



1
REGIONAL DISTRICT OF BULKLEY-NECHAKO
COMMITTEE OF THE WHOLE
AGENDA
Thursday, January 14, 2016

PAGE NO.

ACTION

CALL TO ORDER

SUPPLEMENTARY AGENDA

Receive

AGENDA – January 14, 2016

Approve

MINUTES

2-12

Committee of the Whole Meeting
Minutes – November 5, 2015

Receive

DISCUSSION

13-36

Laura O'Meara, Senior Financial Assistant
- 2016 Draft Budget

Direction

REPORT

37-44

Hans Berndorff, Financial Administrator – Capital
Analysis

Receive

INVITATION

45-46

BC Natural Resources Forum – Business
Development Forum – January 19th, 2016
- Prince George, B.C.

Receive

SUPPLEMENTARY AGENDA

NEW BUSINESS

ADJOURNMENT



REGIONAL DISTRICT OF BULKLEY-NECHAKO

COMMITTEE OF THE WHOLE MEETING

Thursday, November 5, 2015

PRESENT: Chairperson Bill Miller

Directors Taylor Bachrach
Eileen Benedict
Shane Brien
Tom Greenaway
Dwayne Lindstrom – left at 12:08 p.m.
Thomas Liversidge
Rob MacDougall
Rob Newell
Mark Parker
Jerry Petersen
Darcy Repen
Luke Strimbold – left at 1:13 p.m.
Gerry Thiessen

Director Absent Mark Fisher, Electoral Area "A" (Smithers Rural)

Alternate Director Stoney Stoltenberg, Electoral Area "A" (Smithers Rural)

Staff Gail Chapman, Chief Administrative Officer
Hans Berndorff, Financial Administrator
Janine Dougall, Director of Environmental Services – left at 2:56 p.m.
Deborah Jones-Middleton, Protective Services Manager – left at 2:56 p.m.
Jason Llewellyn, Director of Planning – left at 2:56 p.m.
Corrine Swenson, Manager of Regional Economic Development – left at 2:56 p.m.
Wendy Wainwright, Executive Assistant

CALL TO ORDER

Chair Miller called the meeting to order at 10:35 a.m.

AGENDA & SUPPLEMENTARY AGENDA

Moved by Alternate Director Stoltenberg
Seconded by Director Petersen

C.W.2015-8-1

"That the Agenda of the Regional District of Bulkley-Nechako Committee of the Whole meeting of November 5, 2015 be approved; and further that the Supplementary Agenda be received."

(All/Directors/Majority)

CARRIED UNANIMOUSLY

MINUTES

Committee of the Whole
Minutes – October 8, 2015

Moved by Director MacDougall
Seconded by Director Brienens

C.W.2015-8-2

“That the Committee of the Whole meeting minutes of October 8, 2015 be received.”

(All/Directors/Majority)

CARRIED UNANIMOUSLY

PRE-BUDGET PLANNING SESSION

Chair Bill Miller, Electoral Area “B” (Burns Lake Rural)

Chair Miller mentioned that the pre-budget planning session is the first of the budget sessions. He spoke of the importance of the budget process and the intent to inform each of the Directors on the workings of Regional District budgets and financial statements. There are many intricacies of municipal, rural and general government and it is important to understand the process. Chair Miller noted that there are significant differences between a Regional District budget process and a municipal budget process. He also commented on the differences between a business budget process in comparison to a Regional District. It is important for the Regional Board to recognize the impact of Regional District taxation in relationship to the province and the actual impacts in regard to decisions made at the Board table. Chair Miller spent a considerable amount of time with Hans Berndorff, Financial Administrator when he was first elected to the RDBN to understand the complexity of a Regional District budget process. Every year Chair Miller has reviewed the budget in order to provide information to the residents of the region in regard to services provided. Communities within the region, along with the rural areas, have become much more robust and he noted that the information assists in reducing misunderstandings between municipal and rural taxpayers.

Each electoral area has individual, sub-regional and regional services that require individual consideration. It is important to investigate economies of scale throughout the whole region in order to minimize costs and provide a more efficient region.

Chair Miller noted that industrial development such as Mount Milligan and Endako Mine Expansion projects benefit the entire Regional District.

Chair Miller mentioned that Mr. Berndorff has a very deep understanding of the RDBN and the budget process and can provide information to the Regional Board that is easily understood. He encouraged the Regional Board to utilize Mr. Berndorff's expertise if they have questions.

Gail Chapman, Chief Administrative Officer

Ms. Chapman commented that there have been a number of ways that staff has presented the budget to the Regional Board in the past. Staff will provide an update of the projects that the Board has identified as priorities and provide an outline of projects for 2016. The pre-budget planning session provides the Board an opportunity to provide direction for staff in moving forward for the 2016 budget year. Staff are currently meeting regarding departmental budgets and the 1st draft is what is presented today. The prioritized budget can then be brought back with costs for the Regional Board to review.

Hans Berndorff, Financial Administrator

Mr. Berndorff mentioned that the pre-budget planning session provides an analysis of what has occurred thus far and hopefully will provide an opportunity for good interaction and discussion to provide guidelines from the Board to staff.

PRE-BUDGET PLANNING SESSION (CONT'D)

Background Statement: Integration of strategic, financial plans are vital to success in order to maximize current and financial performance.

Administration – Gall Chapman, Chief Administrative Officer

Ms. Chapman noted that the Administration Department are generalists and oversee the everyday workings of the RDBN.

Ms. Chapman provided an update in regard to the Strategic Priorities that were identified and adopted by the Regional Board in January, 2015

Now

- Fair Share – Committee throughout the year:
 - o Executive Discussion;
- Legacy Proposal – Bulkley-Nechako Industrial Paper Complete:
 - o Forwarded to all municipalities for Mayor and Council approval;
 - o Presentation to municipalities;
 - o Executive Committee formulation of strategy;
 - o Discussion with companies;
- Work Camp Strategy:
 - o Research and report completed – Board Receipt;
- Waste Management Strategy:
 - o Board reading/reviewing.
- Internet/Cell Phone Connectivity:
 - o Meeting scheduled at UBCM;

Next

- Diversification Strategy (Mid-Term Timbre Supply):
 - o Forestry Committee engagement with MFLNRO;

Council Advocacy

- Nechako Watershed:
 - o Meeting attended;
- Wildfire Mitigation:
 - o Workshop with Province/Industry/Local Government/OBAC/Fraser Fort George Regional District/COFI/Community Forest held October 13, 2015;
- CN Emergency Meeting and Exercise:
 - o Region-Wide Meeting held and coordinated by Protective Services Manager – March 25, 2015.

Ms. Chapman provided an overview of 2016 Projects and brought forward potential additional projects. Ms. Chapman noted that Parks/Roads/Docks/Recreation is being brought forward at a future Rural Directors Meeting for review and discussion.

Discussion took place regarding the 2016 RDBN Staff Compensation Report project. The report includes comparables to other Regional Districts of similar size and composition, industry, and the private sector. It was noted that due to privacy, industry is not always forthcoming with staff compensation information.

PRE-BUDGET PLANNING SESSION (CONT'D)

Director's Project Wish List

1. Healthcare/Seniors Services/Youth/Mental Health for Youth:
 - a. On Potential Additional Projects List;
 - b. SNRHD investigate number of beds being utilized in acute care facilities by seniors;
2. Re-use Shed:
 - i. Environmental Services.
3. Internet/Cell Phone Connectivity:
 - a. Strategic Priority.
4. Destination Tourism Website – an inventory of tourism assets
 - a. Economic Development;
5. Education
 - a. Research to determine the number of non-licensed teachers that are teaching
 - b. Important for individuals moving to the region to have good education;
6. Parks/Roads/Docks/Recreation:
 - a. On Potential Additional Projects;
 - b. Rural Directors Committee to discuss;
 - c. Focus on local residents utilizing the recreation in the region;
 - d. Increased impacts to roads with the amount of weight from industrial usage a concern.
7. Transportation
 - a. Omineca Beetle Action Coalition current priority;
 - b. Log hauling changes;
8. Agriculture Sector Engagement
 - a. 2016 Projects List;
 - b. Agriculture key to sustainable communities;
 - c. Planting of trees on Ag land;
 - d. Hay Compression Stations creating a hay shortage;
 - i. Causing hay prices to rise;
 - ii. Cattle becoming no longer sustainable due to the cost of feed;
 - e. Land being purchased for hunting by foreign individuals/groups;
 - i. Initiative in Saskatchewan to stop foreign ownership of land;
 - f. Lack of Ag land for sale.

Discussion took place regarding Board advocacy projects.

- Healthcare/Seniors Services/Youth/Mental Health for Youth;
 - o Community focus and give direction to staff;
 - o Don't lose sight of the issue.
- Education:
 - o (Policing/Healthcare/Education linked together in attracting and retaining residents to the region)
- Transportation;
- Parks/Roads/Docks/Recreation;
- Agriculture;
- Internet/Cell Phone Connectivity.

Chair Miller commented that many of the items on the 2016 projects list and Potential Additional projects are Board advocacy items.

Director Bachrach noted that some issues are not entirely something the Regional Board can control and it is difficult to achieve measurable goals.

Director Petersen mentioned that there are a number of issues that can arise throughout the year that require staff time and it is important for the Regional Board to allow for these incidents in staff work plans.

PRE-BUDGET PLANNING SESSION (CONT'D)

Director MacDougall spoke of the importance of sharing successes throughout the region and utilizing best practices.

Finance – Hans Berndorff, Financial Administrator

Mr. Berndorff reviewed the Finance Department staff time allocation, daily tasks, 2015 Projects Completed and 2016 Projects.

Director Repen asked staff to highlight changes/increases/decreases in the budget to provide clear information. Mr. Berndorff mentioned that the quarterly reports provided to the Regional Board outline actual results in comparison to the budget and they could be colour coded to provide a clear outline of the changes.

Discussion took place regarding communication with the taxpayer. The RDBN has utilized different forms of communication. All budget meetings are held in a public forum, have had public meetings, met with municipal councils, and with any groups upon request such as the Bulkley Valley Pool Committee. Discussion took place regarding the Directors' responsibility to provide information to its electorate, and that communication may need to be customized in order to provide information for that particular region.

Mr. Berndorff mentioned that the RDBN utilizes a broker for its natural gas usage and has seen a notable decrease in cost.

Director Bachrach mentioned the Bulkley Valley Pool being one of the largest contributors to greenhouse gas emissions in the RDBN and that the possible usage of waste heat from the arena may alleviate the issue. Discussion took place regarding the completion of a feasibility study and the possible costs of completing a study for the Bulkley Valley Pool to utilize the waste heat from the arena. The Bulkley Valley Pool Committee has been provided the information for consideration in the past and it would be the committees' initiative if the project is to move forward.

Discussion took place regarding the proposed new street lighting service on Laidlaw Road in Electoral Area "A" (Smithers Rural). The possible usage of LED lighting and the process undertaken by BC Hydro to implement the lights were brought forward for discussion. Several communities are investigating changing street lighting to LED. The Regional District does not pay BC Hydro to install the lights but pays an electricity flat rate monthly fee for the lights. The Regional Board discussed advocating for street lighting to be converted to LED.

Break for Lunch at 12:08 p.m.

Reconvened at 12:53 p.m.

Regional Economic Development – Corrine Swenson, Manager Regional Economic Development

Ms. Swenson noted that most Regional Economic Development initiatives are action based. She provided a review of 2015 Projects and 2016 Department Priorities and Projects.

Discussion took place regarding marketing initiatives that could promote the assets within the Regional District to appeal to individuals to work in the region. Director Repen mentioned the possibility of targeting agricultural schools. Ms. Swenson noted that the Regional Skills Gap Analysis Strategic Workforce Opportunities Team (SWOT) intends to complete and investment readiness initiative. Ms. Swenson is also moving forward with a SWOT Coordinator. Director Petersen noted that he has received positive feedback regarding the initiatives being under taken by the Regional Skills Gap Analysis SWOT.

PRE-BUDGET PLANNING SESSION (CONT'D)

Director Newell asked if the RDBN had a complete inventory of recreational and tourism assets within the region. Ms. Swenson commented that the last completed inventory was in the 2010 RDBN Tourism Plan. She also noted that the RDBN Planning Department has an inventory of trails and docks in the region.

Director Bachrach spoke of concerns regarding the two economic development functions for Smithers.

