



Regional District of **Kitimat-Stikine**

Draft 2021-2025 Financial Plan

Public Input Meeting February 26, 2021

Yvonne Koerner, CPA,CMA,MBA Chief Financial Officer

Marc Schibli, CPA, BA Deputy Chief Financial Officer

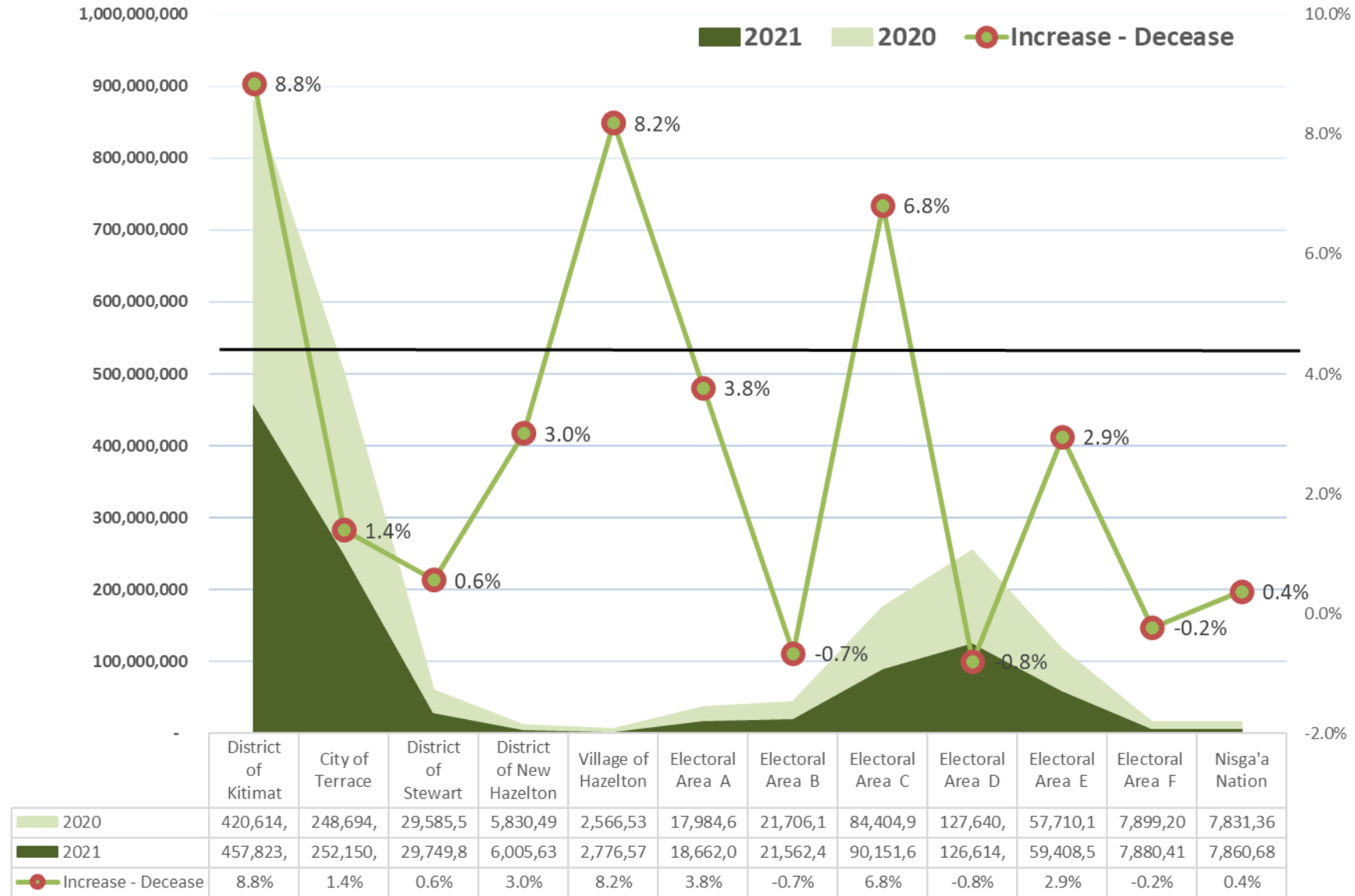
Agenda

- Review of Tax Assessments
- 2020 Year End
- COVID Restart Grant
- 2021-2025 Financial Plan
 - Requisitions by Service Type
 - Capital Plans
 - Reserves Update
- Next Steps

Tax Assessments

This is the roll published Jan 1, 2021. Challenges of assessments can be made until January 31, 2021. The March updated roll will be used for actual requisition calculations.

2021 Converted Assessments



2020 Year to Date

Updated surplus for 2020 \$6.4 million

- COVID Restart Grant \$559,000
- Northern Capital and Planning Grant \$1,262,000
- Increased Revenues from Solid Waste Tipping
- Increased IT projects, delayed renovations and feasibility projects
- Delayed capital projects affected reserve transfers
- Dease Lake office closed after March opening
- Staffing changes, vacancies

2021-2025 Financial Plan

- Objectives of the Strategic Plan
- Recommendations coming from the service review
- Minimize tax increases
- Use of contingency funds
- Use of reserve funds
- Use of Gas Tax
- Asset Management

Budget 2021 Regional Total Requisition

	2020 Amended	2021	Increase	
Requisition & Parcel Tax	\$ 10,242,097	\$ 10,300,589	\$ 58,492	0.6%
Total Revenue	\$ 26,135,786	\$ 29,491,206	\$ 3,355,420	13%
% of Revenue	39.2%	34.9%		

- Total requisition including parcel taxes for all services is \$10,300,589 for an increase of .6% while the budget is increasing 13%.
- In 2021, 34.9% of all spending is to be funded by the requisition
- The remainder is funded by user fees, grants, reserves and surplus

General Government

Requisition	2020	2021	2022	2023	2024	2025
General - All	\$ 1,058,566	\$ 1,058,566	\$ 1,088,050	\$ 1,088,050	\$ 1,113,673	\$ 1,113,673
General - Electoral	\$ 39,707	\$ 6,768	\$ 64,100	\$ 64,100	\$ 64,100	\$ 64,100
Feasibility	\$ 58,020	\$ 58,020	\$ 58,020	\$ 58,020	\$ 58,020	\$ 58,020
Total General Government	\$ 1,156,293	\$ 1,123,354	\$ 1,210,170	\$ 1,210,170	\$ 1,235,793	\$ 1,235,793
Change		-\$ 32,939				
		-2.8%				

- Board Expenditures – remuneration, board meeting travel,
- Administration – staff, contract HR, professional fees, training, recruitment
- General Operating Expenditures
- Memberships - FCM, UBCM, NCLGA, LGMA, GFOA
- Reduced lease revenue
- Includes Grant in Aid, Regional Trust, and RBA funds
- Establishment of Scholarship included

General Government

	2020	2021	2022	2023	2024	2025
Fleet		\$ 60,000				
Building Renovation		\$ 150,000				
IT -Asset Management		\$ 18,300	\$ 38,800	\$ 90,050	\$ 40,050	\$ 74,600
IT - Virtual Meetings Remote Access	\$ 123,886	\$ 15,500				
IT - Finance & Records Management Software		\$ 160,000	\$ 100,000			
Total General Government	\$ 123,886	\$ 403,800	\$ 138,800	\$ 90,050	\$ 40,050	\$ 74,600

- Vehicles not purchased in 2020 now planned for 2021
- Plans to expand into the remainder of the second floor
- Detailed IT plans are now in place

Environmental Development

Requisition	2020	2021	2022	2023	2024	2025
Planning Services	\$ 592,467	\$ 592,467	\$ 592,467	\$ 592,467	\$ 592,467	\$ 592,467
Economic Development Cor	\$ 64,473	\$ 43,070	\$ 43,070	\$ 43,070	\$ 43,070	\$ 43,070
Noise, Nuisance, Unsightly	\$ 10,496	\$ 7,725	\$ 32,750	\$ 32,750	\$ 32,750	\$ 32,750
House Numbering	\$ 8,631	\$ 8,631	\$ 9,636	\$ 9,636	\$ 9,636	\$ 9,636
Total Developmental	\$ 676,067	\$ 651,893	\$ 677,923	\$ 677,923	\$ 677,923	\$ 677,923
Change		-\$ 24,174				
		-3.6%				

