



2024 Financial Plan Public Meeting Slocan & Area H (South)

Presented by: Yev Malloff

Date: February 27, 2024

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Agenda

- RDCK Services Overview
- 2024 General Summary & Outlook
- Overall Assessments and Impact
- Service by Service Discussion
- Sub Regional Assessments and Impact

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Preamble – DRAFT Budget

- Reminder that the current financial plan document is considered a “draft” until the board of directors adopts it at the March 21, 2024 board meeting.
 - A few year-end allocations and adjustments remain that may have an effect on items such as prior year surplus carry forwards.
 - Some services will have additional reviews of budget revisions at the director and committee/commission level over the coming weeks
 - Reviews are in progress regarding funding levels for shared and contribution services with several municipal and other partners
 - Public Information sessions are being held in coming weeks

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The Budget Review Process

Board	Commissions and Committees	Local Service Committees	Directors/Participants
January 19 and February 16	As Scheduled	Creston A, B, C and Kaslo, D	As Scheduled
<ul style="list-style-type: none"> Core Services (GA, RA, Building, GIS, Planning) 911 Communications Emergency Planning 	<ul style="list-style-type: none"> Parks Recreation Riondel Services Utilities (Some CAC) Resource Recovery (Subregional & Joint) West Transit 	<ul style="list-style-type: none"> Library, Museum, Airport FR/Search & Rescue Creston and District Recreation Kaslo/D Recreation Economic Development 	<ul style="list-style-type: none"> Fire Animal Control Library, Cemetery, other contribution services. Economic Development

** Public budget review meetings are to be held between February and mid March to allow for a final draft of the budget to be ready for adoption by the entire Board on March 21 for submission to the ministry by March 31st.



The RDCK has 186 services

- Each service is accounted for individually
- Surplus & deficits cannot be transferred between services

RDCK Services Model

- Governance and Administration
- Resource Recovery: Waste, Recycling, Organics
- Recreation & Parks
- Fire Protection
- Sustainability, Development, Planning and Land Use (Rural)
- Building Inspection (Rural and Municipal)
- Water Systems.
- Taxation to Fund Societies and Organizations providing service (library, community halls, museums, recreation).

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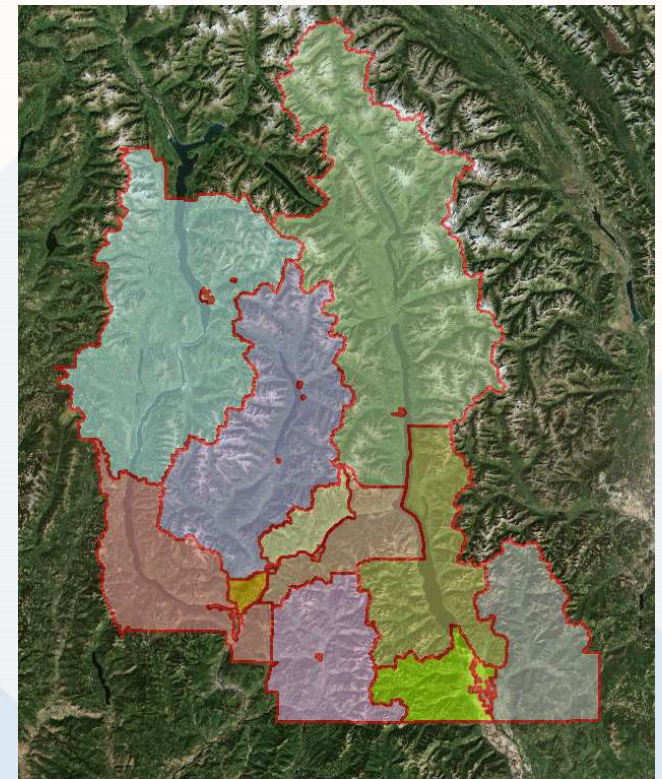
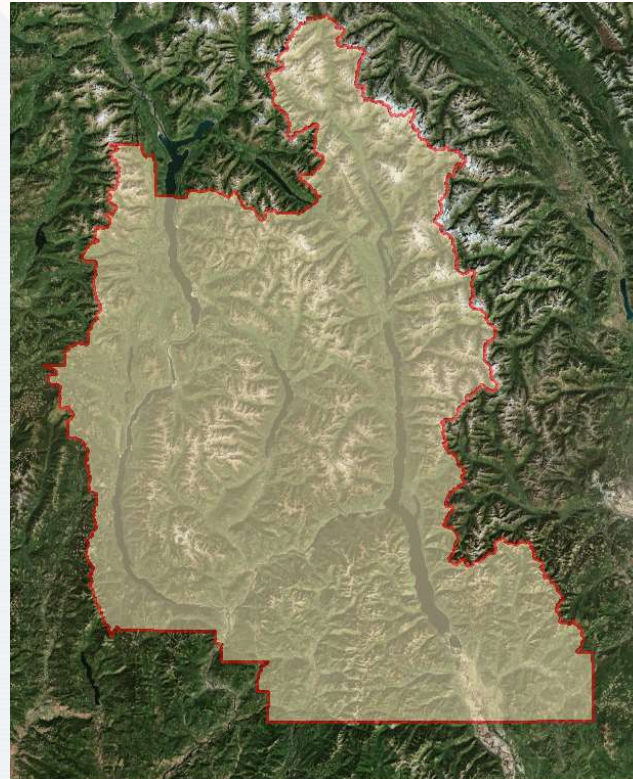


When looking at the map of the RDCK, think of each service as a puzzle piece of the larger RDCK area.

