



2018-2022 Financial Plan

COUNCIL APPROVED PLAN

November 20, 2017

Village of Belcarra
"Between Forest and Sea"



Agenda



- ❑ Plan Context & Development Guidelines
- ❑ Project Highlights
- ❑ Property Tax & Fee Proposals, & Drivers
- ❑ Overview Revenues, Expenses, Reserves & Surplus
- ❑ Next Steps

2018 – 2022 Financial Plan



Plan Context & Development Guidelines



Plan Context... similar to prior years

The Bigger Picture...

□ Economic Environment always changing!

- US:Cdn Exchange rate remains low.
- New political leadership in the U.S.A.
- What impact will this have on costs of construction?
- What impact will this have on available Senior Gov't Grants?

□ Sustainability/Environmental requirements and impacts

- What \$ impact will this have?
- More extreme weather events will drive additional costs.
- Increasingly available grants require movement in this direction.

□ Changing demographics, future staffing changes

- What impact will this have on future service needs/demands?
- How will this affect ability to attract and retain quality staff?
- 3 of 6 Belcarra staff changed in last 3 years... 2 new senior, long-term staff, new part-time building inspector position.



Plan Context

Narrowing the Picture...

- ❑ Water Utility operating experience clarifying mtnce needs.
- ❑ Have ability to borrow limited funds, but council policy is to avoid.
- ❑ Relatively healthy Surplus & Reserve levels maintained, but recent use has reduced.
- ❑ Moving forward with long-term capital plans and related funding plans... Many needs/wants identified!
- ❑ Budget for and beyond 2018 provides for no changes to operating service levels (over 2017).
- ❑ Belcarra's ability to increase revenues is limited... a 1% tax/fee increase raises an \$6,700 (general) + \$2000 (water)

Development Guidelines



- ❑ Maintain *status quo* service levels.
- ❑ All on-going operating costs funded from annual taxation or fees; one-time/periodic items from surplus or reserves; building inspector funded partly from surplus.
- ❑ Annual funding for capital increased over the term of the plan by inflation, at a minimum AND additional 2% for water capital.
- ❑ Ensure the level of Reserves & Surplus maintained over the term of the Plan is sufficient to:
 - Finance operations until tax/fee collections;
 - Provide needed funding for identified works over the term of the Plan;
 - Provide a reasonable “safety net” recognizing limited ability to borrow and impact of any tax increase.
- ❑ Ensure provisions made to support Strategic Plan Initiatives


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Project Highlights

Project Highlights Roads & Drainage

****Strategic Plan
Priority****



Crack Seal, spot repair

Moderate Severity



SPP#2 Road Safety Issues



2018 Projects

- Phase II Drainage Study.
- Roads & Retaining Walls Assess.
- Bedwell Bay – install cats eyes.
- Preventive Roads Mtnce. Work
- Capital Works:

Sasamat Creek - Remove Old Logging Bridge	15,000
Young Road - Turn-a-round at Top - Roadwork	60,000
Young Road - Turn-a-round at top - Stormsewer	30,000
Bedwell Bay - Guard Rails (4 locations)	32,000
	137,000

- Continue to build Roads & Drainage Long-Term Capital & Funding Plan (SPP#3&5).

Project Highlights

Trails & Multi-Purpose Court

****Strategic Plan
Priorities****



2018 Projects

Trail - Watson Rd. / Marine Connector	22,000
Trail - Tatlow	20,000
Multi-purpose Courts - Various	40,000



SPP#2

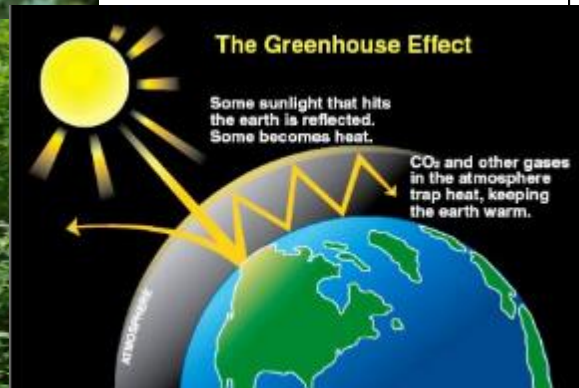


SPP#4

Project Highlights

Environment

****Strategic Plan
Priorities****



- Continue Invasive Species inventory, mapping, education and program.
- WARD Depot Capital (2018)
 - New Bin, \$5,000
 - Misc., \$5,000

