



Village of Belcarra
Draft 2025 – 2039 Financial Plan



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Introduction

Staff and the Village's Financial Consultant are pleased to present the Village of Belcarra's Draft 2025 – 2039 Financial Plan (Financial Plan) which includes the Provisional 2025 Budget. This document builds upon the Financial Sustainability Report (completed in early 2024) which included a long-term Asset Management Plan.

Core Budget Increases & Financial Plan Scenarios

This Financial Plan focuses on the cost of maintaining existing services and service levels (core budgets) in the Village's three (3) operating funds (General Operating Fund, Water Operating Fund, WARD Operating Fund) and the impact of various property tax and utility rate increases on the three (3) funds. The focus on core budget increases is one of the key recommendations which came out of the Financial Sustainability Report. Funding levels beyond those required to maintain core operations can be used to build up reserves which are important for the long-term sustainability of the community.

General Operating Fund

The changes in the core General Operating Fund budget and the cost of maintaining existing services/service levels are shown in the table below. Overall, a 3.3% property tax increase is needed to maintain existing services levels, which is based on an increase in revenue/recoveries of (-0.2%), additional expenses of 3.8% and the estimated impact of new construction (-0.3%). This increase does not provide for any additional transfers to reserves for future capital and operating expenditures.

In 2025, every 1% increase in General Property Taxes will generate \$10,992 of additional revenue

The Village's financial plan identifies the core, cash-based operating budgets (both revenues and expenses) that are needed to maintain the Village's existing services and programs.

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

A long-term (15-year) base general operating fund financial plan with 4% annual rate increases is shown in attached Appendix "A". The table below shows the impact on reserve/surplus transfers and reserve & surplus balances with 4%, 6% and 8% property tax increases in 2025 with 4% each year thereafter to 2029.

	General Operating 5-Year Plan Scenarios				
	2025	2026	2027	2028	2029
Scenario A					
General Property Tax Increases	4.0%	4.0%	4.0%	4.0%	4.0%
Transfers to General Fund Reserves & Surplus	\$703,603	\$685,051	\$722,458	\$642,113	\$670,001
General Fund Reserve & Surplus Balances	\$3.051M	\$2.886M	\$3.027M	\$2.943M	\$3.389M
Scenario B					
General Property Tax Increases	6.0%	4.0%	4.0%	4.0%	4.0%
Transfers to General Fund Reserves & Surplus	\$725,589	\$707,917	\$746,237	\$666,844	\$695,719
General Fund Reserve & Surplus Balances	\$3.074M	\$2.933M	\$3.099M	\$3.042M	\$3.517M
Scenario C					
General Property Tax Increases	8.0%	4.0%	4.0%	4.0%	4.0%
Transfers to General Fund Reserves & Surplus	\$747,574	\$730,780	\$770,016	\$691,573	\$721,439
General Fund Reserve & Surplus Balances	\$3.096M	\$2.979M	\$3.171M	\$3.141M	\$3.645M
General Sustainable Annual Funding (Reserve Transfers) to Replace Existing Assets	\$370,334	\$370,334	\$370,334	\$370,334	\$370,334

Water Operating Fund

The changes in the core Water Operating Fund budget are shown in the table below. A loss of revenue with a 0.7% impact and increased expenses with a 4.3% impact, together result in a 5.0% increase in base water rates.

In 2025, every 1% increase in Water User Rates will generate \$4,588 of additional revenue

CORE BUDGET CHANGES IN WATER OPERATING FUND			
(from 2024 approved budget to 2025 draft budget)			
Revenue/Recovery Increases (-) and Decreases (+)	2025 Draft Budget Changes		Comments & Notes
	Budget Dollars	% Property Tax Impact	
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
Total Revenue Reductions over Prior Year	\$3,397	0.7%	
Expenditure Increases (+) and Decreases (-)			
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
Total Expenditure Increases over Prior Year	\$19,907	4.3%	
Other Increases (+) and Decreases (-)			
Increase reserve transfers	TBD	TBD	To achieve sustainable level of funding as identified in Asset Management Study; increase can be implemented over transitional period
Total Other Increases (Decreases) over Prior Year	\$0	0.0%	
Net Changes to General Operating Fund Core Budget	\$23,304	5.0%	Net increase from all general core operating budget changes

The long-term (15-year) base water operating financial plan with 5% annual rate increases is shown in attached Appendix "B". The table below illustrates the impact on water reserve/surplus transfers and water reserve & surplus balances with 5%, 7% and 10% water rate increases in 2025 and with 5% each year thereafter to 2029. As per the 2024 Asset Management Report, a sustainable annual level of water reserve transfers to replace existing water infrastructure was estimated at \$189,320. The base water operation plan in 2025 which includes a 5% increase in water rates provides for a transfer of \$85,317. Transitioning over time to a sustainable level of funding is a reasonable approach.

The biggest factors affecting the water operating fund are the water rates set by Metro Vancouver, particularly the peak period rates from June to September, and the Village's actual water usage.

	5-Year Water Operating Plan Scenarios				
	2025	2026	2027	2028	2029
Scenario A					
Water Rate Increases	5.0%	5.0%	5.0%	5.0%	5.0%
Transfers to Water Fund Reserves & Surplus	\$85,317	\$89,587	\$107,242	\$81,352	\$96,038
Water Fund Reserve & Surplus Balances	\$ 268,268	\$ 267,220	\$ 344,994	\$ 353,180	\$ 432,375
Scenario B					
Water Rate Increases	7.0%	5.0%	5.0%	5.0%	5.0%
Transfers to Water Fund Reserves & Surplus	\$94,533	\$99,264	\$117,403	\$92,021	\$107,241
Water Fund Reserve & Surplus Balances	\$ 277,622	\$ 286,677	\$ 375,348	\$ 395,274	\$ 487,103
Scenario B					
Water Rate Increases	10.0%	5.0%	5.0%	5.0%	5.0%
Transfers to Water Fund Reserves & Surplus	\$108,357	\$113,779	\$132,643	\$108,023	\$124,043
Water Fund Reserve & Surplus Balances	\$ 291,653	\$ 315,862	\$ 420,877	\$ 458,411	\$ 569,188
Water Sustainable Annual Funding (Reserve Transfers) to Replace Existing Assets	\$189,320	\$189,320	\$189,320	\$189,320	\$189,320

WARD Operating Fund

The core WARD Operating Fund budget shows a loss of revenue with a 0.7% impact, increased expenses with an 8.6% impact, and an internal loan repayment with a 2.4% impact, which together result in a 11.7% increase in WARD user rates. Due to annual operating deficits, the WARD operating fund no longer has an accumulated surplus to draw upon to offset annual deficits and therefore a \$25,000 internal loan has been set up from the General Operating Fund Surplus to WARD which is repayable over 5 years at \$5,000 per year.

