?
 - What decisions do we need to make?
 - What steps do we need to take?
 - What are the target dates?
 - What resources do we need?
 - How will we know if we are successful?

This 2016-2018 Village of Lions Bay Strategic Planning document includes:

- Lions Bay 2016-2018 strategic priority areas, goals and actions; and
- Appendix - Workshop flipchart notes.

STRATEGIC FOCUS AREAS, GOALS & PROJECTS/INITIATIVES

At the February workshop Council took the first steps towards priority setting and creating an ongoing strategic plan document to guide the work of the Village over time and to allow for progress to be made on some of the pressing challenges facing the Village.

At the February workshop Council discussed the challenges facing Lions Bay and the options and opportunities to address them. From this process Council identified a number of strategies that readily fell into five strategic focus areas:

Infrastructure

Finances

Organizational stability

Community planning

Communication

At the June workshop Council returned to these five strategic focus areas and worked to further define and detail the priorities, goals, and actions within each of the areas.

The overarching goal of the current Council is to work towards ensuring the Village of Lions Bay is a strong and viable municipality. In setting this goal Council recognizes the significant challenges facing the Village including major infrastructure and planning needs. As the graphic below illustrates, the five key priority areas identified by Council all need to be addressed in order to achieve the goal of a strong and viable Village. Council recognizes the interdependency of the five strategic areas. For example, in order to maintain the Village infrastructure, the Village needs to have the financial resources and in order to have the required financial resources the Village needs to increase revenues through either raising taxes or increasing the tax base through development which will require new infrastructure and planning. Council recognizes that it will be necessary to take incremental steps to make progress to achieve a strong and viable Village. The priorities discussed in this report reflect the recognition of Council that an incremental approach using scarce resources is the best path to success for the Village.



Each of the strategic focus areas with goals and priority actions is outlined below. The priority actions are the result of discussion and ranking at the June workshop. The ranking was done by asking each member of Council to give a score of 1 to 5, five being the highest priority, to each of the priority actions. The highest possible score was 20. Only those priorities that received a score of 10 or higher are included in the priorities detailed below; however the lower scoring priorities are all noted in the Appendix and are available for reconsideration by Council at its next strategic plan review.

The table below lists the priority actions in order of ranking.

Priority Actions	Ranking
Implement incremental land use planning changes based on the existing OCP & 2014 Planning Work (voting 5,5,5,5, total 20)	20
Explore existing sewage treatment plant replacement and expansion (voting 5,5,5,5 total 20)	20
Develop a strategic framework for communications (voting 5,5,5,5 total 20)	20
Maintain existing roads and rights of way (voting 5,2,5,5 total 17)	17
Advocate for and develop policies to support retention of Lions Bay School (voting 3,5,3,3 total 14)	14
Seek a Crown land grant (voting 2,4,4,3 total 13)	13
Undertake a cost analysis and develop a plan for sewer upgrade (voting 5,3, 2 total 10)	10
Possibly in this term undertake a study to determine future water supply needs and climate change impacts (voting 5,1,2,2 total 10)	10

Infrastructure

Goals:

- To maintain existing Lions Bay infrastructure
- To adequately resource infrastructure spending
- To build new infrastructure where needed and publicly supported
- To identify service standards and best practices
- To meet critical standards and industry best practices

Priorities for 2016-2018

Complete and adopt the IMP and apply for infrastructure grants

If successful with grants, move forward with capital projects accordingly.

Develop an asset inventory and condition assessment of all assets

As outlined by Public Works staff, baseline asset information is required in order to plan for maintenance of existing Village assets. The inventory and analysis should answer the following six questions:

- What assets does the municipality own?
- What are the assets worth?
- What is the condition of the assets?
- What is the remaining service life of the assets?
- What maintenance/replacement do we need to do and when?
- What is the cost impact?

Roads

Undertake planning and capital work to maintain existing roads and rights of way.

Water supply

Possibly in this term undertake a study to determine future water supply needs and climate change impacts.

Existing Sewer infrastructure

The existing sewage treatment facility requires replacement. In order to move towards replacement, research, planning and cost estimates need to be prepared.

Upgrade of Sewer infrastructure

Prepare a cost analysis and plan for sewer upgrade – this term present the plan and costs to the public for consideration – decision-making to occur in a future council term.

Finances

Goals:

- To ensure the Village has adequate finances to sustain the municipality's work
- To increase revenues to address the infrastructure deficit and other municipal resource needs

Priorities for 2016-2018

Support grant applications and seek loan authorization to support goals and priorities of infrastructure spending

Provide Finance Department support for these initiatives.

Develop commercial and residential lands

A number of key planning related policies are in need of either revision or development. These policies would be considered foundational in that they provide guidance for future development in the community. Some of the policies and bylaws listed below such as the DCC bylaw, servicing bylaw, and fees and charges bylaw are all related to financing and servicing new developments. Others such as design guidelines and development permits will help to ensure the Village gets the type of development it wants. This list of policies represents a significant amount of work and resources and will necessarily take a number of years to complete.

- Create a servicing bylaw
- Create a development cost charges bylaw (DCC)
- Rewrite development permits for OCP e.g. form & character
- Prepare design guidelines
- Amend zoning bylaw
- Ensure adequate servicing e.g. water supply & sewer
- Update building bylaw
- Prepare community amenity provisions
- Review fees & charges bylaw, secondary suite provisions and tax ratios

Seek a Crown land grant

The intention of seeking a Crown grant is to expand the lands held by the Village.

Sell surplus Village lands

The intention of this priority action is twofold: sell surplus lands (e.g. road rights of way) to raise funds and secondly to enable appropriate development (e.g. public works yard).

Community Planning

Goals:

- To develop and maintain an official community plan for the Village which reflects the aspirations of citizens and the resources of the Village.
- To implement the OCP policies.

Priorities for 2016-2018

Implement incremental land use planning changes based on the existing OCP & 2014 Planning Work

The intention of this priority action is to enable the Village to make progress on updating and implementing the policies of the OCP and the further planning work completed in 2014, which builds on the 2010 consolidation of the OCP. A slow and incremental approach to continuing to implement the OCP will enable the Village to modernize the OCP and to realize its vision over time within the means of the Village.

Advocate for and develop policies to support retention of Lions Bay School

The Village can both advocate for the retention of the School and develop policies that would support its retention. For example, the Village could start immediately to explore with the School District the potential to develop surplus School lands for family housing.

The Village could also establish policies to give priority to family housing forms in new developments.

Communications

Goals:

- To improve communication with the public.
- To enable a well-informed public.

Priorities for 2016-2018

Develop a strategic framework for communications

There is an expressed need to develop a communication strategy for the Village that would help the Village improve its communications with the public and ensure citizens are well informed about and have input into Village decision making. The communications strategy would identify various types and methods for all Village communications.

Organizational Stability

Goals

- To support and ensure a high functioning and stable Village organization that can carry out the work associated with Council's Strategic Plan.

Priorities for 2016-2018

Lions Bay has experienced significant staff turnovers in the recent past causing loss of institutional memory and general organizational instability. Council has taken positive steps towards stabilizing the organization in filling staff vacancies and in building a positive and constructive culture within the municipal organization. Continuing on this course will be essential to making forward progress on Council's priorities.

Council identified a number of key actions needed to make further progress on stabilizing the organization.

- Settle union contract
- Prepare for fall election
- Improve Fire Department – Administration and communication
- Provide adequate staffing and resourcing e.g. planning
- Retain communication expertise
- Create an organizational chart – engineering, finance, planning, communications

NEXT STEPS

This strategic planning and priority document is the first step in developing a long term strategic plan for the Village of Lions Bay. To a great extent this plan is focused on catching up with work that has been delayed or deferred over time. The incremental approach proposed by Council is a logical one that will help the Village get its footing and make progress towards its goal of being a viable and strong municipality.

The priority actions proposed in this document should be further developed by staff into work plans for each of the Village departments. The annual work plans for the remainder of the Council term should identify scheduling and estimated costs of the work to be done. Target dates for completion and resources needed will assist Council in allocating appropriate resources at budget time and will set realistic expectations about when work will be completed.

Council and staff should schedule a workshop for 2017 to review progress made on the priority actions and to make adjustments as needed.

APPENDIX: JUNE 21 & 22, 2016 WORKSHOP NOTES FROM FLIP CHARTS

In Attendance:

Council: Mayor Karl Buhr, Councillors Fred Bain, Jim Hughes, and Ron McLaughlin

Staff: Peter DeJong, Naizam Jaffer, Pamela Rooke

Facilitator: Allison Habkirk

What do you want to accomplish tonight and tomorrow?

- Focus in on what's important
- Build a road map – strategic plan to follow
- Identify destinations (where we want to get to) and timelines
- Be aware of 2.5 years remaining in the term.

Infrastructure

Report from staff

- Lions Bay is not meeting critical standards and best practices
- There is a need for essential human and financial resources
- There is a need to know what assets exist, best practices, and the risk of not maintaining infrastructure assets.
- Key goals for Village-wide asset management should include:
 - What does the municipality own?
 - Inventory of what the municipality owns
 - Repository for inventory information
 - Minimal maintenance required for assets e.g. water, roads, playgrounds, signs
 - What are the assets worth?
 - What is the condition of the assets?
 - What is the remaining service life of the assets?
 - What maintenance/replacement do we need to do and when?
 - What is the cost impact?

Where do we want to get to?

- Maintain the assets we have
- Complete the IMP
- Undertake additional planning for maintenance
- Council to make decisions regarding standards and resources
- Council to make project by project approvals

Roads and ROWs (voting 5,2,5,5 total 17)

Sewer infrastructure

Where do we want to get to?

- Cost analysis and plan for existing residential and business
- Gauge support for new infrastructure – Council? Public?

- Destination – public decision regarding sewers
- In this term Council would like to float sewer concept with high level cost estimates

Estimated \$2 million for treatment facility and \$13.5 million for pipes for entire community – need to know what type of facility and phasing – possible 83% grants available

Sewage Treatment Plant replacement and expansion (voting 5,5,5,5 total 20)

Cost analysis and plan for existing residential and business (voting 5, 3, 2 total 10)

Village wide sewer service (voting 2,2,1,1 total 6)

Water supply

In the short term the water supply is adequate

Where do we want to get to?

- Adequate water supply for existing and future needs
- Possibly in this term undertake a study to determine future supply needs and climate change impacts **(voting 5,1,2,2 total 10)**
- Conservation of existing supply

Finance

Where do we want to get to?

- Sell surplus land – some to raise funds and some to achieve strategic goals
- Sell Public Works Yard to raise revenue and to develop – requires Yard to move
- Sell surplus road allowances – requires public process

Options for raising revenues and strengthening the financial position of Lions Bay

Boundary expansion (voting 1,3,1,3, total 8)

- Make a solid expression of interest to the province

Develop commercial and residential lands (voting 5,5,5,5 total 20)

- Create a servicing bylaw
- Create a development cost charges bylaw (DCC)
- Rewrite development permits for OCP e.g. form & character
- Prepare design guidelines
- Amend zoning bylaw
- Ensure adequate servicing e.g. water supply & sewer
- Update building bylaw
- Prepare community amenity provisions
- Review fees & charges bylaw, secondary suite provisions and tax ratios

Seek a Crown land grant (voting 2,4,4,3 total 13)

Community Planning

Where do we want to get to?

- Official Community Plan that is a roadmap for the future
- OCP update
- Well informed public
- Current planning standards

Options for getting there

Incremental decisions using concepts in existing OCP & 2014 Planning Work (voting 5,5,5,5, total 20)

- Include design guidelines & development permits in OCP

Comprehensive revision of the OCP (voting 0,0,0,0 total 0)

Improve transit facilities (voting 0,1,3,3 total 7)

- Advocacy for improved transit

Retention of Lions Bay School (voting 3,5,3,3 total 14)

- Advocacy
- Start immediately to explore development proposal for surplus School lands
- Assign priority to family housing for new developments in Lions Bay

Library – municipal grant

Organizational Stability

Where do we want to get to?

- Settle union contract
- Prepare for fall election
- Improve Fire Department – administration and communication
- Adequate staffing and resourcing – Shy on staff complement – staff planner?
- Communication re: staff successes
- Create an organizational chart – engineering, finance, planning, communications

Communications

Where do we want to get to?

- Engaged, informed and supportive (of direction) community
- Communication strategy & policy – how to communicate different messages
- Professional advice regarding communications

How do we get there?