Project Highlights Water System

****Strategic Plan
Priorities****



2018 Projects

- Strathcona Station Mtnce., \$10,000
- Environmental Planting, \$15,000
- Watermain Armouring at the Park, \$28,000
- Water Metering(SPP#7)
 - On-Hold pending regional review of metering option.
- Water Long-Term Capital Plan (SPP#7)
 - Continue to refine.



Project Highlights

Corporate Capacity

****Strategic Plan
Priorities****



2018 Projects

- Zoning Bylaw Update
 - SPP#1!
 - Complete Update.
- Highway Encroachment Agreements & Bylaw Update.
- Parking/MTI Bylaw Update.
- Records Management
 - Start planning if time permits.



Project Highlights

Corporate Capacity



2018 Projects

Municipal Hall - Security	10,000
Municipal Hall - Building Repair	200,000
Municipal Hall - Interior Renos	10,000
Emergency preparedness	10,000
Flair Mower Head (spare)	8,000
3T Pickup Truck (New)	120,000
Telephone System (New)	4,000
Office computer systems	5,000



2018 – 2022 Financial Plan



Property Tax & Fee Proposal

Tax & Fee Summary



TAX & FEE SUMMARY*	2017	2018	2019	2020	2021	2022
Home Value (average home)	1,794,469	1,794,469	1,794,469	1,794,469	1,794,469	1,794,469
Property Taxes	2,021	2,061	2,103	2,145	2,188	2,231
Recycling & Refuse Fee	292	304	316	328	335	342
Water - Connected Fee Summary						
Water Fee - GVWD water costs	258	283	300	323	348	375
Water Fee - Belcarra Operating Costs (Incl. 2% for capital)	572	595	619	643	669	696
Total Water Fee	830	878	918	966	1,017	1,071
Water Parcel Tax	973	973	973	973	973	973
Total Water Fee & Parcel Tax	1,803	1,851	1,891	1,939	1,990	2,044
Water - Not Connected Fee Summary						
Water Fee - GVWD water costs	0	0	0	0	0	0
Water Fee - Belcarra Operating Costs (Incl. 2% for capital)	568	591	614	639	664	691
Water Parcel Tax	973	973	973	973	973	973
Total Water Fee & Parcel Tax	1,541	1,564	1,587	1,612	1,637	1,664
Total Taxes & Fees (Connected)	4,116	4,216	4,310	4,412	4,513	4,617
Total Taxes & Fees (Not Connected)	3,854	3,929	4,006	4,085	4,160	4,237
2017 FORECAST - Total Taxes & Fees (Connected)		4,180	4,245	4,312	4,373	
2017 FORECAST - Total Taxes & Fees (Not Connected)		3,910	3,967	4,026	4,078	
All Taxes & Fees						
Total - Connect Fee Summary - % Change	2.09%	2.43%	2.23%	2.38%	2.27%	2.32%
Total - Connect Fee Summary - \$ Change	83	100	94	103	100	105
Total - Not Connect Fee Summary - % Change	2.12%	1.94%	1.96%	1.98%	1.84%	1.85%
Total - Not Connect Fee Summary - \$ Change	79	75	77	79	75	77

* Taxes vary based on taxable assessment. Tax rates will not be calculated until the final BCAA roll is available in later March/early April 2018.

