

Municipality of North Cowichan

Committee of the Whole

AGENDA

Tuesday, June 9, 2020, 6:00 p.m.
Electronically

Pages

1. **CALL TO ORDER**

2. **APPROVAL OF AGENDA**

Recommendation:

That the Committee of the Whole agenda be adopted as circulated [or as amended].

3. **ADOPTION OF MINUTES**

3 - 19

Recommendation:

That the Committee adopt the minutes of the Committee of the Whole meetings held February 29, 2020, March 4, 2020 and March 12, 2020.

4. **PUBLIC INPUT**

The Chair to acknowledge receipt of submissions circulated to Council prior to the meeting to agenda@northcowichan.ca and state the agenda item the public input is in relation to on this agenda.

5. **BUSINESS**

5.1 **2021 - 2025 Budget Direction**

20 - 33

Purpose: Presentation to provide Council with background information for 2021 preliminary budget discussions.

5.2 **Committee of the Whole Meeting Times**

Purpose: For Council to discuss Committee of the Whole start times, and for staff to apprise Council of any implications arising from a change in current practice.

6. **NEW BUSINESS**

7. **QUESTION PERIOD**

A 10-minute recess to be provided to give the public an opportunity to submit their questions by email to QP@northcowichan.ca regarding the business discussed at this meeting. Questions will be read out in the order they are received.

8. ADJOURNMENT

Recommendation:

That the meeting be adjourned at _____ p.m.

Municipality of North Cowichan Committee of the Whole MINUTES

**February 29, 2020, 9:00 a.m.
Municipal Hall - Maple Bay Meeting Room**

Members Present Councillor Kate Marsh, Chair
Mayor Al Siebring
Councillor Rob Douglas
Councillor Christopher Justice
Councillor Tek Manhas
Councillor Debra Toporowski

Members Absent Councillor Rosalie Sawrie

Staff Present Ted Swabey, Chief Administrative Officer (CAO)

1. CALL TO ORDER

There being a quorum present, Councillor Marsh called the meeting to order at 9:00 a.m.

2. APPROVAL OF AGENDA

IT WAS MOVED AND SECONDED:

That the agenda be adopted as circulated.

CARRIED

3. CLOSED SESSION

IT WAS MOVED AND SECONDED:

That the meeting be closed to the public at 9:03 a.m. in order that the item, the subject of which falls under section 90(1)(c) of the *Community Charter* which pertains to labour relations or other employee relations be discussed.

CARRIED

3.1 90(1)(c) Labour Relations - Facilitated Council Workshop

4. ADJOURNMENT

The meeting was adjourned at 4:00 p.m.

Certified by Corporate Officer

Signed by Mayor

Municipality of North Cowichan Committee of the Whole MINUTES

**March 4, 2020, 9:00 a.m.
Municipal Hall - Council Chambers**

Members Present	Councillor Christopher Justice, Chair Mayor Al Siebring Councillor Tek Manhas Councillor Rosalie Sawrie Councillor Debra Toporowski
Members Absent	Councillor Rob Douglas Councillor Kate Marsh
Staff Present	Ted Swabey, Chief Administrative Officer (CAO) Mark Frame, General Manager, Financial and Protective Services Ernie Mansueti, General Manager, Community Services Rob Conway, Director of Planning and Building Clay Reitsma, Senior Manager, Engineering Jason Birch, Chief Information Officer Shaun Mason, Municipal Forester Michelle Martineau, Corporate Officer Nelda Richardson, Deputy Corporate Officer

1. CALL TO ORDER

There being a quorum present, Councillor Justice called the meeting to order at 9:00 a.m.

2. APPROVAL OF AGENDA

IT WAS MOVED AND SECONDED:

That the Committee of the Whole agenda be adopted as circulated.

CARRIED

3. ADOPTION OF MINUTES

IT WAS MOVED AND SECONDED:

That the Committee adopt the minutes of the Committee of the Whole meeting held February 19, 2020.

CARRIED

4. PUBLIC INPUT

The Committee received no public input from registered speakers regarding items on this agenda.

5. BUSINESS

5.1 Chemainus Boardwalk

Lanarc Consultants presented the Chemainus Waterfront Walkway project and provided an overview of the project context and pre-design, as attached to the March 4, 2020 Committee of the Whole agenda, and responded to questions from the Committee. Highlights included background information for the Chemainus Waterfront Walkway; a pre-design scope overview and site context; an overview of the elevated walkway concept, including accessibility; design considerations; detailed studies and recommendations; provincial guidelines; significant grades to consider; the approval process, including previous and future engagement to be undertaken; and project funding and budget estimates for each of the four construction phases.

5.2 Community Wildfire Protection Plan Update

Diamond Head Consulting Ltd. provided an update on the Community Wildfire Protection Plan (CWPP), as attached to the March 4, 2020 Committee of the Whole agenda, and responded to questions from the Committee. Highlights included project funding; wildfire hazards, threats, and historical data; mitigation and risk assessments; urban growth; climate change; fuel management; provincial trends; public education; volunteer firefighter training; upcoming chipper days (funded through the Community Resiliency Investment grant); and future land use considerations and planning opportunities, such as how to reduce wildfire risks on privately owned land.