Discussion took place regarding the Parks/Roads/Docks/Recreation Project and information provided to the Regional Board. Chair Miller mentioned that the item will be discussed at a future Rural Directors Committee meeting.

Ms. Swenson spoke to the 2016 Agriculture project to investigate investment food processing companies who require a raw supply of produce. Ms. Swenson has spoken to Beyond the Market regarding the project and they have not completed such a project for produce. Discussion took place regarding the importance of agriculture and the stresses that are being imposed on the agriculture sector. The industry is finding it challenging to find qualified people to work in the sector.

Protective Services – Deborah Jones-Middleton, Protective Services Manager

Ms. Jones-Middleton provided an overview of percentage of staff resources, 2015 Projects Completed and 2016 Projects.

Director Newell mentioned that he had attended the Topley Rural Fire Protection Area Expansion and Road Rescue and Medical First Responder public meeting for the referenda and noted the positive response from those in attendance.

Director Petersen noted his concerns regarding the staff time required during an emergency operations activation and the challenges faced by staff with the increased work load from the province downloading emergency preparedness to local government.

Discussion took place regarding mass animal carcass disposal and the challenges encountered when there is an incident.

Director Parker spoke of the success of the 9-1-1 presentation to school children.

Discussion took place regarding the Regional Board continuing to advocate the federal government in regard to safety concerns regarding CN Rail.

Planning and Land Use Management – Jason Llewellyn, Director of Planning

Mr. Llewellyn provided an overview of the Planning and Land Use Management Function staffing and resources allocation, 2015 Notable Projects/Work and 2016 Notable Projects. Due to the number of pipeline development projects anticipated allowance has been made in the work plan.

The joint OCP (Official Community Plan) review of Electoral Areas "B" (Burns Lake Rural), "E" (Francois/Ootsa Lake Rural) and contract with Village of Burns Lake pilot project, as directed by the Regional Board is not currently on the 2016 Proposed Notable Projects list. The project will be revenue neutral and will be part of the 2nd draft budget process.

PRE-BUDGET PLANNING SESSION (CONT'D)

GIS and House Numbering Function – Jason Llewellyn, Director of Planning

Mr. Llewellyn provided an overview of the GIS and House Number Function and 2016 Proposed Notable Projects. He spoke of the First Nations reserve addressing capacity building project and that the RDBN is not being made aware of address changes and/or development of new housing thus the need for the project.

Building Inspection Function – Jason Llewellyn, Director of Planning

Mr. Llewellyn provided an overview of the Building Inspection Function and spoke to the recent changes to the *Building Act*. Municipalities will require building inspectors to have level three certification in the future.

Bylaw Enforcement Function – Jason Llewellyn, Director of Planning

Mr. Llewellyn noted the benefits of having a Bylaw Enforcement Officer present in the region.

Discussion took place regarding the ability to address non-compliance and a culture of disrespect for the rules. Director Bachrach spoke to the possibility of Planning Department staff completing an analysis of how many requests for variance are made prior to building, how many are made after the building is already in place and how many times enforcement action has been taken when non-compliance occurs.

Discussion took place regarding the Regional Board's past decisions in regard to variance applications. Mr. Llewellyn noted that in 2012 the Regional Board developed a policy that directs and outlines for staff its wishes on how to address bylaw enforcement issues. It clearly outlines the process for staff to try to resolve an issue and if the issue can't be resolved then seeking direction from the Board and a more formal enforcement process can be undertaken at the Board's direction. In situations wherein an application is made to correct an issue of non-compliance the Board can have a policy but due to legislative requirements it is illegal for the policy to direct the Board to make a certain decision. Each situation has to be dealt with on a case by case basis.

Reviewing the enforcement policy and adding it as a project for future review and discussion in the Planning Department's work plan was discussed. Discussion took place regarding the challenges of making decisions in respect to land use non-compliance. A fine schedule was discussed for variance, building and zoning infractions.

Discussion took place regarding water permitting regulations that the province has been discussing. Mr. Llewellyn noted that he has yet to receive formal specifications from the province and can follow-up further.

Environmental Services – Janine Dougall, Director of Environmental Services

Ms. Dougall noted that Environmental Services is an operational based department. She provided an overview of staffing allocation and equipment utilized in the department.

Ms. Dougall reviewed the services provided in the Environmental Services Department and that Solid Waste Management is the largest component. She reviewed the 2015 Projects Completed or Pending Completion in 2015. She noted that the infrastructure purchased to initiate Knockholt and Clearview Landfill Operations is currently under budget.

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PRE-BUDGET PLANNING SESSION (CONT'D)

Ms. Dougall spoke of the Phase 3 development at Knockholt Landfill. The project was initially slated for 2017 but has been moved to 2016 due to the increased amount of industrial construction demolition for example the demolition of the Burns Lake Hospital. Potential pipeline and camp development may also increase the need for further capacity at Knockholt Landfill. She also noted that the Ministry of Environment is currently reviewing its new landfill guidelines and they may or may not impact the development of the Knockholt Landfill.

Ms. Dougall noted that the Environmental Services work plan is very aggressive and the department does not currently have the capacity to complete all the work. Consideration may need to be given to hiring a contractor to complete some of the work.

Director Repen spoke of tipping fees to offset the dumping of industrial demolition waste. Ms. Dougall noted that fees are currently charged at \$60 per metric tonne for Construction and Demolition (C&D) Waste and land clearing waste for anything over 2 m³ (level pickup box load). The RDBN also has fees for the removal of ozone depleting substances (ODS) at \$16 per item and for contaminated soils approved to be brought to RDBN Landfill sites. In the past the Regional Board implemented the fees in the attempt to subsidize the estimated landfill cost of approximately \$100 per metric tonne. That fee has not been reviewed or increased since implementation. Discussion took place regarding industry paying taxation to the RDBN and costs incurred for industrial waste. Discussion also took place regarding the possible increase to the ODS charge.

Director Repen commented that a regional hub for recycling may be beneficial for the region and there is ongoing conversation with the Smithers and Area Recycling Society regarding the idea of having a one stop shop.

Discussion took place regarding the usage of landfill gasses. The usage of wood waste to address methane gasses was discussed, but further investigation is required.

Chair Miller mentioned that the Burns Lake Chamber of Commerce has spoken to him regarding the 2016 cardboard ban. Ms. Dougall is meeting with the Burns Lake Chamber of Commerce on November 23, 2015.

Concerns were brought forward in regard to companies outside the RDBN bringing cardboard to RDBN Transfer Station sites due to the lack of a cardboard ban at the sites.

Break at 2:32 p.m.

Reconvened at 2:46 p.m.

Discussion:

RE: Additional Projects to be considered

Ms. Chapman provided an overview of additional projects. A number of the projects suggested are currently in departmental work plans and in the advocacy portion of work plans.

PRE-BUDGET PLANNING SESSION (CONT'D)

The following additional items for staff workplans:

Administration

- Education:
 - o Teacher shortage;
 - o Class sizes;
- Transportation – Advocacy
 - o Continuing to advocate;
 - o Log haul changes – concern;
- Agricultural Sector (Admin/Planning) (on work plan)
 - o Sustainability;
 - o Impacts of compression hay facilities;
 - o Planting of trees on Agricultural Land;
 - o Agricultural Sector Meetings;
- Health Services – Community Based;
- Parks/Roads/Docks/Recreation - on work plan;

Finance

- Highlight and colour code increases;

Protective Services

- Spill response;
- CN Rail issues;

Bylaw Enforcement (Planning)

- Review policy in regard to enforcement issues:
 - o Investigate a fine structure;

Environmental Services

- Regional hub for recycling;
- Review tipping fees Construction & Demolition and general tipping fees;
 - o Solid waste management plan review – tipping fee structure;
 - o ODS and C&D – investigate – budget implications to revenue stream;
- Continue discussions regarding LNG development infrastructure implications:
 - o Work camps.
 - o Researching the ability to address fees/bylaws for the development of work camps and waste generated.

Moved by Director Repen
Seconded by Director Stoltenberg

C.W.2015-8-3

“That the Committee of the Whole recommend that the Regional District of Bulkley-Nechako include the following items for consideration on staff work plans:

Administration

- o Education:
 - Teacher shortage;
 - Class sizes;
- o Transportation – Advocacy
 - Continuing to advocate;
 - Log haul changes – concern;
- o Agricultural Sector (Admin/Planning) (on work plan)
 - Sustainability;
 - Impacts of compression hay facilities;
 - Planting of trees on Agricultural Land;
 - Agricultural Sector Meetings;
- o Health Services – Community Based;
- o Parks/Roads/Docks/Recreation (on work plan)

PRE-BUDGET PLANNING SESSION (CONT'D)

Finance

- Highlight and colour code increases;

Protective Services

- Spill response;
- CN Rail issues;

Bylaw Enforcement (Planning)

- Review policy in regard to enforcement issues:
 - Investigate a fine structure;

Environmental Services

- Regional hub for recycling;
- Review tipping fees Construction & Demolition and general tipping fees;
 - Solid waste management plan review – tipping fee structure;
 - ODS and C&D – investigate – budget implications to revenue stream;
- Continue discussions regarding LNG development infrastructure implications:
 - Work camps.

(All/Directors/Majority)

CARRIED UNANIMOUSLY

INVITATION

Physical Activity and Health Summit – November 20, 2015 -Prince George, B.C.

Moved by Director Repen
Seconded by Director Petersen

C.W.2015-8-4

"That the Committee of the Whole receive the invitation titled "Physical Activity and Health Summit on November 20, 2015 in Prince George, B.C."

(All/Directors/Majority)

CARRIED UNANIMOUSLY

SUPPLEMENTARY AGENDA

INVITATION

First Nations Health Authority/ B.C. Ministry of Transportation And Infrastructure -Transportation Symposium Invitation -Smithers, BC: Tuesday, November 24, 2015

Moved by Director MacDougall
Seconded by Director Brien

C.W.2015-8-5

"That the Committee of the Whole receive the invitation from the First Nations Health Authority and B.C. Ministry of Transportation and Infrastructure titled "Transportation Symposium Invitation in Smithers, B.C.: Tuesday, November 24, 2015."

(All/Directors/Majority)

CARRIED UNANIMOUSLY

Ministry of Transportation and Infrastructure indicated the Symposium is for staff to attend. Director MacDougall is attending on behalf of the Omineca Beetle Action Coalition.

INVITATION (CONT'D)

Discussion took place regarding the number of people along the Highway 16 corridor living in rural areas and that there should be representation from rural areas. The invitation is for two representatives from communities. Concerns were brought forward in regard to addressing the transportation issues along Highway 16.

Discussion took place regarding the recommendation brought forward regarding the issue along with the endorsement at the Union of B.C. Municipalities Convention in the past.

Moved by Director Greenaway
Seconded by Director Stotlenberg

C.W.2015-8-6

"That the Committee of the Whole recommend that the Regional District of Bulkley-Nechako authorize the attendance of Director Newell at the First Nations Health Authority and B.C. Ministry of Transportation and Infrastructure Transportation Symposium in Smithers, B.C. on Tuesday, November 24, 2015."

(All/Directors/Majority)

CARRIED UNANIMOUSLY

NEW BUSINESS

Re-use Shed Information

Discussion took place regarding the timeline that the Regional Board will receive a summary of the Re-Use Shed public meeting information. Ms. Chapman noted that a report will be brought forward for consideration at the December 10th meeting date. Discussion took place in regard to having a Waste Management Committee Meeting on December 10, 2015.

Spill Response Forum

Director Newell will forward information he has received to staff in regard to a Spill Response Forum.

ADJOURNMENT

Moved by Director MacDougall
Seconded by Director Stoltenberg

C.W.2015-8-7

"That the meeting be adjourned at 3:10 p.m."

(All/Directors/Majority)

CARRIED UNANIMOUSLY

Bill Miller, Chair

Wendy Wainwright, Executive Assistant



Regional District of Bulkley-Nechako Memo – Committee of the Whole Agenda January 14, 2016

To: Chair Miller and the Committee of the Whole
From: Laura O'Meara, Senior Financial Assistant
Date: January 4, 2016
Re: 2016 Draft Budget

The First draft of the 2016 budget for regional services is complete. As usual, the budgets for local services will be prepared after discussion with the Directors that participate in each local service.

Underlying Basis

The first draft of the 2016 budget is based on the proposed projects and work plans that were reviewed with the Board during the Pre-Budget discussions that took place during the November 5th Committee of the Whole meeting.

