

Municipality of North Cowichan

Committee of the Whole

AGENDA

Monday, February 3, 2020, 4:00 p.m.
Municipal Hall - Council Chambers

Pages

1. CALL TO ORDER

2. APPROVAL OF AGENDA

Recommendation:

That the February 3, 2020 Committee of the Whole agenda be adopted as circulated [or as amended].

3. PUBLIC INPUT

Brief public input from registered speakers regarding items on this agenda.

4. BUSINESS PLAN PRESENTATIONS

2 - 238

Purpose: To provide Council with contextual information on how each Department is operationalizing Council's Strategic Plan, and other Master Plans, to support Council's budget 2020 deliberations.

5. NEW BUSINESS

6. QUESTION PERIOD

Public opportunity to ask brief questions regarding the business of this meeting.

7. ADJOURNMENT

Recommendation:

That the Committee of the Whole meeting be adjourned at ____ p.m.

Departmental Business Plans Overview

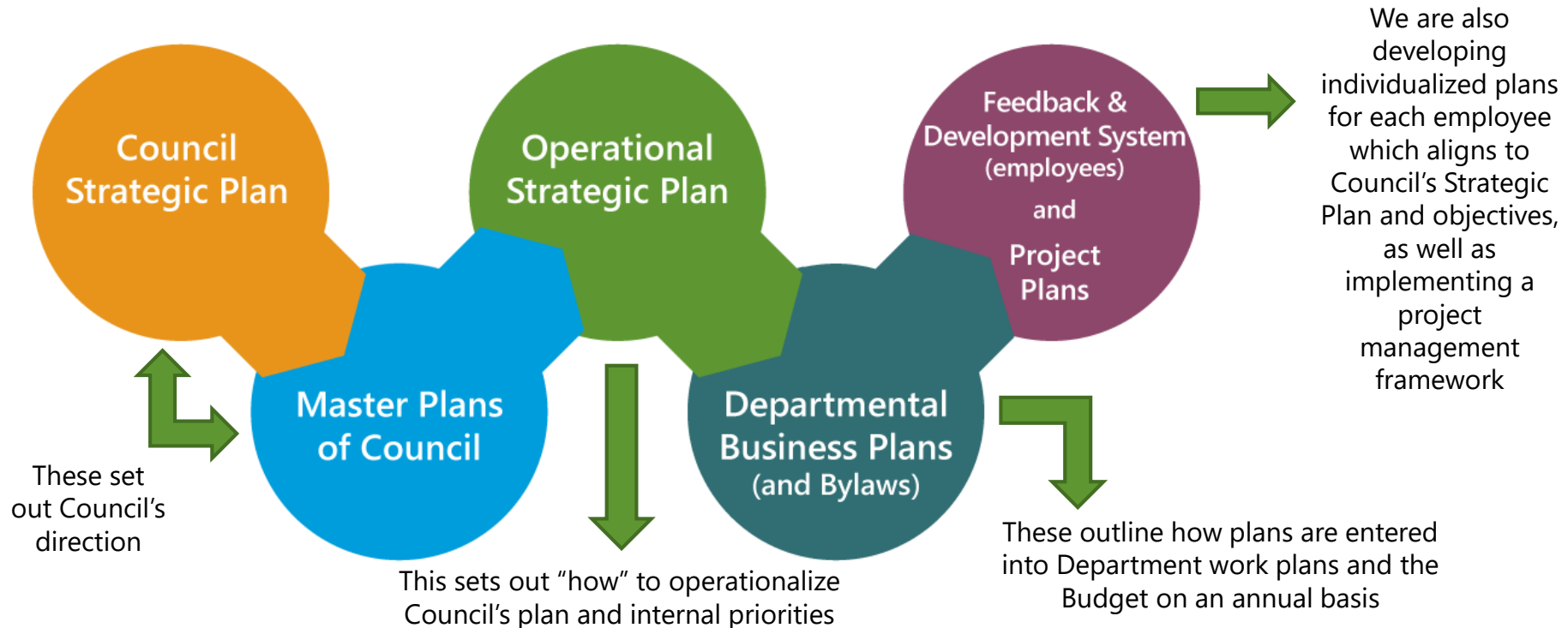
*Committee of the Whole Meeting
February 3, 2020*



Presentations Today

- Serve as background and contextual information to support February 10 and 11 Special Council Meetings
- General Manager/Director and Senior Managers will be presenting
- Order of presentations:
 - *Community Services Division*
 - *Planning and Building Department*
 - *Engineering Department*
 - *Financial and Protective Services Division*
 - *Corporate Services Division*
 - *Office of the Chief Administrative Officer*

What are Departmental Business Plans?



Budget 2020 Special Council Meetings

February 10 meeting:

1. *Overview of Five Year Capital Plan*
2. *Road and Drainage Five Year Capital Plan*

February 11 meeting:

1. *Overview of 5 year Operating Budget*
2. *Council direction on Supplemental Operating Budget requests*

How the Plans were developed

- ✓ Facilitated sessions in November – December to develop the plans and ensure alignment with Council's Strategic Plan
- ✓ Finance Department and Human Resources generated Staffing, Operating and Capital budget information to support Budget 2020 deliberations
- ✓ Plans reviewed by Senior Environmental Specialist to align with the Integrated Climate Action Strategy, Climate Action and Energy Plan
- ✓ General Managers and Senior Management Staff dry-run presentations to Executive Management Team for feedback and direction in January
- ✓ Executive Management Team meeting to discuss and prioritize Supplemental Operational requests
- ✓ Final approval to proceed in presenting to Council by Chief Administrative Officer

Business Plan Key Components

- Business Plans contain **background** information:
 - **Organizational Chart**
 - including key senior management positions
 - **Staffing Levels**
 - Total Number of Positions; Exempt/CUPE; full time; part time; casual; students
 - **Overall Operating Budget information (Revenue and Expenses)**
 - 2019 to 2020 Comparison; 2019 Year to Date; Sources of Revenue if applicable
 - **Division/Department Mission Statements**
 - **Core Business functions of Department/Division**

Business Plan Key Components

- Business Plans also contain **forward looking information** to support Budget 2020 deliberations:
 - **Departmental Business Plans**
 - 2020 key Initiatives; Actions/Projects; and Strategic Alignment (e.g., Council Strategic Plan)
 - **Operating Budget supplementary requests over the next 5 years**
 - Primarily staffing related requests
 - For consideration during February 11th Special Council Meeting on Operating Budget
 - **Capital Budget**
 - Key projects in five year Capital Plan
 - Capital Budget to be discussed during February 10th Special Council Meeting
 - **Key Performance Indicators**
 - Performance measures for each department's key service areas
 - Due to limitations associated with collecting historical data/information, some indicators can only be measured on a go forward basis
 - **Appendices**
 - Business Plan deliverables in 2021 and other years (if applicable)

Looking forward

- **Municipal Business Planning Framework**

- Business Planning Calendar to establish consistent planning and reporting timelines to support Budget process on an annual basis

- **Council Strategic Plan Administration Policy**

- Quarterly reporting to Council
- Internal project tracking and reporting framework

- **Annual Report**

- Highlighting key accomplishments
- Progress towards achieving Council's Strategic Plan
- Budget/Actual results
- Key Performance Indicator results

- **Project Management Framework**

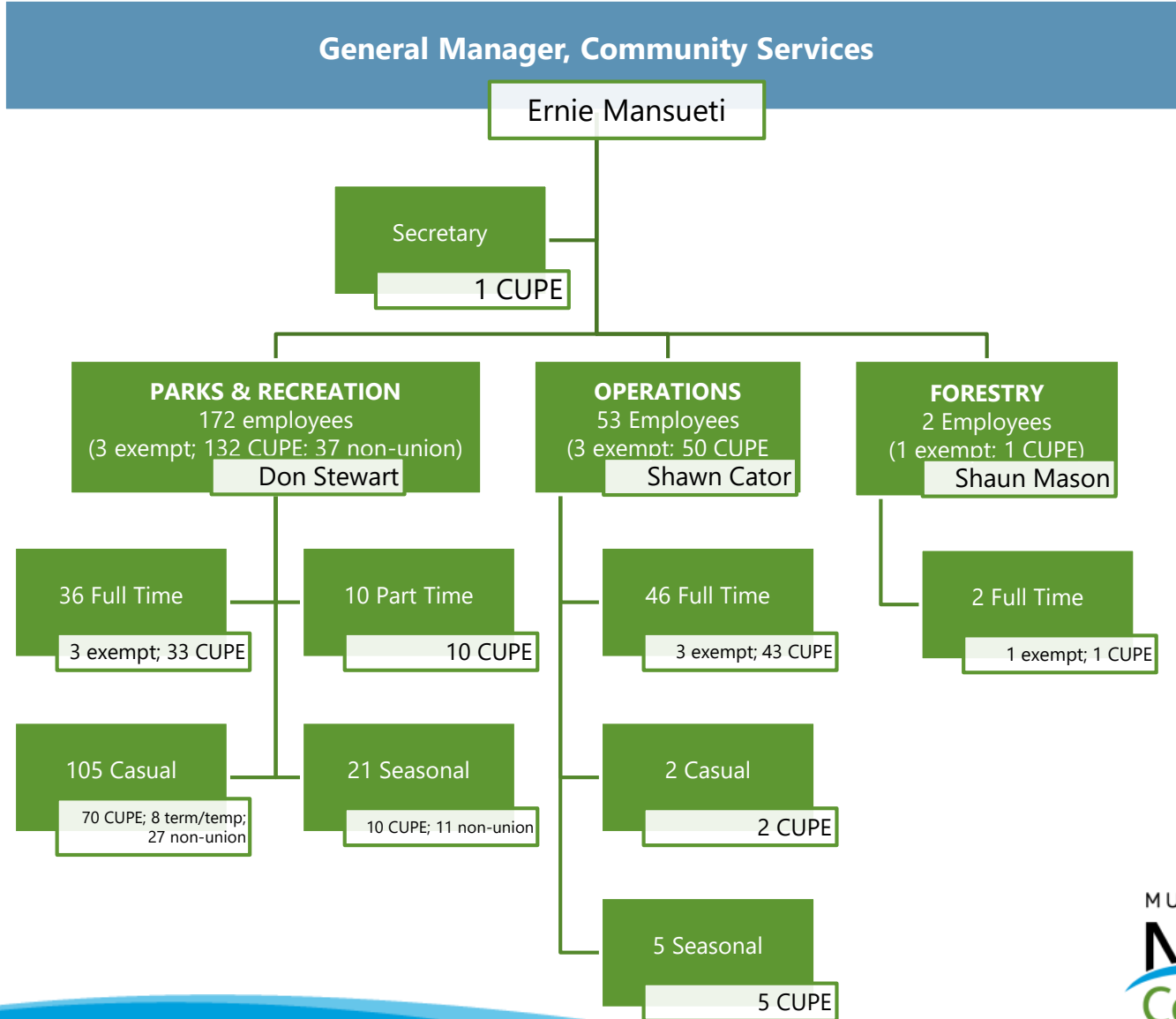
- Common project management framework to support delivery of key municipal projects
- Training to support implementation of framework

Community Services Division Business Plan

*Committee of the Whole
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Divisional Organizational Structure



Divisional Staffing Levels

Total positions as at December 12, 2019: **228***

- Exempt - 8; CUPE – 183; non-union contractors/seasonal - 37
 - *full time – 8 exempt; 77 CUPE*
 - *part time – 10 CUPE*
 - *casual – 72 CUPE / 27 program delivery (contractors)*
 - *term/temporary – 8 CUPE*
 - *26 students/seasonal positions (approx. 10 non-union, 16 CUPE)*

* includes 9 vacant positions which are being actively recruited, plus Division GM

Divisional Budget

	2019 Budget	2020 Budget	\$ Change	% Change	2019 YTD
REVENUE					
Parks and Recreation	\$2,382,895	\$2,191,572	(\$191,323)	-8%	\$2,425,601
Operations	1,761,801	1,729,701	(32,100)	-2%	1,787,069
Utilities	13,004,932	13,017,947	13,015	0%	9,940,557
Forestry	1,382,660	277,160	(1,105,500)	-80%	1,609,091
TOTAL REVENUES	\$18,532,288	\$17,216,380	(\$1,226,128)	-7%	\$15,762,318
EXPENSES					
Parks and Recreation	\$7,193,022	\$7,037,182	(\$155,840)	-2%	\$6,971,827
Operations	5,552,119	5,749,238	197,119	41%	5,373,568
Utilities	17,431,816	13,743,705	(3,688,111)	-21%	8,962,199
Forestry	1,524,751	925,649	(599,102)	-39%	1,329,863
TOTAL EXPENSES	\$31,701,708	\$27,455,774	(\$5,585,755)	-13%	\$22,637,458

Divisional Focus

The Community Services Division provides numerous outward facing services to the public including:

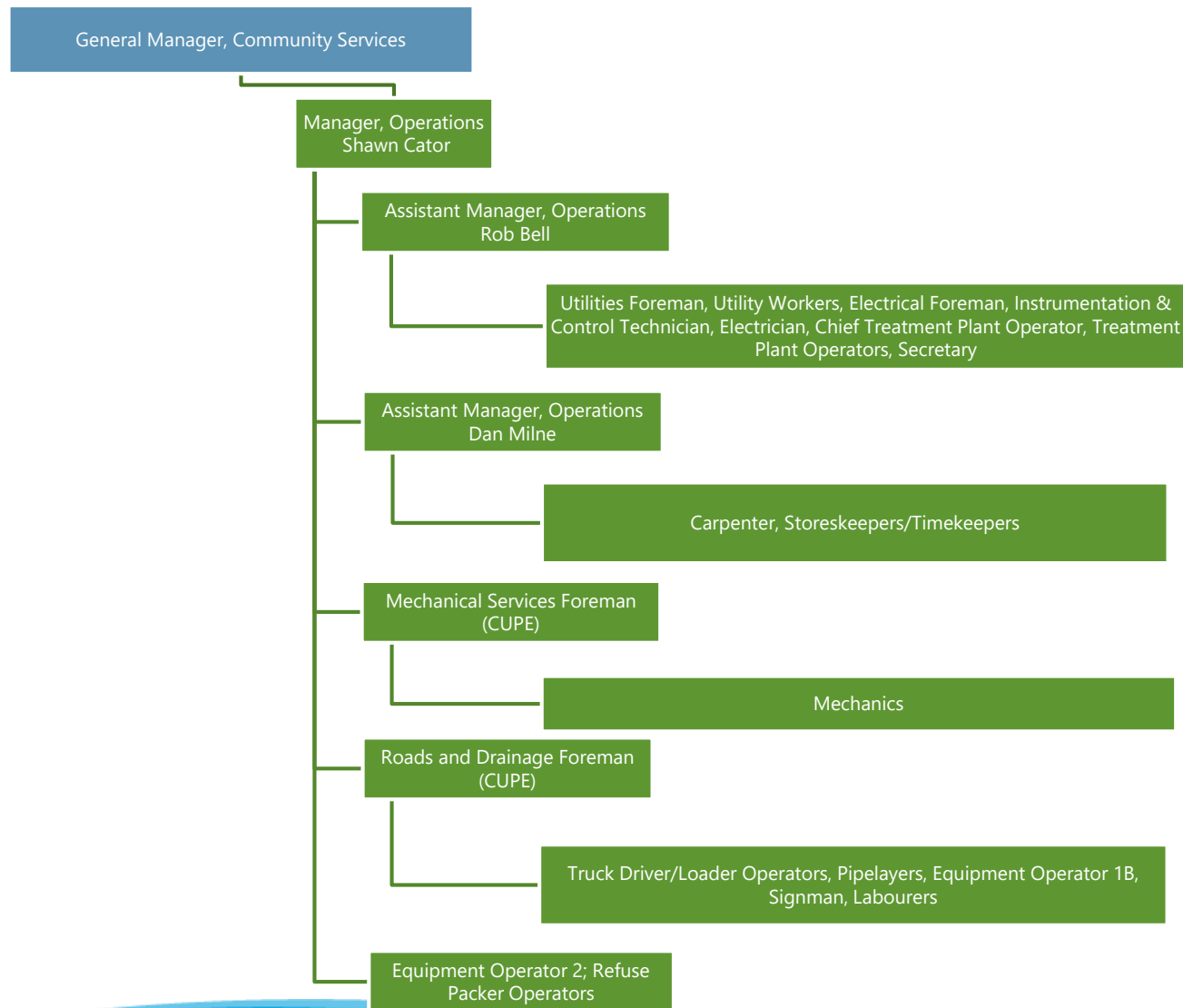
- Public Works, Utilities and Community Services;
- Parks and Recreation; and
- Forest management.

Operations Department Business Plan

Committee of the Whole
February 3, 2020



Organizational Structure



Staffing Levels

Total positions as at December 12, 2019: 53*

- Exempt - 3; CUPE - 50
 - *full time – 3 exempt; 43 CUPE*
 - *part time – 0*
 - *casual – 0 exempt; 2 CUPE*
 - *term/temporary – 0*
 - *students** – 5 CUPE*

* *there is 1 vacant position which is being actively recruited*

** *2 Public Works and 3 Utilities students planned for May-August 2020*

Operating Budget – Public Works

	2019 Budget	2020 Budget	\$ Change	% Change	2019 YTD
REVENUE					
Garbage and Recycling	\$1,263,840	\$1,326,100	\$62,260	5%	\$1,304,755
Sales of Service	265,941	166,941	(99,000)	-37%	262,435
Wharves	232,020	236,660	4,640	2%	219,880
TOTAL REVENUES	\$1,761,801	\$1,729,701	(\$32,100)	-2%	\$1,787,069
EXPENSES					
Administration	\$446,214	\$471,918	\$25,704	6%	\$491,012
Garbage and Recycling	1,117,486	1,217,898	100,412	9%	1,298,551
Roads and Drainage	3,814,239	3,880,777	66,538	2%	3,413,834
Wharves	174,180	178,645	4,465	3%	170,171
TOTAL EXPENSES	\$5,552,119	\$5,749,238	\$197,119	4%	\$5,373,568

Operating Budget – Chemainus Water

	2019 Budget	2020 Budget	\$ Change	% Change	2019 YTD
REVENUE					
Parcel Tax	\$670,464	\$710,002	\$39,538	6%	\$669,600
Sales of Service	735,957	768,174	32,217	4%	735,957
Gas Tax Revenue	100,000	100,000	-	0%	-
DCC's	58,700	58,800	100	0%	-
Other	315,000	315,000	-	0%	315,000
TOTAL REVENUES	\$1,880,121	\$1,951,976	\$71,855	4%	\$1,720,557
EXPENSES					
Operating	\$952,824	\$934,210	(\$18,614)	-2%	\$1,980,005
Capital	930,000	345,000	(585,000)	-63%	217,819
Debenture Debt Charge	190,534	190,534	-	0%	190,534
Amortization	315,000	315,000	-	0%	-
TOTAL EXPENSES	\$2,388,358	\$1,784,744	(\$603,853)	-25%	\$2,388,358
Surplus (Deficit)	(\$508,237)	\$167,232	\$675,469	-133%	(\$667,801)

Operating Budget – Crofton Water

	2019 Budget	2020 Budget	\$ Change	% Change	2019 YTD
REVENUE					
Parcel Tax	\$205,233	\$217,473	\$12,240	6%	\$204,015
Sales of Service	448,278	469,615	21,337	5%	472,481
Grants	287,430	-	(287,430)	-100%	120,039
Gas Tax Revenue	100,000	-	(100,000)	-100%	-
Other	96,000	96,000	-	0%	-
TOTAL REVENUES	\$1,136,941	\$783,088	(\$353,853)	-31%	\$796,535
EXPENSES					
Operating	\$454,327	\$474,554	\$20,227	4%	\$452,023
Capital	387,430	-	(387,430)	-100%	93,583
Debenture Debt Charge	39,687	29,723	(9,964)	-25%	39,687
Amortization	96,000	96,000	-	0%	-
TOTAL EXPENSES	\$977,444	\$600,277	(\$377,167)	-39%	\$585,293
Surplus (Deficit)	\$159,497	\$182,811	\$23,314	-92%	\$211,242

Operating Budget – South End Water

	2019 Budget	2020 Budget	\$ Change	% Change	2019 YTD
REVENUE					
Parcel Tax	\$1,186,060	\$1,232,155	\$46,095	4%	\$1,177,437
Sales of Service	1,395,489	1,401,603	6,114	0%	1,492,669
DCC's	88,495	85,000	(3,495)	-4%	-
Other	653,000	653,000	-	0%	-
TOTAL REVENUES	\$3,323,044	\$3,371,758	\$48,714	1%	\$2,670,106
EXPENSES					
Operating	\$1,659,264	\$1,676,520	\$17,256	1%	\$1,726,886
Capital	3,725,000	730,000	(2,995,000)	-80%	895,987
Debenture Debt Charge	42,161	40,503	(1,658)	-4%	46,335
Amortization	653,000	653,000	-	0%	-
TOTAL EXPENSES	\$6,079,425.00	\$3,100,023.00	(\$2,979,402)	-49%	\$2,669,209
Surplus (Deficit)	(\$2,756,381)	\$271,735	\$3,028,116	-110%	\$898

Operating Budget – Chemainus Sewer

	2019 Budget	2020 Budget	\$ Change	% Change	2019 YTD
REVENUE					
Parcel Tax	\$873,413	\$899,314	\$25,901	3%	\$862,430
Sales of Service	301,442	307,390	5,948	2%	383,106
Interest	45,100	43,200	(1,900)	-4%	63,333
DCC's	15,248	192,000	176,752	1159%	-
Other	230,000	230,000	-	0%	-
TOTAL REVENUES	\$1,465,203	\$1,671,904	\$206,701	14%	\$1,308,869
EXPENSES					
Operating	\$1,127,486	\$1,131,128	\$3,642	0%	\$722,176
Capital	656,000	690,700	34,700	5%	337,250
Debenture Debt Charge	6,877	6,877	-	0%	6,877
Amortization	230,000	230,000	-	0%	-
TOTAL EXPENSES	\$2,020,363	\$2,058,705	\$38,342	2%	\$1,066,303
Surplus (Deficit)	(\$555,160)	(\$386,801)	\$168,359	30%	\$242,566

Operating Budget – Crofton Sewer

	2019 Budget	2020 Budget	\$ Change	% Change	2019 YTD
REVENUE					
Parcel Tax	\$359,125	\$372,300	\$13,175	4%	\$357,850
Sales of Service	290,422	295,560	5,138	2%	312,039
Interest	22,100	21,200	(900)	-4%	34,661
Other	160,000	160,000	-	0%	-
TOTAL REVENUES	\$831,647	\$849,060	\$17,413	2%	\$704,550
EXPENSES					
Operating	\$497,311	\$535,185	\$37,874	8%	\$431,610
Capital	200,000	200,000	-	0%	125,775
Amortization	160,000	160,000	-	0%	-
TOTAL EXPENSES	\$857,311	\$895,185	\$37,874	4%	\$557,385
Surplus (Deficit)	(\$25,664)	(\$46,125)	(\$20,461)	80%	\$147,165

Operating Budget – South End Sewer

	2019 Budget	2020 Budget	\$ Change	% Change	2019 YTD
REVENUE					
Parcel Tax	\$1,249,997	\$1,294,377	\$44,380	4%	\$1,241,559
Sales of Service	1,083,323	1,115,029	31,706	3%	1,194,877
Interest	146,600	164,600	18,000	12%	208,762
DCC's	900,600	826,913	(73,687)	-8%	-
Other	800,000	800,000	-	0%	-
TOTAL REVENUES	\$4,180,520	\$4,200,919	\$20,399	0%	\$2,645,199
EXPENSES					
Operating	\$1,520,822	\$1,473,358	(\$47,464)	-3%	\$1,257,187
Capital	2,570,000	2,788,000	218,000	8%	297,986
Debenture Debt Charge	57,263	56,103	(1,160)	-2%	62,694
Amortization	800,000	800,000	-	0%	-
TOTAL EXPENSES	\$4,948,085	\$5,117,461	\$169,376	2%	\$1,617,867
Surplus (Deficit)	(\$767,565)	(\$961,542)	(\$148,977)	-19%	\$1,028,412

Operating Budget – Maple Bay Sewer

	2019 Budget	2020 Budget	\$ Change	% Change	2019 YTD
REVENUE					
Parcel Tax	\$68,938	\$70,317	\$1,379	2%	\$68,936
Sales of Service	20,318	20,725	407	2%	24,726
Other	98,200	98,200	-	0%	-
TOTAL REVENUES	\$187,456	\$189,242	\$1,786	1%	\$93,662
EXPENSES					
Operating	\$62,630	\$89,110	\$26,480	42%	\$77,784
Amortization	98,200	98,200	-	0%	-
TOTAL EXPENSES	\$160,830	\$187,310	\$26,480	16%	\$77,784
Surplus (Deficit)	\$26,626	\$1,932	(\$24,694)	-93%	\$15,878

Departmental Focus

The Community Services Division provides numerous outward facing services to the public including: **Public Works, Utilities and Community Services**; Parks and Recreation; and Forest management.

