



**VILLAGE OF  
BELCARRA**

# **Provisional 2025 Budget & Long-Term Financial Plan**

**Public Budget Consultation Meeting  
December 2, 2024**



# Introduction

---

- ▶ **2025 budget & long-term financial plan**
- ▶ **Cost of maintaining services**
- ▶ **Setting aside funds for the future**
- ▶ **Benefits of long-term financial planning**

# General Operating Fund



VILLAGE OF  
BELCARRA

<b>CORE BUDGET CHANGES IN GENERAL OPERATING FUND</b>			
<b>(from 2024 approved budget to 2025 draft budget)</b>			
<b>Revenue/Recovery Increases (-) and Decreases (+)</b>	<b>2025 Draft Budget Changes</b>		<b>Comments &amp; Notes</b>
	<b>Budget Dollars</b>	<b>% Property Tax Impact</b>	
<b>Reduction in 1% Utility Taxes</b>	<b>1,439</b>	<b>0.1%</b>	<b>Based on 2024 results</b>
<b>Reduction in bylaw ticket revenue</b>	<b>1,998</b>	<b>0.2%</b>	<b>Based on 2024 results</b>
<b>Reduction in building permit fees</b>	<b>8,367</b>	<b>0.8%</b>	<b>Loss of revenue</b>
<b>Increase in centralized costs allocations</b>	<b>(11,085)</b>	<b>-1.0%</b>	<b>Cost allocations to MRN, Water &amp; WARD</b>
<b>Net increase in interest revenue</b>	<b>(6,116)</b>	<b>-0.6%</b>	<b>90% of interest revenue is transferred to reserves (non-surplus portion) and is not used to fund operations</b>
<b>Other revenue</b>	<b>3,234</b>	<b>0.3%</b>	<b>Loss of other revenues</b>
<b>Total Revenue/Recovery Increases over Prior Year</b>	<b>(\$2,163)</b>	<b>-0.2%</b>	
<b>Expenditure Increases (+) and Decreases (-)</b>			
<b>Wages &amp; benefits</b>	<b>41,268</b>	<b>3.8%</b>	<b>Staff wage adjustments, 4.6% increase in health benefits &amp; increases in statutory benefits (CPP, EI and Pension)</b>
<b>Increase in legal &amp; audit costs</b>	<b>18,500</b>	<b>1.7%</b>	<b>Based on historical spending for legal</b>
<b>Vehicles, Equipment &amp; Supplies</b>	<b>(6,582)</b>	<b>-0.6%</b>	<b>Saving from fleet operations</b>
<b>Planning</b>	<b>10,000</b>	<b>0.9%</b>	<b>Increase in general planning costs based on history</b>
<b>Other</b>	<b>(22,496)</b>	<b>-2.0%</b>	<b>Other savings based on review of historical spending</b>
<b>Total Expenditure Increases over Prior Year</b>	<b>\$40,690</b>	<b>3.8%</b>	
<b>Other Increases (+) and Decreases (-)</b>			
<b>Estimated new construction revenue</b>	<b>(3,500)</b>	<b>-0.3%</b>	<b>Estimated revenue from non-market value changes</b>
<b>Change in general reserve &amp; surplus transfers</b>	<b>TBD</b>	<b>TBD</b>	<b>To be determined</b>
<b>Total Other Increases (Decreases) over Prior Year</b>	<b>(\$3,500)</b>	<b>-0.3%</b>	
<b>Net Changes to General Operating Fund Core Budget</b>	<b>\$35,027</b>	<b>3.3%</b>	<b>Net increase from all general core operating budget changes</b>

# General Operating Fund



VILLAGE OF  
BELCARRA

	General Operating 5-Year Plan Scenarios				
	2025	2026	2027	2028	2029
<b>Scenario A</b>					
<b>General Property Tax Increases</b>	6.0%	4.0%	4.0%	4.0%	4.0%
<b>Transfers to General Fund Reserves &amp; Surplus</b>	\$725,589	\$707,917	\$746,237	\$666,844	\$695,719
<b>General Fund Reserve &amp; Surplus Balances</b>	\$3.074M	\$2.933M	\$3.099M	\$3.042M	\$3.517M
<b>Scenario B</b>					
<b>General Property Tax Increases</b>	8.0%	4.0%	4.0%	4.0%	4.0%
<b>Transfers to General Fund Reserves &amp; Surplus</b>	\$747,574	\$730,780	\$770,016	\$691,573	\$721,439
<b>General Fund Reserve &amp; Surplus Balances</b>	\$3.096M	\$2.979M	\$3.171M	\$3.141M	\$3.645M



# Water Operating Fund

<b>CORE BUDGET CHANGES IN WATER OPERATING FUND</b>			
<b>(from 2024 approved budget to 2025 draft budget)</b>			
	<b>2025 Draft Budget Changes</b>		
<b>Revenue/Recovery Increases (-) and Decreases (+)</b>	<b>Budget Dollars</b>	<b>% Property Tax Impact</b>	<b>Comments &amp; Notes</b>
Net loss of interest revenue	1,897	0.4%	Based on increase in transfer of interest to reserves
Service connection fees	1,500	0.3%	Less connections
<b>Total Revenue Reductions over Prior Year</b>	<b>\$3,397</b>	<b>0.7%</b>	
<b>Expenditure Increases (+) and Decreases (-)</b>			
Wages & benefits	2,510	0.5%	Increase in allocated Public Works wages & benefits
Allocation of centralized support costs	5,975	1.3%	Increase in General Operating Fund costs allocated
Water purchases & infrastructure costs	7,235	1.6%	Based on Metro Vancouver & District of North Vancouver charges
Water operating costs	4,187	0.9%	Increase in all operating costs
<b>Total Expenditure Increases over Prior Year</b>	<b>\$19,907</b>	<b>4.3%</b>	
<b>Other Increases (+) and Decreases (-)</b>			
Increase reserve transfers	TBD	TBD	To achieve sustainable level of funding as identified in Asset Management Study; increase can be implemented over transitional period
<b>Total Other Increases (Decreases) over Prior Year</b>	<b>\$0</b>	<b>0.0%</b>	
<b>Net Changes to General Operating Fund Core Budget</b>	<b>\$23,304</b>	<b>5.0%</b>	<b>Net increase from all general core operating budget changes</b>



