



# Regional District of **Kitimat-Stikine**

## Budget 2021 Five Year Plan (2021-2025)

Special Meeting February 10, 2021

Yvonne Koerner, CPA,CMA,MBA Chief Financial Officer

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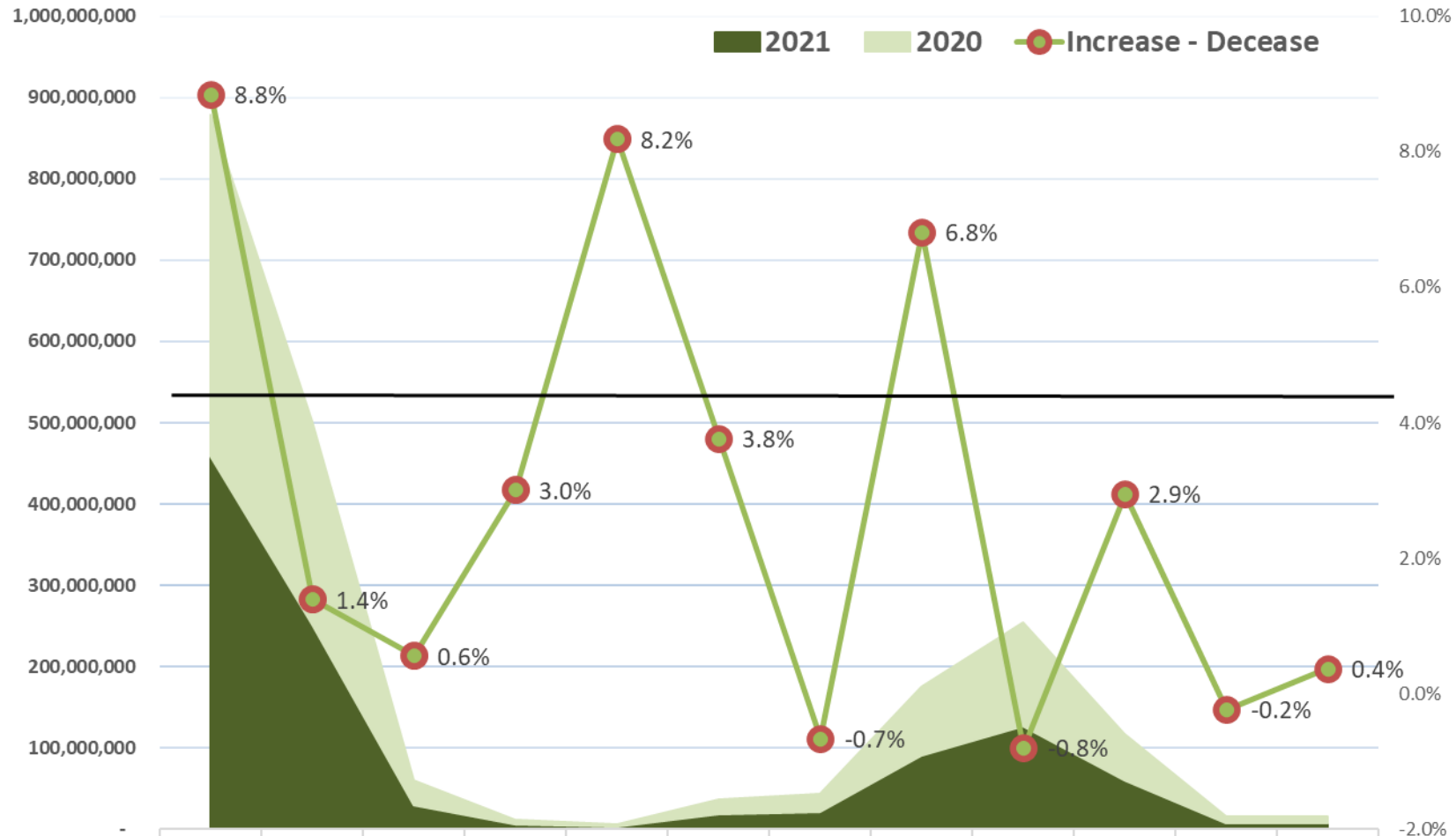
# Agenda