- **2021 Planning Projects** (\$220K from Planning Reserve)
 - Thornhill Subdivision Control and Servicing Bylaw Update
 - Thornhill Zoning Bylaw Update
 - Thornhill Water and Sewer Master Plan Study
- New Deputy Director of Planning

Feasibility

Lakelse Jackpine Septic Tank Management	\$50,000
Two Mile Water / Sewer Study	\$210,000
Solid Waste Management Plan	\$100,000
Area C Dog Control Pilot	\$20,000
Copperside Water Review	\$20,000
Dease Lake Water	\$170,000
Granite Creek	\$20,000

- Funded with Reserve, Grants and Surplus

Environmental Development

Capital	2020	2021	2022	2023	2024	2025
Telgraph Creek Dock	\$ 90,571	\$ 285,000				
Total Developmental	\$ 90,571	\$ 285,000	\$ -	\$ -	\$ -	\$ -

- Dock being funded fully by an Investing in Canada Infrastructure Program Grant for Rural and Northern Communities

Protective Services

Requisition	2020	2021	2022	2023	2024	2025
Preparation for Emergencies	\$ 162,979	\$ 44,280	\$ 44,280	\$ 44,280	\$ 44,280	\$ 44,280
Emergency Measures	\$ 294,360	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
South Hazelton Fire	\$ 22,000	\$ 22,000	\$ 31,500	\$ 31,500	\$ 31,500	\$ 31,500
Hazelton Rural Fire	\$ 50,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Dease Lake Fire	\$ 90,000	\$ 90,000	\$ 102,050	\$ 102,050	\$ 122,050	\$ 122,050
Skeena Fire Protection	\$ 1,037,053	\$ 1,147,293	\$ 1,147,293	\$ 1,147,293	\$ 1,147,293	\$ 1,147,293
Regional 911 Emergency Telephone System	\$ 626,901	\$ 706,695	\$ 706,695	\$ 706,695	\$ 706,695	\$ 706,695
Thornhill Dog Control	\$ 154,686	\$ 154,686	\$ 154,686	\$ 154,686	\$ 154,686	\$ 154,686
Total Protective Services	\$ 2,437,979	\$ 2,454,954	\$ 2,476,504	\$ 2,476,504	\$ 2,496,504	\$ 2,496,504
Change		\$ 16,975				
		0.7%				

- Services brought in house without increased costs
- Regional 911 Telephone Services increases. Upgrades coming in 2024

Protective Services

Capital	2020	2021	2022	2023	2024	2025
Mobile Satellite	\$ 93,509					
Duty Truck & Rescue Equipment	\$ 126,194				\$ 65,000	
4 Fire Apparatus		\$ 643,498	\$ 486,996	\$ 486,996	\$ 486,996	\$ 486,996
Dease Lake Fire			\$ 100,000			
Mandatory 911 GIS Upgrade					?	
Total Protective Services	\$ 219,703	\$ 643,498	\$ 586,996	\$ 486,996	\$ 551,996	\$ 486,996

- Mobile Satellite was purchased with NCPG funds in 2020
- Duty truck, equipment for new services purchased in 2020
- Four Apparatus being leased. Budget to arrive mid year. \$400k downpayment
- Regional 911 upgrades coming in 2024

Transportation

Requisition	2020	2021	2022	2023	2024	2025
Skeena Regional Transit	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Terrace Area Urban Transit	\$ 170,139	\$ 170,139	\$ 175,380	\$ 175,380	\$ 175,380	\$ 175,380
Hazelton Area Transit	\$ 59,975	\$ 73,406	\$ 73,406	\$ 73,406	\$ 73,406	\$ 73,406
Total Transit	\$ 280,114	\$ 293,545	\$ 298,786	\$ 298,786	\$ 298,786	\$ 298,786
Change		\$ 13,431				
		4.8%				

Transit Services – 3 Year contract with BC Transit

- Receive extra funding for Hwy 16
- Hazelton Area still in a deficit with 25% increase

Cultural Programs

Requisition	2020	2021	2022	2023	2024	2025
Terrace Library	\$ 235,864	\$ 235,864	\$ 235,864	\$ 235,864	\$ 235,864	\$ 235,864
Hazelton Library	\$ 99,840	\$ 124,800	\$ 137,117	\$ 137,117	\$ 124,665	\$ 124,665
Skeena Television	\$ 34,855	\$ 35,876	\$ 35,876	\$ 35,876	\$ 35,876	\$ 35,876
Heritage Register	\$ 13,901	\$ 13,901	\$ 13,901	\$ 13,901	\$ 13,901	\$ 13,901
Total Cultural	\$ 384,460	\$ 410,441				
Change		\$ 25,981				
		6.8%				

Hazelton Library Grant-in Aid

- Budget set by library Board
- Requested a 25% increase to \$124,800
- Temporary increase in 2022 and 2023 for projects

Skeena Television

- Increase in their 5-year plan

Recreation Services

Requisition	2020	2021	2022	2023	2024	2025
Thornhill Community Centre	\$ 108,000	\$ 108,000	\$ 108,000	\$ 108,000	\$ 108,000	\$ 108,000
South Hazleton Parks	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
Terrace Area Recreation and Cemetery	\$ 1,029,630	\$ 907,434	\$ 844,995	\$ 844,995	\$ 844,995	\$ 844,995
Thornhill Parks and Recreation	\$ 95,535	\$ 95,535	\$ 95,535	\$ 95,535	\$ 95,535	\$ 95,535
Upper Skeena Recreation Centre	\$ 285,773	\$ 324,023	\$ 324,023	\$ 324,023	\$ 324,023	\$ 324,023
Total Recreation	\$ 1,522,938	\$ 1,438,992	\$ 1,376,553	\$ 1,376,553	\$ 1,376,553	\$ 1,376,553
Change		-\$ 83,946				
		-5.5%				

Terrace Area Recreation and Cemetery

- Reduction as 2020 included an extra loan payment

Upper Skeena Recreation Centre

- Operating primary with donations

Recreation Services

Capital	2020	2021	2022	2023	2024	2025
Thornhill Community Centre Roof				\$ 150,000		
Thornhill Parks and Recreation Playground		\$ 35,000				
Thornhill Tennis Court - Resurface		\$ 40,000				
Terrace & Area Recreation & Cemetery	\$ 26,593	\$ 61,116	\$ 159,000	\$ 22,500	\$ 30,000	\$ 150,000
Upper Skeena Recreation Centre - Biomass	\$ 15,054	\$ 100,000				
Upper Skeena Recreation Centre - Building		\$ 300,000				
Total Recreation	\$ 41,647	\$ 536,116	\$ 159,000	\$ 172,500	\$ 30,000	\$ 150,000

- Terrace Area Recreation and Cemetery 5 year plan – some grant dependent
- Biomass and projects in Upper Skeena continue
- Two projects planned for Thornhill Parks

Environmental Services

Requisition	2020	2021	2022	2023	2024	2025
Terrace Area	\$ 1,150,000	\$ 1,265,000	\$ 1,290,300	\$ 1,318,106	\$ 1,342,428	\$ 1,369,277
Hazleton & Stewart	\$ 1,815,491	\$ 1,815,491	\$ 1,815,491	\$ 1,815,491	\$ 1,815,491	\$ 1,815,491
Total Solid Waste	\$ 2,967,511	\$ 3,082,512	\$ 3,107,813	\$ 3,135,620	\$ 3,159,943	\$ 3,186,793
Change		\$ 115,001				
		3.9%				

Terrace Area Solid Waste - Operations Contract being renewed with increases

Hazeltons and Stewart Solid Waste - On track to pay off deficit

New Solid Waste Management Plan expected to result in additional projects and cost

Environmental Services

Capital	2020	2021	2022	2023	2024	2025
Forceman Fencing		\$ 300,000				
Forceman Cell				\$ 2,700,000		
Fleet Vehicle		\$ 60,000				
Hazelton Landfill	\$ 38,327	\$ 160,000				
Meziadin Expansion	\$ 184,588					
Meziadin Wetlands		\$ 180,000				
Stewart - Diversion Hut	\$ 37,036	\$ 60,000				
Iskut Ground Wells		\$ 20,000				
Kitwanga						
Total Solid Waste	\$ 259,951	\$ 780,000	\$ -	\$ 2,700,000	\$ -	\$ -

- New cell for Forceman anticipated now for 2023
- Meziadin expansion complete
- Delays in 2020 moved projects to 2021, NCPG Funding in Hazeltons & Stewart

Environmental Services

Landfill Closure Reserve Review

PS 3280 Asset Retirement Obligations (ARO) effective on April 1, 2022.