# Water Operating Fund

	<b>5-Year Water Operating Plan Scenarios</b>				
	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Scenario A</b>					
<b>Water Rate Increases</b>	<b>5.0%</b>	<b>5.0%</b>	<b>5.0%</b>	<b>5.0%</b>	<b>5.0%</b>
<b>Transfers to Water Fund Reserves &amp; Surplus</b>	<b>\$85,317</b>	<b>\$89,587</b>	<b>\$107,242</b>	<b>\$81,352</b>	<b>\$96,038</b>
<b>Water Fund Reserve &amp; Surplus Balances</b>	<b>\$ 268,268</b>	<b>\$ 267,220</b>	<b>\$ 344,994</b>	<b>\$ 353,180</b>	<b>\$ 432,375</b>
<b>Scenario B</b>					
<b>Water Rate Increases</b>	<b>7.0%</b>	<b>5.0%</b>	<b>5.0%</b>	<b>5.0%</b>	<b>5.0%</b>
<b>Transfers to Water Fund Reserves &amp; Surplus</b>	<b>\$94,533</b>	<b>\$99,264</b>	<b>\$117,403</b>	<b>\$92,021</b>	<b>\$107,241</b>
<b>Water Fund Reserve &amp; Surplus Balances</b>	<b>\$ 277,622</b>	<b>\$ 286,677</b>	<b>\$ 375,348</b>	<b>\$ 395,274</b>	<b>\$ 487,103</b>
<b>Scenario C</b>					
<b>Water Rate Increases</b>	<b>10.0%</b>	<b>5.0%</b>	<b>5.0%</b>	<b>5.0%</b>	<b>5.0%</b>
<b>Transfers to Water Fund Reserves &amp; Surplus</b>	<b>\$108,357</b>	<b>\$113,779</b>	<b>\$132,643</b>	<b>\$108,023</b>	<b>\$124,043</b>
<b>Water Fund Reserve &amp; Surplus Balances</b>	<b>\$ 291,653</b>	<b>\$ 315,862</b>	<b>\$ 420,877</b>	<b>\$ 458,411</b>	<b>\$ 569,188</b>



# WARD Operating Fund

<b>CORE BUDGET CHANGES IN WARD OPERATING FUND</b>			
<b>(from 2024 approved budget to 2025 draft budget)</b>			
	<b>2025 Draft Budget Changes</b>		
<b>Revenue/Recovery Increases (-) and Decreases (+)</b>	<b>Budget Dollars</b>	<b>% Property Tax Impact</b>	<b>Comments &amp; Notes</b>
Loss of interest revenue	1,530	0.7%	No interest earning as WARD surplus is in deficit position
<b>Total Revenue/Recovery Increases over Prior Year</b>	<b>\$1,530</b>	<b>0.7%</b>	
<b>Expenditure Increases (+) and Decreases (-)</b>			
Wages & benefits	4,683	2.3%	Increase in allocated Public Works & WARD wages & benefits
Allocation of centralized support costs	2,993	1.5%	Increase in General Operating Fund costs allocated
Waste, recycling & organics disposal	9,696	4.7%	Increase in contractor rates
Other WARD operating costs	196	0.1%	Increase in other operating costs
<b>Total Expenditure Reductions over Prior Year</b>	<b>\$17,568</b>	<b>8.6%</b>	
<b>Other Increases (+) and Decreases (-)</b>			
Internal loan repayment	5,000	2.4%	Loan repayment to General Operating Fund Surplus
Surplus transfer	TBD	TBD	Transfer required to build up surplus which has a negative balance
<b>Total Other Increases (Decreases) over Prior Year</b>	<b>\$5,000</b>	<b>2.4%</b>	
<b>Net Changes to General Operating Fund Core Budget</b>	<b>\$24,098</b>	<b>11.7%</b>	<b>Net increase from all general core operating budget changes</b>