The map on the left shows the service area for General Administration – the entire RDCK.

The map on the right is an example on how service areas can be broken down by electoral area.

Regional District Model



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RDCK Board Strategic Priorities

**Organizational
Excellence**



**Energy Efficiency
and Environmental
Responsibility**

**Develop
Relationships and
Partnerships**



**Manage our Assets
and Service Delivery
in a Fiscally
Responsible Manner**



**Regional Approach
to Growth**

**Innovate to Reduce
the Impact of Waste**



Advocacy

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2023 Review

- Spending on wages, benefits, services and most other operating expenses is trending significantly under budget for 2023
 - Spending on wages is low as many positions remained unfilled through parts of the year
 - Services are curtailed, projects are postponed and other staff are stretched to cover as a result of reduced staffing levels
 - The Utilities construction crew was disbanded in 2023 due to labour shortages
- However, user fees and other sales of services revenue items (eg building permits) are also significantly under budget for 2023
- Capital Project expenditures are also under budget, largely offset by reduced borrowing and transfers from reserves to fund the projects.
- Prior year surpluses are carried forward to reduce taxation in future years



Assessment Changes

- Smaller increases in 2024 compared to 2023 . 2024 assessments are based on July 2023 property values.
- Does that mean taxation will go up or down by the same amount? No, it doesn't.

Market vs. Non Market Change

- Market change means the current inventory of properties is worth more; and
- Non market change means that there is more construction activity and the tax base grew in “numbers” as well as value.

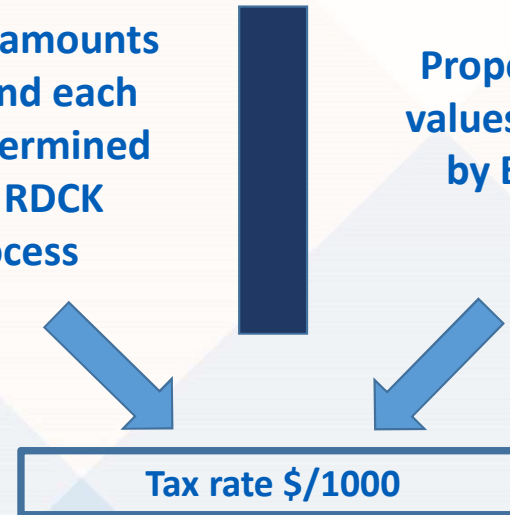
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How are annual property taxes for RDCK services calculated?

Tax requisition amounts required to fund each service are determined through the RDCK budget process

Property assessment values are determined by BC Assessment



X

Assessed value of each individual property

=

Property tax for each individual property

*** parcel taxes are separate

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Residential (Converted) Assessment Changes: 2023 to 2024