The Operations department is responsible for maintaining the municipality's infrastructure 7 days per week, which includes:

- **Public Works** (road and sidewalk maintenance; facilities and building maintenance; fleet management; and municipal wharves)
- **Utilities** (water distribution, wastewater and storm-water collection and treatment plants)
- **Community Services** (solid, organic and recycling collections; road sweeping; roadside mowing and brush cutting).

Public Works

21 FTE (Manager and Assistant Manager + staff)

Road and Sidewalk Maintenance

- Roads and bridges
- Concrete infrastructure and sidewalks
- Drainage and flood control
- Electrical & Signals
- Sign & Road Markings
- Snow and ice and other severe weather response, including preventative measures

Stats:

- 280 kms of roads
- 237 kms of sidewalks
- 150 kms of ditching
- 1,000 culverts to maintain (infrastructure deficit being addressed)
- 160 kms of storm pipes

Public Works – cont'd

Snow Fall Routes

- The Municipality is divided into nine snowplow routes for major snowfall response
- All roadways are included in the nine snowplow routes and are all plowed as required; routes normally take 12-14 hours to complete
- Residents are required to clean sidewalks in front of their property
- A brine application system was constructed in 2006; brine provides improved road surface conditions and allows for safer travel.
- A one-day snow event occupies 14 pieces of equipment and 200 person hours
- Between November – March, the Municipality runs two-person crew night shifts seven days per week

Public Works - cont'd

Facilities and Building Maintenance:

- Management of internal capital construction projects
- Maintenance of Municipally-owned facilities and buildings (including 2 RCMP, 4 Fire Halls, Municipal Hall, Operations Building)
- Stores, Warehouse, Fuel Purchases
- Radio communications, security, alarm, E-alert, Emergency Plan
- Drainage and road maintenance functions
- Adaptation of green technology as part of corporate GHG management

Public Works cont'd

Fleet Maintenance

- 3 Mechanics maintain 140 units which includes vehicles, heavy equipment and small equipment
- Fleet maintained to meet service level requirements
- Developing a preventative maintenance program in 2020
- Investigating electrification of fleet

Municipal Wharves

- Operates and maintains public wharves in Chemainus, Crofton and Maple Bay (including pollution control)
- Revenue is approximately \$100,000 per annum

Utilities

18 FTE (includes Assistant Manager of Utilities, Manager of Operations)

- Utility (sewer, drain & water) maintenance, repair, and rehabilitation programs to sustain life-cycle of the asset
- Planning towards a maintenance management program for preventative maintenance of all Municipal infrastructure
- Emergency alarm & electronic monitoring system for pump stations and water system (SCADA)
- There are 7 independent, self-sustaining Utilities:
 - *South End, Crofton and Chemainus Water System (+ new South End to Crofton system)*
 - *Maple Bay, Crofton, and Chemainus Sewer System*
- All systems are in good condition; meeting provincial standards for drinking water and wastewater effluent
- Storing water creates fish habitat at Richards Creek and Chemainus River
- Yearly rate review and projections undertaken
- Wetlands provide pollution remediation for storm system

FACT: The potential for boil advisories in the Chemainus River Water System has been vastly reduced due to year-round trial use operation of the Chemainus Wells.

Utilities – cont'd

Water

- 280 km of water mains
- 2 watersheds
- 5 dams
- 6 shallow wells
- 4 water treatment facilities
- 8 domestic water booster pump stations
- 14 reservoirs
- 25 pressure regulating/reservoir level control stations
- 893 fire hydrants
- 3,099 system valves
- 7,400 metered services
- Extensive supervisory control and data acquisition system (SCADA)
- 38 standby generators



Key activities:

- Safeguards in place to ensure water quality including extensive real time monitoring, SCADA, and routine sampling and testing programs.

Utilities – cont'd

Sewer

- 150 kilometers of sanitary sewer mains
- 4 wastewater treatment facilities
- 3 deep sea and 1 river outfall
- 23 sanitary lift stations
- 800 manholes

Drainage

- 5 storm water pumping stations

Community Services

6 FTE (includes Manager of Operations)

Solid, Organic and Recycling Collections

- Provide residential solid waste collection, including weekly collection of food waste, and bi-weekly garbage and recyclables
- Provide public education and promotion for the 3Rs - Reduce, Reuse, Recycle
- Reducing GHG emissions



Community Services – cont'd

- Beginning May 2014, the Municipality entered into an agreement with Multi Material British Columbia (MMBC) where the Municipality receives a fee per household for providing recycling services.
- For 2019, the recycling fee was \$26.39 per household or \$257,580 for the year.
- Garbage user fees in 2019 were \$64.61 per household, covering garbage collection and food waste collection.
- 5 FTE are responsible for road sweeping, refuse packers, roadside mowing and invasive plant control.

Community Services – cont'd

KEY RESPONSIBILITIES

- Provide service to over 9,760 homes
- Average of 1,195 tonnes of organics (440 tonnes GHG emissions reduction)
- Average of 1,411 tonnes of garbage
- Recycling contracted to Progressive Waste Solutions (2018 - \$25.14 per house per year)

Business Plan Deliverables

Initiative	Actions / Projects	Start Date	Strategic Alignment
Fleet and Equipment Management	Fleet tool, equipment and fleet purchasing process and procedures are updated to right-size and right-fit fleet; and reflect climate change and health and safety imperatives	2020	Operational Plan
	Integrate building maintenance across the organization and review the need for additional resources and potential applications of green technology	2020	
Modernization	Review of garbage and recycling program	2020	Strategic Plan: Service
Road Maintenance	Implementing annual maintenance program	2020	Strategic Plan: Service

Operating Budget – Supplemental Requests

- Operations Manager (2022)
- Utilities Operator (2022)

Capital Budget

Major Repairs and Improvements of Municipal Owned Properties	2020	2021	2022	2023	2024
South End Fire Hall Re-Roof Source of Funding: Appropriated Surplus	\$130,000 \$130,000				
Municipal Hall Hvac Source of Funding: Appropriated Surplus	\$200,000 \$200,000				
Feasibility Study for Operations building expansion Source of Funding: General Revenue	\$200,000				
Crofton Fire Hall planning and design Source of Funding: Appropriated Surplus	\$200,000 \$200,000				
Public Works Building Design Source of Funding: General Revenue					\$1,000,000 \$1,000,000

Capital Budget – Future Needs

- Renovation of Operations buildings within the next five years
- Installation of Green Technology (e.g., solar, heat pump, LEED building standard, BC Step Code)

Key Performance Indicators

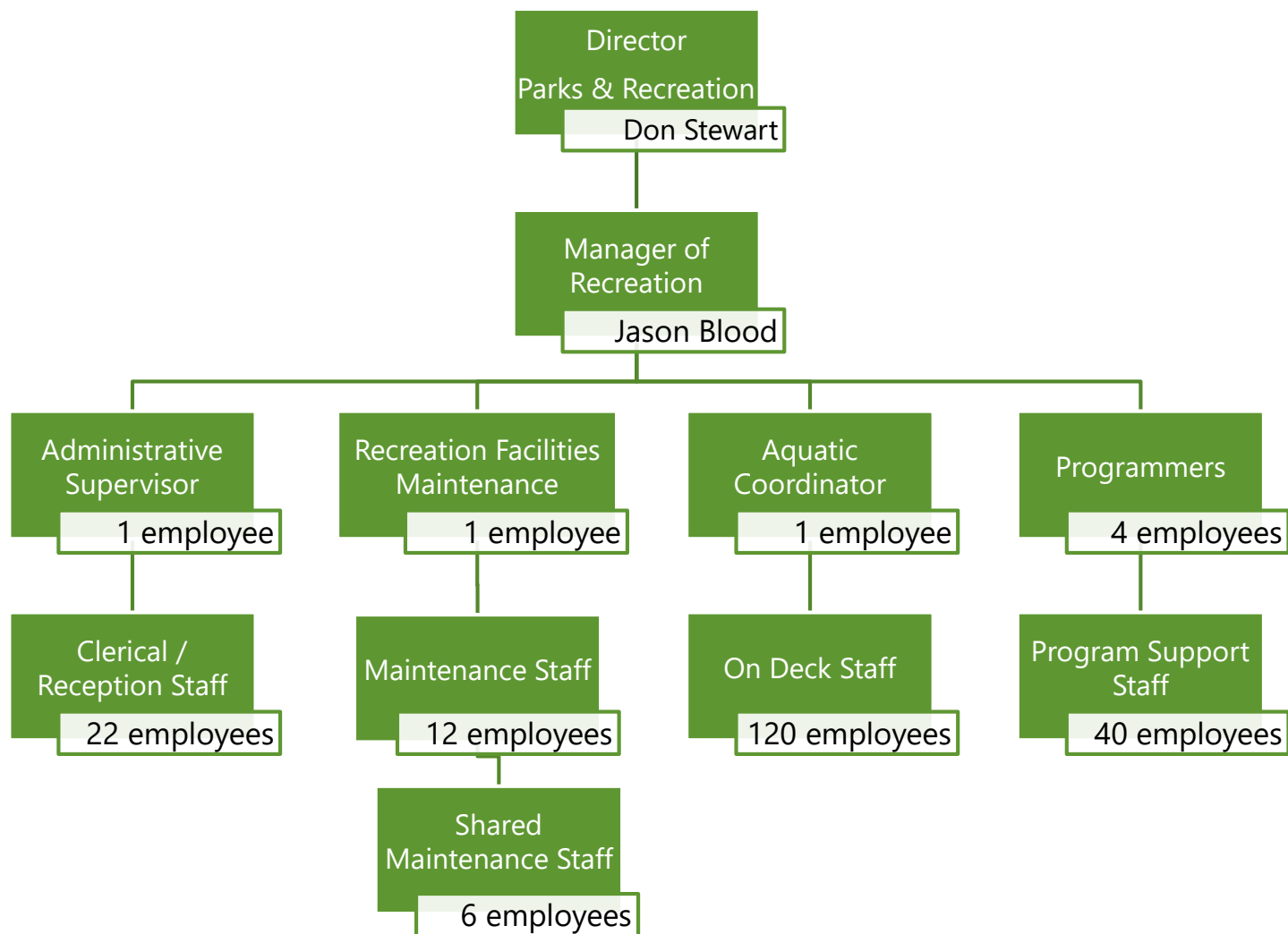
	2016	2017	2018	2019	2020
Customer satisfaction with drinking water	N/A	N/A	N/A	89%	N/A*
Customer satisfaction with curbside collection	N/A	N/A	N/A	88%	N/A*
Customer satisfaction with snow clearing	N/A	N/A	N/A	83%	N/A*
Customer satisfaction with road maintenance	N/A	N/A	N/A	79%	N/A*
# of days of compliance with all permit objectives and government regulations	365	360	365	365	365
# of calls for service	2,075	2,530	2,486	3,239	TBD

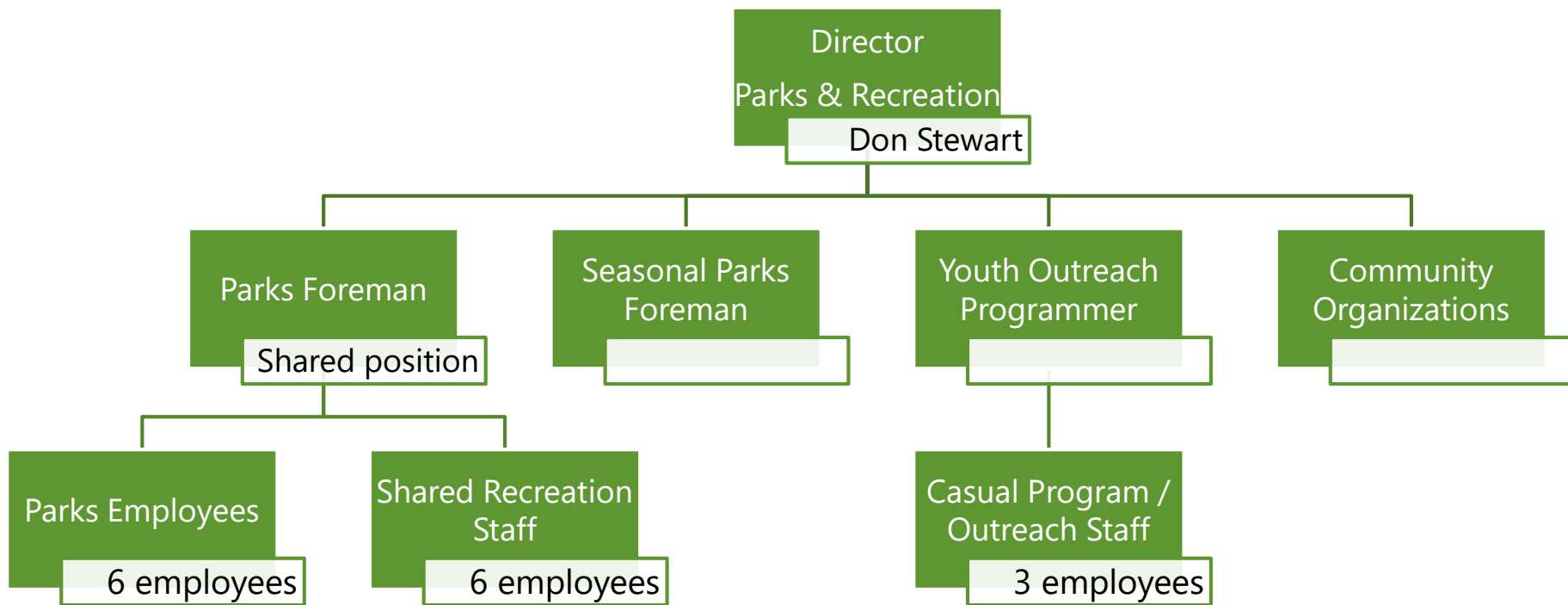
* A citizen satisfaction survey was performed in 2019, and will be performed again in 2021 (intention is to survey biannually)

Parks and Recreation Department Business Plan

Committee of the Whole
February 3, 2020







Staffing Levels

Total positions as at December 12, 2019: **172***

- Exempt - 3; CUPE – 121
 - *full time – 3 exempt; 33 CUPE*
 - *part time – 10 CUPE*
 - *casual – 70 CUPE / 27 program delivery*
 - *term/temporary – 8 CUPE*
- 21 seasonal positions

**there are 8 vacant positions which are being actively recruited*

Department Focus

- Manages:
 - *recreation facilities*
 - *parks, trails, and outdoor sports/athletic fields*
 - *recreational program delivery*
 - *facilitates or stages special community events*
 - *cemeteries*
 - *collaboration / cooperation with recreation partners*
 - *provides other community services through leasing out of municipal facilities to community groups.*
 - e.g. Maple Bay Rowing Club, Cowichan Sportsplex

Fuller Lake Arena

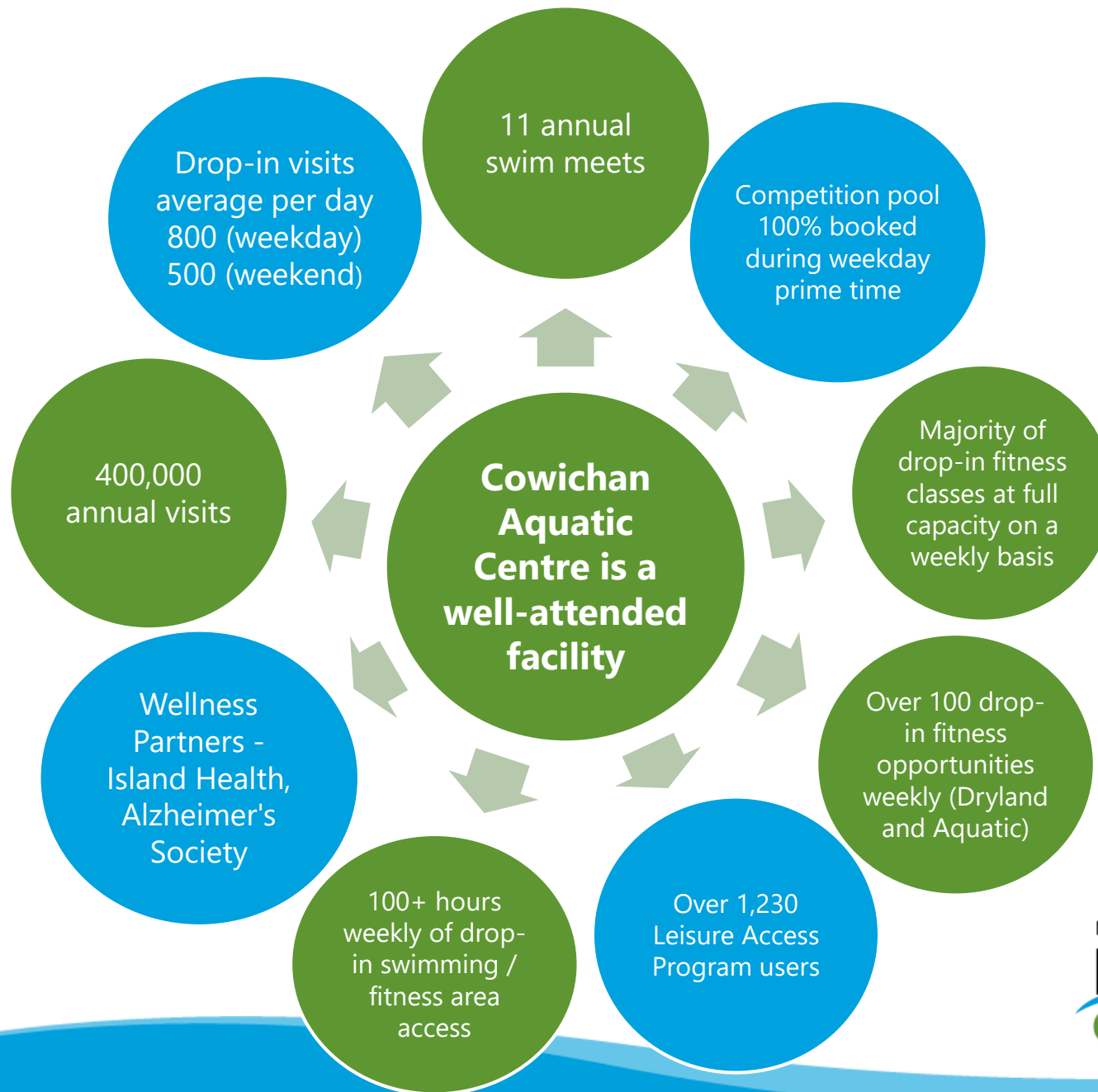


- 50+ year old building; in good condition
- Facility Services include:
 - *public skating, lessons, various recreation programs, ice / room rentals to a wide range of users, and facilitation of special events*
- User-group based facility with a lesser public use component.
- Fuller Lake Arena is open approximately 210 days or 3,300 hours per year for ice users
- Electric Zamboni significantly reduces facility GHG emissions

Cowichan Aquatic Centre

- 12th year of Operation
- Full-featured aquatic venue
 - *Promotes a healthy, safe, and active lifestyle through:*
 - Direct and partnership programs;
 - *Red Cross, Lifesaving Society, VIHA, BCRPA, etc.*
 - Pool and room space for various types of recreation activities and events (structured & unstructured)
 - Community Equity and inclusion opportunities (Leisure Access Program and High Caliber Athletes via Canadian Sport Centre).

