





Table of Contents

Summary	2
Introduction & Overview	3
General Operating Fund	
Water Operating Fund	6
Waste & Recycle Depot (WARD) Operating Fund	
Capital Plan	8
Reserves & Surpluses	
Property Taxes & User Fees	
General Operating Fund Details	11
Water Operating Fund Details	15
Water Fund Debt	18
Waste & Recycle Depot (WARD) Operating Fund Details	19
5 - Year Capital Plan Details	21
Projected Reserve & Surplus Balances	24
Comparative Benchmarks	25

Summary

The Draft 2023 – 2027 Financial Plan provides for 3.0% per annum increases in property taxes, 10% per annum increases in water user rates and 12% per annum increases in Waste & Recycle Depot user rates. The planned rate increases, the regular operating revenues and expenses and the resulting reserve/surplus transfers, together with the planned capital expenditures under the plan are as follows:

Summary of Pr	ovisional 2023 -	2027 Financial P	lan (Scenario "A'	') with 2022 Budge	et Comparisons	
Descriptions	2022 Budget	Draft 2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan
Property tax increases	5%	3%	3%	3%	3%	3%
Water rate increases (exclusive of parcel tax)	12%	10%	10%	10%	10%	10%
WARD rate increases	12%	12%	12%	12%	12%	12%
General Operating Fund – Regular Operating Revenues (without MRN)	\$1,379,000	\$1,445,000	\$1,480,000	\$1,516,000	\$1,553,000	\$1,771,000
General Operating Fund – Regular Operating Expenses (without MRN)	\$974,000	\$991,000	\$1,002,000	\$1,029,000	\$1,056,000	\$1,075,000
General Operating Fund Transfers to Reserves & Surplus (includes Community Works Gas Tax Funds)	\$465,000	\$517,000	\$541,000	\$550,000	\$560,000	\$579,000
Water Operating Fund – Regular Operating Revenues	\$355,000	\$392,000	\$431,000	\$473,000	\$520,000	\$571,000
Water Operating Fund – Regular Operating Expenses	\$299,000	\$364,000	\$379,000	\$405,000	\$429,000	\$455,000
Water Operating Fund Transfers to Reserves & Surplus	\$57,000	\$28,000	\$52,000	\$68,000	\$91,000	\$116,000
WARD Operating Fund – Regular Operating Revenues	\$154,000	\$173,000	\$193,000	\$216,000	\$242,000	\$270,000
WARD Operating Fund – Regular Operating Expenses	\$158,000	\$188,000	\$192,000	\$198,000	\$204,000	\$210,000
WARD Operating Fund Transfers to from) Reserves & Surplus	(\$4,000)	(\$15,000)	\$1,000	\$18,000	\$37,000	\$61,000
Total Projected Reserve & Surplus Transfers	\$518,000	\$530,000	\$594,000	\$636,000	\$688,000	\$756,000
Planned Capital Expenditures	\$772,000	\$535,000	\$421,000	\$200,000	\$253,000	\$436,000

^{*}Numbers are rounded for presentation purposes.

Introduction & Overview

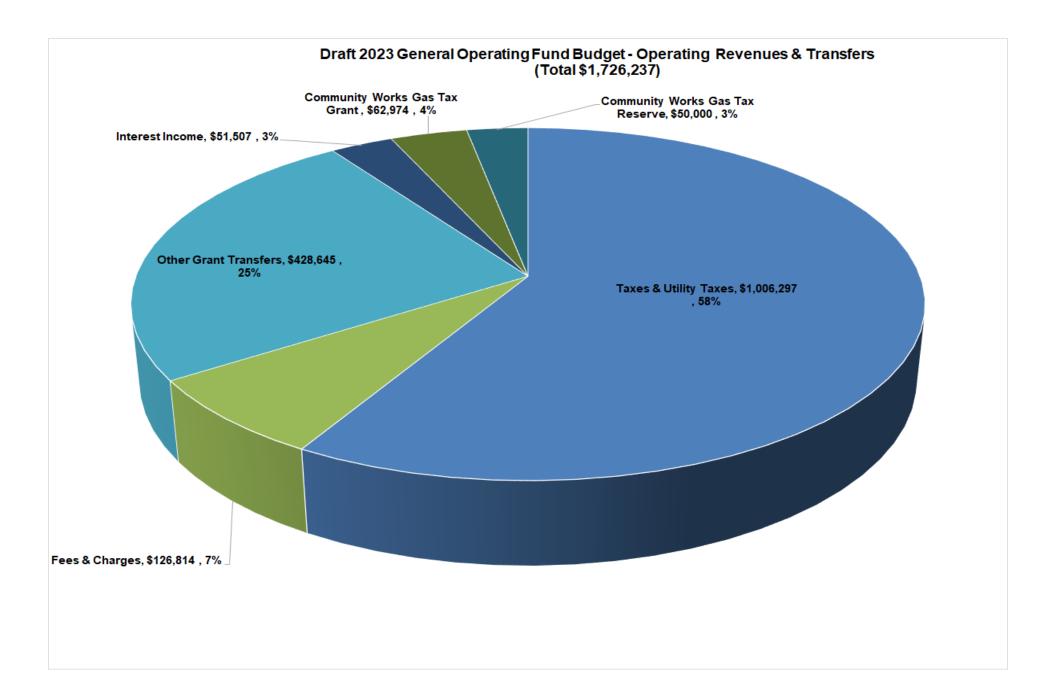
Staff and the Village's Financial Consultant are pleased to present the Village's Draft 2023 – 2027 Financial Plan which includes the provisional 2023 Budget. This document provides summary and detailed financial information for the Village three (3) operating funds (the General Operating Fund, the Water Operating Fund and the Waste & Recycle Depot Operating Fund), and for the Village's 5-year capital spending program and its various reserve and surplus accounts. In addition, information is provided on key benchmark data with other comparable jurisdictions.

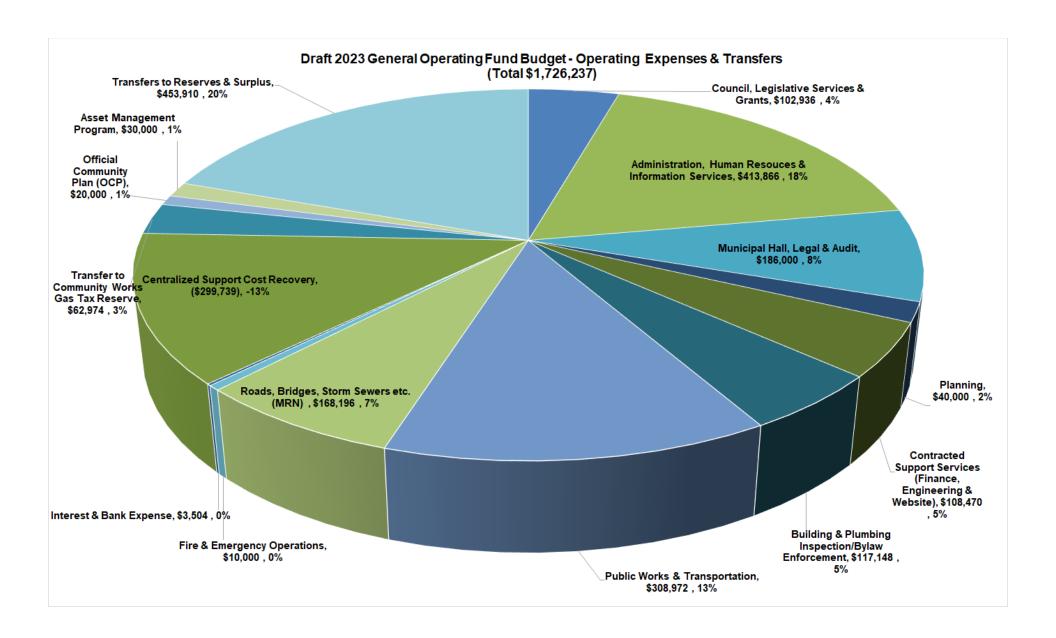
The financial information presented purposely differentiates between regular and extraordinary (includes one-time, non-reoccurring and/ or designated items) operating expenses and revenues so that a clearer picture of the true cost of funding core operations is visible.