		<i>Budget 2021</i>		
	Allocated Balance Dec 31 2020	<i>Transfer In</i>	<i>Transfer Out</i>	<i>Balance Dec 31 2021</i>
Terrace Area				
Thornhill	172,111	88,000	65000	195,111
Forceman	471,929	100,000		571,929
Rosswood	180,117	7,800		187,917
	-			-
Hazeltons Stewar	-			-
Iskut	165,647	20,000		185,647
Hazelton	32,500	32,500	-	65,000
Kitwanga	45,000	45,000	55000	35,000
Meziadin	218,416	10,000		228,416
	-			-
	1,285,720	303,300	120,000	1,469,020

* PS 3280 will affect buildings in addition to landfills. Full impact to the Regional District is being investigated.

Utility Systems

Requisition & Parcel Tax	2020	2021	2022	2023	2024	2025
Thornhill Water System	\$ 125,000	\$ 156,250	\$ 156,250	\$ 156,250	\$ 156,250	\$ 156,250
Terrace Rural Water	\$ 137,350	\$ 137,350	\$ 137,350	\$ 137,350	\$ 137,350	\$ 137,350
South Hazelton Water	\$ 126,482	\$ 126,482	\$ 126,482	\$ 126,482	\$ 126,482	\$ 126,482
Queensway Sewer	\$ -	\$ -				
Thornhill Core	\$ 190,850	\$ 190,850	\$ 190,850	\$ 190,850	\$ 190,850	\$ 190,850
Total Utilities	\$ 579,682	\$ 610,932	\$ 610,932	\$ 610,932	\$ 610,932	\$ 610,932
Change		\$ 31,250				
		5.4%				

- **Thornhill Water System** includes 25% increase to requisition
- Thornhill Water System and Queensway Sewer ending the year in deficit
- Public engagement for fees increases coming in 2021

Utility Systems

Capital	2020	2021	2022	2023	2024	2025
Thornhill Pumphouse #2	\$ -	\$ 150,000				
Thornhill Pumphouse #4					?	
South Hazelton Water - Weir		\$ 500,000				
Queensway Sewer		\$ 25,000				
Total Utilities	\$ -	\$ 675,000	\$ -	\$ -	\$ -	\$ -

- Projects all to be funded with NCPG funds

Reserves

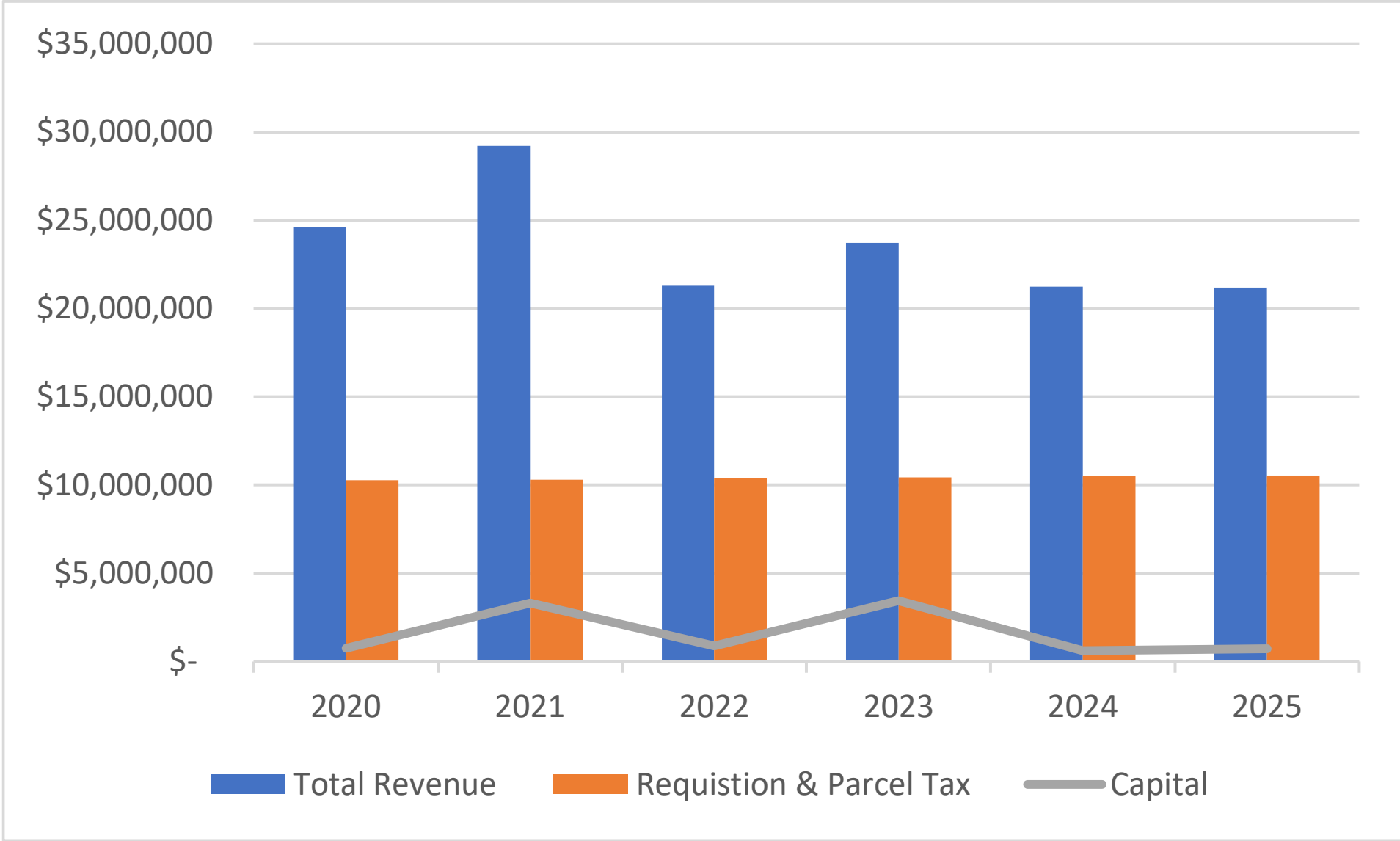
		2021	2021		
	31-Dec-20	IN	OUT	31-Dec-21	
101 - General Government	\$ 500,000			\$ 500,000	Internal
105 - Feasibility	\$ 498,021	\$ 40,000	\$ 392,318	\$ 145,703	
120 - Skeena Fire Protection	\$ 1,223,806	\$ 330,000	\$ 643,498	\$ 910,308	
123 - Dease Lake Fire Protection	\$ 100,000	\$ 10,000		\$ 110,000	
124 - Hazeltons Fire Protection	\$ 100,000	\$ 33,000		\$ 133,000	
126 - Regional 911	\$ 50,000			\$ 50,000	
127 - Emergency Measures	\$ 5,000	\$ 330,000		\$ 335,000	
139 - Hazelton Area Transit	\$ 100,000			\$ 100,000	Internal
144 - Terrace Area Solid Waste	\$ 100,000	\$ 2,000,000		\$ 2,100,000	
145 - Hazelton Area Solid Waste	\$ 240,000		\$ 240,000	\$ -	
160 - Planning Services	\$ 262,000		\$ 220,192	\$ 41,808	
170 - Thornhill Community Centre	\$ 100,000	\$ 60,000		\$ 160,000	
178 - Thornhill Parks	\$ 100,000			\$ 100,000	
186 - Telegraph Creek Port	\$ 160,000			\$ 160,000	
241 - Thornhill Water	\$ 700,000		\$ 150,000	\$ 550,000	Internal
243 - South Hazelton Water	\$ 500,000		\$ 500,000	\$ -	
340 - Queensway Sewer	\$ 400,000		\$ 25,000	\$ 375,000	Internal
242 - Terrace Rural Water System	\$ 100,000			\$ 100,000	
	\$ 5,238,827	\$ 2,803,000	\$ 2,171,008	\$ 5,870,819	