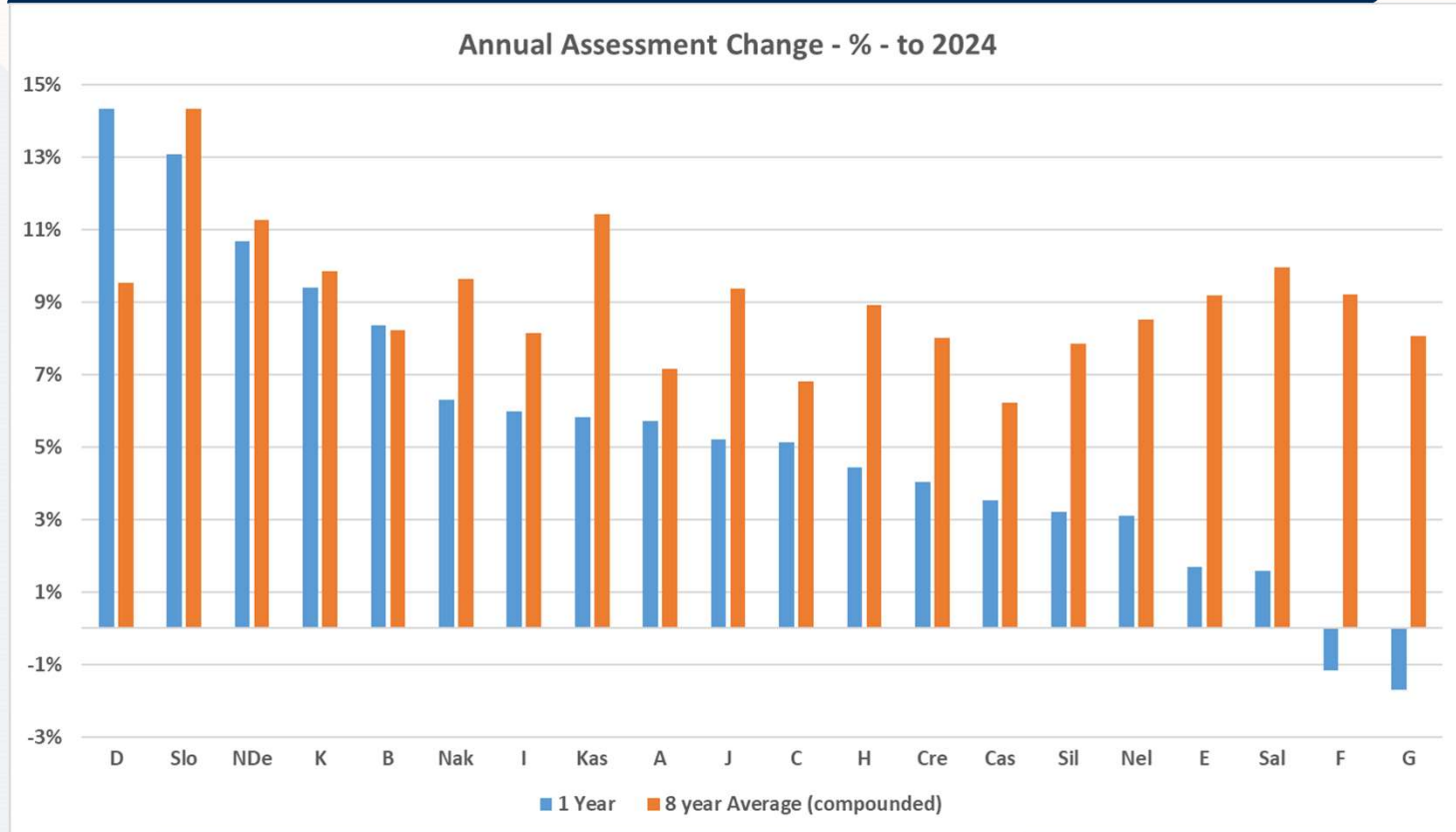
Tax Area	2023 Revised	2024 Completed	Total % Change	Market Change	Non Market Change
Electoral Area 'A'	\$ 115,523,982	\$ 122,128,742	6%	5%	0.9%
Electoral Area 'B'	136,271,199	147,668,239	8%	5%	3.0%
Electoral Area 'C'	56,879,481	59,796,279	5%	3%	1.9%
Electoral Area 'D'	59,339,013	67,846,066	14%	13%	1.0%
Electoral Area 'E'	166,283,287	169,089,107	2%	0%	1.5%
Electoral Area 'F'	157,783,451	155,933,832	-1%	-2%	0.6%
Electoral Area 'G'	65,154,183	64,040,055	-2%	-2%	0.4%
Electoral Area 'H'	140,433,312	146,669,237	4%	3%	1.6%
Electoral Area 'I'	67,584,313	71,630,754	6%	5%	0.8%
Electoral Area 'J'	103,761,728	109,168,899	5%	4%	1.1%
Electoral Area 'K'	68,208,552	74,614,420	9%	7%	2.1%
City of Castlegar	277,203,326	286,949,972	4%	3%	0.5%
City of Nelson	416,157,288	429,070,620	3%	1%	1.8%
Town of Creston	137,805,173	143,364,884	4%	3%	0.8%
Village of Kaslo	34,665,769	36,680,717	6%	4%	1.5%
Village of Nakusp	42,701,166	45,393,695	6%	5%	1.3%
Village of New Denver	17,100,722	18,926,586	11%	10%	0.7%
Village of Salmo	23,116,847	23,480,409	2%	1%	0.7%
Village of Silverton	8,307,346	8,573,269	3%	3%	0.1%
Village of Slocan	10,024,750	11,334,467	13%	13%	0.5%
	2,104,304,888	2,192,360,249	4%	3%	1.3%

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Annual Assessment Change: 1 Year vs 8 Year Average





Slocan / Area H Assessment Change

	2023	2024	Change
Slocan	10,024,750	11,334,467	+13.06%
Area H	140,433,312	146,669,237	+4.44%