In 2024 every 1% increase in WARD User Rates will generate \$2,050 of additional revenue

CORE BUDGET CHANGES IN WARD OPERATING FUND			
(from 2024 approved budget to 2025 draft budget)			
	2025 Draft Budget Changes		
Revenue/Recovery Increases (-) and Decreases (+)	Budget Dollars	% Property Tax Impact	Comments & Notes
Loss of interest revenue	1,530	0.7%	No interest earning as WARD surplus is in deficit position
Total Revenue/Recovery Increases over Prior Year	\$1,530	0.7%	
Expenditure Increases (+) and Decreases (-)			
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
Total Expenditure Reductions over Prior Year	\$17,568	8.6%	
Other Increases (+) and Decreases (-)			
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
Total Other Increases (Decreases) over Prior Year	\$5,000	2.4%	
Net Changes to General Operating Fund Core Budget	\$24,098	11.7%	Net increase from all general core operating budget changes

A long-term (15-year) base WARD operating financial plan with 20% increase in 2025, a 15% increase in 2026, and 4% annual rate increases thereafter is shown in attached Appendix “C”. The table below illustrates the impact on WARD reserve/surplus transfers and water reserve & surplus balances with 20%, 25% and 30% WARD rate increases in 2025, a 15% increase in 2026 and with 4% each year thereafter to 2029.

The biggest factor affecting the WARD operating fund are the collection and disposal rates charged by Waste Connections, which are in turn impacted by Metro Vancouver disposal rates.

	WARD Operating 5-Year Plan Scenarios				
	2025	2026	2027	2028	2029
Scenario A					
WARD Rate Increases	20.0%	15.0%	4.0%	4.0%	4.0%
Transfers to Water Fund Reserves & Surplus	\$7,323	\$31,493	\$36,819	\$31,572	\$35,167
WARD Surplus Balances	\$ 9,798	\$ 36,982	\$ 70,388	\$ 99,470	\$133,074
Scenario B					
WARD Rate Increases	25.0%	15.0%	4.0%	4.0%	4.0%
Transfers to Water Fund Reserves & Surplus	\$17,579	\$43,287	\$49,085	\$44,328	\$48,433
WARD Surplus Balances	\$ 20,207	\$ 59,675	\$ 106,212	\$149,316	\$197,880
Scenario C					
WARD Rate Increases	30.0%	15.0%	4.0%	4.0%	4.0%
Transfers to Water Fund Reserves & Surplus	\$27,834	\$55,081	\$61,350	\$57,084	\$61,699
WARD Surplus Balances	\$ 30,616	\$ 82,367	\$ 142,033	\$199,159	\$262,683
Waste & Recycle Depot Sustainable Annual Funding (Reserve Transfers) to Replace Existing Assets	\$16,083	\$16,083	\$16,083	\$16,083	\$16,083

Capital Plan

The draft capital plan over 5 years (2025 – 2029) totals approximately \$4.2 million. The capital projects planned for are shown below.

Page 1 of 3	5-Year Financial Plan				
	Draft Budget 2025	Plan 2026	Plan 2027	Plan 2028	Plan 2029
GENERAL CAPITAL					
General & Information Technology					
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	-
Subtotal General	\$2,400	\$24,100	\$12,930	\$3,700	\$32,852
Public Works & Municipal Hall					
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		
Subtotal Public Works	\$115,000	\$155,000	\$118,000	\$15,000	\$5,000
Vehicles & Equipment					
Plows (per Asset Management)				8,000	
Salt Spreaders (per Asset Management) (one hydraulic one electric)				15,000	
Chipper (per Asset Management)			20,000		
Holland TN70DA Tractor, Deluxe Cab 4x4 with bucket/New Backhoe, JD 310 (Amended Budget)	260,000				
Subtotal Vehicle & Attachments	\$260,000	\$0	\$20,000	\$23,000	\$0

	5-Year Financial Plan				
	Draft Budget 2025	Plan 2026	Plan 2027	Plan 2028	Plan 2029
GENERAL CAPITAL					
Non-MRN Roads including Access					
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
Subtotal Non-MRN Roads	\$65,000	\$357,500	\$55,000	\$215,000	\$45,000
MRN Roads					
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	
Subtotal MRN Roads	\$416,250	\$316,250	\$316,250	\$566,250	\$0
Drainage					
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	
Subtotal Storm Sewer	\$40,000	\$25,000	\$80,000	\$15,000	\$0
Parks & Recreation					
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	
Subtotal Parks & Recreation	\$55,000	\$25,000	\$15,000	\$45,000	\$5,000
TOTAL GENERAL CAPITAL	\$953,650	\$902,850	\$617,180	\$882,950	\$87,852

	5-Year Financial Plan				
	Draft Budget 2025	Plan 2026	Plan 2027	Plan 2028	Plan 2029
WATER CAPITAL					
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				
Options for Addressing Water System Deficiencies					
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
TOTAL WATER CAPITAL	\$260,000	\$95,000	\$35,000	\$80,000	\$25,000
WASTE & RECYCLE DEPOT (WARD) CAPITAL					
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				
TOTAL WARD CAPITAL	\$100,000	\$17,500	\$65,000	\$68,000	\$28,000
TOTAL CAPITAL EXPENDITURES - ALL FUNDS	\$1,313,650	\$1,015,350	\$717,180	\$1,030,950	\$140,852

Historical Rate Increases

The historical property tax, water rate and WARD rate increases from 2020 – 2024 are shown in the table below, for information purposes.

HISTORICAL PROPERTY TAXES & USER FEES					
Description of Taxes & Fees	2020	2021	2022	2023	2024
Home Value (average home)	1,987,068	1,994,671	2,208,300	2,412,568	2,553,462
Property Taxes	2,842	3,063	2,939	3,027	3,314
WARD Fee	332	372	417	467	560
Water - Connected					
Water Fee (Connected)	1,119	1,253	1,403	1,543	1,852
Water Parcel Tax	973	973	973	1,110	1,110
Total Water Fee (Connected) & Parcel Tax	2,092	2,226	2,376	2,653	2,962
Water - Not Connected Fee					
Water Fee (Non-Connected)	785	879	984	1,082	1,298
Water Parcel Tax	973	973	973	1,110	1,110
Total Water Fee (Not Connected) & Parcel Tax	1,758	1,852	1,957	2,192	2,408
Total Taxes & Fees (Connected to Water System)	5,266	5,661	5,732	6,147	6,836
Total Taxes & Fees (Not Connected to Water System)	4,932	5,287	5,313	5,686	6,282
Property Taxes - % change	15%	7%	5%	3%	9%
Refuse & Recycling Fee - % change	5%	12%	12%	12%	20%
Refuse & Recycling Fee - \$ change	16	40	45	50	93
Water Connected Fee - % change	6%	11%	12%	10%	20%
Water Connected Fee - \$ change	0	128	150	277	309
Water Not Connected Fee - % change	10%	12%	12%	10%	20%
Water Not Connected Fee - \$ change (total)	71	94	105	235	216
All Taxes & Fees					
Total - Connect EXCL. Parcel Tax - % Change	12.92%	7.0%	6.1%	7.2%	11.2%
Total - Connect Fee Summary - \$ Change	453	367	348	415	689
Total - Not Connect EXCL. Parcel Tax - % Change	23.64%	8.4%	5.7%	7.0%	10.5%
Total - Not Connect Fee Summary - \$ Change	757	333	303	373	596

Summary of Financial Indicators

One of the recommendations coming out of the Financial Sustainability Report was an annual reporting of the financial indicators (sustainability, flexibility and vulnerability) as shown below. Generally speaking, the indicators are trending in a positive direction.

