



# **Village of Belcarra** **Financial Overview**

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## **Village of Belcarra – Financial Overview**

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The purpose of this document is to provide the Reader with a broad understanding of the Village of Belcarra's financial operations and financial position. This information should be considered in conjunction with a review of the Village's audited Financial Statements and other more detailed financial, and non-financial, information, as may be appropriate.

Information is divided by the Villages three (3) operating funds: The Water Fund (water services), The Waste and Recycling Depot Fund (waste and recycling services) and The General Fund (all other services). Information is detailed for fiscal 2014 to 2018 inclusive, and for the fiscal 2019 budget/financial plan. Third-party information was obtained from the Ministry of Municipal Affairs and Housing and has not been verified with the third-parties. Where applicable, information has been agreed to the respective year's Audited Financial Statements and the Financial Plan Bylaw.

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## Village of Belcarra – Financial Overview

### General Fund – Statement of Operations

- Includes all revenues and expenditures for all services, including general government operations, except for the water and WARD.
- The primary revenues are property taxes and various senior government grants.
- The primary expenses are staffing and various planning and third-party support costs.

	Notes	2019 Budget	2018 Actual	2017 Actual	2016 Actual	2015 Actual	2014 Actual
<b>REVENUE</b>							
Municipal property taxes	(1)	732,713	690,237	670,629	652,323	633,799	617,925
Grants in lieu of taxes	(2)	10,927	10,977	10,554	22,577	21,995	21,870
MRN OMR transfer - restricted	(9)	92,975	56,389	210,765	51,105	112,877	89,515
MRN Capital transfer - restricted	(10)	-	15,870				
MRN Special Capital transfer - restricted	(10)	200,000					
Emergency preparedness transfer - restricted	(10)	25,000					
Wildfire preparedness transfer - restricted	(10)	25,000					
Asset Management transfer - restricted	(10)	40,000	11,450	37,475			
Small Community IF transfer - unrestricted	(7)	252,000	251,678	252,071	250,449	264,291	168,787
Community Works Fund transfer - unrestricted	(8)	54,500	57,147	54,456	54,430	52,662	52,662
Other transfers - unrestricted		2,800	3,438	2,870	2,814	2,864	2,856
Building permits	(4)	81,600	55,691	63,864	38,653	28,902	34,297
Other permits and licences	(5)	16,000	13,846	13,147	7,726	9,950	12,770
Interest income	(6)	25,000	30,883	24,286	12,676	14,783	18,595
Other revenues	(3)	17,143	18,287	20,382	28,385	29,007	26,344
		1,575,657	1,215,893	1,360,498	1,121,138	1,171,130	1,045,621
<b>EXPENSES</b>							
General Government:							
Council indemnities & benefits	(11)	66,638	63,455	62,291	61,136	59,729	59,609
Council other		8,062	10,534	3,981	9,101	3,365	4,757
Election	(12)	-	27,497	0	0	0	15,664
Grants and projects	(13)	17,313	20,925	16,025	13,759	14,882	44,588
Salaries and benefits	(14)	297,929	301,229	294,309	268,402	291,862	285,736
Human resources	(15)	24,377	20,678	22,188	19,064	21,427	19,730
Information systems	(16)	38,743	42,580	30,417	35,978	32,311	26,691
Legal	(17)	17,170	40,564	40,564	14,944	17,705	6,623
Audit		16,700	15,612	15,612	25,054	23,200	21,470
Municipal hall	(18)	89,622	81,188	102,300	75,831	71,302	65,525
Planning	(19)	110,000	115,009	305,835	50,632	27,572	1,627
Support services	(20)	153,787	121,689	109,505	24,117	83,970	46,797
Interest and bank charges		5,700	4,279	3,783	3,795	2,084	1,169
Other		650	(4,269)	7,731	2,115	2,060	449
Administration allocation recovery	(21)	(12,667)	(13,463)	(12,614)	(10,840)	(12,451)	(11,168)
Amortization of tangible capital assets		26,878	26,878	22,280	19,055	22,067	21,301
Loss on disposal of tangible capital assets		-	9,438	11,851			
		860,902	883,825	1,036,057	612,143	661,085	610,568

## Village of Belcarra – Financial Overview

### General Fund – Statement of Operations (continued)

	Notes	2019 Budget	2018 Actual	2017 Actual	2016 Actual	2015 Actual	2014 Actual
<b>EXPENSES</b>							
Transportation:							
Non-major road network:							
Salaries and benefits	(14)	298,601	291,211	288,063	283,434	275,599	261,700
Vehicles, equipment and supplies	(22)	35,531	30,363	57,839	33,429	32,282	40,187
Public works allocation recovery	(23)	(152,264)	(144,567)	(155,754)	(144,163)	(140,884)	(138,210)
Roads, bridges etc. (contracts)	(24)	23,473	37,427	22,347	20,486	10,664	15,253
Trails and public spaces	(24)	7,991	4,126	11,395	1,825	29	0
Major road network (MRN)	(25)	76,975	56,389	84,655	51,105	46,046	43,492
Fire protection and emergency preparedness	(26)	4,692	2,836	5,242	4,558	3,960	0
Amortization of tangible capital assets		91,122	92,863	94,879	89,977	85,893	82,908
Loss on disposal of tangible capital assets		-	3,415	12,272	0	49,029	0
		386,121	374,063	420,938	340,651	362,618	305,330
		1,247,023	1,257,888	1,456,996	952,794	1,023,703	915,898
<b>ANNUAL SURPLUS / (DEFICIT)</b>		<b>328,634</b>	<b>(41,995)</b>	<b>(96,497)</b>	<b>168,344</b>	<b>147,427</b>	<b>129,723</b>

### NOTES

- (1) Annual General Municipal Taxes on the average home.
- |                                       |           |           |           |           |           |           |
|---------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Average Home Assessed Taxable Value*: | 1,935,984 | 1,992,267 | 1,809,359 | 1,365,183 | 1,337,802 | 1,289,375 |
| % Change**:                           | -2.83%    | 10.11%    | 32.54%    | 2.05%     | 3.76%     | 12.85%    |
| Average Home General Municipal Taxes: | 2,172     | 2,061     | 2,021     | 1,986     | 1,952     | 1,914     |
| \$ Change:                            | 111       | 40        | 35        | 34        | 38        |           |
| % Change:                             | 5.39%     | 1.98%     | 1.76%     | 1.74%     | 1.99%     | 2.00%     |
- \* Average residential home taxable assessed value, excluding wharf only parcels.
- \*\* This percentage change is very similar to the market value change in the total residential class.
- (2) A grant-in-lieu of taxes is similar to a property value tax and is collected from property owned by or vested in the provincial and federal governments and their associated agencies and certain specified Crown corporations (does not include: schools, hospitals, highways, forests, parks or land under the control, management or administration of a Crown corporation).
- (3) Primarily penalties and interest charges on property taxes not paid when due. Penalty limit and interest rates set by legislation; penalty rate and dates set by Village Bylaw.
- (4) Permit value can vary significantly depending on construction activity. Revenue is intended to cover 100% of direct costs (for building and plumbing inspectors).
- (5) About 1/2 is Highway Encroachment permits.
- (6) Is interest on revenues in year, surplus and reserves.

## Village of Belcarra – Financial Overview

### General Fund – Statement of Operations (continued)

#### NOTES

- (7) Small community grants are unconditional grants for municipalities with a population under about 19,000, to assist them in providing basic services. Grant amounts are based on a formula that incorporates a base amount, population and assessment values.
- (8) The Community Works Fund (CWF) grant is paid to all local governments in BC to support local, primarily capital, priorities. The CWF amount is based on a per capita formula with a funding floor. The CWF is funded from the federal gas tax through a 10 year Agreement (2014-2024), between the Federal and Provincial governments, and UBCM.
- (9) The Municipal Road Network (MRN) are roads designated by TransLink; these roads are major arterial roads that connect the provincial highway system with the local road system. TransLink, in partnership with municipalities, plans the region's MRN works. TransLink contributes funding for the on-going operation, maintenance and rehabilitation of the MRN, but ownership and operational responsibility for the MRN remains with the respective municipalities. Funding is allocated based on the km of roads classified as MRN roads in the Village. *Historically, all MRN operating works and maintenance of existing capital works have been funded 100% by this grant; new capital works or upgrades are typically funded by a separate 50% grant.*
- (10) Various conditional grants as may be applicable. Conditional grants are for specific projects and/or capital works for which the Village must apply for in advance of doing the works.
- (11) All compensation paid to, or on behalf of, Mayor and (4) Councillors. Indemnities are a flat amount paid monthly to each elected official. The Councillors indemnities are equal to 50% of the Mayors. Benefits include only legislatively required CPP premiums and the Health Tax.
- |   | 2019 Budget | 2018   | 2017   | 2016   | 2015   | 2014   |
|---|-------------|--------|--------|--------|--------|--------|
| Mayor Indemnity, CPP and Health Tax           | 22,332      | 21,250 | 20,764 |        |        |        |
| Councillors (4) Indemnity, CPP and Health Tax | 44,306      | 42,205 | 41,527 |        |        |        |
|   | 66,638      | 63,455 | 62,291 | 61,136 | 59,729 | 59,609 |
- (12) Incremental costs to run the 4-year elections for Mayor and Council. Includes a contract fee for the Chief Election Officer, all advertising, legal and all special supply and printing costs.
- (13) Includes about \$2,000 annually for various community grants, ~\$3,000 for Belcarra Day, ~\$2,500 for Staff/Council Appreciation (Christmas and Summer event), ~\$3,500 Volunteer Appreciation Dinner, with remainder funding Council meeting costs (food) and various appreciation/recognition gifts/events.



## Village of Belcarra – Financial Overview

### General Fund – Statement of Operations (continued)

#### NOTES

(14) The following Table details all salaries, wages and benefits paid to all Village employees.

Expenses are detailed as salaries and benefits in the General Fund (General Government, Transportation, and Support Services (Building Inspector and Bylaw Enforcement Officer), and the WARD Fund (WARD Attendants).