TAX & FEE SUMMARY	2018
Home Value (average home)	1,794,469
Property Taxes	2,061
Recycling & Refuse Fee	304
Water - Connected Fee Summary	
Water Fee - GVWD water costs	283
Water Fee - Belcarra Operating Costs (Incl. 2% for capital)	595
Total Water Fee	878
Water Parcel Tax	973
Total Water Fee & Parcel Tax	1,851
Water - Not Connected Fee Summary	
Water Fee - GVWD water costs	0
Water Fee - Belcarra Operating Costs (Incl. 2% for capital)	591
Water Parcel Tax	973
Total Water Fee & Parcel Tax	1,564
Total Taxes & Fees (Connected)	4,216
Total Taxes & Fees (Not Connected)	3,929
2017 FORECAST - Total Taxes & Fees (Connected)	4,180
2017 FORECAST - Total Taxes & Fees (Not Connected)	3,910
All Taxes & Fees	
Total - Connect Fee Summary - % Change	2.43%
Total - Connect Fee Summary - \$ Change	100
Total - Not Connect Fee Summary - % Change	1.94%
Total - Not Connect Fee Summary - \$ Change	75



Tax & Fee Summary

MAIN DRIVERS



Major Drivers or Tax & Fee Increases

- ❑ Inflation/Cost Increases – budget 0-2%
- ❑ Salaries & Benefits – tied to Region – about 2%
- ❑ Consideration of longer-term asset maintenance and capital works needs
- ❑ Water Fund – GVWD water rates

Tax & Fee Summary

Other



❑ Other Government Property Taxes

- Your tax bill contains charges from other taxing jurisdictions: BCAA, Metro Vancouver, TransLink, MFA, School District 43, Police (RCMP) – representing about one-half of Your Tax Bill!
- These are flow through taxes that the Village collects on behalf of the agencies.

❑ Taxable Assessment

- All property taxes (as opposed to fees) are per \$1000 of Taxable Assessed Value.
- Taxable Assessed Value is set by the BC Assessment Authority.

The Village has no control over the amount of the other jurisdiction's taxes, or the determination of the Taxable Assessment on which the tax rates are applied.

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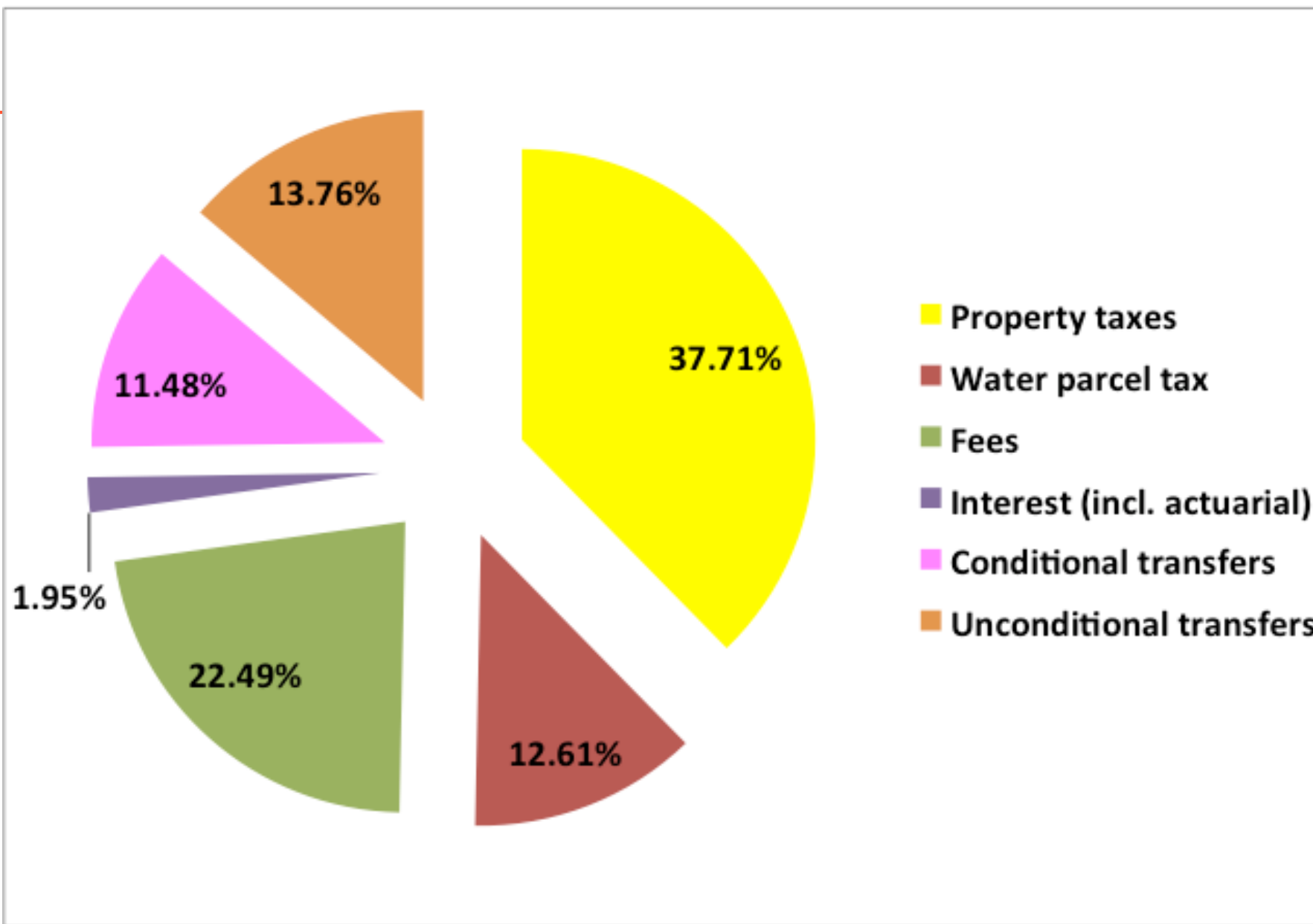