General Operating Fund

The Draft 2023 General Operating Fund Budget includes a property tax increase of 3.0% with approximately \$454,000 being available for transfers to reserves and surplus accounts (\$517,000 including Community Works Funds). The 2023 Draft Operating Fund Budget provides for the completion of the OCP Review & Update project as well as funding for an ongoing asset management program.

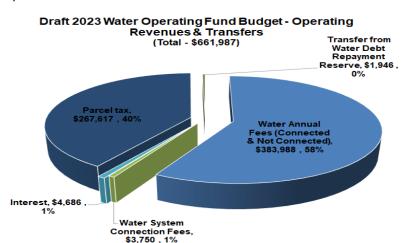
Summarized Draft 2023 General Operating Fund Budget	Draft Budget 2023
TOTAL REGULAR OPERATING REVENUES	\$1,613,263
TOTAL REGULAR OPERATING EXPENSES	\$1,159,353
SURPLUS BEFORE OTHER REVENUE/EXPENSES & TRANSFERS	\$453,910
COMMUNITY WORKS GAS TAX GRANT REVENUE	
Community Works Gas Tax Grant	(62,974)
Transfer to Community Works Gas Tax Reserve	62,974
COMMUNITY WORKS GAS TAX REVENUE & TRANSFER	\$0
SPECIAL OPERATING PROJECT FUNDING & EXPENSES	
Community Works Gas Tax Reserve	(50,000)
One-Time Operating Funding & Expenses	
Official Community Plan	20,000
Asset Management Program	30,000
SPECIAL OPERATING PROJECT FUNDING & EXPENSES	\$0
TRANSFERS TO RESERVES & SURPLUS	
Transfer to Reserves	433,910
Transfer to Surplus	20,000
Transfers to Reserves & Surplus	\$453,910
FINANCIAL PLAN BALANCE	\$0





Water Operating Fund

The Draft 2023 Water Operating Fund Budget includes a water rate increase of 10%, with approximately \$28,000 being available for transfer to reserves and surplus accounts in 2023.



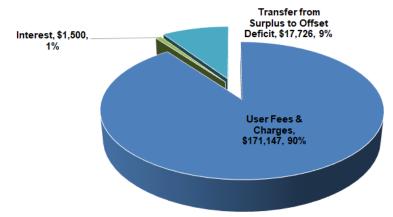
Draft 2023 Water Operating Fund Budget - Operating Expenses & Transfers (Total - \$661,987) Debt Principle Payment, \$119,002, 18% Transfers to Reserve & Surplus, \$28,063, 4% Long-Term Debt Interest Expense, \$150,561, 23% Water System Operations, \$94,188, 14%

Summarized Draft 2023 Water Operating Fund Budget	Draft Budget 2023
TOTAL REGULAR OPERATING REVENUES	\$392,424
TOTAL REGULAR OPERATING EXPENSES	\$364,361
SURPLUS BEFORE DEBT & TRANSFERS	\$28,063
LONG-TERM DEBT PAYMENTS/TRANSFERS (Funded by Parcel Taxes & Transfer) Long-Term Debt Interest Expense	150,561
Debt Principle Payment	119,002
Parcel tax	(\$267,617)
Transfer from Water Debt Repayment Reserve	(\$1,946)
TOTAL NET LONG-TERM DEBT PAYMENTS/TRANSFERS	\$0
CASH SURPLUS AVAILABLE FOR TRANSFERS TO RESERVES & SURPLUS	\$28,063
TRANSFERS TO RESERVES	
Transfer to Water Capital Reserve	20,316
Transfer to Reserve/Surplus	6,186
Transfer to Vehicle & Equipment Reserve	1,561
	\$28,063
FINANCIAL PLAN BALANCE	\$0

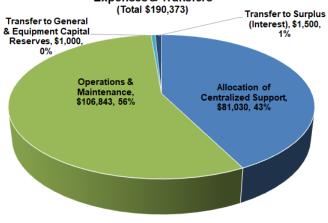
Waste & Recycle Depot (WARD) Operating Fund

The Draft 2023 WARD Operating Fund Budget includes a provisional rate increase of 12% with \$17,000 being transferred from WARD surplus to offset the operating deficit in 2023.





Draft 2023 WARD Operating Fund Budget - Operating Expenses & Transfers



Summarized Draft 2023 WARD Operating Fund Budget	Draft Budget 2023
TOTAL REGULAR OPERATING REVENUES	\$172,647
TOTAL REGULAR OPERATING EXPENSES	\$187,873
SURPLUS (DEFICIT) BEFORE TRANSFERS	(\$15,226)
TRANSFERS TO RESERVES & FROM/TO SURPLUS	
Transfer to General & Equipment Capital Reserves	1,000
Transfer to (from) Surplus	1,500
Transfer from Surplus to Offset Deficit	(17,726)
NET TRANSFERS FROM SURPLUS	(\$15,226)
FINANCIAL PLAN BALANCE	\$0

Capital Plan

A detailed 5-year capital plan is provided in this document of which a summary follows.

The draft 5-year capital plan in WARD provides for the replacement of essential equipment such as the compactor and container, and for repaving of the tarmac area. The draft 5-year capital plan in Water focuses on excavating and fencing around the Tatlow Reservoir, a universal water meter program, a new meter for leak detection and engineering for an upgraded water system.

The major capital projects in the General Fund include construction of a permanent shelter for public works equipment, vehicle replacements, road rehabilitation and improvements (for the non-MRN and MRN road), upkeep of drainage systems and trail improvements.

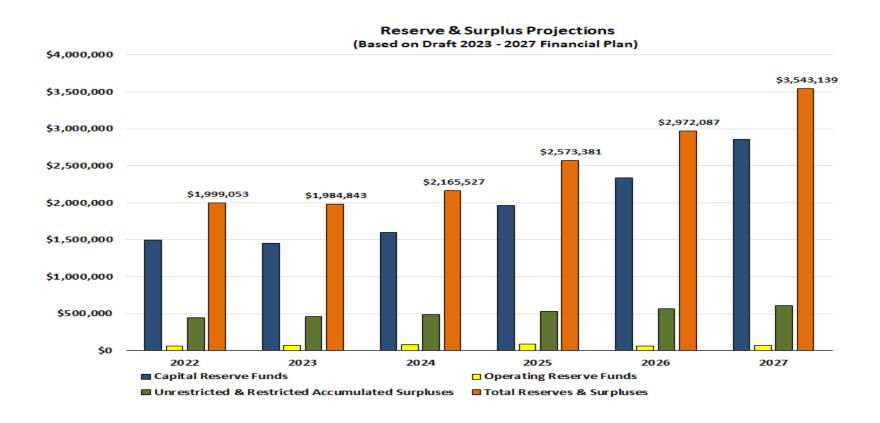
The draft capital plan over 5 years (2023 - 2027) totals approximately \$1.8 million.

SUMMARY OF PLANNED CAPITAL EXPENDITURES

WASTE & RECYCLE DEPOT (WARD)	Draft Budget 2023 \$8,000	Plan 2024 \$57,500	Plan 2025 \$8,000	Plan 2026 \$53,000	Plan 2027 \$8,000
WATER FUND	\$90,000	\$105,000	\$35,000	\$70,000	\$15,000
GENERAL FUND					
Subtotal General	18,100	13,000	2,000		2,000
Subtotal Public Works	12,000	5,000	105,000	45,000	11,000
Subtotal Vehicle & Attachments	195,000	135,000	•		
Subtotal Non-MRN Roads	140,000	30,000	45,000	30,000	45,000
Subtotal MRN Roads	50,000	55,000	•	15,000	350,000
Subtotal Storm Sewer	20,000	15,000		15,000	•
Subtotal Trail System	2,000	5,000	5,000	25,000	5,000
Total General	437,100	258,000	157,000	130,000	413,000
TOTAL CAPITAL EXPENDITURES - ALL FUNDS	535,100	420,500	200,000	253,000	436,000

Reserves & Surpluses

The Village's reserve and surplus accounts are projected to grow from about \$2.0 million to \$3.6 million over the next 5 years (see graph below) based on the Draft 2023 – 2027 Financial Plan including the planned reserve and surplus transfers and capital spending. These projections are very much dependent upon future capital spending levels.