- strategic framework for communications (**voting 5,5,5,5 total 20**)

To do- for future discussion:

- Clean air
- Howe Sound
- Traffic

Priority	Ranking
Implement incremental land use planning changes based on the existing OCP & 2014 Planning Work (voting 5,5,5,5, total 20)	20
Explore sewer treatment plant replacement and expansion (voting 5,5,5,5 total 20)	20
Develop a strategic framework for communications (voting 5,5,5,5 total 20)	20
Maintain existing roads and rights of way (voting 5,2,5,5 total 17)	17
Advocate and develop policies to support retention of Lions Bay School (voting 3,5,3,3 total 14)	14
Seek a Crown land grant (voting 2,4,4,3 total 13)	13
Cost analysis and plan for sewer upgrade (voting 5,3, 2 total 10)	10
Possibly in this term undertake a study to determine future water supply needs and climate change impacts (voting 5,1,2,2 total 10)	10
Explore boundary expansion (voting 1,3,1,3, total 8)	8
Improve transit facilities (voting 0,1,3,3 total 7)	7
Pursue village wide sewer service (voting 2,2,1,1 total 6)	6

VILLAGE OF LIONS BAY STRATEGIC PLAN 2016-2018



Financially Viable Goals

Ensure the Village has adequate finances to sustain the municipality's work
Increase revenues to address the infrastructure deficit and other municipal resource needs

2016-2018 Priorities

1. Support grant applications and seek loan authorization to support goals and priorities of infrastructure spending
2. Prepare and plan for development of commercial & residential lands
3. Sell surplus Village property
4. Seek a Crown Land Grant



Informed and Engaged Public Goals

Improve communication with the public
Enable a well-informed public

2016-2018 Priorities

1. Develop a strategic framework for communications
2. Develop a new website for the Village of Lions Bay



Infrastructure Goals

Maintain existing Lions Bay infrastructure
Adequately resource infrastructure spending
Build new infrastructure where needed and publicly supported
Identify service standards and best practices
Meet critical standards and industry best practices

2016-2018 Priorities

1. Complete and adopt the IMP and apply for infrastructure grants
2. Develop an asset inventory and condition assessment of all assets
3. Planning & capital work to maintain existing roads and rights of way
4. Analysis of future water supply needs and climate change impacts
5. Plan for replacement of existing sewage treatment facility



Supported Community Planning Goals

Develop and maintain an official community plan (OCP) for the Village which reflects the aspirations of citizens and the resources of the Village
Implement the OCP policies

2016-2018 Priorities

1. Implement incremental land use planning changes based on the existing OCP & 2014 Planning Work
2. Advocate and develop policies to support the retention of the Lions Bay School



Strong Village Organization Goals

Support and ensure a high functioning and stable Village organization that can carry out the work associated with Council's Strategic Plan

2016-2018 Priorities

1. Continue to take steps to stabilize the organization & build a positive and constructive culture within the municipal organization
2. Update and improve emergency services and support fire department administration and communication
3. Ensure staffing and resources are adequate to accomplish all core work

DEPARTMENTS

Administration

This department, comprising 5 staff (3.9 FTE), provides service to the residents of Lions Bay, legislative and administrative support to Council, and its Committees, and communications, planning & building services, and permits & licensing services.

The Chief Administrative Officer is Council's interface to staff and leads, coordinates and oversees all municipal functions to ensure accomplishment of legislative requirements, Council priorities and public goals.

Objectives	2016 Accomplishments	Highlights
Bylaws	Ongoing audit and updating of Village bylaws	Many bylaws have been updated and consolidated for ease of reference and several new bylaws were adopted by Council to address gaps in legislation.
Policies and Procedures	Ongoing audit and updating of policies and procedures	Several Village policies and procedures required updating to meet current employment practices and/or legislative standards. This work began in 2014 with several new policies drafted and existing policies updated. This work continued through 2016.
Staffing	Solidification of Village management and staff	The Village got a new CAO, Peter DeJong, at the beginning of 2016 and a new Public Works Manager at the beginning of May, 2016. Both have helped solidify the management and staff situation for the Village.
Planning & Development	Zoning Bylaw Consolidation and Updating Project	Since 1999, the Village of Lions Bay has had to deal with two zoning bylaws: one covering Brunswick Beach and the other covering the rest of the Village. This project was launched in 2016 (completed in 2017) and addresses many of the issues inherent in the old bylaws and issues currently of pressing concern, such as short term rentals, compatible land uses and infill opportunities as identified by the Official Community Plan.
Communications	Town Hall Meeting to discuss the financing for the Infrastructure Master Plan.	The Village responded extremely well to the information presented at the Town Hall Meeting and passed a referendum to finance the Village's after grant portion of the Infrastructure Master Plan's 5 year priorities. Communication processes will continue to be reviewed throughout 2017, including launching of a new website to enhance communication with residents.

2016 Statistics & Key Performance Indicators

	2016	2015
Bylaws Adopted:	15	14
Policies Adopted:	6	1
Freedom of Information Requests Completed:	10	4
Freedom of Information Request Hours Utilized:	22.5	36.5
Freedom of Information Billable Hours:	7.5	22.5
Website – Average Page Views Per Month:	4,625	5,383
Village Update – Current Number of Subscribers:	616	590
Village Update – Average Open Rate:	63%	65%

2016 Building Statistics

Year	Permits Issued	New Builds	Renovations	Construction Value (\$)
2012	14	0	14	644,500
2013	17	2	15	2,150,999
2014	13	2	11	2,969,730
2015	17	0	17	1,016,014
2016	16	0	16	1,294,999



Kelvin Grove Beach Park Trail

Finance



The Finance Department provides support services to the municipality, as well as maintaining and communicating financial information to the public, Council and staff. Key responsibilities include:

- Accounting Services – accounts payable and receivable, banking, cash management
- Payroll Services – bi-weekly processing, benefits administration
- Revenue and Collections – utility and property tax billing and collection, rate setting
- Purchasing - procurement and risk management
- Financial Reporting – preparation of annual financial statements, quarterly financial reviews
- Financial Planning – Five Year Financial Plan preparation and monitoring

The department is comprised of two staff (1.8 FTE's): the Chief Financial Officer and the Municipal Accountant, with assistance provided by administration staff.

2016 Operational activities included:

- Adopted Five Year Financial Plan Bylaw, Fees Bylaw, Tax Rates Bylaw, Water, Sewer and Solid Waste Bylaws
- Adopted Loan Authorization Bylaw
- Produced annual utility and property tax notices
- Remitted taxes collected on behalf of other tax authorities, including school tax
- Completed year-end audited financial statements and submitted annual financial reports to the province
- Prepared bi-weekly payroll and remittances
- Underwent a Canada Revenue Agency Employer compliance audit

2017 Objectives

- Obtain MFA Financing for the Village's share of the Water Storage Facilities CWWF grant funded capital project
- Complete a valuation of our current assets and implement a new asset management system and comprehensive asset management plan; to be completed over a two year period
- Implement an on-line payment process for property taxes, utilities and parking tickets with the potential of expanding to other payments; implement on-line access to property tax and utility notices
- Update the purchasing policy

Public Works

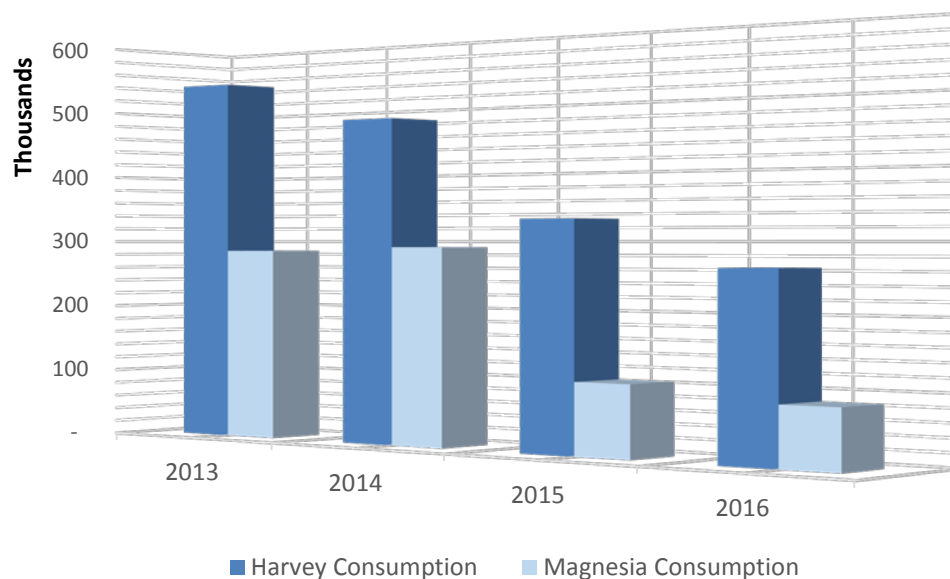


The Public Works Department is responsible for the operations and maintenance of the Village of Lions Bay's assets including parks, open and public spaces, foreshore and beaches, roads, bridges, drainage, water, and sewer networks. Public Works is staffed by a complement of 4.5 full time employees and their manager. The Department is predominantly known for the provision of safe, high quality drinking water. This group of well trained and competent employees provides a broad spectrum of services that contributes to making the Village a safe, well-functioning, and beautiful place to live.

Here on the south coast of British Columbia, the summer 2016 saw a return to average temperatures and slightly higher-than average rainfall. As a result, the Village's Outdoor Water Use Bylaw conservation levels did not drop below the level one stage. The Public Works Department's leak detection program identified a total of 12 private side leaks and one municipal side leak. 2016 residential water use decreased for the fourth year in a row as

residents continue to conserve and use water wisely. A total volume of 351,317 m³ of water was supplied to residents from the Magnesia and Harvey Creek surface water sources. This represents a decrease of 20% when compared to 2015, a 55% decrease in comparison to 2014, and a whopping 58% decrease from 2013 consumption values.

Village of Lions Bay Water Consumption (m³)



Accomplishments and Objectives



Left to Right: Garth Begley, Kyle McCallum, Neale Mullen,
Alberto Urrutia, Donna Newsome

The department's top priority in the beginning of the year was to facilitate the remediation of the Harvey Creek Intake access road after a landslide which occurred in December of 2015. Upon completion of these Emergency Management BC funded works, Public Works turned its attention to completion of a portion of the New Build Canada Fund (NBCF) Magnesia Creek treatment plan works including a tank bypass and pressure reducing valve station. The remainder of these works scheduled within the 2017 summer project window includes the installation of an infiltration gallery at the Magnesia Creek intake, the reinforcement of the Harvey Creek intake weir, and rock

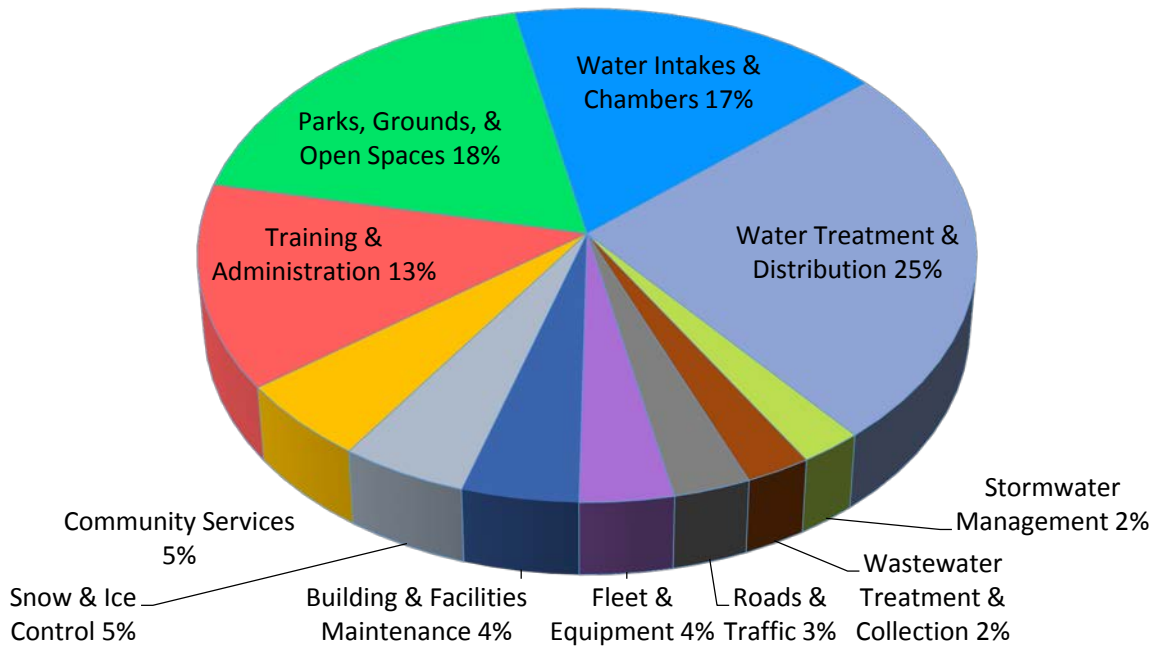
scaling for safety purposes along both intake access roads. By mid-summer the department facilitated the completion of the Infrastructure Master Plan, the guiding document justifying our application for a Loan Authorization Bylaw and the application for joint funding from the Federal and Provincial governments through the Clean Water and Wastewater Fund (CWWF).

2016 winter weather contributed to a significant increase in road salt usage which topped more than 144 tonnes. Cold fronts and arctic outflows led to countless hours of snow removal by Public Works staff.

The department's 2017 objectives include the completion of a Core Service Level Review which will assess the activities being performed by Public Works and identify any gaps in service levels when compared to industry best practices. Along with the infrastructure spending through the NBCF, the Village will also be working on the completion of a \$2.71 million CWWF grant for the replacement of up to four of the Village's water storage facilities. Public Works will also seek to expand its equipment inventory through the purchase of a rubber tired backhoe/loader as well as a propane powered forklift.

Operationally, Public Works staff will continued with their prescribed annual work program focusing on the key areas of Water, Wastewater, and Parks and Grounds.