IT WAS MOVED AND SECONDED:

That the Committee receive the CWPP overview presentation from Diamond Head Consulting for information.

CARRIED

5.3 Utility Rates Review

Staff presented an overview of the water, sanitary sewer, stormwater and road utilities infrastructure upgrades and replacements, as attached to the March 4, 2020 Committee of the Whole agenda, and responded to questions from the Committee. Highlights included funding levels and sources, expenditures, and an overview of the necessary infrastructure upgrades to the Smiley Road, Chemainus Road, and Arthur Street/Coronation Street water mains; Beaumont Avenue cast iron pipe; Beverly Street to Drinkwater Road trunk main; Chemainus Road sewer main; Crofton sewer projects and pipe replacements; South End sewer projects, including the JUB outfall relocation; and the Maple Bay Marina Sewer Treatment Plant.

IT WAS MOVED AND SECONDED:

That Council be recommended to increase:

- Chemainus water metered minimum and parcel tax by 5%;
- Crofton water metered minimum and parcel tax by 5%;
- South End water metered minimum and parcel tax by 3%; and
- Metered water rates by 3%.

CARRIED

IT WAS MOVED AND SECONDED:

That Council be recommended to increase:

- Chemainus sewer parcel tax and user fees by 3%;
- Crofton sewer parcel tax and user fees by 3%;
- South End sewer parcel tax and user fees by 3%; and
- Maple Bay Sewer Treatment Plant user fee by 3%.

CARRIED

The Committee recessed the meeting at 10:41 a.m. and reconvened at 10:49 a.m.

5.4 Establishment of a Notice of Motion Procedure

Staff provided an overview of options for Council to consider when implementing a formal process for submitting a "Notice of Motion" as attached to the March 4, 2020 Committee of the Whole agenda, and responded to questions from the Committee. Highlights included establishing conditions for submitting notices, when and if they should be referred to staff for further research; which meeting type they should be introduced at; restrictions to the length of motion backgrounds; the use of preambles; deadlines; notice periods; exceptions, such as whether to allow the member submitting the notice of motion to be permitted to provide any clarifying statements or questions to be asked when notice was given; and the development of a form template.

IT WAS MOVED AND SECONDED:

That Council be recommended to direct staff to draft a Notice of Motion policy which includes the following provisions:

1. The content for all notice of motions shall include a subject heading/topic, an introduction with a brief outline of 500 words or less, and the notice of motion recommendation;
2. Deadline for submitting a notice of motion shall be one week prior to the meeting;
3. Notices of motion shall be introduced at Council meetings;
4. Members shall not be allowed to provide any introductory remarks when giving notice of their motion;
5. Members shall not be permitted to ask clarifying questions when the notice of motion is given;
6. Notices of motion shall be referred to staff where there are policy implications, statutory requirements, a financial or budgetary impact, staff resource requirements, or where Council would like to consider alternative options at the same time;
7. Notices of motion may be withdrawn at any time prior to the meeting date where it will be considered;
8. Notices of motion may be amended for any reason; and
9. Where the maker of the notice of motion is absent, the motion shall be automatically be postponed to the next regular meeting.

CARRIED

6. NEW BUSINESS

None.

7. QUESTION PERIOD

There were no members of the public present.

8. CLOSED SESSION

IT WAS MOVED AND SECONDED:

That the Committee of the Whole suspend the rules to allow a late item to be added to the agenda under the closed session as item 8.3 which pertains to employee matters.

CARRIED

IT WAS MOVED AND SECONDED:

That the Committee close the February 19, 2020 Committee meeting at 12:00 p.m. to the public on the basis of the following sections of the *Community Charter*:

- 90(1)(c) – labour relations or other employee relations;
- 90(1)(m) - a matter that, under another enactment, is such that the public may be excluded from the meeting; and
- 90(2)(b) - the consideration of information received and held in confidence relating to negotiations between the municipality and a provincial government or the federal government or both, or between a provincial government or the federal government or both and a third party.

CARRIED

8.1 Closed Committee of the Whole Minutes from February 19, 2020

8.2 Sections 90(1)(m) and (2)(b) Confidential Information under FOIPPA s.16 - Inter-Municipal Agreement (matter brought forward from February 19, 2020 meeting)

8.3 Section 90(1)(c) Labour Relations – Employee Matters

9. ADJOURNMENT

The meeting adjourned at 12:16 p.m.