	2019 Budget	2018	2017	2016	2015	2014
<u>Salary &amp; Wages*</u>						
General Government:						
Chief Administrative Officer	118,320	122,692	116,000	116,814	113,501	103,010
Administrative Staff (1.8 staff)	113,432	114,455	113,237	103,964	115,819	124,547
Casual/Temporary	13,653	15,570	5,169	3,357	0	0
	245,406	252,717	234,406	224,135	229,319	227,557
Public Works:						
Public Works Superintendent	94,263	89,792	74,196	88,672	82,861	82,420
Public Works Crew (2 staff)	169,552	162,821	156,431	158,323	151,299	159,621
	263,815	252,613	230,627	246,994	234,160	242,041
Other:						
Bylaw Enforcement Officer/WARD Attendant****	39,447	0	0	0	0	0
Building Inspector (0.6FTE)***	58,601	58,803	53,071	5,876	0	0
<b>TOTAL Salary &amp; Wages</b>	<b>607,269</b>	<b>564,133</b>	<b>518,104</b>	<b>477,005</b>	<b>463,479</b>	<b>469,598</b>
<b>TOTAL Benefits** &amp; Year-end Accruals</b>	<b>92,433</b>	<b>87,061</b>	<b>117,339</b>	<b>74,831</b>	<b>103,982</b>	<b>77,838</b>
<b>TOTAL Salary &amp; Wages and Benefits</b>	<b>699,702</b>	<b>651,194</b>	<b>635,443</b>	<b>551,836</b>	<b>567,461</b>	<b>547,436</b>

\*Per Payroll Register; excludes year-end salary/wage accruals; includes paid percent in lieu of benefits and vacation cash pay-outs, as applicable.

\*\*Excludes paid vacation, statutory holidays and sick and other paid leave as is included in salary/wages. Includes year-end accruals for both salary/wages and benefits.

2017 - Includes a one-time expense to accrue actuarial expense for future employee benefits.

\*\*\*Before late 2016, all building inspection work was done by the PW Superintendent.

\*\*\*\*Pre-2019 WARD Attendant(s) were paid as contractors, not employees.

- (15) Includes staff: memberships/dues, subscriptions, training/education/convention costs, misc travel, appreciation (other than two council/staff event costs), and position posting/hiring costs.
- (16) Includes: ~\$14,000 Accounting System maintenance fee, with remainder for required software licensing costs and third-party backup, security and maintenance/support for the Villages computer network.
- (17) Excluding legal incurred for projects, capital, or election.
- (18) All general municipal hall operating costs not allocated elsewhere, including: building maintenance, hydro, general liability and building insurance, office supplies, printing, advertising (other than election), janitorial, telephone and cell, postage, security, postage.

## Village of Belcarra – Financial Overview

### General Fund – Statement of Operations (continued)

#### NOTES

(19) Third party costs for various non-capital, periodic/one-time, projects:

	2019 Budget	2018	2017	2016	2015	2014
Subdivision Bylaw Update					16,210	
Zoning Bylaw Update	0	43,280	184,087	26,686		
Asset Management - Drainage Study	50,000	0	60,596	4,606	7,076	1,077
Asset Management - Roads	0	21,650	60,838	315	504	
Wildfire Assessment/Work	30,000	743				
Bylaw Enforcement	0	9,668				
Planning consultation/services	30,000	39,684		12,606		
Other	0	(15)	315	6,419	3,782	550
	110,000	115,010	305,835	50,632	27,572	1,627

(20) Third party costs for various, typically on-going/annual support services:

Human resources (mostly contract CAO)				425	47,357	12,341
Finance support services	39,885	49,132	41,892	15,871	29,121	18,745
Engineering support services	10,777	0	5,723	2,818	7,304	1,991
Invasive species removal contract	5,101	2,682	4,579	5,003	188	8,270
Website	1,500	250				
Building & Plumbing Inspector services	64,685	59,772	55,504			
Bylaw Enforcement services	24,700	9,058				
Other	7,141	796	1,807			5,450
	153,787	121,689	109,505	24,117	83,970	46,797

(21) Internal recovery of 2% of specific general government operating costs from the Water Fund.

No allocation of similar costs is made to the WARD Fund.

(22) All public works non-capital equipment and supplies purchases and all capital equipment maintenance, insurance and fuel costs.

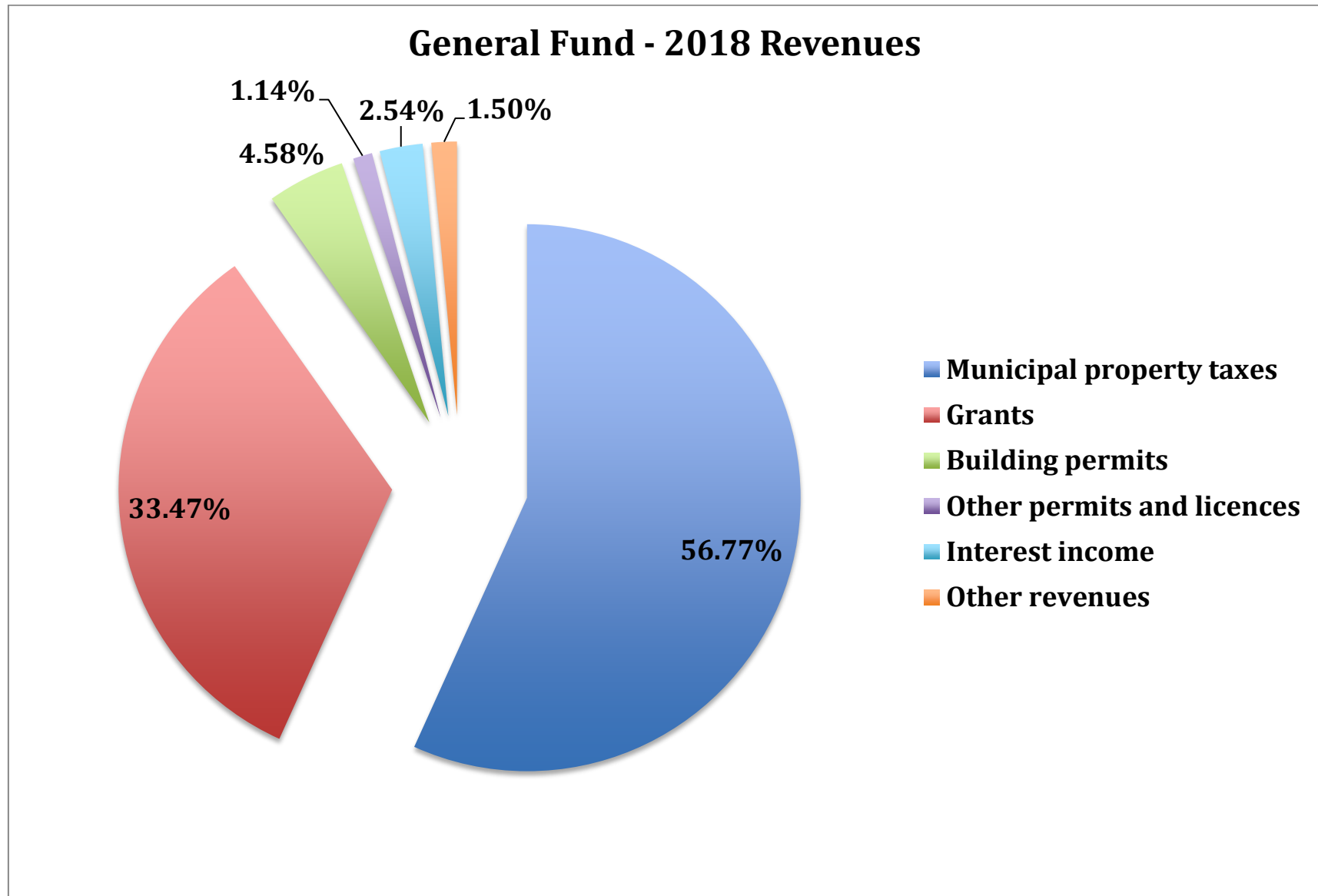
(23) Internal recovery of public works staff and vehicles/equipment/supplies costs from the Water Fund, WARD Fund the Municipal Road Network (MRN). Recovery amount is intended to reflect the non-capital public works costs incurred to support these cost centres.

(24) All third party costs for maintenance.

(25) All third party costs for maintenance plus an allocation of internal public works costs (staffing and non-capital vehicles/equipment/supplies).

(26) Costs incurred specifically for fire protection including periodic hydrant and dutchman reservoir maintenance.

**General Fund – Revenue Sources (continued)**





### **General Fund – Municipal Property Taxes (continued)**

#### **Municipal Property Taxes – In comparison to Other Local Governments**

- *Comparing the Village's municipal property taxes a "comparison of interest", and conclusions drawn should be considered carefully and corroborated by other, more detailed information and analysis.*
- Some factors to consider:
  - Taxes compared are based on the "Average Home" calculation done by the Ministry of Municipal Affairs and Housing (calculates taxes based on the total residential taxable assessment / total taxable parcels). This is intended to remove the impact of market-value differences, and focus more specifically on what a "typical" home pays for the municipal services provided. The Village has a large number of taxable parcels that are just wharfs that have a low taxable value, thus the Village's Average Home Taxes, calculated in this way, will be on the low side. For example, the Ministry average home value for 2018 is \$1.52M whereas the Village used \$1.992M as the average home based on a calculation removing the impacts of the wharfs. At a value of \$1.992M, the Village municipal taxes would be \$2,061.
  - Tax levels reflect the level of service provided to residents, with higher service-levels typically resulting in higher municipal taxes.
  - The physical location and size of a municipality impacts the cost of providing the same services. Larger municipalities will benefit from economies of scale, and ones located closer to larger urban centers from lower vendor travel costs and typically a larger pool of vendors.
  - The Village's tax situation is very unique as the tax base is substantially all residential. Most other municipalities would collect a portion of taxes from business and industry, which typically pays 3-4 times more per assessed value than residential, effectively resulting in lower residential municipal taxes.
  - The more densely populated a municipality, typically the cheaper the cost to provide services – i.e. it will be more cost effective to provide roads, water and sewer lines to 100 apartment units in a single building than 100 residential lots in a subdivision or rural area.