Major Components of Taxation in 2016

Schedule 1 is a graphic representation of the major components of taxation. It shows the percentage of our tax requisition that is taken up by each service in 2016. There is a separate chart for Region-wide Services and for Regional Rural Services. From this, it is easy to see how large an impact each service has relative to the other services.

Tax Rate Trend

Schedule 2 includes bar graphs showing our tax rates from 2012 to 2016 and the projected tax rate for 2016. The trend is measured separately for rural and municipal taxpayers because the number of regional services affecting rural taxpayers is greater than those affecting municipal taxpayers.

Projected Tax Rates for 2016

Schedule 3 summarizes projected 2016 taxation and projected residential tax rates for each region-wide and regional rural service, compared with 2015. The schedule shows an increase for Region-wide Services of 4.9% and a decrease of 0.3% for Regional Rural Services.

2016 Initiatives

Schedule 4 is a listing of proposed initiatives included in the 2016 budget, costing \$1,396,150 in total.



Surplus from Prior Years

Schedule 5 is a comparison of the surplus from prior years for each Region-wide service and each Regional Rural service.

Comments on Specific Services

a) General Government

Taken as a whole, taxation for General Government, Rural Planning and Development Services combined is about \$17,000 less than last year. A \$102,000 increase in taxation in General Government is offset by a \$119,000 decrease in taxation for Rural Planning and Development Services as the salary and benefits of the Planning Director have shifted to General Government at a somewhat increased rate, first as Deputy CAO and then as Acting CAO. Changes in surpluses carried forward from last year also impact the change in taxation. Details are provided in Schedule 7.

b) Environmental Services

Landfill costs would have increased by \$489,000 if the lowest contractor bid had been accepted. Instead, by purchasing equipment and hiring landfill staff, landfill cost for 2016 is projected to increase by \$173,000, a savings of \$316,000 compared with contracting out. Also, annual landfill costs will decline by \$319,000 in 2021 when the debt is paid off after 5 years.

The other major components of the \$382,000 projected tax increase are a \$125,000 reduction in scrap metal revenue due to metal price declines, \$50,000 for Knockholt Landfill phase development in excess of capital reserve withdrawal, \$50,000 for the 2016 cost of the Solid Waste Management Plan Review and a \$50,000 operations contingency in the event we have to bring in a consultant to supplement current Environmental Services staff shortages. These items are partially offset by an increase in the surplus from the prior year. Details are provided in Schedule 14.

c) 9-1-1 Service

Taxation is projected to decrease by \$152,000 due to a \$68,000 increase in the surplus from last year resulting from the change from the RCMP to Ecom as the Primary Service Answering Point provider and a \$78,000 decrease in Fire Operations Communications Centre costs resulting from a change in the fee basis to a usage-based fee. Details are provided in Schedule 16.

Projected Tax Changes for each Service

Schedules 6 through 17 highlight the major items affecting the projected tax change in each region-wide service and each regional rural service. The reasons behind these projected changes will be reviewed during the meeting.

2016 Taxation by Property Class



Schedule 18 includes pie charts showing the percentage of taxation paid by each class of property for Region-wide services and Regional Rural services. Schedule 19 includes details for each service.

Property Assessments

Schedule 20 is a breakdown of property assessments by property class for each jurisdiction in the RDBN. In schedule 21, assessment data is converted to reflect property class multipliers. Converted assessments is the basis on which Regional District property taxes are apportioned where there is more than one participant in a service.

Detailed Service Budgets

If Directors would like copies of the detailed budgets for each service, these are available on request.

I would be pleased to answer any questions.

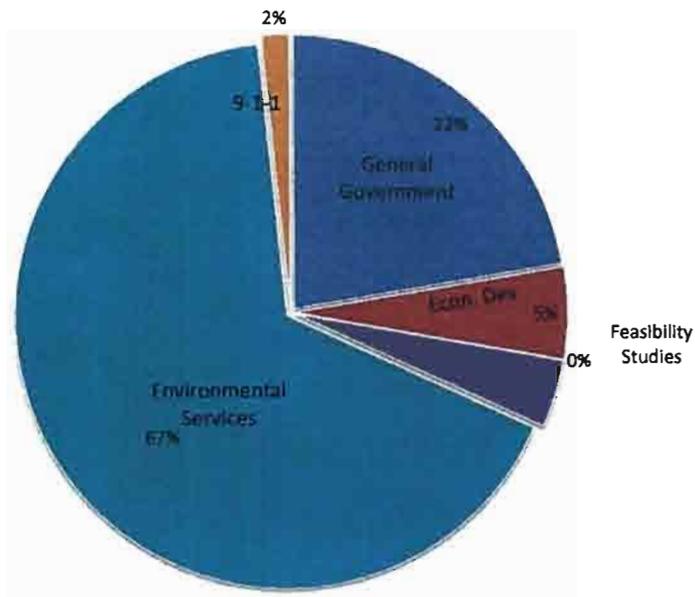
Recommendation:

(all/directors/majority)

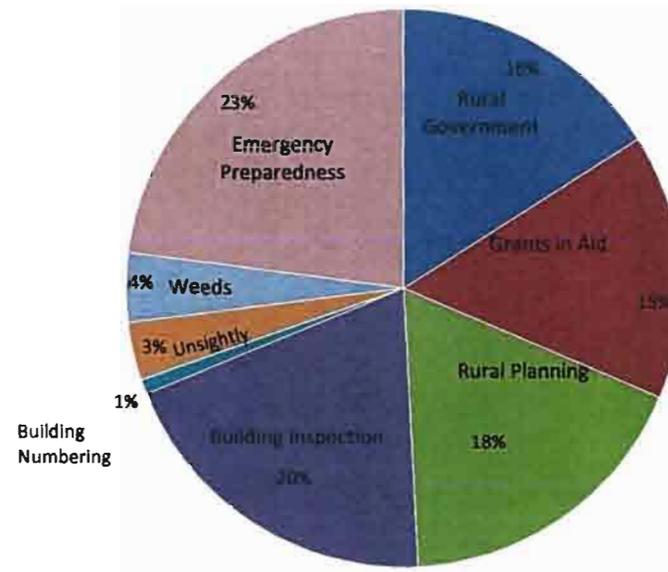
That the Board of Directors receive the Senior Financial Assistant's January 4, 2016 memo titled "2016 Draft Budget" and provide direction regarding any changes to the draft budget.

RDBN - 2016 Budget
Major Components of Region-wide and Regional Rural Taxation

Taxation for Region-Wide Services

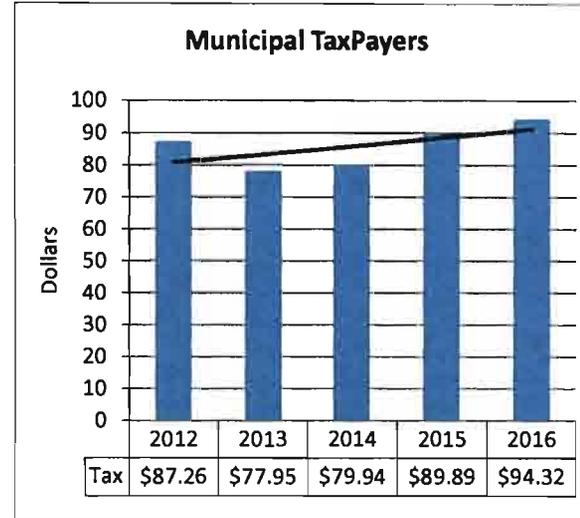
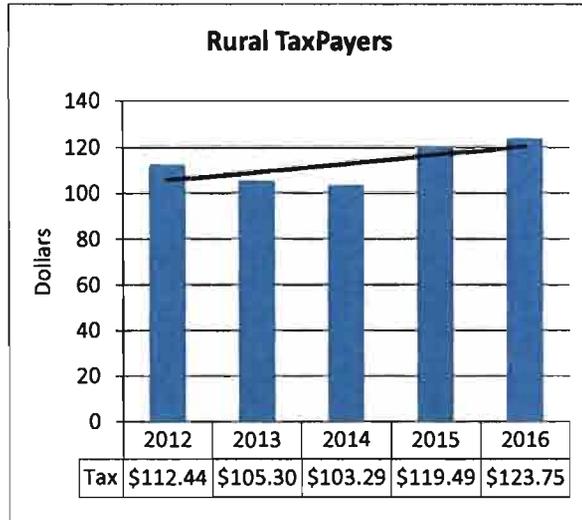


Taxation for Regional Rural Services



16

RDBN 2016 Budget - Tax on a \$100,000 Property (excludes local services)



Includes:

- General Government
- Regional Economic Development
- Feasibility Studies
- Planning
- Development Services
- Environmental Services
- 9-1-1 Service
- Rural Government
- Rural Grants in Aid
- Building Inspection
- Building Numbering
- Unightly Premises
- Noxious Weed Control
- Emergency Preparedness

- General Government
- Regional Economic Development
- Feasibility Studies
- Planning
- Development Services
- Environmental Services
- 9-1-1 Service

17

RDBN - 2016 Budget
Projected Tax Rates for Regional Services
 (excludes local services)

| Dept | Service | Taxation | | | Converted Assessments | | Tax on a \$100,000 Residential Property | | | | | |
|--------------------------------|--|------------------|------------------|----------------|-----------------------|---------------------|---|--------------|--------------|---------------------|--------------|--------------|
| | | 2015 Tax | 2016 Tax | 2015 vs 2016 | 2015 Revised Roll | 2016 Completed Roll | Rural Taxpayers | | | Municipal Taxpayers | | |
| | | | | | | | 2015 | 2016 | 2016 vs 2015 | 2015 | 2016 | 2016 vs 2015 |
| Region-Wide Services | | | | | | | | | | | | |
| 1201 | General Govt - Legislative | 257,641 | 285,152 | 27,511 | 556,512,401 | 556,512,401 | 4.63 | 5.12 | 0.49 | 4.63 | 5.12 | 0.49 |
| 1202 | General Govt - Administration | 491,327 | 553,162 | 61,835 | 556,512,401 | 556,512,401 | 8.83 | 9.94 | 1.11 | 8.83 | 9.94 | 1.11 |
| 1203 | General Govt - Finance | 288,121 | 300,712 | 12,591 | 556,512,401 | 556,512,401 | 5.18 | 5.40 | 0.23 | 5.18 | 5.40 | 0.23 |
| | | 1,037,089 | 1,139,026 | 101,937 | 556,512,401 | 556,512,401 | 18.64 | 20.47 | 1.83 | 18.64 | 20.47 | 1.83 |
| 1301 | Feasibility Studies | - | - | - | 556,512,401 | 556,512,401 | - | - | - | - | - | - |
| 2500 | Regional Economic Development | 294,550 | 275,190 | (19,360) | 556,512,401 | 556,512,401 | 5.29 | 4.94 | (0.35) | 5.29 | 4.94 | (0.35) |
| 4301 | Development Serv | 278,687 | 203,324 | (75,363) | 556,512,401 | 556,512,401 | 5.01 | 3.65 | (1.35) | 5.01 | 3.65 | (1.35) |
| 5000 | Environmental Serv. | 3,007,330 | 3,389,272 | 381,942 | 556,512,401 | 556,512,401 | 54.04 | 60.90 | 6.86 | 54.04 | 60.90 | 6.86 |
| 7501 | 9-1-1 Service | 237,235 | 84,821 | (152,414) | 556,512,401 | 556,512,401 | 4.26 | 1.52 | (2.74) | 4.26 | 1.52 | (2.74) |
| | Total Region-Wide Services | 4,854,891 | 5,091,633 | 236,742 | 556,512,401 | 556,512,401 | 87.24 | 91.49 | 4.25 | 87.24 | 91.49 | 4.25 |
| Regional Rural Services | | | | | | | | | | | | |
| 1101 | Rural Govt - Legislative | 79,152 | 84,465 | 5,313 | 275,651,333 | 275,651,333 | 2.87 | 3.06 | 0.19 | | | |
| 1102 | Rural Govt - Administration | 60,379 | 55,276 | (5,103) | 275,651,333 | 275,651,333 | 2.19 | 2.01 | (0.19) | | | |
| | | 139,531 | 139,741 | 210 | 275,651,333 | 275,651,333 | 5.06 | 5.07 | 0.01 | | | |
| 1103 | Rural Grant in Aid | 134,381 | 134,381 | - | 275,651,333 | 275,651,333 | 4.88 | 4.88 | - | | | |
| 4101 | Rural Planning | 199,178 | 155,838 | (43,340) | 556,512,401 | 556,512,401 | 3.98 | 4.25 | 0.27 | 2.65 | 2.83 | 0.18 |
| 4201 | Building Inspection | 141,041 | 171,581 | 30,540 | 162,065,979 | 162,065,979 | 8.70 | 10.59 | 1.88 | | | |
| 4401 | Building Numbering | 5,896 | 7,279 | 1,383 | 275,651,333 | 275,651,333 | 0.21 | 0.26 | 0.05 | | | |
| 4501 | Unsightly Premises | 36,131 | 29,351 | (6,780) | 255,798,754 | 255,798,754 | 1.41 | 1.15 | (0.27) | | | |
| 5901 | Weed Control | 38,602 | 35,284 | (3,318) | 275,651,333 | 275,651,333 | 1.40 | 1.28 | (0.12) | | | |
| 7601 | Emergency Preparedness | 182,180 | 126,929 | (55,251) | 275,651,333 | 275,651,333 | 6.61 | 4.60 | (2.00) | | | |
| 7602 | Emergency Response | - | 4,985 | 4,985 | 275,651,333 | 275,651,333 | - | 0.18 | 0.18 | | | |
| 7603 | Rural Fire Dept Traing & Eval & Compliance | - | 68,528 | 68,528 | 275,651,333 | 275,651,333 | - | 2.49 | 2.49 | | | |
| | | 182,180 | 200,442 | 18,262 | | | | | | | | |
| | Total Regional Rural Services | 876,940 | 873,898 | (3,042) | | | 32.26 | 32.26 | 0.00 | | | |
| | | 5,731,831 | 5,965,531 | 233,700 | | | 119.49 | 123.75 | 4.26 | 89.89 | 94.32 | 4.43 |