Overview Revenues, Expenses,
Reserves & Surplus

OPERATIONS & CAPITAL - REVENUES

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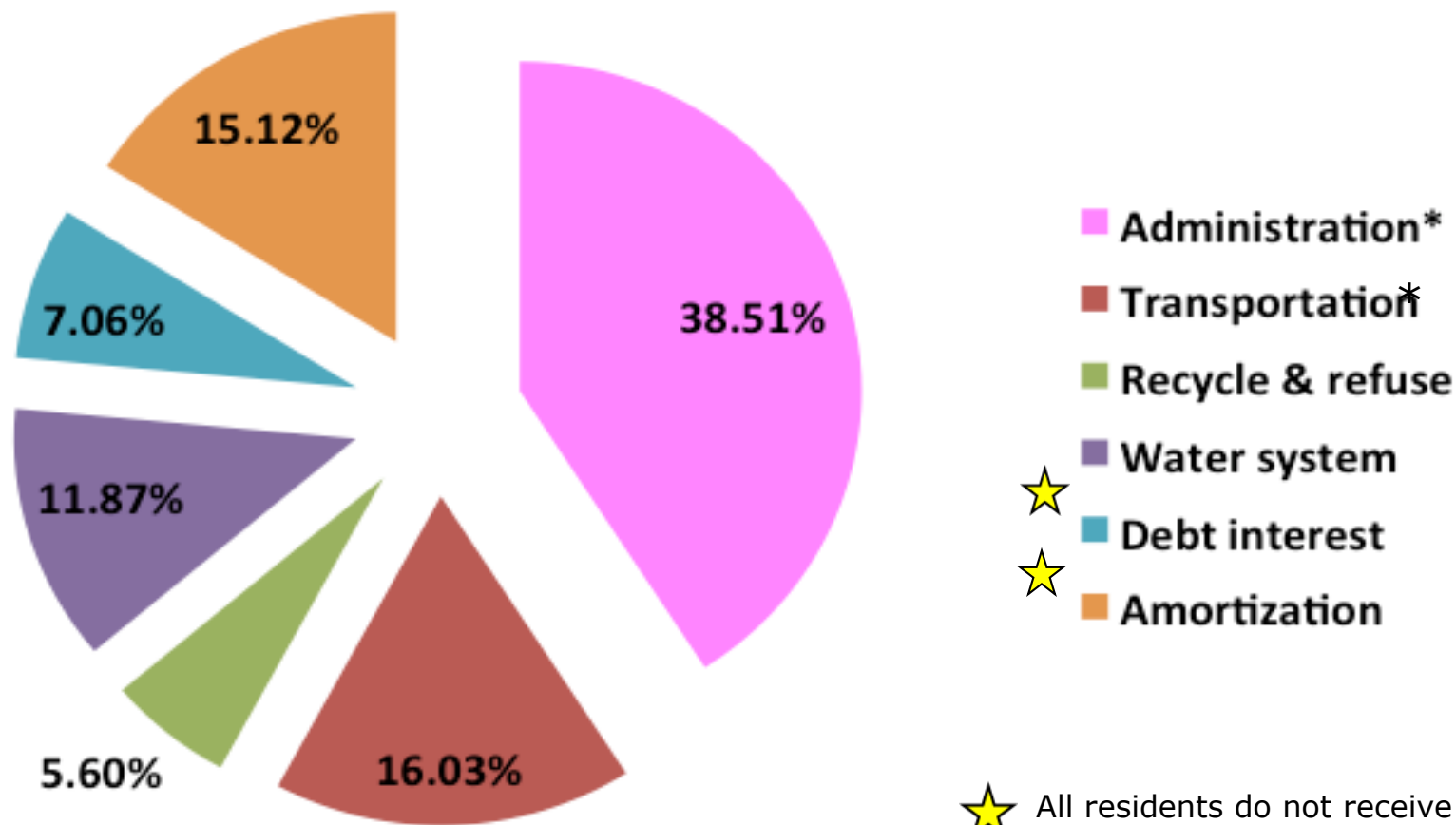
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OPERATIONS & CAPITAL – EXPENSES