- 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



	District of Kitimat	City of Terrace	District of Stewart	District of New Hazelton	Village of Hazelton	Electoral Area A	Electoral Area B	Electoral Area C	Electoral Area D	Electoral Area E	Electoral Area F	Nisga'a Nation
2020	420,614,	248,694,	29,585,5	5,830,49	2,566,53	17,984,6	21,706,1	84,404,9	127,640,	57,710,1	7,899,20	7,831,36
2021	457,823,	252,150,	29,749,8	6,005,63	2,776,57	18,662,0	21,562,4	90,151,6	126,614,	59,408,5	7,880,41	7,860,68
Increase - Decrease	8.8%	1.4%	0.6%	3.0%	8.2%	3.8%	-0.7%	6.8%	-0.8%	2.9%	-0.2%	0.4%

# 2020 Year to Date

Estimated surplus for 2020 \$6.2 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

# COVID Restart Grant \$559,000

- Over \$800K in lost revenue and increased expenses in 2020
- Recommended allocation, use all in 2020

<b>Service</b>	<b>Allocation</b>
General Government	\$ 308,000
Emergency Measures	\$ 40,000
Thornhill Dog Control	\$ 10,000
Terrace Urban	\$ 9,500
Skeena Transit	\$ 9,500
Hazelton Transit	\$ 9,500
Recreation & Cemetery	\$ 109,200
Upper Skeena Rec Centre	\$ 63,300
	<b>\$ 559,000</b>

# 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

	<b>2020</b>	<b>2021</b>	<b>Increase</b>	
<b>Requisition</b>	\$ 9,804,524	\$ 9,863,016	\$ 58,492	0.6%
Total Revenue	\$ 26,135,786	\$ 29,225,940	\$ 3,090,154	
% of Revenue	37.5%	33.7%		

- Total requisition increase for all services is \$58,492
- In 2021, 33.7% of all spending is planned 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
<b>Total General Government</b>	<b>\$ 1,156,293</b>	<b>\$ 1,123,354</b>	<b>\$ 1,210,170</b>	<b>\$ 1,210,170</b>	<b>\$ 1,235,793</b>	<b>\$ 1,235,793</b>
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			
<b>Total General Government</b>	\$ 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
<b>Total Developmental</b>	<b>\$ 676,067</b>	<b>\$ 651,893</b>	<b>\$ 677,923</b>	<b>\$ 677,923</b>	<b>\$ 677,923</b>	<b>\$ 677,923</b>
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				
<b>Total Developmental</b>	\$ 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	\$ 56,968	\$ 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	\$ 31,000	\$ 31,000	\$ 31,000	\$ 31,000
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	\$ 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
<b>Total Protective Services</b>	<b>\$ 2,437,979</b>	<b>\$ 2,467,642</b>	<b>\$ 2,476,004</b>	<b>\$ 2,476,004</b>	<b>\$ 2,496,004</b>	<b>\$ 2,496,004</b>
Change		\$ 29,663				
		1.2%				

- 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					?	
<b>Total Protective Services</b>	\$ 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
<b>Total Transit</b>	\$ 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
<b>Total Cultural</b>	\$ 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 Cemeter	\$ 1,029,630	\$ 936,034	\$ 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
<b>Total Recreation</b>	\$ 1,522,938	\$ 1,467,592	\$ 1,376,553	\$ 1,376,553	\$ 1,376,553	\$ 1,376,553
Change		-\$ 55,346				
		-3.6%				

## 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				
<b>Total Recreation</b>	<b>\$ 41,647</b>	<b>\$ 536,116</b>	<b>\$ 159,000</b>	<b>\$ 172,500</b>	<b>\$ 30,000</b>	<b>\$ 150,000</b>

- 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
<b>Total Solid Waste</b>	\$ 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						
<b>Total Solid Waste</b>	\$ 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

		<b>Budget 2021</b>		
	<b>Allocated Balance Dec 31 2020</b>	<i>Transfer In</i>	<i>Transfer Out</i>	<i>Balance Dec 31 2021</i>
<b>Terrace Area</b>				
Thornhill	172,111	88,000	65000	195,111
Forceman	471,929	100,000		571,929
Rosswood	180,117	7,800		187,917
	-			-
<b>Hazeltons Stewar</b>	-			-
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
	-			-
	<b>1,285,720</b>	<b>303,300</b>	<b>120,000</b>	<b>1,469,020</b>

# 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
<b>Total Utilities</b>	\$ 579,682	\$ 610,932	\$ 610,932	\$ 610,932	\$ 610,932	\$ 610,932
Change		\$ 31,250				
		5.4%				