*The Aquatic Centre is open
4,800 hours per year over
342 days*



Outdoor Seasonal Aquatics

- Crofton Outdoor Pool
 - *Focused delivery for Crofton of seasonal recreation*
 - *Operates late June to late August – 10 weeks*
 - *2019 Stats:*
 - 3,365 drop-in visits
 - 132 swimming lesson participants
- Fuller Lake Park - Lifeguarding
 - *Resident, Visitor, and Daycamp focus*
 - *Operates late June to late August – 9 weeks*
 - *Approx. 378 hours of safety supervision annually*

Community Programming and Youth Outreach

- Direct and supportive delivery of Recreational programs to meet community needs
 - Community recreation programs and youth outreach programs in Chemainus and Crofton
 - North Cowichan financially supports the Cowichan Community Centre to provide program opportunities for south-end residents
 - Lunch Hour and After School opportunities in partnership with School District 79

Parks

- Home to 60 parks servicing variety of community and visitor needs
 - *Destination parks e.g., Fuller Lake Park*
 - *Natural areas e.g., Askew Creek Park*
 - *Community Parks e.g., Chemainus Lake*
 - *Water Access points e.g., Birds Eye Cove*
 - *Sportsfield/Athletic Parks e.g., Sherman Road Park*
 - *Specialty Parks e.g., Somenos Creek Dog Park*
- Playgrounds integrated into park network
 - *Located within 600-750m of urban households*
 - *Current inventory of 18 playgrounds*

Trails

- Approx. 200km of trails divided into:
 - *Recreational trails (mountain bike/hike/equine)*
 - *Parks trails (Askew Creek/Chemainus Lake/Wul'amm Park)*
 - *Dike trail*
 - *Connector and other minor trails (paved pathways/minor trails)*
 - *Cowichan Valley Trail (CVT) / The Great Trail (TGT)*
- Maintenance
 - *Contract out recreational trails to CTSS*
 - *CVRD maintains CVT/TGT*
 - *Parks / Operations maintains the rest*

Trails – cont'd

- Current issues
 - *Expanding scope of trails (mapping/signing)*
 - Mount Prevost (2020)
 - Mount Richards (2021)
 - Crofton to Maple Bay Connector (2020-2025)
 - *Funding of expanded scope of work*
 - *Municipal trails provide an ecologically sustainable alternative to informal/rogue trails*
 - *Pressures from user groups*
 - Mountain biking / hiking / equine
 - Motorized usage (prevention)
 - Managing organized usage

Sportsfields / Athletic Parks

Five Primary
Sportsfields / Athletic
Parks:

- Chemainus Ballfields
- Crofton Ballfields
- Properties Park
- Evans Park
- Sherman Road



Tennis / Pickleball

- Pickleball fast growing / high demand
- Competing needs
- Diversifying existing courts to meet need
 - *Current inventory is:*

Timeline	Tennis Only	Pickleball Only	Dual Use
Current	6	8	3
Planned	5	12 (minimum)	0 (except for tournaments)

- Regional partners expanding courts

Cemetery Operations

- Regulated by Consumer Protection BC
- Pioneer Cemetery
 - *For direct blood residents/spouses – of residents prior to 1900*
- Mountain View
 - *Full burial, cremations and columbariums available*
 - *Space for 20+ years (undeveloped)*
 - *Highly emotional area to manage*
- Fee Structure
 - *Interment costs & maintenance costs vs. funding model ideals*
 - *Two Tier in place*
- Cemetery Master plan planned for 2021

Parks Maintenance



Parks staff oversee and sustain:

- ▣ *Parks maintenance*
- ▣ *Sportsfield / court maintenance*
- ▣ *Trail & playground inspection / maintenance*
- ▣ *Parks / public garbage removal*
- ▣ *Cemetery operations (interment & maintenance)*
- ▣ *Public washrooms*
- ▣ *Contractors*
 - Fuller Lake Park caretaker, washroom maintenance contractors, etc.

Business Plan Deliverables

Initiative	Actions / Projects	Start Date	Strategic Alignment
Special Events	<p>Reviewing permitting process to streamline public process</p> <p>Better define existing service levels in the community</p>	2020	Council Strategic Plan: support community groups; Engagement
Recreation renovation and expansion	<p>Cowichan Aquatic Centre Expansion and Renovation</p> <p>Managing user groups during critical shut-down periods</p> <p>5 month fitness closure relocated to Cowichan Community Centre for continuity of services</p>	2019	<p>Council Strategic Plan:</p> <p>Building Community; Engagement:</p> <p>CVRD Regional Recreation Strategy</p>
Parks and Trails Management	<p>Continued Implementation of Parks and Trails master plan</p> <p>Expansion of off leash dog areas</p> <p>Signage and way finding (water access and mountains)</p> <p>Sanctioning of recreational trails Mount Prevost (downhill mountain biking)</p> <p>Wayfinding for water access points</p>	2020	<p>Parks and Trails Master Plan</p> <p>Council Strategic Plan: Economy, Environment, Engagement</p>

Operating Budget – Recreation

Cowichan Aquatic Centre	2019 Budget	2020 Budget	\$ Change	% Change	2019 YTD
OPERATING REVENUE AND EXPENSES					
Revenue	\$1,514,800	\$1,300,655	(\$214,145)	-14%	\$1,421,110
Expenses	3,793,240	3,550,879	(242,361)	-6%	3,374,285
Debt Servicing	1,108,370	1,108,370	-	0%	1,108,371
NET OPERATING	(\$3,386,810)	(\$3,358,594)	\$28,216	-1%	(\$3,061,546)
FUNDING					
North Cowichan	\$2,875,820	\$2,871,357	(\$4,463)	0%	\$2,519,681
Duncan	\$308,740	\$287,739	(\$21,001)	-7%	\$342,367
CVRD Areas	\$202,250	\$199,498	(\$2,752)	-1%	\$199,498

Operating Budget – Recreation

	2019 Budget	2020 Budget	\$ Change	% Change	2019 YTD
FULLER LAKE AREA - OPERATING REVENUE AND EXPENSES					
Revenue	\$300,520	\$278,240	(\$22,280)	-7%	\$222,391
Expenses	994,800	1,011,005	16,205	2%	877,245
NET OPERATING	(\$694,280)	(\$732,765)	(\$6,075)	1%	(\$654,853)
CROFTON OUTDOOR POOL - OPERATING REVENUE AND EXPENSES					
Revenue	\$7,840	\$8,910	\$1,070	14%	\$11,040
Expenses	73,773	76,096	2,323	3%	70,889
NET OPERATING	(\$65,933)	(\$67,186)	\$3,393	-5%	(\$59,849)

**Fuller Lake Arena is funded by General Revenue*

Operating Budget – Parks

Parks	2019 Budget	2020 Budget	\$ Change	% Change	2019 YTD
Administration	\$59,840	\$66,025	\$6,185	10%	\$76,749
Parks	982,622	981,262	(1,360)	0%	852,281
Sportsfields	641,623	656,287	14,664	2%	585,738
Trails	319,785	355,553	35,768	11%	275,773
TOTAL EXPENSES	\$2,003,870	\$2,059,127	\$55,257	3%	\$1,790,540

Operating Budget - Cemetery

Cemetery	2019 Budget	2020 Budget	\$ Change	% Change	2019 YTD
REVENUES	\$124,740	\$127,870	\$3,130	3%	\$137,052
EXPENSES	149,420	152,575	3,155	2%	160,141
NET EXPENSE	(\$24,680)	(\$24,705)	(\$25)	0%	(\$23,089)

Operating Budget – Supplemental Budget Requests

- Program and Events Coordinator
 - Net new position in 2021
 - Responsible for overseeing community programming
 - Develop special events
 - Strong support for community events
 - Work with School District (joint use)
 - Maintain partnerships
 - (Alzheimers, School District, VIHA, etc)
 - Bring programs to your neighbourhood

Annual Costs

\$76k wages

\$20k benefits

Partially recovered
(\$20K)

CUPE Position

Supervises staff
of approx. 40-50

STRATEGIC ALIGNMENT

- Engagement
- Economic

Capital Budget – Recreation Facilities

Item	2020	2021	2022	2023	2024	Alignment
FULLER LAKE ARENA						
Re-Roof Main Roof	\$900,000					
LED Lighting Upgrade Approx 40,000kWh reduction	\$150,000					Environment
Domestic Hot Water Upgrades		\$150,000				Environment
De-humidifier Lifecycle Replacement			\$150,000			Environment
Universal Access Upgrades			\$110,000			
FUNDING SOURCES						
Infrastructure Reserve	\$600,000					
General Revenue	\$450,000	\$150,000	\$260,000			

Capital Budget – Recreation Facilities

Item	2020	2021	2022	2023	2024	Alignment
COWICHAN AQUATIC CENTRE						
Renovation / Expansion	\$2,777,000					Service Engagement
Re-Roof Main Roof			\$1,000,000			
FUNDING SOURCES						
Grants	\$2,377,000					
Land Sales Reserve	\$348,000					
City of Duncan	\$52,000		\$130,000			
CAC Reserve			\$870,000			

Capital Budget – Parks and Trails

Item	2020	2021	2022	2023	2024	Alignment
Kinsmen Beach Park Washroom Upgrade	\$125,000					
Herd Road Park Court & Dog Park Upgrades	\$75,000					P&T MP
Crofton Seawalk Lighting Installation	\$40,000	\$40,000				
Wayfinding Mount Prevost Installation	\$40,000					P&T MP
FUNDING SOURCES						
General Revenue	\$280,000	\$40,000				

P&TMP = Parks & Trails Master Plan

Capital Budget – Parks and Trails

Item	2020	2021	2022	2023	2024	Alignment
Playground Installations New – Calais/Properties		\$50,000	\$50,000			P&T MP
Fuller Lake Park Outdoor Shower Addition		\$15,000				
Art Mann Park Dock / Park Re-design		\$90,000				
Mount Tzouhalem Mountain Skills Park		\$200,000*				P&T MP Engagement
Fuller Lake Park Park Master Plan			\$25,000			P&T MP
FUNDING SOURCES						
General Revenue		\$155,000	\$75,000			
Grants		\$200,000				

**Working with Cowichan Trail Stewardship Society on grant funding*

Key Performance Indicators

INDICATOR	2017	2018	2019	2020
Recreational Trail kms (Forest Reserves)	n/a	35km	85km	110km
Park Space (hectares)	n/a	n/a	TBD	TBD
Cowichan Aquatic Centre - Drop-in visits Swims per resident (based on 80,000)	237,162 2.97	252,985 3.15	271,370 3.39	TBD X.XX
Rental Hours at Fuller Lake Arena	n/a	n/a	1,275	TBD
Parks & Trails – Customer Satisfaction	n/a	n/a	97%	N/A

Forestry 2020 Business Plan

Committee of the Whole
February 3, 2020



Organizational Structure

General Manager,
Community Services

Municipal Forester
Shaun Mason

Forestry Technologist

Total positions: 2

□ Full Time

- Exempt: 1
- CUPE: 1

Department Focus

- The Forestry department manages 25% of the total land base of North Cowichan as the Municipal Forest Reserve.
- The Forestry program is responsible for all aspects of this land including forest planning, harvesting, silviculture activities, maintaining road systems, fire protection, managing for view-scapes, water, forestry education, jobs and generating a profit for the Municipality.
- Funds generated from the land base cover the associated expenses of managing forest activities, including community supports such as high school scholarships, high school wood working contest, and fire wood donations.

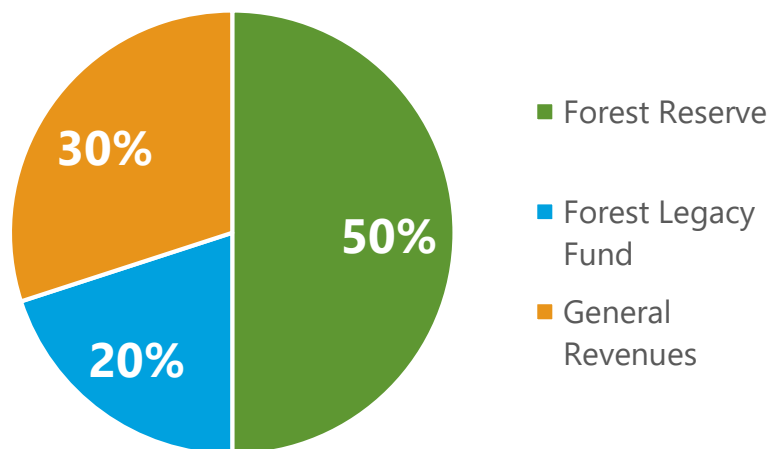
Municipal Forest Reserve

- Established in 1946
- Mission Statement (Adopted by Council September, 2003)
 - *"To maintain and enhance North Cowichan's valuable municipal forest resources for all users through sustainable forestry, ecological stewardship, & sound fiscal management"*
- The establishment of a Forestry Department was approved by Council in 1981. The Forest Manager was directed to implement the recommendations/policies contained within the Forestry Advisory Committee report "Management of the Forest Reserves: An investment in the future"
 - *This report guided the forest managed within the MFR.*
- As part of the FAC report, one of the several policies endorsed by Council included:
 - *"Forest management expenditures and operations costs will be financed entirely through the cumulative revenues generated by sales of forest resources"*

Forest Reserve Fund

- To account for variability and follow the Council mandate of being self-supporting, a Forest Reserve Fund (FRF) was established to support Forestry Operations when markets were poor.
- The FRF is also used to expand the MFR, cover fire fighting costs, replace equipment, and provide community support in a variety of ways.
- \$1.65 million is currently in the reserve fund

Forestry Profit Disbursements



- Set by Council's "Allocation of Profits" Policy

- *50% to Forest Reserve – target \$2,100,000*
- *20% to Forest Legacy Fund – target \$250,000*
- *30% to General Revenues*

Community Support

- Annual high school bursaries (2) and scholarship (1) = \$2,400
- Annual donation of three truckloads of firewood to youth-orientated organizations = ~\$3,000
- Annual high school woodworking contest = \$950 in prizes
- Forestry Tours
- Forest Legacy Fund – contributions to various community projects



Forestry Operations

- Harvesting and road building projects are openly tendered and awarded per the MNC procurement policy
- High utilization standards (minimal waste)
- Continual road maintenance
- Culvert monitoring/inspections
- Road/trail rehabilitation
- Security

Timber Sales

- Sold to various mills/companies depending on the grade of log.
- Timber is sold to Jemico Enterprises Ltd. (Chemainus), Harmac (Crofton), Otter Point Timber (Ladysmith) and Mosaic (Crofton).
- Timber is sold to small local mills at market prices when requested and the grade/type of timber is available.

Silviculture

- Plant 100% of all harvested areas at the earliest possible time
 - *Target 1100 stems per ha stocking levels*
 - *Trees sourced from Island Tree Nurseries*
 - *Ecological suitable species planted*
 - Species include Douglas Fir, Red Cedar, White Pine, and Grand Fir

**Over 2.1 million trees
planted since 1987**

Silviculture Cont'd

- Continually monitor/survey until trees "Free to Grow" (~10-15 years)
- Protect trees from deer and elk by installing protective cones
- Prune White Pine to mitigate risk of Blister Rust (e.g., fungus)
- Brushing conducted as needed to protect crop trees from competing vegetation
- Invasive species control
- Hazard abatement

Minor Forest Products

- Firewood
 - *Permits available to MNC residents*
 - *Partnership agreement with SD79*
 - *Agreement with local contractor*
- Salal/Boughs
 - *Permits available to the public*

Business Plan Deliverables

Initiative	Actions / Projects	Start Date	Strategic Alignment
Forestry Review	Strengthen environmental policy in all land use planning	Ongoing	Council's Strategic Plan
	Conduct Forestry Review <ul style="list-style-type: none">• Develop long term plan for Forestry Reserve	2019	
	Public engagement	2019	

Operating Budget – Option # 1

Harvest only 2018/2019 contract obligations - necessities only

	2019 Budget	2020 Budget	\$ Change	% Change	2019 YTD
REVENUES					
Log Sales	\$1,285,000	\$176,000	(\$1,109,000)	-86%	\$1,509,856
Less: Cost of Sales	(603,025)	(107,000)	496,025	-82%	(668,943)
NET LOGGING PROFIT	\$681,975	\$69,000	(\$612,975)	-90%	\$840,913
Miscellaneous Income	97,660	101,160	3,500	4%	99,235
Expenses	921,726	734,849	(186,877)	-20%	660,920
NET INCOME (LOSS)	(\$142,091)	(\$564,689)	(\$422,598)	297%	\$279,227

Operating Budget – Option # 2

Harvest only 2018/2019 contract obligations and maintain current service levels in 2020

	2019 Budget	2020 Budget	\$ Change	% Change	2019 YTD
REVENUES					
Log Sales	\$1,285,000	\$176,000	(\$1,109,000)	-86%	\$1,509,856
Less: Cost of Sales	(603,025)	(118,000)	485,025	-80%	(668,943)
NET LOGGING PROFIT	\$681,975	\$58,000	(\$623,975)	-91%	\$840,913
Miscellaneous Income	97,660	101,160	3,500	4%	99,235
Expenses	921,726	807,649	(114,077)	-12%	660,920
NET INCOME (LOSS)	(\$142,091)	(\$648,489)	(\$506,398)	356%	\$279,227

Operating Budget – Key Changes for 2020

	Option # 1	Option # 2
Net Loss (Forest Reserve Used)	(\$564,689)	(\$648,489)
Estimated Forest Reserve at December 31, 2019	\$1,790,000	\$1,790,000
Estimated Forest Reserve at December 31, 2020	\$1,225,000	\$1,142,000

Forestry Reserve Balance Dec 31, 2018 \$1.65 million + 50% of ~\$280,000 2019 profit

Key Performance Indicators

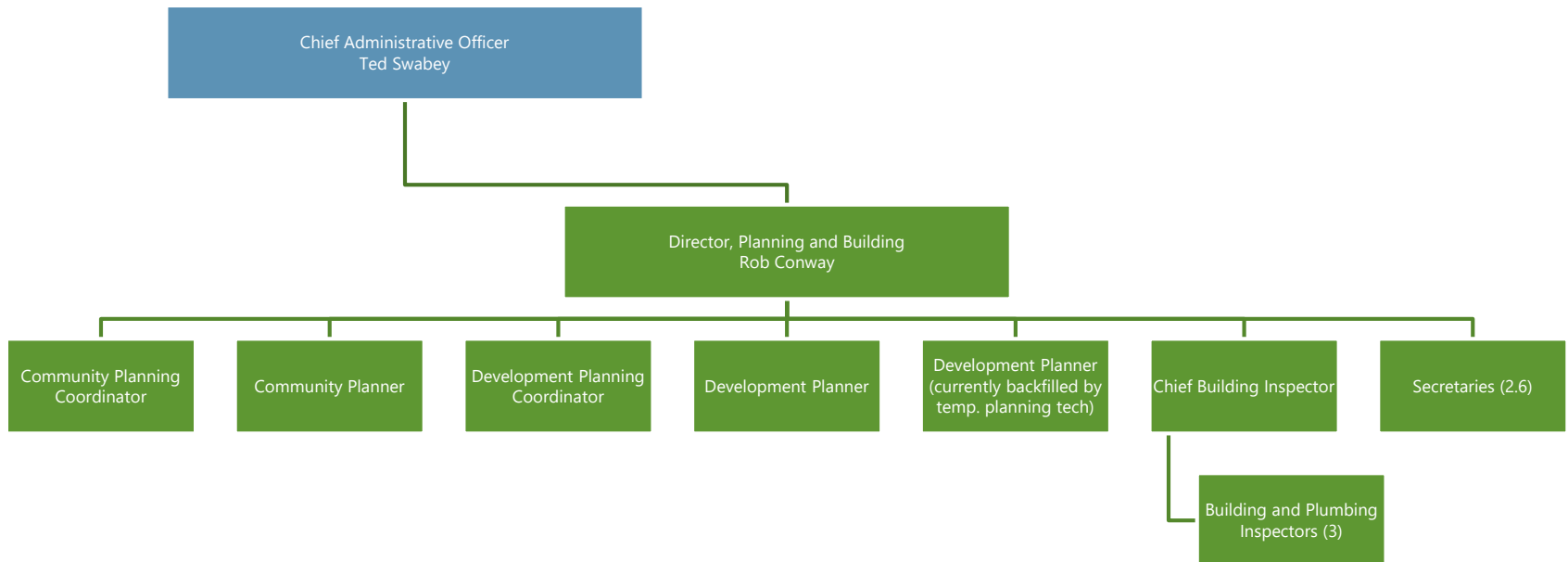
	2016	2017	2018	2019	2020
Annual allowable cut within target level (m ³)	17,268	10,585	11,562	15,500 (estimated)	2,200
Net profit	\$412,195	\$130,165	\$261,077	\$350,000 (estimated)	TBD

Planning and Building Department Business Plan

Committee of the Whole
February 3, 2020



Organizational Structure



Staffing Levels

- Total positions as of December 12, 2019: 14
- Exempt - 4; CUPE – 10
 - *12 full time*
 - *1 part time*
 - *1 term/temporary*
 - *0 contractors*
- 1 student (May – August 2020)

Operating Budget

	2019 Budget	2020 Budget	\$ Change	% Change	2019 YTD
REVENUE					
Building Permit Fees	\$428,420	\$555,830	\$127,410	30%	\$683,549
Development Fees	88,789	90,783	1,994	2%	92,300
TOTAL REVENUES	\$517,209	\$646,613	\$129,404	25%	\$775,849
EXPENSES					
Building Inspections	\$502,956	\$542,035	\$39,079	8%	\$467,719
Planning Administration	1,135,218	1,296,898	161,680	14%	1,160,188
TOTAL EXPENSES	\$1,638,174	\$1,838,933	\$200,759	12%	\$1,627,907

Department Focus

The Planning and Building Department provides information and support relating to services associated with community planning, land use and sustainable land development.

We prepare and maintain plans, regulations and policies for the responsible development of North Cowichan's communities and are responsible for the review and administration of planning and building approvals.

Core Business

The Department is organized into four teams

1. Community Planning
2. Development Planning
3. Building Inspections
4. Administrative Support

Community Planning

1.6 FTE (Community Planning Coordinator; Community Planner)

- Responsible for land use plans and policy.
- Official Community Plan Update
- Supports community partnership initiatives and emergent policy issues (i.e. affordable housing and cannabis legalization)
- Assists with complex development applications
- Assists with implementation of Climate Action Strategy
- Coordinates and collaborates on regional planning projects (i.e. Cowichan 2050, childcare and housing needs assessments)
- Provides planning support on a range of Municipal initiatives (i.e. Rowing Canada, Chemainus Seawalk, Capital Works Program)
- Environmental Planning in collaboration with Environment Staff
- Community planning projects (e.g., Local Area Plans)
- Grants, Social Planning, Arts & Culture, Heritage Planning, Parks & Trails, Infrastructure
- Builds external relationships and conducts public engagement on projects and policies

Development Planning

3.4 FTE (Development Planning Coordinator; Development Planner; Development Planner (mat leave) Planning Technician (1 year term)

- Administers and maintains Zoning Bylaw and other development related regulations and policies
- Pre-application meetings and correspondence
- Processes development applications
- Works with applicants and land owners to achieve compliance with policies, regulations, and guidelines
- Business licence approvals regarding land use
- Responds to public information requests
- Reviews and provides recommendations to Council and the Board of Variance on land use applications
- Processes Agricultural Land Commission applications
- Enforcement and compliance
- Communications with agencies
- Responds to external agency referrals

Building Inspections

4 FTE (Chief Building Inspector; 3 Building and Plumbing Inspectors)

- Administers building, fire, health and life-safety standards and regulations
- Provides technical information to designers, builders and home owners
- Business licence approvals regarding building standards
- Reviews and approves building, sign and plumbing permit applications
- Conducts inspections for compliance with BC Building Code, Building Bylaw and other applicable regulations
- Enforcement and compliance
- *Fostering building that will help meet GHG emissions targets*

New to 2019

- New newsletter program with two newsletter releases in the fall of 2019, the beginning of community outreach and engagement program with 136 subscribers.
- Mobile inspection reporting delivers immediate inspections results to builders and contractors while automatically filing inspection results electronically in office. Saves time in office for inspectors; saves approximately 6,000 sheets of paper a year; saves contractors from travelling to the site to receive inspection results.