Property Taxes & User Fees

The Village's Draft 2023 – 2027 Financial Plan provides for a 3.0% per annum increases in property taxes, a 10% per annum increases in water user rates and a 12% per annum increase in WARD user rates.

HISTORICAL & PROJEC	TED PROPE	RTY TAX	ES & FEE	S		
Description of Taxes & Fees	2022	2023	2024	2025	2026	2027
Home Value (average home)	1,994,671	2,208,300	2,208,300	2,208,300	2,208,300	2,208,300
Property Taxes	2,939	3,027	3,118	3,212	3,308	3,407
WARD Fee	417	467	523	586	656	735
Water - Connected Total Water Fee (Connected) Water Parcel Tax Total Water Fee (Connected) & Parcel Tax	1,403	1,543	1,697	1,867	2,054	2,259
	973	1,110	1,110	1,110	1,110	1,110
	2,376	2.653	2.807	2,977	3,164	3,369
Water - Not Connected Fee Water Fee - Other Water Costs Water Parcel Tax Total Water Fee (Not Connected) & Parcel Tax	984	1,082	1,190	1,309	1,440	1,584
	973	1,110	1,110	1,110	1,110	1,110
	1,957	2,192	2,300	2,419	2,550	2,694
Total Taxes & Fees (Connected) Total Taxes & Fees (Not Connected)	5,732	6,147	6,448	6,775	7,128	7,511
	5,313	5,686	5,941	6,217	6,514	6,836
Property Taxes - % change	5%	3%	3%	3%	3%	3%
Property Taxes - \$ change	153	88	91	94	96	99
Refuse & Recycling Fee - % change	12%	12%	12%	12%	12%	12%
Refuse & Recycling Fee - \$ change	45	50	56	63	70	79
Water Connected Fee - % change (total) Water Connected Fee - \$ change (total)	12%	10%	10%	10%	10%	10%
	150	277	154	170	187	205
Water Not Connected Fee - % change (total) Water Not Connected Fee - \$ change (total)	12%	10%	10%	10%	10%	10%
	105	235	108	119	131	144
All Taxes & Fees Total - Connect EXCL. Parcel Tax - % Change Total - Connect Fee Summary - \$ Change	6.1%	7.2%	4.9%	5.1%	5.2%	5.4%
	348	415	301	327	353	383
Total - Not Connect EXCL. Parcel Tax - % Change	5.7%	7.0%	4.5%	4.6%	4.8%	4.9%
Total - Not Connect Fee Summary - \$ Change	303	373	255	276	297	322

Note: This summary is based on a number of assumptions, changes in assumptions may materially affect the values shown.

General Operating Fund Details

2023 Draft General Operating Fund Budget Highlights	2024 – 2027 Draft General Operating Fund Financial Plan Highlights
 Provisional general property tax increase of 3%. \$1.613 million of regular operating revenues and \$1.159 million of regular operating expenses (includes \$168,000 of revenue and expense for Major Road Network). Allocation of centralized support costs to the Major Road Network (MRN) and the Water and WARD operating funds at 100% level as 2023 is the final year for the phase in of these costs. Special project funding to finalize the OCP Review & Update (\$20,000) (funded from Community Works Fund). Funding for ongoing asset management program (\$30,000) (funded from Community Works Fund). \$517,000 of funds budgeted for transfer to reserves and surplus (includes \$63,000 to the Community Works Fund). 	 Ongoing provisional annual general property increases of 3%. Continued allocation of centralized support costs to the Major Road Network (MRN) and the Water and WARD operating funds at 100%. Ongoing annual funding for asset management program at \$30,000. Reserve and surplus transfers increasing each year to the \$579,000 level in 2027 (includes \$63,000 to the Community Works Gas Tax Fund).
In 2022 over 19/ increase in Coneral Property 3	Former will account to CO COT of additional recovery

In 2023 every 1% increase in General Property Taxes will generate \$9,667 of additional revenue

VILLAGE OF BELCARRA GENERAL OPERATING FUND 5-YEAR (2023 - 2027) FINANCIAL PLAN

(With Comparisons to 2022)

		Estimated	Draft										
Page 1 of 3	Budget	Year-End	Budget	_	% change		0/		0/		0/		0/
	2022	2022	2023	from 2022 Budget	Budget	Plan 2024	% change	Plan 2025	% change	Plan 2026	% change	Plan 2027	% change
REGULAR OPERATING REVENUES				Dauget	Dauget	T IGHT 2024	onunge	i idii 2020	onunge	1 1011 2020	onunge	T IGHT EGET	onunge
TAXES													
	(000,000)	(OCE COO)	(00E CC0)	(00.000)	2.00/	(4 00E E00)	2.00/	(4.050.005)	2.00/	(4.007.004)	2.00/	(4.420.624)	2.00/
Municipal Taxes	(966,669)	(965,698)	(995,669)		3.0%		3.0%	. , , ,	3.0%	(1,087,994)		(1,120,634)	3.0%
1% Utility Taxes	(10,513) (977,182)	(10,628) (976,326)	(10,628) (1,006,297)	(115) (29,115)	1.1% 3.0%	(10,841) (1,036,380)	2.0% 3.0%	(11,058) (1,067,363)	2.0%	(11,279) (1,099,273)		(11,505) (1,132,139)	2.0%
FEES AND CHARGES	(377,102)	(370,320)	(1,000,237)	(29,110)	3.0 /6	(1,000,000)	3.0 %	(1,007,000)	2.5 /6	(1,033,273)	2.5 /0	(1,102,103)	2.5 /6
Leases	(2,100)	(2,100)	(2,100)	0	0.0%	(2,100)	0.0%	(2,100)	0.0%	(2,100)	0.0%	(2,100)	0.0%
Penalties & interest (on taxes)	(10,089)	(10,815)	(10,190)	(101)	1.0%	(10,292)	1.0%	(10,395)	1.0%	(10,499)	1.0%	(10,604)	1.0%
Permits and Licences	(91,495)	(116,104)	(103,008)	(11,513)	12.6%	(104,554)	1.5%	(106,122)	1.5%	(107,714)	1.5%	(109,330)	1.5%
Miscellaneous	(11,346)	(12,010)	(11,516)	(170)	1.5%	(11,689)	1.5%	(11,864)	1.5%	(12,042)	1.5%	(12,223)	1.5%
	(115,030)	(141,029)	(126,814)	(11,784)	10.2%	(128,635)	1.4%	(130,481)	1.4%	(132,355)	1.4%	(134,257)	1.4%
GRANT TRANSFERS													
Conditional Operating Transfers (MRN)	(143,740)	(108,613)	(168,196)	(24,456)	17.0%	(170,403)	1.3%	(173,628)	1.9%	(176,923)	1.9%	(179,683)	1.5%
COVID-19 Restart Grant	0	(18,234)	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
School Tax Administration & Climate Change	(3,419)	(3,458)	(3,449)	(30)	0.9%	(3,480)	0.9%	(3,511)	0.9%	(3,542)	0.9%	(3,574)	0.9%
Small Communities Investment Fund (SCIF)	(257,000)	(327,000)	(257,000)	0	0.0%	(259,570)	1.0%	(262,166)	1.0%	(264,788)	1.0%	(267,436)	1.0%
	(404,159)	(457,305)	(428,645)	(24,486)	6.1%	(433,453)	1.1%	(439,305)	1.3%	(445,253)	1.3%	(450,693)	1.2%
OTHER REVENUE													
Interest Income	(26,500)	(55,720)	(51,507)	(25,007)	94.4%	(52,022)	1.0%	(52,542)	1.0%	(53,067)	1.0%	(53,598)	1.0%
TOTAL REGULAR OPERATING REVENUES	(1,522,871)	(1,630,380)	(1,613,263)	(90,392)	5.9%	(1,650,490)	2.3%	(1,689,691)	2.3%	(1,729,948)	2.3%	(1,770,687)	2.3%
DECILI AD ODEDATING EXPENSES													
REGULAR OPERATING EXPENSES													
COUNCIL, GRANTS & MEETINGS													
Indemnities & Benefits	71,426	71,441	75,320	3,894	5.5%	76,449	1.5%	77,596	1.5%	78,761	1.5%	79,942	1.5%
Council Other	8,308	5,778	8,430	122	1.5%	8,554	1.5%	8,681	1.5%	8,810	1.5%	8,941	1.5%
Grants	11,550	2,633	11,665	115	1.0%	11,782	1.0%	11,899	1.0%	12,018	1.0%	12,138	1.0%
Meetings, Events & Appreciation	7,446	973	7,521	75	1.0%	7,596	1.0%	7,671	1.0%	7,748	1.0%	7,827	1.0%
	98,730	80,825	102,936	4,206	4.3%	104,381	1.4%	105,847	1.4%	107,337	1.4%	108,848	1.4%