| | |
|---|-------|
| Percentage Change - Region-wide Services | 4.9% |
| Percentage Change - Regional Rural Services | -0.3% |
| Percentage Change - Total | 4.1% |

| | | | | | | |
|----------|------|------|------|------|------|------|
| Tax Rate | 1.19 | 1.24 | 0.04 | 0.90 | 0.94 | 0.04 |
|----------|------|------|------|------|------|------|

18

RDBN - 2016 Budget
Initiatives for 2016

Administration & Finance

| | |
|---|----------------|
| Forestry Strategy | 10,000 |
| Legacy Funding | 10,000 |
| Northwest Resource Benefit Alliance | 50,000 |
| Education Strategy | 5,000 |
| Transportation Strategy | 5,000 |
| Agricultural Strategy | 2,500 |
| Records Management Software | 25,000 |
| Asset Management Software | 30,000 |
| Purchase Additional Main Server (funded from capital reserve) | 12,100 |
| Replace File Server (funded from capital reserve) | 7,800 |
| | <u>157,400</u> |

Regional Economic Development

| | |
|---|----------------|
| Tourism Research (Profiles/Values of Tourism) - Funded 100% with grants | 60,000 |
| Investment Readiness Action Plan (funded 77% with grants) | 40,000 |
| Regional Skills Gap Analysis Implementation (Funded 100% with grants) | 141,500 |
| | <u>241,500</u> |

Planning

| | |
|--|---------------|
| Plotter Purchase (Funding from Capital Reserve) | 34,000 |
| Property Database (funded from contingency built up in previous years) | 50,000 |
| | <u>84,000</u> |

Environmental Services

| | |
|--|----------------|
| Increase contingency for carbon emission reduction initiatives | 13,250 |
| Update the Solid Waste Management Plan (\$100,000 over 2 years) | 50,000 |
| Final Closure at Fraser Lake Landfill (Topsoil and seed) | 15,000 |
| Final Closure at Vanderhoof Landfill (top soil, grass seed and rip-rap) | 10,000 |
| Post Closure activities at Former Smithers/Telkwa Landfill | 50,000 |
| Knockholt Phase Development, Scale Upgrade, lagoon desludging | 300,000 |
| Knockholt Scale Upgrade | 40,000 |
| Knockholt Lagoon Desludging | 70,000 |
| Clearview Landfill Scale Upgrade | 40,000 |
| Area "D" Transfer Station Recycling Area Upgrades | 15,000 |
| Well Remediation at Vanderhoof Transfer Station | 10,000 |
| New Bobcat at VTS and FSJTS (\$60,000 X 2) | 120,000 |
| Increase Landfill Closure Reserve Contribution from \$75,000 to \$90,000 | 15,000 |
| | <u>748,250</u> |

Emergency Preparedness

| | |
|---|----------------|
| NESST Program | 15,000 |
| Consulting Fees - GIS Study (Fully funded by Grant) | 150,000 |
| | <u>165,000</u> |

1,396,150

Surplus Comparison

| | | Surplus from Prior Year | | |
|---------------------------------------|--|--------------------------------|------------------|----------------|
| | | 2015 | 2016 | 2015 vs 2016 |
| <u>Region-Wide Services</u> | | | | |
| 1201 | General Govt - Legislative | 68,725 | 49,881 | (18,844) |
| 1202 | General Govt - Administration | 98,648 | 192,406 | 93,758 |
| 1203 | General Govt - Finance | 30,411 | 39,586 | 9,175 |
| | | <u>197,784</u> | <u>281,873</u> | <u>84,089</u> |
| 1301 | Feasibility Studies | 17,277 | 9,601 | (7,676) |
| 2500 | Regional Economic Development | 74,932 | 89,023 | 14,091 |
| 4301 | Development Serv | 65,933 | 66,207 | 274 |
| 5000 | Environmental Serv. | 859,604 | 955,213 | 95,609 |
| 7501 | 9-1-1 Service | 32,795 | 101,430 | 68,635 |
| | Total Region-Wide Services | <u>1,248,325</u> | <u>1,503,347</u> | <u>255,022</u> |
| <u>Regional Rural Services</u> | | | | |
| 1101 | Rural Govt - Legislative | 46,481 | 48,153 | 1,672 |
| 1102 | Rural Govt - Administration | 3,582 | 9,311 | 5,729 |
| | | <u>50,063</u> | <u>57,464</u> | <u>7,401</u> |
| 1103 | Rural Grant in Aid | 182,844 | 259,303 | 76,459 |
| 4101 | Rural Planning | 35,964 | 40,920 | 4,956 |
| 4201 | Building Inspection | 22,974 | 1,813 | (21,161) |
| 4401 | Building Numbering | 2,939 | 1,772 | (1,167) |
| 4501 | Unightly Premises | 3,612 | 13,204 | 9,592 |
| 5901 | Weed Control | 6,757 | 11,622 | 4,865 |
| 7601 | Emergency Preparedness | 32,024 | 37,540 | 5,516 |
| 7602 | Emergency Response | 1,163 | (0) | (1,163) |
| 7603 | Rural Fire Dept Traing & Eval & Compliance | - | - | - |
| | | <u>33,187</u> | <u>37,540</u> | <u>4,353</u> |
| | Total Regional Rural Services | <u>338,340</u> | <u>423,637</u> | <u>85,297</u> |
| | | <u>1,586,665</u> | <u>1,926,984</u> | <u>340,319</u> |

Regional District of Bulkley-Nechako
Details of Projected Tax Changes
Rural Government

| | (\$000s) |
|---------------------|----------|
| 2015 Taxation | 140 |
| 2016 Taxation | 140 |
| Increase (Decrease) | - |

| | (\$000's) | | |
|----------------------------|----------------|----------------|----------------------------|
| Item | 2015 Budget | 2016 Budget | Tax Increase (Decrease) |
| <u>Revenue</u> | | | |
| Surplus from Prior Year | 50 | 57 | (7) |
| | | | (7) |
| <u>Expenditures</u> | | | |
| Directors remuneration | 78 | 79 | 1 |
| Directors travel | 52 | 57 | 5 |
| Liability Insurance | 9 | 11 | 2 |
| Other | | | (1) |
| | | | 7 |
| | | | - |

Regional District of Bulkley-Nechako
Details of Projected Tax Changes
General Government

| | (\$000s) |
|---------------------|----------|
| 2015 Taxation | 1,037 |
| 2016 Taxation | 1,139 |
| Increase (Decrease) | 102 |

| Item | (\$000's) | | |
|---|----------------|----------------|----------------------------|
| | 2015 Budget | 2016 Budget | Tax Increase (Decrease) |
| Revenue | | | |
| Surplus from Prior Year | 198 | 282 | (84) |
| Investment Income | 10 | 12 | (2) |
| Other Grant Revenue | 15 | - | 15 |
| Transfer from Capital Reserve (Includes new phone system) | 31 | 27 | 4 |
| Transfer from Vehicle Reserve | 11 | - | 11 |
| Grant in lieu of Alcan taxes | 107 | 114 | (7) |
| Administration Recovery - SNRHD | 12 | 15 | (3) |
| | | | (66) |
| Expenditures | | | |
| Directors remuneration | 258 | 264 | 6 |
| Directors CPP | 4 | 7 | 3 |
| Directors Travel | 84 | 86 | 2 |
| Salaries & Benefits | 798 | 971 | 173 |
| Staff Travel | 9 | 8 | (1) |
| Allocated Building Occupancy Costs | 49 | 50 | 1 |
| Communications (Includes new phone system) | 49 | 23 | (26) |
| Newsletters | 3 | - | (3) |
| Sponsorship | 4 | 3 | (1) |
| Liability Insurance | 10 | 11 | 1 |
| Supplies | 22 | 17 | (5) |
| Special Projects | 136 | 158 | 22 |
| Capital Expenditures | 56 | 51 | (5) |
| Interest Expense | 4 | 8 | 4 |
| Other | | | (3) |
| | | | 168 |
| | | | 102 |

Regional District of Bulkley-Nechako
Details of Projected Tax Changes
Feasibility Studies

| | (\$000s) | | |
|---------------------|----------|--|---|
| 2013 Taxation | | | - |
| 2014 Taxation | | | - |
| Increase (Decrease) | | | - |

| <u>Item</u> | <u>2012 Budget</u> | <u>2013 Budget</u> | <u>Tax Increase (Decrease)</u> |
|---------------------|------------------------|------------------------|------------------------------------|
| Feasibility Studies | | | - |

Regional District of Bulkley-Nechako
Details of Projected Tax Changes
Regional Economic Development

| | |
|---------------------|-------------|
| | (\$000s) |
| 2015 Taxation | 295 |
| 2016 Taxation | 275 |
| Increase (Decrease) | <u>(20)</u> |

| | | | |
|------------------------------------|---------------|---------------|---------------------|
| | (\$000's) | | |
| <u>Item</u> | <u>2015</u> | <u>2016</u> | <u>Tax Increase</u> |
| | <u>Budget</u> | <u>Budget</u> | <u>(Decrease)</u> |
| <u>Revenue</u> | | | |
| Surplus from Prior Year | 75 | 89 | (14) |
| Project Grants | 113 | 269 | <u>(156)</u> |
| | | | <u>(170)</u> |
| <u>Expenditures</u> | | | |
| Salaries & Benefits | 243 | 241 | (2) |
| Staff Education | 16 | 11 | (5) |
| Allocated Building Occupancy Costs | 27 | 22 | <u>(5)</u> |
| | | | <u>(12)</u> |
| <u>Projects</u> | | | |
| - Tourism | 44 | 108 | 64 |
| - Bulkley Nechako Directory | 9 | 8 | (1) |
| - Opportunities Website | 5 | 6 | 1 |
| - Agriculture Project | 30 | 35 | 5 |
| - Marketing Initiatives | 10 | 6 | (4) |
| - Business Forum | 2 | 5 | 3 |
| - Economic Development Workshops | 35 | 8 | <u>(27)</u> |
| - Regional Skills Gap Analysis | 68 | 142 | 74 |
| - Action Plan | 8 | 46 | 38 |
| - Minerals North & Roundup | 6 | 8 | 2 |
| - Image Bank | 29 | 40 | 11 |
| | | | <u>166</u> |
| Other | | | <u>(4)</u> |
| Total Expenditures | | | <u>150</u> |
| | | | <u>(20)</u> |