Building Inspections – Building Code

Building Code Year	Books or Binders	Pages	Cost	Number of Inspections Per Dwelling
1942	1	396	\$1.00	0-4
1980	2	866	\$8.75	7
2006	2	1109	\$550.00	8
2018	3	1728	Free online	12

Building Permits

Year	Building Permits	Commercial	Residential	Other	Residential Units Created	Total Value of Construction
2016	305	30	218	47	158	\$40M
2017	294	36	198	60	162	\$47M
2018	336	30	194	112	378	\$67M
2019	263	20	171	70	333	\$85.8M

Building Permits Stats

Single Family, Duplex, Suites and Apartments

New Residential Units	Single Family Accessory Dwelling	Duplex	Suites	Multi Family Apartment	Total
2015	87	4	10	0	101
2016	106	14	12	26	158
2017	130	14	14	12	170
2018	149	26	15	186	376
2019	125	20	16	171	333/ 1038

Non-Residential Permits

Commercial/Institutional/Agricultural

Building Permits	Industrial Agricultural	Care/Assisted Living Institutional	Commercial	Total
2015	0	4	11	15
2016	6	2	21	29
2017	4	4	22	30
2018	10	4	16	30
2019	4	3/units 143	17	24

Administrative Support

2.6 FTE

Provides information and assistance to applicants and the public; supports planning and building department's technical staff.



- Provides assistance to customers regarding regulations, processes and requirements related to development
- Prepares correspondence, reports and departmental documents
- Maintains website
- Supports planning and building inspection functions.
- Municipal addressing, including internal and external referrals
- Processes payments, intake applications
- Coordinates meetings and inspections with planners and building inspectors
- Administers departmental files
- Land use application administration including statutory notifications and permit issuance.

Trends for 2020

- Building activity and permit revenue increased in 2018 and 2019 and are projected to remain strong in 2020 due to growth in residential and commercial construction.
- Development application activity slowed in 2019 and is expected to be moderate in 2020.
- Planning Department staff will be heavily engaged in the OCP review and delivering Council strategic priorities.
- Major projects: Berkey's Corner Shopping Centre; Turner Lane Rezoning; Paddle Road Redevelopment; New High School and Hospital.

Business Plan Deliverables

Initiative	Actions / Projects	Start Date	Strategic Alignment
Community Planning	Re-write Official Community Plan including local area plans	2019	Strategic Plan direction to review OCP and Zoning Bylaw
	Incentivize or prioritize new growth to areas close to existing core development (OCP)	2019	
	Strengthen environmental policy in all land use planning (OCP)	2020	Strategic Plan: Environment
Growth Management	Reconsider the Urban Containment Boundary (OCP) Update the Agricultural Implementation plan and encourage the use of arable land	Ongoing	Strategic Plan: Environment
		2019	Operational Plan: Continuous improvement

Business Plan Deliverables

Initiative	Actions / Projects	Start Date	Strategic Alignment
Social Planning and Housing	Seek opportunities to partner and support affordable housing initiatives	Ongoing	Council Strategic Plan
	Explore opportunities for additional housing that meet the needs of the community	Ongoing	
	Innovative housing concepts (Kingsview and Chemainus)	2018	
	Childcare Space Planning	2018	
	Cowichan Housing Association Affordable Housing Strategy	2019	

Business Plan Deliverables

Initiative	Actions / Projects	Start Date	Strategic Alignment
Innovation	Create opportunities for new forms of housing (e.g., condos above commercial)	Ongoing	Strategic Plan
Bylaw, Policy and Procedure	Development procedures bylaw	2019	Strategic Plan/Council direction etc.
	Building bylaw updates amendments	2020	

Business Plan Deliverables

Initiative	Actions / Projects	Start Date	Strategic Alignment
Local Area Plan Implementation	Bell McKinnon local area plan implementation	Ongoing	Strategic Plan
	Create conditions that will facilitate specialty hospital services in and around the new hospital (Local Area Plan component)	Ongoing	
Buildings	Evaluate the merits of adopting the Energy Step Code	2019	Council Strategic Plan
	BC Energy Step Code Implementation	2020	
	Building Permit and Sign Permit Fee Review	2020	

Operating Budget – Supplemental Budget Request:

Senior Social/Housing Planner (\$120,000)

This position is intended to help achieve Council's Strategic Plan priorities:

- Seek opportunities to partner and support affordable housing initiatives;
- Explore opportunities for additional housing that meets the needs of the community;
- Provide more input into managing the opioid crisis;
- Support community groups and organizations.

Key Performance Indicators

	2017	2018	2019	2020
Number of land applications received	N/A	229	167	TBD
Number of building inspections completed	1,560	1,987	2,469	TBD
Estimated number of annual planning inquiries	N/A	N/A	5900	TBD
Community engagement reach of building department	0	0	136	Proposed 200+
Rental housing units constructed as percentage of total new housing units	NEW FOR 2020			
Percentage of new housing units within 1km of neighbourhood commercial centre or mixed use/commercial core	NEW FOR 2020			

APPENDICES

Projected Business Plan Deliverables: 2021 and Beyond

Initiative	Actions / Projects	Start Date	Strategic Alignment
Community Planning	Develop incentives for creating compact development (e.g. infill)	2021	Strategic Plan direction to review OCP and Zoning bylaw
	Review requirements for gray water reuse, solar power, and charging stations in new developments	2021	
	Support, retain and attract light industry	2021	
Growth Management	Review and update development application process for continuous improvement	2021	Operational Plan: Continuous improvement
	Review developer utilization of the professional reliance model	2021	
	Encourage appropriate development charges and amenities to support great development	2021	

Projected Business Plan Deliverables: 2021 and Beyond

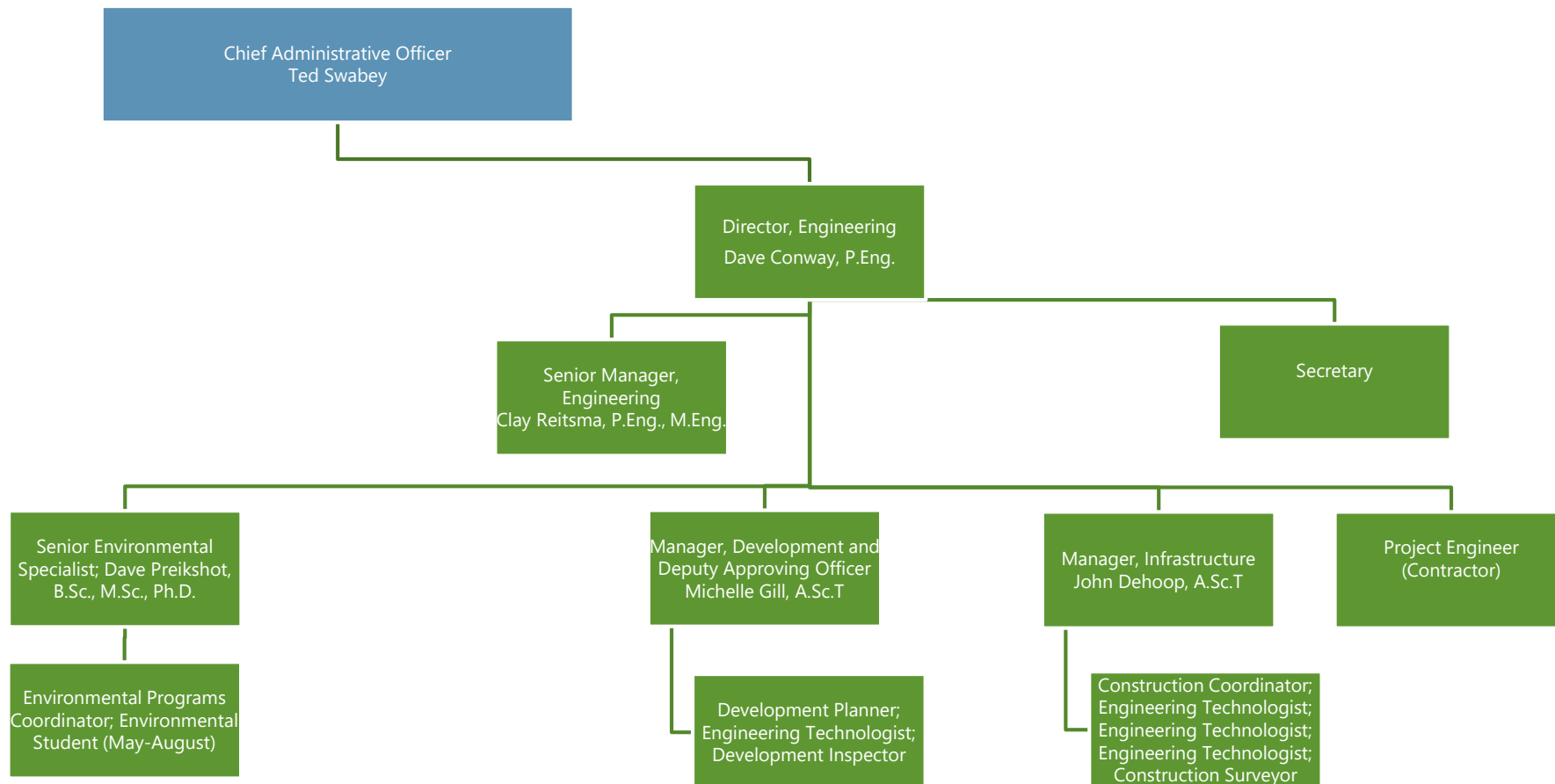
Initiative	Actions / Projects	Start Date	Strategic Alignment
Preserve and Celebrate Local Heritage	Develop a heritage strategy and a heritage register	2021	Council Strategic Plan
	Review the potential for creating a heritage protection policy (OCP)	2021	
	Explore Heritage Protections services	2021	
Innovation	Develop a business case for innovative development	2021	Strategic Plan
	Support small scale innovative agriculture (OCP)	2021	
Bylaw, Policy and Procedure	Review and update flood hazard policy	2021	Strategic Plan/Council direction etc.
	Renew zoning bylaw (OCP dependent)	2021	

Engineering Business Plan

Committee of the Whole
February 3, 2020



Organizational Structure



Staffing Levels

- Total positions as at December 31, 2019: 17*
- Exempt - 6; CUPE - 11
 - *full time – 5 exempt; 10 CUPE*
 - *part time – 0*
 - *casual – 0*
 - *term/temporary – 1 CUPE*
 - *contractors – 1 exempt*
 - *students** – 1 CUPE*

* *there are 2 vacant CUPE positions which are being actively recruited, and 1 Exempt Position starting January 20, 2020*

** *Environmental Student is planned for May – August, 2020*

Department Budget

	2019 Budget	2020 Budget	\$ Change	% Change	2019 YTD
REVENUE					
Sales of Service	\$169,500	\$152,000	(\$17,500)	-10%	\$243,624
TOTAL REVENUES	\$169,500	\$152,000	(\$17,500)	-10%	\$243,624
EXPENSES					
Administration	\$1,358,282	\$1,535,902	\$177,620	13%	\$1,157,045
Energy and Environment	440,102	590,655	150,553	34%	210,979
TOTAL EXPENSES	\$1,798,384	\$2,126,557	\$328,173	18%	\$1,368,024

Department Focus

The Engineering Department is primarily responsible for:

- providing technical expertise to the Community Services Division with respect to municipal services and projects;
- reviewing and approving development projects;
- designing and implementing environmental initiatives;
- designing and overseeing construction of capital projects;
- implementing the asset management plan;
- providing technical expertise in the creation and management of Council's approved 5 year Capital plan;

Key Service Areas

The Engineering department is responsible for the following key services:

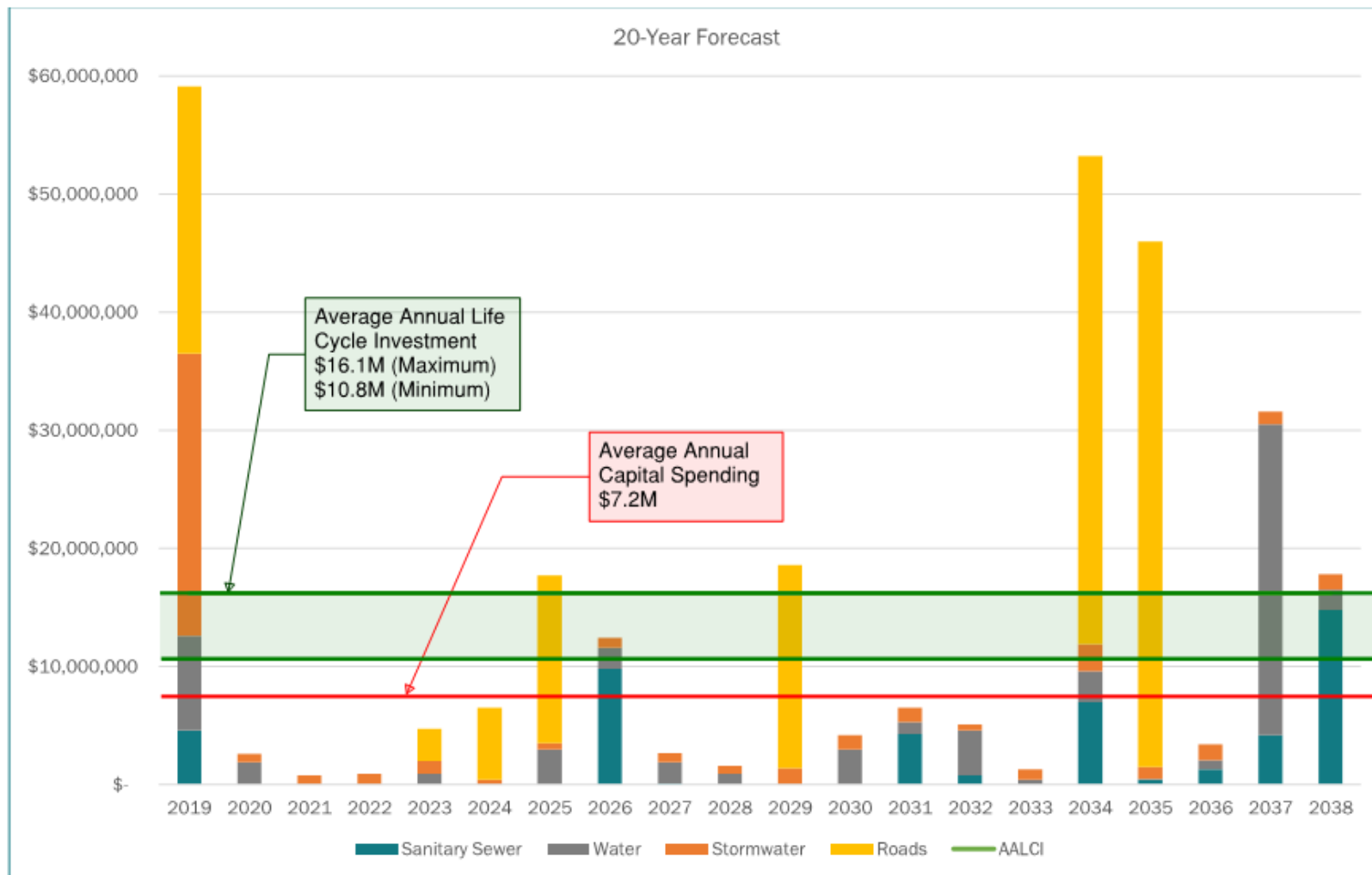


Capital Projects / Asset Management

The Engineering Department is responsible for the following assets under the Municipality's Asset Management plan:

- Drinking Water Assets
- Storm Water Assets
- Wastewater Assets
- Roads Assets
- Natural Assets

Asset Management & Capital Projects



Asset Management: Drinking Water

Assets: Approximately **240 km** of pipes valued at **\$208M**, 5 dams, 7 pump stations, 16 reservoirs, and 10,000 connections.

SOUTH END

Ground water source
(Cowichan Aquifer).

60 km of pipes.

4 pump stations.

12 reservoirs.

Backup water can be supplied
via South End Water S via City
of Duncan Water System.

CROFTON WATER

Surface water source
(Cowichan River) via Paper
Excellence pulp mill.

27 km of pipes.

2 pump stations.

3 reservoirs.

2 dams (@ Crofton Lake).

Backup water can be supplied
from South End water system.

CHEMAINUS WATER

Surface water source (Holyoak
Lake) and ground water source
(Chemainus Aquifer).

54 km of pipes.

1 pump station.

2 reservoirs.

3 dams (2 @ Holyoak, 1 @
Banon Reservoir).

- City of Duncan supplies water to a few areas surrounding the City limits within the Municipality.
- Private water systems have been discouraged with the exception of bare land stratas and 25 homes in Genoa Bay (circa 1967).

Asset Management: Drinking Water

Management of drinking water supply, including Treatment, Reservoirs, Distribution system

KEY SERVICES

- Compliance reporting to the Province (**20 reports/year**)
- Engineering Technical assistance to Community Services
- Assist with emergency response
- Define and management of capital projects
- Working with First Nations and other local governments
- Future planning of water supply and distribution

Asset Management: Storm Water

Management of storm water and flood protection

ASSETS

- **160km** of pipes valued at **\$213M**
- 16 managed wet lands
- 5 flood pump stations
- 4 km of dykes

KEY SERVICES

- Engineering Technical assistance to Community Services
- Monitor and manage storm runoff in streams, lakes and wetlands
- Assist with emergency response
- Define and management capital projects
- Working with First Nations and other local governments
- Future planning of storm water and flood protection

Asset Management: Wastewater

Assets: Approximately **150 km** of pipes valued at **\$188M**, 14 pump stations, 4 treatment plants.

SOUTH END

JUB WWTP (aerated lagoon with tertiary add-on).
103 km of pipes.
13 pump stations
Co-owned with Duncan
Serves DNC, Duncan, CVRD and Cowichan Tribes.
Freshwater discharge to Cowichan River.

CROFTON

Crofton WWTP (secondary treatment, aerobic digestion).
18 km of pipes.
4 pump stations.
Serves DNC, Penelakut First Nation (Halalt First Nation pending).
Marine discharge to Osborne Bay.

CHEMAINUS

Chemainus WWTP (secondary treatment, aerobic digestion, biosolids dewatering).
29 km of pipes.
7 pump stations.
Marine discharge to Stuart Channel.

MAPLE BAY

Maple Bay WWTP (secondary treatment, membrane filtration).
1 km of pipes (privately owned).
Marine discharge to Maple Bay.

Asset Management: Wastewater

Management of wastewater systems including, collection, treatment and capital upgrades.

KEY SERVICES

- Compliance reporting to the Province and Canada (**39 reports/year**)
- Engineering Technical assistance to Community Services
- Assist with emergency response
- Define and management capital projects
- Working with First Nations and other local governments
- Future planning of wastewater collection and treatment

Asset Management: Roads

KEY FACTS:

- Approximately **280 kilometres** of paved roads valued at **\$220M**.
- Bare land stratas own and maintain private roads themselves.
- Approximately \$3.8M per year is budgeted for renewals, replacement and improvements.
- **7 bridges across rivers and streams:**
 - Lakes Road
 - Herd Road
 - Chemainus Road
 - Canada Avenue (2 bridges nearing end of useful life)
 - Gibbins Road
 - Westholme Road
- **3 footbridges:**
 - Somenos Creek
 - Chemainus Lake
 - Kingston Park
- **4 large diameter culverts:**
 - Richards Trail
 - Mary Street
 - Drinkwater Road
 - Menzies Road
- **MOTI roadways within the Municipality include:**
 - Crofton Road
 - Tzouhalem Road
 - Mount Sicker Road (Chemainus road east of Trans Canada Highway)

Asset Management: Roads – cont'd

KEY SERVICES:

- Engineering Technical assistance to Community Services
- Assist with emergency response
- Define and management of capital projects
- Working with First Nations and other local governments and the Province
- Future planning of road system



Land Development and Subdivision Approvals

Land development projects must adhere to the municipality's Engineering Standards. Engineering is also responsible for issuing access permits.

KEY FACTS:

- Urban Containment Boundary constrains development in municipality
- 89% of new lots were fee simple lots and 11% were strata lots in 2019
- 82% of new lots were created in the South End in 2019



**100 applications
processed per year**

KEY SERVICES:

- Project Construction Approvals
- Internal reports for applications processed through the Planning department
- Advising on compliance with Provincial and Federal environmental regulations
- Inspections for services (water, sanitary sewer, drainage, roads).
- Subdivision applications and approvals (new department service since September 2018)
- Official Community Plan advisory services

Land Development and Subdivision Approvals: Permits

KEY FACTS

- 27 subdivision approvals issued in 2019

The Engineering Department issues permits in the following areas:

- Driveways
- Blasting
- Plumbing (exterior)
- Temporary Use (i.e. parades, etc.)
- Utilities (Gas, Hydro, Telus, Shaw)
- Works within roadway

Environmental Services

We support Council's Strategic Plan Goal of strengthening environmental policy with respect to water quality and quantity and climate action.



KEY FACTS:

- Climate Action Plan
- LED streetlights installed
- Implemented Corporate energy plan to reduce the municipality's footprint
- 3 EV charging stations
- ~20 correspondences per month with MNC council and citizens
- ~20 collaborations per month with other departments on environmental regulations, assessment and restoration
- 16 managed wetlands and growing to protect surface water quality

KEY SERVICES:

- Developing Monitoring and Management Plans for environmental assets
- Provide environmental advice to other municipal departments
- Model GHG reduction strategies and implement Climate Action Plan
- Collaboration with CVRD and Tribes on environmental management
- Management of Recycling Agreement with Recycle BC
- Public outreach to stewardship groups and schools
- Developing water quality and quantity management plans
- Corporate Carbon management
- Grant applications for environmental protection and restoration
- Invasive Plant monitoring and control
- Composting program
- Monitoring surface, drinking and waste water quality

Business Plan Deliverables

Initiative	Actions/Projects	Start Date	Strategic Alignment
Water Supply	▪ Work with CVRD to create watershed management plan	2019	Strategic Plan: Engagement ; Environment, Service
	▪ Develop alternate sources of water (Chemainus, Crofton)	2019	
	▪ South End Water System Alternate Supply	2020	
	▪ Construct South End Trunk Main on Highway	2020	
	▪ Implement more formalized asset management planning.	2020	

Business Plan Deliverables

Initiative	Actions/Projects	Start Date	Strategic Alignment
Wastewater Treatment	<ul style="list-style-type: none"> Replacement of piping and facilities prior to end of service life (more formalized asset management planning) 	Ongoing	Strategic Plan: Service and Environment
	<ul style="list-style-type: none"> Relocate the Joint Utility Board Sewage Outfall 	2018	
	<ul style="list-style-type: none"> Replace the Maple Bay Road Pump-station 	2020	
Storm Water Management	<ul style="list-style-type: none"> Replacement of piping and facilities prior to end of service life (more formalized asset management planning) 	Ongoing	Strategic Plan Service and Environment
	<ul style="list-style-type: none"> Canada Avenue Floodgate 	2020	

Business Plan Deliverables

Initiative	Actions/Projects	Start Date	Strategic Alignment
Solid Waste	<ul style="list-style-type: none"> ▪ Increase awareness of waste reduction 	2020	Council Strategic Plan action
Climate Action Strategy	<ul style="list-style-type: none"> ▪ Develop Climate Action Strategy ▪ Remodel carbon emissions forecast ▪ Develop a comprehensive climate change risk & vulnerability registry 	2019 2019 2020	Strategic Plan Action Items
Environment	<ul style="list-style-type: none"> ▪ Evaluate options for environmental improvements to Quamichan and Somenos Lakes ▪ Establish a monitoring program for Quamichan and Somenos Lakes ▪ Implementation of Bonsall Creek Watershed Plan 	2019 2019 2020	Council Strategic Plan

Business Plan Deliverables

Initiative	Actions/Projects	Start Date	Strategic Alignment
Transportation	<ul style="list-style-type: none"> Complete master transportation plan update 	2020	Council Strategic Plan
	<ul style="list-style-type: none"> Implementation of 5 year Capital Plan 	Ongoing	
Asset Management	<ul style="list-style-type: none"> Asset Management Plan development (Phase 1) 	2018	Asset Management Investment Plan
	<ul style="list-style-type: none"> Develop functioning asset management plan for linear assets (Phase 2a) 	2020	
Bylaws	<ul style="list-style-type: none"> Update Development Cost Charge Bylaw 	2020	Strategic Plan

Operating Budget – Supplemental Budget Requests

- Two Capital Design Technologists in 2021 to support effective and efficient delivery of infrastructure program.