SUMMARY OF FINANCIAL INDICATORS						
Indicators	2020	2021	2022	2023	Explanation	Trend
Sustainability						
Financial assets to financial liabilities	63.9%	75.3%	84.5%	115.9%	Ability to cover obligations or liabilities	Improving
Total surplus & reserve funds per household	5,198	6,740	7,524	12,427	Indication of savings for future expenditures & ability to minimize new debt	Improving
Total operating expenses as a % of taxable assessment	0.36%	0.36%	0.31%	0.31%	Ability to cover operating cost with tax base	Improving
Operating reserve & unrestricted surpluses as a % of operating expenses	20.30%	21.04%	20.12%	18.91%	Indicates the ability to offset unexpected revenue losses or excess expenses	Worsening
Flexibility						
Municipal residential taxes per house	2,893	3,119	3,295	3,804	Increase in tax burden per household; % rise decreasing	Improving
Total long-term debt per water user	14,372	13,758	13,126	12,437	Remaining debt burden on each water user	Improving
Average residential taxation as a percentage of average after tax household income	2.1%	Not available	Not available	Not available	Impact of property taxation on households	Not available
Total taxation as a % of total assessment	0.14%	0.15%	0.13%		Ability to sustain tax revenue	Improving
Debt servicing costs (interest and principal) as a % of water revenues	42.2%	39.8%	37.6%	37.8%	Ability to cover debt costs; have dedicated parcel tax to cover debt costs	Improving
Net book value of tangible capital assets as a percentage of historical cost of tangible capital assets	75.5%	73.6%	72.0%	70.8%	Indication of remaining life of assets or % consumed	Expected decline
Vulnerability						
Operating grants as a % of total revenues	10.0%	10.9%	12.8%	7.1%	Degree of reliance on assistance for core operations; 2022 affected by one-time top up in grant	Less Reliance
Capital grants as a % of total capital expenditures	0.0%	26.9%	0.0%	16.9%	Ability to tap into grants for capital projects	No Trend

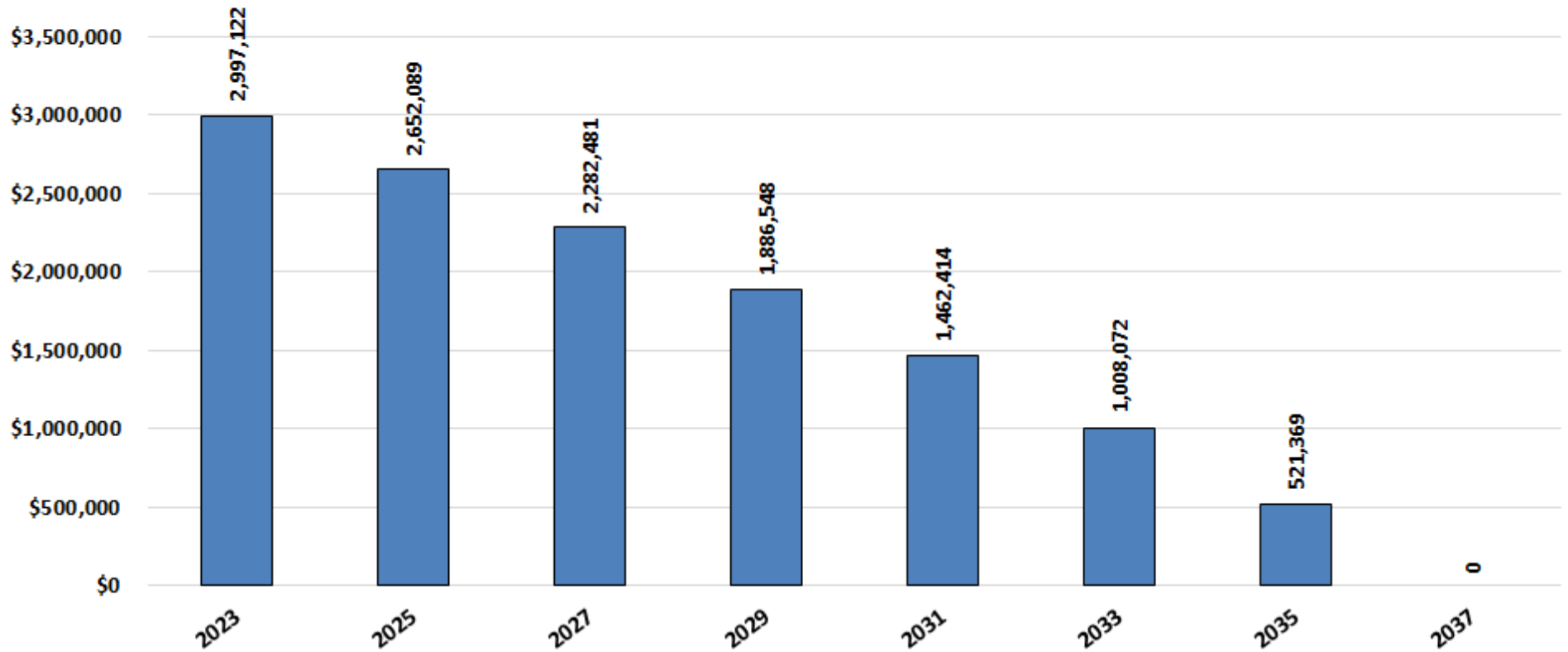
Projected Reserve & Surplus Balances

The Village's reserve and surplus accounts are projected to grow from about \$3.7 million to \$3.9 million over the next 5 years (see graph below) based on the Draft 2025 – 2029 Financial Plan, which includes the planned reserve and surplus transfers and capital spending. These projections are very much dependent upon future capital spending levels.

ALL OF THE VILLAGE'S RESERVES AND SURPLUSES	2024	2025	2026	2027	2028	2029
GENERAL FUND						
<u>Reserve Funds</u>						
BC Growing Communities Fund	806,060	541,728	447,091	349,615	249,215	256,691
Canada Community-Building Reserve Fund	51,746	38,716	106,495	178,972	129,286	203,140
General Capital Reserve Fund	1,278,593	965,031	919,118	940,309	1,057,248	1,143,354
Vehicle & Equipment Capital Reserve Fund	204,338	278,806	366,210	329,560	323,433	385,788
Stabilization Reserve Fund	151,064	221,143	255,060	329,545	393,423	443,567
Transportation Infrastructure Reserve Fund	658,395	687,440	444,097	520,037	379,723	512,901
Subtotal Capital Reserve Funds	\$ 3,150,196	\$ 2,732,864	\$ 2,538,071	\$ 2,648,038	\$ 2,532,328	\$ 2,945,441
<u>Unrestricted & Restricted Funds</u>						
Unrestricted General Operating Fund Surplus	289,467	318,451	348,305	379,054	410,726	443,348
Subtotal Unrestricted & Restricted Accumulated Surplus	\$ 289,467	\$ 318,451	\$ 348,305	\$ 379,054	\$ 410,726	\$ 443,348
GENERAL FUND TOTALS	\$ 3,439,663	\$ 3,051,315	\$ 2,886,376	\$ 3,027,092	\$ 2,943,054	\$ 3,388,789
WATER UTILITY FUND						
<u>Reserve Fund</u>						
Water Capital Reserve Fund	147,725	137,804	116,360	172,747	148,362	193,605
<u>Appropriated Water Surplus</u>						
Restricted Water Debt Repayment	14,915	12,969	11,023	9,077	7,131	5,185
<u>Unrestricted Accumulated Surplus</u>						
Unrestricted Water Operating Fund Surplus	101,032	117,495	139,837	163,170	197,687	233,585
WATER UTILITY FUND TOTALS	\$ 263,672	\$ 268,268	\$ 267,220	\$ 344,994	\$ 353,180	\$ 432,375
WASTE & RECYCLING DEPOT FUND						
<u>Unrestricted Accumulated Surplus</u>						
Unrestricted Waste & Recycling Operating Fund Surplus	7,223	9,798	36,982	70,388	99,470	133,074
WASTE & RECYCLING UTILITY FUND TOTALS	\$ 7,223	\$ 9,798	\$ 36,982	\$ 70,388	\$ 99,470	\$ 133,074
GRAND TOTAL ALL RESERVES AND SURPLUSES	\$ 3,710,558	\$ 3,329,381	\$ 3,190,578	\$ 3,442,474	\$ 3,395,704	\$ 3,954,238