Village of Slocan		2024			2023		
		Assessment		Rate/\$1,000	Assessment		Rate/\$1,000
S100	GENERAL ADMINISTRATION	11,334,467	12,657	0.112	10,024,750	10,500	0.105
S277	DISCRETIONARY GRANTS	11,334,467	930	0.008	10,024,750	930	0.009
S102	GIS SERVICE	11,334,467	1,929	0.017	10,024,750	1,823	0.018
S103	BUILDING INSPECTION	11,334,467	7,383	0.065	10,024,750	5,707	0.057
S114	EDC-NEW DEN,SILVERTON,SLOCAN, H	11,334,467	720	0.006	10,024,750	726	0.007
S142	SLOCAN VALLEY FIRE	11,334,467	122,400	1.080	10,024,750	106,291	1.060
S156	EMERGENCY COMMUNICATIONS 911	11,334,467	4,081	0.036	10,024,750	3,480	0.035
S161	EMERGENCY PLANNING - H	11,334,467	7,709	0.068	10,024,750	6,359	0.063
S188	REFUSE-WESTERN SUBREGION	11,334,467	11,938	0.105	10,024,750	11,479	0.115
S190	SEPTAGE DISPOSAL-WEST RURAL	11,334,467	-	-	10,024,750	-	-
S203	REG PARKS-N DEN, SILV, SLOC, H	11,334,467	14,567	0.129	10,024,750	13,267	0.132
S238	CON TRANSIT-AREAS E AND F - SV	11,334,467	27,184	0.240	10,024,750	25,054	0.250
S239	KOOTWEST - AREA D-K, DEF A, EX CRESTON	11,334,467	2,196	0.019	10,024,750	2,354	0.023
Regional Requisition			<u>213,695</u>			<u>187,969</u>	
Residential Rate per \$1,000 of Assessment				1.885			1.875
Difference (\$) from prior year			25,726			29,838	
Percentage Change from prior year			13.69%			18.87%	



Tax Requisition Rate / \$1,000

	<u>2023</u>	<u>2024</u>	<u>Change</u>
Village of Slocan	1.875	1.885	+0.55%
Area H	0.822	0.842	+2.43%

Taxation Change - All Areas (not including non-market change adjustment)

Regional District of Central Kootenay
Assessment & Taxation Summary - 2024 & 2023 Comparative
Electoral Areas and Municipalities

	Assessments		Change 2024 vs. 2023 (A-B)/B	2024 Taxation Subtotal C	Defined Area Taxation D	Total Taxation 2024 C + D = E	Total Taxation 2023 F	Change (F-E)/F
	2024 Completed A	2023 Revised B						
ELECTORAL AREA 'A'	122,128,742	115,523,982	5.72%	1,535,755	1,096,355	2,632,110	2,411,432	9.2%
ELECTORAL AREA 'B'	147,668,239	136,271,199	8.36%	3,671,213	973,462	4,644,675	4,169,459	11.4%
ELECTORAL AREA 'C'	59,796,279	56,879,481	5.13%	1,515,707	389,026	1,904,733	1,750,088	8.8%
ELECTORAL AREA 'D'	67,846,066	59,339,013	14.34%	867,322	424,012	1,291,334	1,129,381	14.3%
ELECTORAL AREA 'E'	169,089,107	166,283,287	1.69%	2,124,919	1,453,337	3,578,256	3,283,272	9.0%
ELECTORAL AREA 'F'	155,933,832	157,783,451	-1.17%	2,952,625	787,396	3,740,021	3,545,774	5.5%
ELECTORAL AREA 'G'	64,040,055	65,154,183	-1.71%	1,069,075	428,777	1,497,852	1,336,489	12.1%
ELECTORAL AREA 'H'	146,669,237	140,433,312	4.44%	1,174,012	1,885,934	3,059,946	2,860,032	7.0%
ELECTORAL AREA 'I'	71,630,754	67,584,313	5.99%	1,041,823	675,274	1,717,097	1,529,625	12.3%
ELECTORAL AREA 'J'	109,168,899	103,761,728	5.21%	1,881,449	752,711	2,634,161	2,334,632	12.8%
ELECTORAL AREA 'K'	74,614,420	68,208,552	9.39%	526,282	454,208	980,490	896,914	9.3%
CITY OF CASTLEGAR	286,949,972	277,203,326	3.52%	3,868,081		3,868,081	3,402,554	13.7%
TOWN OF CRESTON	143,364,884	137,805,173	4.03%	3,205,010		3,205,010	3,056,079	4.9%
VILLAGE OF KASLO	36,680,717	34,665,769	5.81%	685,463		685,463	649,271	5.6%
VILLAGE OF NAKUSP	45,393,695	42,701,166	6.31%	654,202		654,202	608,712	7.5%
CITY OF NELSON	429,070,620	416,157,288	3.10%	5,394,081		5,394,081	4,967,164	8.6%
VILLAGE OF NEW DENVER	18,926,586	17,100,722	10.68%	156,003		156,003	150,283	3.8%
VILLAGE OF SALMO	23,480,409	23,116,847	1.57%	364,319		364,319	334,485	8.9%
VILLAGE OF SILVERTON	8,573,269	8,307,346	3.20%	75,664		75,664	77,302	-2.1%
VILLAGE OF SLOCAN	11,334,467	10,024,750	13.06%	213,695		213,695	187,969	13.7%
	<u>2,192,360,249</u>	<u>2,104,304,888</u>	4.18%			<u>42,297,194</u>	<u>38,680,917</u>	9.35%

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2024 Overall Outlook

- Projected overall requisition increase of approximately 9.3% for 2024 over 2023 in the draft preliminary budget. Excluding new development, the net average change for RDCK property owners is 7.9%.
- CPI Increase on staff salaries and Director stipends – 6.2%. The 2024 CPI increase is a catchup from prior years because of the smoothing calculation (effectively a two year average rather than a one year average) that is used. Historical wage increases in the public sector (using BCGEU as a proxy) have matched inflation changes over both the previous 7 and previous 24 years.
- Inflation and supply chain constraints will continue to have a cost impact across many services and projects/initiatives, with many purchases exceeding published Consumer Price Index (CPI) values
- Interest rate increases are continuing to put pressure on both short term and long term borrowing costs with a partial offset from increased investment income.
- Continued work on implementing Asset Management Program, including an external consultant's recommendations expected in the late spring of 2024.