Certified by Corporate Officer

Signed by Mayor

Municipality of North Cowichan Committee of the Whole MINUTES

**March 12, 2020, 4:00 p.m.
Municipal Hall - Maple Bay Meeting Room**

Members Present Councillor Christopher Justice, Chair
Mayor Al Siebring
Councillor Rob Douglas
Councillor Tek Manhas
Councillor Rosalie Sawrie
Councillor Debra Toporowski

Members Absent Councillor Kate Marsh

Staff Present Ted Swabey, Chief Administrative Officer (CAO)
Mark Frame, General Manager, Financial and Protective Services
Rob Conway, Director of Planning and Building
Michelle Martineau, Corporate Officer
Chris Hutton, Community Planning Coordinator

1. CALL TO ORDER

There being a quorum present, Councillor Justice called the meeting to order at 4:00 p.m.

2. APPROVAL OF AGENDA

A late item, closed matter related to labour was added to the agenda as New Business after the Question Period.

IT WAS MOVED AND SECONDED:

That the agenda be adopted as amended.

CARRIED

Councillor Sawrie arrived at 4:01 p.m.

3. PUBLIC INPUT

Council received brief public input from registered speakers regarding items on this agenda.

4. BUSINESS

4.1 Official Community Plan Project

Chris Hutton provided a brief overview and introduced the consultants from MODUS, Suzy Lunn, the Project Manager, and Vince Verlaan, the Engagement Lead. Mr. Verlaan and Ms. Lunn provided an overview of the project scope, led Committee members

through an activity to learn about Council's hopes and fears, and discussed their engagement planning. Highlights included: the project schedule; gap analysis; growth rates; urban containment boundary; engagement plan; and completed an exercise on what Council hoped to achieve during the process and what they felt should not happen (fears). A copy of the presentation has been attached to these minutes.

Councillor Toporowski left the meeting at 4:22 p.m. and returned at 4:26 p.m.

Mayor Siebring left the meeting at 4:27 p.m. and returned at 4:35 p.m. Left at 5:10 p.m. and returned at 5:17 p.m. Left at 5:56 p.m. and returned at 5:57 p.m.

5. QUESTION PERIOD

Council received questions from the public regarding business considered at this meeting.

6. NEW BUSINESS

IT WAS MOVED AND SECONDED:

That Council close the meeting at 6:07 p.m. to the public on the basis of section 90(1)(c) – labour relations or other employee relations of the *Community Charter*.

CARRIED

6.1 Section 90(1)(c) Labour Relations

7. ADJOURNMENT

Council adjourned the meeting at 6:32 p.m.

Certified by Corporate Officer

Signed by Mayor

NORTH COWICHAN OCP ENGAGEMENT PLANNING



Vince Verlaan, Principal
Suzy Lunn, Senior Planner
MODUS Planning Design & Engagement

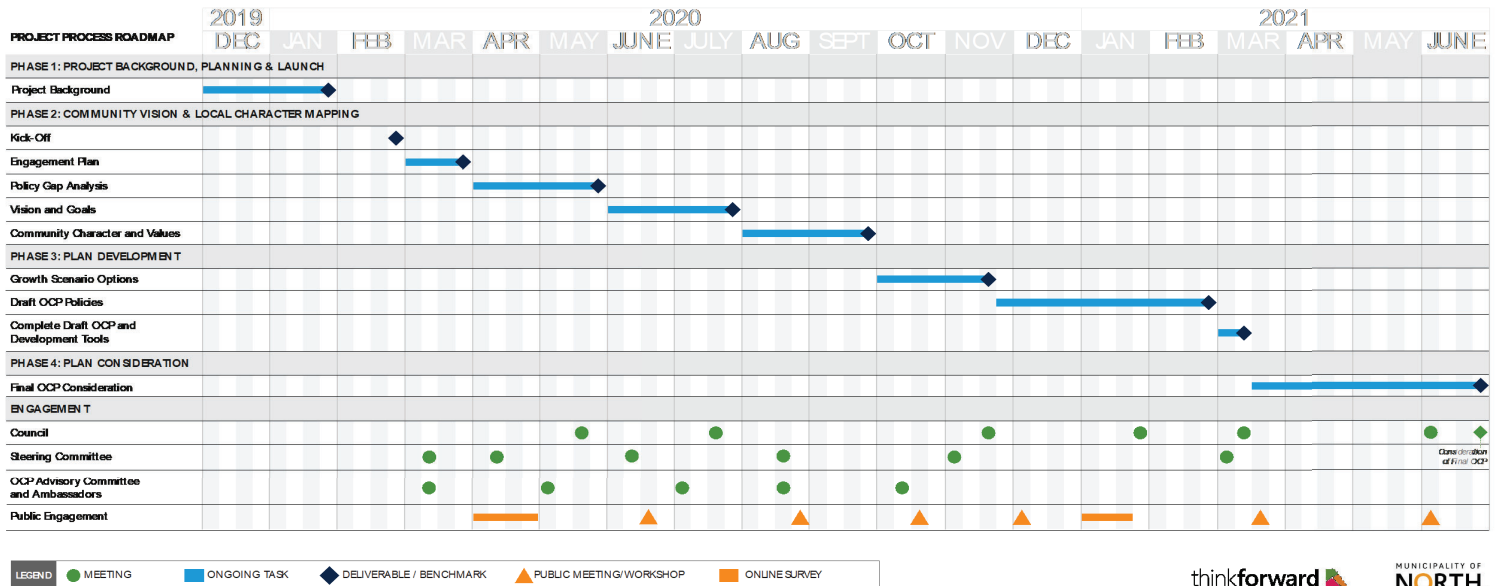


MEETING FORMAT

1. Introductions
 - The MODUS Team and Subconsultants/ Subject Matter Experts
2. Project Schedule
3. Hopes and Fear Activity
4. Engagement Planning