## Village of Belcarra – Financial Overview

### General Fund – Municipal Property Taxes (continued)

#### **Municipal Property Taxes – In comparison to Other Local Governments**

Source: Ministry of Municipal Affairs and Housing, Local Government Statistics (2018 data not yet available for other local governments)

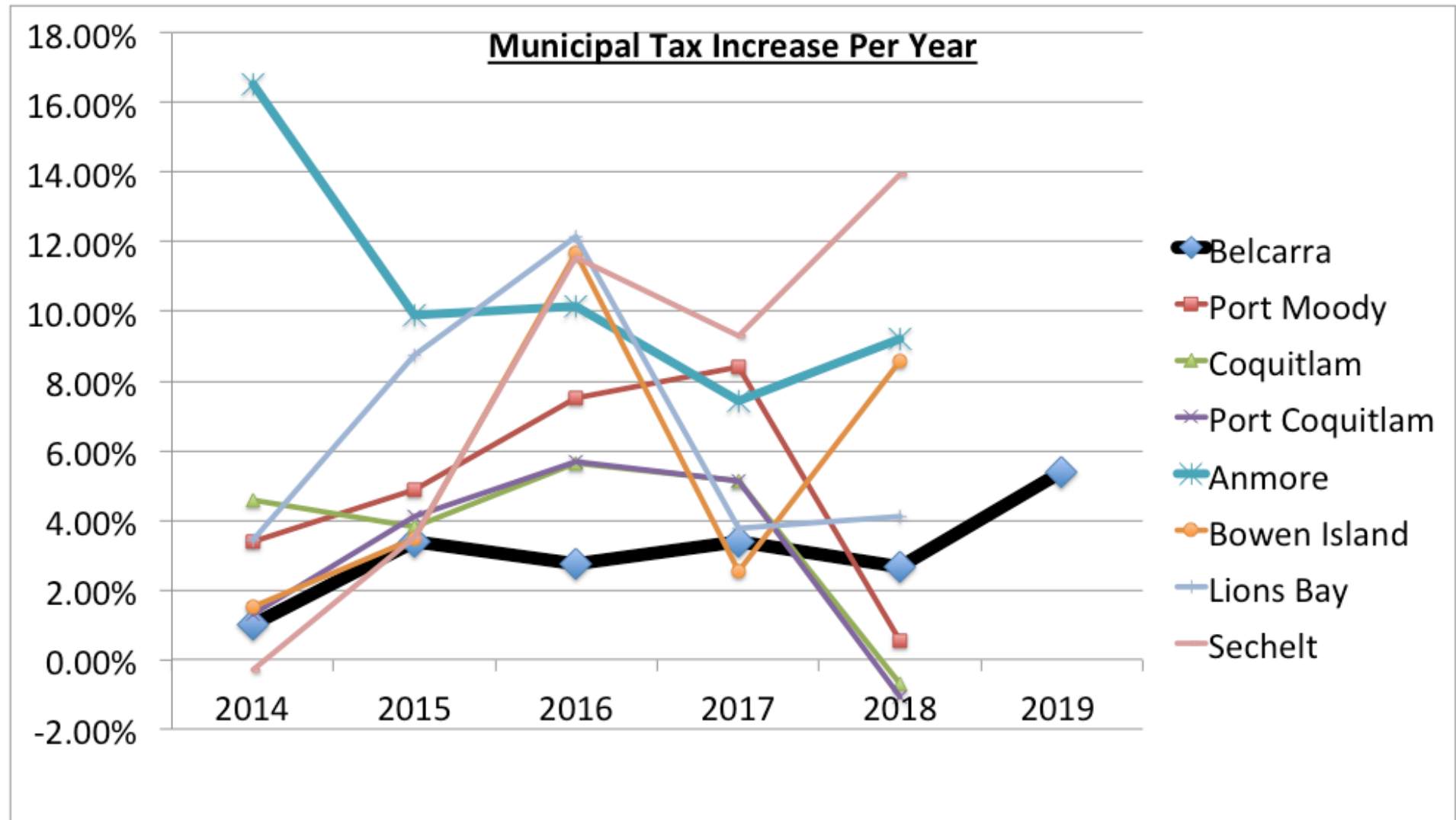
<b>Average Home Municipal Taxes</b>							
	<b>2017 Population</b>	<b>2018 Average Home Assessment</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
<b>Belcarra</b>	627	1,520,221	1,395	1,442	1,482	1,532	1,573
<b>Anmore</b>	2,398	1,958,255	1,826	2,006	2,210	2,374	2,593
<b>Lions Bay</b>	1,319	1,788,279	1,961	2,133	2,392	2,482	2,584
<b>Bowen Island</b>	3,623	1,060,757	1,761	1,822	2,035	2,087	2,265
<b>Sechelt</b>	855	370,798	665	688	768	839	956
<b>Port Moody</b>	33,857	1,328,240	2,674	2,804	3,015	3,268	3,285
<b>Coquitlam</b>	150,144	1,270,465	2,244	2,329	2,460	2,587	2,569
<b>Port Coquitlam</b>	62,194	960,237	2,048	2,132	2,253	2,368	2,343
<b>All BC Municipalities</b>			1,278	1,327	1,384	1,449	1,499
<b>BC Mun. Population 0-1000</b>			696	724	747	813	847
<b>BC Mun. Population 1001-10,000</b>			1,043	1,086	1,133	1,179	1,256

## Village of Belcarra – Financial Overview

### General Fund – Municipal Property Taxes (continued)

#### **Municipal Property Taxes – Annual Tax Increases - In comparison to Other Local Governments**

Source: Ministry of Municipal Affairs and Housing, Local Government Statistics (2018 data not yet available for other local governments)