Public Works Service Distribution for 2016



Percentages represent the portion of total working hours spent at each given activity

<i>Statistics & Key Performance Indicators – Public Works</i>	<i>2016</i>	<i>2015</i>	<i>2014</i>
Service requests (CSRs) addressed Jan-Dec 2015:	185	147	91
Leaks addressed (municipal side) Jan - Dec 2015:	1	1	2
Leaks found (private side) Jan – Dec 2015:	12	26	11
BC One-Call Locates:	26	20	28
Boil Water Advisories:	0	0	3

PUBLIC SAFETY

Lions Bay Fire Rescue



Lions Bay Fire Rescue (LBFR) is responsible for fire protection, rescue services, first responder medical aid and fire prevention in the Village and on Highway 99. LBFR are the first responders to a variety of emergency and non-emergency incidents. They respond not only to fires but also medical emergencies, motor vehicle accidents, technical rescues, forest interface, and much more. They are highly trained and cumulatively volunteer over 2050 man hours each month in training, shift weekends, and emergency response. The volunteers train every Wednesday night and one full weekend every month demonstrating a high level of dedication.

2016 Accomplishments	Looking Forward – 2017 and Beyond
Firefighters Day, the main annual fundraiser for LBFR, generates essential additional revenue for the department.	Develop a five year strategy for the department which includes hiring a significant number of residents.
Assisted with the 2016 annual Lions Club Christmas Tree Sale; received a \$5,000 Lions Club donation, a \$2,500 donation from CN Rail and \$500 from Gran Fondo.	Evaluate anticipated summer water supply requirement for interface firefighting; precautionary measures for a possible 2017 summer water shortage.
Welcomed four new members and lost three long standing home owner volunteers to retirement: <ul style="list-style-type: none">• Ken Wolder – 18 years serving LBFR• Rick Wilson – 14 years serving LBFR• Greg Turpin – 14 years serving LBFR	In-depth weekend training sessions for automobile extrication, driver training and a 42 hour First Responder program have already taken place. Future training is geared to the new Provincial training standards that are required to be met by all fire departments in accordance with the service level by each (commonly referred to as the “Playbook”).
Discussions with Britannia Beach for Mutual Aid Agreement.	Elevate discussions with SLRD re. Mutual Aid Agreement with Britannia Beach VFD and enter into discussions with Electoral Area A re: an Automatic Aid Agreement.
Worked with the CAO and CFO to enhance the administrative capacity and efficiency of LBFR.	First class Burn Building to be completed.

Statistics & Key Performance Indicators	2016	2015	2014
Calls for Service:	159	130	132
Motor Vehicle Accidents:	82	58	49
Medical Responses:	46	41	47
Structure Fires:	4	3	3
Miscellaneous Events:	28	19	33
PEP Reimbursements	\$35,711	\$26,296	\$23,088
Wildfire Reimbursements	0	\$7,400	---

Police

Policing services are provided to the Village by the Sea to Sky RCMP Detachment, located in Squamish. The Village sees an extremely low crime rate, with the highest number of calls for service related to traffic incidents and abandoned 9-1-1 calls.

Statistics & Key Performance Indicators	2016	2015	2014
Calls for Service	581	463	439
Violent Crime	6	7	
Robbery	0	0	1
Domestic Violence	7	2	2
Assault	3	6	4
Property Crime	41	32	44
Other Criminal Code*	10	10	106
Total Collisions	79	48	38
Collisions (Hwy. 99 only)	77	46	37
Impaired Drug/Alcohol Infractions	17	4	6

**Includes other Criminal Code offences such as Bail Violations, Weapon Charges, and Obstruction etc.*

Bylaw Enforcement

The municipality's primary goal is to achieve bylaw compliance through dialogue and education. The Village employs a Bylaw Enforcement officer on a part time, seasonal basis between May and September to address key issues where escalation to enforcement measures is warranted, mostly related to animal control, parking, and noise.

Type	2016	2015
Warning Tickets Issued	77	48
Bylaw Notices Issued	277	628
Payment Demand Letters Sent	95	357
Referred to Collections Agency	23	228
Parking Fine Revenue	\$8,098	\$17,033

COMMUNITY INVOLVEMENT

Volunteers – The Heart of Lions Bay

Volunteers are one of the most important resources in our community. They give to our community in big and small ways, by donating their time, physical labour, expertise, experience, and always, their love of our Village. We are a close-knit community because of the many volunteers who devote countless hours contributing to the essence of what makes Lions Bay, a unique and special place to live.

Volunteers are also essential to the running of our Village. You will find them delivering critical services such as our fire department who are on call 24 hours a day and are one of the most respected volunteer Fire and Rescue departments in the region. Emergency Social Services who, although you don't see much of them, meet regularly and are trained to respond to emergent situations. Our Block Watch program is supported by a watchful team of 25+ Block Captains. Our small but committed team of Trail Blazers have for the last 15+ years, opened up and maintain our much-loved hiking trails. Through the efforts of the Bear Smart Committee, Lions Bay is designated a Bear Smart community. Our Parent Advisory Committee actively supports the enrichment of the Lions Bay School and the Lions Bay Playschool is managed solely by an association of dedicated parent Volunteers. The Arts Council, Reading Centre Group, Historical Society, Native Plant Garden Association, Seniors Social Circle and the Events Committee bring us together and keep us engaged.

There are also numerous Council committees, supported by resident members, who provide their expert advice to help us do our job. It is with sincere appreciation and gratitude that we acknowledge those who give so generously. Volunteers play a vital part in the vibrancy and dynamic spirit of Lions Bay and their invaluable involvement and support enriches the lives of each and every resident of Lions Bay. The volunteers are truly the heart of our Village.

Volunteer Groups	Council Committees
Lions Bay Community Scholarship Foundation	Infrastructure Committee
Bear Smart Program	Bylaw and Policy Review Committee
Lions Bay Reading Centre	Parking Plan Committee
Emergency Social Services	Trees, Views & Landscapes Committee
Lions Bay Arts Council	
Lions Bay Trailblazers	
Lions Bay Native Plant Garden Association	
Lions Bay Seniors Social Circle	
Block Watch	
Lions Bay Historical Society	
Lions Bay PAC	
Lions Bay Playschool Association	
Lions Bay Events Committee	
Lions Bay Community Garden	
Lions Bay Caroling Team	

2016 Community Grants

Organization	Amount Awarded
Seniors Social Circle	\$5,000
Lions Bay Arts Council	\$7,800
Lions Bay Playschool Association	\$2,000
Bear Smart Program	\$500
Lions Bay Events Committee	\$6,000
Lions Bay Historical Society	\$980
Lions Bay Reading Centre	\$1,500
Lions Bay Trailblazers	\$1,000
Lions Bay Caroling Team	\$130
Lions Bay Native Plant Garden Association	\$1,500
Lions Bay Community Garden	\$500
TOTAL	\$26,910

**The above figures do not include in-kind costs associated with each group.*

2016 Citizen Awards

Award	Recipient	Recognition
Citizens of the Year	The Reading Centre Volunteers	Awarded annually in recognition of outstanding contribution to the community through volunteer endeavor.
Citizen of Distinction	Kenneth Rafe Mair	Awarded in recognition of distinction beyond the Village.
Curly Stewart Memorial Scholarship	Makaela Smithers	Awarded annually in recognition of community participation, athletic ability, fine arts, academic, leadership, or work experience.

Permissive Tax Exemptions

There were no permissive tax exemptions in 2016.



Magnesia Creek at Crystal Falls Road

Village of Lions Bay
Financial Statements
For the year ended December 31, 2016

**Village of Lions Bay
Financial Statements
For the year ended December 31, 2016**

Contents

Management's Responsibility for the Financial Statements

Independent Auditor's Report

Financial Statements

Statement of Financial Position

Statement of Operations

Statement of Change in Net Financial Assets

Statement of Cash Flows

Summary of Significant Accounting Policies

Notes to Financial Statements

Schedule 1 - Combined Statement of Operations by Segment - 2016

Schedule 2 - Combined Statement of Operations by Segment - 2015

Schedule 3 - Tangible Capital Assets

Management's Responsibility for the Financial Statements

The accompanying financial statements of the Village of Lions Bay (the "Village") are the responsibility of management and have been prepared in accordance with Canadian public sector accounting standards as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants Canada. A summary of the significant accounting policies are described in the summary of significant accounting policies which proceed the notes to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

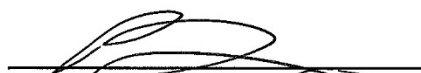
The Village's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements. These systems are monitored and evaluated by management.

Mayor and Council meet with management and the external auditors to review the financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the financial statements.

The financial statements have been audited by BDO Canada LLP, independent external auditors appointed by the Village. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the Village's financial statements.



Pamela Rooke, CPA, CMA
Chief Financial Officer



Peter DeJong
Chief Administrative Officer

May 2, 2017

Independent Auditor's Report

To the Mayor and Councilors of the Village of Lions Bay

We have audited the accompanying financial statements of the Village of Lions Bay, which comprise the Statement of Financial Position as at December 31, 2016, the Statements of Operations, Change in Net Financial Assets and Cash Flows for the year then ended, and a summary of significant accounting policies, and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Village of Lions Bay as at December 31, 2016 and the results of its operations, changes in net financial assets and cash flows for the year then ended in accordance with Canadian public sector accounting standards.

BDO Canada LLP

Chartered Professional Accountants

Vancouver, British Columbia
May 2, 2017

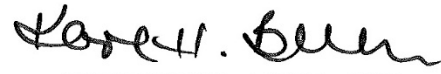
Village of Lions Bay
Statement of Financial Position

December 31	2016	2015
Financial Assets		
Cash and cash equivalents	\$ 2,185,685	\$ 1,544,870
Accounts receivable	244,295	232,271
Grants receivable	<u>33,588</u>	<u>208,158</u>
	<u>2,463,568</u>	<u>1,985,299</u>
Liabilities		
Accounts payable	285,778	326,514
Sick, overtime, wellness and vacation payable	86,518	52,334
Deferred revenue (Note 1)	25,217	26,415
Developer deposits (Note 2)	126,000	117,000
Capital lease obligation (Note 3)	52,320	87,300
Long- term debt (Note 4)	<u>1,197,868</u>	<u>1,276,495</u>
	<u>1,773,701</u>	<u>1,886,058</u>
Net Financial Assets	<u>689,867</u>	<u>99,241</u>
Non-Financial Assets		
Tangible capital assets (Schedule 3)	19,665,444	19,997,760
Prepaid expenses	<u>2,039</u>	<u>8,348</u>
	<u>19,667,483</u>	<u>20,006,108</u>
Accumulated Surplus (Note 9)	<u>\$ 20,357,350</u>	<u>\$ 20,105,349</u>

Contingent liabilities and commitments (Note 6)



Pamela Rooke CPA, CMA
Chief Financial Officer



Karl Buhr
Mayor

**Village of Lions Bay
Statement of Operations**

For the year ended December 31	Financial Plan 2016	2016	2015
	(Note 7)		
Revenue (Schedule 1 & 2)			
Taxation (Note 5)	\$ 1,410,612	\$ 1,407,804	\$ 1,518,730
Utility user rates	1,033,030	1,031,686	676,322
Government transfers	707,613	530,322	707,698
Sale of services	93,835	110,746	108,657
Other revenues	87,205	132,654	132,784
Loss on disposal of tangible capital assets	-	(15,285)	-
	<u>3,332,295</u>	<u>3,197,927</u>	<u>3,144,191</u>
Expenses (Schedules 1 & 2)			
General departmental expenses	2,191,158	2,044,564	1,975,037
Water system operations	981,249	816,450	1,072,012
Sewer system operations	109,593	84,912	79,883
	<u>3,282,000</u>	<u>2,945,926</u>	<u>3,126,932</u>
Annual Surplus	50,295	252,001	17,259
Accumulated Surplus , beginning of year	<u>20,105,349</u>	<u>20,105,349</u>	<u>20,088,090</u>
Accumulated Surplus , end of year	<u>\$ 20,155,644</u>	<u>\$ 20,357,350</u>	<u>\$ 20,105,349</u>

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

Village of Lions Bay
Statement of Change in Net Financial Assets

For the year ended December 31	Financial Plan 2016	2016	2015
	(Note 7)		
Annual surplus	\$ 50,295	\$ 252,001	\$ 17,259
Change in Tangible Capital Assets			
Acquisition of tangible capital assets	(569,312)	(173,191)	(266,230)
Amortization of tangible capital assets	553,787	490,222	513,892
Loss on disposals of tangible capital assets	-	15,285	-
	(15,525)	332,316	247,662
Change in Other Non-Financial Assets			
Net use of prepaid expenses	-	6,309	5,728
Change in net financial assets for the year	34,770	590,626	270,649
Net financial assets (debt), beginning of year	99,241	99,241	(171,408)
Net financial assets, end of year	\$ 134,011	\$ 689,867	\$ 99,241

Village of Lions Bay
Statement of Cash Flows

For the year ended December 31	2016	2015
Cash provided by (used in)		
Operating transactions		
Annual surplus	\$ 252,001	\$ 17,259
Items not involving cash		
Amortization expense	490,222	513,892
Loss on disposal of tangible capital assets	15,285	-
Changes in non-cash operating balances		
Accounts receivable	(12,024)	41,204
Grants receivable	174,570	(200,241)
Developer deposits	9,000	9,500
Deferred revenue	(1,198)	11,415
Accounts payable	(40,736)	(19,619)
Sick, overtime, wellness and vacation payable	34,184	9,393
Prepaid expenses	6,309	5,728
	<u>927,613</u>	<u>388,531</u>
Capital transactions		
Cash used to acquire tangible capital assets	(173,191)	(266,230)
Financing transactions		
Repayment of capital lease obligation	(34,980)	(33,947)
Repayment of long-term debt principal	(78,627)	(75,681)
	<u>(113,607)</u>	<u>(109,628)</u>
Increase (decrease) in cash and equivalents during the year	640,815	12,673
Cash and equivalents, beginning of year	1,544,870	1,532,197
Cash and equivalents, end of year	\$ 2,185,685	\$ 1,544,870
Supplemental information:		
Interest paid on long-term debt	\$ 90,241	\$ 91,561

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

Village of Lions Bay

Summary of Significant Accounting Policies

December 31, 2016

The Village of Lions Bay ("The Village") is a municipality in the province of British Columbia operating under the provisions of the Community Charter. The Village provides a wide range of services to the residents such as parks and recreation, fire and rescue, general government services, solid waste collection, and maintenance of roads, storm drainage, water and sewer infrastructure and facilities. The Village prepares its financial statements in accordance with Canadian public sector accounting standards using guidelines developed by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants Canada.