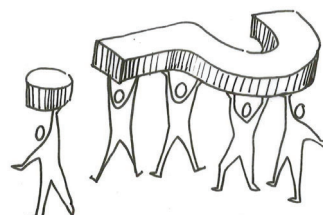


PROJECT SCHEDULE



HOPES AND FEARS ACTIVITY

- 1) Write down three hopes for the OCP project on three stickies
- 2) Write down three fears for the OCP project on three stickies



ENGAGEMENT PLANNING ‘THE WEAVE’

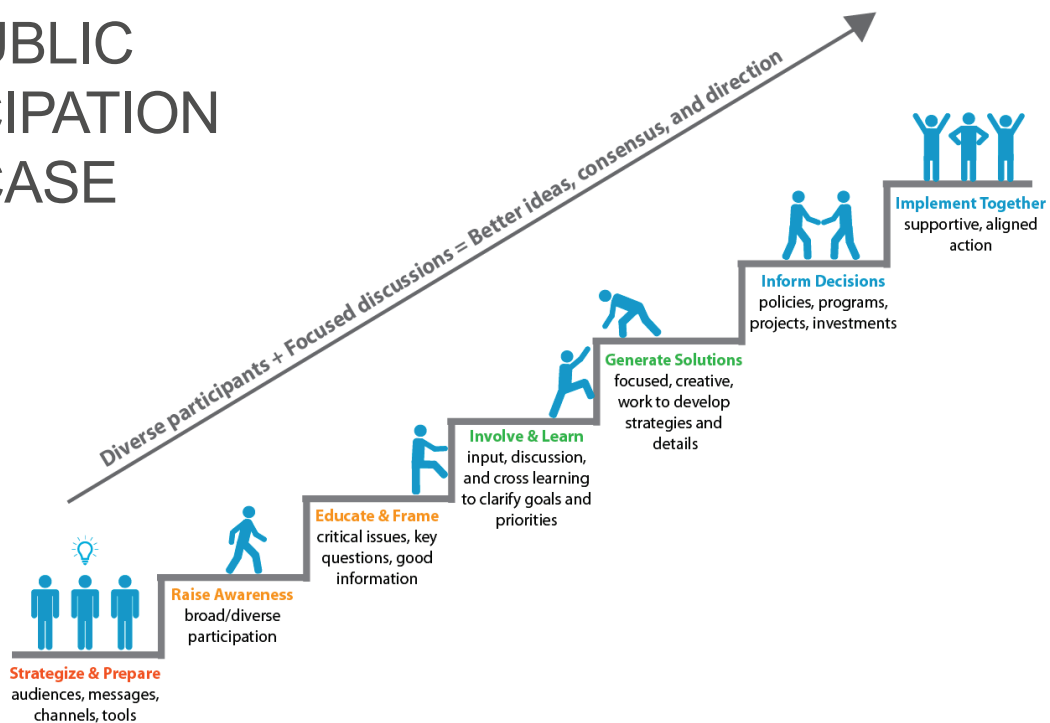


The Engagement Weave

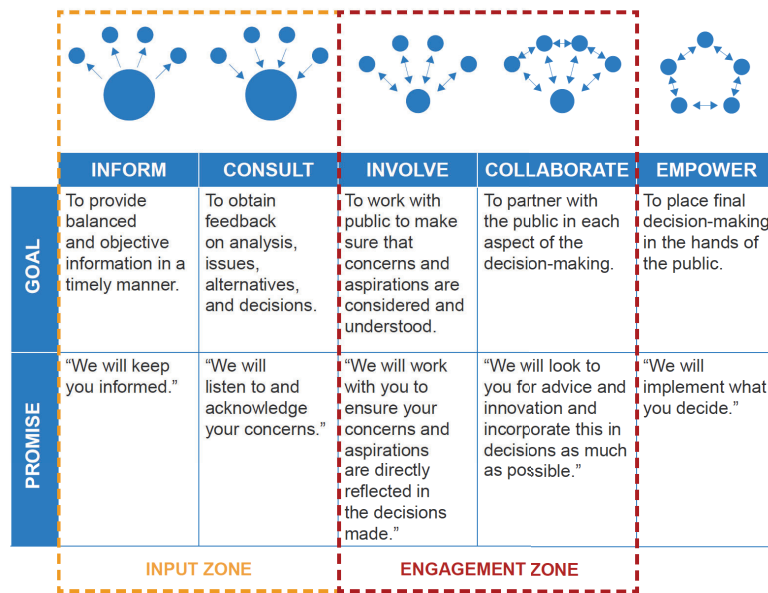
*The Engagement “Weave”
Modus Planning, Design & Engagement*