Capital Plan

	2021	2022	2023	2024	2025
Total General Government	\$ 403,800	\$ 138,800	\$ 90,050	\$ 40,050	\$ 74,600
Total Protective Services	\$ 643,498	\$ 586,996	\$ 486,996	\$ 551,996	\$ 486,996
Total Developmental	\$ 285,000	\$ -	\$ -	\$ -	\$ -
Total Recreation	\$ 536,116	\$ 159,000	\$ 172,500	\$ 30,000	\$ 150,000
Total Utilities	\$ 675,000	\$ -	\$ -	\$ -	\$ -
Total Solid Waste	\$ 780,000	\$ -	\$ 2,700,000	\$ -	\$ -
Total Capital Plan	\$ 3,323,414	\$ 884,796	\$ 3,449,546	\$ 622,046	\$ 711,596

- Feasibility studies expected to lead to further projects
- Solid Waste Management Plan projects to be identified

2021-2025 Financial Plan Summary

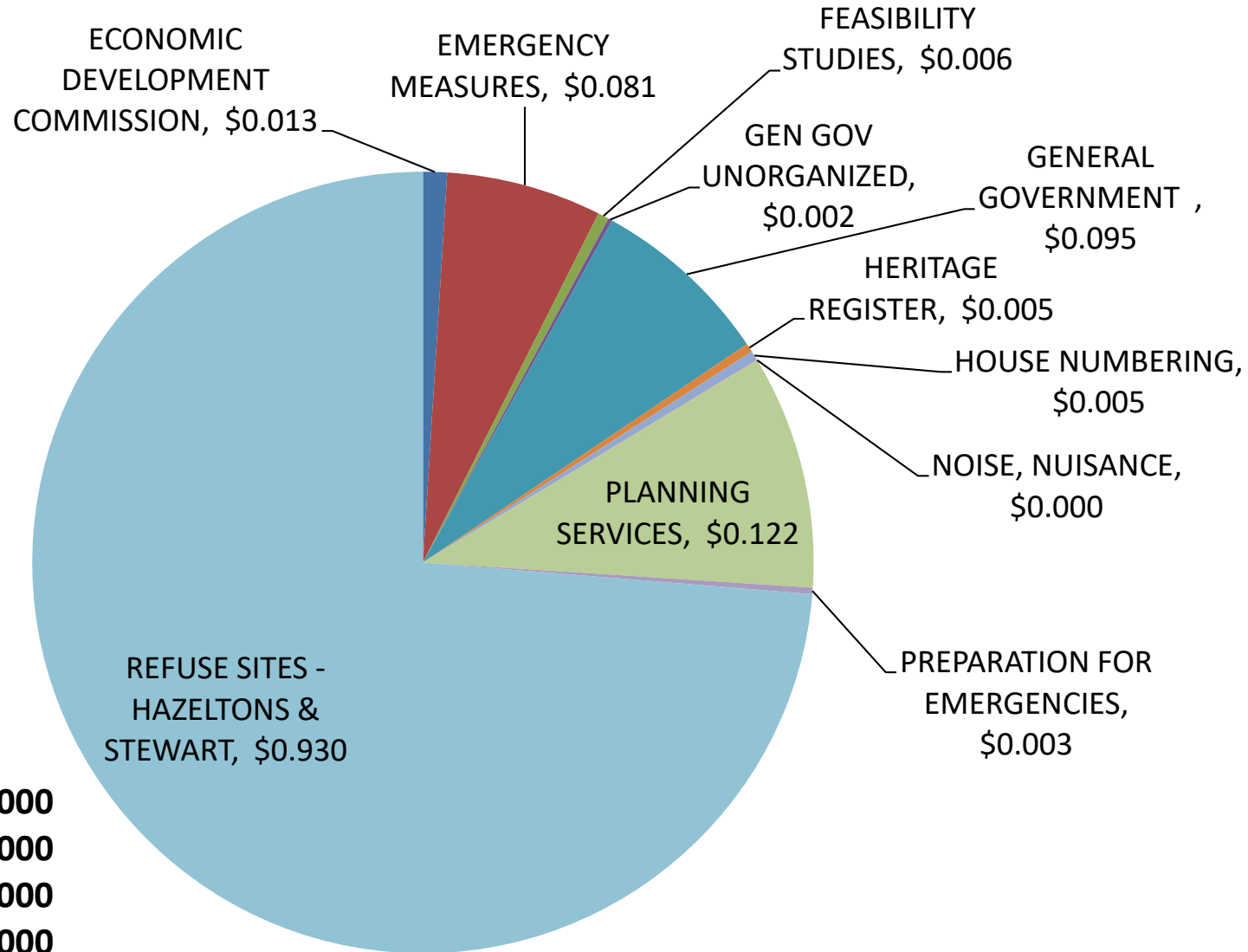


Impact by Area

Impact on \$100K House	General	LSA - Up to Max crease/(Decrease)			
Area A	\$ (10.98)	\$ -	\$ (10.98)		-5%
Area B	\$ (9.49)	\$ 72.97	\$ 63.49		12%
Area C	\$ (7.39)	\$ (0.11)	\$ (7.51)		3%
Area D	\$ (11.08)	\$ -	\$ (11.08)		-9%
Area E	\$ 3.06	\$ (7.98)	\$ (4.93)		2%
Area F	\$ (10.97)	\$ 3.24	\$ (7.73)		-3%