Basis of Accounting The basis of accounting followed in these financial statements is an accrual method and includes revenues in the period in which the transactions or events occurred that gave rise to the revenues and expenses in the period the goods and services are acquired and a liability is incurred.

The financial statements include the accounts of all funds of the Village. Interfund transactions and balances have been eliminated.

Cash and Cash Equivalents Cash and cash equivalents include bank balances and bank term deposits or guaranteed income certificates with duration of less than three months. All amounts are held at Canadian chartered banks and are denominated in Canadian dollars.

Tangible Capital Assets Tangible capital assets are recorded at cost less accumulated amortization and are classified according to their functional use. Cost includes all costs directly attributable to acquisition or construction of the tangible capital asset including transportation costs, installation costs, design and engineering fees, legal fees and site preparation costs. Amortization is recorded on a straight-line basis over the estimated life of the tangible capital asset commencing once the asset is put into use. Contributed tangible capital assets are recorded at fair value at the time of the contribution.

Estimated useful lives of tangible capital assets are as follows:

Land improvements	7 to 40 years
Buildings	20 to 50 years
Storm Sewer	25 to 50 years
Equipment, furniture, and vehicles	5 to 20 years
Infrastructure - water	5 to 80 years
Infrastructure - sewer	5 to 100 years
Roads	10 to 60 years
Other	5 to 60 years

Village of Lions Bay
Summary of Significant Accounting Policies

December 31, 2016

Revenue Recognition

Taxes are recorded when they meet the definition of an asset, have been authorized and the taxable event occurs. Taxes receivable are recognized net of allowance for anticipated uncollectible amounts.

Through the British Columbia Assessments appeal process, taxes may be adjusted by way of supplementary roll adjustments. The effects of these adjustments on taxes are recognized at the time they are awarded. Levies imposed by other taxing authorities, including the Greater Vancouver Regional District, are not included as taxes for municipal purposes.

Charges for sewer, water usage and solid waste collection are recorded as user fees. Connection fee revenues are recognized when the connection has been established.

Government transfers, which include legislative grants, are recognized in the financial statements when received if the transfer is authorized and any eligibility criteria are met, except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers are recognized as deferred revenue when transfer stipulations give rise to a liability. Government transfer revenue is recognized in the statement of operations as the stipulation liabilities are settled.

Sales of service and other revenue is recognized on an accrual basis.

Leased Assets

Leases entered into that transfer substantially all the benefits and risks associated with ownership are recorded as the acquisition of a tangible capital asset and the incurrence of an obligation. The asset is amortized in a manner consistent with tangible capital assets owned by the Village and the obligation, including interest thereon, is repaid over the term of the lease. All other leases are accounted for as operating leases and the rental costs are expensed as incurred.

Use of Estimates

The preparation of financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future. A significant area requiring management estimates relates to the useful life of tangible assets for amortization calculations.

Village of Lions Bay
Summary of Significant Accounting Policies

December 31, 2016

Financial Instruments The Village's financial instruments consist of cash and equivalents, accounts receivable, grant receivable, accounts payable and long-term debt. Unless otherwise noted, it is management's opinion that the Village is not exposed to significant interest, currency or credit risk arising from these financial instruments.

Deferred Revenue Funds received for specific purposes which are externally restricted by legislation, regulation or agreement and are not available for general municipal purposes are accounted for as deferred revenue on the statement of financial position. The revenue is recognized in the statement of operations in the year in which it is used for the specified purpose.

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. Liabilities are recorded net of any expected recoveries.

A liability for remediation of contaminated sites is recognized when all of the following criteria are met:

1. an environmental standard exists;
2. contamination exceeds the environmental standard;
3. the Authority is directly responsible or accepts responsibility;
4. it is expected that future economic benefits will be given up; and
5. 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. There is no liability for contaminated sites recorded as at December 31, 2016 or 2015.

Village of Lions Bay
Notes to Financial Statements

December 31, 2016

1. Deferred Revenue

	<u>2016</u>	<u>2015</u>
Restricted cash donation	\$ 1,000	\$ 1,000
Prepaid taxes	<u>24,217</u>	<u>25,415</u>
	<u>\$ 25,217</u>	<u>\$ 26,415</u>

2. Developer Deposits

Bylaw 330 requires an applicant for certain building permits to pay a damage deposit of \$1,500 when the work is under \$50,000 and \$3,000 when the work is over \$50,000. The deposit less any costs incurred by the Village in restoring or replacing any damaged works or property will be returned to the applicant. The total cash on deposit of \$126,000 (2015 - \$117,000) has been reported as a liability because the deposits will be returned to the applicants at the completion of the project. Any portion of these deposits used for replacing damaged works or property will be taken into income by the Village in the period it is determined that restoration or replacement is required.

3. Capital Lease Obligation

During 2013, the Village entered into three vehicle lease obligations with future payments requirements as follows:

2017	\$ 37,120
2018	<u>16,408</u>
Total future minimum lease payments	53,528
Less: Imputed interest at 5.38%	<u>(1,208)</u>
Present value of minimum lease payments	<u>\$ 52,320</u>

Village of Lions Bay
Notes to Financial Statements

December 31, 2016

4. Long-term Debt

Loan Authorization Bylaw No. 353 was adopted on January 20th, 2005 and gave approval for the Village to borrow up to \$250,000 to assist in providing water services to the specified area of Brunswick Beach whose owners had opted to finance their share of costs over twenty years through a local parcel tax. The actual amount of the loan honoured was \$114,000. The interest rate is 5.1% and the debt matures in 2025. The balance outstanding under this bylaw at year-end was \$58,427 (2015 - \$64,139).

Loan Authorization Bylaw No. 401 and 374 were respectively adopted on June 2, 2008 and September 19, 2006 and gave approval for the Village to borrow up to \$800,000 and \$600,000 to assist in providing construction improvements to the water system servicing the Village of Lions Bay. The interest rate is 5.15% and the debt matures in 2028. The balance outstanding under the bylaws at year-end was \$966,798 (2015 - \$1,028,666).

Loan Authorization Bylaw No. 380 was adopted on September 19, 2006 and gave approval for the Village to borrow up to \$1,300,000 to assist in providing construction improvements to the Village of Lions Bay road system. In 2008, Council reduced the approved borrowing for the bylaw to \$500,000 and \$250,000 was borrowed. The interest rate is 5.15% and the debt matures in 2028. The balance outstanding under this bylaw at year-end was \$172,643 (2015 - \$183,690).

Repayments of debt to the Municipal Finance Authority of BC (MFABC) required in the next five years and thereafter are as follows:

2017	\$	81,690
2018		84,872
2019		88,180
2020		91,618
2021		95,191
Thereafter		756,317
		<hr/>
	\$	1,197,868

Village of Lions Bay
Notes to Financial Statements

December 31, 2016

5. Taxation

	Financial Plan		
	2016	2016	2015
	(Note 7)		
General purposes	\$ 1,374,680	\$ 1,371,873	\$ 1,227,484
Collections for other tax authorities			
School Taxes - Province	-	731,816	685,988
RCMP	-	124,250	112,386
Regional District	-	41,983	38,155
Greater Vancouver Transportation Authority	-	194,440	184,570
Municipal Finance Authority	-	136	115
British Columbia Assessment Authority	-	37,184	34,598
	1,374,680	2,501,682	2,283,296
Transfers to other tax authorities			
School Taxes - Province	-	731,816	685,988
RCMP	-	124,250	112,386
Regional District	-	41,983	38,136
Greater Vancouver Transportation Authority	-	194,440	184,570
Municipal Finance Authority	-	136	115
British Columbia Assessment Authority	-	37,184	34,598
	-	1,129,809	1,055,793
Available for general purposes	1,374,680	1,371,873	1,227,503
Water utility parcel taxes	10,585	10,585	267,087
Sewer utility parcel taxes	25,347	25,346	24,140
	\$ 1,410,612	\$ 1,407,804	\$ 1,518,730

December 31, 2016

6. Contingent Liabilities and Commitments

- (i) The Village is responsible as a member of the Greater Vancouver Regional District for its portion of any operating deficits or capital debt related to functions in which it participates.
- (ii) The Village is a participant in the Municipal Insurance Association of British Columbia (the "Association"). Should the Association pay out claims in excess of the premiums received, it is possible that the Village, along with the other participants, would be required to contribute towards the deficit. Management does not consider external payments under this contingency to be likely and therefore no amounts have been accrued.
- (iii) The Village is a shareholder and member of the Emergency Communications for British Columbia Incorporated ("E-Comm") whose services provided include: regional 9-1-1 call centre; Wide Area Radio network, dispatch operations; and records management. The Village has 1 Class A Share (Police and Fire) and no Class B Shares (Operations) (of a total of 28 Class A and 23 Class B shares issued and outstanding as at December 31, 2016) recorded at nominal cost. As a Class A shareholder, the Village shares in both funding the future operations and capital obligations of E-Comm (in accordance with a cost sharing formula), including any lease obligations committed to by E-Comm up to the shareholder's withdrawal date.
- (iv) Under borrowing arrangements with MFA, the Village is required to lodge security by means of demand notes and interest bearing cash deposits based on the amount of the borrowing. As a condition of these borrowings, a portion of the debenture proceeds is withheld by the MFA as a debt reserve fund. These deposits are held by the MFA as security against the possibility of debt repayment default. If the debt is repaid without default, the deposits are refunded to the City. The balance of the deposits and contingent demand notes are not included in the financial statements of the Village.
- (v) The Village is the subject to litigation in regard to employment matters. In addition, the Village is from time to time involved in other lawsuits. The Village vigorously defends any such claims. At December 31, 2016 there is not sufficient information available to allow the Village to make a reasonable estimate of the potential for loss, if any, resulting from outstanding matters. Accordingly, these financial statements contain no provision for such amounts. Amounts will be recorded in the financial statements in the period in which additional information becomes available that allows a reasonable estimate to be made.

Village of Lions Bay
Notes to Financial Statements

December 31, 2016

7. Financial Plan

Financial plan amounts represent the Financial Plan Bylaw adopted by Council on May 10, 2016 with adjustments for items accounted for differently under PSAB accounting standards.

The Financial Plan Bylaw anticipated use of surpluses accumulated in previous years to balance against current year expenditures in excess of current year revenues. In addition, the Financial Plan Bylaw anticipated capital expenditures rather than amortization expense and repayment of debt during the year.

The following shows how these amounts were combined:

	<u>2016</u>
Financial Plan Bylaw surplus for the year	\$ -
Add back:	
Capital expenditures	569,312
Repayment of Debt	96,102
MFA Actuarial Gain on Debt	17,506
Less:	
Budgeted transfers from accumulated surplus	(78,838)
Amortization	(553,787)
	<u>\$ 50,295</u>

8. Pension Plan

The employer 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, 2015, the plan has about 189,000 active members and approximately 85,000 retired members. Active members include approximately 37,000 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 Lions Bay
Notes to Financial Statements

December 31, 2016

8. Pension Plan (con't)

The most recent valuation for the Municipal Pension Plan as of December 31, 2015, indicated a \$2,224 million funding surplus for basic pension benefits on a going concern basis.

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.

The Village paid \$52,723 (2015 - \$48,052) for employer contributions while employees contributed \$52,918 (2015 - \$49,250) to the plan in fiscal 2016.

9. Accumulated Surplus

The components of accumulated surplus are as follows:

	<u>2016</u>	<u>2015</u>
Invested in tangible capital assets	\$ 18,415,256	\$ 18,633,965
Reserve funds	783,555	719,567
Unrestricted amounts	<u>1,158,539</u>	<u>751,817</u>
	<u>\$ 20,357,350</u>	<u>\$ 20,105,349</u>

The increase in reserve funds in the current year of \$63,988 represents the receipt of \$56,451 of unrestricted funds for Gas Tax Funding with the balance of \$7,537 representing interest credited to reserve funds for the year.