VILLAGE OF BELCARRA GENERAL OPERATING FUND 5-YEAR (2023 - 2027) FINANCIAL PLAN (With Comparisons to 2022)

Page 2 of 3	Budget	Estimated Year-End 2022	Draft Budget	from 2022	% change from 2022	DI 0004	%	DI 0005	%	F1 0000	%	DI 0007	%
ADMINISTRATION, HUMAN RESOURCES &	2022	2022	2023	Budget	Budget	Plan 2024	change	Plan 2025	cnange	Plan 2026	change	Plan 2027	cnange
INFORMATION SYSTEMS													
General Administration	325,386	376,263	342,859	17,473	5.4%	350,549	2.2%	366,726	4.4%	374,060	2.0%	381,540	2.0%
Human Resources	16,391	10,671	16,499	108	0.7%	16,664	1.0%	16,831	1.0%	17,000	1.0%	17,169	1.0%
Information Systems	50,168	49,343	54,508	4,340	8.7%	55,638	2.1%	56,804	2.1%	58,005	2.1%	59,244	2.1%
	391,945	436,277	413,866	21,921	5.6%	422,851	2.2%	440,361	4.0%	449,065	1.9%	457,953	1.9%
MUNICIPAL HALL, LEGAL & AUDIT	162,137	172,749	186,000	23,863	14.7%	191,900	3.2%	197,845	3.0%	201,135	1.6%	204,374	1.6%
PLANNING	40,000	22,376	40,000	0	0.0%	40,400	1.0%	40,804	1.0%	41,212	1.0%	41,624	1.0%
CONTRACTED SUPPORT SERVICES (FINANCE,													
ENGINEERING, WEBSITE & OTHER)	104,776	94,683	108,470	3,694	3.5%	110,600	2.0%	112,772	1.9%	114,989	1.9%	117,249	1.9%
BUILDING & PLUMBING INSPECTION / BYLAW ENFORCEMENT	90,092	105,245	117,148	27,056	30.0%	119,459	2.0%	121,815	1.9%	124,218	1.9%	126,669	1.9%
<u>EN ONOLINENT</u>	00,002	100,240	111,140	21,000	00.070	110,400	2.070	121,010	1.070	124,210	1.076	120,000	1.070
PUBLIC WORKS													
Public Works General	194,656	203,094	208,045	13,389	6.9%	212,130	2.0%	216,298	1.9%	220,545	1.9%	224,881	1.9%
Vehicles, Equipment & Supplies	57,107	70,771	56,363	(744)	-1.3%	56,805	0.8%	57,250	0.8%	57,822	1.0%	58,400	1.0%
Roads, bridges, storm sewers etc. (Non-MRN)	17,017	21,014	35,394	18,377	108.0%	23,878	-32.5%	24,117	1.0%	36,358	33.7%	36,722	1.0%
Trails & Public Spaces	9,079	632	9,170	91	1.0%	9,262	1.0%	9,355	1.0%	9,449	1.0%	9,543	1.0%
	277,859	295,511	308,972	31,113	11.2%	302,075	-2.2%	307,020	1.6%	324,174	5.3%	329,546	1.6%
TRANSPORTATION (MAJOR ROAD NETWORK - MRN)	143,740	108,614	168,196	24,456	17.0%	170,403	1.3%	173,628	1.9%	176,923	1.9%	179,683	1.5%
FIRE & EMERGENCY OPERATIONS													
Fire Protection	5,000	4,794	5,000	0	0.0%	5,050	1.0%	5,101	1.0%	5,152	1.0%	5,204	1.0%
Emergency Preparedness	5,000	22,371	5,000	0	0.0%	5,000	0.0%	5,000	0.0%	5,000	0.0%	5,000	0.0%
	10,000	27,165	10,000	0	0.0%	10,050	0.5%	10,101	0.5%	10,152	0.5%	10,204	0.5%
INTEREST & BANK EXPENSE	3,435	2,742	3,504	69	2.0%	3,574	2.0%	3,646	2.0%	3,719	2.0%	3,793	2.0%
TOTAL REGULAR OPERATING EXPENSES	1,322,714	1,346,187	1,459,092	136,378	10.3%	1,475,693	1.1%	1,513,839	2.5%	1,552,924	2.5%	1,579,943	1.7%
Allocation of Centralized Support Costs to MRN, Water & WARD	(205,109)	(218,866)	(299,739)	(94,630)	46.1%	(302,905)	1.1%	(311,285)	2.7%	(319,876)	2.7%	(325,524)	1.7%
Hatel & HARD	(200, 109)	(210,000)	(299,139)	(34,030)	40.170	(302,905)	1.170	(311,203)	2.1 70	(313,070)	2.170	(323,324)	1.7 /0
SURPLUS BEFORE OTHER REVENUE/EXPENSES & TRANSFERS	(405,266)	(503,059)	(453,910)	(48,644)	12.0%	(477,702)	5.2%	(487,137)	1.9%	(496,900)	2.0%	(516,268)	3.8%