Capital Budget – Key Projects

Expense	2019	2020	2021	2022	2023	2024
Roads capital	\$6,000,000	\$2,970,000	\$2,950,000	\$3,066,500	\$3,127,800	\$3,190,400
Drainage capital	\$421,500	\$407,900	\$534,500	\$534,500	\$545,190	\$556,094

Key Performance Indicators

	2016	2017	2018	2019	2020
% approved capital spending against annual budget	New Measure 2020				
# of public enquiries that are actioned in a given year (General Engineering)	N/A	N/A	N/A	~2,500	TBD
# of public enquiries that are actioned in a given year (Environment)	N/A	N/A	N/A	~2,000	TBD
# of public enquiries that are actioned in a given year (Engineering Development Services)	N/A	N/A	N/A	~4,840	TBD
# of subdivision applications finalized	28	23	32	27	TBD
% contamination in recycling in a given year	5.3	6.1	5.8	9.5	TBD
Corporate GHG emissions (tonnes)	0	421	848	TBD	TBD
Zero oxygen days in Quamichan / Somenos Lakes	147	127	147	TBD	TBD

APPENDICES

Projected Business Plan Deliverables: 2021 and Beyond

Initiative	Actions/Projects	Start Date	Strategic Alignment
Water Supply	<ul style="list-style-type: none"> Interconnect with City of Duncan as backup supply 	2021	Strategic Plan: Engagement ; Environment, Service
	<ul style="list-style-type: none"> Boys Rd water pump station Trunk main replacement 	2021	
Wastewater Treatment	<ul style="list-style-type: none"> Upgrade Chemainus Sewage Treatment Plant (new screen) 	2021	Strategic Plan: Service and Environment
	<ul style="list-style-type: none"> New Chemainus sludge thickener 	2021	
	<ul style="list-style-type: none"> Replace Crofton STP (new screen, new secondary clarifiers) 	2021	
Climate Action Strategy	<ul style="list-style-type: none"> Review requirements for gray water reuse 	2021	Strategic Plan Action Items

Projected Business Plan Deliverables: 2021 and Beyond

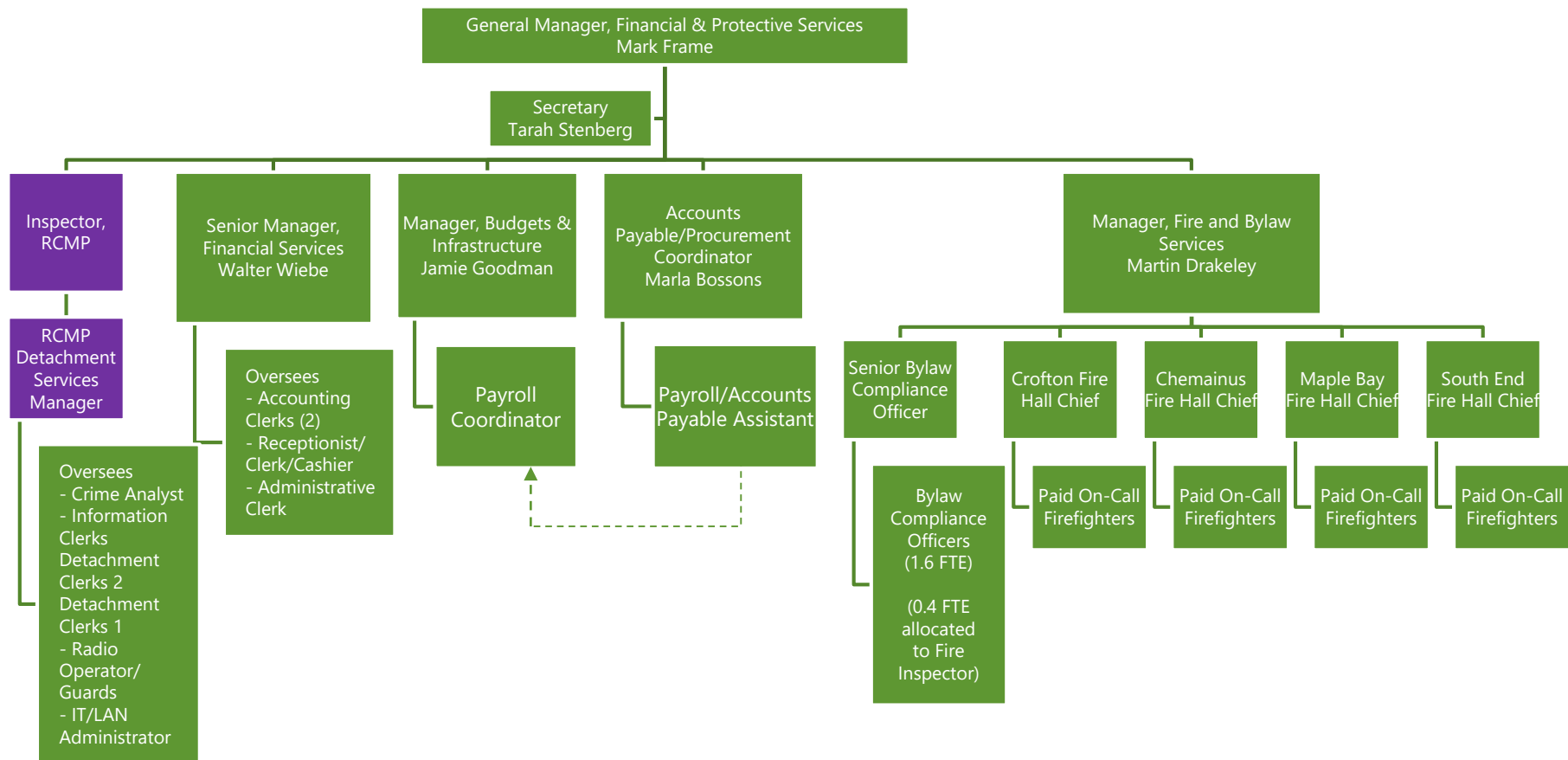
Initiative	Actions/Projects	Start Date	Strategic Alignment
Environment	<ul style="list-style-type: none"> Create a biodiversity protection policy 	2021	Council Strategic Plan: Environmental
Bylaws	<ul style="list-style-type: none"> Update Subdivision bylaw 	2021	Strategic Plan
Asset Management	<ul style="list-style-type: none"> Inventory of Natural Assets 	2022	Council Strategic Plan
	<ul style="list-style-type: none"> Integrate natural assets into the overall asset management plan 	2022	


Financial and Protective Services Business Plan

Committee of the Whole
February 3, 2020



Organizational Structure



 Non-Municipal

Staffing Levels

Total positions as at December 12, 2019: 156

	Full Time Exempt	Full time CUPE	Casual CUPE	Paid On-Call
General Manager	1			
Finance	3	6		
RCMP		14	19	
Bylaw	1.5	2.1		
Fire	0.5	0.9		108
TOTALS	6.0	23	19	108

Divisional Budget

	2019 Budget	2020 Budget	\$ Change	% Change	2019 YTD
REVENUE					
Financial Services	\$198,700	\$189,700	(\$9,000)	-5%	\$201,788
RCMP	462,536	486,950	24,414	5%	331,945
Bylaw	104,500	122,500	18,000	17%	124,117
Fire	199,338	220,650	21,312	11%	219,387
TOTAL REVENUES	\$965,074	\$1,019,800	\$54,726	6%	\$877,236
EXPENSES					
Financial Services	\$962,127	\$987,184	\$25,057	3%	\$967,816
RCMP	7,155,064	7,250,242	95,178	1%	5,218,334
Bylaw	510,226	687,600	177,374	35%	550,053
Fire	1,608,449	1,737,951	129,502	8%	1,655,134
TOTAL EXPENSES	\$10,235,866	\$10,662,977	\$427,111	4%	\$8,391,337

Financial Services Department



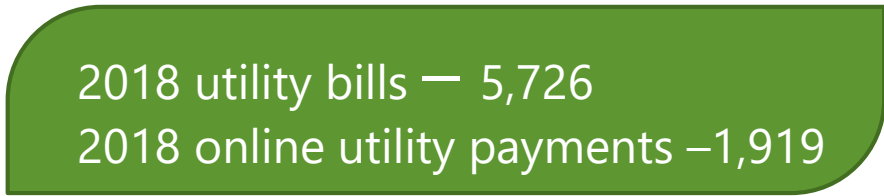
The mission of the Financial Services Department is to provide reliable and relevant financial information and quality financial services in an efficient, effective and ethical manner to our customers, both internal and external, and to promote fiscal responsibility and accountability over the expenditure of the District's funds.

Financial Services Department

- Cash Receipting
- Front Counter first point of contact with public
- Switchboard – first point of contact phones
- Property Tax billings, collections
- Utility Billings (Water, Sewer and Garbage)
- Business and Dog Licenses
- Accounts Receivable
- Insurance and Claims
- Preparing Financial Statements
- Statement of Financial Information



The front counter deals with 8,000 customers at tax time



2018 utility bills — 5,726
2018 online utility payments — 1,919

Financial Services Department cont'd

PRE-AUTHORIZED PAYMENT STATS

- 2019:
 - *Avg. # of accounts/month - 1,138 - \$448,560*
- 2018
 - *Avg. # of accounts/month - 1,124 - \$333,400*

HOMEOWNER GRANT STATS

- 2019:
 - *Electronic Homeowner grants 3,970 – 39.96% of Total*
 - *Total Homeowner grants – 9,934*
- 2018:
 - *Electronic Homeowner grants 3,638 – 37.42% of Total*
 - *Total Homeowner grants – 9,722*

Accounts Payable/Procurement Department

- Issued
 - 1,400 Cheques \$ 9.5 million
 - 3,500 EFTs \$38 million
 - 104 PAPs \$ 6 million
- Support Departments for procurement
 - *2019 – 49 competitive processes for \$5.3M, including OCP and RCMP architect, engineer/trades, Forestry public engagement*
 - 2018 – 60 for \$5.5M competitive processes

Budget and Infrastructure Department

- Preparing Budgets and Financial Plans
- Annual Report
- Asset Management and Investment Plan
- Payroll for ~ 430 employees (\$16.6 million)

Protective Services

Protective Services is comprised of

- RCMP;
- Fire - response to emergency incidents, fire inspections and prevention, public education (industrial, commercial etc.), fleet and facility maintenance, training firefighters; and
- Bylaw enforcement and compliance.

RCMP Contract



North Cowichan
Duncan

- \$5.4m contract for RCMP Services which funds 32 of the 60 members of the North Cowichan/Duncan detachment
 - *24 Provincial Members for 2019 paid for by the Province*
 - *4 First Nations members paid for by the Province/Federal*
 - *10 municipal clerical staff paid for by NC*
 - *8.5 provincial clerical staff paid for by the Province*
 - *4 full time guards and 4 part time guards. Province reimburses municipality for provincial portion of the costs.*
- New building (construction 2020 – 2021)
 - *\$41m*
 - *Existing North Cowichan/Duncan Detachment*
 - *Shawnigan Lake Detachment*
 - *Vancouver Island Traffic Services*
 - *Forensic Identification Services*

Annual Performance Plan

The North Cowichan/Duncan RCMP Detachment is guided by an Annual Performance Plan that addresses identified local policing priorities. These priorities are identified through consultation with elected officials, senior staff officers, the Community Policing Advisory Committee, Town Hall meetings and other groups.

As such, our 2019/20 plan is focused on the following local issues that were consistently identified as priorities throughout the valley:

- 1) Build and Maintain Positive Relations Within the RCMP and With Our Partners; Police/Community Relations – Visibility of Police
- 2) Reduce Crimes Against Persons – Violence/Domestic Violence/Vulnerable Persons/Mental Health Act
- 3) Reduce Substance Abuse
- 4) Enhance Road Safety
- 5) Indigenous Policing – Build and Maintain Positive Relations with Aboriginal communities
- 6) Reduce Property Crimes
- 7) Contribute to Employee Wellness

RCMP Statistics

2017 Data	Population (BC Stats)	Strength (Officers)	Pop per Officer	Criminal Code Offenses	Crime Rate	Case load	Cost	Cost per capita
North Cowichan	30,616	31	988	2,306	75	74	\$ 6,045,634	\$ 197
West Kelowna	33,590	26	1,292	1,607	48	62	\$ 4,581,759	\$ 136
Campbell River	33,698	43	784	3,011	89	70	\$ 8,748,844	\$ 260
Langford	38,317	42	912	1,714	45	41	\$ 7,693,724	\$ 201
Penticton	34,935	45	776	4,782	137	106	\$ 9,157,254	\$ 262
Average			950	2,684	79	71	7,245,443	211

	2014	2015	2016	2017	2018
Crime Rate	67	81	84	75	77
Population per Officer	976	989	1,000	988	1,030
Case Load	65	80	84	74	80
Occurrences	n/a	n/a	10,288	9,885	10,754

Source: Province of BC

Crime Rate is the number of *Criminal Code* offences (excluding traffic) reported for every 1,000 persons

Case Load is the number of *Criminal Code* offences (excluding traffic) reported per officer

RCMP Detachment

- North Cowichan required under contract to provide accommodations for RCMP
- North Cowichan borrows money and builds new building
- RCMP contract states that RCMP pays proportionate share of debt based on number of members and staff
- Operating costs of new building shared on same basis

RCMP Detachment Project

- Have completed RFP and awarded contract for Project Management
- Design Team in place
- Class D cost estimate \$41 million
- Preliminary Design started to get a firm budget
- Alternate approval process once budget finalized

Fire Services

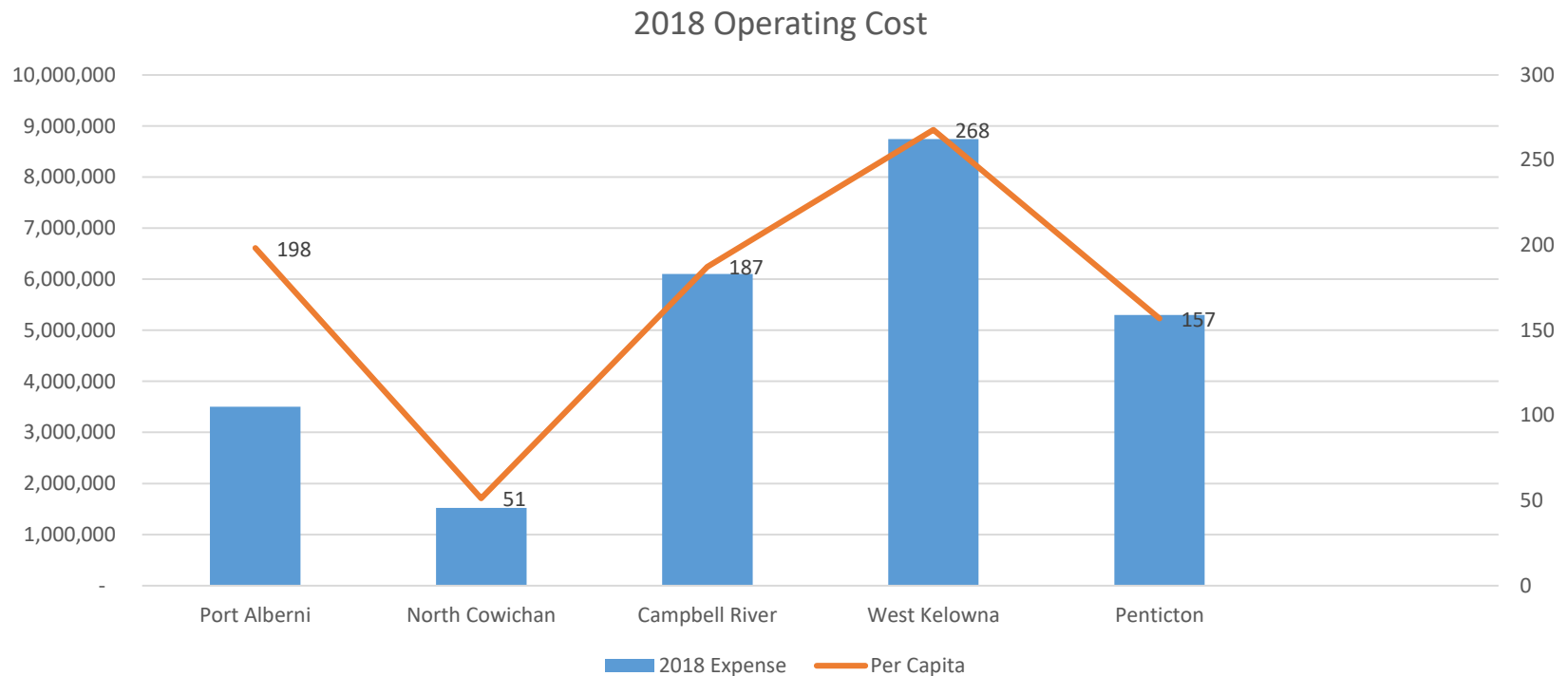
- Fire Services covers the following fire areas: Chemainus, Crofton, Maple Bay, South End
 - *Contract Service provided to Saltaire (CVRD), Cowichan Tribes, Halalt FN, Penelakut FN, Stz'uminus FN*
- One fire department, which includes:
 - *Four Fire Halls (currently 108 paid on-call volunteers)*
 - *12 major pieces of apparatus (replacement cost \$400k - \$1.6m each), 15 year life*
- Manager of Fire and Bylaw (2019 new position) responsible for day-to-day administration and operation of fire department.
 - *0.4 FTE Fire Inspections and Investigations*
 - *0.5 administrative services*



Fire Services

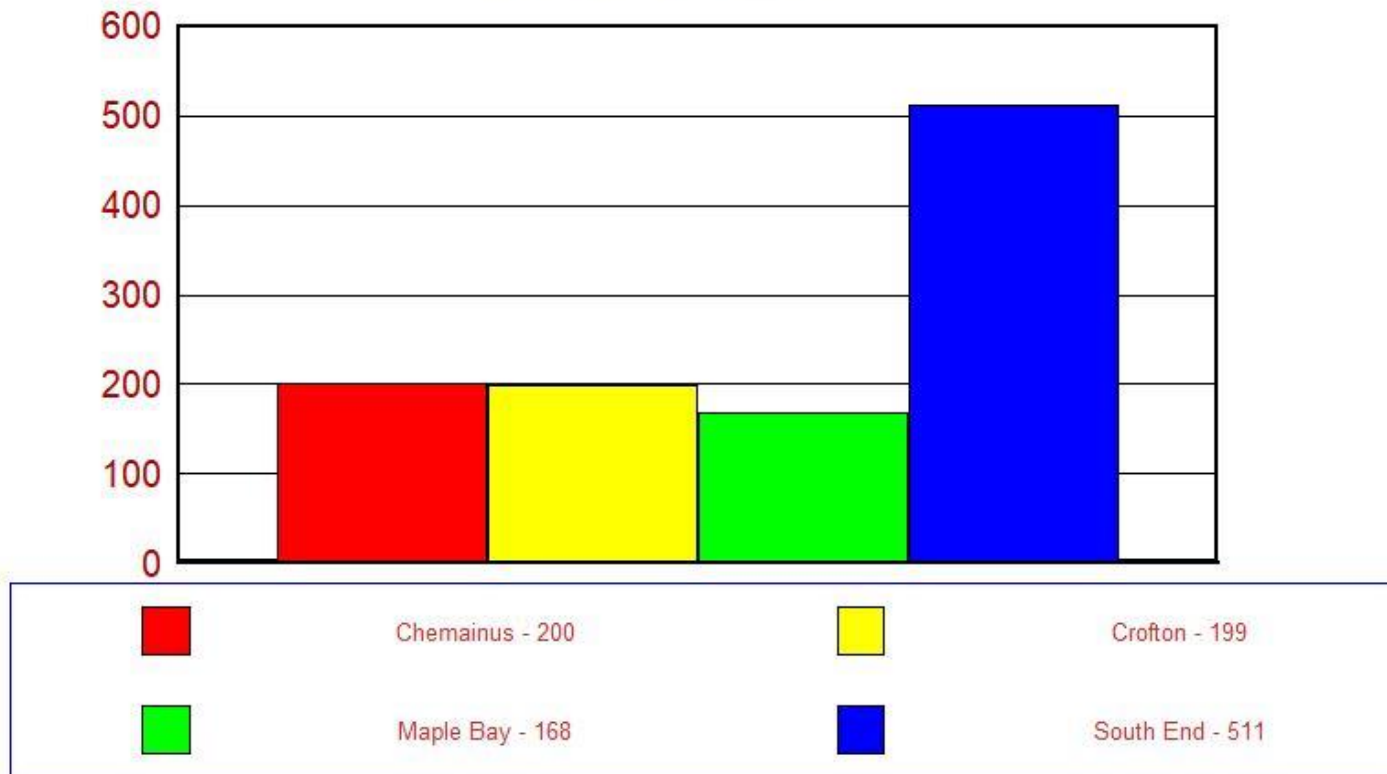
- Key services include:
 - *Responding to calls (medical assists, alarms, Structure Fires, motor vehicle accidents, mutual aids, technical rescues)*
 - *Fire inspections*
 - *Fire prevention*
 - *Public Education*
 - *Protection of Natural Assets*
- Paid on-call model provides excellent value for taxpayer dollar