10. Segmented Information

The Village is a diversified municipal government institution that provides a wide range of services to its residents such as parks and recreation, maintenance of roads, fire and rescue, sewer and water utilities and solid waste collection. Key functional segments have been separately disclosed in Schedule 1. Following is a brief description of these segments and the activities they provide:

December 31, 2016

10. Segmented Information (con't)

General Government

This segment relates to the general administration of the Village. It also includes revenues and expenses such as property tax revenues, legal costs, etc. that cannot be directly attributed to a specific segment.

Protective Services

Protective Services is comprised of fire and rescue services, bylaw enforcement and emergency services. The fire and rescue department is responsible for providing fire suppression service, fire prevention programs, training and education and highway call-out services. The members of the fire department are volunteer fire fighters.

Public Works Operation

Public works and transportation is responsible for the maintenance of roads, storm drainage, water and sewer infrastructure and building facilities.

Solid Waste Collection

Solid waste collection consists of recycling services and waste collection.

Planning and Development

This segment includes building inspection, zoning and community planning such as land use master plan.

Recreational and Cultural Services

This service area provides services meant to improve the health and development of the residents. They include recreation programs in the community centre, maintenance of trails, parks and beaches.

11. Comparative Figures

Certain comparative amounts have been reclassified to conform with the current year's presentation.

Village of Lions Bay
Schedule 1 - Combined Statement of Operations by Segment

For the year ended December 31, 2016

	General Government	Protective Services	Public Works Operation	Solid Waste Collection	Planning and Development	Park Recreation and Culture	Water Utility	Sewer Utility	2016 Actual	2016 Financial Plan
(Note 7)										
Revenues										
Taxation	\$ 1,371,873	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,585	\$ 25,346	\$ 1,407,804	\$ 1,410,612
Utility user rates and connection fees	-	-	-	199,999	-	-	786,865	44,822	1,031,686	1,033,030
Government transfers	352,823	-	-	-	-	4,527	172,972	-	530,322	707,613
Sales of services	5,167	45,779	1,975	112	32,955	24,758	-	-	110,746	93,835
Other revenues	47,717	69,990	-	-	-	-	14,347	600	132,654	87,205
Loss on disposal of tangible capital assets	(15,285)	-	-	-	-	-	-	-	(15,285)	-
	1,762,295	115,769	1,975	200,111	32,955	29,285	984,769	70,768	3,197,927	3,332,295
Expenses										
Operating										
Goods and services	160,968	176,532	149,704	198,645	21,082	70,024	326,564	40,226	1,143,745	1,425,064
Labour	502,789	117,875	171,882	-	45,171	105,318	263,722	14,961	1,221,718	1,212,908
Amortization	309,558	-	-	-	-	-	150,939	29,725	490,222	553,787
	973,315	294,407	321,586	198,645	66,253	175,342	741,225	84,912	2,855,685	3,191,759
Interest	-	-	15,016	-	-	-	75,225	-	90,241	90,241
	973,315	294,407	336,602	198,645	66,253	175,342	816,450	84,912	2,945,926	3,282,000
Excess (deficiency) in revenues over expenses	\$ 788,980	\$ (178,638)	\$ (334,627)	\$ 1,466	\$ (33,298)	\$ (146,057)	\$ 168,319	\$ (14,144)	\$ 252,001	\$ 50,295

Village of Lions Bay
Schedule 2 - Combined Statement of Operations by Segment

For the year ended December 31, 2015

	General Government	Protective Services	Public Works Operation	Solid Waste Collection	Planning and Development	Park Recreation and Culture	Water Utility	Sewer Utility	2015 Actual	2015 Financial Plan
	(Note 7)									
Revenues										
Taxation	\$ 1,227,503	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 267,087	\$ 24,140	\$ 1,518,730	\$ 1,521,604
Utility user rates and connection fees	-	-	-	196,802	-	-	438,356	41,164	676,322	673,545
Government transfers	370,145	14,298	-	-	-	18,500	304,755	-	707,698	1,054,104
Sales of services	7,577	53,049	750	278	24,734	22,269	-	-	108,657	102,350
Other revenues	40,879	73,081	-	-	-	4,445	14,379	-	132,784	81,301
	1,646,104	140,428	750	197,080	24,734	45,214	1,024,577	65,304	3,144,191	3,432,904
Expenses										
Operating										
Goods and services	117,250	192,790	171,053	200,539	5,224	80,764	568,718	36,247	1,372,585	1,685,522
Labour	449,679	117,312	154,438	-	18,780	115,377	278,071	15,237	1,148,894	1,100,184
Amortization	335,783	-	-	-	-	-	149,710	28,399	513,892	504,202
	902,712	310,102	325,491	200,539	24,004	196,141	996,499	79,883	3,035,371	3,289,908
Interest	-	-	16,048	-	-	-	75,513	-	91,561	91,561
	902,712	310,102	341,539	200,539	24,004	196,141	1,072,012	79,883	3,126,932	3,381,469
Excess (deficiency) in revenues over expenses	\$ 743,392	\$ (169,674)	\$ (340,789)	\$ (3,459)	\$ 730	\$ (150,927)	\$ (47,435)	\$ (14,579)	\$ 17,259	\$ 51,435

Village of Lions Bay
Schedule 3 - Tangible Capital Assets

For the year ended December 31, 2016

	Land	Buildings	Equipment & Furniture & Vehicles	Land Improvements	Water	Sewer	Roads	Storm Sewer	Other	WIP - General	2016 Total	2015 Total
Cost, beginning of year	\$ 11,115,625	\$ 2,112,010	\$ 1,704,265	\$ 195,678	\$ 6,861,987	\$ 761,302	\$ 4,357,566	\$ 101,450	\$ 81,801	\$ 64,130	\$ 27,355,814	\$ 27,089,584
Additions	-	-	27,051	-	111,727	34,413	-	-	-	-	173,191	266,230
Disposals	-	-	(7,520)	-	(13,413)	-	-	-	-	-	(20,933)	-
Cost, end of year	11,115,625	2,112,010	1,723,796	195,678	6,960,301	795,715	4,357,566	101,450	81,801	64,130	27,508,072	27,355,814
Accumulated amortization, beginning of year	-	681,319	989,668	65,619	2,434,019	542,163	2,557,765	76,048	11,453	-	7,358,054	6,844,162
Amortization	-	48,818	140,970	9,171	150,939	29,725	107,721	1,242	1,636	-	490,222	513,892
Disposals	-	-	(5,170)	-	(478)	-	-	-	-	-	(5,648)	-
Accumulated amortization, end of year	-	730,137	1,125,468	74,790	2,584,480	571,888	2,665,486	77,290	13,089	-	7,842,628	7,358,054
Net carrying amount, end of year	\$ 11,115,625	\$ 1,381,873	\$ 598,328	\$ 120,888	\$ 4,375,821	\$ 223,827	\$ 1,692,080	\$ 24,160	\$ 68,712	\$ 64,130	\$ 19,665,444	\$ 19,997,760

STATEMENT OF FINANCIAL INFORMATION (SOFI)

FINANCIAL INFORMATION ACT REPORT Year Ended December 31, 2016

SCHEDULE OF REMUNERATION

SECTION 6

<i>Name</i>	<i>Position</i>	<i>Remuneration*</i>	<i>Expenses**</i>
MAYOR & COUNCIL:			
Fred Bain	Councillor	6,915.97	-
Karl Buhr	Mayor	13,831.93	834.97
Jim Hughes	Councillor	6,915.97	-
Ron McLaughlin	Councillor	6,915.97	-
Helen Waterson	Councillor	3,016.03	-
Eileen Wilke	Councillor	576.33	-
Total Council		38,172.20	834.97
STAFF:			
Employees in excess of \$75,000:			
Garth Begley	Public Works - Operator 2	84,350.11	1,084.00
Peter DeJong	Chief Administrative Officer	112,761.13	4,656.79
Will Emo	Public Works - Operator 1	82,993.44	3,460.80
Neale Mullen	Public Works - Operator 1	76,308.18	1,141.26
Pamela Rooke	Chief Financial Officer	96,289.02	3,884.12
Alberto Urrutia	Public Works - Water Operator	100,079.42	1,652.28
Add amounts paid to Employees < \$75,000:		451,262.79	4,044.21
Total Staff		1,004,044.09	19,923.46
TOTAL COUNCIL AND STAFF		1,042,216.29	20,758.43

RECONCILIATION OF AMOUNTS PAID:

ADD: Benefits paid by employer (non taxable)	150,622.89
Other labour costs in financial statements ***	7,249.92
Salary and benefit accruals (incl. retro)	21,628.90
Total	\$1,221,718.00

Total per Schedule 1 of the Financial Statements \$1,221,718.00

* Remuneration includes taxable benefits, vacation payouts and retroactive salary adjustments

** Expenses include travel expenses, memberships, tuition, relocation, vehicle leases, extraordinary hiring expenses, registration fees and similar amounts paid directly to an employee, or to a third party on behalf of the employee, and which has not been included in 'remuneration'

*** Other labour costs includes contracted labour

STATEMENT OF FINANCIAL INFORMATION (SOFI) (cont)

FINANCIAL INFORMATION ACT REPORT

Year Ended December 31, 2016

SCHEDULE OF AMOUNTS PAID TO SUPPLIERS FOR GOODS AND SERVICES

SECTION 7

<i>Supplier Accounts</i>	<i>Amounts Paid in 2016</i>
AECOM Canada Ltd (<i>Infrastructure Master Plan</i>)	84,394.59
AON Reed Stenhouse (<i>Insurance</i>)	42,566.00
BC Assessment Authority ***	37,184.56
BC Hydro (<i>Utilities</i>)	34,765.70
BDO Canada LLP (<i>Village Auditors</i>)	28,824.16
GVRD ***	41,983.00
McRae's Environmental Services Ltd (<i>Sewage Treatment and Pump-out</i>)	28,252.77
Metro Vancouver (GVRD) (<i>Debt Repayment</i>)	149,222.14
Municipal Pension Plan (<i>Payroll - Employee and Employer remittances</i>)	104,051.78
North Construction (<i>Construction Work at Water Intakes</i>)	219,261.03
Pacific Blue Cross (<i>Payroll - Employee Benefits</i>)	29,136.72
Revenue Canada (<i>Payroll Remittances</i>)	262,201.54
School Tax ***	589,738.48
Sea to Sky Network Solutions (<i>IT support & Maintenance</i>)	29,681.31
Smithrite Disposal Ltd (<i>Solid Waste Collection</i>)	191,329.32
South Coast BC Transportation Authority ***	194,439.71
Visa ScotiaBank (<i>Various Suppliers</i>)	29,609.38
Workers Compensation Board (<i>Payroll - Employee and Employer remittances</i>)	27,447.92
Zeemac Vehicle Lease Ltd (<i>3 Public Works Truck Leases</i>)	42,483.84
There were no payments to suppliers for grants and contributions exceeding \$25,000	
Total for Suppliers Paid > \$ 25,000	2,166,573.95
Other Supplier Payments	752,034.48
All Payments	2,918,608.43

*** Other Taxing Authority Payments

STATEMENT OF FINANCIAL INFORMATION (SOFI) (cont)

FINANCIAL INFORMATION ACT REPORT

Year Ended December 31, 2016

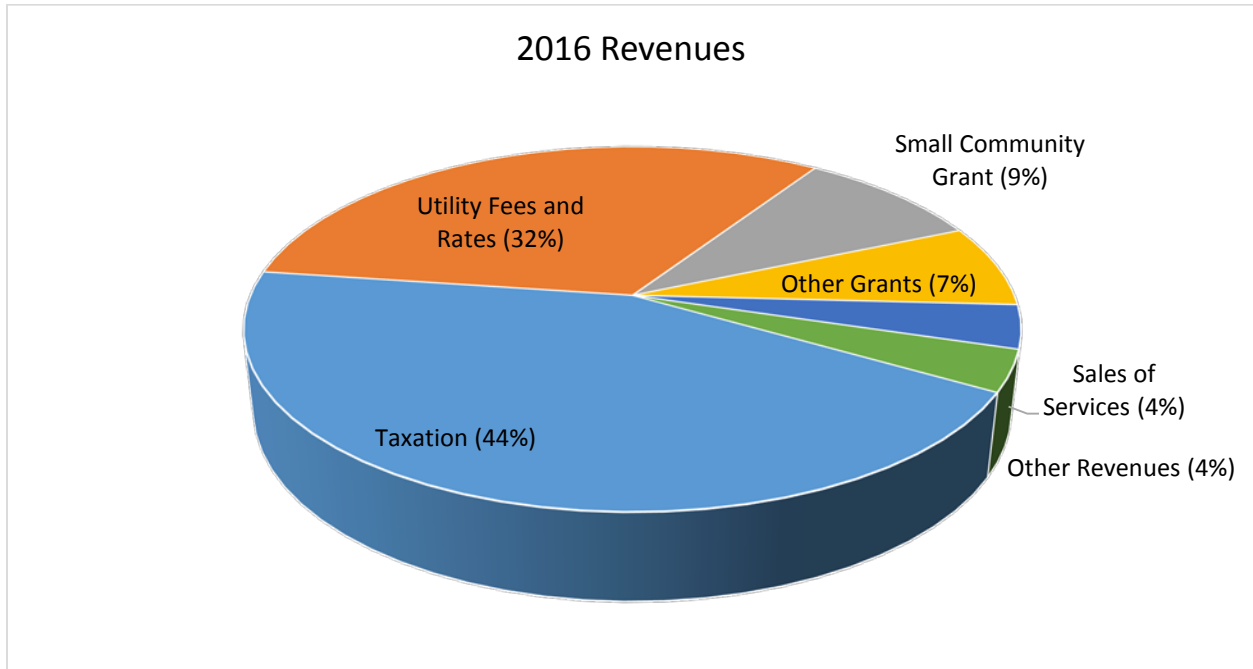
SCHEDULE OF AMOUNTS PAID TO SUPPLIERS FOR GOODS AND SERVICES

SECTION 7 (Continued)