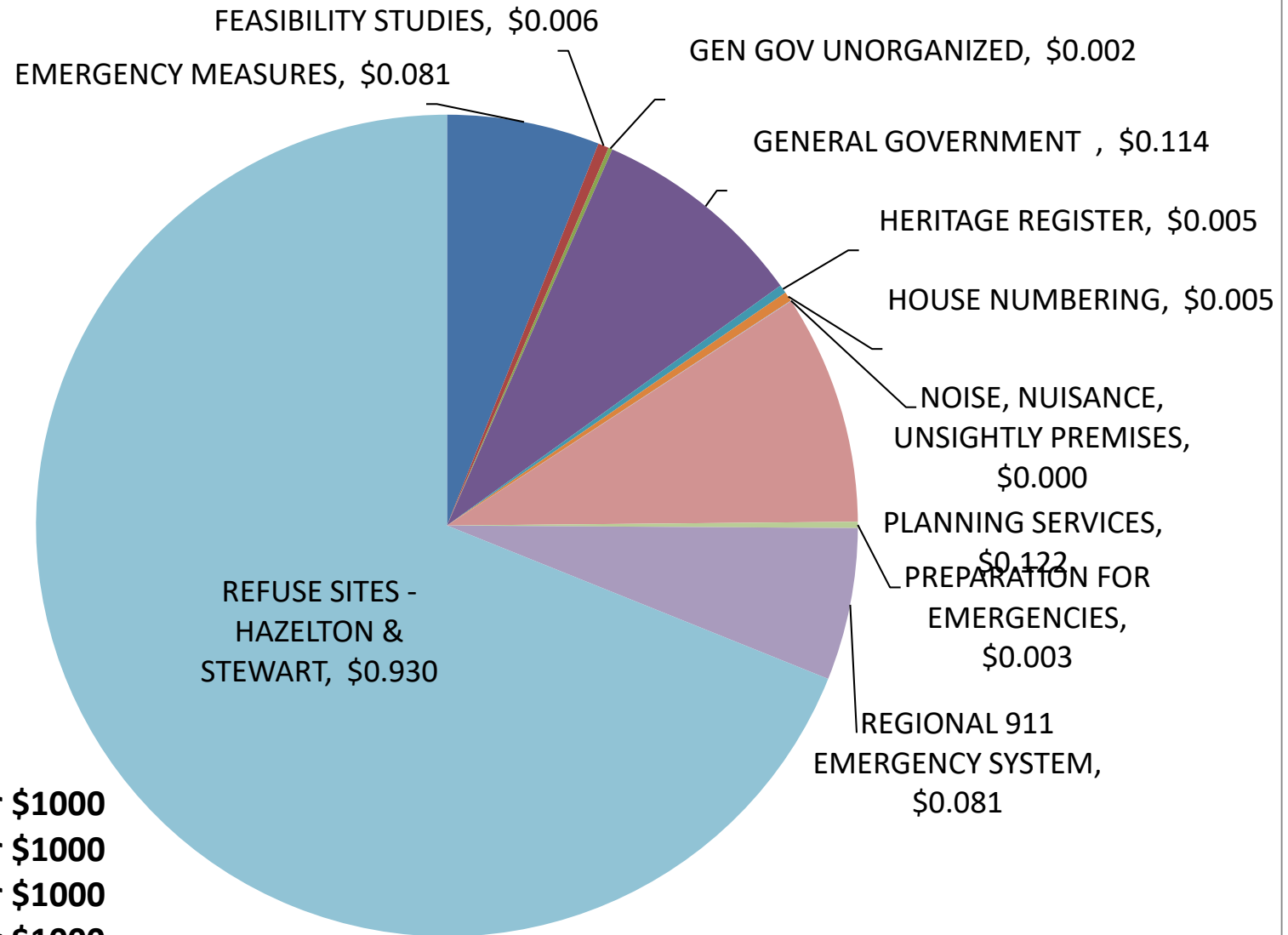
	2020 Requisition	2021 Requisition	Change	%
District of Kitimat	\$ 720,686	\$ 786,553	\$ 65,867	9%
City of Terrace	\$ 1,116,968	\$ 1,192,406	\$ 75,438	6%
District of Stewart	\$ 317,945	\$ 317,780	\$ (165)	-1%
District of New Hazelton	\$ 143,421	\$ 165,848	\$ 22,427	14%
Village of Hazelton	\$ 77,139	\$ 91,345	\$ 14,206	18%

REGIONAL DISTRICT OF KITIMAT STIKINE
GENERAL TAX RATE ELECTORAL AREA A
2021



2018 \$1.025 per \$1000
2019 \$1.165 per \$1000
2020 \$1.364 per \$1000
2021 \$1.262 per \$1000

**REGIONAL DISTRICT OF KITIMAT STIKINE
GENERAL TAX RATE ELECTORAL AREA B
2021**

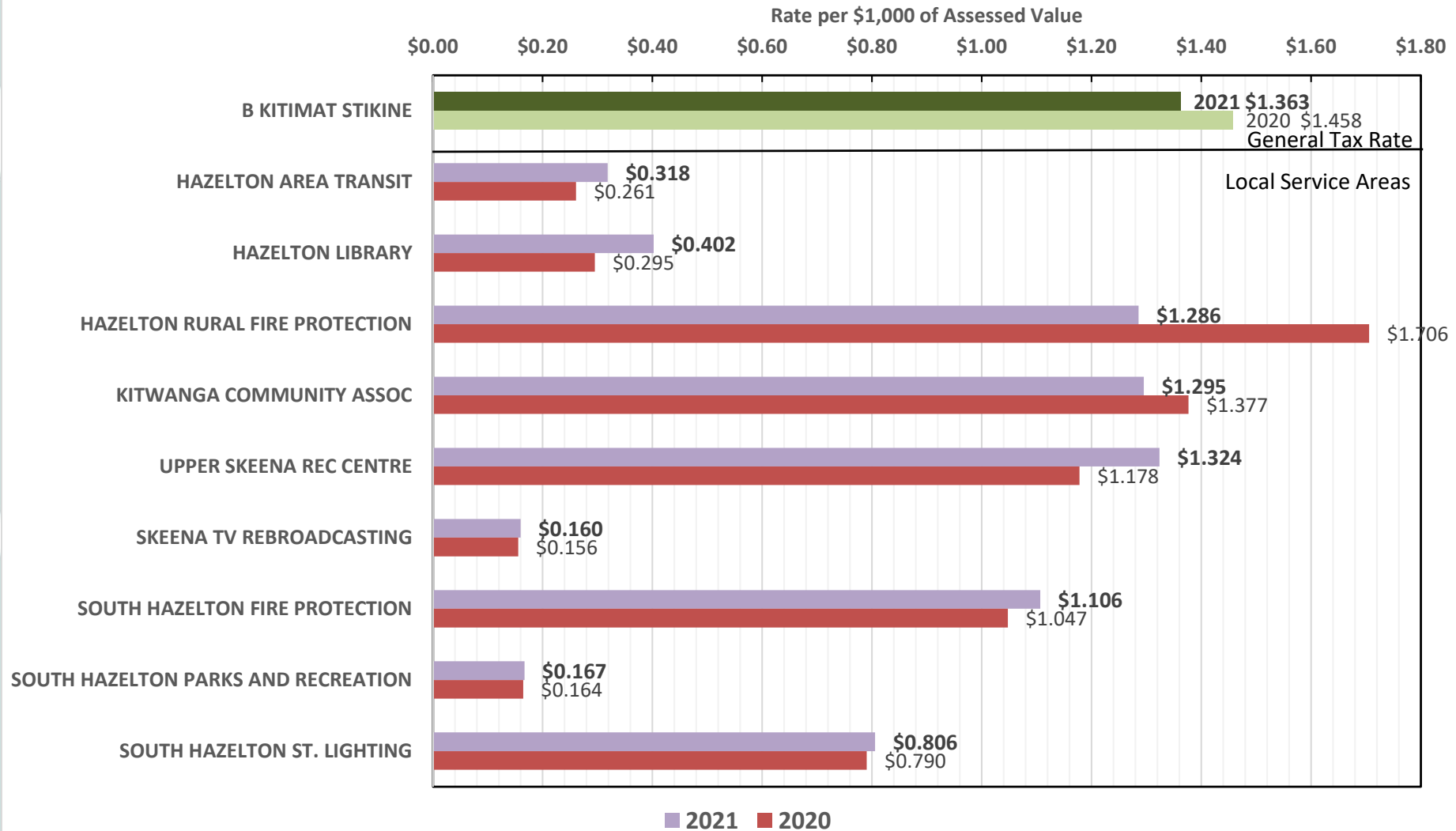


2018 \$1.120 per \$1000
2019 \$1.264 per \$1000
2020 \$1.449 per \$1000
2021 \$1.363 per \$1000