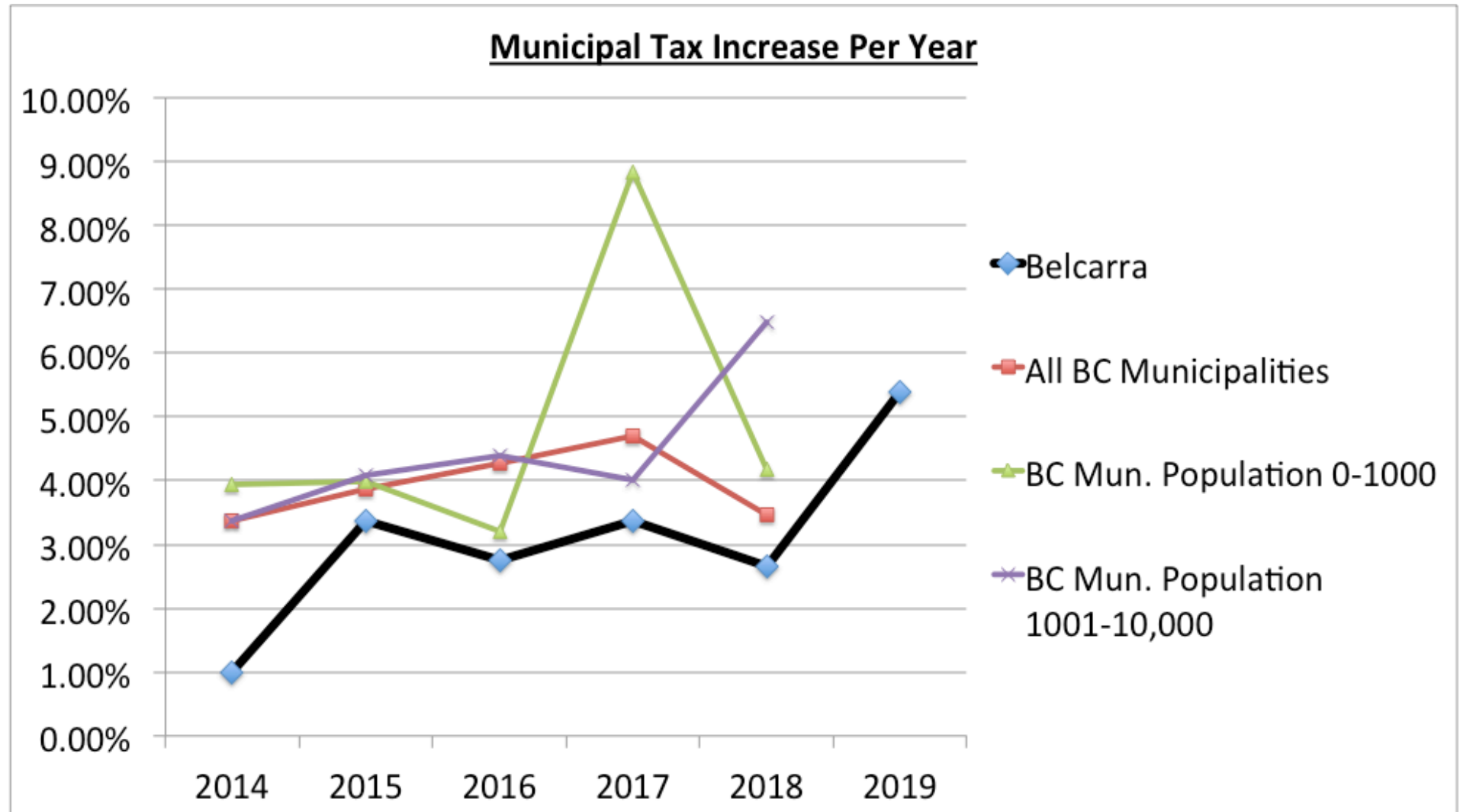


## Village of Belcarra – Financial Overview

### General Fund – Municipal Property Taxes (continued)

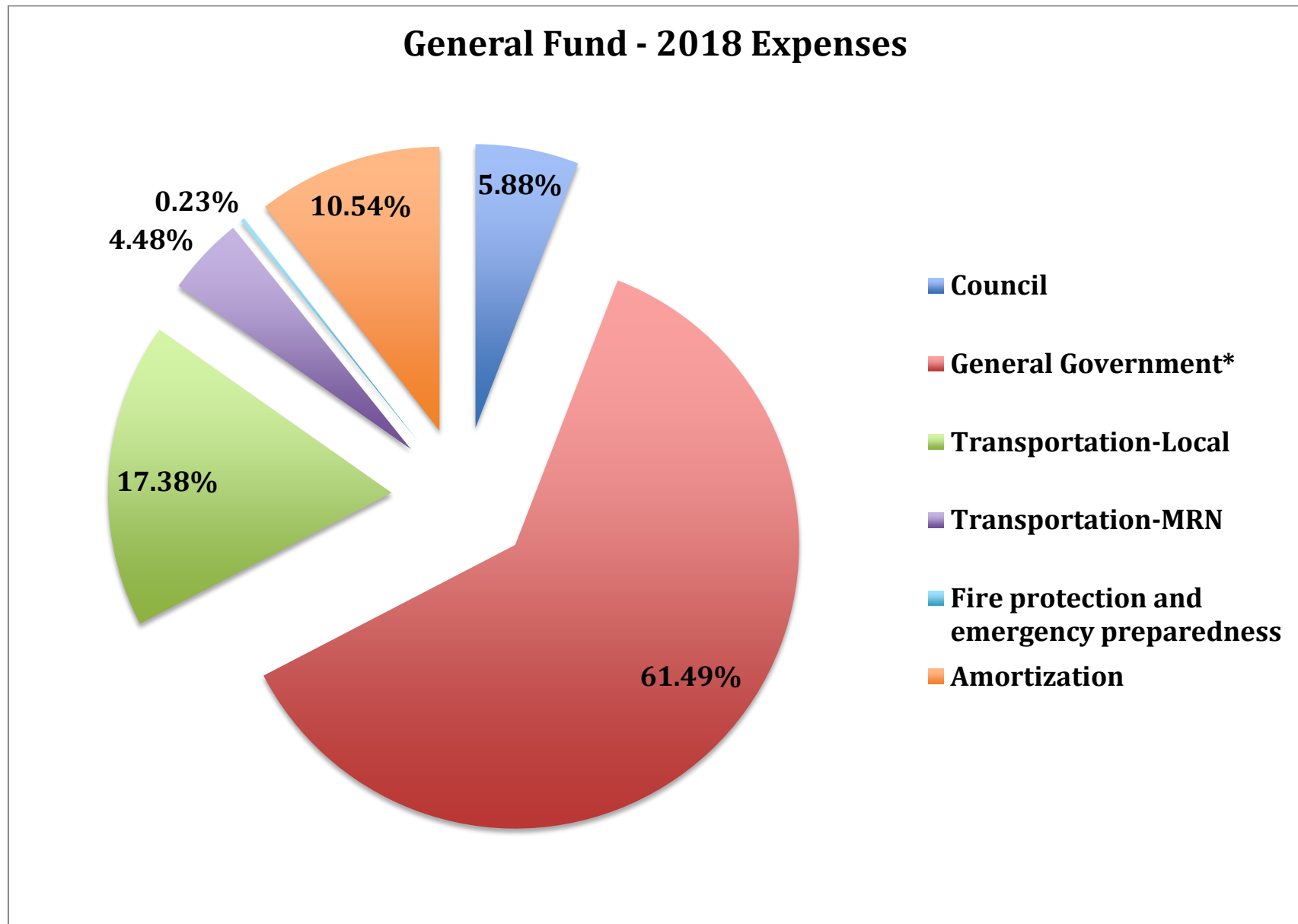
#### **Municipal Property Taxes – Annual Tax Increases - In comparison to Other Local Governments**

Source: Ministry of Municipal Affairs and Housing, Local Government Statistics (2018 data not yet available for other local governments)



**General Fund - Expenses (continued)**

\*including election costs





## Village of Belcarra – Financial Overview

### General Fund – Capital Works (continued)

Following is a summary of the general fund (buildings, roads, drainage, trails, vehicles, furniture and equipment) capital works. These expenditures are expensed to operations over their useful lives as amortization expense.

	2019 Budget	2018 Actual	2017 Actual	2016 Actual	2015 Actual	2014 Actual
<b>CAPITAL WORKS</b>						
<b><u>Roads/Transportation, Trails, Drainage</u></b>						
Various Roads - Overlays & Minor Capital						
Catch Basin - 4012 Marine	3,000					
Catch Basin - End of Young	3,000					
Stair Improvements - Marine Ave	10,000					
Lighting - At 8 Bus Stops	200,000					
Marine Ave - Mill & Fill	30,000					
Midden Road - Overlay	60,000					
Trail - Watson Rd. / Marine Connector		17,197	13,972			
Trail - Tatlow		14,983	8,125			
Midden Road Triangle			6,326			
Sasamat Creek - Remove Old Logging Bridge		5,852				
Multi-purpose Courts - Various						
Main Avenue - Overlay					74,844	43,419
Young Road - Turn-a-round at Top - Roadwork		7,584	4,746			
Young Road - Turn-a-round at Top - Stormsewer						
Main Avenue - Storm Sewer Replacement Upgrade						24,111
Senkler Bridge						7,639
Guard Rails - West, Foot of Young, Watson			16,180			
Bostock Road - Bank Stabilization						5,163
	306,000	45,615	49,349	0	74,844	80,332
<b><u>Fire Protection</u></b>						
Bostock Tank - Decommissioning					30,686	
<b><u>Buildngs</u></b>						
Public Works Shop - Garage Door Opener			2,340			
Public Works -Tailer (modifications/move)	9,200					
Municipal Hall - Security		6,491	5,892			
Municipal Hall - Building Roof Repair		43,894	42,846			
Municipal Hall - Interior Renos		1,950				
Municipal Hall - Parking Lot Overlay & Access			43,123			
	9,200	52,336	94,200	0	0	0

## Village of Belcarra – Financial Overview

### General Fund – Capital Works (continued)

	2019 Budget	2018 Actual	2017 Actual	2016 Actual	2015 Actual	2014 Actual
<b>CAPITAL WORKS</b>						
<b><u>Equipment</u></b>						
Emergency preparedness	30,000		1,723			
Radar detection equipment	4,000					
Security System						15,712
Kubota (replace)		25,220				
Salt Spreader				7,515		
Flair Mower Head (spare)		6,994				
3T Pickup Truck (New)		105,503				
Brine/De-icing Equipment			10,508			
Telephone System (New)		4,272				
Website	7,500					
Office computer systems	6,000	5,947	24,303		7,068	
	47,500	147,935	36,534	7,515	7,068	15,712
<b><u>Municipal Road Network (MRN)</u></b>						
Bedwell Bay - Guard Rails		28,780				
3600 Bedwell Bay - Culvert	16,000					
Senkler - pave entrance			73,466			
Senkler to Watson - pave			31,117			
Road Widening - Entrance to Watson			21,527			
Midden to 4086 Bedwell Bay					66,831	46,024
	16,000	28,780	126,110	0	66,831	46,024
<b>TOTAL</b>	<b>378,700</b>	<b>274,666</b>	<b>306,193</b>	<b>7,515</b>	<b>179,429</b>	<b>142,068</b>

## **Village of Belcarra – Financial Overview**

### **Water Fund – Statement of Operations**

- The potable water system was constructed in 2010-2013 and services all Village residents other than those located in Farrer Cove, Twin Island and Cosy Cove.
- The primary revenues are mandatory water fees and parcel taxes (to pay for the initial system construction capital costs) to both those connected to, and with the ability to connect to, the water system.
- The primary expenses are staffing and water purchase costs.

	Notes	2019 Budget	2018 Actual	2017 Actual	2016 Actual	2015 Actual	2014 Actual
<b>REVENUE</b>							
Water service fee	(1)	247,259	207,055	192,948	186,798	182,276	177,025
Water parcel taxes	(2)	233,498	233,498	233,498	233,498	233,498	233,498
Water connection fees	(3)	9,000	8,115	7,380	7,380	6,765	8,610
MFA actuarial interest	(4)	28,300	24,356	19,318	14,482	9,806	5,335
Interest		1,400	1,130	994	1,386	1,237	1,361
Transfer from general fund							31,711
		519,457	474,155	454,138	443,544	433,582	457,540
<b>EXPENSES</b>							
Administration allocation	(5)	12,667	13,463	12,614	10,840	12,452	11,168
Water purchases from GVWD	(6)	74,676	67,491	75,287	56,246	49,742	47,400
Environmental monitoring and VPA leas	(7)	277	566	276	276	1,856	15,676
Public works allocation	(8)	81,556	77,872	88,191	81,142	78,856	75,916
Utilities		6,600	6,154	7,075	6,414	11,027	8,931
Water mains repair and maintenance		5,000	151	19,513	0	0	196
Station repair and maintenance		3,560	6,742	3,245	0	2,639	10,078
Reservoir repair and maintenance		6,071	-	13,400	0	0	0
Scada system		3,789	2,474	11,347	145	0	0
Materials and equipment		8,728	7,234	6,962	9,357	9,549	10,630
Debt interest expense	(4)	128,800	128,799	128,799	128,799	128,799	128,799
		331,724	310,946	366,709	293,220	294,920	308,794
Amortization of tangible capital asses		159,000	159,548	158,946	158,250	157,761	156,409
		490,724	470,494	525,655	451,470	452,681	465,203
<b>ANNUAL SURPLUS / (DEFICIT)</b>		28,733	3,661	(71,517)	(7,926)	(19,099)	(7,663)

## Village of Belcarra – Financial Overview

### Water Fund – Statement of Operations (continued)

#### NOTES

(1) Annual Water Fee charged to all parcels in the service area.