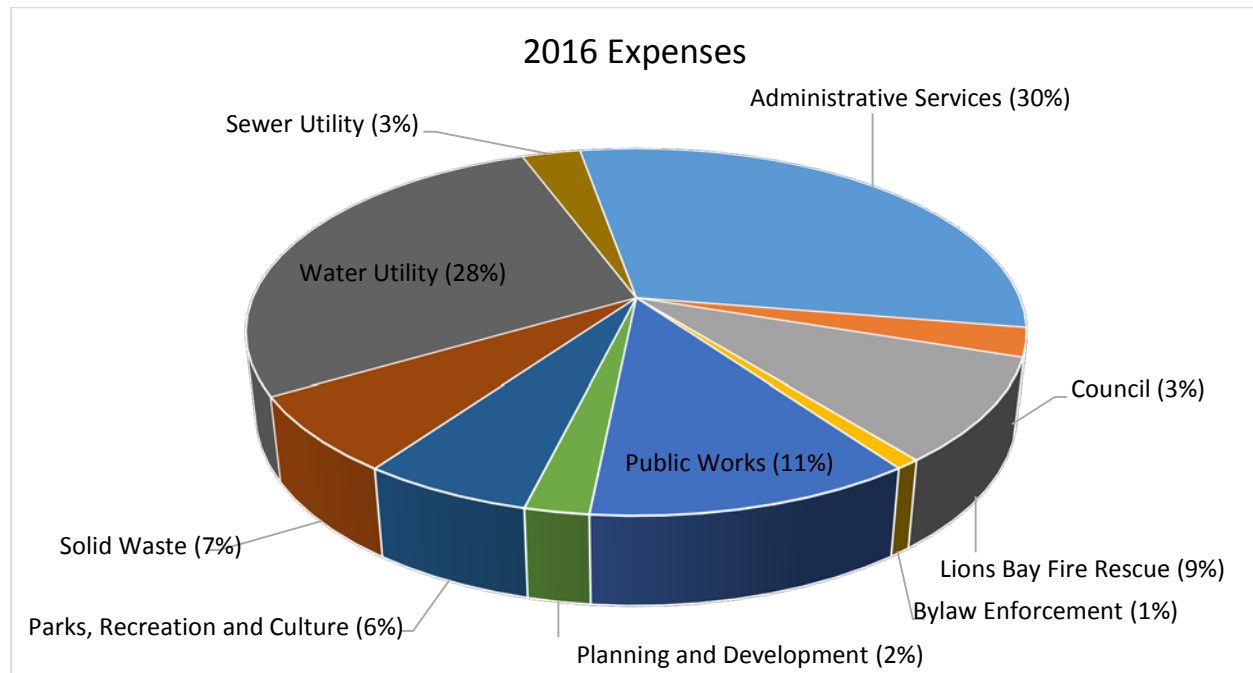
All Payments	2,918,608.43
Reconciling Items:	
Payroll Related Expenditures (included in Remuneration report)	-455,757.34
GST Recovered	-52,835.73
Acquisition of Tangible Capital Expenditures	-173,191.00
Flow throughs to other tax authorities	-863,481.92
Debt/ Capital Lease Repayments	-186,343.00
Other Items - Accrual/ Cash Accounting Differences	-43,254.44
Total payments for Goods & Services (as per financial statements)	1,143,745.00
Debt charges - interest	90,241.00
Amortization	490,222.00
Labour	1,221,718.00
Total Expenses	2,945,926.00
Total Expenses as per Financial Statements	2,945,926.00

SUPPLEMENTAL INFORMATION

Breakdown of 2016 Revenues



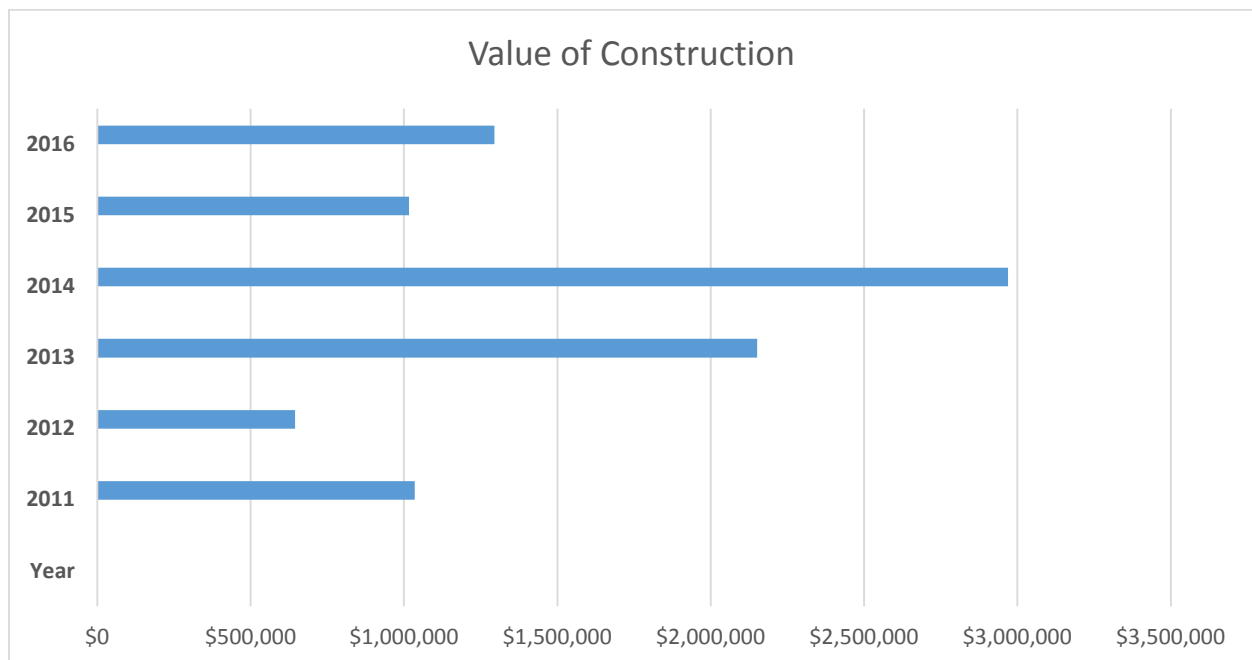
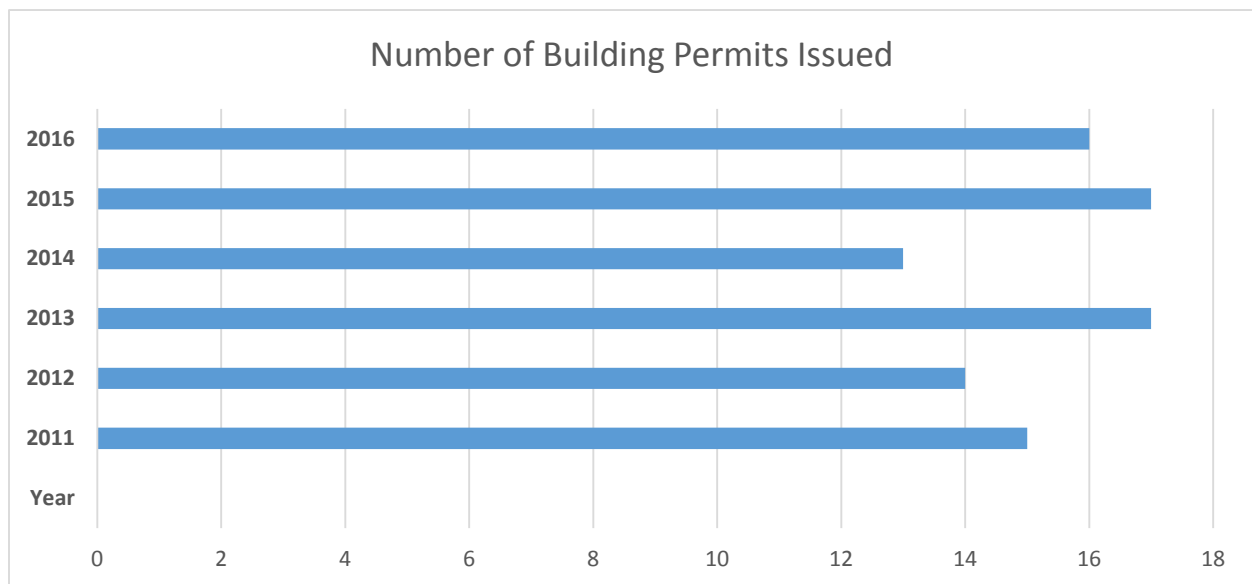
Breakdown of 2016 Expenses



SUPPLEMENTAL INFORMATION (cont.)

Building Permit Statistics

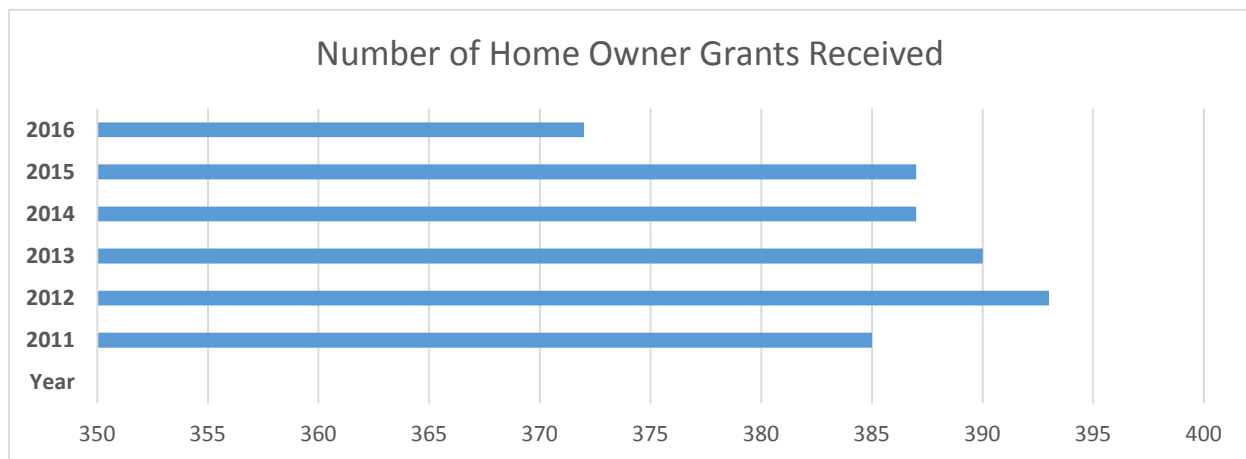
Year	# Of Permits Issued	Value Of Construction	# Of New Builds	# Of Renovations
2011	15	1,035,000	0	15
2012	14	644,500	0	14
2013	17	2,150,999	2	15
2014	13	2,969,730	2	11
2015	17	1,016,014	0	17
2016	16	1,294,999	0	16



SUPPLEMENTAL INFORMATION (cont.)