Regional District of Bulkley-Nechako
Details of Projected Tax Changes
Rural Planning

| | |
|---------------------|--------------------|
| | <u>(\$000s)</u> |
| 2015 Taxation | 199 |
| 2016 Taxation | <u>156</u> |
| Increase (Decrease) | <u><u>(43)</u></u> |

| | | | |
|-------------------------------|------------------|---------------|---------------------|
| | <u>(\$000's)</u> | | |
| <u>Item</u> | <u>2015</u> | <u>2016</u> | <u>Tax Increase</u> |
| | <u>Budget</u> | <u>Budget</u> | <u>(Decrease)</u> |
| <u>Revenue</u> | | | |
| Transfer from Vehicle Reserve | 11 | - | 11 |
| Surplus from Prior Year | 36 | 41 | <u>(5)</u> |
| | | | <u>6</u> |
| <u>Expenditures</u> | | | |
| Salaries & Benefits | 179 | 134 | <u>(45)</u> |
| Associate Dues | 1 | 2 | 1 |
| Building Occupancy Costs | 16 | 17 | 1 |
| Computer Systems | 3 | 5 | 2 |
| Legal | 16 | 21 | 5 |
| Capital Expenditures | 11 | - | (11) |
| Other | | | <u>(2)</u> |
| | | | <u>(49)</u> |
| | | | <u><u>(43)</u></u> |

Regional District of Bulkley-Nechako
Details of Projected Tax Changes
Building Inspection

| | |
|---------------------|-----------|
| | (\$000s) |
| 2014 Taxation | 141 |
| 2015 Taxation | 172 |
| Increase (Decrease) | <u>31</u> |

| | | | |
|--------------------------------|---------------|---------------|-------------------|
| | (\$000's) | | |
| <u>Item</u> | <u>2014</u> | <u>2015</u> | <u>Tax</u> |
| | <u>Budget</u> | <u>Budget</u> | <u>Increase</u> |
| | | | <u>(Decrease)</u> |
| <u>Revenue</u> | | | |
| Surplus from Prior Year | 23 | 2 | 21 |
| Transfer from Vehicle Reserve | - | 31 | (31) |
| Building Permit Fees | 70 | 60 | 10 |
| Cost Sharing by Municipalities | 90 | 103 | (13) |
| | | | <u>(13)</u> |
| <u>Expenditures</u> | | | |
| Salaries & Benefits | 211 | 225 | 14 |
| Computer Systems | 2 | 4 | 2 |
| Special Projects | 4 | - | (4) |
| Liability Insurance | 20 | 24 | 4 |
| Capital Expenditures - Vehicle | - | 31 | 31 |
| Other | | | (3) |
| | | | <u>44</u> |
| | | | <u>31</u> |

Regional District of Bulkley-Nechako
Details of Projected Tax Changes
Development Services

| | (\$000s) |
|---------------------|----------|
| 2015 Taxation | 279 |
| 2016 Taxation | 203 |
| Increase (Decrease) | (76) |

| | (\$000's) | | |
|-------------------------------|----------------|----------------|----------------------------|
| Item | 2015 Budget | 2016 Budget | Tax Increase (Decrease) |
| <u>Revenue</u> | | | |
| Grants in Lieu of Alcan Taxes | 29 | 31 | (2) |
| | | | (2) |
| <u>Expenditures</u> | | | |
| Salaries & Benefits | 241 | 178 | (63) |
| Computer Systems | 74 | 67 | (7) |
| Contribution to Reserve | 6 | - | (6) |
| Other | | | 2 |
| | | | (74) |
| | | | (76) |

Regional District of Bulkley-Nechako
Details of Projected Tax Changes
Unightly Premises Regulatory Control

| | (\$000s) |
|---------------------|----------|
| 2015 Taxation | 36 |
| 2016 Taxation | 29 |
| Increase (Decrease) | (7) |

| | (\$000's) | | |
|----------------------------|----------------|----------------|----------------------------|
| Item | 2015 Budget | 2016 Budget | Tax Increase (Decrease) |
| <u>Revenue</u> | | | |
| Surplus from Prior Year | 4 | 13 | (9) |
| | | | (9) |
| <u>Expenditures</u> | | | |
| Salaries & Benefits | 27 | 29 | 2 |
| Other | | | 2 |
| | | | (7) |

Regional District of Bulkley-Nechako
Details of Projected Tax Changes
Environmental Services

| | (\$000s) |
|---------------------|----------|
| 2015 Taxation | 3,007 |
| 2016 Taxation | 3,389 |
| Increase (Decrease) | 382 |

| | (\$000's) | | |
|---|----------------|----------------|----------------------------|
| Item | 2015 Budget | 2016 Budget | Tax Increase (Decrease) |
| <u>Revenue</u> | | | |
| Surplus from Prior Year | 860 | 955 | (95) |
| Transfer from Landfill Closure Reserve | 950 | 420 | 530 |
| Transfer from Capital Reserve | 150 | 125 | 25 |
| Transfer from Gas Tax Reserve | 20 | - | 20 |
| MFA Equipment Financing | 1,547 | - | 1,547 |
| Grants in lieu of Alcan Taxes | 310 | 330 | (20) |
| Metal Recycling Revenues | 150 | 25 | 125 |
| Bobcat Trade In Revenue | 34 | 20 | 14 |
| | | | 2,146 |
| <u>Administration Expenditures</u> | | | |
| Director's Remuneration & Benefits | 9 | 7 | (2) |
| Salaries & Benefits | 486 | 497 | 11 |
| Staff Travel | 40 | 50 | 10 |
| Contingency | - | 50 | 50 |
| Liability Insurance | 15 | 18 | 3 |
| Landfill Equipment Debt Payments | - | 319 | 319 |
| Debenture Repayment | 256 | 176 | (80) |
| Update of SWMP | - | 50 | 50 |
| Carbon Emission Reduction Initiatives | 40 | 53 | 13 |
| Allocated Building Occupancy Costs | 32 | 36 | 4 |
| Computer Network | - | 3 | 3 |
| Other | | | 3 |
| | | | 384 |
| <u>Operations</u> | | | |
| - Landfills | 803 | 657 | (146) |
| - Transfer Stations | 1,587 | 1,630 | 43 |
| - Operating Contingencies | 24 | 23 | (1) |
| - Landfill Closure Costs | 165 | 138 | (27) |
| - Recycling Expenditures | 861 | 914 | 53 |
| - Capital Expenditures | 2,752 | 655 | (2,097) |
| - Contributions to Reserves | 131 | 159 | 28 |
| - Other | | | (1) |
| | | | (2,148) |
| Total Expenditures | | | (1,764) |
| | | | 382 |

Regional District of Bulkley-Nechako
Details of Projected Tax Changes
Weed Control

| | (\$000s) |
|---------------------|----------|
| 2015 Taxation | 39 |
| 2016 Taxation | 35 |
| Increase (Decrease) | (4) |

| Item | (\$000's) | | |
|------------------------------|----------------|----------------|----------------------------|
| | 2015 Budget | 2016 Budget | Tax Increase (Decrease) |
| <u>Revenue</u> | | | |
| Surplus from Prior Year | 9 | 12 | (3) |
| Grant in Lieu of Alcan Taxes | 8 | 8 | - |
| | | | (3) |
| <u>Expenditures</u> | | | |
| Other | | | (1) |
| | | | (1) |
| | | | (4) |

Regional District of Bulkley-Nechako
Details of Projected Tax Changes
9-1-1 Service

| | (\$000s) |
|---------------------|----------|
| 2015 Taxation | 237 |
| 2016 Taxation | 85 |
| Increase (Decrease) | (152) |

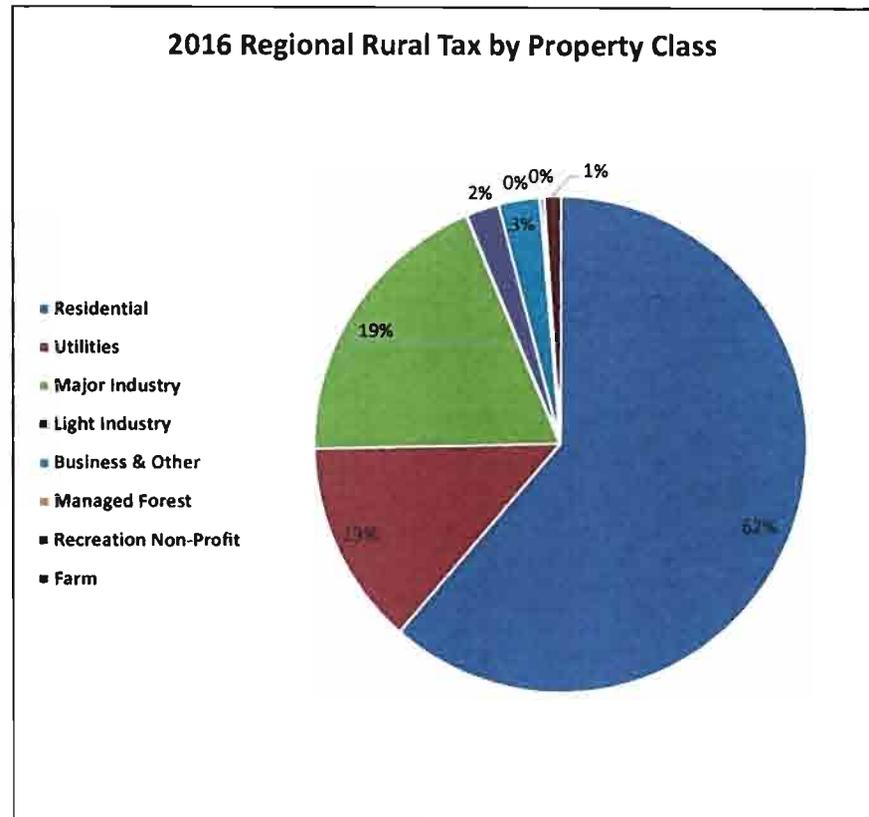
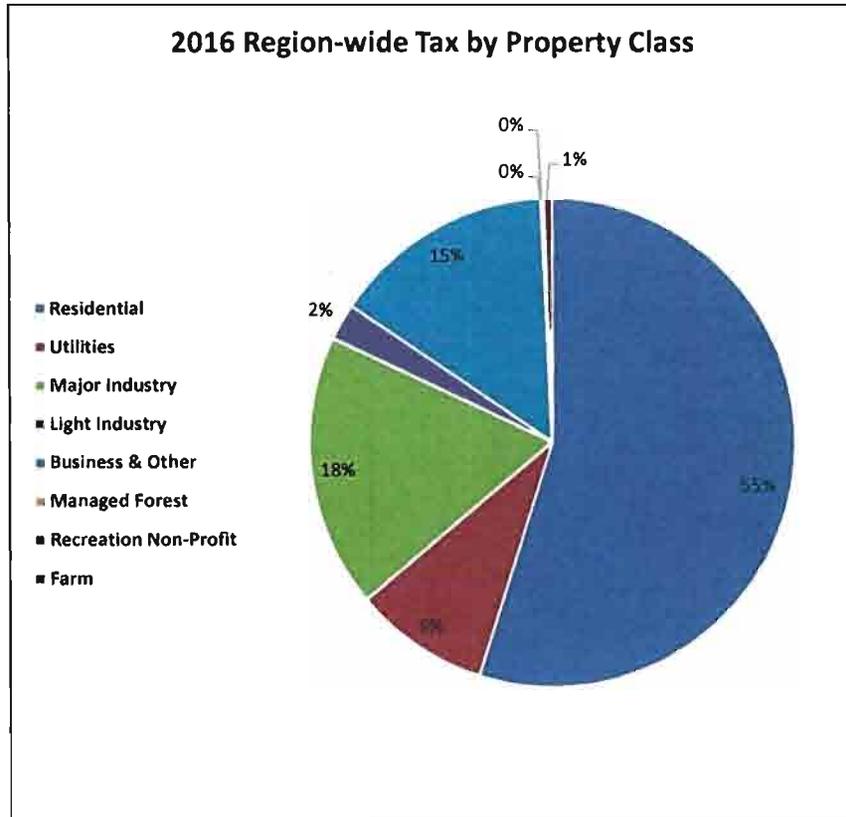
| Item | (\$000's) | | |
|---|----------------|----------------|----------------------------|
| | 2015 Budget | 2016 Budget | Tax Increase (Decrease) |
| <u>Revenue</u> | | | |
| Surplus from Prior Year | 33 | 101 | (68) |
| Grants in Lieu of Alcan Taxes | 21 | 22 | (1) |
| User Fees - Telus Land Lines | 142 | 138 | 4 |
| | | | (65) |
| <u>Expenditures</u> | | | |
| Salaries & Benefits | 37 | 41 | 4 |
| Repairs & Maintenance | 45 | 54 | 9 |
| PSAP Costs | 55 | 50 | (5) |
| FOCC Operating Costs | 223 | 145 | (78) |
| GIS Maintenance Costs | 11 | - | (11) |
| RDFFG Technician & Administration | 9 | - | (9) |
| Public Education & Kindergarten/Grade 1 | 2 | 4 | 2 |
| Other | | | 1 |
| | | | (87) |
| | | | (152) |