VILLAGE OF BELCARRA GENERAL OPERATING FUND 5-YEAR (2023 - 2027) FINANCIAL PLAN

(With	Com	narisons	to 2022)
(AAILLI	COIII	pai 150115	10 20221

ı					,	Trial Compa							
		Estimated	Draft										
Page 3 of 3	Budget	Year-End	Budget	_	% change								
					from 2022		%		%	l	. %	l	%
	2022	2022	2023	Budget	Budget	Plan 2024	change	Plan 2025	change	Plan 2026	change	Plan 2027	change
COMMUNITY WORKS GAS TAX GRANT REVENUE,													
LAND SALES REVENUE & TRANSFERS													
Community Works Gas Tax Grant	(59,891)	(59,891)	(62,974)	(3.083)	5.1%	(62,974)	0.0%	(62.974)	0.0%	(62,974)	0.0%	(62,974)	0.0%
, and the second		` ' '	, , ,	, ,		. , ,		. , ,		` ' '		` ' '	
Transfer to Community Works Gas Tax Reserve	59,891	59,891	62,974	3,083	5.1%	62,974	0.0%	62,974	0.0%	62,974	0.0%	62,974	0.0%
Climate Action Program Grant	0	(45,082)	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Transfer to Climate Action Program Surplus	0	45,082	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
COMMUNITY WORKS GAS TAX REVENUE &													
TRANSFER	0	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	. 0	0.0%
SPECIAL OPERATING PROJECT FUNDING &													
EXPENSES													
Stabilization Reserve Funding	(24,402)	(25,763)	0	24,402	-100.0%	0	0.0%	0	0.0%	(27,052)	>100.0%	0	>100.0%
Election Expense	24,402	25,763	0	(24,402)	-100.0%	0	0.0%	0	0.0%	27,052	>100.0%	0	>100.0%
UBCM Community Resiliency Investment Grant	(49,836)	(49,836)	0	49,836	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
UBCM Community Resiliency Investment Project	49,836	49,836	0	(49,836)	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Community Works Gas Tax Reserve	(139,398)	(128,829)	(50,000)	89,398	-64.1%	(30,000)	-40.0%	(30,000)	0.0%	(30,000)	0.0%	(30,000)	0.0%
Asset Management Plan Grant	(22,392)	(22,447)	0	22,392	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OCP Review & Update	98,120	79,526	20,000	(78,120)	-79.6%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%
Asset Management Plan & Related Long-Term	55,125	,	,	(,,		_		_		1	-	1	
Financial Plan	33,670	41,750	0	(33,670)	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Asset Management Program	30,000	30,000	30.000	0	0.0%	30,000	0.0%	30.000	0.0%	30,000	0.0%	30.000	0.0%
		,	•			,		,		ŕ			
NET SPECIAL PROJECT FUNDING & EXPENSES	0	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TRANSFERS TO RESERVES & SURPLUS													
General Capital Reserve Fund	227.566	307.859	257.300	29.734	13.1%	241,084	-6.3%	270,103	10.7%	298.946	9.6%	317,890	6.0%
Vehicle & Equipment Capital Reserve Fund	10,200	10,200	10.404	204	2.0%	50,000	380.6%	30.000	-66.7%	10,500			0.0%
	•	*	,	204	0.0%	,		,		,		· '	
Transportation Infrastructure Reserve Fund	120,000	120,000	120,000	_		120,000	0.0%	120,000	0.0%	120,000	0.0%	,	0.0%
Financial Stabilization Reserve Fund	5,000	5,000	5,000	0	0.0%	5,000	0.0%	5,000	0.0%	5,000	0.0%	5,000	0.0%
Transfer of Interest to Reserves/Surplus	22,500	40,000	41,206	18,706	83.1%	41,618	1.0%	42,034	1.0%	42,454	1.0%	42,878	1.0%
Transfer to General Fund Surplus	20,000	20,000	20,000	0	0.0%	20,000	0.0%	20,000	0.0%	20,000	0.0%	20,000	0.0%
TOTAL TRANSFERS TO RESERVES	405,266	503,059	453,910	48,644	12.0%	477,702	5.2%	487,137	1.9%	496,900	2.0%	516,268	3.8%
FINANCIAL DI AN DALANCE			•		0.007		0.00/		0.007		0.004		0.007
FINANCIAL PLAN BALANCE	0	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%

Water Operating Fund Details

2023 Draft Water Operating Fund Budget Highlights	2024 – 2027 Draft Water Operating Fund Financial Plan Highlights									
 10% increase in water user rates for those connected to the water system and for those not connected to the water system. \$392,000 of regular operating revenues and \$364,000 of regular operating expenses. Allocation of centralized support costs charged to Water operating fund at 100% phased in level for 2023. Increase in the parcel tax to offset the increased debt servicing costs (incurred as a result of the refinancing of the water debt). Budgeted increase in water usage of 2% and budgeted cost increase of 2.8% for the purchase of water from Metro Vancouver. \$28,000 of contributions or transfers to reserve and surplus accounts. 	 Ongoing 10% increases in water user rates. Increased transfers to water reserves and surplus after full allocation of centralized support costs in 2023 (now at 100% level). Increase in water rates from Metro Vancouver based on 9.0% in 2024, 13.8% in 2025, 12.8% in 2026 and 13.8% in 2027. \$116,000 available for transfer to reserve and surplus in 2027. 									
In 2023 every 1% increase in Water User Rates would generate \$3,491 of additional revenue										

VILLAGE OF BELCARRA WATER OPERATING FUND 5-YEAR (2023 - 2027) FINANCIAL PLAN

(With Comparisons to 2022)

Page 1 of 2	Budget 2022	Estimated Year-End 2022	Draft Budget 2023	\$ change from 2022	% change from 2022 Budget	Plan 2024	% change	Plan 2025	% change	Plan 2026	% change	Plan 2027	% change
REGULAR OPERATING REVENUES													
USER FEES, CHARGES & INTEREST													
Water Annual Fees	(346,947)	(349,080)	(383,988)	(37,041)	10.7%	(422,387)	10.0%	(464,626)	10.0%	(511,089)	10.0%	(562,198)	10.0%
Water System Connection Fees/Other	(3,750)	(3,750)	(3,750)	0	0.0%	(3,750)	0.0%	(3,750)	0.0%	(3,750)	0.0%	(3,750)	0.0%
Interest Income	(4,663)	(4,663)	(4,686)	(23)	0.5%	(4,873)	4.0%	(5,068)	3.8%	(5,271)	3.9%	(5,482)	3.8%
	(355,360)	(357,493)	(392,424)	(37,064)	10.4%	(431,010)	9.8%	(473,444)	9.0%	(520,110)	9.0%	(571,430)	9.0%
GRANT TRANSFERS (COVID RESTART GRANT)	0	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TOTAL REGULAR OPERATING REVENUES	(355,360)	(357,493)	(392,424)	(37,064)	10.4%	(431,010)	9.8%	(473,444)	9.0%	(520,110)	9.0%	(571,430)	9.0%
REGULAR OPERATING EXPENSES													
ADMINISTRATION													
Allocation of Centralized Support	110,493	117,904	161,470	50,977	46.1%	163,176	1.1%	167,690	2.7%	172,318	2.7%	175,361	1.7%
Other (Environmental Monitoring & Lease)	1,402	277	777	(625)	-44.6%	792	1.9%	807	1.9%	823	1.9%	839	1.9%
	111,895	118,181	162,247	50,352	45.0%	163,968	1.1%	168,497	2.7%	173,141	2.7%	176,200	1.7%
WATER PURCHASES & CONVEYANCE	95,352	95,534	107,926	12,574	13.2%	118,030	9.4%	133,772	11.8%	150,848	11.3%	171,666	12.1%
WATER SYSTEM OPERATIONS													
Public Works	53,085	54,970	55,301	2,216	4.2%	56,960	3.0%	58,669	2.9%	60,430	2.9%	62,244	2.9%
Utilities & Scada	11,757	42,912	12,992	1,235	10.5%	13,122	1.0%	13,254	1.0%	13,387	1.0%	13,522	1.0%
Water Mains Repair & Maintenance	5,101	0	5,152	51	1.0%	5,204	1.0%	5,256	1.0%	5,309	1.0%	5,362	1.0%
Station Repair & Maintenance	8,263	19,783	14,000	5,737	69.4%	14,140	1.0%	14,282	1.0%	14,425	1.0%	14,570	1.0%
Reservoir Repair & Maintenance	4,114	3,900	1,125	(2,989)	-72.7%	1,550	37.8%	5,766	73.1%	5,824	1.0%	5,882	1.0%
Materials & Equipment	9,197	2,172	5,618	(3,579)	-38.9%	5,674	1.0%	5,731	1.0%	5,788	1.0%	5,846	1.0%
Water Meter Reading	0	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Water Quality	0	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	91,517	123,737	94,188	2,671	2.9%	96,650	2.6%	102,958	6.1%	105,163	2.1%	107,426	2.1%
TOTAL REGULAR OPERATING EXPENSES	298,764	337,452	364,361	65,597	22.0%	378,648	3.9%	405,227	6.6%	429,152	5.6%	455,292	5.7%
SURPLUS BEFORE DEBT & TRANSFERS	(56,596)	(20,041)	(28,063)	28,533	-50.4%	(52,362)	86.6%	(68,217)	23.2%	(90,958)	25.0%	(116,138)	21.7%

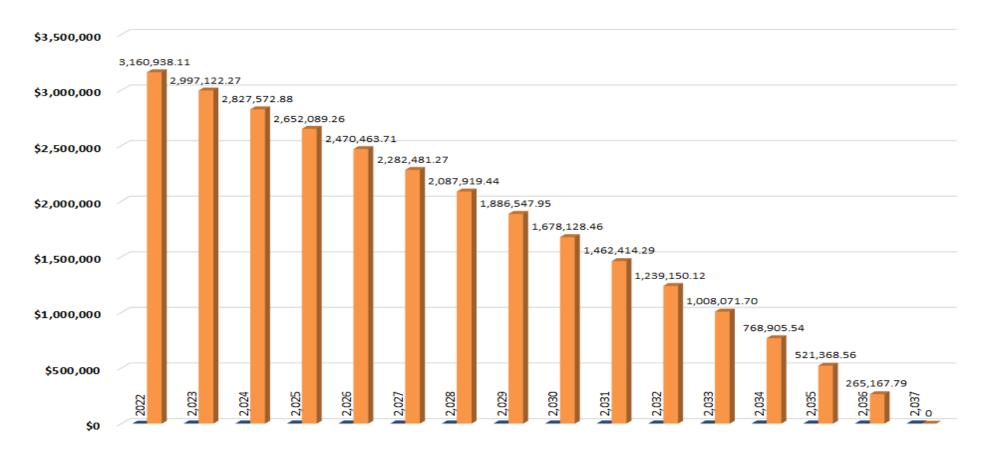
VILLAGE OF BELCARRA WATER OPERATING FUND 5-YEAR (2023 - 2027) FINANCIAL PLAN

(With Comparisons to 2022)