Water Long-Term Debt

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



Appendix “A” - General Operating Fund Long-Term (2025 – 2039) Financial Plan

VILLAGE OF BELCARRA GENERAL OPERATING FUND 15-YEAR (2025 - 2039) FINANCIAL PLAN

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Regular Operating Revenues

Taxes

	Budget 2024	Estimated Year-End 2024	% change from 2024 Budget	Draft Budget 2025	% change from 2024 Budget	Plan 2026	Plan 2027	Plan 2028	Plan 2029	Plan 2030	Plan 2031	Plan 2032	Plan 2033	Plan 2034	Plan 2035	Plan 2036	Plan 2037	Plan 2038	Plan 2039
Municipal Taxes	1,099,234	1,099,236	0.0%	1,146,703	4.3%	1,196,141	1,247,628	1,301,247	1,357,085	1,415,232	1,475,782	1,538,833	1,604,486	1,672,847	1,744,027	1,818,139	1,895,303	1,975,642	1,980,260
1% Utility Taxes	13,439	11,717	-12.8%	12,000	-10.7%	12,240	12,485	12,735	12,990	13,250	13,515	13,785	14,061	14,342	14,629	14,922	15,220	15,524	15,834

Taxes	1,112,673	1,110,953	-0.2%	1,158,703	4.1%	1,208,381	1,260,113	1,313,982	1,370,075	1,428,482	1,489,297	1,552,618	1,618,547	1,687,189	1,758,656	1,833,061	1,910,523	1,991,166	1,996,094
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Fees & Charges

Leases	2,100	2,100	0.0%	2,100	0.0%	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100
Penalties & interest (on taxes)	12,766	12,964	1.6%	12,762	0.0%	12,890	13,019	13,150	13,282	13,415	13,549	13,685	13,822	13,960	14,100	14,241	14,383	14,527	14,672
Permits and Licences	130,299	120,976	-7.2%	117,083	-10.1%	122,564	128,311	134,339	140,659	147,288	154,241	161,532	169,180	177,201	185,614	194,439	203,696	213,408	223,595
Other	17,746	8,808	-50.4%	15,000	-15.5%	15,300	15,606	15,918	16,236	16,561	16,892	17,230	17,575	17,927	18,286	18,652	19,025	19,406	19,794

Fees & Charges	162,911	144,848	-11.1%	146,945	-9.8%	152,854	159,036	165,507	172,277	179,364	186,782	194,547	202,677	211,188	220,100	229,432	239,204	249,441	260,161
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Grant Transfers

COVID-19 Restart Grant & Transfers	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
School Tax Administration & Climate Change	3,458	3,791	9.6%	3,825	10.6%	3,860	3,895	3,930	3,966	4,002	4,038	4,075	4,112	4,149	4,187	4,225	4,264	4,303	4,342
Small Communities Investment Fund (SCIF)	259,000	261,000	0.8%	261,000	0.8%	263,610	266,246	268,908	271,597	274,313	277,056	279,827	282,625	285,451	288,306	291,189	294,101	297,042	300,012

Grant Transfers	262,458	264,791	0.9%	264,825	0.9%	267,470	270,141	272,838	275,563	278,315	281,094	283,902	286,737	289,600	292,493	295,414	298,365	301,345	304,354
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Other Revenue

Interest Income	156,104	237,591	52.2%	213,832	37.0%	218,109	222,471	226,920	231,458	236,087	240,809	245,625	250,538	255,549	260,660	265,873	271,190	276,614	282,146
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Total Regular Operating Revenues	1,694,146	1,758,183	3.8%	1,784,305	5.3%	1,846,814	1,911,761	1,979,247	2,049,373	2,122,248	2,197,982	2,276,692	2,358,499	2,443,526	2,531,909	2,623,780	2,719,282	2,818,566	2,842,755
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15-YEAR (2025 - 2039) FINANCIAL PLAN