2024 Overall Outlook – Strategic Plan Alignment

- Focus on implementing, and tying initiatives, work plans and goals to the strategic plan approved by the board in December 2023 including
 - Effectiveness and efficiency of operations and administration
 - Transparency and engagement with the public
 - Continue focus on core services
 - Manage assets and service delivery in a fiscally responsible manner

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S100: General Administration (Slocan & Area H)

- *Includes Corporate Administration, Finance, Information Technology, Human Resources, CAO, and municipal directors.*
- *6.2% wage & director stipends increase*
- *Mileage rate set by CRA increased to \$0.70/km on January 1, 2024*
- *Catch up on post-pandemic training opportunities for staff continue*
- *Increased spend on IT cyber security and transition to Microsoft 365*
- *\$70K for completion of new website – approved by board in 2023*
- *Year over year taxation increase is 11%.*



S101: Rural Administration (Area H only)

- *Service houses rural director expenses, regional fire services overhead and bylaw services*
- *6.2% CPI increase in salaries and director stipends over 2023*
- *\$474K UBCM fire training grant supports staff wages, equipment and other training costs.*
- *15.0% total increase in requisitions for 2024 mainly driven by full staffing compliment in bylaw and fire services and 6.2% CPI wage increase.*
- *Includes \$75K for a fire services command unit to be funded from reserves*



Slocan / Area H

Building Inspection (S103)

- Permit revenue softened from peak 2021/22 years with lower construction values, however small increase in permits issued compared to last year
- Updated Building Bylaw Fees and Charges and permit application checklists for applicants
- New staff on-boarded and supporting customer service and improvements to permit processing times
- Digitization of historic permit files underway

Planning (S104)

- Operations are stable and on budget
- Receiving Provincial funding to address housing regulation

Projects:

- New Provincial Legislation and Changes to Housing Regulations
- Subdivision Servicing Bylaw
- Housing Needs Assessment update
- Watercourse and Wildfire Development Permit Area
- Review and revise Floodplain Bylaw

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Slocan / Area H

GIS (\$102)

- Slight decrease to taxation, operations are stable
- Service is continuing to establish new funding models for internal and external projects
- Looking for opportunities to advance our technology capabilities and utilize previously acquired data assets

Local Conservation Fund (\$292)

- Fund has expanded to include Area F
- Establish a LCF Committee of the RDCK Board members
- \$130K awarded for 8 projects in 2024.

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Area H

Community Sustainability (S105: Area H only)

Projects:

Protection of Drinking Water & Watersheds

- Watershed Governance Initiative – Building capacity & data access within the region to influence what happens in our watersheds, investigating Natural Asset Management for Quartz Creek
- Providing support for ground water monitoring with Living Lakes
- Slocan Lake & River Partnership
- Kootenay Lake Partnership

Climate Action

- RDCK Climate Actions – redrafting the Climate Action Plan to incorporate engagement feedback
- Community Climate Ambassadors – 2 year partnership with Youth Climate Corps to provide climate action information to residents (first year complete)
- Annual reporting through State of Climate Action (SoCA)

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Area H

Community Sustainability con't.

Food & Agriculture

- Central Kootenay Food Policy Council (CKFPC)
- Kootenay & Boundary Farm Advisors
- Pilot Regenerative Educational Community Food Garden - Elk Root Conservation

Energy

- Investigating grid resilience for rural communities – pilot with LINKS (north end of Kootenay Lake)
- Supporting increased energy efficiency of corporate and community facilities

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Slocan / Area H

Emergency Management (A101 - funded from S161)

- Multi-jurisdictional/agency planning and preparation underway for the potential of seasonal flooding, wildfires, and drought;
- Implementing the new Emergency and Disaster Management Act;
 - Emergency plans, risk assessment, coordination and consultation, and more
 - Updating of bylaw, policies, procedure documents aligning to new regulations
- Continuing the Neighbourhood Emergency Preparedness Program (NEPP) throughout the RDCK, adding community-lead guides and templates as online resources for communities;
- Ongoing FireSmart Home Partners and Neighbourhood Recognition supported by 7 seasonal staff providing free home assessments
 - Homeowner rebates of up to \$5,000 cash for households that complete FireSmart work based on assessment recommendations; and
- Continuing revision of Community Wildfire Resilience Plans (CWRPs) using the CRI allocation-based funding to update additional electoral area CWPPs in 2024, and move these onto the CWRP template..