THE PUBLIC PARTICIPATION STAIRCASE



KEY CONCEPTS OF PUBLIC ENGAGEMENT

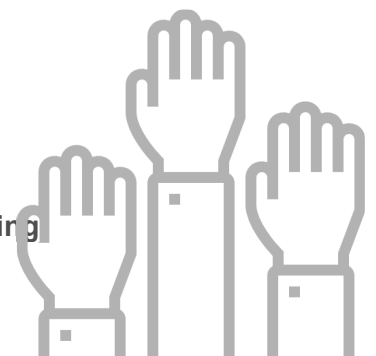


International Association of Public Participation



TIPS FOR SUCCESSFUL PUBLIC ENGAGEMENT

- **Committing** to ensure issues and questions posed are meaningful and stimulating
- Raising broad awareness and **promoting opportunities to a wide range of audiences** using multiple channels
- **Maintaining strong relationships** with community groups and networks
- **Diversifying participation** by using range of tools
- Emphasizing communications and information-sharing with a **focus on “reporting back”**
- Coordinating to **efficiently schedule, plan for, resource and deliver**
- Seeing **all departments buy-in**
- **Evaluating success** of engagement process



ROLES

COUNCIL	STAFF	COMMUNITY
Council members are elected decision-makers who represent the community (and are responsible for setting direction and overseeing progress towards goals).	Staff implement those decisions, bringing technical skills and institutional knowledge.	Community members must also understand that they are involved to inform and improve decisions, but they do not get to decide what happens or direct staff in their work.
Therefore, Council members can and <u>should</u> promote, attend, and observe engagement activities, but <u>should not</u> act as participants nor try to influence the input being gathered.	Staff <u>should</u> design, facilitate and report from participation activities, but <u>should not</u> influence the findings.	Community Members <u>should</u> spread the word about such activities to encourage attendance, participate fully, and monitor how input was used, but <u>should not</u> influence the input of others.

ROLES (NORTH COWICHAN ENGAGEMENT FRAMEWORK)

Community (External)	Organization (Internal)
Advisory Group of North Cowichan - focused district leaders from various sectors and communities within the municipality.	Project Steering Committee of senior leaders representing each department who will provide strategic engagement and promotion of the plan.
Ambassador Teams champion local communities with each community co-led by a North Cowichan planner.	Project Team of inter-disciplinary staff who will prepare technical information and draft policies for inclusion in the OCP.

ROLE OF COUNCIL

- Helping to **identify issues that may need public participation**;
- **Reviewing staff recommendations** on issues requiring public participation and **assessing the importance of various issues** relative to the capacity of the organization;
- **Promoting public participation opportunities** and encouraging participation of identified audiences;
- **Attending and observing public participation events.** Communicating positively to citizens, stakeholders, and media about the importance of such events and activities to the County;
- Respecting and **supporting the role of staff** in designing, executing, and reporting from public participation activities.
- **Carefully reviewing the findings** of participation initiatives, as presented and summarized by staff;
- **Using these inputs as an essential part of Council discussions** and decision-making; and
- **Supporting the increasing capacity of the organization** in designing and executing useful, efficient, and innovative public participation activities over time.



ROLE OF STAFF

- **Identifying** issues that may need participation;
- **Assessing** whether North Cowichan needs to execute a **public participation initiative** that falls into **either the “Involve Zone,” or “Engagement Zone;”** and the **capacity for running these initiatives**, and **community capacity for participation**, clarifying the rationale for which initiatives to proceed with;
- **Identifying audiences to engage** with, while thoughtfully considering the need to engage “harder-to-reach” audiences for some initiatives;
- **Developing a Plan** that lays out the WHAT of the issue to be discussed, the WHO to engage (and why them), and the WHEN and HOW to engage effectively;
- **Executing the participation initiative** as effectively and transparently as possible, using communications staff and this strategy and toolkit as key resources;
- **Documenting and reporting from the activities** at several stages, keeping participants up to date on activities and results, and encouraging further and broader participation over time;
- **Using the findings of the participation activities** to influence the evolving policy, plan, or decision. Communicating how the input gathered has influenced progress to date; and
- **Continuously building skills and tools for effective participation** that suit the needs and capacities of the local government and the broader community.



THE ROLE OF THE PUBLIC

Citizens should spread the word about such activities to encourage attendance, should participate fully, and should monitor how input was used, but should not unduly influence the input of others.

Ideally, citizens will stay open to diverse perspectives and will learn about the complexities of issues and options during the processes, even if/as they advocate for a certain outcome.



DRAFT OBJECTIVES FOR ENGAGEMENT

AWARENESS & UNDERSTANDING

Raise broad awareness of the planning process, what an Official Community Plan is and why is being reviewed and updated;

Provide clear information about key issues and opportunities; and

Build a shared understanding of what the OCP will look like 'on the ground'.