Regional District of Bulkley-Nechako
Details of Projected Tax Changes
Emergency Preparedness Planning

| | |
|---------------------|-----------|
| | (\$000s) |
| 2015 Taxation | 182 |
| 2016 Taxation | 200 |
| Increase (Decrease) | <u>18</u> |

| | | | |
|--------------------------------------|-------------|-------------|---------------------|
| | (\$000's) | | |
| <u>Item</u> | <u>2015</u> | <u>2016</u> | <u>Tax Increase</u> |
| | Budget | Budget | (Decrease) |
| <u>Revenue</u> | | | |
| Surplus from Prior Year | 33 | 37 | (4) |
| Transfer from Vehicle Reserve | 11 | - | 11 |
| Other Grant Revenue | 76 | 150 | (74) |
| Donation Revenue | - | 15 | (15) |
| Misc Revenue | 14 | - | 14 |
| | | | <u>(68)</u> |
| <u>Expenditures</u> | | | |
| Salaries & Benefits | 170 | 184 | 14 |
| Staff Travel | 5 | 4 | (1) |
| Computer Systems | - | 4 | 4 |
| Consulting Fees - GIS Study | 76 | 150 | 74 |
| Emergency Volunteer Program | 25 | 14 | (11) |
| NESST Program | - | 15 | 15 |
| Supplies | 3 | 5 | 2 |
| Capital Expenditures | 11 | - | (11) |
| Contribution to Emergency Response R | - | 5 | 5 |
| Costs allocated to Rural Fire Depts | - | (8) | (8) |
| Other | | | 3 |
| | | | <u>86</u> |
| | | | <u>18</u> |

2016 Taxation by Property Class



**Taxation for Regional Services
By Property Class**

| | | Class 1 | Class 2 | Class 4 | Class 5 | Class 6 | Class 7 | Class 8 | Class 9 | |
|--------------------------------|--------------------------------------|------------------|------------------|----------------|------------------|----------------|------------------|----------------|-----------------------|---------------|
| Dept | Service | 2016 Tax | Residential | Utilities | Major Industry | Light Industry | Business & Other | Managed Forest | Recreation Non-Profit | Farm |
| Region-Wide Services | | | | | | | | | | |
| 1201 | General Govt - Legislative | 285,152 | 156,598 | 25,646 | 51,692 | 6,996 | 42,121 | 10 | 525 | 1,565 |
| 1202 | General Govt - Administration | 553,162 | 303,782 | 49,750 | 100,276 | 13,571 | 81,710 | 20 | 1,018 | 3,036 |
| 1203 | General Govt - Finance | 300,712 | 165,143 | 27,045 | 54,512 | 7,377 | 44,419 | 11 | 553 | 1,650 |
| | | 1,139,026 | 625,523 | 102,441 | 206,479 | 27,944 | 168,250 | 41 | 2,096 | 6,251 |
| 1301 | Feasibility Studies | - | - | - | - | - | - | - | - | - |
| 2500 | Regional Economic Development | 275,190 | 151,127 | 24,750 | 49,886 | 6,751 | 40,649 | 10 | 506 | 1,510 |
| 4301 | Development Serv | 203,324 | 111,660 | 18,286 | 36,858 | 4,988 | 30,034 | 7 | 374 | 1,116 |
| 5000 | Environmental Serv. | 3,389,272 | 1,861,301 | 304,822 | 614,398 | 83,150 | 500,643 | 123 | 6,236 | 18,600 |
| 7501 | 9-1-1 Service | 84,821 | 46,582 | 7,629 | 15,376 | 2,081 | 12,529 | 3 | 156 | 465 |
| | Total Region-Wide Services | 5,091,633 | 2,796,193 | 457,928 | 922,997 | 124,914 | 752,105 | 184 | 9,368 | 27,943 |
| Regional Rural Services | | | | | | | | | | |
| 1101 | Rural Govt - Legislative | 84,465 | 51,812 | 11,253 | 16,124 | 1,843 | 2,285 | 6 | 234 | 909 |
| 1102 | Rural Govt - Administration | 55,276 | 33,907 | 7,364 | 10,552 | 1,206 | 1,495 | 4 | 153 | 595 |
| | | 139,741 | 85,718 | 18,618 | 26,675 | 3,049 | 3,780 | 10 | 387 | 1,504 |
| 1103 | Rural Grant in Aid | 134,381 | 82,430 | 17,904 | 25,652 | 2,932 | 3,635 | 10 | 372 | 1,446 |
| 4101 | Rural Planning | 155,838 | 95,592 | 20,762 | 29,748 | 3,400 | 4,216 | 11 | 431 | 1,677 |
| 4201 | Building Inspection | 171,581 | 105,249 | 22,860 | 32,753 | 3,744 | 4,641 | 13 | 475 | 1,847 |
| 4401 | Building Numbering | 7,279 | 4,465 | 970 | 1,389 | 159 | 197 | 1 | 20 | 78 |
| 4501 | Unightly Premises | 29,351 | 18,004 | 3,911 | 5,603 | 640 | 794 | 2 | 81 | 316 |
| 5901 | Weed Control | 35,284 | 21,643 | 4,701 | 6,735 | 770 | 954 | 3 | 98 | 380 |
| 7601 | Emergency Preparedness | 126,929 | 77,859 | 16,911 | 24,229 | 2,769 | 3,434 | 9 | 351 | 1,366 |
| 7602 | Emergency Response | 4,985 | 3,058 | 664 | 952 | 109 | 135 | 0 | 14 | 54 |
| 7603 | Rural Fire Dept Traing & Eval & Comp | 68,528 | 42,036 | 9,130 | 13,081 | 1,495 | 1,854 | 5 | 190 | 738 |
| | | 200,442 | 122,953 | 26,705 | 38,262 | 4,373 | 5,422 | 15 | 555 | 2,157 |
| | Total Regional Rural Services | 873,898 | 536,055 | 116,430 | 166,818 | 19,067 | 23,640 | 64 | 2,419 | 9,405 |
| | | 5,965,531 | 3,332,248 | 574,358 | 1,089,816 | 143,981 | 775,745 | 248 | 11,787 | 37,348 |

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Regional District of Bulkley-Nechako

2015 Revised Roll

Total Assessments

| | Class 1 | Class 2 | Class 4 | Class 5 | Class 6 | Class 7 | Class 8 | Class 9 | Total |
|----------------|---------------|-------------|----------------|----------------|------------------|----------------|-----------------------|------------|---------------|
| | Residential | Utilities | Major Industry | Light Industry | Business & Other | Managed Forest | Recreation Non-Profit | Farm | |
| Houston | 150,794,220 | 5,990,457 | 23,334,322 | 8,191,763 | 21,332,464 | - | 318,200 | 505,710 | 210,467,135 |
| Smithers | 496,498,700 | 8,614,641 | 12,694,152 | 6,839,243 | 83,740,522 | - | 855,600 | - | 609,242,858 |
| Burns Lake | 73,002,500 | 3,140,281 | - | 1,389,050 | 16,996,618 | - | 56,400 | - | 94,584,848 |
| Fort St. James | 103,494,100 | 6,485,248 | 14,968,697 | 722,731 | 12,780,942 | - | 230,100 | - | 138,681,818 |
| Fraser lake | 56,732,200 | 12,821,571 | 81,071,436 | - | 2,604,710 | - | 134,400 | - | 153,364,317 |
| Granisle | 16,518,900 | 459,375 | - | 189,006 | 384,040 | - | - | - | 17,551,321 |
| Telkwa | 114,724,650 | 1,538,047 | - | 64,042 | 2,357,841 | - | - | 6,660 | 118,691,240 |
| Vanderhoof | 352,774,380 | 7,467,233 | 31,963,978 | 8,576,133 | 43,109,715 | - | 1,008,000 | 322,520 | 445,221,958 |
| | 1,364,539,650 | 46,516,852 | 164,032,585 | 25,971,968 | 183,306,851 | | 2,602,700 | 834,890 | 1,787,805,496 |
| Percentage | 76.3% | 2.6% | 9.2% | 1.5% | 10.3% | 0.0% | 0.1% | 0.0% | 100.0% |
| Area "A" | 615,992,080 | 27,324,924 | - | 1,415,060 | 5,068,170 | - | 1,133,000 | 7,055,290 | 657,988,524 |
| Area "B" | 144,722,160 | 28,458,710 | 3,405,807 | 11,179,907 | 1,706,800 | - | 429,800 | 863,800 | 190,766,984 |
| Area "C" | 190,945,000 | 17,203,925 | 147,896,559 | 2,530,484 | 4,488,346 | - | 1,085,400 | 1,037,550 | 365,187,264 |
| Area "D" | 170,090,840 | 20,506,857 | 12,037,428 | 510,721 | 2,667,016 | 10,440 | 1,501,100 | 3,530,650 | 210,855,052 |
| Area "E" | 135,552,790 | 1,222,113 | 15,060,830 | 978,785 | 1,802,659 | - | 1,451,350 | 4,203,530 | 160,272,057 |
| Area "F" | 359,865,580 | 22,031,258 | - | 1,036,007 | 1,067,112 | 39,690 | 556,600 | 11,680,750 | 396,276,997 |
| Area "G" | 77,839,950 | 12,105,548 | 942,487 | 2,847,806 | 1,513,654 | 10,350 | 1,490,300 | 1,367,930 | 98,118,025 |
| | 1,695,008,400 | 128,853,333 | 179,343,112 | 20,498,770 | 18,313,757 | 60,480 | 7,647,550 | 29,739,500 | 2,079,464,902 |
| Percentage | 81.5% | 6.2% | 8.6% | 1.0% | 0.9% | 0.0% | 0.4% | 1.4% | 100.0% |
| Total | 3,059,548,050 | 175,370,185 | 343,375,697 | 46,470,738 | 201,620,609 | 60,480 | 10,250,250 | 30,574,390 | 3,867,270,398 |
| Percentage | 79.1% | 4.5% | 8.9% | 1.2% | 5.2% | 0.0% | 0.3% | 0.8% | 100.0% |