REGIONAL DISTRICT OF KITIMAT STIKINE

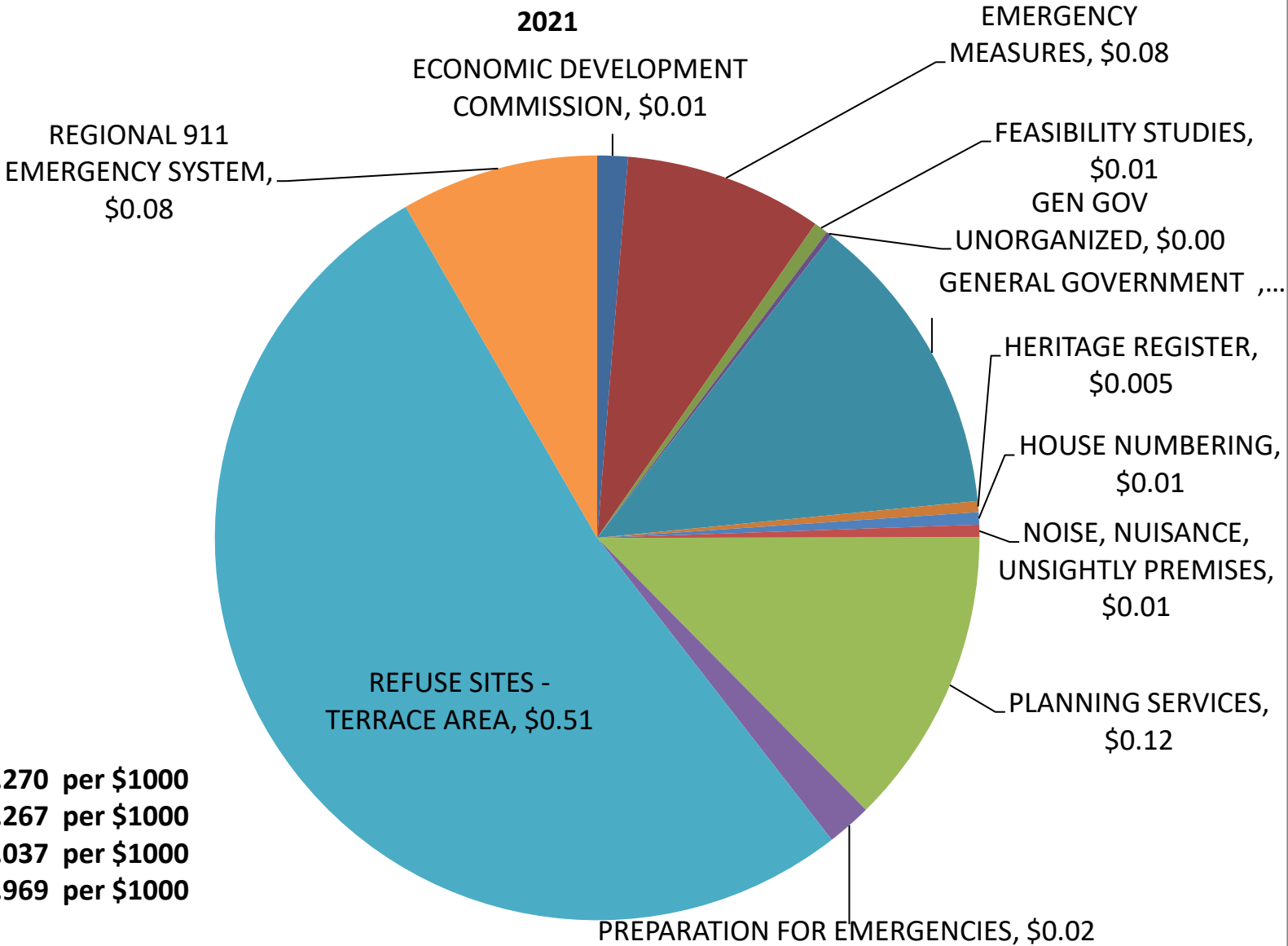
Electoral Area B

General Tax Rate & Local Service Area Rates (Not all pay for all Local Service Areas)