OPPORTUNITY & INPUT

Provide a range of meaningful engagement opportunities for the public to learn about the project, share input, and dialogue around key issues.

Gather meaningful ideas and input from a diverse range of community members and stakeholders to inform the OCP update.

PROCESS & ACCOUNTABILITY

Document our process with clear and transparent information about what we did, who participated, what we heard through engagement activities and how input was used to influence the OCP update.



DRAFT GUIDING PRINCIPLES AND CORE VALUES (COUNCIL COMMUNICATION PLAN)

Principles: Authenticity, Accountability, Inclusiveness, Transparency, Commitment , Integrity

1. Public participation is based on the belief that two-way communication between Council and the public provides opportunities for open and constructive dialogue.
2. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
3. Public participation is designed to respect the opinions of all those involved.
4. Public participation includes the promise that the public's contribution will be considered in the decision.
5. Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision-makers.
6. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
7. Public participation seeks input from participants on how they wish to participate.
8. Public participation provides the information that is necessary to participate in a meaningful way.
9. Public participation communicates to participants how their input has affected the decision.



SAMPLE TOOLS & TECHNIQUES

Group Input Tools

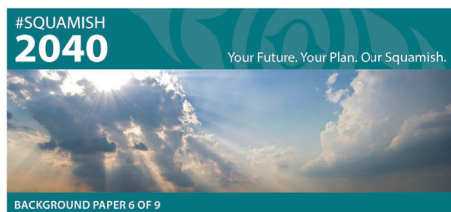
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|-------------------------------------|----------------------------------|
| 1. Fill in the Blank Visioning Wall | 13. Focus Groups |
| 2. Hopes & Fears | 14. Idea Jam |
| 3. Superheroes | 15. Interview Matrix |
| 4. Day in the Life | 16. Now, Wow, How |
| 5. Dotmocracy / Likert Scales | 17. Open Space Meetings |
| 6. Sustain-a-bucks | 18. Walking Tours |
| 7. Community Mapping | 19. World Café |
| 8. Global Issues, Local Challenges | 20. Advisory Groups / Committees |
| 9. Online Discussion Forum | 21. Deliberative Forum |
| 10. Community Circles | 22. Resident Feedback Panel |
| 11. Design Charrette | 23. World's Easiest Facilitation |
| 12. Fishbowl Process | 24. Graphic Facilitation |

Individual Input Tools

25. Media Contest
26. SMS Fill in the Blank Campaign
27. Favourite Places Collage
28. Mailbox to the Future
29. Walk in my Shoes
30. Manifestos, Love Letters
31. Person on the Street Interviews
32. Questionnaire
33. Event Feedback Forms
34. Key Informant Interviews
35. Community Asset Mapping
36. Self-directed Workbooks



SAMPLE COMMUNICATION MATERIALS



Climate Change

Long term weather trends over months, decades and longer is referred to as **climate**. Although climate naturally changes over long time scales, in the last 130 years the planet has experienced a 1°C increase in temperature. This is a very rapid rate of change that stresses natural and human-built systems.

Unlike earlier climate changes, we are increasingly certain that these more recent trends are primarily due to the human activities that release 'greenhouse gases' (GHGs) into our atmosphere. These emissions increase concentrations of gases that affect the atmosphere's ability to keep earth's climate within a relatively comfortable livable temperature range. Changing temperatures, and other climate-related changes such as sea level rise will impact our economy, infrastructure, development patterns, ecosystems, culture, and leisure activities over the long term.

While there is much agreement on what is needed to reduce these GHGs and stop making the problem worse, it will take time to transition.

Climate change mitigation is about how communities can stop making the climate change problem worse. **Climate change adaptation** is about how communities might deal with the problems and/or capitalize on the opportunities caused by a changing climate.

Mitigation and adaptation are two key components of a comprehensive approach to addressing climate change. However, these components are not the domain of any specific level of government, department or agency but require considerable cooperation and integration.

How is Squamish contributing to the problem?

The bulk of our GHG emissions are from vehicle transportation. These emissions have increased by approximately 15% since 2007 as our population continues to grow and more and more people commute to work outside Squamish.



Other emissions associated with Squamish residents' air travel and the production of consumables like food, clothing and other products are not included in these figures but all represent significant sources of emissions.

CLIMATE CHANGE

BACKGROUND PAPER 6 OF 9

What changes can Squamish expect?

Estimated changes for the Squamish Lillooet Regional District around 2050 include (PICS at Victoria University):

- Annual rise in temperature of approximately 1.7 °C
- Annual increase in precipitation of approximately 6%
- Annual decrease in winter snowfall by approximately 15%

Over the next century, sea level rise is expected to rise at an accelerated rate, estimated anywhere from 0.6 m to a very extreme 2 metre rise (Vancouver Climate Adaptation Strategy).

Custom climate models for the Whistler area project:

- Increase in the frequency and intensity of heavy rains
- Longer hotter and drier summers
- Milder winters and changes in the amount of snow

All of these trends require a change in thinking and behaviour. Good modeling of expected changes and adaptation planning will be required to ensure that Squamish is resilient and responsive as the climate changes.