	2019 Budget	2018	2017	2016	2015	2014
Connected Fee:	1,018	878	830	814	802	790
\$ Change:	140	48	16	12	12	
% Change:	15.97%	5.78%	1.97%	1.50%	1.52%	
No# Connected at End of Year:	186	174	161	144	136	123
% of Total Possible Connections (270):	68.89%	64.44%	59.63%	53.33%	50.37%	45.56%
Not Connected Fee:	714	591	568	560	552	544
\$ Change:	123	23	8	8	8	
% Change:	20.81%	4.05%	1.43%	1.45%	1.47%	

(2) Annual Water Parcel taxes collected to fund the annual water debt long-term debt payments; will continue until the related debt is fully repaid. Tax is chargeable to all benefiting properties, with the exception of those parcels for which the entire water parcel charge has been paid in full. The parcel tax may be adjusted by the Village, if the number of benefiting parcels changes.

Water Debt Parcel Tax:	973	973	973	973	973	973
\$ Change:	-	0	0	0	0	
% Change:	0.00%	0.00%	0.00%	0.00%	0.00%	

(3) Total of water connections fees paid upon connection to the Village water system.

(4) In 2013, the Village borrowed \$4.44M from the Municipal Finance Authority ("MFA").

The debt term is 25 years (will be fully repaid in 2037), with a fixed 10 year interest rate of 2.90%.

The terms of the debt repayment provide for the Village to make a specified annual principle and interest repayment to MFA. MFA then invests the funds until the related, issued security payments are due. Interest earnings on the repayments held by MFA, prior to such payments, are credited to the Village (MFA actuarial interest).

(5) Is 2% of the actual government operating costs (expensed in full in the General Fund).

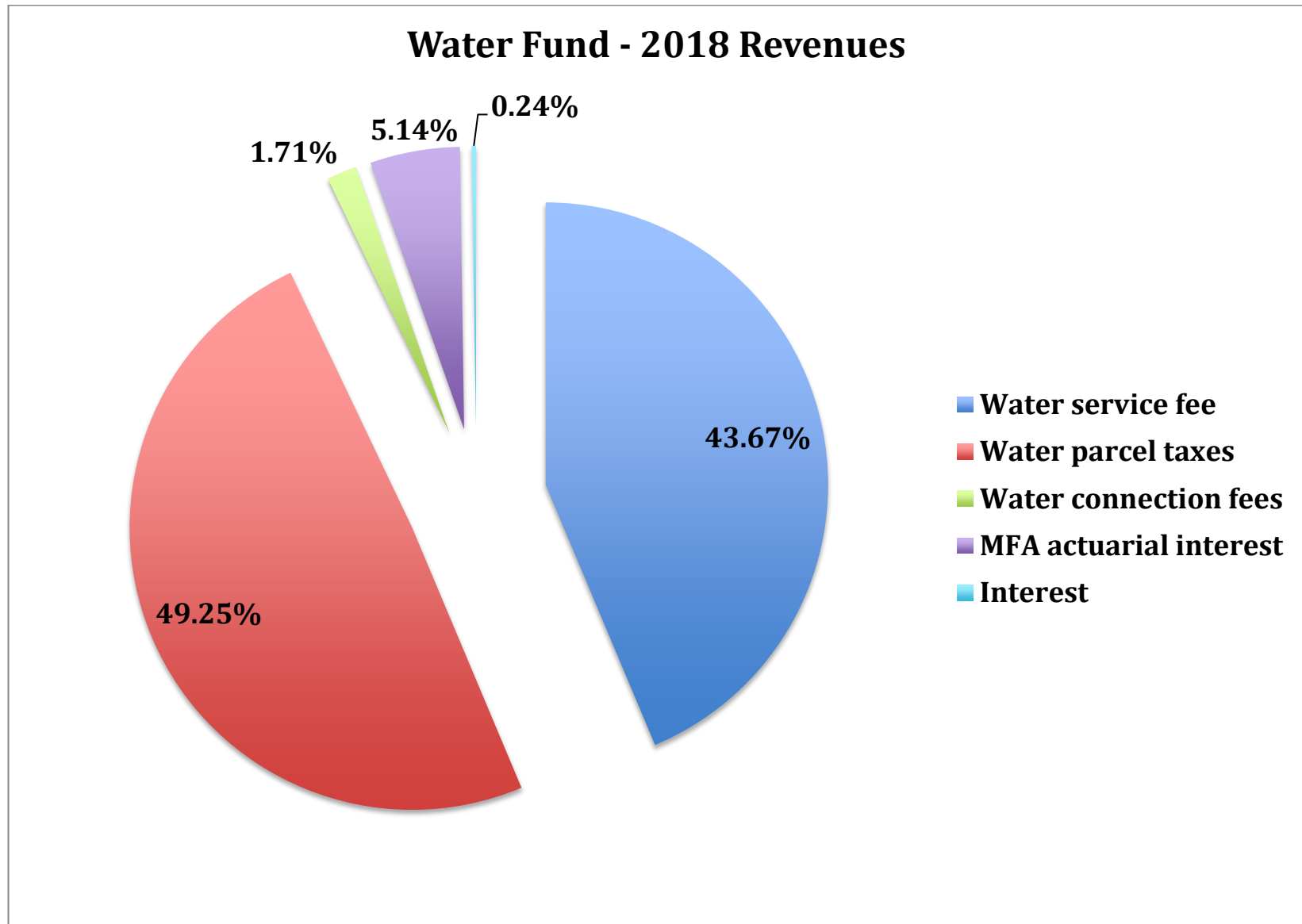
(6) Water purchase costs include an annual calculated fee for the use of the District of North Vancouver ("DNV") water system and a fee for actual water used in the year from the Greater Vancouver Water District ("GVWD"). The DNV fee is about \$21,000 per year and is calculated based on a percentage of the DNV's water system capital expenditures.

The GVWD charge is based on the GVWD charge to local governments times actual metered usage by the Village.

(7) Expense includes the annual lease with the Vancouver Port Authority for the water system (\$276 per year) and any other costs required to maintain the environmental/planting works (s/b nominal in future years).

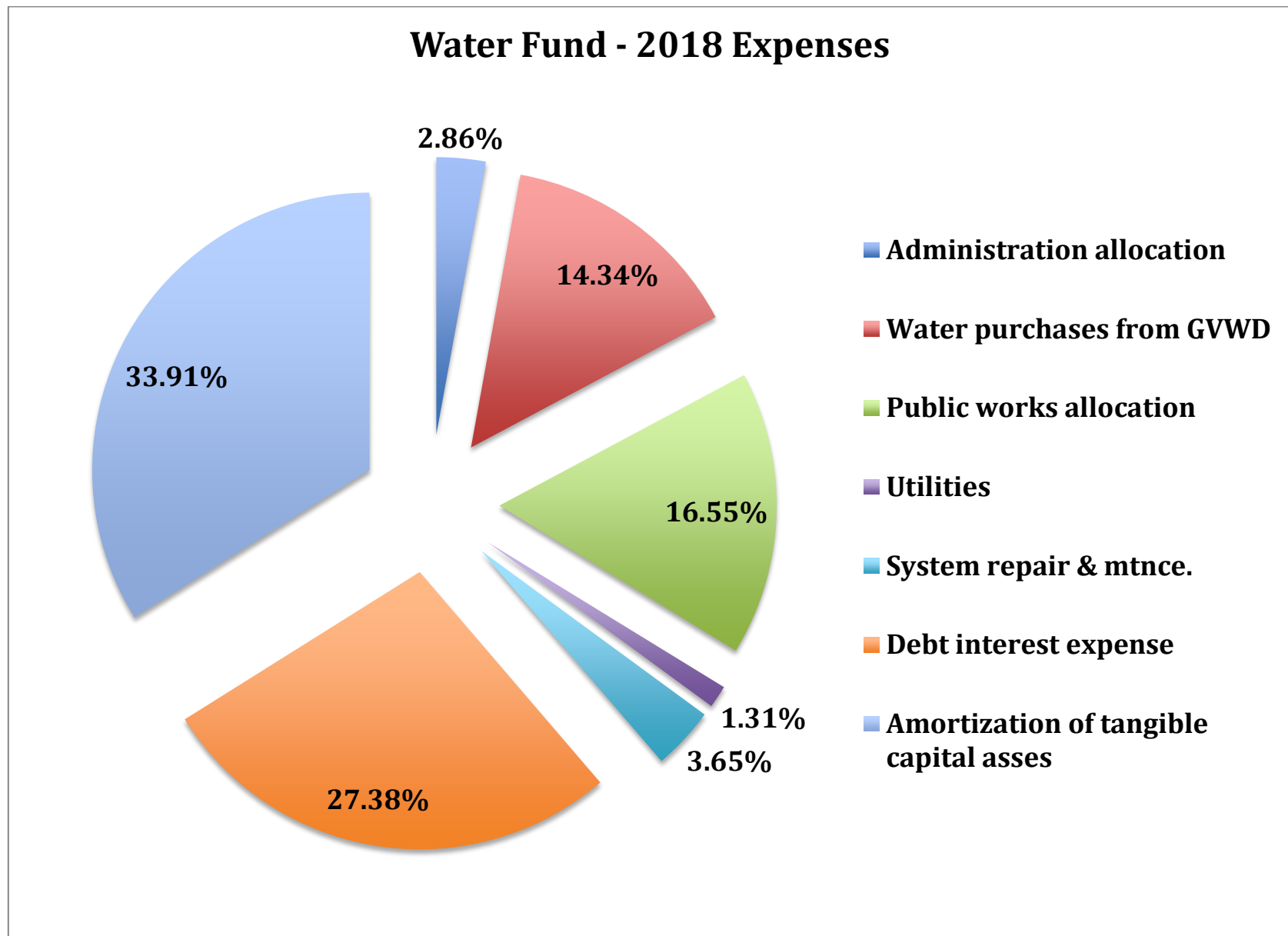
(8) Allocation of PW Labourers, Equipment & Supplies (21%) + PW Manager (20%) + Emergency Standby costs (50%).