# WARD Operating Fund

## WARD Operating 5-Year Plan Scenarios

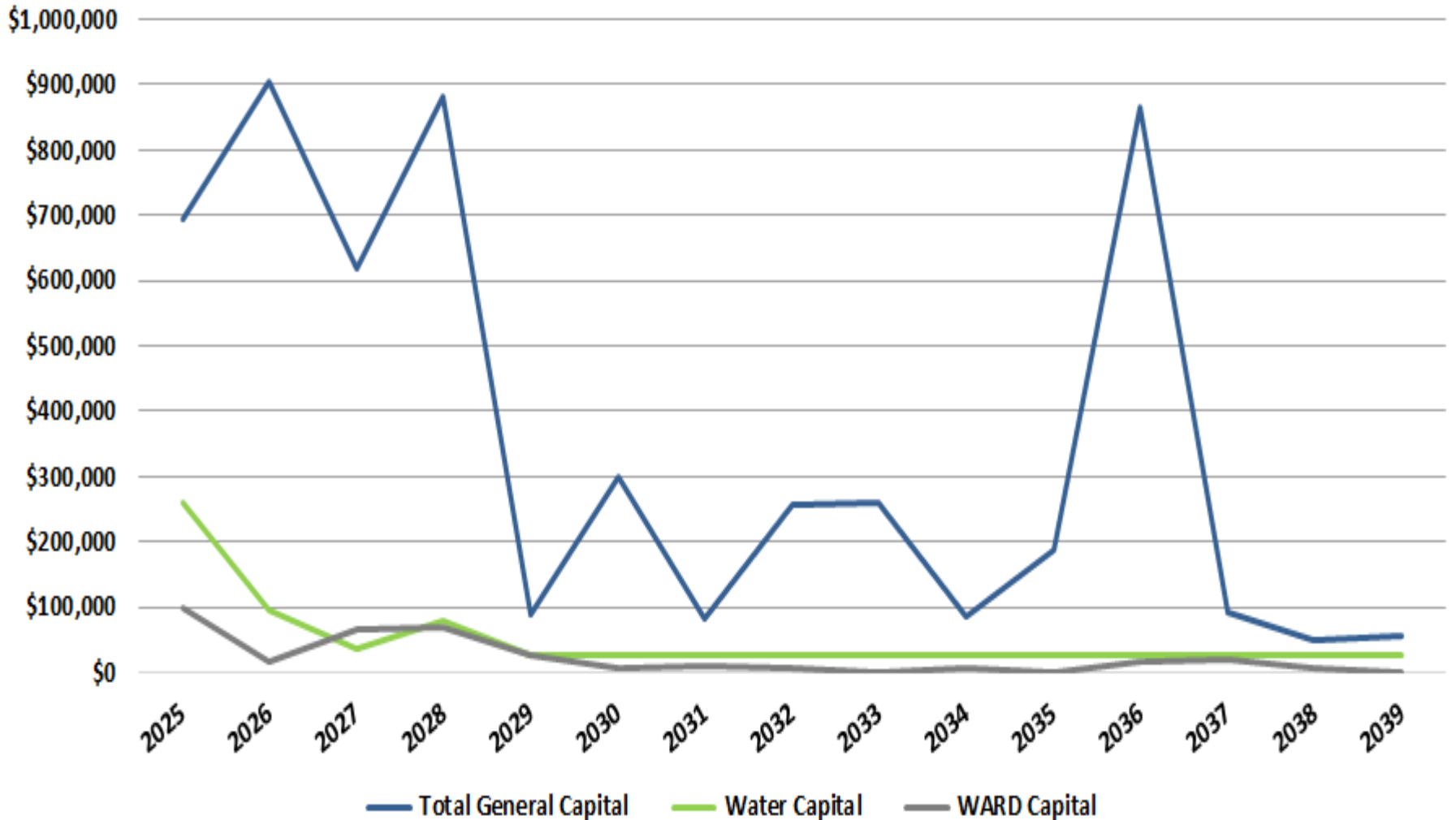
	2025	2026	2027	2028	2029
<b>Scenario A</b>					
<b>WARD Rate Increases</b>	20.0%	15.0%	4.0%	4.0%	4.0%
<b>Transfers to Water Fund Reserves &amp; Surplus</b>	\$7,323	\$31,493	\$36,819	\$31,572	\$35,167
<b>WARD Surplus Balances</b>	\$ 9,798	\$ 36,982	\$ 70,388	\$ 99,470	\$133,074
<b>Scenario B</b>					
<b>WARD Rate Increases</b>	25.0%	15.0%	4.0%	4.0%	4.0%
<b>Transfers to Water Fund Reserves &amp; Surplus</b>	\$17,579	\$43,287	\$49,085	\$44,328	\$48,433
<b>WARD Surplus Balances</b>	\$ 20,207	\$ 59,675	\$ 106,212	\$149,316	\$197,880
<b>Scenario C</b>					
<b>WARD Rate Increases</b>	30.0%	15.0%	4.0%	4.0%	4.0%
<b>Transfers to Water Fund Reserves &amp; Surplus</b>	\$27,834	\$55,081	\$61,350	\$57,084	\$61,699
<b>WARD Surplus Balances</b>	\$ 30,616	\$ 82,367	\$ 142,033	\$199,159	\$262,683





# Long-Term (15-Year) Capital Plans

## 15-Year (2025 - 2039) Capital Plan





# 5-Year Capital Plan

	5-Year Financial Plan				
	Draft Budget 2025	Plan 2026	Plan 2027	Plan 2028	Plan 2029
<b>GENERAL CAPITAL</b>					
<b>General &amp; Information Technology</b>					
Computers	1,800	10,100	12,600	2,000	27,317
Server	-	12,000	-	-	3,326
Peripherals	600	1,710	330	-	2,209
Power & UPS	-	290	-	1,700	-
<b>Subtotal General</b>	<b>\$2,400</b>	<b>\$24,100</b>	<b>\$12,930</b>	<b>\$3,700</b>	<b>\$32,852</b>
<b>Public Works &amp; Municipal Hall</b>					
New Generator (for Municipal Hall & Public Works)			40,000		
Permanent Shelter For Public Works Machinery		100,000			
Public Works Driveway		50,000			
Public Works Fuel Station (above ground fuel tank, pump & catchment) (per Asset Management)			60,000		
Public Works Equipment	20,000	5,000	5,000	5,000	5,000
Municipal Hall Septic Systems (per Asset Management)	75,000				
Municipal Computer Room (per Asset Management)				10,000	
Municipal Hall Furnace (per Asset Management)	20,000				
Municipal Hall Appliances (per Asset Management)			7,000		
Portable Generator (small one for Public Works)			6,000		
<b>Subtotal Public Works</b>	<b>\$115,000</b>	<b>\$155,000</b>	<b>\$118,000</b>	<b>\$15,000</b>	<b>\$5,000</b>
<b>Vehicles &amp; Equipment</b>					
Plows (per Asset Management)				8,000	
Salt Spreaders (per Asset Management) (one hydraulic one electric)				15,000	
Chipper (per Asset Management)			20,000		