What does the current OCP say?

- Reduce total greenhouse gas emissions per capita for regional energy systems to less than one tonne by 2030 (from 7.6 tonnes per capita in 2006).
- The current OCP includes a number of **mitigation** policies related to GHG reduction focused on community planning and design, building efficiency, operations, infrastructure, waste, and renewable energy.
- The current OCP includes a couple of **adaptation** policies such as working with partners to understand local impacts and develop strategies, and reviewing municipal flood hazard and utility plans to ensure extreme weather events are considered. Adaptation planning will be a key component of the new OCP.

Challenges

- Our emissions continued to rise up until 2010 but we don't have an annual inventory to track recent progress.
- Difficult to reduce overall emission levels with significant growth and development.
- Difficult to reduce emission levels within the existing built environment.

Opportunities

- Targets for GHG reductions are extremely ambitious but should help to inspire action.
- Community members and local initiatives such as the Squamish Climate Action Network are very involved.
- Growth and development provide opportunities to encourage efficient, walkable neighbourhoods, trail linkages and energy efficient building.
- Possibility for additional support from senior governments.
- Province now allows Development Permit Areas to promote energy/water conservation and GHG emissions.

For More Information

- Downtown Squamish 2031 Transit Plan (2009)
- Transportation Options for the Squamish-Metro Vancouver Corridor (2009)
- Neighbourhood Energy Utility Feasibility Report (2010)
- District Wide Multi-Modal Transportation Study (2011)
- Transportation Action Plan (2012)
- Transit Service Effectiveness Review (2012)
- Climate Action Revenue Incentive Program (2013)
- Climate Actions Survey (2014)
- Carbon Neutral Progress Report (2014)

Current Initiatives

There are a number of local initiatives underway:

- Partnership with Quest University to develop background information on local climate forecast.
- Active Transportation Plan
- Sea to Sky Transit Future Plan (BC Transit)
- Integrated Flood Hazard Management Plan
- Mitigation strategies for the Chehalis Fan
- Updating the 2010 feasibility study for a downtown Neighbourhood Energy Utility
- Curbside pick-up for organics now offered, District reviewing expansion to multi-family areas.
- Mapping environmentally sensitive areas
- Revisions to the Development Permit Area guidelines for the protection of riparian areas

OFFICIAL COMMUNITY PLAN Update

Squamish.ca/OCP



NORTH COWICHAN OCP ENGAGEMENT PLAN

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END OF PRESENTATION

Thank you and Questions



2021 – 2025 Budget Direction

June 9, 2020

2020 – 2024 5 Five Year Tax Increases

Feb 11, 2020

	2020	2021	2022	2023	2024
Gross tax increase	5.44%	4.96%	4.84%	5.28%	3.96%
Less: Growth	(1.40%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)
Net Tax Increase	4.04%	3.96%	3.84%	4.28%	2.96%

2020 – 2024 5 Five Year Tax Increases Adopted - April 15, 2020

	2020	2021	2022	2023	2024
Gross tax increase	3.12%	8.20%	4.47%	5.13%	3.96%
Less: Growth	(1.40%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)
Net Tax Increase	1.40%	7.20%	3.47%	4.13%	2.96%

Tax Increase Comparisons

Feb 11, 2020

Apr 15, 2020

	2020	2021	2022	2023	2024
Gross tax increase	5.44%	4.96%	4.84%	5.28%	3.96%
Less: Growth	(1.40%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)
Net Tax Increase	4.04%	3.96%	3.84%	4.28%	2.96%

	2020	2021	2022	2023	2024
Gross tax increase	3.12%	8.20%	4.47%	5.13%	3.96%
Less: Growth	(1.72%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)
Net Tax Increase	1.40%	7.20%	3.47%	4.13%	2.96%