	Budget 2024	Estimated Year-End 2024	% change from 2024 Budget	Draft Budget 2025	% change from 2024 Budget	Plan 2026	Plan 2027	Plan 2028	Plan 2029	Plan 2030	Plan 2031	Plan 2032	Plan 2033	Plan 2034	Plan 2035	Plan 2036	Plan 2037	Plan 2038	Plan 2039
Regular Operating Expenses																			
Council, Grants & Meetings																			
Indemnities & Benefits	94,668	93,994	-0.7%	97,229	2.7%	100,116	103,089	106,150	109,302	112,549	115,892	119,335	122,881	126,532	130,292	134,165	138,152	142,259	146,488
Council Other	12,826	13,975	9.0%	14,575	13.6%	14,721	14,868	15,016	15,166	15,317	15,471	15,626	15,782	15,939	16,100	16,262	16,425	16,589	16,754
Grants	4,130	2,493	-39.6%	3,700	-10.4%	3,737	3,774	3,812	3,850	3,888	3,927	3,966	4,005	4,045	4,086	4,127	4,168	4,210	4,252
Meetings, Events & Appreciation	13,840	8,215	-40.6%	10,100	-27.0%	10,201	10,302	10,406	10,510	10,615	10,720	10,827	10,935	11,043	11,152	11,265	11,379	11,493	11,609
Council, Grants & Meetings	125,464	118,677	-5.4%	125,604	0.1%	128,775	132,033	135,384	138,828	142,369	146,010	149,754	153,603	157,559	161,630	165,819	170,124	174,551	179,103
Administration, Human Resources & Information Systems																			
General Administration	386,931	392,312	1.4%	405,190	4.7%	457,345	469,717	577,444	593,390	609,801	626,690	644,071	761,960	783,372	805,412	828,098	851,450	980,489	398,275
Human Resources	15,053	16,879	12.1%	16,348	8.6%	16,565	16,784	17,008	17,234	17,464	17,697	17,933	18,174	18,417	18,664	18,916	19,172	19,431	19,694
Information Systems	69,418	78,381	12.9%	75,133	8.2%	77,906	74,611	75,867	87,994	89,184	92,494	88,598	90,107	104,528	105,962	109,914	105,308	107,125	48,125
Administration, Human Resources & Information Systems	471,402	487,572	3.4%	496,671	5.4%	551,816	561,112	670,319	698,618	716,449	736,881	750,602	870,241	906,317	930,038	956,928	975,930	1,107,045	466,094
Municipal Hall, Legal & Audit	213,409	231,438	8.4%	222,700	4.4%	227,918	233,150	237,805	242,581	247,485	252,517	257,683	262,986	268,430	274,018	279,756	285,646	291,698	297,909
Planning	35,000	56,908	62.6%	45,000	28.6%	45,900	46,818	47,754	48,709	49,683	50,677	51,691	52,725	53,780	54,856	55,953	57,072	58,213	59,377
Contracted Support Services (Finance, Engineering, Website & Other)	105,565	105,158	-0.4%	105,500	-0.1%	107,595	109,732	111,912	114,135	116,403	118,716	121,075	123,481	125,934	128,435	130,988	133,591	136,247	138,954
Building & Plumbing Inspection	112,725	119,755	6.2%	118,062	4.7%	141,105	144,835	148,671	152,618	156,677	160,852	165,146	169,562	174,107	178,781	183,591	188,536	193,625	198,861
Bylaw Enforcement	44,823	47,425	5.8%	46,506	3.8%	47,807	49,147	50,523	51,942	53,399	54,896	56,438	58,023	59,654	61,333	63,059	64,833	66,660	68,538
Public Works																			
Public Works General	223,130	228,941	2.6%	229,066	2.7%	235,870	242,864	296,039	304,804	313,816	323,082	332,609	390,584	402,104	413,953	426,139	438,672	501,933	567,077
Vehicles, Equipment & Supplies	54,657	40,318	-26.2%	48,075	-12.0%	48,983	49,908	50,851	51,811	52,792	53,792	54,811	55,851	56,909	57,990	59,090	60,213	61,357	62,523
Roads, bridges, storm sewers etc. (Non-MRN)	26,262	17,454	-33.5%	26,788	2.0%	39,324	40,112	40,913	41,731	42,565	43,417	44,285	45,171	46,074	46,996	47,935	48,894	49,872	50,869
Trails & Public Spaces	11,000	4,551	-58.6%	10,500	-4.5%	10,710	10,924	11,143	11,366	11,594	11,826	12,063	12,304	12,550	12,801	13,057	13,318	13,585	13,857
Public Works	315,049	291,264	-7.5%	314,429	-0.2%	334,887	343,808	398,946	409,712	420,767	432,117	443,768	503,910	517,637	531,740	546,221	561,097	626,747	694,326
Fire & Emergency Operations																			
Fire Protection	5,000	5,982	19.6%	5,100	2.0%	5,202	5,306	5,412	5,520	5,630	5,743	5,858	5,975	6,095	6,217	6,341	6,468	6,597	6,729
Emergency Preparedness	7,000	2,536	-63.8%	3,000	-57.1%	3,060	3,121	3,183	3,247	3,312	3,378	3,446	3,515	3,585	3,657	3,730	3,805	3,881	3,959
Fire & Emergency Operations	12,000	8,518	-29.0%	8,100	-32.5%	8,262	8,427	8,595	8,767	8,942	9,121	9,304	9,490	9,680	9,874	10,071	10,273	10,478	10,688
Interest, Bank Expenses, Bad Debts & Other	17,100	44,294	159.0%	14,000	-18.1%	14,229	14,463	14,701	14,944	15,192	15,444	15,701	15,963	16,230	16,503	16,782	17,066	17,356	17,651
Total Regular Operating Expenses	1,452,537	1,511,009	4.0%	1,496,572	3.0%	1,608,294	1,643,525	1,824,610	1,880,854	1,927,366	1,977,231	2,021,162	2,219,984	2,289,328	2,347,208	2,409,168	2,464,168	2,682,620	2,131,501
Allocation of Centralized Support Costs to MRN, Water & WARD	(339,152)	(330,662)	-2.5%	(350,237)	3.3%	(380,898)	(385,964)	(419,218)	(432,541)	(446,454)	(454,466)	(464,286)	(501,229)	(520,763)	(529,940)	(543,797)	(555,828)	(600,644)	(441,030)
Surplus Before Other Revenue/Expenses & Transfers	580,761	577,836	-0.5%	637,970	9.9%	619,418	654,200	573,855	601,060	641,336	675,217	719,816	639,744	674,961	714,641	758,409	810,942	736,590	1,152,284