# 5-Year Capital Plan

	5-Year Financial Plan				
	Draft Budget 2025	Plan 2026	Plan 2027	Plan 2028	Plan 2029
<b>GENERAL CAPITAL</b>					
<b>Non-MRN Roads including Access</b>					
Turn around area 4000 block Marine ave (per Asset Management)		287,500			
Belcarra Bay Rd (from stop sign to Turtlehead Rd) + possible drainage design				200,000	
Young Rd (per Asset Management)	20,000				
Senkler Road Bridge Replacement			10,000		
Tatlow Station Access Rd.		70,000			
Road Rehabilitation (including pothole repairs)	30,000		30,000		30,000
Shouldering Boulevards	15,000		15,000	15,000	15,000
<b>Subtotal Non-MRN Roads</b>	<b>\$65,000</b>	<b>\$357,500</b>	<b>\$55,000</b>	<b>\$215,000</b>	<b>\$45,000</b>
<b>MRN Roads</b>					
Bedwell Bay Upgrade Project (BBUP) (Design including Drainage Design)	80,000				
Bedwell Bay Upgrade Project (BBUP) (Design including Drainage Design)	20,000				
Bedwell Bay Upgrade Project (BBUP) (Construction)	207,000	207,000	207,000	207,000	
Bedwell Bay Upgrade Project (BBUP) (Construction)	109,250	109,250	109,250	109,250	
Gabion wall Main Ave (intersection Bedwell Bay Rd) (per Asset Management)				187,500	
Gabion wall Main Ave (intersection Bedwell Bay Rd) (per Asset Management)				62,500	
<b>Subtotal MRN Roads</b>	<b>\$416,250</b>	<b>\$316,250</b>	<b>\$316,250</b>	<b>\$566,250</b>	<b>\$0</b>
<b>Drainage</b>					
Creek Surveys (assess riparian areas)	20,000				
Culvert Replacement (under Turtlehead Rd west of Belcarra Bay and Turtlehead Rd intersection) (per Asset Management)		10,000			
Catch Basin on Salish Rd	20,000				
Storm Sewer & Catch Basin Replacements		15,000	80,000	15,000	
<b>Subtotal Storm Sewer</b>	<b>\$40,000</b>	<b>\$25,000</b>	<b>\$80,000</b>	<b>\$15,000</b>	<b>\$0</b>
<b>Parks &amp; Recreation</b>					
Trail System Rehabilitation & Improvements	5,000	5,000	5,000	5,000	5,000
Small bridge on trail at end of Salish Rd (per Asset Management)			10,000		
Concrete stairs with wooden railing - Marine Ave (per Asset Management)				20,000	
Salish Foreshore Bridge		20,000			
Three (3) Trails from Marine Avenue to Beach (3400 block) Marine – wooden stairs down to beach; 3700 block – divers' trail; 3900 block Marine – cement staircase	50,000			20,000	
<b>Subtotal Parks &amp; Recreation</b>	<b>\$55,000</b>	<b>\$25,000</b>	<b>\$15,000</b>	<b>\$45,000</b>	<b>\$5,000</b>
<b>TOTAL GENERAL CAPITAL</b>	<b>\$693,650</b>	<b>\$902,850</b>	<b>\$617,180</b>	<b>\$882,950</b>	<b>\$87,852</b>



# 5-Year Capital Plan

	5-Year Financial Plan				
	Draft Budget 2025	Plan 2026	Plan 2027	Plan 2028	Plan 2029
<b>WATER CAPITAL</b>					
Universal Water Meters (radio read/pit antennae)		40,000	10,000		
New Water Meters		10,000		10,000	
New Water Meter for Leak Detection (Tatlow)	30,000				
Tatlow/Dutchman Reservoir Repairs	30,000				
Water Equipment	15,000	15,000	15,000	15,000	15,000
Water Chlorination System Construction	175,000				
Pipeline Inspection (see Sept. 11th, 2023 Council agenda)		30,000			
Tatlow Reservoir Water Pump				55,000	
SCADA System	10,000		10,000		10,000
<b>TOTAL WATER CAPITAL</b>	<b>\$260,000</b>	<b>\$95,000</b>	<b>\$35,000</b>	<b>\$80,000</b>	<b>\$25,000</b>
<b>WASTE &amp; RECYCLE DEPOT (WARD) CAPITAL</b>					
Minor WARD Equipment		8,000		8,000	8,000
Recycle center security system (per Asset Management)			15,000		
Recycle depot electric gate and components (per Asset Management)				20,000	
Wasteline porta Pak 3032 compactor and container - Bin A (per Asset Management)			50,000		
Universal UP200 compactor and container - Bin C (per Asset Management)				40,000	
Wasteline Storage container - Bin B (per Asset Management)					20,000
Mobile Office	30,000				
Gate & Access Control		9,500			
Repaving Tarmac Area	70,000				
<b>TOTAL WARD CAPITAL</b>	<b>\$100,000</b>	<b>\$17,500</b>	<b>\$65,000</b>	<b>\$68,000</b>	<b>\$28,000</b>
<b>TOTAL CAPITAL EXPENDITURES - ALL FUNDS</b>	<b>\$1,053,650</b>	<b>\$1,015,350</b>	<b>\$717,180</b>	<b>\$1,030,950</b>	<b>\$140,852</b>



# Tax & Utility Rates Scenarios

## 2025 Increases in Municipal Property Taxes, User Rates and Parcel Tax Based on Different % Increases

Based on Estimated Average Value Home in 2023 adjusted to Market value to 2024 = **\$2,553,462**

		Option A (6% increase in property taxes, 7% increase in water user rates, 20% increase in WARD user rates)			Option B (8% increase in property taxes, 7% increase in water user rates, 20% increase in WARD user rates)		
FOR AVERAGE ASSESSED VALUE RESIDENTIAL CLASS PROPERTY	2024 Actual	\$ Levies	% Increase	\$ Increase	\$ Levies	% Increase	\$ Increase
<b>For Homes Connected to Water System</b>							
Property Taxes	3,314	3,513	6.0%	199	3,579	8.0%	265
Water User Fee (connected to water system)	1,852	1,982	7.0%	130	1,982	7.0%	130
Water Parcel Tax	1,110	1,110	0.0%	0	1,110	0.0%	0
Waste & Recycle Depot (WARD) User Fee	560	672	20.0%	112	672	20.0%	112
<b>Total Property Taxes, User Rates &amp; Parcel Tax</b>	<b>6,836</b>	<b>7,277</b>	<b>6.5%</b>	<b>441</b>	<b>7,343</b>	<b>7.4%</b>	<b>507</b>
<b>For Homes Not Connected to Water System</b>							
Property Taxes	3,314	3,513	6.0%	199	3,579	8.0%	265
Water User Fee (not connected to water system)	1,298	1,389	7.0%	91	1,389	7.0%	91
Water Parcel Tax	1,110	1,110	0.0%	0	1,110	0.0%	0
Waste & Recycle Depot (WARD) User Fee	560	672	20.0%	112	672	20.0%	112
<b>Total Property Taxes, User Rates &amp; Parcel Tax</b>	<b>6,282</b>	<b>6,684</b>	<b>6.4%</b>	<b>402</b>	<b>6,750</b>	<b>7.4%</b>	<b>468</b>