Comparisons of Fire Protection Costs



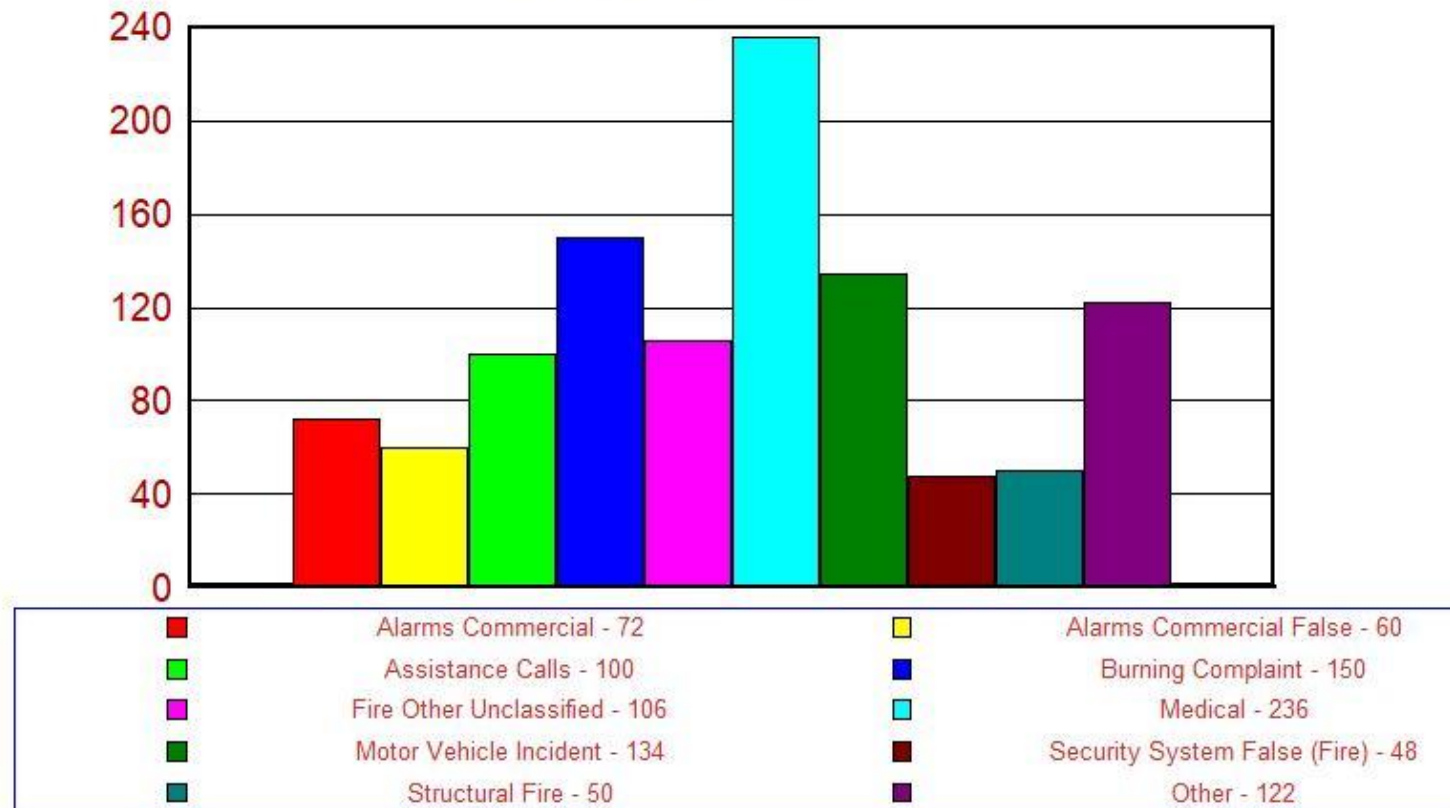
Fire Services

Totals by Station
From Jan 1 19 to Dec 31 19



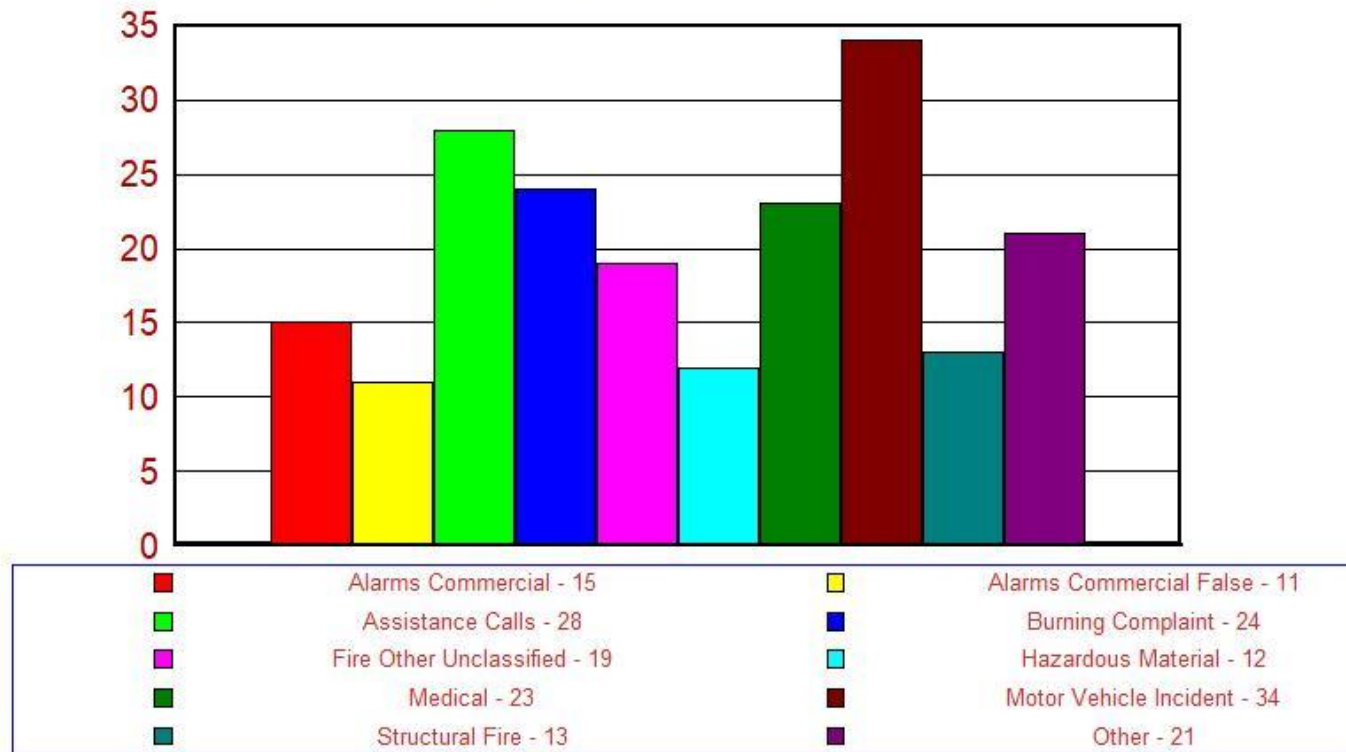
Fire Calls by Type

Totals by Type
From Jan 1 19 to Dec 31 19



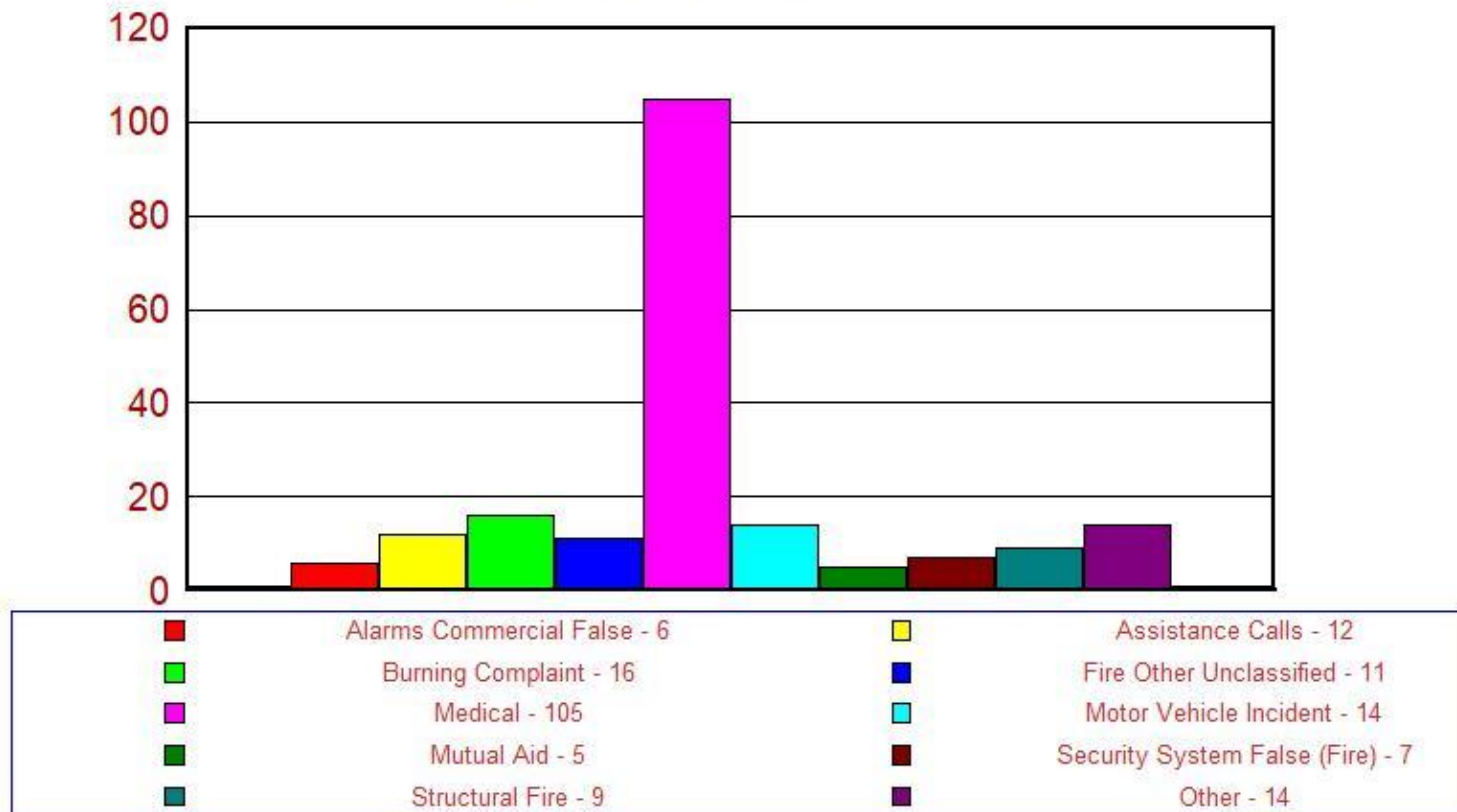
Chemainus

Totals by Type
From Jan 1 19 to Dec 31 19



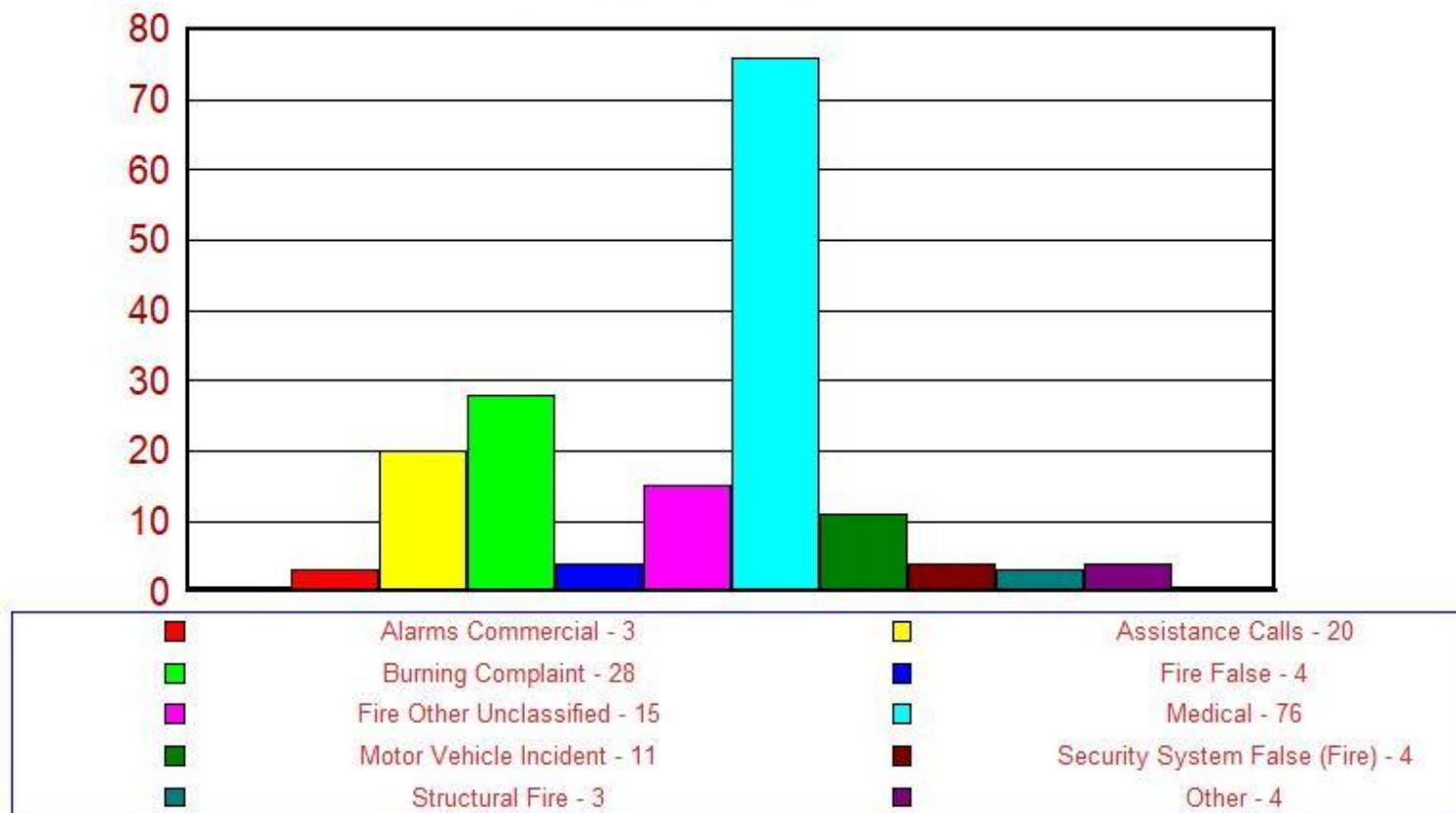
Crofton

Totals by Type
From Jan 1 19 to Dec 31 19



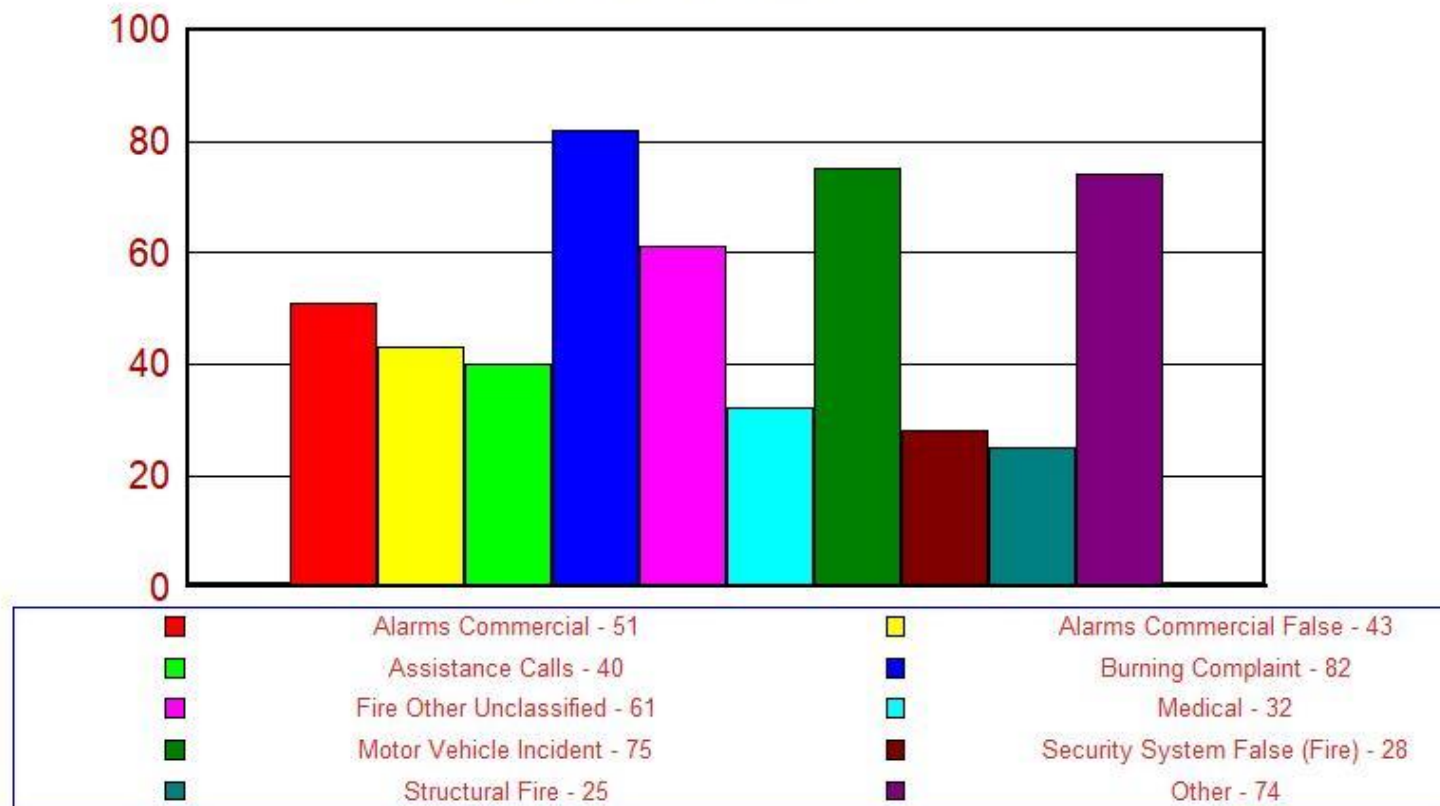
Maple Bay

Totals by Type
From Jan 1 19 to Dec 31 19



South End

Totals by Type
From Jan 1 19 to Dec 31 19



Bylaw Services



- 3.6 FTE (.5 Manager, 2.6 bylaw officers; 0.5 admin)
- Bylaw Enforcement
 - *Opioid Crisis/Homeless Encampments*
 - *Safer Community Plan*
 - *Unsightly premise*
 - *Nuisance properties*
 - *Regulatory compliance*
 - *False alarms*
 - *Burning bylaw*

Bylaw Team

- Investigates complaints and seeks voluntary compliance with municipal bylaws
- Where voluntary compliance is not achieved, additional progressive enforcement measures are considered
- Regulates adherence to the *Business Licence Bylaw* by reviewing and issuing business licenses
- Operates the Corridor Safety Office in collaboration with the City of Duncan and Cowichan Tribes
- Focuses on external relationship building and collaboration with Tribes, CVRD and the City of Duncan for combined compliance matters

Bylaw Team

- Educating the public about regulatory compliance
- Conducting inspections to ensure that regulations are being followed
- Mediation between members of the public
- Leveraging voluntary compliance with the rules
- Seeking formal consequences for bylaw contraventions
- Prosecuting MTI's initiated by Officers in provincial court

Bylaw Calls

	2018	2019
Open Burning/Fire	155	221
Noise	132	141
Traffic/Vehicle	66	131
Unsightly Premises	59	85
Squatters/Tents	40	84
Land Use	53	38
Total	631	833

*Highest volume call categories only

Business Plan Deliverables

Initiative	Actions/Projects	Start Date	Strategic Alignment
Budget Management Software	Business Case Development Project approval Project implementation Training	2019	Strategic Plan Service
Procurement	Complete implementation of Bonfire software system	2019	Strategic Plan
	Review and update procurement processes	2020	Operational Plan
	Provide all relevant staff with procurement training	2020	Operational Plan
	Utilize local business when it can be demonstrated through the procurement process that they can deliver comparable value for money to non-local business	2020	Strategic Plan
Citizen service	Increase online service and payment options	2020	Operational Plan

Business Plan Deliverables

Initiative	Actions/Projects	Start Date	Strategic Alignment
Adapting to Changing Circumstances	Identify potential new sources of revenue; bring forward options for Council direction	2020	Strategic Plan
Asset Management	Develop functioning asset management plan for linear assets	2019	Strategic Plan
Long term sustainability of Fire Services model	Implement Fire Services Review	2019	Fire Services Review
	Develop a Paid On-Call Firefighter Recruitment and Retention Strategy		
	Establish a Fire Inspection Policy	2019	
	Implementing and updating fire apparatus and fire truck life-cycle	2020	
Bylaw, Policy and Procedure Strategy	Nuisance Property Bylaw	2020	Council direction
	Bylaw Adjudication Process	2020	

Business Plan Deliverables

Initiative	Actions/Projects	Start Date	Strategic Alignment
Emergency response	Review EOC management structure to build municipal plan	2020	Operational Plan
Service	Review RCMP service levels	2020	Strategic Plan

Operating Budget – Financial Services

Financial Services	2019 Budget	2020 Budget	\$ Change	% Change	2019 YTD
EXPENSES					
Salaries and benefits	\$943,777	\$968,374	\$24,597	3%	\$948,225
Conferences and Training	14,940	15,310	370	2%	15,273
Office and Supplies	3,410	3,500	90	3%	4,318
TOTAL EXPENSES	\$962,127	\$987,184	\$25,057	3%	\$967,816

Operating Budget - RCMP

RCMP	2019 Budget	2020 Budget	\$ Change	% Change	2019 YTD
EXPENSES					
Clerical	\$882,555	\$938,640	\$56,085	6%	\$845,837
Information Technology	90,920	91,242	322	0%	89,951
Guards	515,920	526,340	10,420	2%	487,922
Contract	5,424,579	5,447,309	22,730	0%	3,504,659
Building Maintenance	241,090	246,711	5,620	2%	289,966
TOTAL EXPENSES	\$7,155,064	\$7,250,242	\$95,178	1%	\$5,218,334

Operating Budget - Bylaw

Bylaw	2019 Budget	2020 Budget	\$ Change	% Change	2019 YTD
EXPENSES					
Salaries and benefits	\$313,286	\$402,508	\$89,222	28%	\$295,015
Conferences and Seminars/Training	3,570	5,720	2,150	60%	9,904
Community Safety Office	-	75,200	75,200		48,436
Contract	166,910	167,520	100	0%	144,861
Vehicles and Other	26,460	36,652	10,702	41%	51,837
TOTAL EXPENSES	\$510,226	\$687,600	\$177,374	35%	\$550,053