**Water Fund - Revenues (continued)**





**Water Fund - Expenses (continued)**



## **Village of Belcarra – Financial Overview**

### **Water Fund – Capital Works (continued)**

Following is a summary of the water system capital works. These expenditures are expensed to operations over their useful lives as amortization expense.

	2019 Budget	2018 Actual	2017 Actual	2016 Actual	2015 Actual	2014 Actual
<b>CAPITAL WORKS</b>						
Watermain armouring at park (rocks)	28,000	3,200				
Main Ave flusher	10,000					
Emergency response trailer					3,419	8,251
Potable water project					7,500	
New water reservoir (engineering)			9,493			
Tatlow altitude valve			24,143			
Water meter reader						4,377
Various water equipment	5,000	3,300		1,764		1,776
	43,000	6,500	33,636	1,764	10,919	14,404

## Village of Belcarra – Financial Overview

### Waste & Recycling Depot Fund (WARD) – Statement of Operations

- WARD services are provided to all Village residents.
- The primary revenues are mandatory WARD fees charged to all parcels.
- The primary expenses are staffing and materials disposal costs.

	Notes	2019 Budget	2018 Actual	2017 Actual	2016 Actual	2015 Actual	2014 Actual
<b>REVENUE</b>							
Recycling and refuse fee	(1)	115,766	111,560	106,314	103,060	88,880	83,939
Permits and licences		50	115	45	30	75	30
Other fees and revenues		-	0	0	4,383	0	374
Interest income		700	1,104	715	627	627	696
		116,516	112,779	107,074	108,100	89,582	85,039
<b>EXPENSES</b>							
Public works allocation	(2)	27,372	25,883	27,468	24,622	23,989	24,078
Grant		-	0	0	3,624	0	0
Utilities		1,000	1,008	1,140	857	497	649
Depot attendants		18,863	19,752	24,802	23,424	7,567	4,830
Curbside chipping	(3)	2,700	4,981	5,342	933	1,004	905
Materials and equipment		3,750	3,502	5,691	7,570	325	2,962
Processing and hauling fees	(4)	52,800	50,139	45,223	36,970	32,157	38,877
		106,484	105,265	109,665	98,000	65,539	72,301
Amortization of tangible capital assets		10,100	9,904	10,081	13,478	7,008	6,376
		116,584	115,169	119,746	111,478	72,547	78,677
<b>ANNUAL SURPLUS / (DEFICIT)</b>		<b>(68)</b>	<b>(2,390)</b>	<b>(12,672)</b>	<b>(3,378)</b>	<b>17,035</b>	<b>6,362</b>

### NOTES

(1) Annual WARD Fee charged to all parcels in the service area.

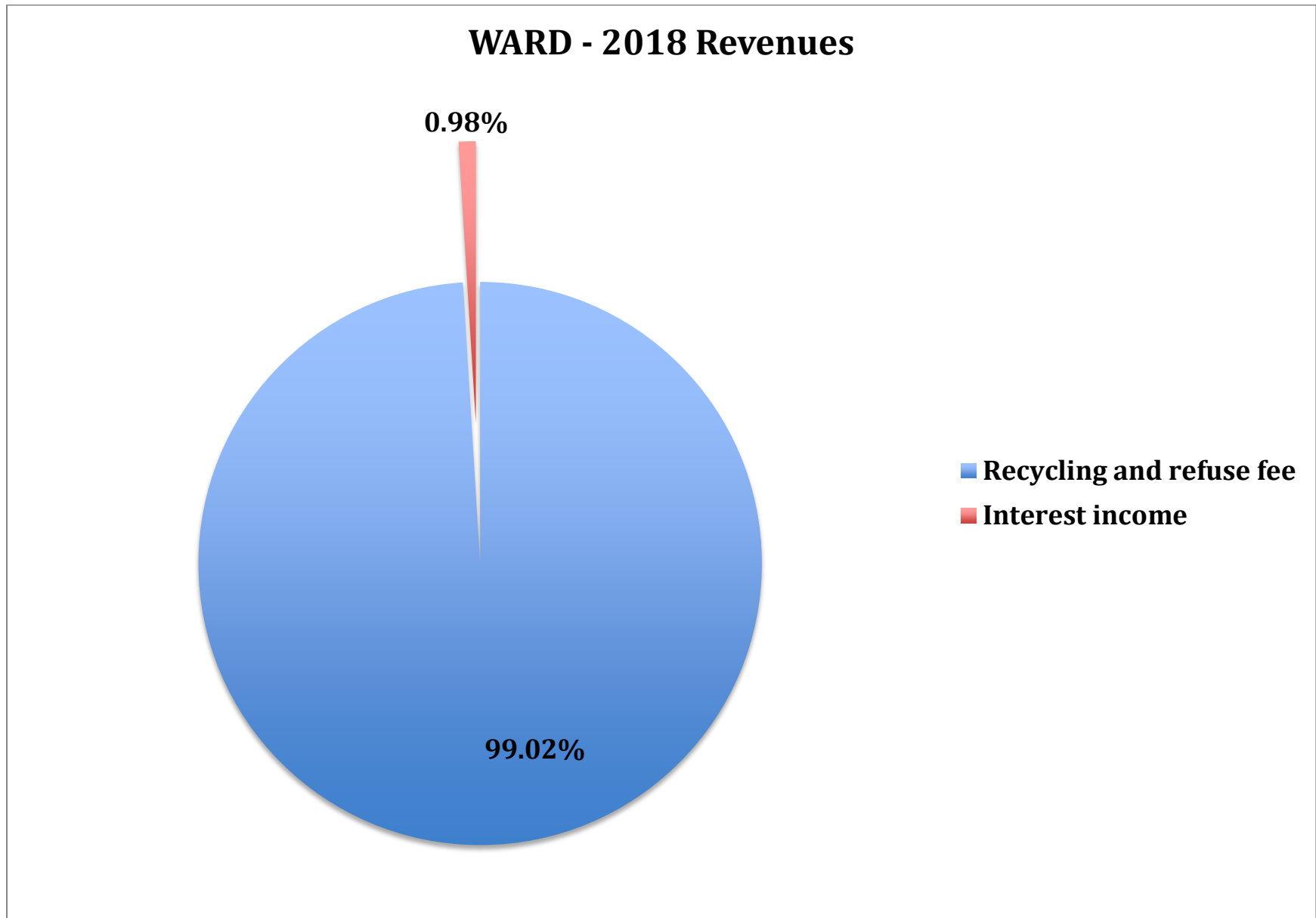
	2019 Budget	2018	2017	2016	2015	2014
Fee:	316	304	292	281	244	231
\$ Change:	12	12	11	37	13	
% Change:	4.11%	4.11%	3.91%	15.16%	5.63%	

(2) Allocation of PW Labourers, Equipment & Supplies (10.5%) + PW Manager (5%). No General Government Allocation.

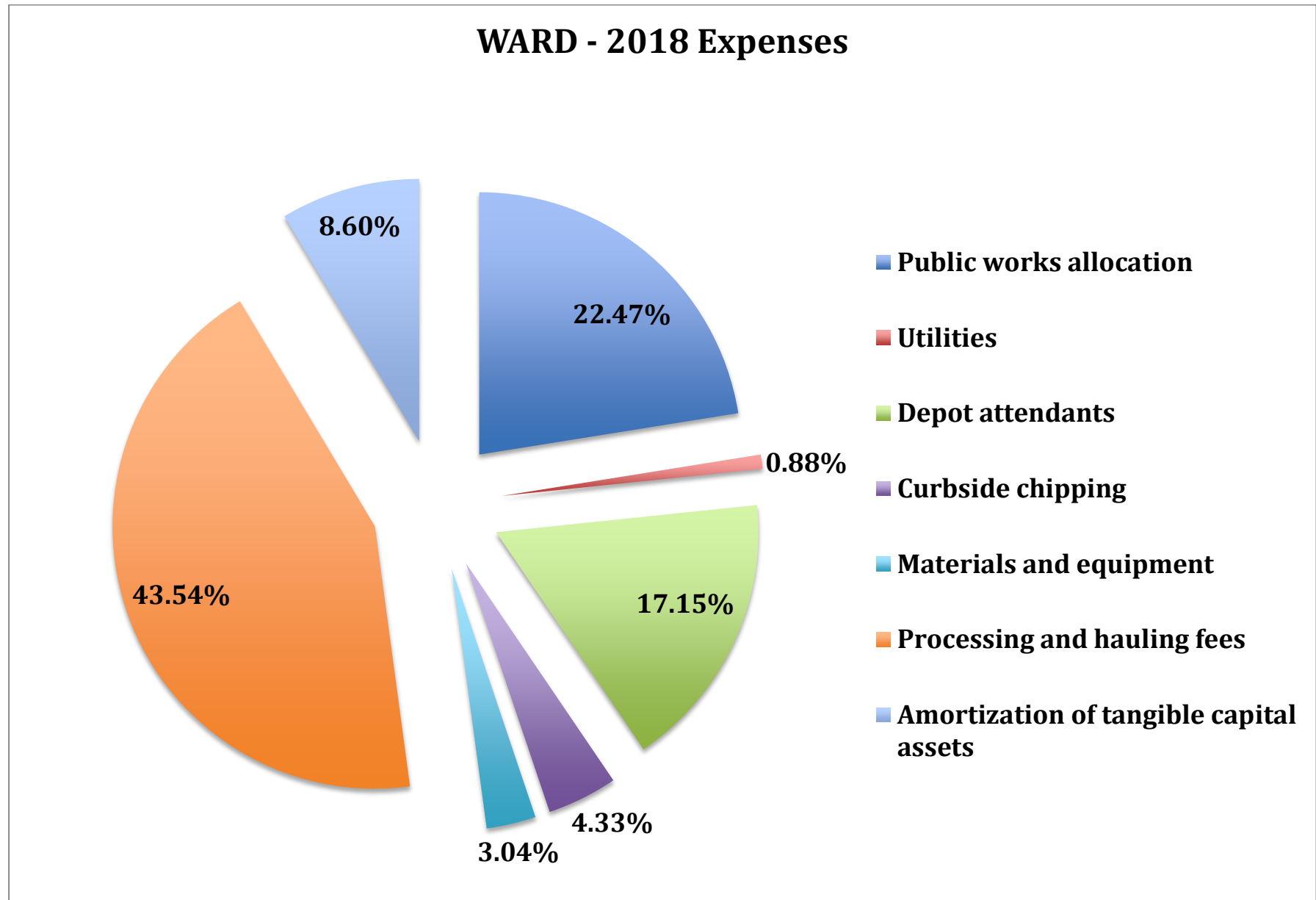
(3) Curbside chipping contracted to third-party from 2017 onward; 2014-2016 done by PW staff.