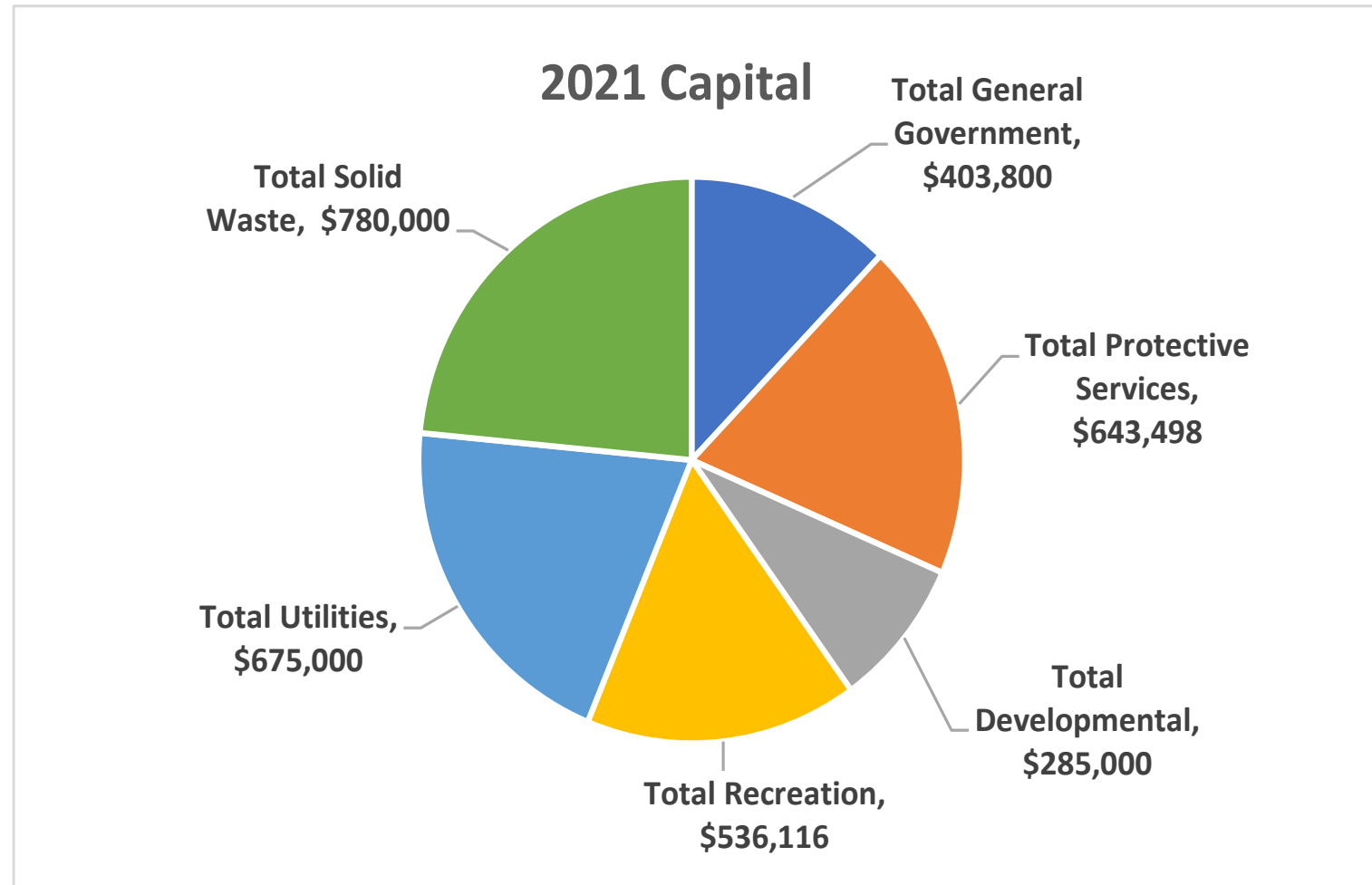
- **Thornhill Water System** includes 25% increase to requisition
- Thornhill Water System and Queensway Sewer ending the year in deficit
- Public engagement for fees increases coming in 2021