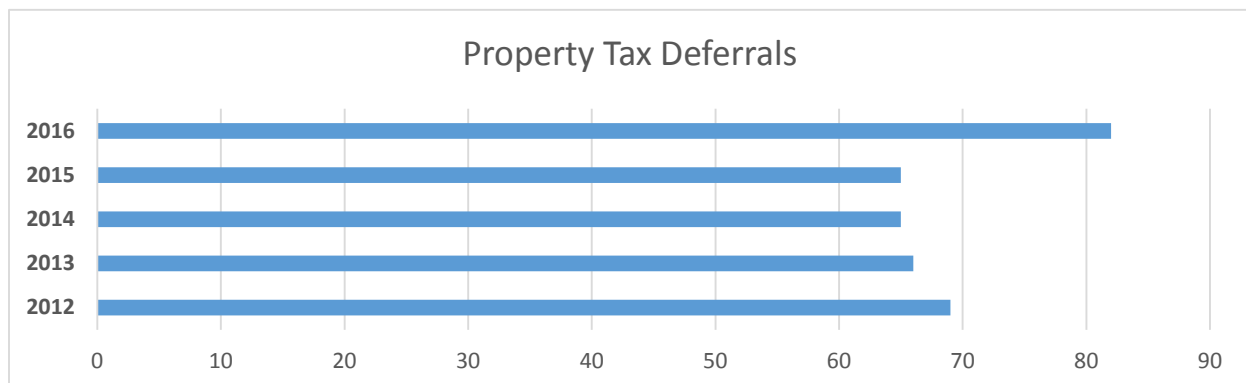
Property Tax Statistics

Year	HOGs Claimed	Online Applications	Value	Additional	Regular
2011	385		\$251,955	132	253
2012	393		\$262,565	144	249
2013	390		\$261,630	147	243
2014	387		\$257,142	148	239
2015	387	35	\$256,776	148	239
2016	372	42	\$244,215	143	229



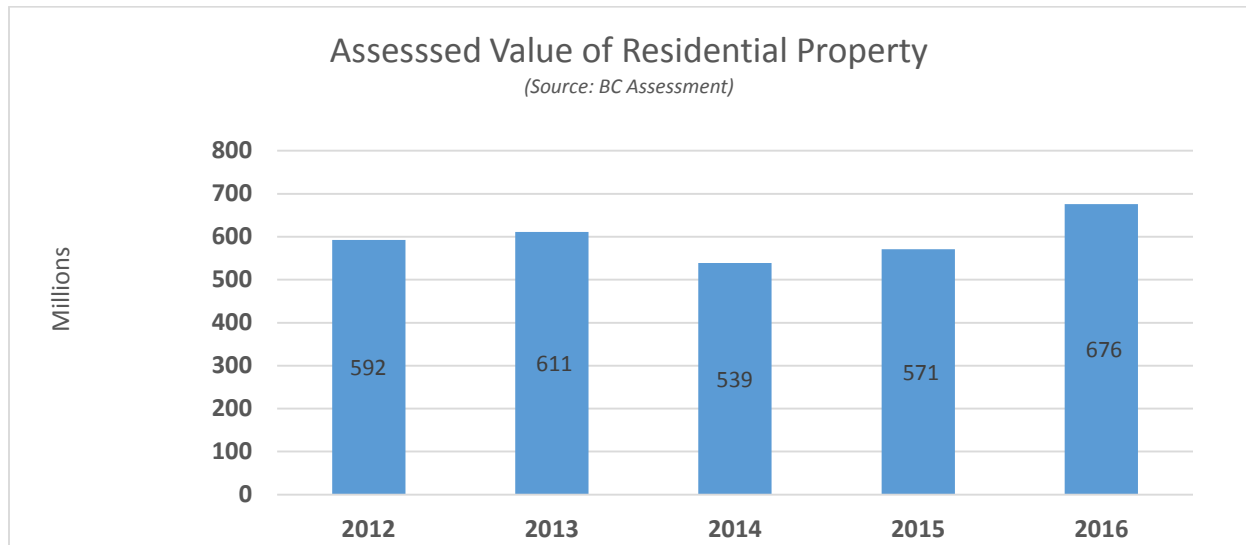
Property Tax Deferrals

Year	Applications	Value of Property Taxes
2012	69	\$261,559.92
2013	66	\$259,810.56
2014	65	\$265,669.06
2015	65	\$241,623.12
2016	82	\$294,336.03

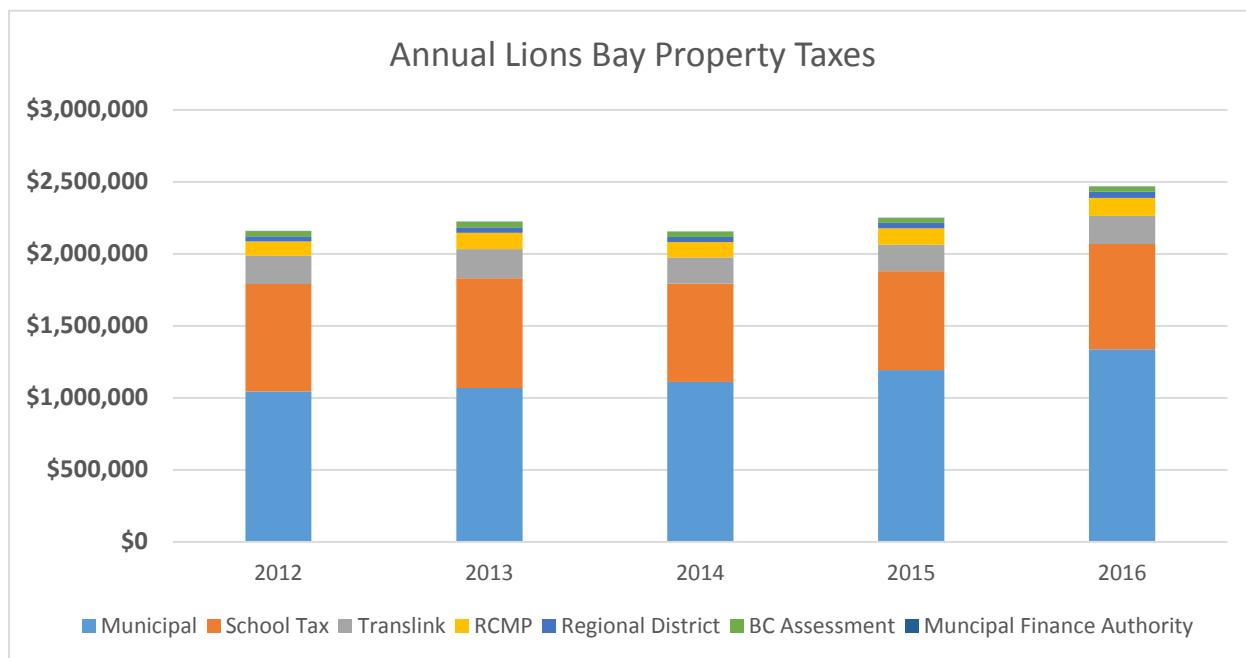


SUPPLEMENTAL INFORMATION (cont.)

Property Assessments



	2012	2013	2014	2015	2016
Residential Value (millions)	592,410	610,757	538,784	571,139	676,122
Change over previous year:	-4.96%	3.10%	-11.78%	6.01%	18%

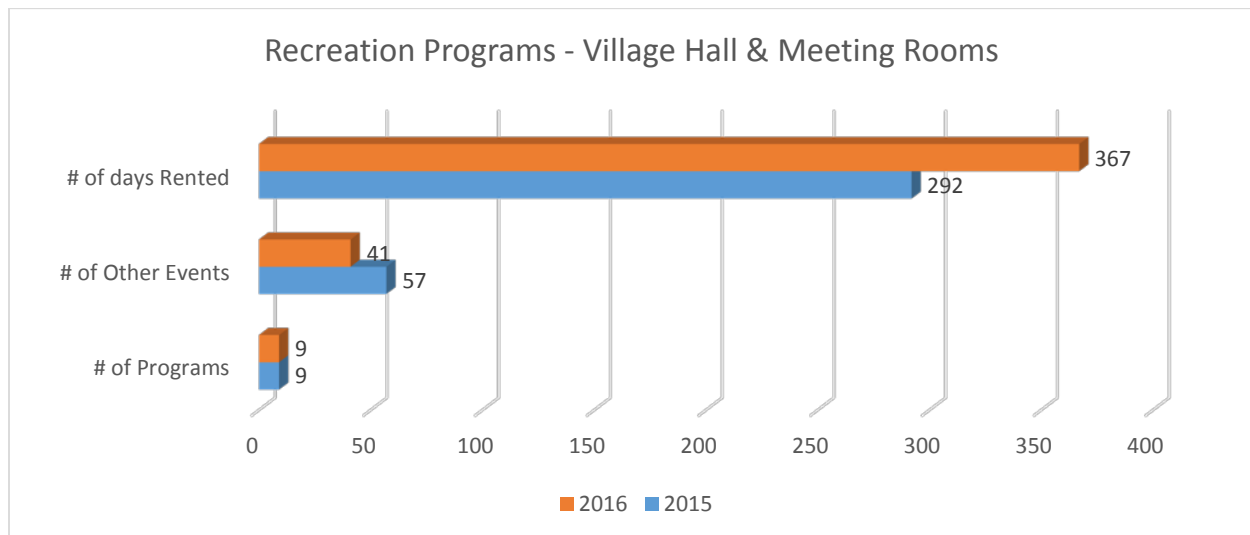
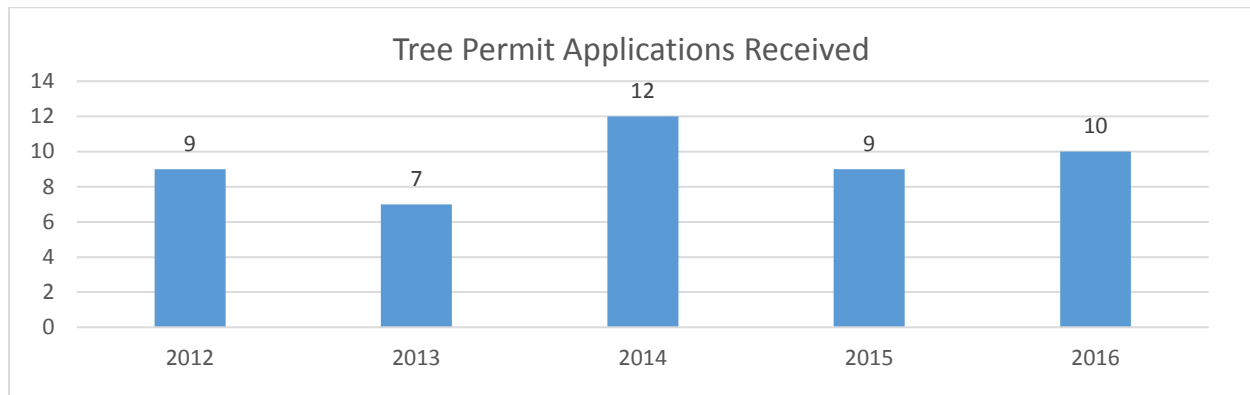
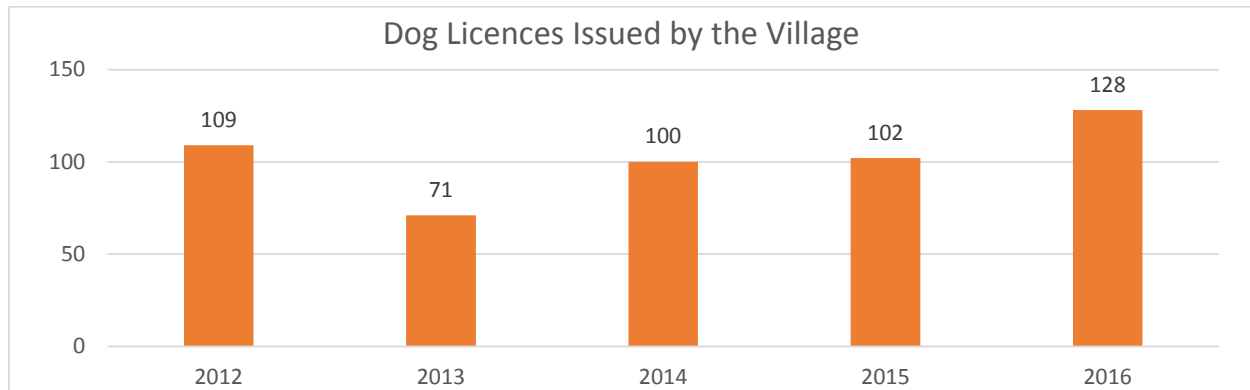


	2012	2013	2014	2015	2016
Lions Bay Mill Rate (residential)	1.7136	1.7013	2.0045	2.0530	1.9490
Average Mill Rate (GVRD)	2.7193	2.7804	2.8795	2.8508	2.6677

Source - LGDE website

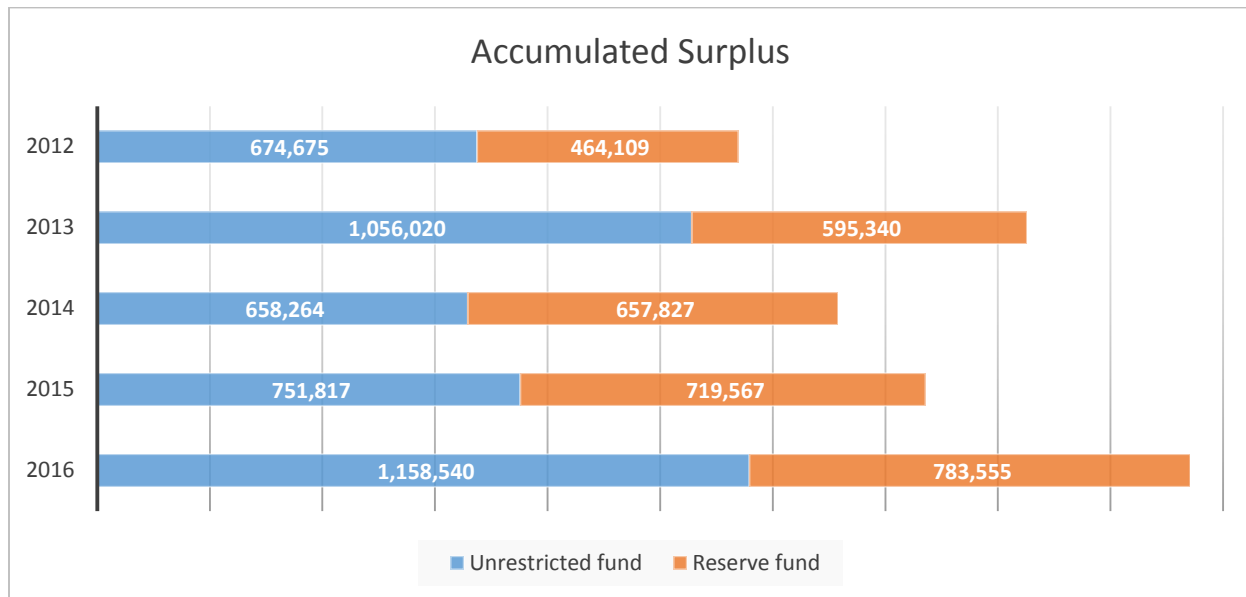
SUPPLEMENTAL INFORMATION (cont.)