(4) Third-party contract; main costs drivers are: volume of materials, cost of transportation, and Metro Vancouver materials tipping fee

**Waste & Recycling Fund (WARD) - Revenues (continued)**



**Waste & Recycling Fund (WARD) - Expenses (continued)**





## **Village of Belcarra – Financial Overview**

### **Waste & Recycling Fund (WARD) – Capital Works (continued)**

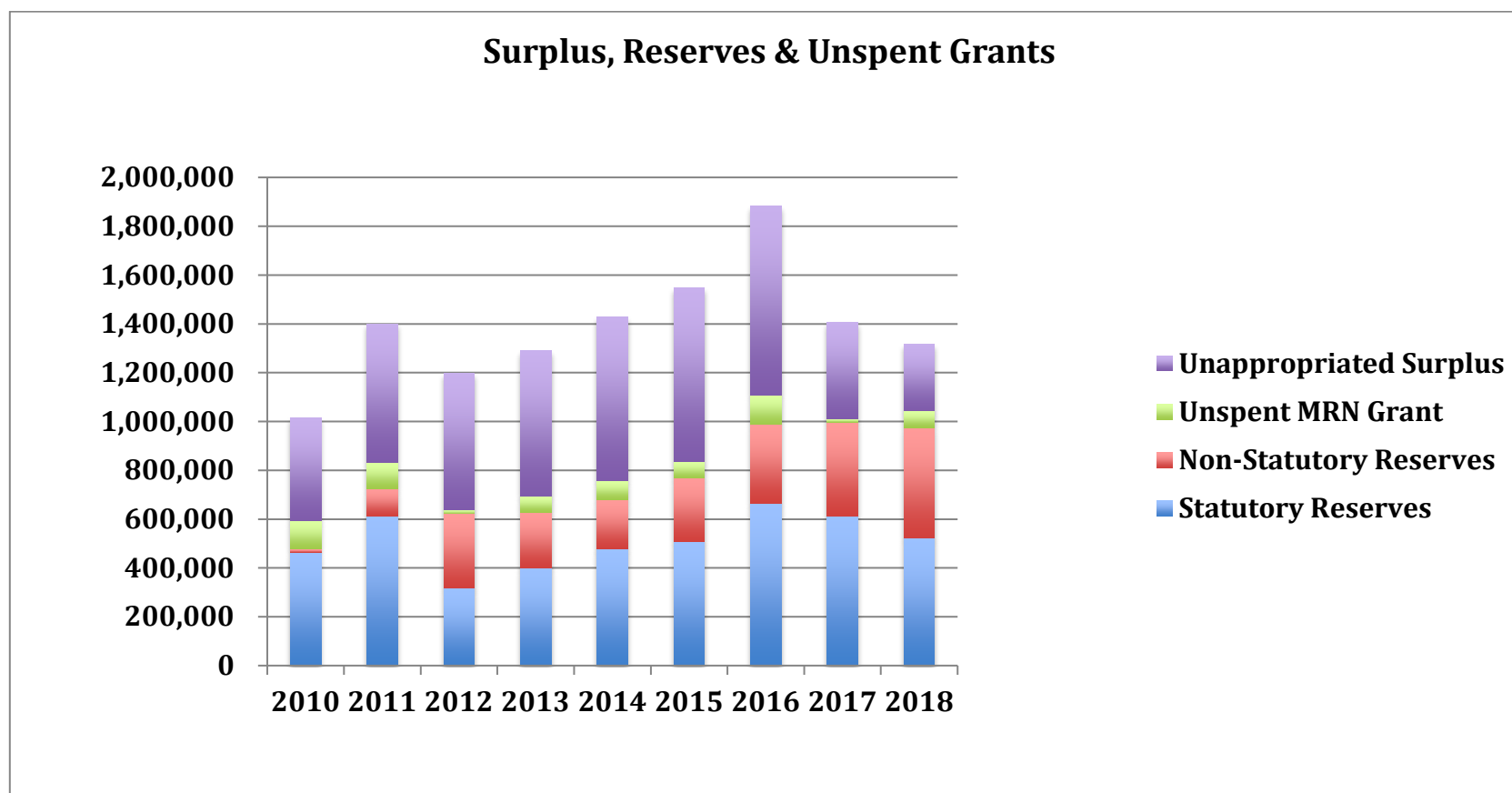
Following is a summary of the WARD capital works. These expenditures are expensed to operations over their useful lives as amortization expense.

	<b>2019</b> Budget	<b>2018</b> Actual	<b>2017</b> Actual	<b>2016</b> Actual	<b>2015</b> Actual	<b>2014</b> Actual
<b>CAPITAL WORKS</b>						
Site Security			18,537			
Upgrade to Organics Container				10,161	18,199	812
Water Connection				3,000		
Wildlife Barrier/Fencing				16,046		
Security Cameras				3,767		
Miscellaneous capital	5,000					
	5,000	0	18,537	32,974	18,199	812

## Village of Belcarra – Financial Overview

### Accumulated Surplus (Surplus & Reserves & Investment in Tangible Capital Assets), & Deferred Grants (Unspent MRN Grant)

- Surplus, reserves and deferred grants are cash held by the Village that can be used for specified purposes as detailed in legislation, Village Bylaws and/or agreements with third parties. Generally, surplus funds can be used for any legal purpose authorized by Council and Reserves and Deferred Grants must be used for the purposes for which they were collected (i.e. to fund specified works).
- The Investment in Tangible Capital Assets & Inventory is the unamortized cost of the Villages physical assets (i.e. roads, water system, buildings, vehicles, equipment etc.) and the unused balance of inventory.
- The Chart below details the available cash balances at the end of last ten (10) years (i.e. surplus, reserves and unspent grants), the Table on the next page provides a detailed breakdown of these components and the balance of the Investment in Tangible Capital Assets, with the final page in this Report providing a comparison of the Villages Surplus and Reserves per capita compared to other municipalities.



## Village of Belcarra – Financial Overview

### Accumulated Surplus (Surplus & Reserves & Investment in Tangible Capital Assets), & Deferred Grants (Unspent MRN Grant)

	Note	2010	2011	2012	2013	2014	2015	2016	2017	2018
<b>Investment in TCA &amp; Inventory</b>	(1)	3,676,552	7,782,705	7,442,563	7,421,520	7,419,844	7,434,977	7,310,295	7,500,672	7,601,576
<b>Statutory Reserves</b>										
General Capital	(2)	255,142	320,665	87,310	145,346	187,531	200,838	321,258	352,774	411,043
General Equipment	(3)	111,499	129,071	58,328	65,649	64,540	71,947	79,062	57,504	(75,984)
General Building	(4)	48,934	66,247	64,118	81,867	102,868	123,828	145,086	115,871	86,255
General Operating		40,680	37,201	36,915	42,445	32,282	39,583			
General Multipurpose Courts	(5)							41,903	44,319	44,441
General Election	(6)							5,020	10,093	(12,423)
WARD Equipment	(7)	8,198	59,743	65,919	47,077	54,039	27,772	9,693	2,379	13,848
Water Capital	(8)			4,472	19,080	37,779	43,715	63,811	30,630	55,898
		<b>464,453</b>	<b>612,927</b>	<b>317,062</b>	<b>401,464</b>	<b>479,039</b>	<b>507,683</b>	<b>665,833</b>	<b>613,570</b>	<b>523,079</b>
<b>Non-Statutory Reserves</b>										
Climate Change	(9)	13,533	14,941	19,514	26,669	33,968	41,229	46,746	52,290	60,069
SCIF Advance	(10)		97,148	204,330		52,949	106,284	32,547	32,862	33,421
Community Works Fund	(11)				117,366	32,019	32,291	161,767	218,058	279,398
Water Debt Repayment	(12)			36,255	34,697	33,119	31,447	29,744	28,075	26,590
MFA Cash Deposit	(13)			44,784	46,967	48,330	49,565	50,951	51,945	53,075
		<b>13,533</b>	<b>112,089</b>	<b>304,883</b>	<b>225,699</b>	<b>200,385</b>	<b>260,816</b>	<b>321,755</b>	<b>383,229</b>	<b>452,552</b>
<b>Unappropriated Surplus</b>										
General Fund	(14)	352,965	513,139	542,984	574,459	641,407	658,711	713,498	382,164	264,664
WARD Fund	(15)	69,036	54,624	59,695	61,050	66,561	81,605	80,704	66,949	62,994
Water Fund	(16)	0	0	(43,438)	(41,805)	(36,428)	(27,620)	(18,874)	(54,058)	(53,062)
		<b>422,001</b>	<b>567,763</b>	<b>559,241</b>	<b>593,704</b>	<b>671,540</b>	<b>712,696</b>	<b>775,328</b>	<b>395,054</b>	<b>274,596</b>
<b>Future Debt</b>	(17)	(254,835)	(1,184,647)	0	0	0	0	0	0	0
<b>TOTAL Accumulated Surplus</b>		<b>4,321,704</b>	<b>7,890,837</b>	<b>8,623,749</b>	<b>8,642,387</b>	<b>8,770,808</b>	<b>8,916,172</b>	<b>9,073,211</b>	<b>8,892,525</b>	<b>8,851,803</b>
<b>Annual Surplus / (Deficit)</b>	(18)	n/a	3,569,133	732,912	18,638	128,421	145,364	157,039	(180,686)	(40,723)
<b>Summary Reserves &amp; Surplus &amp; Unspent Municipal Road Network (MRN) Grant</b>										
		<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Statutory Reserves		464,453	612,927	317,062	401,464	479,039	507,683	665,833	613,570	523,079
Non-Statutory Reserves		13,533	112,089	304,883	225,699	200,385	260,816	321,755	383,229	452,552
Unspent MRN Grant	(19)	114,786	107,375	17,178	68,617	78,900	67,643	120,279	15,166	67,474
Unappropriated Surplus		422,001	567,763	559,241	593,704	671,540	712,696	775,328	395,054	274,596
<b>TOTAL Reserves &amp; Surplus &amp; MRN Grant</b>		<b>1,014,773</b>	<b>1,400,154</b>	<b>1,198,364</b>	<b>1,289,484</b>	<b>1,429,864</b>	<b>1,548,838</b>	<b>1,883,195</b>	<b>1,407,020</b>	<b>1,317,701</b>
<b>\$ Change over Prior Year</b>			385,381	(201,790)	91,120	140,380	118,974	334,357	(476,175)	(89,319)
<b>% Change over Prior Year</b>			37.98%	-14.41%	7.60%	10.89%	8.32%	21.59%	-25.29%	-6.35%
Village, Policy 196, Target Balance: Statutory General Operating Reserve and Unappropriated Surplus (set at six months normalized operating expense)										
Village, Actual Balance: Statutory General Operating Reserve and Unappropriated Surplus:										750,000
										306,614