Page 2 of 2	Budget 2022	Estimated Year-End 2022	Draft Budget 2023	\$ change from 2022	% change from 2022 Budget	Plan 2024	% change	Plan 2025	% change	Plan 2026	% change	Plan 2027	% change
LONG-TERM DEBT PAYMENTS/TRANSFERS				2022	Daaget	1 1011 2024	onunge	1 1411 2020	onunge	1 1011 2020	onange	i idii 2021	onunge
(Funded by Parcel Taxes & Transfer)													
Long-Term Debt Interest Expense	128,800	128,799	150,561	21,761	16.9%	150,561	0.0%	150,561	0.0%	150,561	0.0%	150,561	0.0%
Debt Principle Payment	106,645	106,645	119,002	12,357	11.6%	119,002	0.0%	119,002	0.0%	119,002	0.0%	119,002	0.0%
Parcel tax	(233,498)	(234,471)	(267,617)	(34,119)	14.6%	(267,617)	0.0%	(267,617)	0.0%	(267,617)	0.0%	(267,617)	0.0%
Transfer from Water Debt Repayment Reserve	(1,946)	(1,946)	(1,946)	0	0.0%	(1,946)	0.0%	(1,946)	0.0%	(1,946)	0.0%	(1,946)	0.0%
TOTAL NET LONG-TERM DEBT													
PAYMENTS/TRANSFERS	1	(973)	0	(1)	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TRANSFERS TO RESERVE FUNDS & SURPLUS													
Transfer To Water Capital Reserve	48,902	13,321	20,316	(28,586)	-58.5%	44,952	121.3%	60,759	26.0%	78,451	22.6%	103,581	24.3%
Transfer to Vehicle & Equipment Reserve	1,530	1,530	1,561	31	2.0%	1,200	-23.1%	1,224	2.0%	1,248	1.9%	1,273	2.0%
Transfer of Interest to Reserve	1,163	1,163	1,186	23	2.0%	1,210	2.0%	1,234	1.9%	1,259	2.0%	1,284	1.9%
Transfer to Water Operating Fund Surplus	5,000	5,000	5,000	0	0.0%	5,000	0.0%	5,000	0.0%	10,000	50.0%	10,000	0.0%
TOTAL TRANSFERS TO RESERVE FUNDS	56,595	21,014	28,063	(28,532)	-50.4%	52,362	86.6%	68,217	23.2%	90,958	25.0%	116,138	21.7%
FINANCIAL PLAN BALANCE	0	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%

Water Fund Debt

Water Fund
Long-Term Debt Outstanding
(Total new annual principal & interest payments of \$269,563)



Waste & Recycle Depot (WARD) Operating Fund Details

2023 Draft WARD Operating Fund Budget Highlights	2024 – 2027 Draft WARD Operating Fund Financial Plan Highlights								
 Increase in WARD user rates of 12%. \$173,000 of regular operating revenues and \$188,000 of regular operating expenses. Allocation of centralized support costs charged to WARD operating fund at 100% phased in level for 2023. Increased budgeted cost of collection, hauling and disposal of waste, recyclables and organics. Contribution from surplus account of \$18,000 required in 2023. 	 WARD user rate increases of 12% per annum. Continued full allocation of centralized support costs at 100% level. \$61,000 available for transfer to reserves & surplus in 2027. 								
In 2023 every 1% increase in WARD User Rates would generate \$1,526 of additional revenue									

VILLAGE OF BELCARRA WASTE & RECYCLE DEPOT (WARD) OPERATING FUND 5-YEAR (2023 - 2027) FINANCIAL PLAN (With Comparisons to 2022)

Page 1 of 1

Estimated Draft \$ change **Budget** Year-End Budget from 2022 change 2022 2022 2023 from 2021 Plan 2024 change Plan 2025 change Plan 2026 change Plan 2027 change Budget REGULAR OPERATING REVENUES **FEES & CHARGES** (152,937)(153,422)(191,483)(240,000)(268,704) Waste & Recycling Annual Fee & Tags (171,047)(18,110)11.8% 11.9% (214,369)12.0% 12.0% 12.0% Permits & Licences (100)(100 0.0% (100)0.0% (100)(100)0.0% (100)(100)0 0.0% 0.0% (153,037)(153,522)(171, 147)(18,110)(191,583)(214,469)(240,100)11.8% 11.9% 11.9% 12.0% (268,804)12.0% INTEREST INCOME (1.161)(1.200)(1.500)(339)29.2% (1.530)2.0% (1.561)2.0% (1.592)2.0% (1.624)2.0% (154, 198)(154,722)(172,647)(18.449)(193,113)(216,030)11.9% (241,692)(270,428)TOTAL REGULAR OPERATING REVENUES 12.0% 11.9% 11.9% 11.9% REGULAR OPERATING EXPENSES ALLOCATION OF CENTRALIZED SUPPORT 55,448 59,167 81,030 25,582 46.1% 81,886 1.1% 84,151 2.8% 86,473 2.8% 88,000 1.8% **OPERATIONS & MAINTENANCE Public Works** 5.856 6,100 6,101 245 4.2% 6,222 2.0% 6,347 2.0% 6,474 2.0% 6,604 2.0% Utilities 1.040 809 42 4.0% 1.125 1.170 4.0% 1.217 1.266 1.082 4.0% 4.0% 4.0% 24,051 21,354 25.051 1.000 4.2% 25,552 2.0% 26,063 2.0% 26,585 2.0% 27,118 2.0% **Depot Operations** 3,823 Materials & Equipment 5,821 5,857 36 0.6% 5,975 2.0% 6,095 2.0% 6,217 2.0% 6,341 2.0% 66,122 68,842 68,752 2,630 4.0% 71,486 4.0% 74.329 4.0% 77,286 4.0% 80,361 **Processing & Hauling Expense** 4.0% 3,953 102,890 100,928 106,843 -1.9% 110,360 3.3% 114,004 3.3% 117,779 3.3% 121,690 3.3% TOTAL REGULAR OPERATING EXPENSES 158,338 160,095 187,873 29,535 192,246 198,155 3.1% 204,252 209,690 18.7% 2.3% 2.7% 3.1% (SURPLUS) DEFICIT BEFORE OTHER REVENUE/EXPENSES & TRANSFERS 4.140 5,373 15,226 11,086 267.8% (867) -105.7% (17,875) 1961.7% (37,440)109.5% (60,738) 62.2% TRANSFERS TO RESERVES & SURPLUS Transfer to General Capital Reserve 0 14,814 > 100.0% 33,348 125.1% 0 0 0.0% 0 0.0% 55,614 66.8% Transfer to Vehicle & Equipment Reserve 1.000 1,000 1.000 0 0.0% 1,000 0.0% 1,500 50.09 2.500 66.7% 3,500 40.0% 1,161 1,200 Transfer of Interest to WARD Surplus 1,500 29.2% 1,530 2.0% 1,561 2.0% 1,592 2.0% 1,624 2.0% 339 **TOTAL TRANSFERS TO RESERVES & SURPLUS** 2,161 2,200 2,500 339 15.7% 2,530 1.2% 17,875 606.5% 37,440 109.5% 60,738 62.2% TRANSFER FROM WARD SURPLUS TO OFFSET **DEFICITS** (6,301)(7,573)(17,726)(11,425)181.3% (1,663)-90.6% 0 -100.0% 0 0.0% 0.0% FINANCIAL PLAN BALANCE 0 0 0 0 0.0% 0 0.0% 0 0.0% 0 0.0% 0 0.0%

5 - Year Capital Plan Details

2023 Capital Highlights	2024 – 2027 Capital Highlights
 \$526,000 of capital projects planned for \$30,000 for engineering of new water system \$45,000 for excavation and fencing around Tatlow Reservoir \$195,000 for a new Holland Tractor \$100,000 for Marine Avenue mill & fill \$25,000 for road rehabilitation \$50,000 for Bedwell Bay Road Safety Barriers (Grant Application approved by TransLink for 75% funding) \$20,000 for creek surveys 	➤ Approximately 1.3 million of capital spending for 2024 – 2027 with universal water metering, water engineering, vehicle replacements, construction of a public works vehicle shelter, retaining wall replacement and road improvements.