# Tax & Utility Rates Scenarios

## 2025 Increases in Municipal Property Taxes, User Rates and Parcel Tax Based on Different % Increases

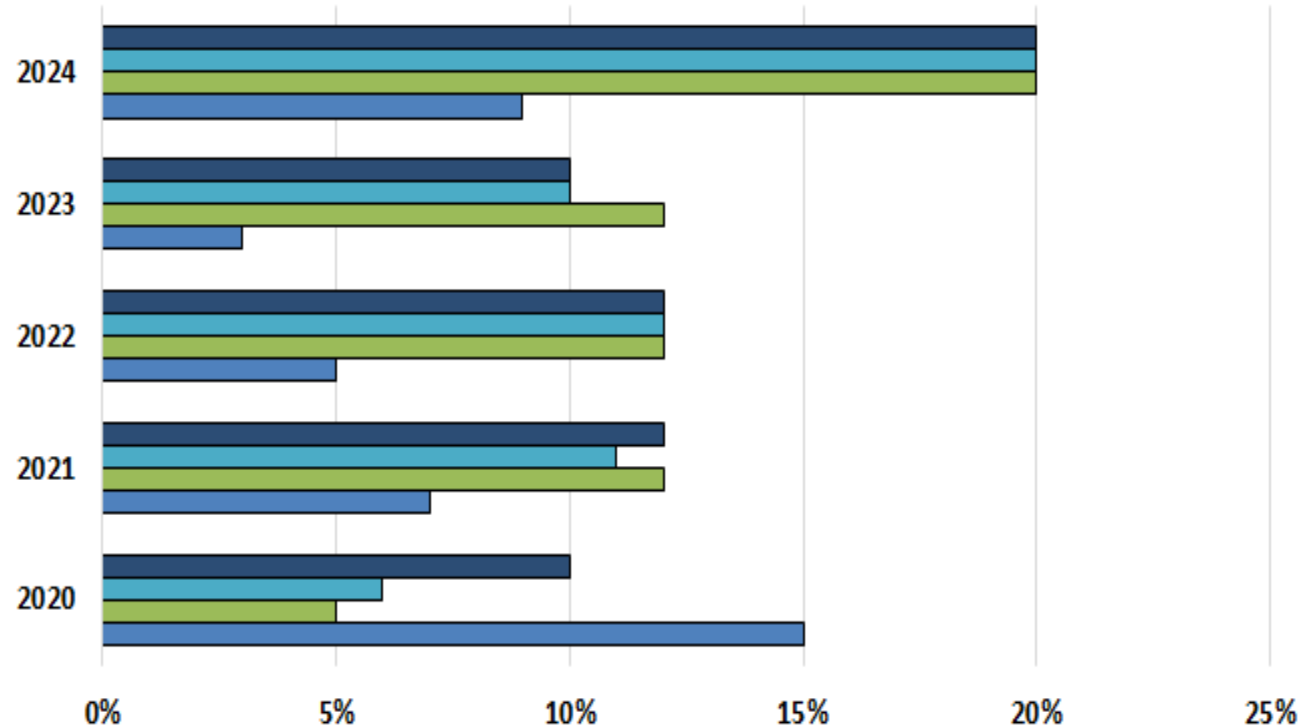
Based on Higher than Average Value Home = \$5,000,000

		Option A (6% increase in property taxes, 7% increase in water user rates, 20% increase in WARD user rates)			Option B (8% increase in property taxes, 7% increase in water user rates, 20% increase in WARD user rates)		
		\$ Levies	% Increase	\$ Increase	\$ Levies	% Increase	\$ Increase
<b>FOR AVERAGE ASSESSED VALUE RESIDENTIAL CLASS PROPERTY</b>	<b>2024 Actual</b>						
<b><u>For Homes Connected to Water System</u></b>							
Property Taxes	6,489	6,878	6.0%	389	7,008	8.0%	519
Water User Fee (connected to water system)	1,852	1,982	7.0%	130	1,982	7.0%	130
Water Parcel Tax	1,110	1,110	0.0%	0	1,110	0.0%	0
Waste & Recycle Depot (WARD) User Fee	560	672	20.0%	112	672	20.0%	112
<b>Total Property Taxes, User Rates &amp; Parcel Tax</b>	<b>10,011</b>	<b>10,642</b>	<b>6.3%</b>	<b>631</b>	<b>10,772</b>	<b>7.6%</b>	<b>761</b>
<b><u>For Homes Not Connected to Water System</u></b>							
Property Taxes	6,489	6,878	6.0%	389	7,008	8.0%	519
Water User Fee (not connected to water system)	1,298	1,389	7.0%	91	1,389	7.0%	91
Water Parcel Tax	1,110	1,110	0.0%	0	1,110	0.0%	0
Waste & Recycle Depot (WARD) User Fee	560	672	20.0%	112	672	20.0%	112
<b>Total Property Taxes, User Rates &amp; Parcel Tax</b>	<b>9,457</b>	<b>10,049</b>	<b>6.3%</b>	<b>592</b>	<b>10,179</b>	<b>7.6%</b>	<b>722</b>