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Regional District of Bulkley-Nechako
2015 Revised Roll
Converted Assessments

| | Class 1 | Class 2 | Class 4 | Class 5 | Class 6 | Class 7 | Class 8 | Class 9 | |
|-------------------|--------------------|-------------------|-----------------------|-----------------------|-----------------------------|-----------------------|------------------------------|------------------|--------------------|
| | Residential | Utilities | Major Industry | Light Industry | Business & Other | Managed Forest | Recreation Non-Profit | Farm | Total |
| Houston | 15,079,422 | 1,711,559 | 6,863,036 | 2,409,342 | 8,707,128 | | 31,820 | 50,571 | 34,852,878 |
| Smithers | 49,649,870 | 2,461,326 | 3,733,574 | 2,011,542 | 34,179,805 | | 85,560 | | 92,121,677 |
| Burns Lake | 7,300,250 | 897,223 | | 408,544 | 6,937,395 | | 5,640 | | 15,549,052 |
| Fort St. James | 10,349,410 | 1,852,928 | 4,402,558 | 212,568 | 5,216,711 | | 23,010 | | 22,057,185 |
| Fraser lake | 5,673,220 | 3,663,306 | 23,844,540 | | 1,063,147 | | 13,440 | | 34,257,653 |
| Granisle | 1,651,890 | 131,250 | | 55,590 | 156,751 | | | | 1,995,481 |
| Telkwa | 11,472,465 | 439,442 | | 18,836 | 962,384 | | | 666 | 12,893,793 |
| Vanderhoof | 35,277,438 | 2,133,495 | 9,401,170 | 2,522,392 | 17,595,802 | | 100,800 | 32,252 | 67,063,349 |
| | 136,453,965 | 13,290,529 | 48,244,878 | 7,638,814 | 74,819,123 | | 260,270 | 83,489 | 280,791,068 |
| Percentage | 48.6% | 4.7% | 17.2% | 2.7% | 26.6% | | 0.1% | 0.0% | 100.0% |
| Area "A" | 61,599,208 | 7,807,121 | | 416,194 | 2,068,641 | | 113,300 | 705,529 | 72,709,993 |
| Area "B" | 14,472,216 | 8,131,060 | 1,001,708 | 3,288,208 | 696,653 | | 42,980 | 86,380 | 27,719,205 |
| Area "C" | 19,094,500 | 4,915,407 | 43,498,988 | 744,260 | 1,831,978 | | 108,540 | 103,755 | 70,297,428 |
| Area "D" | 17,009,084 | 5,859,102 | 3,540,420 | 150,212 | 1,088,578 | 3,480 | 150,110 | 353,065 | 28,154,051 |
| Area "E" | 13,555,279 | 349,175 | 4,429,656 | 287,878 | 735,779 | | 145,135 | 420,353 | 19,923,255 |
| Area "F" | 35,986,558 | 6,294,645 | | 304,708 | 435,556 | 13,230 | 55,660 | 1,168,075 | 44,258,432 |
| Area "G" | 7,783,995 | 3,458,728 | 277,202 | 837,590 | 617,818 | 3,450 | 149,030 | 136,793 | 13,264,606 |
| | 169,500,840 | 36,815,238 | 52,747,974 | 6,029,050 | 7,475,003 | 20,160 | 764,755 | 2,973,950 | 276,326,970 |
| Percentage | 61.3% | 13.3% | 19.1% | 2.2% | 2.7% | 0.0% | 0.3% | 1.1% | 100.0% |
| Total | 305,954,805 | 50,105,767 | 100,992,852 | 13,667,864 | 82,294,126 | 20,160 | 1,025,025 | 3,057,439 | 557,118,038 |
| Percentage | 54.9% | 9.0% | 18.1% | 2.5% | 14.8% | 0.0% | 0.2% | 0.5% | 100.0% |



Regional District of Bulkley-Nechako

Memo – Committee of the Whole Agenda

January 14, 2016

To: Chair Miller and the Board of Directors
From: Hans Berndorff, Financial Administrator
Date: January 6, 2016
Re: Capital Reserves Analysis

Attached are the following Capital Reserve continuity schedules for region-wide and regional rural services:

Schedule A - Admin/Ec Dev/Planning/Emergency Preparedness Vehicle
 Schedule B – Admin Electronic Equipment
 Schedule C – Administration Building
 Schedule D – Building Inspection Vehicle
 Schedule E – Development Services Map Plotter
 Schedule F – Environmental Services Capital

We are adequately reserved for full replacement cost except for the following:

1. For the Administration Building, we are contributing to a reserve for large infrequent maintenance items such as roof replacement, HVAC replacement or interior and exterior painting. We are not reserving for end of life replacement. Replacement would be financed with debt or current taxation at the time.
2. We do not have any capital reserves for our transfer stations. These are simple buildings made of steel and concrete, but will require some maintenance from time to time. End of life would be a very long time in the future and replacement at that time would be financed with debt or current taxation in the future year.
3. Environmental Services
 - a. The hauling trucks were 100% financed with debt and their end of life replacement would also likely be financed with debt.
 - b. We are adequately reserved for vehicle (pick-up truck) replacement.
 - c. We are adequately reserved for landfill closure costs under the existing landfill closure guidelines.
 - d. The landfill equipment was planned to be financed 100% with debt. However, due to the age of our Solid Waste Management Plan (SWMP), the Ministry of Community, Sport and Cultural Development would not allow us to use the SWMP exemption from public approval for loan



authorization bylaws because it is outdated. As a result, this project was financed by a combination of withdrawal from the landfill reserve and 5 year debt, which did not require a loan authorization bylaw. End of life replacement would likely be financed with debt.

- e. Landfill Phase Development – The new landfill guidelines present a major challenge by increasing our phase development costs dramatically. The preliminary estimates shown in Schedule F indicate that, without taking some major actions, our costs will far exceed the amount available in the reserve. All other things being equal, we should significantly increase our contributions to build up the reserve.

However, we are within \$118,000 of our tax limit under the existing bylaw. This cannot be increased before 2020 without public approval by referendum, alternate approval process (AAP) or review and update of the SWMP. The latter is already in our plan, and it is recommended that this become a top priority. Not only does an outdated SWMP impede our ability to increase the tax limit, it also restricts us from any long term borrowing without public approval by referendum or AAP. Even short term borrowing, which does not require public approval, is restricted by our limited ability to repay any additional short term under the existing tax limit.

I would be pleased to answer any questions.

A handwritten signature in black ink, appearing to read "A. R. ...".

Recommendation:

(all/directors/majority)

That the memorandum from the Financial Administrator, dated January 6, 2016 regarding Capital Reserves be received.

**Admin/Economic Development/Planning/Emergency Preparedness
Vehicle Reserve**

| Year | Opening Balance | Contributions | | | | | | | | | Subtotal | Interest | Withdrawals | Closing Balance |
|------|-----------------|---------------|---------|--------|----------|-----------|--------------------|-------------------|-----|-------|----------|----------|-------------|-----------------|
| | | Admin | Finance | Ec Dev | Planning | Dev. Serv | Building Numbering | Unightly Premises | 911 | Emerg | | | | |
| 2015 | 79,347 | 1,093 | 1,725 | 1,725 | 2,415 | 863 | 230 | 1,725 | 863 | 863 | 11,500 | 1,190 | (31,084) | 60,953 |
| 2016 | 60,953 | 1,093 | 1,725 | 1,725 | 2,415 | 863 | 230 | 1,725 | 863 | 863 | 11,500 | 914 | | 73,368 |
| 2017 | 73,368 | 1,093 | 1,725 | 1,725 | 2,415 | 863 | 230 | 1,725 | 863 | 863 | 11,500 | 1,101 | | 85,968 |
| 2018 | 85,968 | 1,093 | 1,725 | 1,725 | 2,415 | 863 | 230 | 1,725 | 863 | 863 | 11,500 | 1,290 | (31,000) | 67,758 |
| 2019 | 67,758 | 1,093 | 1,725 | 1,725 | 2,415 | 863 | 230 | 1,725 | 863 | 863 | 11,500 | 1,016 | | 80,274 |
| 2020 | 80,274 | 1,093 | 1,725 | 1,725 | 2,415 | 863 | 230 | 1,725 | 863 | 863 | 11,500 | 1,204 | (31,000) | 61,978 |
| 2021 | 61,978 | 1,093 | 1,725 | 1,725 | 2,415 | 863 | 230 | 1,725 | 863 | 863 | 11,500 | 930 | | 74,408 |
| 2022 | 74,408 | 1,093 | 1,725 | 1,725 | 2,415 | 863 | 230 | 1,725 | 863 | 863 | 11,500 | 1,116 | (31,084) | 55,940 |
| 2023 | 55,940 | 1,093 | 1,725 | 1,725 | 2,415 | 863 | 230 | 1,725 | 863 | 863 | 11,500 | 839 | | 68,279 |
| 2024 | 68,279 | 1,093 | 1,725 | 1,725 | 2,415 | 863 | 230 | 1,725 | 863 | 863 | 11,500 | 1,024 | | 80,803 |
| 2025 | 80,803 | 1,093 | 1,725 | 1,725 | 2,415 | 863 | 230 | 1,725 | 863 | 863 | 11,500 | 1,212 | (31,000) | 62,515 |
| 2026 | 62,515 | 1,093 | 1,725 | 1,725 | 2,415 | 863 | 230 | 1,725 | 863 | 863 | 11,500 | 938 | | 74,953 |
| 2027 | 74,953 | 1,093 | 1,725 | 1,725 | 2,415 | 863 | 230 | 1,725 | 863 | 863 | 11,500 | 1,124 | (31,000) | 56,577 |
| 2028 | 56,577 | 1,093 | 1,725 | 1,725 | 2,415 | 863 | 230 | 1,725 | 863 | 863 | 11,500 | 849 | | 68,926 |
| 2029 | 68,926 | 1,093 | 1,725 | 1,725 | 2,415 | 863 | 230 | 1,725 | 863 | 863 | 11,500 | 1,034 | (31,084) | 50,376 |
| 2030 | 50,376 | 1,093 | 1,725 | 1,725 | 2,415 | 863 | 230 | 1,725 | 863 | 863 | 11,500 | 756 | | 62,631 |
| 2031 | 62,631 | 1,093 | 1,725 | 1,725 | 2,415 | 863 | 230 | 1,725 | 863 | 863 | 11,500 | 939 | | 75,071 |

Assumed Interest Rate 1.5%

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Administration
Electronic Equipment Reserve Continuity

| Year | Opening Balance | Contributions | Interest | Withdrawals | Closing Balance |
|------|-----------------|---------------|----------|-------------|-----------------|
| 2015 | 63,678 | 10,000 | 955 | (26,888) | 47,745 |
| 2016 | 47,745 | 10,000 | 716 | (27,400) | 31,061 |
| 2017 | 31,061 | 10,000 | 466 | | 41,527 |
| 2018 | 41,527 | 10,000 | 623 | (30,000) | 22,150 |
| 2019 | 22,150 | 10,000 | 332 | (5,000) | 27,482 |
| 2020 | 27,482 | 10,000 | 412 | (10,000) | 27,895 |
| 2021 | 27,895 | 10,000 | 418 | | 38,313 |
| 2022 | 38,313 | 10,000 | 575 | (15,000) | 33,888 |
| 2023 | 33,888 | 10,000 | 508 | (5,000) | 39,396 |
| 2024 | 39,396 | 10,000 | 591 | (30,000) | 19,987 |
| 2025 | 19,987 | 10,000 | 300 | | 30,287 |
| 2026 | 30,287 | 10,000 | 454 | (10,000) | 30,741 |
| 2027 | 30,741 | 10,000 | 461 | (5,000) | 36,202 |
| 2028 | 36,202 | 10,000 | 543 | (15,000) | 31,745 |
| 2029 | 31,745 | 10,000 | 476 | | 42,221 |
| 2030 | 42,221 | 10,000 | 633 | (30,000) | 22,855 |
| 2031 | 22,855 | 10,000 | 343 | (5,000) | 28,198 |

Interest Rate 1.5%

Administration
Admin Building Reserve Continuity

Interest Rate 1.5%

| Year | Opening Balance | Contributions | Interest | Withdrawals | Closing Balance |
|-------|-----------------|---------------|----------|-------------|-----------------|
| 2,015 | 30,190 | 15,000 | 453 | | 45,643 |
| 2,016 | 45,643 | 15,000 | 685 | | 61,327 |
| 2,017 | 61,327 | 15,000 | 920 | | 77,247 |
| 2,018 | 77,247 | 15,000 | 1,159 | | 93,406 |
| 2,019 | 93,406 | 15,000 | 1,401 | | 109,807 |
| 2,020 | 109,807 | 15,000 | 1,647 | | 126,454 |
| 2,021 | 126,454 | 15,000 | 1,897 | | 143,351 |
| 2,022 | 143,351 | 15,000 | 2,150 | | 160,501 |
| 2,023 | 160,501 | 15,000 | 2,408 | (40,000) | 137,909 |
| 2,024 | 137,909 | 15,000 | 2,069 | | 154,978 |
| 2,025 | 154,978 | 15,000 | 2,325 | | 172,302 |
| 2,026 | 172,302 | 15,000 | 2,585 | | 189,887 |
| 2,027 | 189,887 | 15,000 | 2,848 | | 207,735 |
| 2,028 | 207,735 | 15,000 | 3,116 | (115,000) | 110,851 |
| 2,029 | 110,851 | 15,000 | 1,663 | (95,000) | 32,514 |
| 2,030 | 32,514 | 15,000 | 488 | | 48,002 |
| 2,031 | 48,002 | 15,000 | 720 | | 63,722 |
| 2,032 | 63,722 | 15,000 | 956 | | 79,677 |
| 2,033 | 79,677 | 15,000 | 1,195 | | 95,873 |
| 2,034 | 95,873 | 15,000 | 1,438 | | 112,311 |
| 2,035 | 112,311 | 15,000 | 1,685 | | 128,995 |
| 2,036 | 128,995 | 15,000 | 1,935 | | 145,930 |
| 2,037 | 145,930 | 15,000 | 2,189 | | 163,119 |
| 2,038 | 163,119 | 15,000 | 2,447 | (40,000) | 140,566 |
| 2,039 | 140,566 | 15,000 | 2,108 | | 157,674 |
| 2,040 | 157,674 | 15,000 | 2,365 | | 175,040 |
| 2,041 | 175,040 | 15,000 | 2,626 | | 192,665 |
| 2,042 | 192,665 | 15,000 | 2,890 | | 210,555 |
| 2,043 | 210,555 | 15,000 | 3,158 | | 228,713 |
| 2,044 | 228,713 | 15,000 | 3,431 | | 247,144 |
| 2,045 | 247,144 | 15,000 | 3,707 | | 265,851 |
| 2,046 | 265,851 | 15,000 | 3,988 | | 284,839 |
| 2,047 | 284,839 | 15,000 | 4,273 | | 304,112 |
| 2,048 | 304,112 | 15,000 | 4,562 | (115,000) | 208,673 |
| 2,049 | 208,673 | 15,000 | 3,130 | (95,000) | 131,803 |
| 2,050 | 131,803 | 15,000 | 1,977 | | 148,781 |
| 2,051 | 148,781 | 15,000 | 2,232 | | 166,012 |
| 2,052 | 166,012 | 15,000 | 2,490 | | 183,502 |
| 2,053 | 183,502 | 15,000 | 2,753 | (40,000) | 161,255 |
| 2,054 | 161,255 | 15,000 | 2,419 | | 178,674 |
| 2,055 | 178,674 | 15,000 | 2,680 | | 196,354 |
| 2,056 | 196,354 | 15,000 | 2,945 | | 214,299 |
| 2,057 | 214,299 | 15,000 | 3,214 | (3,000,000) | (2,767,486) |