**VILLAGE OF BELCARRA GENERAL OPERATING FUND
15-YEAR (2025 - 2039) FINANCIAL PLAN**

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	Budget 2024	Estimated Year-End 2024	% change from 2024 Budget	Draft Budget 2025	% change from 2024 Budget	Plan 2026	Plan 2027	Plan 2028	Plan 2029	Plan 2030	Plan 2031	Plan 2032	Plan 2033	Plan 2034	Plan 2035	Plan 2036	Plan 2037	Plan 2038	Plan 2039
Major Road Network (MRN) - TransLink																			
Conditional Operating Transfers (MRN)	(139,169)	(170,028)	22.2%	(148,927)	7.0%	(156,987)	(160,219)	(195,148)	(200,872)	(206,798)	(211,690)	(217,024)	(255,135)	(263,346)	(269,708)	(277,094)	(284,268)	(326,595)	(330,881)
Allocation of Centralized Support to MRN	64,778	63,144	-2.5%	66,895	3.3%	72,752	73,719	80,071	82,615	85,273	86,803	88,679	95,735	99,466	101,219	103,865	106,163	114,723	84,237
MRN Operating Costs	74,391	106,884	43.7%	82,032	10.3%	84,235	86,500	115,077	118,257	121,525	124,887	128,345	159,400	163,880	168,489	173,229	178,105	211,872	246,644
Net MRN	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Community Building Fund Grant & Transfers																			
Community Works Fund Grant	(62,974)	(65,633)	4.2%	(65,633)	4.2%	(65,633)	(68,258)	(68,258)	(68,941)	(69,630)	(70,326)	(71,029)	(71,739)	(72,456)	(73,181)	(73,913)	(74,652)	(75,399)	(76,153)
Transfer to Community Works Fund Reserve	62,974	65,633	4.2%	65,633	4.2%	65,633	68,258	68,258	68,941	69,630	70,326	71,029	71,739	72,456	73,181	73,913	74,652	75,399	76,153
Net Community Works Fund	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Non-Reoccurring & Special Operating Expenses & Funding																			
Emergency Management Grant	0	(20,439)	>100.0%	(19,561)	>100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Emergency Management Expenses	0	20,439	>100.0%	19,561	>100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Housing Initiatives Grant	0	(66,361)	>100.0%	(66,782)	>100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Housing Initiatives Expenses (includes Housing Needs Assessment)	0	66,361	>100.0%	66,782	>100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer from Stabilization Reserve	(6,000)	(9,314)	55.2%	0	-100.0%	(34,338)	0	0	0	(37,772)	0	0	0	(41,549)	0	0	0	(45,704)	0
Strategic Planning	0	3,313	>100.0%	0	0.0%	12,000	0	0	0	13,200	0	0	0	14,520	0	0	0	15,972	0
Election Expenses	0	0	0.0%	0	0.0%	22,338	0	0	0	24,572	0	0	0	27,029	0	0	0	29,732	0
Transfer from Community Works Gas Tax Res	(44,538)	(20,006)	-55.1%	0	-100.0%	0	0	(60,000)	0	0	0	0	(65,000)	0	0	0	0	(70,000)	(70,000)
Integrated Long-Term Financial & Asset Management Grant	(3,110)	(4,919)	58.2%	0	-100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Natural Asset Planning Project Grant	(1,682)	(2,010)	19.5%	0	-100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Climate Action Plan Deferred Revenue (Active Transportation Plan)	(37,500)	(18,750)	-50.0%	(18,750)	-50.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Active Transportation Plan Grant	(37,500)	(18,750)	-50.0%	(18,750)	-50.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Asset Management & Long-Term Financial Plan	36,820	9,838	-73.3%	0	-100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Natural Asset Planning Project	2,510	3,000	19.5%	0	-100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Privacy Management Program (PMP)	6,000	6,000	0.0%	0	-100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Active Transportation Plan	75,000	37,500	-50.0%	37,500	-50.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OCP Review & Update	10,000	14,098	41.0%	0	-100.0%	0	0	60,000	0	0	0	0	65,000	0	0	0	0	70,000	70,000
Net Non-Reoccurring & Special Projects	0	0	0.0%	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	146,973	89,688	-39.0%	150,683	2.5%	142,843	153,643	124,119	94,436	103,465	110,874	120,938	99,814	107,493	116,262	126,032	137,967	118,159	220,838
Vehicle & Equipment Capital Reserve Fund	83,985	83,985	0.0%	86,104	2.5%	81,624	87,795	70,925	75,550	82,772	110,872	120,938	99,815	107,492	116,262	126,031	137,968	118,159	220,838
Transportation Infrastructure Reserve Fund	125,977	125,977	0.0%	129,156	2.5%	122,435	131,692	106,389	169,987	186,236	199,570	217,689	179,667	193,485	209,271	226,854	248,342	212,687	397,509
Financial Stabilization Reserve Fund	62,989	62,989	0.0%	64,578	2.5%	61,218	65,846	53,194	37,775	41,385	22,173	24,188	19,964	21,497	23,252	25,206	27,594	23,632	44,168
Transfer of Interest to Reserves/Surplus	140,837	195,197	38.6%	192,449	36.6%	196,298	200,224	204,228	208,312	212,478	216,728	221,063	225,484	229,994	234,594	239,286	244,071	248,953	253,931
Transfer to General Fund Surplus	20,000	20,000	0.0%	15,000	-25.0%	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Total Transfers to Reserves & Surplus	580,761	577,836	-0.5%	637,970	9.9%	619,418	654,200	573,855	601,060	641,336	675,217	719,816	639,744	674,961	714,641	758,409	810,942	736,590	1,152,284
FINANCIAL PLAN BALANCE	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Appendix “B” - Water Operating Fund Long-Term (2025 – 2039) Financial Plan

VILLAGE OF BELCARRA WATER OPERATING FUND 15-YEAR (2025 - 2039) FINANCIAL PLAN

Page 1 of 2		Budget 2024	Estimated Year-End 2024	% change from 2024 Budget	Draft Budget 2025	% change from 2024 Budget	Plan 2026	Plan 2027	Plan 2028	Plan 2029	Plan 2030	Plan 2031	Plan 2032	Plan 2033	Plan 2034	Plan 2035	Plan 2036	Plan 2037	Plan 2038	Plan 2039
Regular Operating Revenues																				
<u>User Fees, Charges & Interest</u>																				
Water Annual Fees	460,786	458,827	-0.4%	483,825	5.0%	508,016	533,417	560,088	588,092	617,497	648,372	680,791	714,831	750,573	788,102	827,507	868,882	912,326	912,326	
Water System Connection Fees/Other	3,750	1,800	-52.0%	2,250	-40.0%	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750
Interest Income	4,873	10,763	120.9%	10,000	105.2%	10,400	10,816	11,249	11,699	12,167	12,654	13,160	13,686	14,233	14,802	15,394	16,010	16,650	17,316	
<u>User Fees, Charges & Interest</u>	469,409	471,390	0.4%	496,075	5.7%	522,166	547,983	575,087	603,541	633,414	664,776	697,701	732,267	768,556	806,654	846,651	888,642	932,726	933,392	
Total Regular Operating Revenues	469,409	471,390	0.4%	496,075	5.7%	522,166	547,983	575,087	603,541	633,414	664,776	697,701	732,267	768,556	806,654	846,651	888,642	932,726	933,392	
Regular Operating Expenses																				
<u>Administration</u>																				
Allocation of Centralized Support	182,803	178,128	-2.6%	188,778	3.3%	205,304	208,035	225,959	233,140	240,639	244,957	250,250	270,162	280,691	285,638	293,107	299,591	323,747	237,715	
Other (Environmental Monitoring & Lease)	277	277	0.0%	277	0.0%	277	277	277	277	277	277	277	277	277	277	277	277	277	277	
<u>Allocation of Centralized Cost/Other</u>	183,080	178,405	-2.6%	189,055	3.3%	205,581	208,312	226,236	233,417	240,916	245,234	250,527	270,439	280,968	285,915	293,384	299,868	324,024	237,992	
<u>Water Purchases & Conveyance</u>	113,605	113,224	-0.3%	120,840	6.4%	123,545	126,313	129,145	132,043	135,009	138,044	141,149	144,327	147,579	150,907	154,313	157,799	161,367	165,018	
<u>Water Systems Operations</u>																				
Public Works	60,686	64,736	6.7%	63,196	4.1%	65,047	66,955	98,423	101,328	104,322	107,405	110,577	144,754	149,046	153,466	158,018	162,702	199,842	238,097	
Utilities & Scada	10,350	17,033	64.6%	14,208	37.3%	14,479	14,755	15,037	15,323	15,614	15,912	16,215	16,525	16,841	17,164	17,492	17,826	18,167	18,515	
Water Mains Repair & Maintenance	5,255	0	>100.0%	0	-100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Station Repair & Maintenance	14,160	4,157	-70.6%	13,741	-3.0%	14,015	14,296	14,582	14,874	15,171	15,474	15,783	16,099	16,420	16,749	17,084	17,426	17,774	18,129	
Reservoir Repair & Maintenance	1,125	0	>100.0%	1,148	2.0%	1,171	1,194	1,218	1,242	1,267	1,292	1,318	1,344	1,371	1,398	1,426	1,455	1,484	1,514	
Materials & Equipment	5,100	10,370	103.3%	8,570	68.0%	8,741	8,916	9,094	9,276	9,461	9,650	9,843	10,040	10,241	10,446	10,655	10,868	11,086	11,307	
<u>Water Systems Operations</u>	96,676	96,296	-0.4%	100,863	4.3%	103,453	106,116	138,354	142,043	145,835	149,733	153,736	188,762	193,919	199,223	204,675	210,277	248,353	287,562	
Total Regular Operating Expenses	393,361	387,925	-1.4%	410,758	4.4%	432,579	440,741	493,735	507,503	521,760	533,011	545,412	603,528	622,466	636,045	652,372	667,944	733,744	690,572	
Surplus Before Debt & Transfers	(76,048)	(83,465)	9.8%	(85,317)	12.2%	(89,587)	(107,242)	(81,352)	(96,038)	(111,654)	(131,765)	(152,289)	(128,739)	(146,090)	(170,609)	(194,279)	(220,698)	(198,982)	(242,820)	