# % Increases

## % Changes in Property Taxes & User Fees

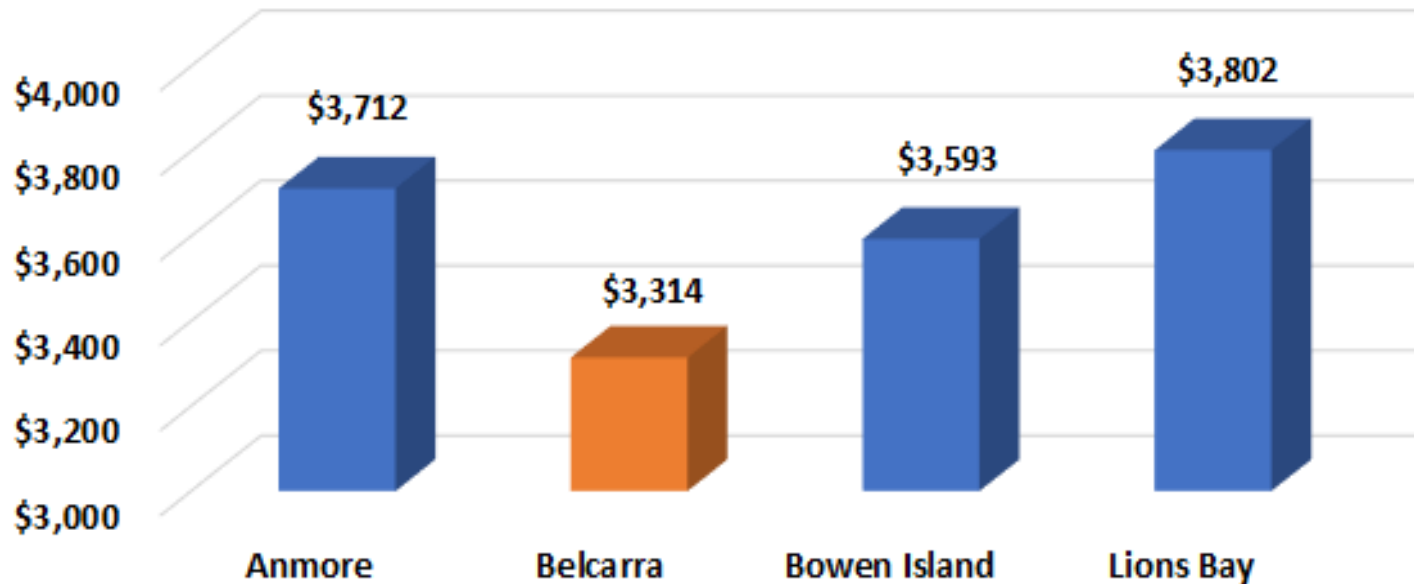


	2020	2021	2022	2023	2024
■ Water Not Connected Fee - % change	10%	12%	12%	10%	20%
■ Water Connected Fee - % change	6%	11%	12%	10%	20%
■ Refuse & Recycling Fee - % change	5%	12%	12%	12%	20%
■ Property Taxes - % change	15%	7%	5%	3%	9%