Dog Licenses, Tree Permits, Recreation



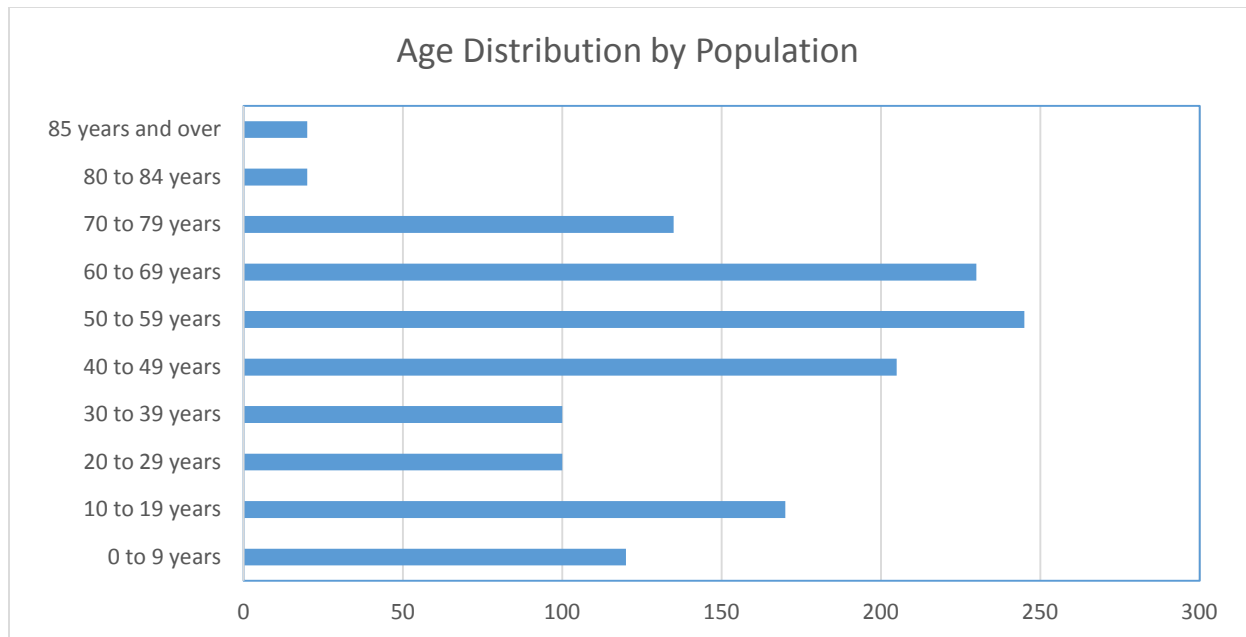
SUPPLEMENTAL INFORMATION (cont.)

Financial Indicators



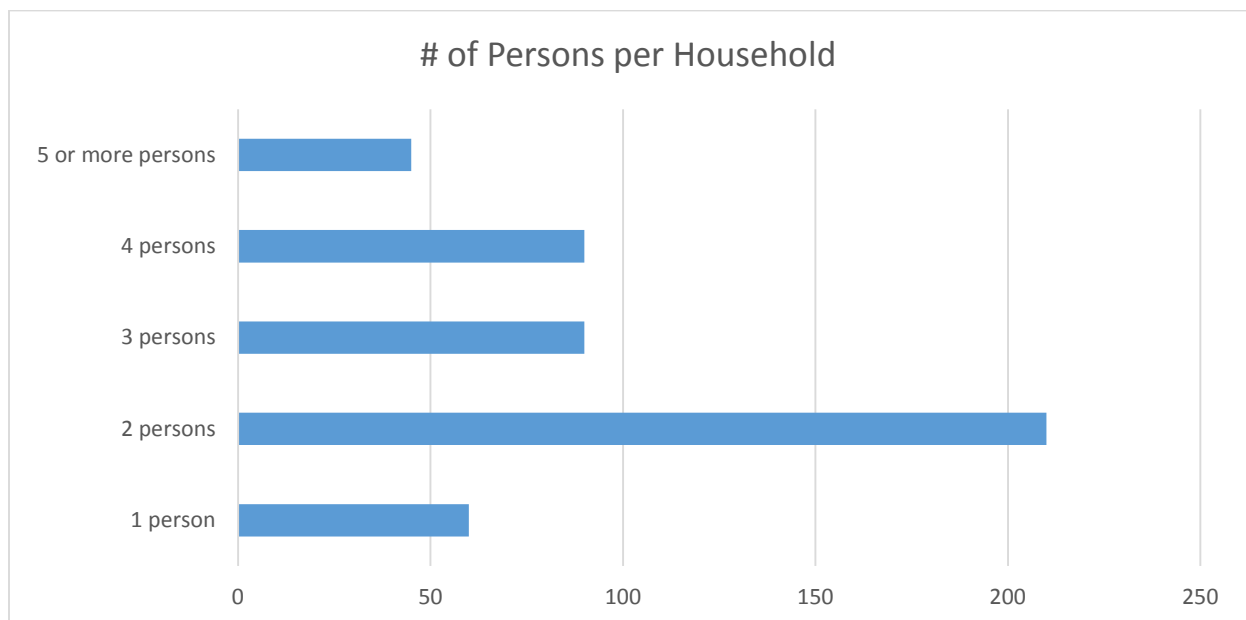
Accumulated Surplus					
	2016	2015	2014	2013	2012
Unrestricted Fund	1,158,540	751,817	658,264	1,056,020	674,675
Reserve Fund	783,555	719,567	657,827	595,340	464,109
Investment in Tangible Capital Assets	18,415,256	18,633,965	18,771,999	18,122,302	18,492,966
	20,357,351	20,105,349	20,088,090	19,773,662	19,631,750

2016 Census Statistics



Population increase from 2011 census - 1.2%. Provincial increase was 5.6%

Source: Statistics Canada, 2016 Census of Population

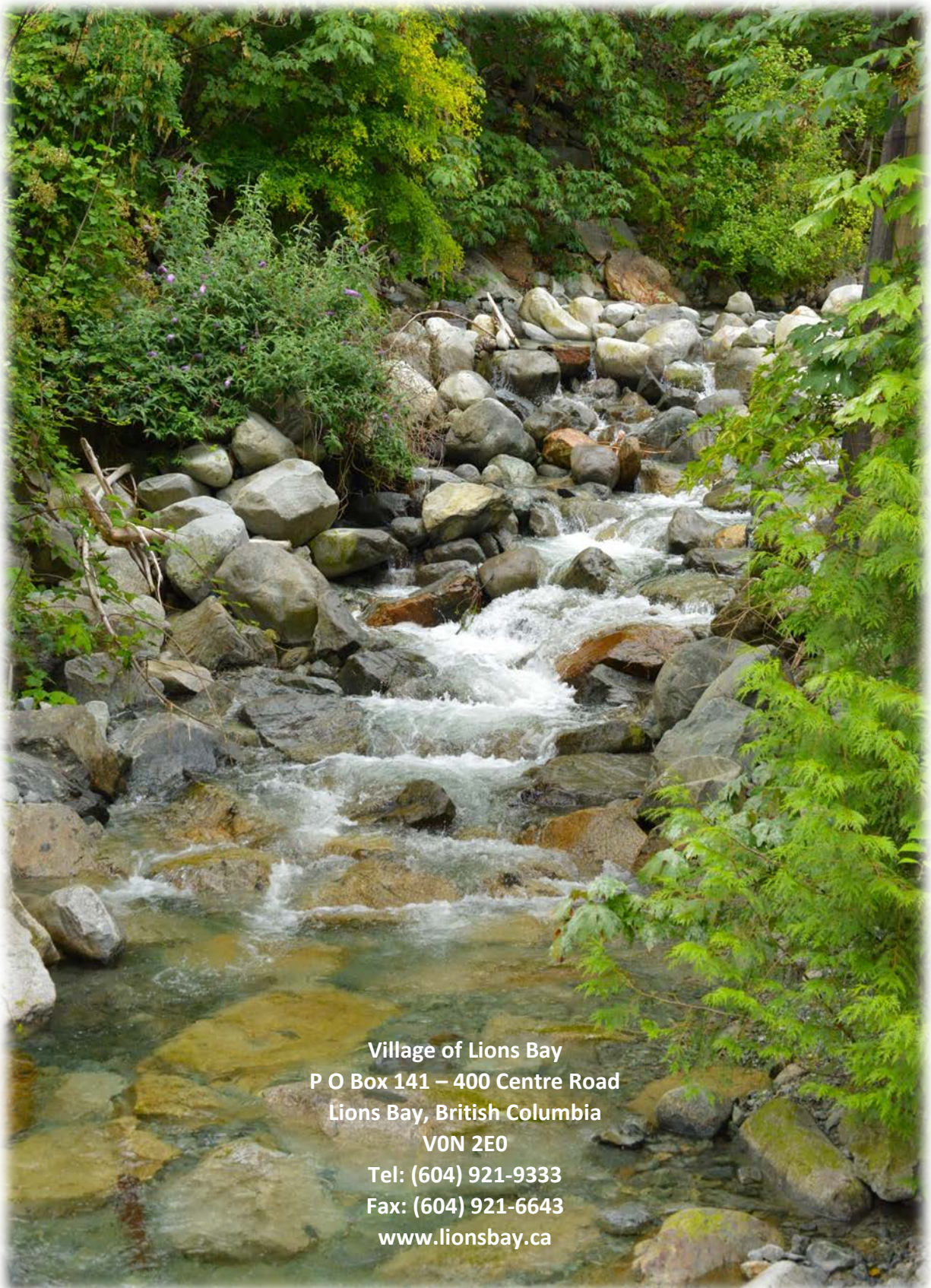


Average Household size - 2.7

Source: Statistics Canada, 2016 National Household Survey

Looking Forward

Consolidated Financial Plan 2017 - 2021					
	2017	2018	2019	2020	2021
Revenues					
Taxation	1,443,043	1,512,277	1,586,010	1,663,430	1,744,721
Parcel Taxes	10,585	10,585	10,585	10,585	10,585
Utility Fees and Rates	1,087,239	1,130,314	1,175,502	1,226,617	1,276,352
Fees, Licenses and Permits	152,253	112,444	112,819	114,599	116,864
Small Community Grant	295,000	295,000	295,000	295,000	295,000
Other Grants	2,602,116	896,682	1,090,952	1,582,048	660,306
Proceeds from Borrowing	460,870	600,361	713,992	808,252	416,525
Net Proceeds from Land Sales	3,219,250	6,000,000	-	-	-
Other	110,832	112,856	116,679	121,100	126,195
Grand Total	9,381,188	10,670,519	5,101,539	5,821,631	4,646,548
Expenditures					
Amortization	507,494	620,227	778,896	1,006,253	1,275,090
General Government	771,179	753,394	756,455	770,389	781,918
Fire Services	310,016	306,961	309,900	312,885	315,917
Bylaw Services	34,233	34,843	35,406	36,038	36,560
Public Works	458,561	431,448	437,983	445,128	451,302
Planning and Development	120,925	61,156	57,703	53,323	53,826
Parks, Recreation and Facilities	207,307	184,071	186,567	189,305	191,625
Solid Waste	184,784	184,784	184,784	188,478	188,478
Sewer Fund	57,049	57,758	58,619	59,524	60,376
Water Fund	583,093	586,378	594,572	603,496	611,355
Interest Payments	91,456	123,389	146,453	170,568	189,229
Grand Total	3,326,097	3,344,410	3,547,339	3,835,387	4,155,676
Surplus/(Deficit)	6,055,091	7,326,109	1,554,200	1,986,245	490,872
Adjustments Required to Balance Financial Plan to Conform With Legislative Requirements					
Non-cash items included in Annual Surplus (Deficit)					
Amortization on TCA's	507,494	620,227	778,896	1,006,253	1,275,090
MFA Actuarial Gain on Debt	(20,422)	(23,456)	(27,017)	(30,983)	(35,467)
Cash Surplus	6,542,163	7,922,881	2,306,079	2,961,514	1,730,495
Cash items NOT included in Annual Surplus (Deficit)					
Repayment of Debt Principal	(109,521)	(155,482)	(168,374)	(188,571)	(199,631)
Capital Expenditures	(4,041,280)	(2,864,743)	(1,937,644)	(2,523,000)	(1,209,531)
Transfer from (to) Surplus	134,338	43,795	-	-	-
Transfer to Gas Tax Fund	(56,450)	(56,450)	(56,450)	(56,450)	(56,450)
Transfer from (to) Reserves	(2,469,250)	(4,900,000)	(143,611)	(193,493)	(264,883)
Financial Plan Balance	-	-	-	-	-



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