**VILLAGE OF BELCARRA WATER OPERATING FUND
15-YEAR (2025 - 2039) FINANCIAL PLAN**

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	Budget 2024	Estimated Year-End 2024	% change from 2024 Budget	Draft Budget 2025	% change from 2024 Budget	Plan 2026	Plan 2027	Plan 2028	Plan 2029	Plan 2030	Plan 2031	Plan 2032	Plan 2033	Plan 2034	Plan 2035	Plan 2036	Plan 2037	Plan 2038	Plan 2039
Long-Terms Debt Payments/Transfers (Funded by Parcel Taxes & Transfer)																			
Long-Term Debt Interest Expense	150,561	150,561	0.0%	150,561	0.0%	150,561	150,561	150,561	150,561	150,561	150,561	150,561	150,561	150,561	150,561	150,561	150,561	150,561	150,561
Debt Principle Payment	119,002	119,002	0.0%	119,002	0.0%	119,002	119,002	119,002	119,002	119,002	119,002	119,002	119,002	119,002	119,002	119,002	119,002	119,002	119,002
Parcel tax	(267,617)	(266,506)	-0.4%	(267,617)	0.0%	(267,617)	(267,617)	(267,617)	(267,617)	(267,617)	(267,617)	(267,617)	(267,617)	(267,617)	(267,617)	(267,617)	(267,617)	(267,617)	(267,617)
Transfer from Water Debt Repayment Reserve	(1,946)	(1,946)	0.0%	(1,946)	0.0%	(1,946)	(1,946)	(1,946)	(1,946)	(1,946)	(1,946)	(1,293)	0	0	0	0	0	0	0
Total Net Long-Term Debt	0	1,111	0.0%	0	0.0%	0	0	0	0	0	0	653	1,946	1,946	1,946	1,946	1,946	1,946	1,946
Transfers to Reserve Funds & Surplus																			
Transfer To Water Capital Reserve	68,638	74,944	9.2%	70,859	3.2%	69,800	87,114	50,870	65,189	80,424	100,140	119,601	94,334	111,244	135,306	158,501	184,428	162,202	205,510
Transfer to Vehicle & Equipment Reserve	1,200	1,200	0.0%	1,224	2.0%	1,248	1,273	1,298	1,324	1,350	1,377	1,405	1,433	1,462	1,491	1,521	1,551	1,582	1,614
Transfer of Interest to Reserves	1,210	1,210	0.0%	8,234	580.5%	8,539	8,855	9,184	9,525	9,880	10,248	10,630	11,026	11,438	11,866	12,311	12,773	13,252	13,750
Transfer to Water Operating Fund Surplus	5,000	5,000	0.0%	5,000	0.0%	10,000	10,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Transfers to Reserve Funds & Surplus	76,048	82,354	8.3%	85,317	12.2%	89,587	107,242	81,352	96,038	111,654	131,765	151,636	126,793	144,144	168,663	192,333	218,752	197,036	240,874
FINANCIAL PLAN BALANCE	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Appendix “C” - WARD Operating Fund Long-Term (2025 – 2039) Financial Plan

VILLAGE OF BELCARRA WASTE & RECYCLE DEPOT (WARD) OPERATING FUND 15-YEAR (2025 - 2039) FINANCIAL PLAN

	Budget 2024	Estimated Year-End 2024	% change from 2024 Budget	Draft Budget 2025	% change from 2024 Budget	Plan 2026	Plan 2027	Plan 2028	Plan 2029	Plan 2030	Plan 2031	Plan 2032	Plan 2033	Plan 2034	Plan 2035	Plan 2036	Plan 2037	Plan 2038	Plan 2039
REGULAR OPERATING REVENUES																			
FEEES & CHARGES																			
Waste & Recycling Annual Fee & Tags	206,024	205,710	-0.2%	247,063	19.9%	284,001	295,342	307,136	319,402	332,158	345,424	359,220	373,568	388,489	404,006	420,144	436,926	454,380	472,531
Permits & Licences	100	50	-50.0%	100	0.0%	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Fees & Charges	206,124	205,760	-0.2%	247,163	19.9%	284,101	295,442	307,236	319,502	332,258	345,524	359,320	373,668	388,589	404,106	420,244	437,026	454,480	472,631
Interest Income	1,530	4,000	161.4%	0	-100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Regular Operating Revenues	207,654	209,760	1.0%	247,163	19.0%	284,101	295,442	307,236	319,502	332,258	345,524	359,320	373,668	388,589	404,106	420,244	437,026	454,480	472,631
REGULAR OPERATING EXPENSES																			
Allocation of Centralized Support	91,571	89,389	-2.4%	94,564	3.3%	102,842	104,210	113,189	116,786	120,543	122,706	125,357	135,332	140,606	143,084	146,825	150,074	162,174	119,078
OPERATIONS & MAINTENANCE																			
Public Works	6,695	7,142	6.7%	6,971	4.1%	7,175	7,387	10,859	11,179	11,509	11,848	12,200	15,969	16,443	16,931	17,433	17,950	22,047	26,267
Utilities	500	720	44.0%	520	4.0%	541	563	586	609	633	658	684	711	739	769	800	832	865	900
Depot Operations	41,179	48,768	18.4%	45,614	10.8%	46,527	47,458	48,406	49,375	50,363	51,370	52,398	53,446	54,514	55,605	56,718	57,852	59,009	60,189
Materials & Equipment	5,841	4,893	-16.2%	5,958	2.0%	6,078	6,199	6,323	6,450	6,579	6,710	6,844	6,981	7,121	7,264	7,409	7,558	7,710	7,864
Processing & Hauling Expense	71,486	80,882	13.1%	81,213	13.6%	84,445	87,806	91,301	94,936	98,716	102,646	106,733	110,983	115,402	119,998	124,777	129,747	134,915	140,289
WARD Operations	125,701	142,405	13.3%	140,276	11.6%	144,766	149,413	157,475	162,549	167,800	173,232	178,859	188,090	194,219	200,567	207,137	213,939	224,546	235,509
Total Regular Operating Expenses	217,272	231,794	6.7%	234,840	8.1%	247,608	253,623	270,664	279,335	288,343	295,938	304,216	323,422	334,825	343,651	353,962	364,013	386,720	354,587
(SURPLUS) DEFICIT BEFORE OTHER REVENUE/EXPENSES & TRANSFERS	9,618	22,034	129.1%	(12,323)	-228.1%	(36,493)	(41,819)	(36,572)	(40,167)	(43,915)	(49,586)	(55,104)	(50,246)	(53,764)	(60,455)	(66,282)	(73,013)	(67,760)	(118,044)
TRANSFERS TO (FROM) RESERVES & SURPLUS & INTERNAL LOAN REPAYMENT																			
Transfer to Vehicle & Equipment Reserve	1,200	0	-100.0%	0	-100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer of Interest to WARD Surplus	1,530	0	-100.0%	0	-100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Internal Loan Repayment	0	0	0.0%	5,000	>100.0%	5,000	5,000	5,000	5,000	0	0	0	0	0	0	0	0	0	0
Transfer (from) WARD Surplus to Offset Operating Deficits & Transfer to Reserve	(12,348)	(22,034)	78.4%	7,323	-159.3%	31,493	36,819	31,572	35,167	43,915	49,586	55,104	50,246	53,764	60,455	66,282	73,013	67,760	118,044
TOTAL TRANSFERS TO (FROM) RESERVES & SURPLUS	(9,618)	(22,034)	129.1%	12,323	-228.1%	36,493	41,819	36,572	40,167	43,915	49,586	55,104	50,246	53,764	60,455	66,282	73,013	67,760	118,044
FINANCIAL PLAN BALANCE	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Appendix “D” Comparative Benchmarks