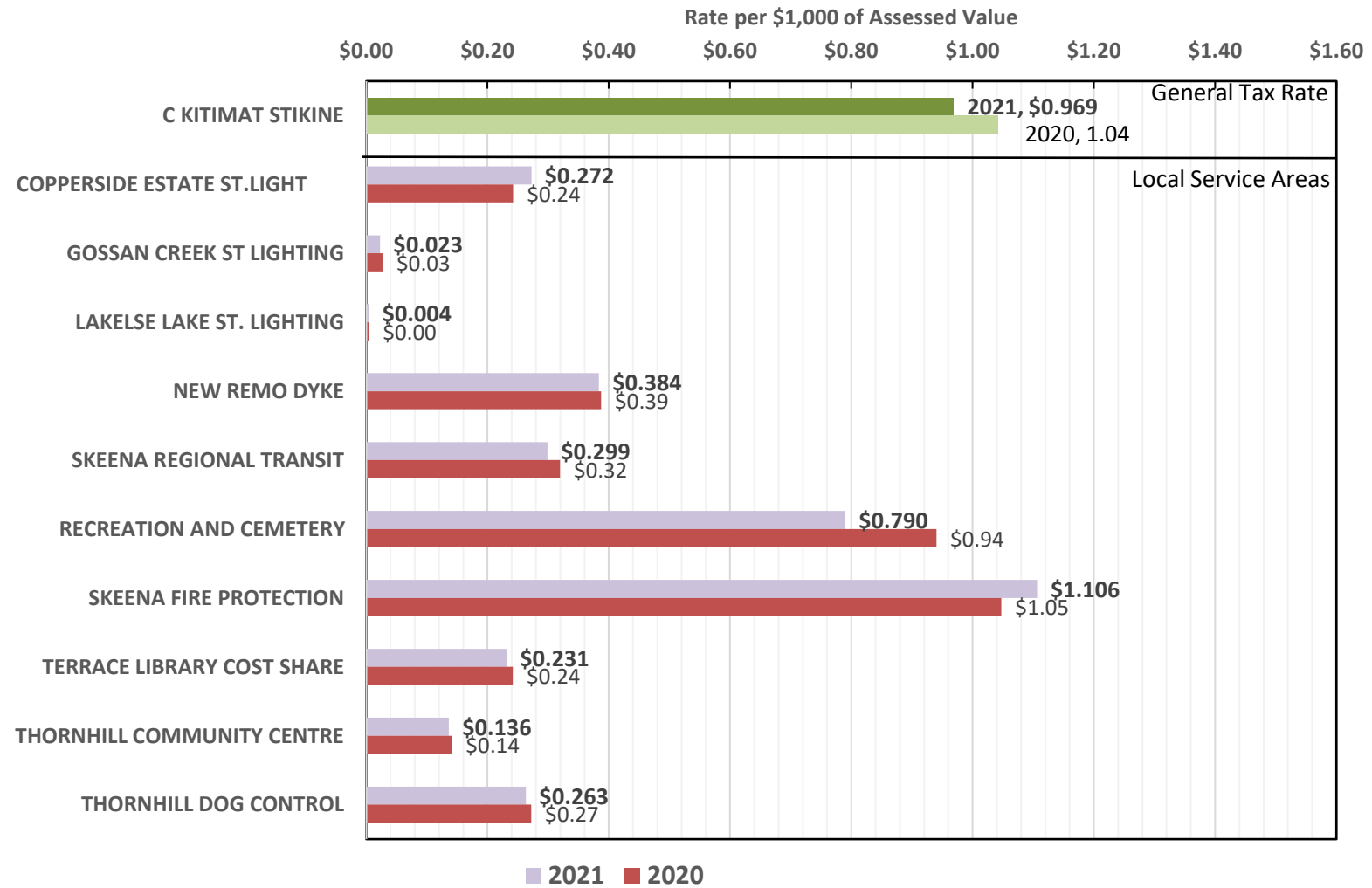
**REGIONAL DISTRICT OF KITIMAT STIKINE
GENERAL TAX RATE ELECTORAL AREA C**

2021

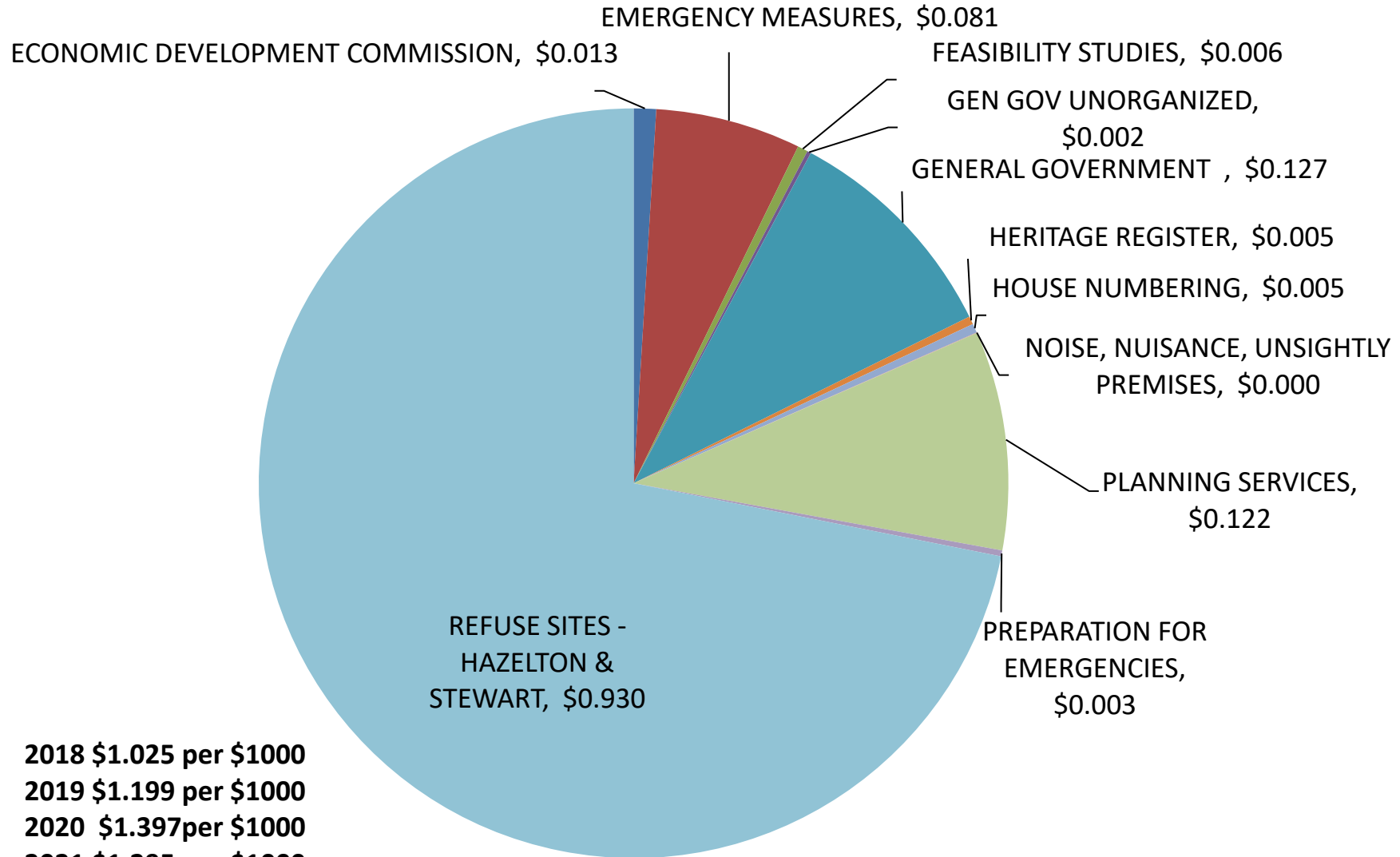


2018 \$1.270 per \$1000
2019 \$1.267 per \$1000
2020 \$1.037 per \$1000
2021 \$0.969 per \$1000

REGIONAL DISTRICT OF KITIMAT STIKINE
Electoral Area C
General Tax Rate & Local Service Area Rates
(Not all pay for all Local Service Areas)



**REGIONAL DISTRICT OF KITIMAT STIKINE
GENERAL TAX RATE ELECTORAL AREA D
2021**

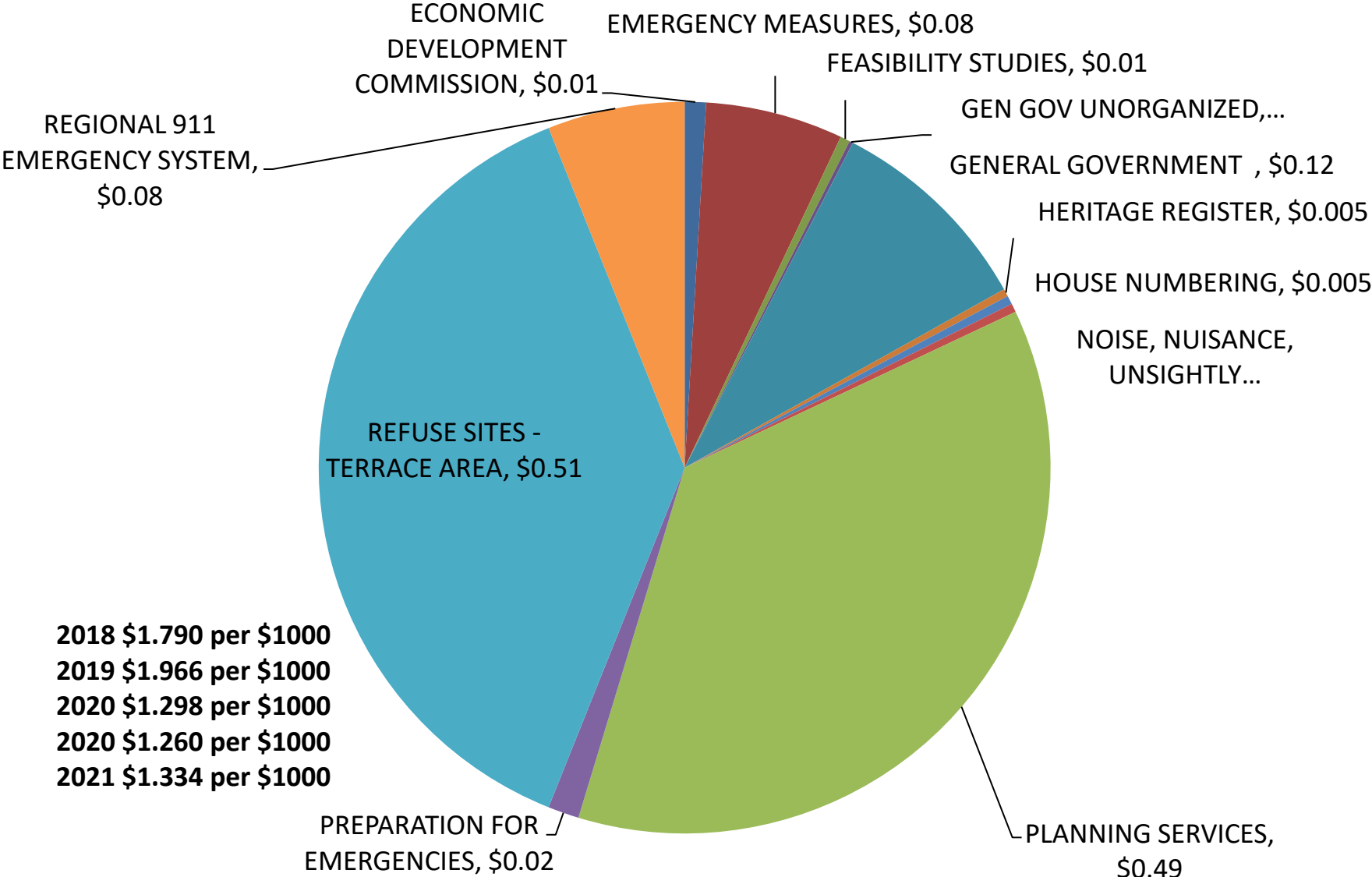


2018 \$1.025 per \$1000
2019 \$1.199 per \$1000
2020 \$1.397 per \$1000
2021 \$1.295 per \$1000