Nakusp / New Denver / Silverton / Slocan / Castlegar / Areas H, I, J, K

West Resource Recovery (\$188)

- 4% taxation increase
- 10% Tipping Fee increase to ALL rates (to be prorated & adjusted)
- Legacy Landfill Assessments (Stage 1)
- OOT & NAK Hydrogeological Assessment
- OOT Design, Operations, Closure Plan (DOCP)
- Transfer station upgrade construction in 2024 (SLO, ROS & NAK)

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Slocan, Area H (S203, S231, S229)

Recreation – South

- Krestova
 - Biophysical final review March 2024
 - Signage, access control 2024
- Old School House demolition completed in December 2023
- The service has changed from a recreation service to a recreation and park service. 2024 will be focused on renewing the recreational offerings and the continued development of Krestova Regional Park, Campbell Fields and the Old School House Property.
- The planning work for Krestova and the Old School House property are funded by Area H Community Development grants and capital reserve contributions.

Recreation – North

- The recreation Commission will continue its successful granting program to local groups to ensure that the communities in Area H, Silverton and New Denver have vibrant recreation opportunities.
- Public use of the fitness centre continues to increase. In 2024 the goal is to activate the gymnasium with RDCK programming.

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New Denver / Silverton / Area H

Parks

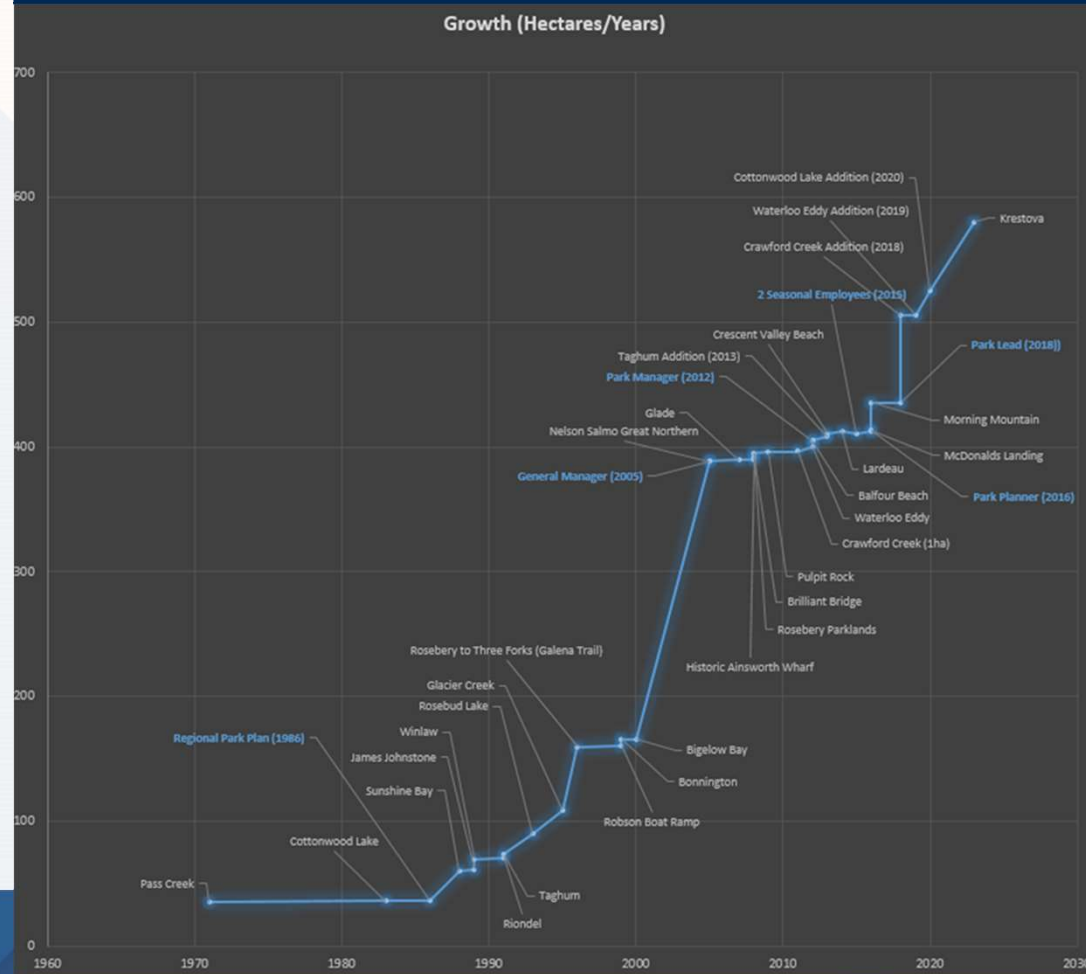
- Galena Trail Project
 - Bridge installation in 2024
 - Federal Grant funding
- Bigelow Bay
 - Washroom completion and trail work
- Winlaw Nature Park
 - Continued maintenance
- Crescent Valley Beach
 - Build accessible pathway to lower park and beach area in 2024
 - Continued dog control and xeriscape work 2024

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Growth in Parks - Hectares



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Area H

Water Utility Services

- **South Slokan Water (S245)**
 - Proposed 7% primarily inflationary user fee increase.
 - 16% decrease in parcel tax for most customers and 141% increase in parcel tax for some customers due to old capital loan Water tax assessment corrections. Explanation to be provided by letter.
- **Rosebery Water (S260)**
 - Proposed 15% user fee increase and 10% parcel tax increase for 2024 for inflationary increases and emergency water line repairs.