Draft 2023 - 2027 Capital Plan

	Draft Budget	Plan	Plan	Plan	Plan
	2023	2024	2025	2026	2027
FUNDING SOURCES					
Community Works Gas Tax Reserve	137,500	113,750	30,000	33,750	30,000
General Capital Reserve	268,700	200,500	130,000	68,000	97,500
Vehicle & Equipment Capital Reserve	5,000	45,000	5,000	45,000	11,000
Transportation Infrastructure Reserve	17,000	5,000	20,000	25,000	20,000
Water Capital Reserve	60,000	15,000	15,000	70,000	15,000
Covid Restart Grant	9,400	0	0	0	0
Grant - MRN (O&M) (deferred revenue)	0	0	0	0	0
Grant - Major Road Network and Bike Upgrades (MRNB), Bicycle Infrastructure Capital Cost Share (BICCS) and the Walking Infrastructure to Transit (WITT) TransLink funding programs	37.500	41,250	0	11.250	262,500
Third Party Contributions	37,500	41,250	0	11,230	202,500
Total Funding Sources	\$535,100	\$420,500	\$200,000	\$253,000	\$436,000

Draft 2023 - 2027 Capital Plan

	Draft Budget Plan		Plan	Plan	Plan	
	2023	2024	2025	2026	2027	
WASTE & RECYCLE DEPOT (WARD)						
Minor WARD Equipment	8,000	8,000	8,000	8,000	8,000	
Compactor and Container		40.000				
Electrical Motor for Compactors						
Gate & Access Control		9,500				
Bin Lids						
Repaving Tarmac Area				45,000		
Total WARD	\$8,000	\$57,500	\$8,000	\$53,000	\$8,000	
WATER FUND						
Universal Water Meters (radio read/pit antennae)		40,000				
New Water Meter for Leak Detection (Tatlow)		30,000				
Engineering for Water System	30,000	20,000	20,000			
Water Equipment	15,000	15,000	15.000	15,000	15,000	
Excavation and Fencing Around Tatlow Reservoir	45,000	,	,	,	,	
Tatlow Reservoir Water Pump	10,000			55.000		
SCADA System						
Total Water	90,000	105,000	35,000	70,000	15,000	
GENERAL FUND						
General						
Village Hall Council Meeting Recording System	_					
Business License Module	6,700					
Council laptops	9,400					
Lap-Tops, Monitors & Tablets	2,000		2,000		2,000	
Information Systems (work stations, servers, etc.)		13,000				
Subtotal General	18,100	\$13,000	2,000	-	2,000	
Public Works - General						
New Generator (for Municipal Hall & Public Works)				40,000		
Permanent Shelter For Public Works Machinery			100,000			
Security System for Public Works Building (includes alarm monitoring capability)						
Crack Filling Machine	7,000					
Public Works Equipment	5,000	5,000	5,000	5,000	5,000	
Portable Generator (small one for Public Works)					6,000	
Subtotal Public Works	\$12,000	\$5,000	\$105,000	\$45,000	\$11,000	

Draft 2023 - 2027 Capital Plan

	Draft Budget	Plan	Plan	Plan	Plan
	2023	2024	2025	2026	2027
GENERAL FUND (continued)					
Vehicles & Attachments					
2009 Ford F550 Truck Replacement		135,000			
Holland TN70DA Tractor, Deluxe Cab 4x4 with bucket/New Backhoe, JD 310	195,000				
Subtotal Vehicle & Attachments	195,000	135,000	-	-	-
Non-MRN Roads					
Marine Ave - Mill & Fill (Marine)	100,000				
Road Rehabilitation (including pothole repairs)	25,000	30,000	30,000	30,000	30,000
Shouldering Boulevards	15,000		15,000		15,000
Subtotal Non-MRN Roads	140,000	30,000	45,000	30,000	45,000
MRN Roads					
Replace Retaining Wall & Repair Slumping Road (Corner of Kelly & Bedwell Bay Rd)					350,000
3640 Bedwell Bay Road Culvert		40,000			
Storm Sewer & Catch Basin Replacements		15,000		15,000	
Bedwell Bay Road Safety Barriers (Grant Application submitted)	50,000				
Subtotal MRN Roads	50,000	55,000	-	15,000	350,000
Drainage					
Creek Surveys (assess riparian areas)	20,000				
Storm Sewer & Catch Basin Replacements		15,000		15,000	
Subtotal Storm Sewer	20,000	15,000	-	15,000	-
Parks & Recreation	0.555	5.055	5.0		
Trail System Improvements	2,000	5,000	5,000	5,000	5,000
Trail System Stairwells				20,000	
Subtotal Trail System	2,000	5,000	5,000	25,000	5,000
Total General	\$437,100	\$258,000	\$157,000	130,000	\$413,000
TOTAL CAPITAL EXPENDITURES - ALL FUNDS	\$535,100	\$420,500	\$200,000	\$253,000	\$436,000

Projected Reserve & Surplus Balances

RESERVE & SURPLUS PROJECTIONS

(Based on draft financial plan)