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Building Inspection
Vehicle Reserve Continuity

| Year | Opening Balance | Contributions | Interest | Withdrawals | Closing Balance |
|-------|-----------------|---------------|----------|-------------|-----------------|
| 2,015 | 46,396 | 8,000 | 696 | | 55,092 |
| 2,016 | 55,092 | 8,000 | 826 | (31,000) | 32,918 |
| 2,017 | 32,918 | 8,000 | 494 | (31,000) | 10,412 |
| 2,018 | 10,412 | 8,000 | 156 | | 18,568 |
| 2,019 | 18,568 | 8,000 | 279 | | 26,847 |
| 2,020 | 26,847 | 9,000 | 403 | | 36,250 |
| 2,021 | 36,250 | 9,000 | 544 | | 45,793 |
| 2,022 | 45,793 | 9,000 | 687 | | 55,480 |
| 2,023 | 55,480 | 9,000 | 832 | (31,000) | 34,312 |
| 2,024 | 34,312 | 9,000 | 515 | (31,000) | 12,827 |
| 2,025 | 12,827 | 9,000 | 192 | | 22,019 |
| 2,026 | 22,019 | 9,000 | 330 | | 31,350 |
| 2,027 | 31,350 | 9,000 | 470 | | 40,820 |
| 2,028 | 40,820 | 9,000 | 612 | | 50,432 |
| 2,029 | 50,432 | 9,000 | 756 | (31,000) | 29,189 |
| 2,030 | 29,189 | 9,000 | 438 | (31,000) | 7,627 |
| 2,031 | 7,627 | 9,000 | 114 | | 16,741 |

Interest Rate 1.5%

Development Services
Map Plotter Reserve Continuity

| Year | Opening Balance | Contributions | Interest | Withdrawals | Closing Balance |
|-------|-----------------|---------------|----------|-------------|-----------------|
| 2,015 | 29,403 | 6,000 | 441 | | 35,844 |
| 2,016 | 35,844 | 6,000 | 538 | (34,000) | 8,382 |
| 2,017 | 8,382 | 6,000 | 126 | | 14,507 |
| 2,018 | 14,507 | 6,000 | 218 | | 20,725 |
| 2,019 | 20,725 | 6,000 | 311 | | 27,036 |
| 2,020 | 27,036 | 6,000 | 406 | | 33,441 |
| 2,021 | 33,441 | 6,000 | 502 | | 39,943 |
| 2,022 | 39,943 | 6,000 | 599 | | 46,542 |
| 2,023 | 46,542 | 6,000 | 698 | | 53,240 |
| 2,024 | 53,240 | 6,000 | 799 | | 60,039 |
| 2,025 | 60,039 | 6,000 | 901 | | 66,940 |
| 2,026 | 66,940 | 6,000 | 1,004 | (34,000) | 39,944 |
| 2,027 | 39,944 | 6,000 | 599 | | 46,543 |
| 2,028 | 46,543 | 6,000 | 698 | | 53,241 |
| 2,029 | 53,241 | 6,000 | 799 | | 60,040 |
| 2,030 | 60,040 | 6,000 | 901 | | 66,940 |
| 2,031 | 66,940 | 6,000 | 1,004 | | 73,944 |

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Interest Rate 1.5%

**Environmental Services
Capital Reserve Continuity**

| Year | Closure & Post Closure Reserve | | | | | Phase Development Reserve | | | | | Vehicle Reserve | | | | |
|------|--------------------------------|---------------|----------|------------|-----------------|---------------------------|---------------|----------|-------------|-----------------|-----------------|---------------|----------|------------|-----------------|
| | Opening Balance | Contributions | Interest | Withdrawal | Closing Balance | Opening Balance | Contributions | Interest | Withdrawal | Closing Balance | Opening Balance | Contributions | Interest | Withdrawal | Closing Balance |
| 2015 | 624,638 | 75,000 | 9,370 | (674,247) | 34,761 | 533,687 | 40,000 | 8,005 | (161,000) | 420,692 | 45,382 | 15,000 | 681 | | 61,063 |
| 2016 | 34,761 | 90,000 | 521 | (125,000) | 282 | 420,692 | 50,000 | 6,310 | (420,000) | 57,003 | 61,063 | 18,000 | 916 | | 79,979 |
| 2017 | 282 | 75,000 | 4 | (50,000) | 25,286 | 57,003 | 55,000 | 855 | (110,000) | 2,858 | 79,979 | 18,000 | 1,200 | (37,000) | 62,178 |
| 2018 | 25,286 | 75,000 | 379 | (50,000) | 50,666 | 2,858 | 55,000 | 43 | | 57,901 | 62,178 | 18,000 | 933 | (37,000) | 44,111 |
| 2019 | 50,666 | 75,000 | 760 | (50,000) | 76,425 | 57,901 | 55,000 | 869 | | 113,769 | 44,111 | 18,000 | 662 | (60,000) | 2,773 |
| 2020 | 76,425 | 85,000 | 1,146 | (50,000) | 112,572 | 113,769 | 55,000 | 1,707 | | 170,476 | 2,773 | 18,000 | 42 | | 20,814 |
| 2021 | 112,572 | 85,000 | 1,689 | (15,000) | 184,260 | 170,476 | 55,000 | 2,557 | (3,290,000) | (3,061,967) | 20,814 | 18,000 | 312 | | 39,126 |
| 2022 | 184,260 | 85,000 | 2,764 | (15,000) | 257,024 | (3,061,967) | 55,000 | (45,930) | (180,000) | (3,232,897) | 39,126 | 18,000 | 587 | | 57,713 |
| 2023 | 257,024 | 85,000 | 3,855 | (15,000) | 330,880 | (3,232,897) | 55,000 | (48,493) | | (3,226,390) | 57,713 | 18,000 | 866 | (37,000) | 39,579 |
| 2024 | 330,880 | 85,000 | 4,963 | (50,000) | 370,843 | (3,226,390) | 55,000 | (48,396) | | (3,219,786) | 39,579 | 18,000 | 594 | (37,000) | 21,173 |
| 2025 | 370,843 | 85,000 | 5,563 | (15,000) | 446,406 | (3,219,786) | 55,000 | (48,297) | | (3,213,083) | 21,173 | 18,000 | 318 | | 39,490 |
| 2026 | 446,406 | 85,000 | 6,696 | (435,200) | 102,902 | (3,213,083) | 55,000 | (48,196) | (750,000) | (3,956,279) | 39,490 | 18,000 | 592 | | 58,083 |
| 2027 | 102,902 | 90,000 | 1,544 | (15,000) | 179,445 | (3,956,279) | 55,000 | (59,344) | | (3,960,623) | 58,083 | 18,000 | 871 | (60,000) | 16,954 |
| 2028 | 179,445 | 90,000 | 2,692 | (15,000) | 257,137 | (3,960,623) | 55,000 | (59,409) | | (3,965,033) | 16,954 | 18,000 | 254 | | 35,208 |
| 2029 | 257,137 | 90,000 | 3,857 | (15,000) | 335,994 | (3,965,033) | 55,000 | (59,475) | (315,000) | (4,284,508) | 35,208 | 19,000 | 528 | (37,000) | 17,736 |
| 2030 | 335,994 | 90,000 | 5,040 | (15,000) | 416,034 | (4,284,508) | 55,000 | (64,268) | | (4,293,776) | 17,736 | 19,000 | 266 | (37,000) | 2 |
| 2031 | 416,034 | 90,000 | 6,241 | (15,000) | 497,274 | (4,293,776) | 55,000 | (64,407) | | (4,303,182) | 2 | 19,000 | 0 | | 19,002 |
| 2032 | 497,274 | 90,000 | 7,459 | (15,000) | 579,733 | (4,303,182) | 55,000 | (64,548) | | (4,312,730) | 19,002 | 19,000 | 285 | | 38,288 |
| 2033 | 579,733 | 100,000 | 8,696 | (15,000) | 673,429 | (4,312,730) | 55,000 | (64,691) | | (4,322,421) | 38,288 | 19,000 | 574 | | 57,862 |
| 2034 | 673,429 | 100,000 | 10,101 | (15,000) | 768,531 | (4,322,421) | 55,000 | (64,836) | | (4,332,257) | 57,862 | 19,000 | 868 | | 77,730 |
| 2035 | 768,531 | 100,000 | 11,528 | (15,000) | 865,059 | (4,332,257) | 55,000 | (64,984) | (315,000) | (4,657,241) | 77,730 | 19,000 | 1,166 | (97,000) | 896 |
| 2036 | 865,059 | 100,000 | 12,976 | (340,200) | 637,835 | (4,657,241) | 55,000 | (69,859) | | (4,672,100) | 896 | 19,000 | 13 | | 19,909 |
| 2037 | 637,835 | 100,000 | 9,568 | (340,200) | 407,202 | (4,672,100) | 55,000 | (70,061) | (160,000) | (4,847,181) | 19,909 | 19,000 | 299 | - | 39,208 |

Assumed Interest Rate 1.5%

Clearview
Phase 2 Cell
1

Knockholt Phase 3
Cell C

Clearview Landfill
\$1.54 million Leachate Collection System
\$1.0 million Leachate Treatment System

Knockholt
\$750,000 Phase 3 Cell B Liner Development

HP

Geraldine Craven

From: BC Natural Resources Forum
 <info=bcnaturalresourcesforum.com@mail74.atl51.rsgsv.net> on behalf of BC Natural Resources Forum <info@bcnaturalresourcesforum.com>
Sent: December-16-15 10:13 AM
To: inquiries
Subject: Invitation to a Business Development Forum

REC'D
 DEC 16 2015
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A Business Development Forum will be held on Tuesday, Jan. 19th from 8:30 - 3:15 at the Coast Inn of the North in Prince George.

[View this email in your browser](#)



You are invited to a Business Development Forum

We are pleased to forward you notification that the BC Chamber of Commerce and the Prince George Chamber of Commerce are organizing a Business Development Forum to be held on Tuesday, Jan. 19th from 8:30am - 3:15pm at the Coast Inn of the North in Prince George. This timely event occurs just prior to the start of our Premier's BC Natural Resources Forum, which begins at 4:00 pm at the Civic Centre with the Trade Show Reception, followed by Dinner at 6:00pm.



"This event will focus on topics relevant to small and medium businesses servicing and supplying the natural resource sector. It will provide "golden nuggets" of information and ideas for easy implementation on current capital projects (and how to get a piece of them), available small business grants, navigating HR trends, and finding success in a changing economy."

[Click here](#) to view the details on the event and how to register, or contact Sandy Whitwham at sandy@theedgecommunications.com or call 250-961-0127.



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Our mailing address is:

BC Natural Resource Forum
#408-688 West Hastings St
Vancouver, BC V6B 1P1
Canada

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