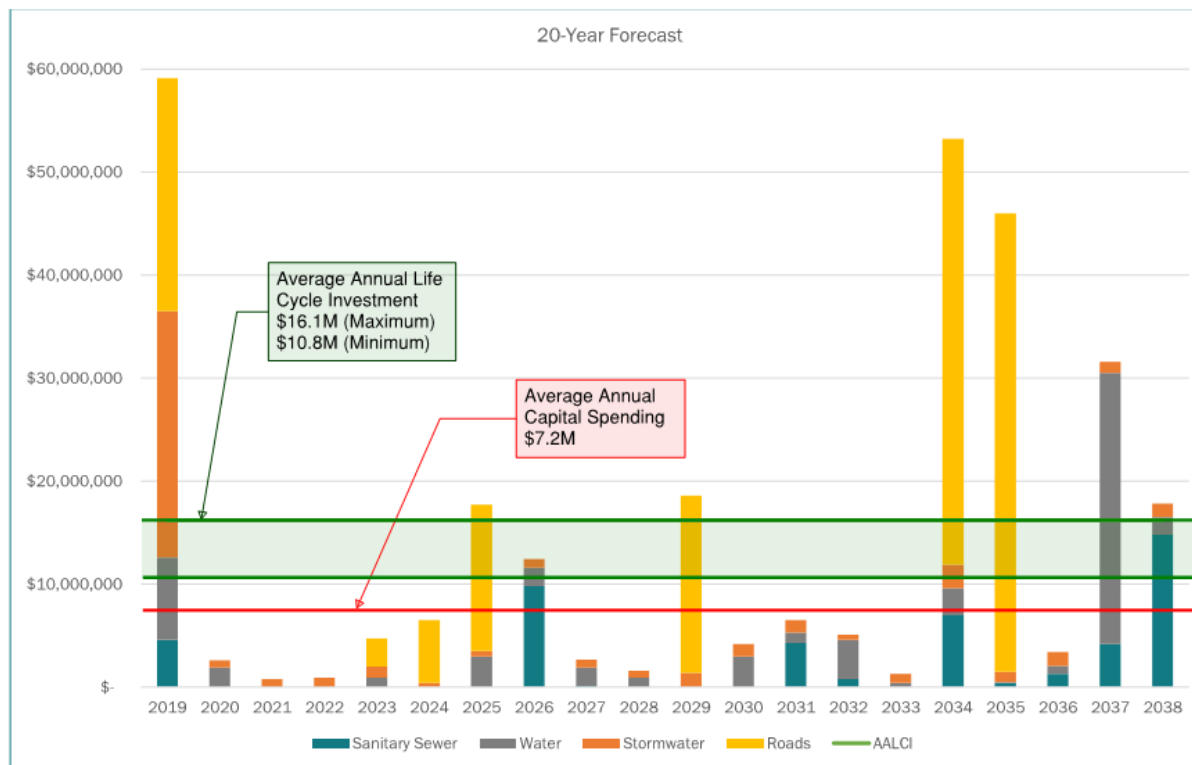
2020 Reductions in service

- Tax supported capital reduced from \$3.7m in 2019 to \$2.8m in 2020
 - *12.4% of property taxes to 9%*
- 2021 tax supported capital increase to \$4.2m under status quo budget
 - *\$1.4m increase (4.6% tax increase)*

Tax Supported capital - 5 years

	2019	2020	2021	2022	2023	2024
April 15	3,716,600	2,787,200	4,223,600	4,439,400	4,687,046	5,229,831
% taxes	12.4%	9.0%	12.5%	12.6%	12.9%	14.0%
Required reduction (9%)			1,436,400	1,610,200	1,899,846	2442,631
Total CEP reduction						7,389,077

Asset Management & Capital Projects



Asset Management shortfall

- In total \$3.6m to \$8.9m
 - *Water, sewer, storm sewer and roads*
 - *Doesn't include building and facilities*
- Roads and storm sewer (funded by taxation)
 - *Roads \$1.8m to \$4.7m*
 - *Storm \$1.3m to \$2.2m*

Strategies to reduce impact of reduction of tax funded capital

- Rework 2020 Capital Expenditure Program to focus on projects that are eligible for grants
 - *Roads program - focus 2020 design on 2021 projects that can be constructed in 2021*
 - *Parks and Trail Master Plan Implementation - focus on trail building (grant program in place)*
 - *Facilities – Focus on engineering for large projects that could be covered by refurbishment grants*
 - Arena roof, domestic hot water, CAC roof

Operating Risks/Opportunities

- How much will COVID-19 effect 2020 operations?
- Will 2021 be a return to normal, or will economy still impacted?
- How will business be transformed in response to COVID-19?
 - *Electronic service delivery*
 - *Working remotely*
 - *More online consultation*

2020/21 Revenue Risks

- CAC revenues lost Mar 15 – July 31, 2020
 - \$550,000
- CAC projected revenues Aug 4 – Dec 31, 2020
 - \$626,0000
 - 30% reduction ~\$188,000
- 20% - 30% reduction in 2021 Recreation Revenue due to social distancing rules?
 - ~\$260,000 - \$390,000

Revenue Risk cont.

	05/31/19	05/31/20	2020 Budget
Building Permits	398,774	232,251	405,000
Planning Fees	39,000	14,550	81,447
3% subdivision inspection fee	135,621	55,776	100,000
Subdivision Fees	<u>22,850</u>	<u>35,850</u>	<u>50,500</u>
Total	596,245	338,427	636,947

2019 was a good year, less planning fees and subdivision fees in 2020 will result in less building permits in 2021. What will development look like in 2020 and 2021?

Options

- Return to Status Quo Budget
 - *Larger increase in 2021*
 - *Sustainable capital program*
- Recovery Budget
 - *Focus on taxpayer affordability*
 - *Gradually phase capital back in over 2021 – 2022*
- Restraint Budget
 - *Primary focus taxpayer affordability*
 - *Pursue operating cost containment*
 - *Delay returning capital to sustainable levels*

Recommendation

- Recovery Budget
 - *Focus on taxpayer affordability*
 - *Gradually phase capital back in over 2021 – 2022*