ALL OF THE VILLAGE'S RESERVES AND SURPLUSES	Minimum Recommended	•												
	Balances		2022		2023		2024		2025		2026		2027	Balances
GENERAL FUND														
Capital Reserve Funds														
Community Works Gas Tax Reserve Fund	N/A	\$	391.891	\$	272.309	\$	195.012	\$	200.933	\$	203.165	\$	209,209	N/A
General Capital Reserve Fund	TBD	•	776,332	•	780,345	•	836,942	•	1,010,147	_	1,297,287		1.601.997	TBD
Vehicle & Equipment Capital Reserve Fund	TBD		71,402		80,875		89,765		119,562		90,894		97,028	TBD
Transportation Infrastructure Reserve Fund	TBD		146,711		253,675		374,899		483,397		589,015		701,795	TBD
Subtotal Capital Reserve Funds		\$	1,386,336	\$	1,387,204	\$	1,496,618	\$	1,814,039	\$	2,180,361	\$	2,610,029	
Operating Reserve Funds														
Stabilization Reserve Fund	\$53,000	\$	64,751	\$	71,096	\$	77,568	\$	84, 169	\$	63,580	\$	69,902	\$106,000
Subtotal Operating Reserve Funds		\$	64,751	\$	71,096	\$	77,568	\$	84,169	\$	63,580	\$	69,902	
Unrestricted & Restricted Accumulated Surplus														
Climate Action Program Restricted Surplus	N/A	\$	45,533	\$	46,444	\$	47,373	\$	48,320	\$	49,286	\$	50,272	N/A
Unrestricted General Operating Fund Surplus	\$340,000		254,824		280,120		305,922		332,240		359,085		386,467	\$565,000
Subtotal Unrestricted & Restricted Accumulated Surplus		\$	300,357	\$	326,564	\$	353,295	\$	380,560	\$	408,371	\$	436,739	
GENERAL FUND TOTALS		\$	1,751,444	s	1,784,864	s	1 927 481	\$	2,278,768	s	2.652.312	s	3.116.670	
		Ě	.,,		.,,		1,121,121							
WATER UTILITY FUND														
Reserve Fund														
Water Capital Reserve Fund	TBD	\$	105,848	\$	67,884	\$	99,493	\$	147,699	\$	159,188	\$	251,839	TBD
Appropriated Water Surplus						_		_						
Restricted Water Debt Repayment	N/A	\$	20,752	\$	18,806	\$	16,860	\$	14,914	\$	12,968	\$	11,022	N/A
Unrestricted Accumulated Surplus		_												
Unrestricted Water Operating Fund Surplus	\$60,000	\$	81,309	\$	89,183	\$	97,239	\$	105,480	\$	118,961	\$	132,737	\$100,000
WATER UTILITY FUND TOTALS		\$	207,909	\$	175,873	\$	213,592	\$	268,093	\$	291,117	\$	395,598	
WASTE & RECYCLING DEPOT FUND														
Unrestricted Accumulated Surplus														
Unrestricted Waste & Recycling Operating Fund Surplus	\$32,000	\$	39,700	\$	24,106	\$	24,454	\$	26,520	\$	28,658	\$	30,871	\$53,000
WASTE & RECYCLING UTILITY FUND TOTALS		\$	39,700	\$	24,106	\$	24,454	\$	26,520	\$	28,658	\$	30,871	
GRAND TOTAL ALL RESERVES AND SURPLUSES		\$	1,999,053	\$	1,984,843	\$	2,165,527	\$:	2,573,381	\$	2,972,087	\$	3,543,139	
DECEDIES & CURRILICES CUMMARY ALL FL	INDC:		0000		0000		0004		2025		0000		0007	
RESERVES & SURPLUSES SUMMARY - ALL FU	INDS:	•	2022	ø	2023	ø	2024	ø	2025	•	2026	•	2027	
Capital Reserve Funds Operating Reserve Funds		\$	1,492,184 64,751	3	1,455,088 71,096	3	1,596,111 77,568	3	1,961,738 84,169	3	2,339,549 63,580	3	2,861,868 69,902	
Unrestricted & Restricted Accumulated Surpluses			442,118		458,659		491,848		527,474		568,958		611,369	
Total Reserves & Surpluses		•		•	1,984,843	•	2,165,527	¢ .	2,573,381	•	2,972,087	•	3,543,139	1
Total Nesel ves & Gui piuses		Ψ	1,399,000	Ψ	1,904,043	Ψ	2,100,027	Ψ,	2,010,001	Ψ	2,312,001	Ψ	0,040,109	1

TBD - to be determined

N/A - not applicable

Does not include COVID-19 Restart Grant funds in restricted surplus

Comparative Benchmarks

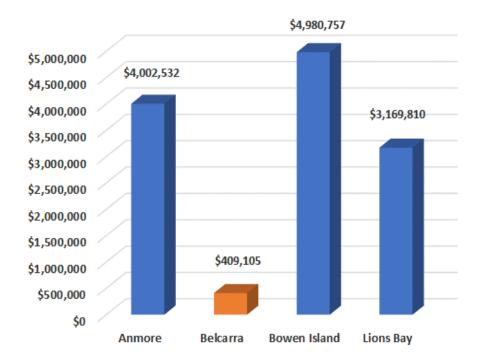
The comparisons or benchmarks presented here are for discussion purposes during budget deliberations. When viewing the data, it is important to remember that each community is unique in terms of its assessment base, its geography, its budgetary demands, etc. In other words, no two (2) communities are exacting alike.

When looking at comparisons from general context certain trends begin to emerge which are worthy of thought and discussion. The following communities have been chosen as comparators to Belcarra.

- Anmore
- Bowen Island
- Lions Bay

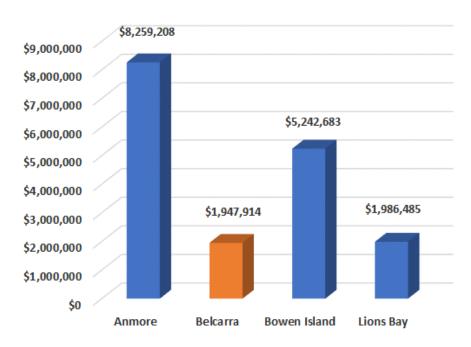
This statistical data is published by the Ministry of Community, Sport and Cultural Development (Ministry) annually and is referred to as "Local Government Statistics". The value of a representative house in Belcarra for 2022, was \$1,663,056; however, this value is artificially low as it is impacted by water lot values on certain properties. The true value of a representative home in Belcarra for 2022 is \$2,208,300 based on negating the impact of the water lots. This updated value and the associated tax impact of this value has been used in the tax comparisons shown in these benchmark comparisons.

2021 Cash Surplus Funds



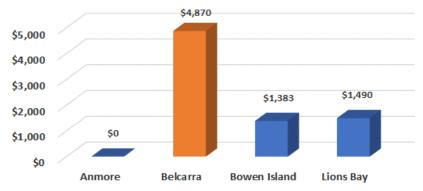
BC Local Government Statistics - 2021 Year-End

2021 Reserve Funds



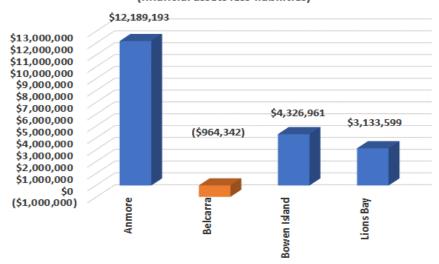
BC Local Government Statistics - 2021 Year-End

2021 Per Capita Long-Term Debt Outstanding



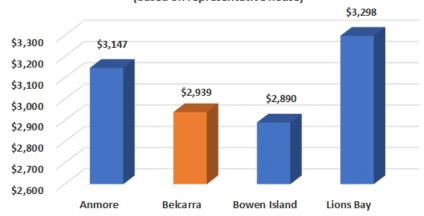
BC Local Government Statistics - 2020 Year-End

2021 Net Financial Assets (Net Debt) (financial assets less liabilities)



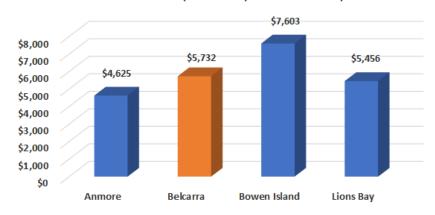
BC Local Government Statistics - 2021 Year-End

2022 General Municipal Taxes (based on representative house)



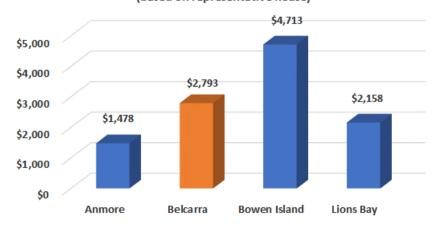
BC Local Government Statistics - 2022 with house value/taxes in Belcarra increased based on impact of water lots

2022 General Municipal Taxes, User Fees & Parcel Taxes (based on representative house)



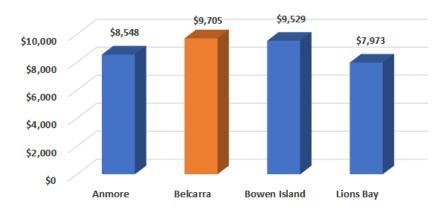
BC Local Government Statistics - 2022 with house value/taxes in Belcarra increased based on impact of water lots

2022 User Fees & Parcel Taxes (based on representative house)



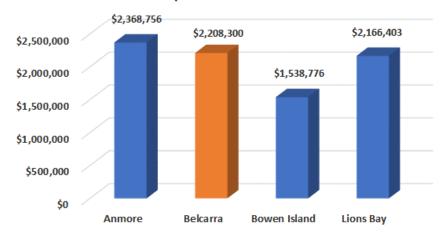
BC Local Government Statistics - 2022 with house value/taxes in Belcarra increased based on impact of water lots

2022 Total Taxes, User Fees & Parcel Taxes (from all taxing authorities & based on representative house)



BC Local Government Statistics - 2022 with house value/taxes in Belcarra increased based on impact of water lots

2022 Representative House Value



BC Local Government Statistics - 2022 with house value/taxes in Belcarra increased based on impact of water lots