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* Includes:

- Services necessary to operate the Village government such as corporate officer functions, finance, HR, IT, operation of the Municipal Hall, etc.
- Community planning & development (including Building Inspection).
- Bylaw development, administration and enforcement.

Overview

Reserves, Surplus & Deferred Revenue



	2016	Est. 2017	2018
<u>RESERVES & DEFERRED REVENUE AT Year-End</u>			
Capital Works - Water Fund	63,811.29	48,142	20,535
Capital Works - General Fund (excluding MRN)	577,952.00	606,477	210,161
Capital Works - General Fund - MRN	120,278.68	4,380	3,683
Capital Works - R&R Fund	9,692.93	12,632	14,230
Capital Works - Community Works Fund	161,768.90	219,969	278,249
Capital Works - Water Debt Deposit*	50,951.03	52,351	53,751
Operating Reserve (\$40,000 Multi-purpose courts)	93,668.87	96,020	44,363
Water Debt Repayment	29,741.55	28,371	26,973
<u>SURPLUS</u>	777,865.36	508,460	413,558
* Not accessible until debt repaid	1,885,730.61	1,576,802	1,065,503
General Operating Reserve + Surplus	871,534	604,480	457,921
Policy 196 Target - 6 months normalized operating expenses	617,500	617,502	625,000

Assessing Reserve & Surplus Levels, considerations:

Objective 1: Provide Funds sufficient to finance operations until tax/fee collections.

Objective 2: Provide Funds sufficient to funded needed & desired capital works when required.

Objective 3: Provide Funds sufficient to provide a “safety net”.

2018 – 2022 Financial Plan



Next Steps

Next Steps

- Today
 - 3 Readings Financial Plan Bylaw
 - 3 Readings Fees Bylaw
 - Public Consultation

- December 2017
 - Adoption Financial Plan Bylaw
 - Adoption Fees Bylaw

- April/May 2018
 - Adoption of Tax* Bylaw

*Adoption must occur prior to May 15th, 2018

2018 – 2022 Financial Plan

A horizontal bar composed of three segments: a dark blue segment on the left, an orange segment in the middle, and a light gray segment on the right.

QUESTIONS?

Additional Information:

Village Hall – belcarra@belcarra.ca 604-937-4100

Village of Belcarra
"Between Forest and Sea"

A scenic photograph of a coastal area. In the foreground, there's a body of water with a small lighthouse on a rocky island. The background features rolling green hills and mountains under a clear sky.

End of Presentation