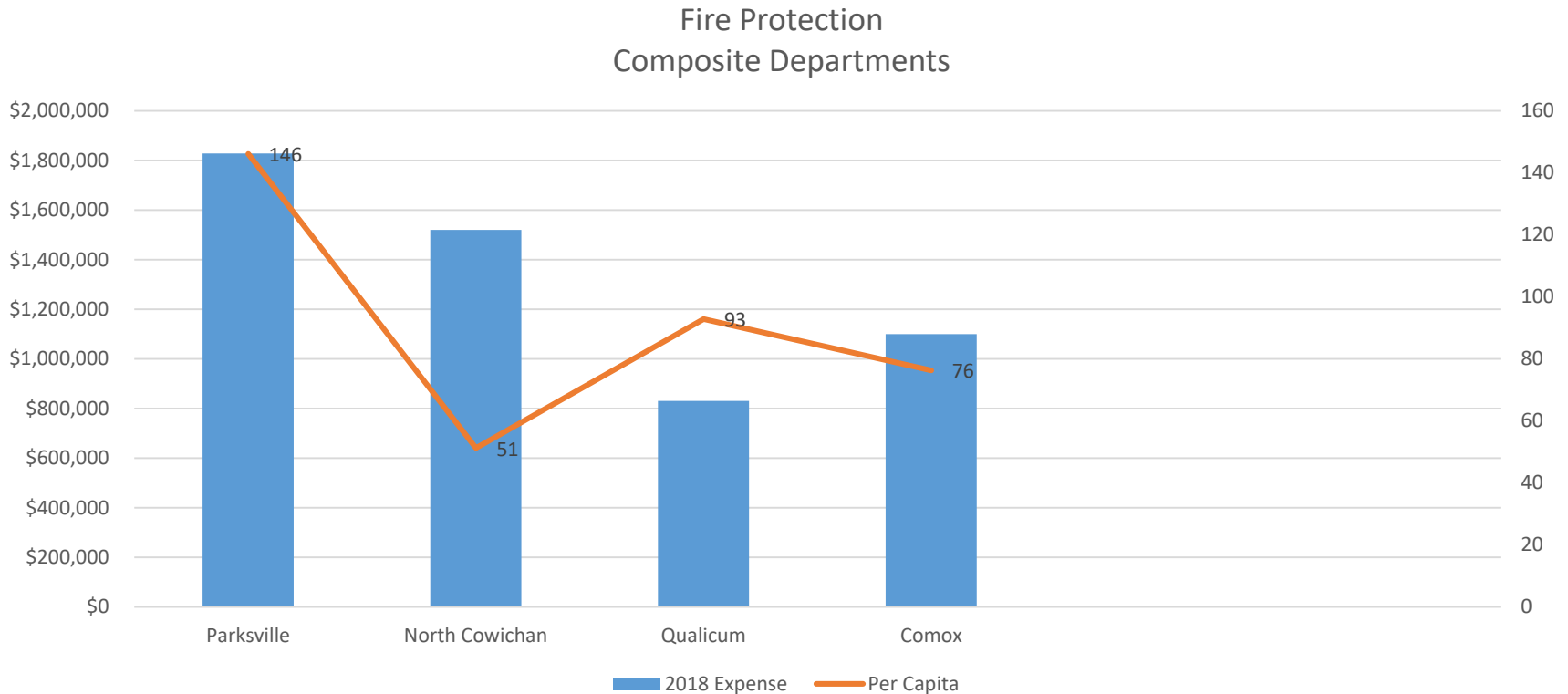
Operating Budget - Fire

Fire	2019 Budget	2020 Budget	\$ Change	% Change	2019 YTD
EXPENSES					
Administration	\$239,908	\$225,219	(\$14,689)	-6%	\$198,945
Chemainus	333,576	360,764	27,188	8%	326,045
Crofton	296,370	331,043	35,673	12%	343,704
Maple Bay	302,815	351,291	48,476	16%	359,251
South End	435,780	468,634	32,854	8%	427,188
TOTAL EXPENSES	\$1,608,449	\$1,737,951	\$129,502	8%	\$1,655,134

Operating Budget – Supplemental Budget Requests - Fire

- 1 FTE Assistant Chief Fire Inspector to coordinate fire inspections (in 2020) at a cost of \$112,000.
 - *~1500 properties required to be inspected under the Fire Services Act on an annual basis*
 - *1 FTE estimated to complete 500 inspections per annum*
- 1 FTE Assistant Fire Chief (in 2021) for fire training, as recommended under Fire Services Review
- Adding the full time staff recommended in the Fire Services Review will allow us to maintain the extremely cost effective “Paid On-Call” Fire Department model

Comparisons of Fire Protection Costs



Paid Staffing

- Parksville
 - *One Fire Chief*
 - *Two Assistant Chiefs*
 - *Two Fire Technicians*
 - *One Administrative Assistant*
- Qualicum
 - *One Fire Chief*
 - *One Deputy*
 - *One Captain*
 - *One Emergency Management Officer*
- Comox
 - *One Fire Chief*
 - *Two Assistant Chiefs*
 - *Three Captains*
- North Cowichan (proposed)
 - *One Chief*
 - *Three Assistant Chiefs (Admin Chiefs)*
 - *One Administrative Assistant*

Statistics

- Parksville
 - *1 station / 525 Responses per year / 500 inspectable properties plus re-inspections, 5 FTE (8 by 2023)*
- Qualicum
 - *1 station / 218 Responses per year / 464 inspectable properties plus re-inspections, 3 FTE*
- Comox
 - *1 station / 649 Responses per year / 550 inspectable properties plus re-inspections, 6 FTE*
- North Cowichan
 - *4 stations / 1,200 Responses / 1500 +/- inspectable properties plus re-inspections, 1.4 FTE*

Operating Budget – Supplemental Budget Requests - Finance

- 1 FTE for Procurement Position (\$112,000)
 - no dedicated staff
 - high dollar value complex procurements
 - not able to meet expectations of stakeholders (i.e. Social Procurement)
 - similar sized municipalities have 2-3 staff dedicated to procurement function.
 - high procurement risk in relation to:
 - achieving value for money
 - meeting trade agreement obligations
 - vendor performance management expectations from AGLG
 - Number of procurements not meeting policy requirements
 - Managers spending additional time on procurement process
- \$35K for procurement review
 - Risk analysis and policy and procedure update

Operating Budget – Supplemental Budget Requests - RCMP

- 1 FTE – Manager of Police Support Services
 - *no dedicated municipal supervisory staff for clerical staff*
 - *9 Full time staff*
 - *13 casual employees*
 - *\$95,000 including benefits*

Capital Budget

- The Duncan/North Cowichan RCMP detachment will be funded through borrowing.
- All mobile fire equipment is funded by the Fire Truck Replacement Reserve.

Expense	2020	2021	2022	2023	2024
Duncan/North Cowichan RCMP Detachment	\$11,000,000	\$25,000,000	\$5,000,000		
Fire Department Mobile Equipment					
Crofton Pumper/Rescue				\$667,000	
South End Pumper / Arial	\$667,000	\$850,000	\$850,000		

Key Performance Indicators

- Identifies key performance indicators over a three to five year period (example)

	2016	2017	2018	2019	2020
% of tax collected	97.4%	97.9%	97.8%	97.6%	97.7%
% of Liability Servicing Limit used	35.8%	21.4%	21.6%	n/a	n/a
Per capita cost of fire services	54	65	60	50	52
Per capita cost of RCMP services	203	193	217	221	220
Per capita taxes	\$887	\$918	\$940	\$940	\$1,006
Financial services cost per capita	\$56	\$63	\$78	\$77	\$90
Annual Budget surplus as a percentage of operating budget	2.16%	0.26%	1.40%	0%	0%

APPENDICES

Projected Business Plan Deliverables: 2021 and Beyond

Initiative	Actions/Projects	Start Date	Strategic Alignment
Procurement	Establish a social procurement policy	2021	Strategic Plan
Adapting to Changing Circumstances	Investigate and seek new sources of revenue	2020	Strategic Plan
	Develop a long range plan for North Cowichan real estate	2021	Strategic Plan
Water Rate Analysis	Consider alternative rate options Bring forward to Council for approval Implement new rate structure	2021	Council Strategic Plan

Corporate Services Division Business Plan

Committee of the Whole
February 3, 2020



Presentation Outline

Division Services

- Division Overview
 - *Structure and composition*
 - *Mission*
 - *2020 Operating Budget*
- Departmental Overview

2020 Division Projects

- 2020 Business Plan
 - *2021 and beyond*
- 2020 Supplemental Operating and Capital Budget Requests

Division Operations

Major Services

Information
Technology

Information
Management

Human
Resources

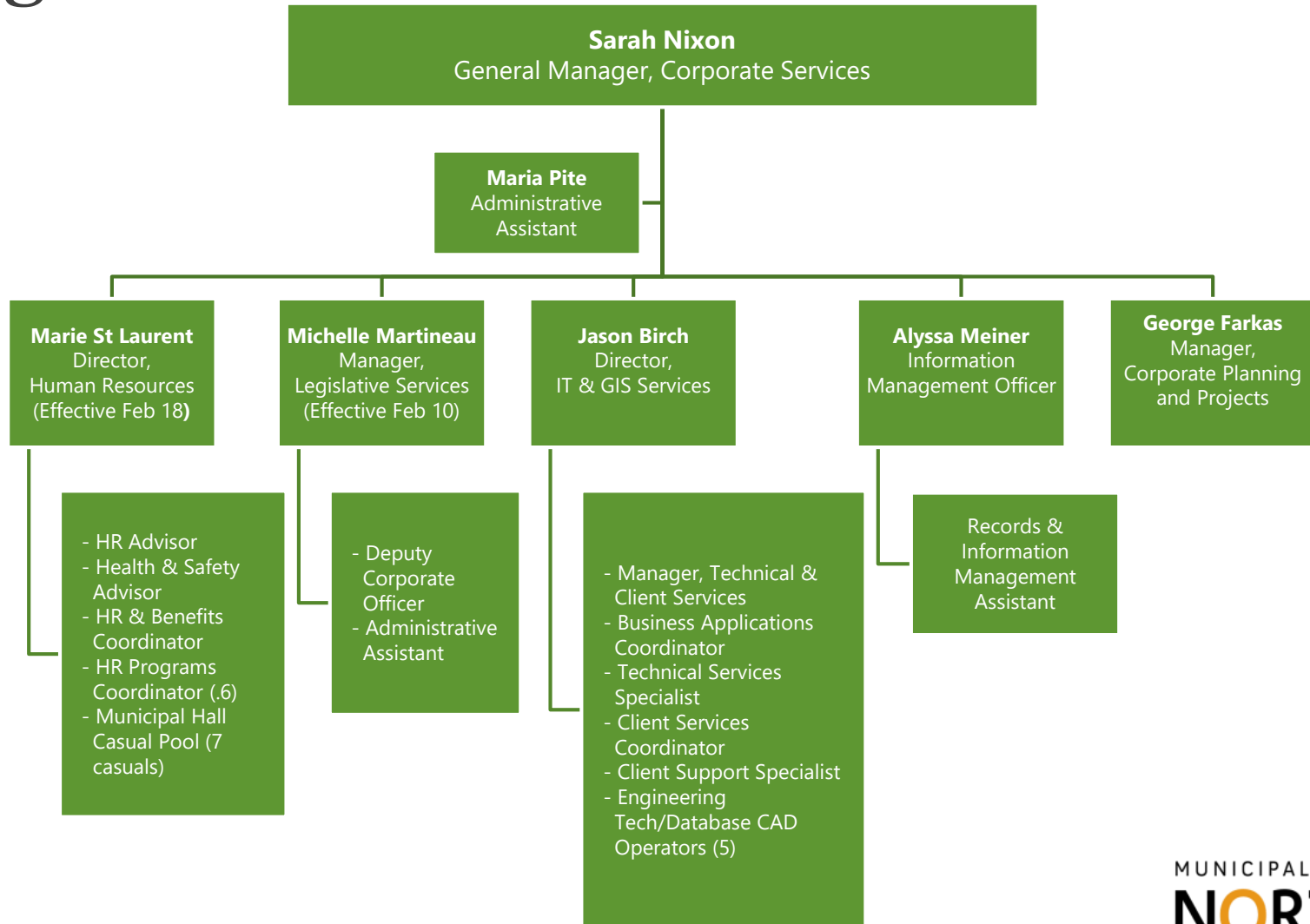
Geographic
Information
Systems

Legislative
Services

Health &
Safety

Corporate and
Strategic
Planning

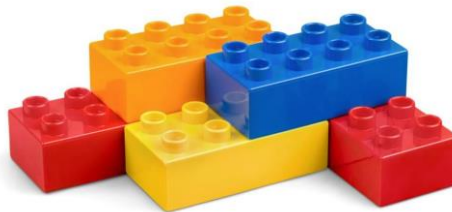
Organizational Structure



Workforce Composition

31 positions

- Highest concentration of exempt professional staff in the organization (17)
- Supported by professional/technical CUPE employees (7)
- Includes the Municipal Hall Administrative Support Casual Pool (7 employees managed via Human Resources)



Division Mission

- North Cowichan's **Strategy, People, Processes,** and **Technology** promote public confidence, trust and satisfaction with our organization, enable the effectiveness of our internal clients and Council, and align with our Operational Plan, Council Strategic Plan and other Master Plans of Council.

Analogy

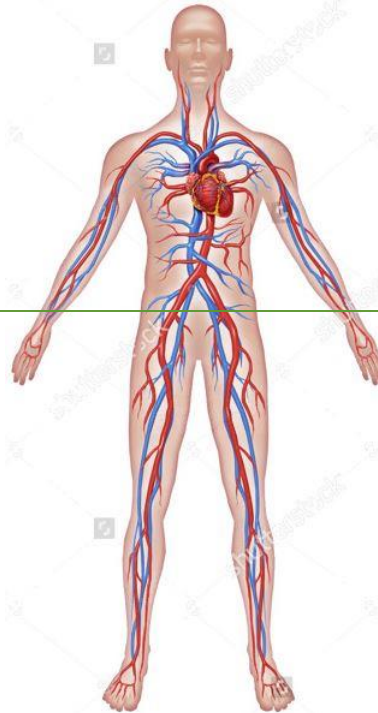
Financial Services
Communications &
Public Engagement

**Sets Direction/
Sustains**



Council

CAO



Operations
Parks
Recreation
Forestry
Fire
RCMP
Bylaw

CS DIVISION

Legislative Services
Corporate Planning
Human Resources
Health and Safety
IT & GIS
Records/Privacy/FOI



**Produces/Delivers
External Outputs**

Engineering
Planning
Building

Divisional Budget

	2019 Budget	2020 Budget	\$ Change	% Change	2019 YTD
REVENUE					
Managed IT Services - Ladysmith	\$79,600	\$84,500	\$4,900	6%	\$83,000
TOTAL REVENUE	\$79,600	\$84,500	\$4,900	6%	\$83,000
EXPENSES					
Corporate Services Administration	\$189,237	279,361	\$90,124	48%	\$203,253
Human Resources	620,924	585,407	(35,517)	-6%	599,498
Health and Safety	152,555	162,326	9,771	6%	158,190
Legislative Services	707,638	531,175	(176,463)	-25%	537,832
IT and GIS	1,560,895	1,677,899	117,004	7%	1,468,626
Information Management	140,665	235,221	94,556	67%	149,776
TOTAL EXPENSES	\$3,371,914	\$3,471,389	\$99,475	3%	\$3,117,175

Corporate Leadership and Support

3.0 FTE

Corporate Services (GM; Manager,
Corporate Planning and Projects;
Administrative Assistant)

- Day to day issues management/managerial support to Office of the CAO as required;
- Strategic leadership to the Division and the organization for areas of responsibility;
- Operationalize Council's Strategic Plan and the Operational Strategic Plan;
- Lead complex short and long-range corporate projects in strategy development, corporate planning and business process improvement; and,
- Centralized/shared administrative support to Division leaders, administration of corporate programs.

Legislative Services



3.0 FTE (Manager, Legislative Services (Corporate Officer); Deputy Corporate Officer; Administrative Assistant)

The Legislative Services department is responsible for:

- Managing Council meetings (agendas, minutes, notices)
- Drafting bylaws, resolutions
- Executing legal documents, as required
- Conducting elections and other voting opportunities
- Certifying bylaws and other documents
- Publishing legal notices
- Managing Committee meetings (agendas and minutes)
- Compiling information package for Council
- Agenda and report compilation for Council
- Tracking and implementation of Council motions and assignments

Legislative Services – Key Stats

2018 STATS

- 31 Open Regular and Special meetings
- 28 Closed Regular and Special meetings
- 12 Open Committee of the Whole meetings
- 10 Closed Committee of the Whole meetings
- 133 speakers at public hearings
- 91,365 pages produced to support Council and Committee meetings

2019 STATS

- 46 Open Regular and Special meetings
- 28 Closed Regular and Special meetings
- 12 Open Committee of the Whole meetings
- 3 Closed Committee of the Whole meetings
- 215 speakers at public hearings
- 89,010 pages produced to support Council and Committee meetings

PLUS for 2019:

- 54 Weekly Council Info Packs introduced
- 52 bylaws repealed to eliminate redundant bureaucracy



Human Resources

Human Resources 4.6 FTE (Director, HR; HR Advisor; Health, Safety and Disability Management Advisor; HR&Benefits Coordinator; HR Programs Coordinator 0.6)

Provides human resources services to 420 North Cowichan customers comprised of bargaining unit (CUPE Local 358) employees, paid-on-call Firefighters and exempt employees across 9 work locations; develops and delivers programs and policies to support effective people management, achieve business objectives.

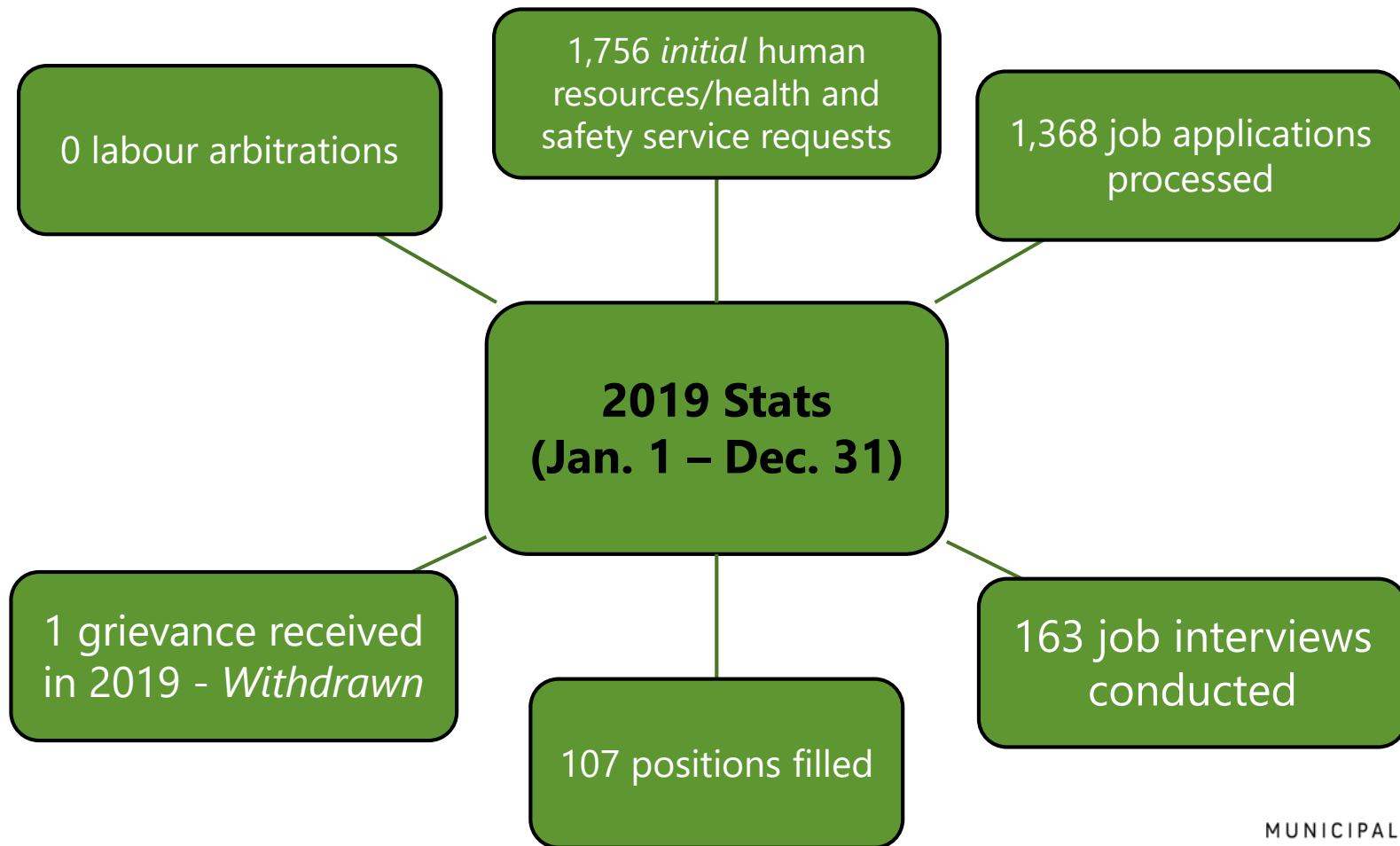
KEY SERVICES

- **Full-Cycle Recruitment:** job posting development, advertisement, screening, testing, interviewing, selection, negotiating offers of employment, new employee onboarding.
- **Compensation and Benefits Administration:** salary administration, tracking and action of anniversary dates affecting pay (probation, vacation, paid leaves, etc.), pension enrollment and maintenance, benefit billing, annual benefits provider review (and provider transitions), management of EFAP.
- **Human Resources Administration:** employee data and records management, transactional correspondence for employee lifecycle, tracking required training, certifications and policy requirements (drivers abstracts, criminal record checks, policy sign-offs, etc.) and coordinating renewals/actions to ensure continued compliance.

Human Resources – cont'd

- **Labour Relations:** collective bargaining, contract administration and interpretation (adjudicate matters in alignment with the contract), grievance and arbitration management, negotiating settlements and letters of understanding, labour management committee.
- **Employee Relations:** support and resolve all employee questions/concerns related to employment, provide advice and guidance in alignment with law, policy and the collective agreement to employees and managers, conduct workplace investigations, recommend appropriate outcomes to resolve findings and adjudicate human rights accommodation requests/issues.
- **Performance Management:** support managers in addressing poor performance.
- **Absence and Disability Management:** support managers in addressing culpable absences from the workplace and facilitate an early and safe return to work for non-culpable absences.

Human Resources Statistics



Health and Safety




A newer corporate function (resource hired 2018) responsible for ensuring the Municipality implements and maintains a legally compliant and prevention-focused health and safety program. Reports through the Human Resources Department.

KEY SERVICES

- Corporate H&S Program maintenance to ensure full compliance and alignment with best practice.
- Advisory and consultation services to operational managers and H&S Committees (in-house H&S technical expert).
- Health and safety training.
- Disability management/return to work support.