Area H / Slovan

Fire Protection Service – Regional (part of S101)

- Management of service, overarching safety and policy, governance as required by OFC (Office of the Fire Commissioner) and WorksafeBC
- Management of service capital projects (buildings, major equipment)
- Group/bulk purchasing
- Significant taxation savings made by use of various grant sources (~3.5m of taxation saved in last 2 years)

Fire Protection Service – Slovan Valley - 4 Fire Halls (\$142)

- The largest part of regional tax notices – 40-55%
- 6.9% tax requisition increase over 2023.
- Cost pressure due to regulations for asset replacement and increased short term and long term financing interest rates
- Exhaust Extraction Systems for all 4 halls complete, as per WorkSafeBC
- Energy upgrades funded through Community Works Grants
- Focus on training to meet OFC requirements

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Area H / Slocan

Crescent Valley

- Continuing the multi year replacement of Personal Protective Equipment & firefighting equipment to meet regulatory requirements
- Completion of purchase of Engine for end of life and regulatory requirement replacement

Passmore

- Mid-life maintenance for the CAFS (Compressed Air Foam System, used in wildland firefighting and vehicle fires)
- Continuing the multi year replacement of Personal Protective Equipment & firefighting equipment to meet regulatory requirements

Winlaw

- Continuing the multi year replacement of Personal Protective Equipment to meet regulatory requirements
- Preparation for replacement Engine in 2025

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Area H / Slocan

Slocan

- Replacement of SCBA per WorksafeBC
- Loan payments for the purchase of capital assets
- Continuing the multi year replacement of firefighting equipment at end of service life

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Slocan / Area H

Emergency 911 (\$156)

- *Service is seeing increased taxation (\$548K in 2024 vs \$505K in 2023) as costs increase and revenue decreases*
 - *Increased contract services costs for 911 dispatch (South Okanagan: \$80K to \$115K) and Fire Dispatch (Fraser Fort George: \$273K to \$297K)*
 - *Fluent IMS - \$7K addition starting in 2024*
 - *\$45K for GIS Services to integrate Next Generation 911 (NG911) in 2024*