# 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				
<b>Total Utilities</b>	\$ -	\$ 675,000	\$ -	\$ -	\$ -	\$ -

- Projects all to be funded with NCPG funds

# Capital Plan



**\$ 3,323,414 in planned projects**

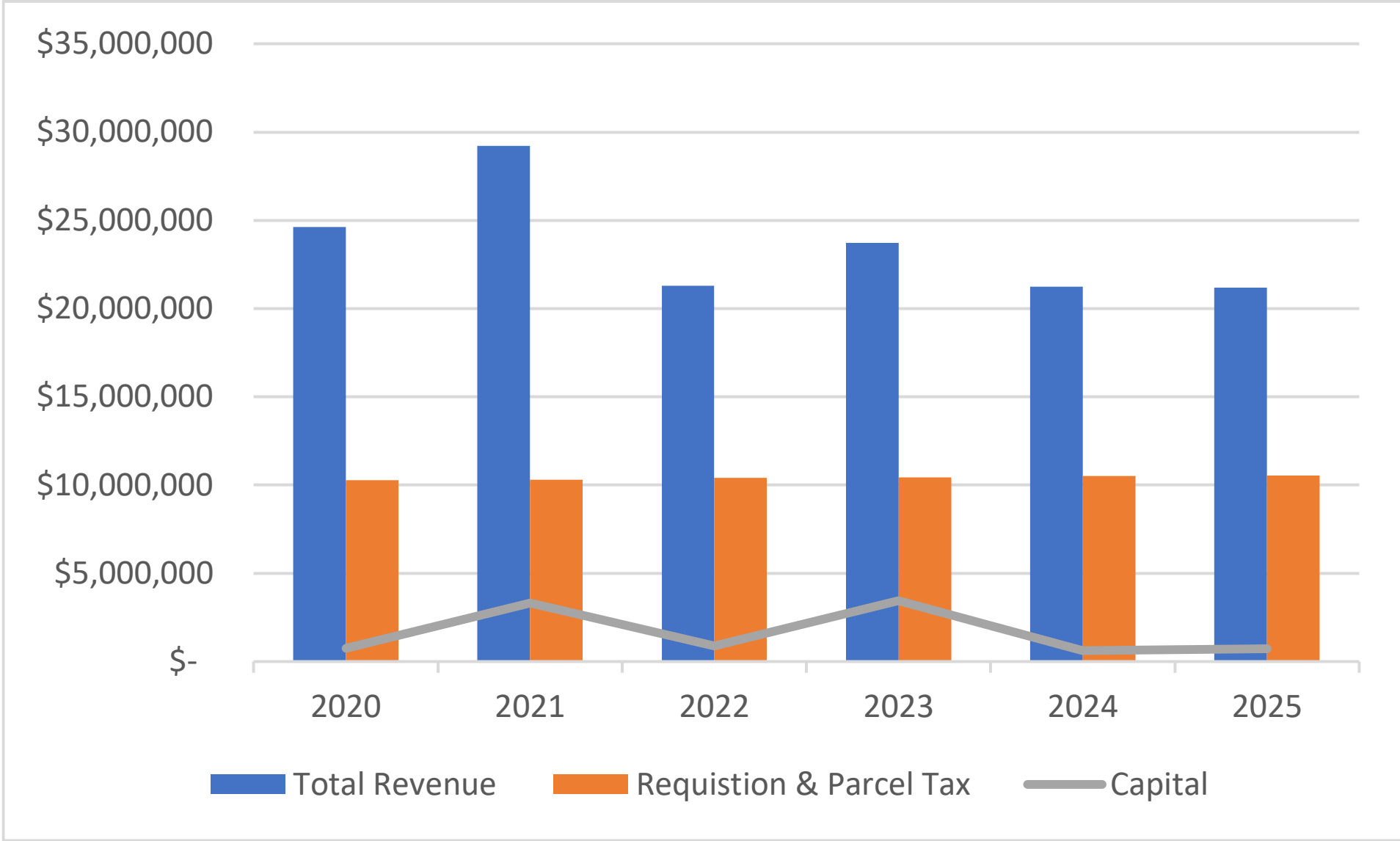


# Capital Plan

	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
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	\$ -	\$ -
<b>Total Capital Plan</b>	<b>\$ 3,323,414</b>	<b>\$ 884,796</b>	<b>\$ 3,449,546</b>	<b>\$ 622,046</b>	<b>\$ 711,596</b>

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

# 2021-2025 Financial Plan Summary



# 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	

# Impact by Area

<b>Impact on \$100K House</b>	<b>General</b>	<b>LSA - Up to Max Increase/(Decrease)</b>			
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%

	<b>2020 Requisition</b>	<b>2021 Requisition</b>	<b>Change</b>	<b>%</b>
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%

# Next steps

## Recommendation:

1. Motion to bring the 2021-2025 Financial Plan to February 26, 2021 Public Input Meeting
2. Budget Bylaw will be brought to the Board in March