## **Village of Belcarra – Financial Overview**

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### **Accumulated Surplus (Surplus & Reserves & Investment in Tangible Capital Assets), & Deferred Grants (Unspent MRN Grant)**

#### **Notes**

##### **(1) Investment in Tangible Capital Assets (TCA) & Inventory**

Is the Village's investment in its TCAs and Inventory.

It is equal to the book value of the tangible capital assets and inventory less related long-term debt.

In the normal course of operations the tangible capital assets and inventory will not be available to finance operations, but will be consumed/used to provide services, and the debt will be repaid by future period revenues.

#### **Reserves**

The Non-Statutory and Statutory Reserves are Accumulated Surplus that has been set aside by decision of Council for a specified purpose.

The Statutory Reserves have been established by bylaw in accordance with the *Community Charter* and their use is restricted by the related bylaw and legislation. In the normal course of operations, these funds will be used to finance the future services or capital works for which they have been appropriated.

**(2) General Capital** – Intended to be used for General Fund capital works, other than equipment and building works. Funded annually from taxation revenues; the annual contribution is equal to the prior year contribution plus inflation.

**(3) General Equipment** – Intended to be used for Public Works equipment replacement or new purchases. Funded annually from taxation revenues; the annual contribution is equal to the prior year contribution plus inflation.

**(4) General Building** – Intended to be used for non-water and WARD buildings (basically the municipal hall and public works buildings). Funded annually from taxation revenues; the annual contribution is equal to the prior year contribution plus inflation.

**(5),(6) General Operating** – Intended to be used for work on the multi-purpose courts or to fund in full election costs (as shown). Funded annually from taxation revenues at a set \$2000/year.

**(7) WARD Equipment** – Intended to be used for WARD capital works. Funded annually from WARD revenues; the annual contribution is equal to the prior year contribution plus inflation.

**(8) Water Capital** – Intended to be used for water system capital works. Funded annual from water revenues; the annual contribution is equal to the prior year contribution plus inflation.

**(9) Climate Change** – Intended to be used to fund climate-change related capital works. Funded annually by unspent climate change operating budget.

**(10) SCIF Advance** – Intended to be used for any capital or operating works. Is the remaining funds from the SCIF advance grant payments.

## **Village of Belcarra – Financial Overview**

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### **Accumulated Surplus (Surplus & Reserves & Investment in Tangible Capital Assets), & Deferred Grants (Unspent MRN Grant)**

**(11) Community Works Fund** – Intended to be used for qualifying capital works under the CWF Program (which is basically most any capital works). Monies in this fund are all CWF received by the Village since the start of the CWF Program (2013) plus interest. The CWF is a provincial grant program that expires in 2023.

**(12) Water Debt Repayment** – Intended to be used for water debt repayment.

**(13) Municipal Finance Authority (MFA) Cash Deposit** – Intended to be used for water capital works. Cash is held by the MFA until the water debt is fully repaid (2037).

### **Other**

#### **(14),(15),(16) Unappropriated Surplus**

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

**(17) Future Debt** – Is water capital works finance by Village reserves and surplus that ultimately was “repaid” through debt borrowings.

**(18) Annual Surplus/(Deficit)** – Is the change in Accumulated Surplus each year. Is reported annually on the Statement of Operations, and is the difference between revenues and expenses as defined by the accounting rules. Transfers to and from reserves and/or surplus, and debt receipt and principle payments are not revenues and expenses under accounting rules.

#### **(19) GVTA (Greater Vancouver Transit Authority) Grant / Municipal Road Network (MRN) Grant**

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

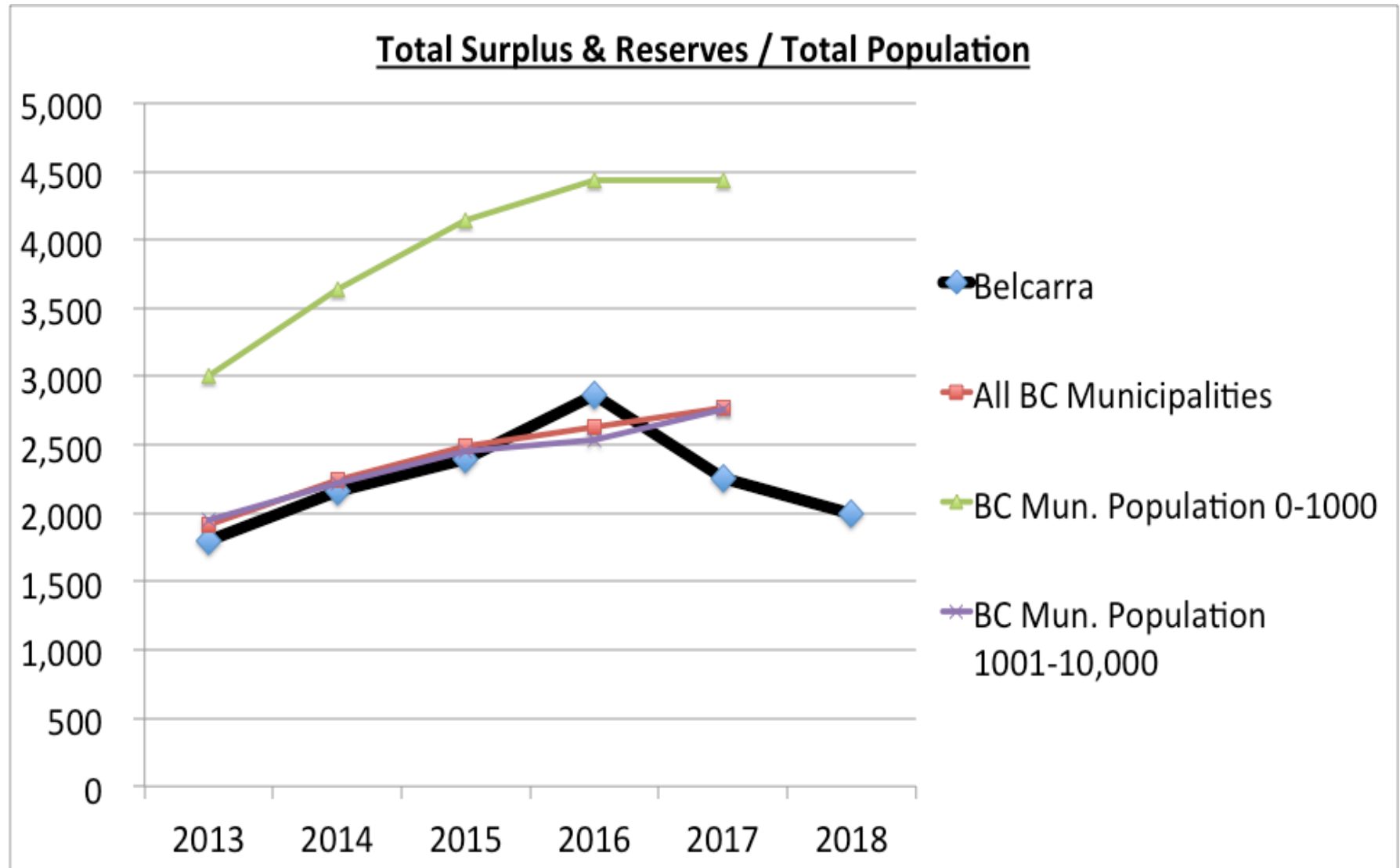


## Village of Belcarra – Financial Overview

### Accumulated Surplus (Surplus & Reserves & Investment in Tangible Capital Assets), & Deferred Grants (Unspent MRN Grant)

#### **Accumulated Surplus - Surplus & Reserves – Compared to Other Municipalities**

Source: Ministry of Municipal Affairs and Housing, Local Government Statistics (2018 data not yet available for other local governments)



## Village of Belcarra – Financial Overview

### Accumulated Surplus (Surplus & Reserves & Investment in Tangible Capital Assets), & Deferred Grants (Unspent MRN Grant)

#### **Accumulated Surplus - Surplus & Reserves – Compared to Other Municipalities**

Source: Ministry of Municipal Affairs and Housing, Local Government Statistics (2018 data not yet available for other local governments)