Slocan, Area H

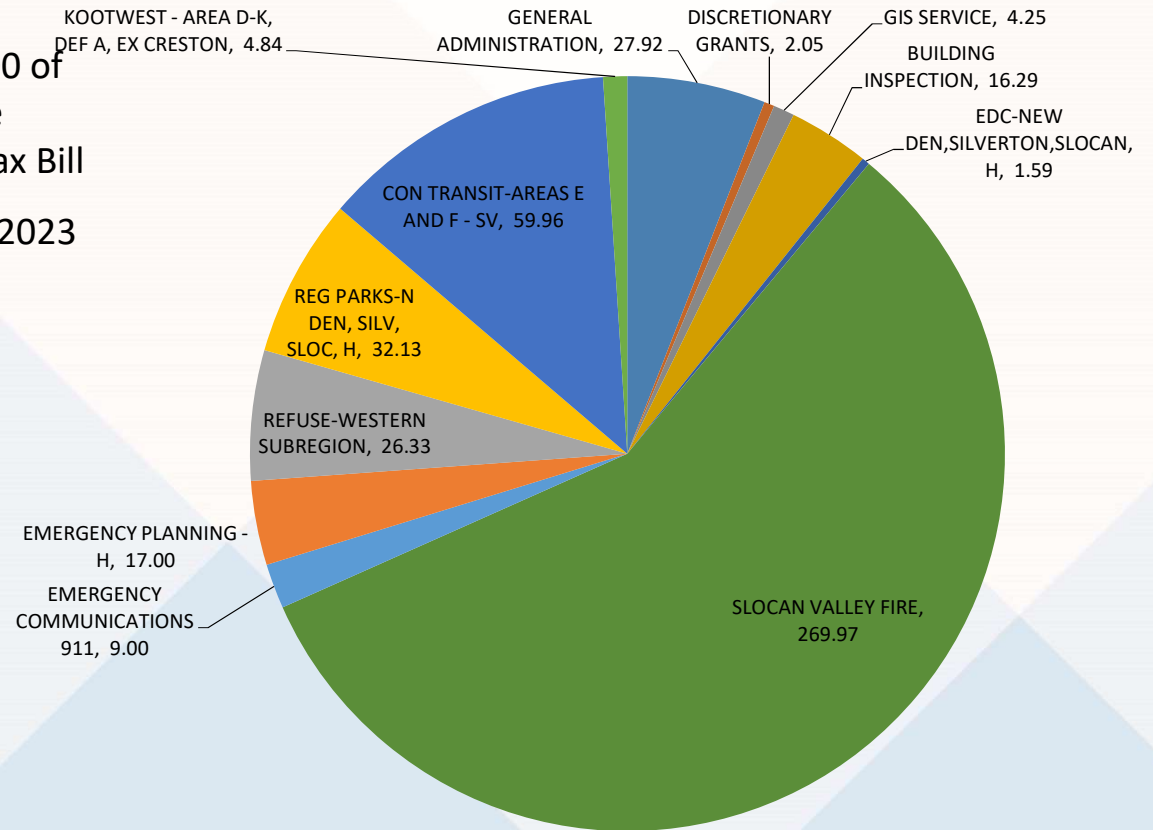
Transit

- Kootenay Lake West S239
 - Participants include New Denver, Silverton, Slocan, and Area H
 - Use of \$100,000 in reserves to offset 22% increase in operating costs related to change of contractor, wage increases, facilities costs and service expansion
- North Shore Slocan Valley S238
 - Participants include Areas E, F, Defined H, and Slocan
 - 20% increase in operations costs due to wages, facilities, and service expansion
- Aggregate tax requisitions and % increase transit cost changes for participants of S238 and S239
 - New Denver \$22,310 (-7%)
 - Silverton \$16,970 (-7%)
 - Slocan \$29,380 (7%)
 - Area H \$264,547 (9%)



Village of Slocan – RDCK Tax Bill

Per \$250,000 of
Home Value
\$ 471.34 Tax Bill
\$ 468.76 - 2023



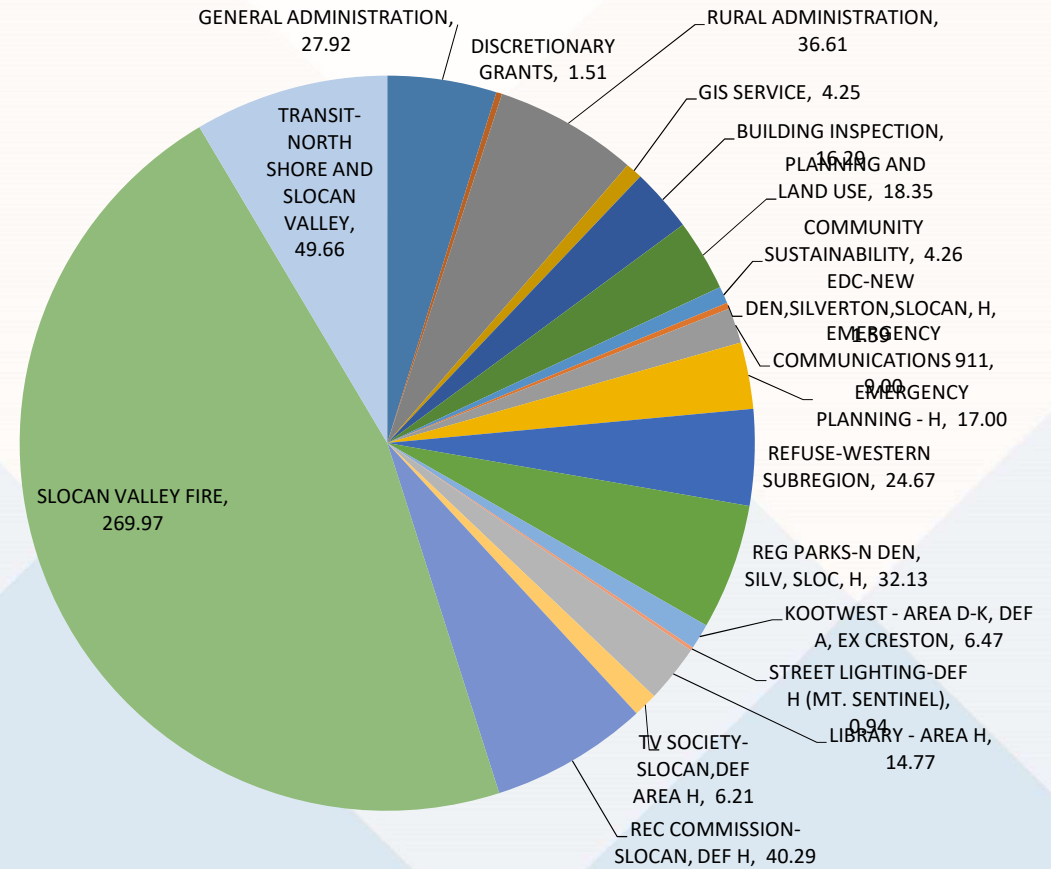
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Area H South – RDCK Tax Bill

Per \$250,000 of Home Value
 \$ 581.87 Tax Bill
 \$ 563.68 - 2023





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