# Taxes & User Rates

**2024**  
**General Municipal Taxes**  
(based on representative house)

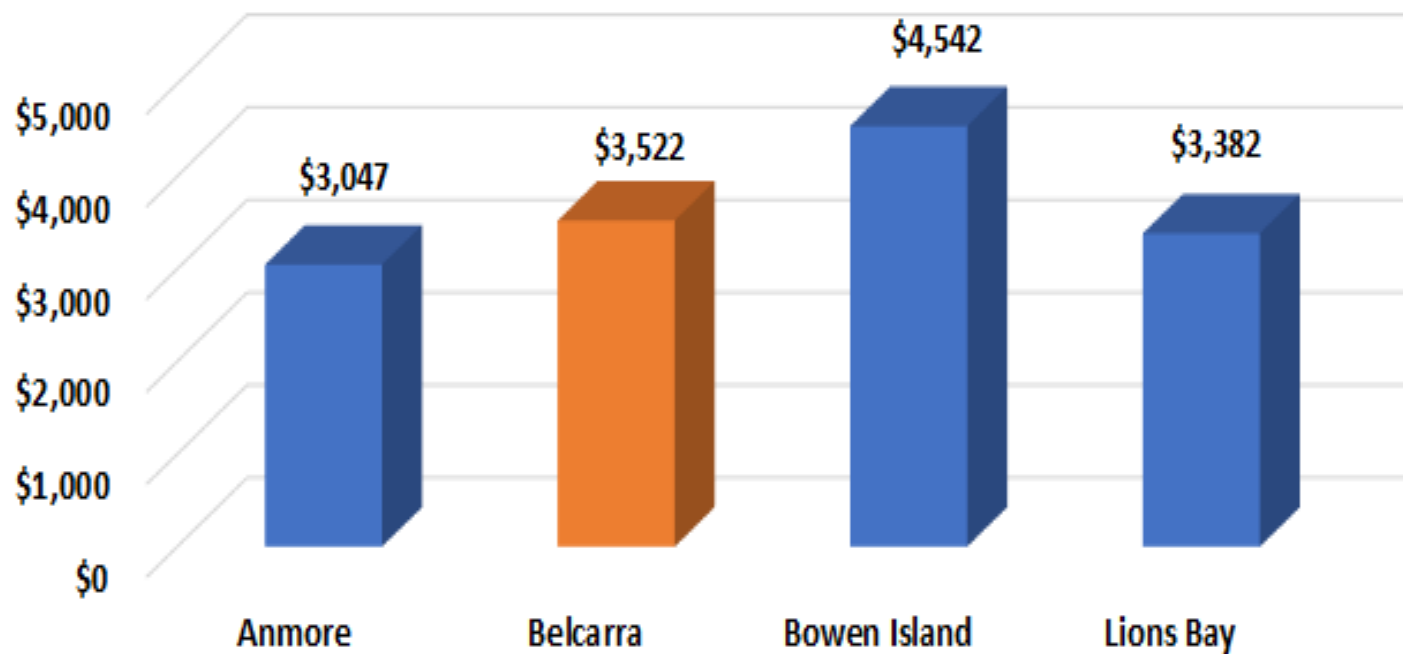






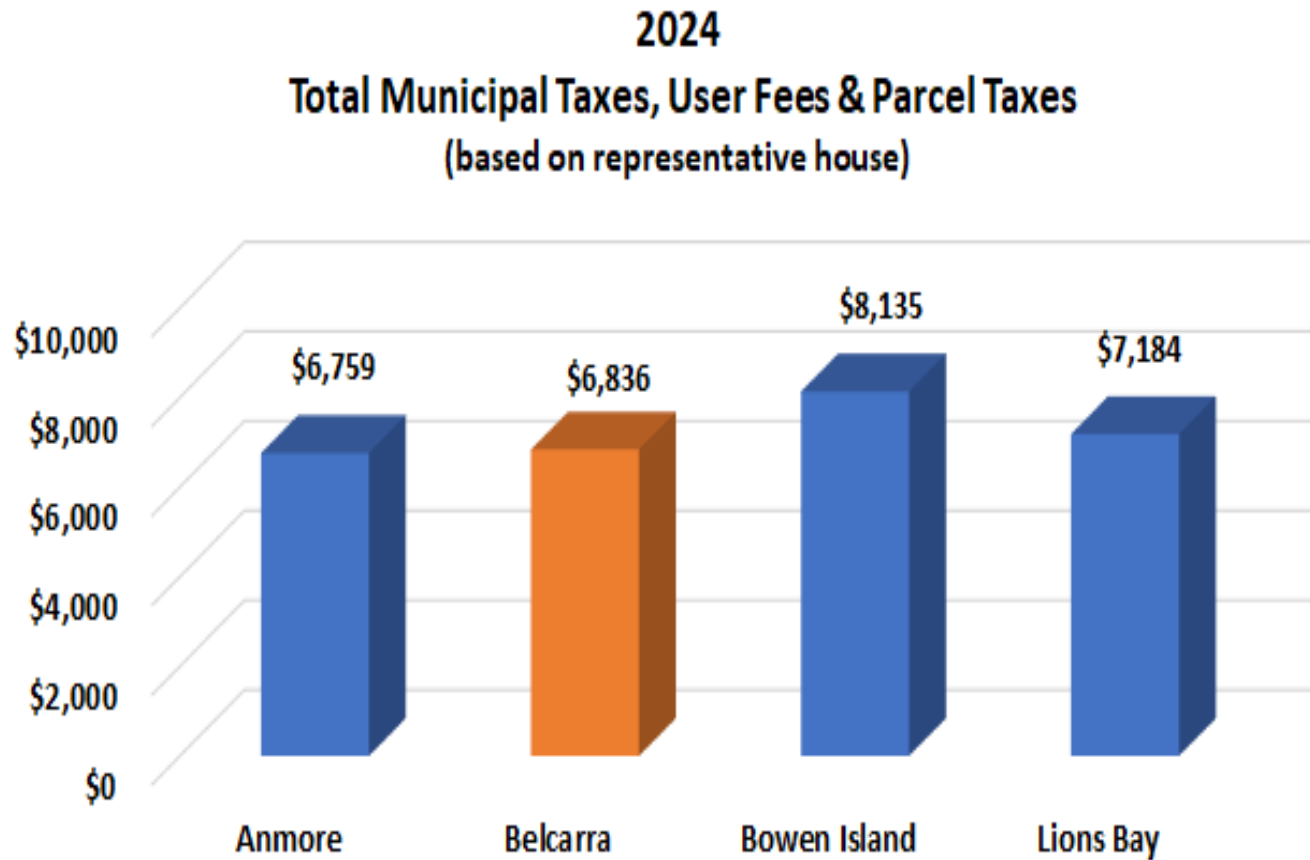
# Taxes & User Rates

2024  
Total User Fees & Parcel Taxes  
(based on representative house)



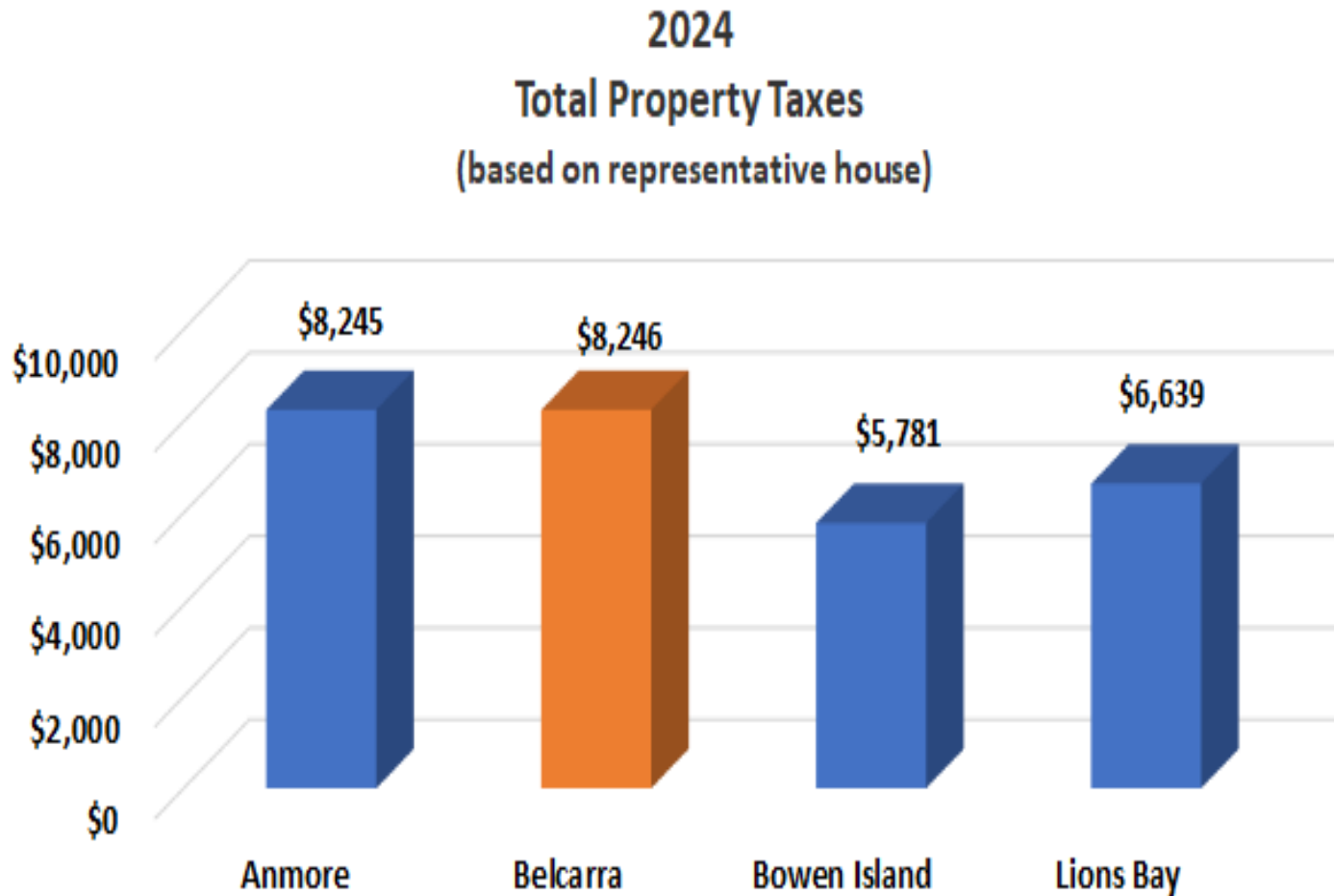


# Taxes & User Rates





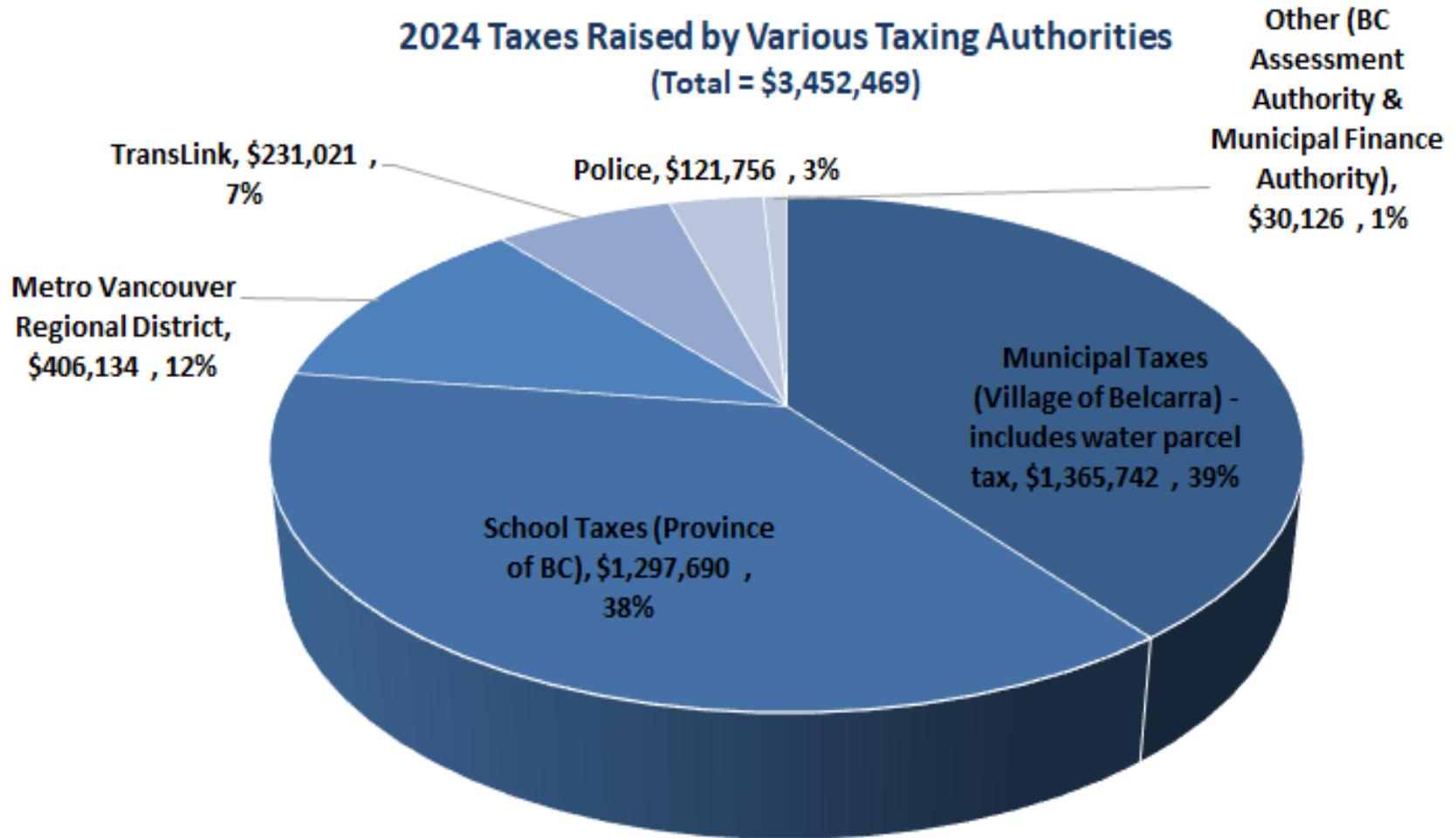
# Taxes & User Rates





# Property Taxes & Utility Fees

**2024 Taxes Raised by Various Taxing Authorities**  
(Total = \$3,452,469)



# Assessments and Property Taxes



VILLAGE OF  
BELCARRA

- ▶ **Individual property tax increases may be lower or higher than the approved tax increase**
- ▶ **If your property's assessment value increased by the Belcarra average, your general municipal property taxes should increase by approximately the approved increase**
- ▶ **If your property assessment value change was higher or lower than the Belcarra average, your general municipal property taxes will vary accordingly**



## Next Steps

- ▶ **Council to consider feedback at January 27, 2025 Council Meeting**
- ▶ **Adoption of Financial Plan Bylaw**
- ▶ **Establish tax rates**
- ▶ **Adoption of Tax Rates Bylaw**