REGIONAL DISTRICT OF KITIMAT STIKINE

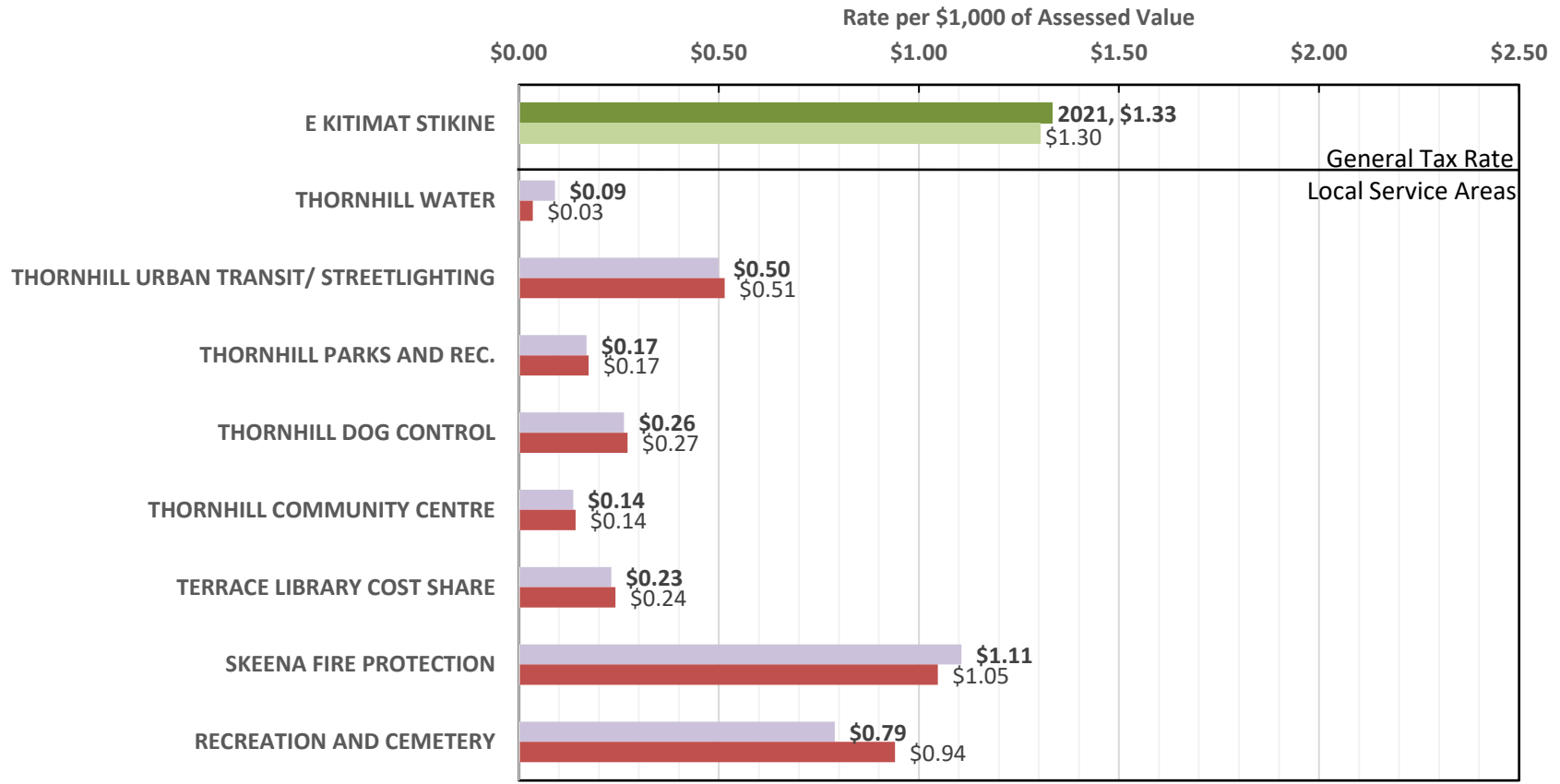
GENERAL TAX RATE ELECTORAL AREA E

2021



2018 \$1.790 per \$1000
2019 \$1.966 per \$1000
2020 \$1.298 per \$1000
2020 \$1.260 per \$1000
2021 \$1.334 per \$1000

REGIONAL DISTRICT OF KITIMAT STIKINE
Electoral Area E
General Tax Rate & Local Service Area Rates
(Not all pay for all Local Service Areas)



Note: Residential properties within the Thornhill Commercial Core Service Area have a charge on Land only, for \$12.33 per \$1000 of Assessed value.

REGIONAL DISTRICT OF KITIMAT STIKINE

GENERAL TAX RATE ELECTORAL AREA F

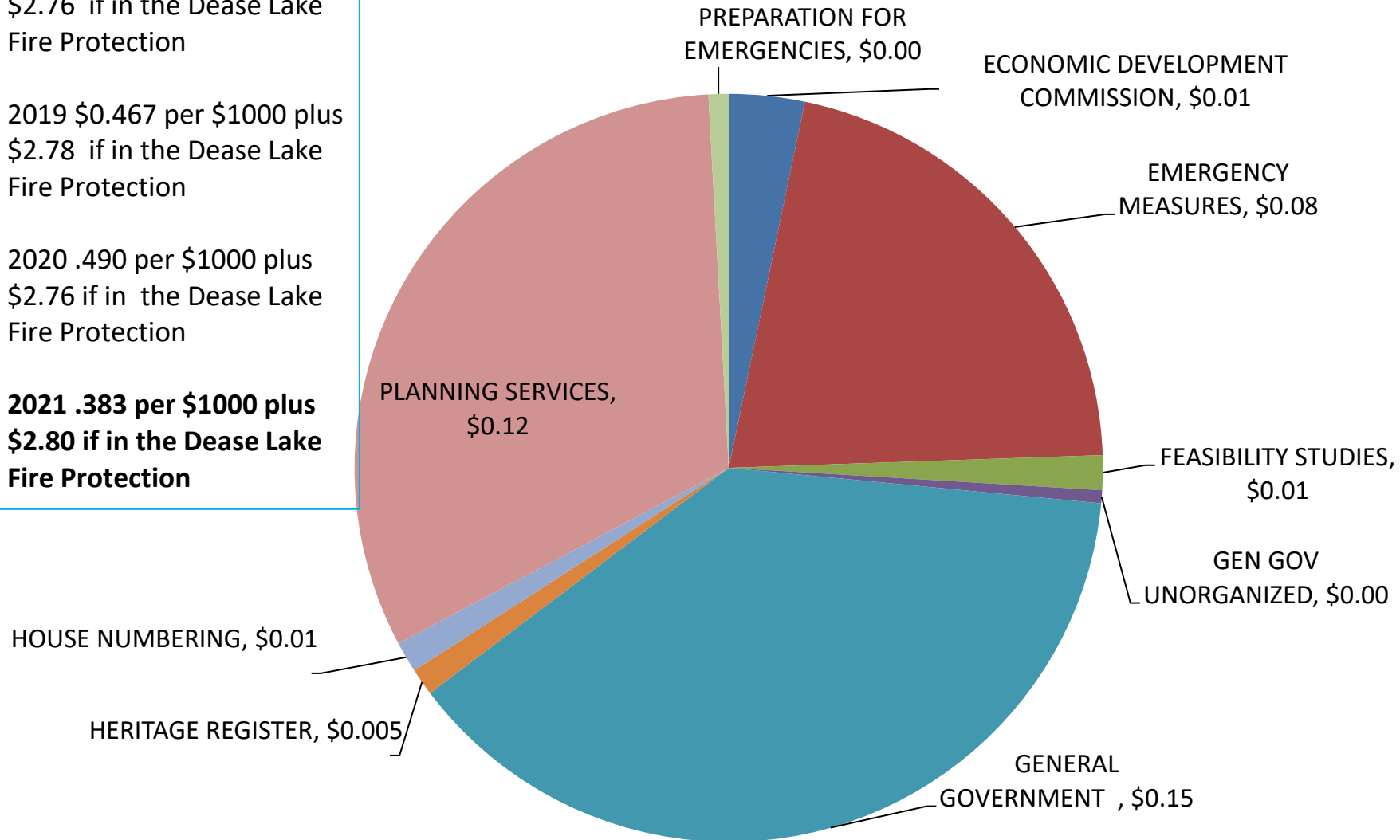
2021

2018 \$0.410 per \$1000 plus
\$2.76 if in the Dease Lake
Fire Protection

2019 \$0.467 per \$1000 plus
\$2.78 if in the Dease Lake
Fire Protection

2020 .490 per \$1000 plus
\$2.76 if in the Dease Lake
Fire Protection

**2021 .383 per \$1000 plus
\$2.80 if in the Dease Lake
Fire Protection**



Next steps

Recommendation:

That the Board authorize administration to prepare the 2021-2025 Financial Plan Bylaw for the March 22, 2021, Board meeting based on the attached draft, including recommendations resulting from the February 26, 2021 Public Input meeting with the understanding that public feedback will be provided and that year-end is not complete, which may affect carryovers to 2021.



- Questions?