Health and Safety Statistics

	2015	2016	2017	2018	2019
# Time-loss Claims due to injury	11	13	13	17	12
# Work Days Lost (in the year of injury)	203	145	633	358	473
# Work Safe Inspections	9	6	5	9	4
# Work Safe Orders	1	4	5	4	0

(Approximately 40 percent of MNC employees are in safety-sensitive positions)

IT and GIS Services



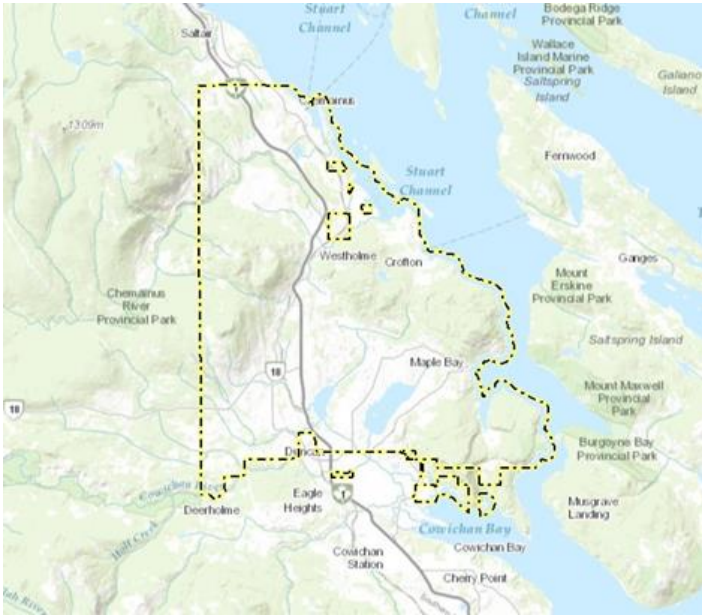
4.0 FTE Client & Technical Services | 6.0 FTE Applications & GIS Services | 1 FTE Director

Responsible for technical infrastructure, client services, enterprise application sustainment, advisory services, proactive cyber security management, mapping and spatial analysis . Town of Ladysmith supported through shared service agreement.

KEY CLIENT AND TECHNICAL SERVICES

- **Client requests:** resolve day-to-day desktop computing issues, printer support management, physical office moves/realignments, IT purchasing support.
- **Email and communications management:** first call support for mobile devices, telephone system management, email server management, spam and virus filtering management, Firewall, VPN and third-party service provider management.
- **Hardware and software maintenance:** upgrades of servers, security updates/patching, upgrades of major applications (ex. Windows, Exchange, Office).
- **Hardware and software asset management:** 20 percent of desktop hardware replaced annually, cell phone management (replacement every 3 years), software lifecycle management, replacement of servers, network, telephone, CCTV and file storage systems
- **Security Management:** centralized patch management, network configuration management, security policy testing, implementation, and enforcement, security system monitoring and configuration.
- **Council Meeting Support:** in-meeting audiovisual support and management of online video streaming equipment and services.

IT and GIS Services cont'd



KEY APPLICATIONS AND GIS SERVICES

- **Client requests:** mapping to support business operations (e.g. planning reports, trails maintenance, parks signage, utility inspections).
- **Systems maintenance:** perform regular upgrades and patching of corporate applications, GIS servers, configure and tune systems for optimal performance, monitor for degradation.
- **Analysis:** develop reports providing insight into business operations, assist in use of corporate applications to answer business questions.
- **Asset Management:** develop and maintain attribution for cost, condition and risk of all utility capital assets, project replacement cost and year for infrastructure.
- **Development:** maintain external website and custom applications, create and update internal and external mapping products.

IT and GIS Services cont'd

RECENT SUCCESSES

- **Phone System Replacement:** replaced end-of-life systems across Municipal Hall, Operations, Cowichan Aquatic Centre and Fuller Lake Arena with integrated VOIP-based phone system
- **Security Program Improvements:** developed and provided training for new IT Security Policy, and implemented three new security measures
- **Network Replacement:** implemented new, more secure network design and replaced all network switches across eight municipal facilities
- **Staff Training:** coordinated the first on-premises training for Microsoft Office products
- **Open Data:** automated routine data export and import, providing public downloads for 11 subject areas, and processing approximately two million rows of data nightly
- **Sync:** implemented system for staff to automatically distribute agendas, minutes, and other materials to Council and Executive Management mobile devices

Item	North		Total
	Cowichan	Ladysmith	
Workstations	190	55	245
User Accounts	280	90	370
Servers (including Virtual)	54	12	66
Network-connected Sites	16	7	23
Smart Phones / Tablets	133	n/a	133

Information Management



1.8 FTE

The department is responsible for:

- Records management processes and training
- Privacy and FOI responses
- Managing agreements including reviewing, drafting, and coordinating legal review
- Implementing electronic document management system (Laserfiche)
- Modernizing records management and accessibility for the public and employees

2020 Business Plan

Business Plan Deliverables

Initiative*	Major Deliverables	Start Date	Strategic Alignment
Corporate Planning*	<p>Annual Departmental Business Plans (beginning 2020) are developed and communicated</p> <p>Service goals and performance are communicated to the public</p>	2019	Operational Strategic Plan
Management Development Training*	<p>Project management training</p> <p>Change management/change leadership training</p> <p>Management communications fundamentals (ex. assertive communication)</p>	2020	Operational Strategic Plan ✓ 2019/2020 Employee Engagement Action Plan
Employee Performance Plans*	Feedback and Development System creation and implementation (new program)	2019	Operational Strategic Plan ✓ 2019/2020 Employee Engagement Action Plan

*asterisk indicates new program or service levels effective in 2020

Business Plan Deliverables

Initiative	Major Deliverables	Start Date	Strategic Alignment
Project Management*	Creation and implementation of scalable project management framework, including policy and templates (new program)	2020	Operational Strategic Plan
Orientation Update	Review existing program and identify areas of improvement to increase new employee effectiveness	2020	Operational Strategic Plan
Corporate Training	Cultural awareness training Desktop application training Workplace violence prevention Report writing	2020	Operational Strategic Plan
Employee Engagement	Continue implementing the 2019/2020 Corporate Employee Engagement Action Plan Monitor Division/Departmental Action Plan implementation Conduct next survey December 2020/January 2021	2019/2020	Operational Strategic Plan

Business Plan Deliverables

Initiative	Major Deliverables	Start Date	Strategic Alignment
Employee Recognition*	Staff consultation to develop program	2020	Operational Plan ✓ 2019/2020 Employee Engagement Action Plan
Intranet Implementation*	Identify business information requirements, create shared electronic space accessible to all employees	2020	Operational Plan ✓ 2019/2020 Employee Engagement Action Plan
Ergonomic Injury Prevention Program*	Establish a municipal policy on injury prevention and centralize budget Provide training to staff Conduct ergonomic assessments	2020	Operational Plan ✓ 2019/2020 Employee Engagement Action Plan

Business Plan Deliverables

Initiative	Major Deliverables	Start Date	Strategic Alignment
Privacy Program Improvement	Privacy and records management best practices training for all staff	2020	Operational Strategic Plan
Records Modernization	Identification of each department's high value records	2020	Operational Strategic Plan
	Digitization of high-value Engineering, Planning and Building records	2020	
	Transfer all Bylaws and Council Policies to a digital format accessible by staff and the public	2020	
Business Process Modernization	Continue identifying common business processes, building common procedures manual	On-going	Operational Strategic Plan
	IM/IT Governance policy	2020	

Business Plan Deliverables

Initiative	Major Deliverables	Start Date	Strategic Alignment
Bylaw, Policy and Procedure Optimization and Harmonization	Modernization and/or creation of new regulatory bylaws (e.g., Bylaw Adjudication Process; Nuisance Property Bylaw, etc.)	2020	Operational Strategic Plan
	Audit and update existing Council Bylaws and Policies, harmonize with Corporate Policies	2020	
Council Administration Process Improvements	<p>Review and recommend updates to the Council Procedures Bylaw</p> <p>Bring forward an improved Notice of Motion process for Council consideration</p> <p>Review and streamline Council Correspondence business process, with input from Council</p> <p>Update Council Report template (paired with report writing training)</p>	2020	Operational Strategic Plan
Joint Council/Council Framework	Work with First Nations Relations Committee to establish framework, work with neighboring jurisdictions as desired by Council	2020	Council Strategic Plan

Business Plan Deliverables

Initiative	Major Deliverables	Start Date	Strategic Alignment
Safe, Inclusive and Fair Municipal Spaces*	Develop Respectful Spaces Bylaw for Council consideration	2019	Operational Strategic Plan
IT Asset Management Renewal	Core server replacement Photocopier replacements Establish IT reserve to support IT modernization and ensure continued service delivery	2020 2020	Operational Strategic Plan
Network Security Improvements	Maintenance and enhancement of secure environment	2020	Operational Strategic Plan

Business Plan Deliverables

Initiative	Actions/Projects	Start Date	Strategic Alignment
Transparency and Citizen Self-Service	Open data initiative Public cemetery search Online mapping renewal	2020	Operational Strategic Plan
IT Business Modernization	Mobile hydrant inspections Sign approval process streamlining	2020 2020	Operational Strategic Plan
Customer Service Improvement	Implement the Website Governance Policy Develop and implement a customer service policy	2020	Operational Strategic Plan

Business Plan Deliverables

Initiative	Major Deliverables	Start Date	Strategic Alignment
Health and Safety Compliance	Automate and standardize required safety training, certifications and routine assessments corporately (2019 Operations pilot)	2020	Operational Strategic Plan
Health and Safety Risk Management	Continue implementing the 2018 H&S Risk Management Action Plan in priority sequence; 2020 projects focus on excavation, workplace violence prevention, in-house emergency management and hazardous substances	2020	Operational Strategic Plan

Operating Budget – Supplemental Budget Requests

- No net new position requests for 2020
 - *Contingent on Committees of Council, First Nations Government-to-Government decisions of Council*
 - Legislative Services Coordinator (\$67,477 - \$73,734)
- No material supplemental budget requests, 2020 projects covered by existing budget (excluding capital)

Capital Budget

	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Enterprise Software	\$85,000	\$20,000	\$20,000	\$20,000	\$20,000
Server Upgrade	\$140,000	\$40,000	\$80,000		
Website Replacement		\$100,000			
Council Chambers A/V Equipment		\$12,000		\$50,000	\$12,000
Network Equipment Replacement	\$30,000	\$115,000	\$30,000	\$30,000	\$30,000
Telephone system replacement			\$60,000	\$50,000	
Printing replacement	\$45,000	\$20,000			
IT Reserve (Including Copiers)	\$62,000	\$103,000	\$260,000	\$332,000	\$430,000

Key Performance Indicators

	2016	2017	2018	2019
Employee Engagement Score	N/A	N/A	41%	TBD
# WorkSafe Orders	4	5	4	0
Exempt employee voluntary turnover <i>*excludes retirements*</i>	1	3	2	4
% of FOI requests within 30 days	97.5%	100%	98%	92%
# of IT Help Desk tickets closed	3,206	3,662	4,166	4,827
# of Open Data sets	4	4	6	11

APPENDICES

Projected Business Plan Deliverables: 2021 and Beyond

Initiative	Major Deliverables*	Start Date	Strategic Alignment
Build Strong Relationships with Indigenous Peoples*	Explore how North Cowichan can internally and externally respond to the recommendations of the Truth and Reconciliation Commission	2021	Operational Strategic Plan
Employee Engagement	Management training on employee engagement as concept Create 2021/2022 employee engagement action plan corporately and departmentally	2021	Operational Strategic Plan
Corporate Training	Dedicated staff training space is identified and outfitted Continuous improvement training Continue providing annual MS Office Suite Software training	2021	Operational Strategic Plan

**asterisk indicates new program or service level effective in 2021 or 2022, probable future resource request*

Projected Business Plan Deliverables: 2021 and Beyond

Initiative	Major Deliverables	Start Date	Strategic Alignment
Business Process Modernization	Design a new website organized by customer needs (versus organizational structure) providing intuitive access to online information and services	2021	Operational Strategic Plan
	Launch new website	2022	
	Review existing systems, consider enterprise-wide (once new website capabilities understood)	2022	
Corporate Risk Management*	Establish departmental business continuity plans	2021	Operational Strategic Plan
	Establish a senior risk management/safety committee to mitigate risk throughout the organization	2021	
	Develop an enterprise risk register	2022	
Network Security Enhancements	Continue to improve and adapt information and network security systems to ensure ongoing protection of key systems and citizen information	2021	Operational Strategic Plan

Projected Business Plan Deliverables: 2021 and Beyond

Initiative	Major Deliverables	Start Date	Strategic Alignment
IT Infrastructure Asset Management	Replace key IT infrastructure, optimizing for maximum value and acceptable risk	2021	Operational Strategic Plan
IT Software Asset Management	Develop plan to replace existing core systems for financials, payroll, taxation, land management as they reach end of life	2022	Operational Strategic Plan
Digital Government	Identify solely in-person services, and work to procure and implement online solutions, resulting in improved citizen service and a reduction in unnecessary vehicle trips	2021	Operational Strategic Plan
Capital Asset and Maintenance Management System*	Procure and implement solution to improve effectiveness of capital maintenance and asset lifetime extension.	2021	Operational Strategic Plan

Projected Business Plan Deliverables: 2021 and Beyond

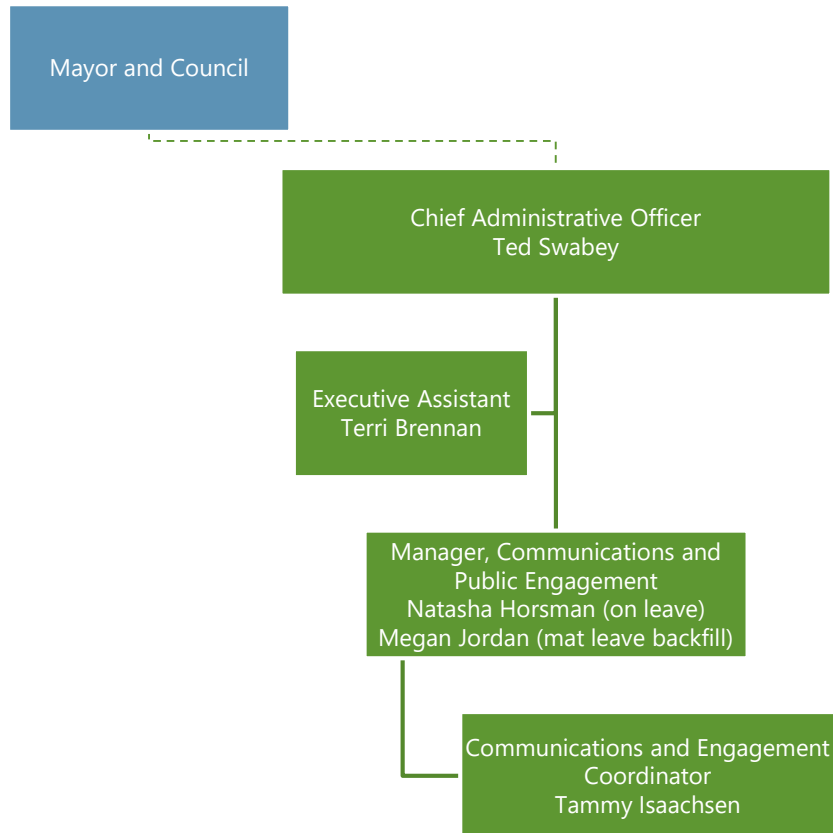
Initiative	Major Deliverables	Start Date	Strategic Alignment
Records Modernization	Continued migration of all high value records	2021	Operational Strategic Plan
	Business process mapping to streamline system	2021	
	Implement advanced features of digital records management system	2022	
Succession Planning*	Develop a basic leadership succession planning program	2021	Operational Strategic Plan
Absence Management*	Develop and implement an Absence Management Program	2022	Operational Strategic Plan

CAO Office Business Plan

*Committee of the Whole
February 3, 2020*



Organizational Structure



Staffing Levels

- **Total positions as at Dec. 12, 2019**
- 4 Exempt; 0 CUPE
 - *full time – 3 exempt*
 - *part time (0.8) – 1 exempt*
 - *casual – 0*

Divisional Budget

	2019 Budget	2020 Budget	\$ Change	% Change	2019 YTD
EXPENSES					
Mayor and Council	\$322,068	\$363,540	\$41,472	13%	\$350,322
CAO Office	347,260	360,068	12,808	4%	356,281
Communications and Engagement	314,727	307,377	(7,350)	-2%	298,527
TOTAL EXPENSES	\$984,055	\$1,030,985	\$46,930	5%	\$1,005,130

Divisional Focus

- The CAO reports to Council and is responsible for the overall management of the Municipality, including addressing high priority, emergent issues and legal issues of significance.
- The CAO is responsible for providing advice to Council and implementation of Council's direction.
- The CAO's office provides administrative support to Mayor and Council.
- The CAO oversees the effective deployment of organizational resources, continuous improvement in the Municipality, and staff engagement to ensure execution of Council decisions and initiatives.
- The Office of the CAO includes three additional positions: Executive Assistant, Manager of Communications and Public Engagement, and Communications and Engagement Coordinator.

Communications and Public Engagement

KEY RESPONSIBILITIES:

- Managing social media platforms
- Stakeholder engagement and public consultation
- Media relations
- Emergency and crisis communication
- Preparing graphics and print materials
- Supporting Council and CAO - writing speeches, promotion
- Managing North Cowichan Council and Info inboxes
- Managing online engagement platform
- Liaising with information partners
- Providing communication and strategy support to departments
- Developing communication policies, procedures, forms and templates
- Updating website



Communications and Public Engagement



Facebook followers

As of Sept 2016:	1,600
As of Dec. 31 2017:	2,423
As of Dec. 31 2018:	3,323
As of Dec. 9, 2019:	4,168



News Releases sent out:

2017	30
2018	39
2019	56 (as of Dec. 9)



Received **8,500 emails** in 2019 in
info@northcowichan.ca inbox

Engagement
Opportunities
- 2019 Trend

Business Plan Deliverables

Initiative	Actions/Projects	Start Date	Strategic Alignment
Vision and Values	• CAO Meetings (All Staff Meetings)	Ongoing	Strategic Plan
	• Monthly Management Team Meetings	Ongoing	
	• Meeting with other CAOs and CEOs in the region	Ongoing	
	• Implementation of Council's Strategic Plan	2020	
	• Implementation of Operational Strategic Plan	2020	
Executive Management Team	<ul style="list-style-type: none"> • Improve role clarity and formal expectations for General Managers, Department Heads and Managers • Formally document and share expectations with all staff 	2020	Operational Plan

Business Plan Deliverables

Initiative	Actions/Projects	Start Date	Strategic Alignment
Engagement	• Economic Development partnership with CVRD	2020	Council Strategic Plan
	• Consider the merits of an Economic Development Committee	2020	
	• Continue to pursue opportunities to collaborate with other regional partners	2020	
Promote Intergovernmental Collaboration	• Meet with senior government officials in CVRD, provincial and federal governments to advance North Cowichan's interests in relation to policy/legislation development and grant/funding eligibility	2020	Council Strategic Plan
Economic Development	• Consider the merits of an Economic Development Committee	2020	Council Strategic Plan
	• Review ways to increase North Cowichan's share of provincial and federal tax revenues	2020	

Business Plan Deliverables

Initiative	Actions/Projects	Start Date	Strategic Alignment
Indigenous Peoples	<ul style="list-style-type: none">• Continue to develop strong relationships with Indigenous Peoples• Seek opportunities to build relationships and support local First Nations (ex. Building Inspection Services Agreement with Cowichan Tribes, First Nations Fire Agreements Renewed, sewer services, etc.)• Support Indigenous Peoples' Committee	Ongoing Ongoing Ongoing	Council Strategic Plan

Business Plan Deliverables

Initiative	Actions/Projects	Start Date	Strategic Alignment
Public Engagement and Communication	<ul style="list-style-type: none"> Proactively inform residents and staff about projects and priorities Ensure open and transparent communications with the public Provide staff with training and tools to support enhanced public engagement Develop and train spokespeople on a Media Relations Policy Create Corporate Communications and Engagement Plan 	Ongoing	Council Strategic Plan
		Ongoing	
		2020	Operational Strategic Plan
		2020	
		2020	
Forestry Review	<ul style="list-style-type: none"> Undertake the Forestry Review (including public engagement) 	2019	Council Strategic Plan
Citizen Service	<ul style="list-style-type: none"> Implement a cloud-based corporate intranet 	2020	Operational Plan

Business Plan Deliverables

Initiative	Actions/Projects	Start Date	Strategic alignment
Emergency Management	<ul style="list-style-type: none">• Develop crisis/emergency communications plan	2020	Operational Plan
Major Projects	<ul style="list-style-type: none">• RCMP AAP• OCP• Step Code• Climate Action Strategy• Low Barrier Housing	2020	Council Strategic Plan

Operating Budget

Mayor and Council	2019 Budget	2020 Budget	\$ Change	% Change	2019 YTD
Salaries and benefits	\$283,428	\$292,900	\$9,472	3%	\$294,958
Conferences and Seminars	32,990	50,420	17,430	53%	49,736
Contract /Legal Services	5,000	15,130	10,130	203%	-
Office and Supplies	650	5,090	4,440	683%	5,628
TOTAL EXPENSES	\$322,068	\$363,540	\$41,472	13%	\$350,322

CAO Office	2019 Budget	2020 Budget	\$ Change	% Change	2019 YTD
Salaries and benefits	\$331,060	\$343,448	\$12,388	4%	\$341,078
Conferences and Seminars	10,920	11,200	280	3%	12,432
Office and Supplies	5,280	5,420	140	3%	2,771
TOTAL EXPENSES	\$347,260	\$360,068	\$12,808	4%	\$356,281

Operating Budget

Communications and Engagement	2019 Budget	2020 Budget	\$ Change	% Change	2019 YTD
Salaries and benefits	\$239,177	\$202,407	(\$36,770)	-15%	\$252,905
Conferences and Seminars	4,500	5,340	840	19%	4,108
Contract Services	50,000	76,250	26,250	53%	24,145
Office and Supplies	21,050	23,380	2,330	11%	17,370
TOTAL EXPENSES	\$314,727	\$278,340	(\$7,350)	-2%	\$298,527

Key Performance Indicators

	2016	2017	2018	2019	2020
% increase in public reach (Social Media)	N/A	33%	27%	20%	TBD
# of news releases	N/A	30	39	56	TBD
Engagement activities that effected a change in policy or Council decision in relation to a council priority (i.e. what we did with engagement feedback)	NEW as of 2020				
# of Council actions completed	NEW as of 2020				
# of new agreements with partners (CVRD, First Nations, Land Trust, etc.)	NEW as of 2020				

APPENDICES

Projected Business Plan Deliverables: 2021 and Beyond

Initiative	Actions/Projects	Start Date	Strategic Alignment
Citizen Service	<ul style="list-style-type: none"> Update Municipal website organized by customer needs, not organizational structure 	2021	Operational Plan
Public Engagement and Communication	<ul style="list-style-type: none"> Launch tools for informing the community about current land-use and development applications Citizen Satisfaction Survey 2022 	2021 2022	Strategic Plan and Operational Plan
Economic Development	<ul style="list-style-type: none"> Advocate for provincial government officials to locate offices in North Cowichan 	2022	Council Strategic Plan