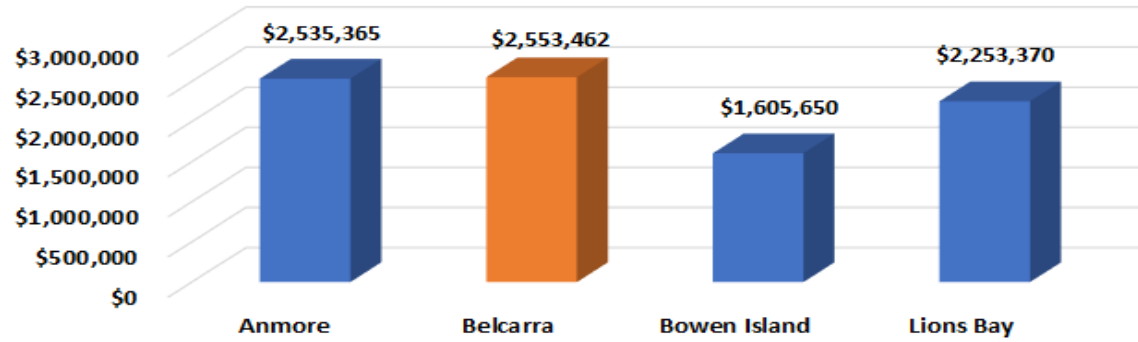
The comparisons or benchmarks presented here are for discussion purposes during budget deliberations. When viewing the data, it is important to remember that each community is unique in terms of its assessment base, its geography, its budgetary demands, etc. In other words, no two (2) communities are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

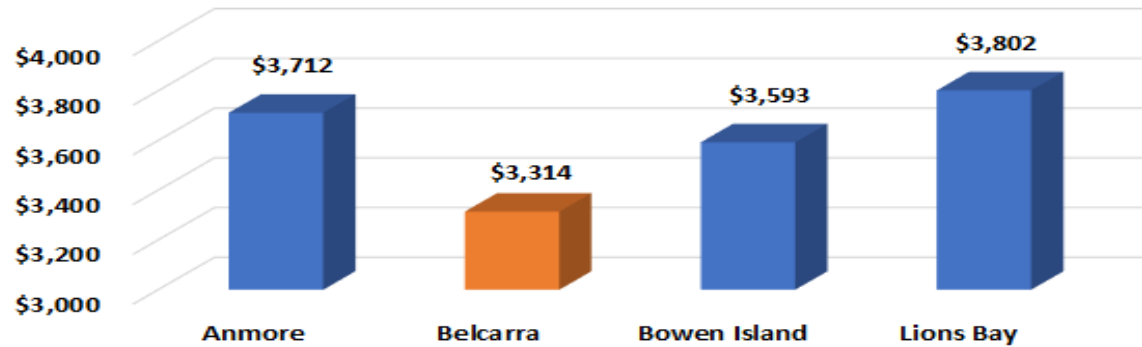
This statistical data is published by the Ministry of Community, Sport and Cultural Development (Ministry) annually and is referred to as “Local Government Statistics”. The value of a representative house in Belcarra for 2024, was \$ 1,941,000; however, this value is artificially low as it is impacted by water lot values on specific properties. The true value of a representative home in Belcarra for 2024 is \$2,553,462 after 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 the benchmark comparisons below.

**2024
Representative House Value**

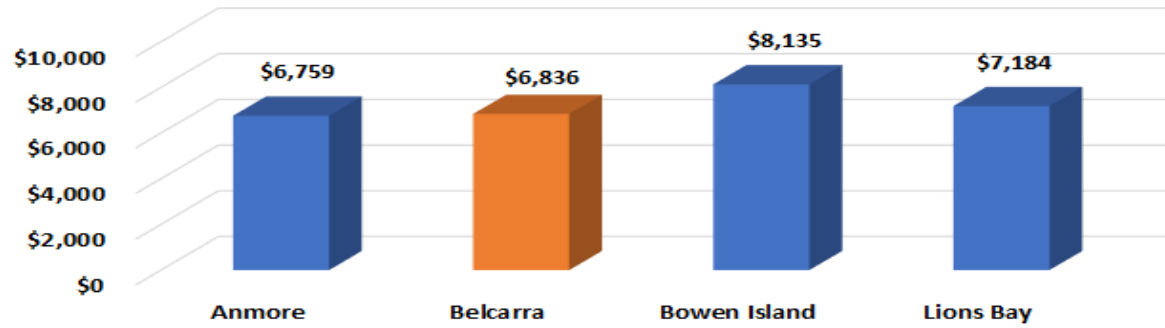


BC Local Government Statistics - 2024 with house value/taxes in Belcarra increased based on impact of water lots

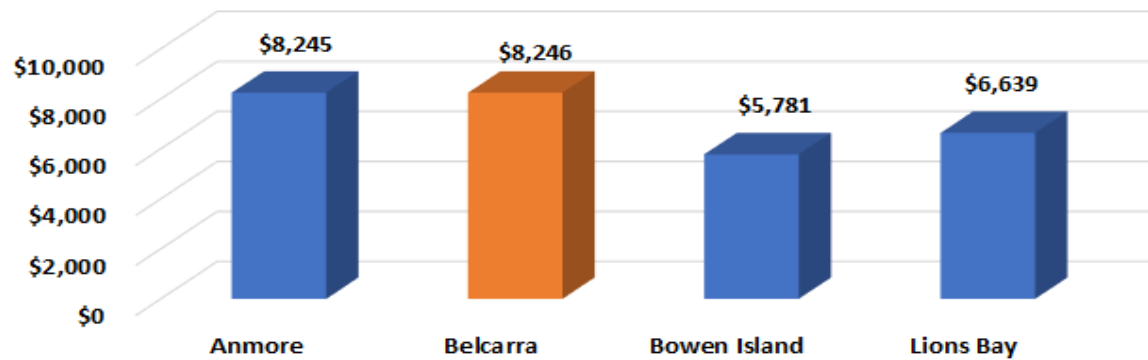
**2024
General Municipal Taxes
(based on representative house)**



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



2024
Total Property Taxes
(based on representative house)



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

