

DEPARTMENT BUSINESS PLAN PRESENTATIONS

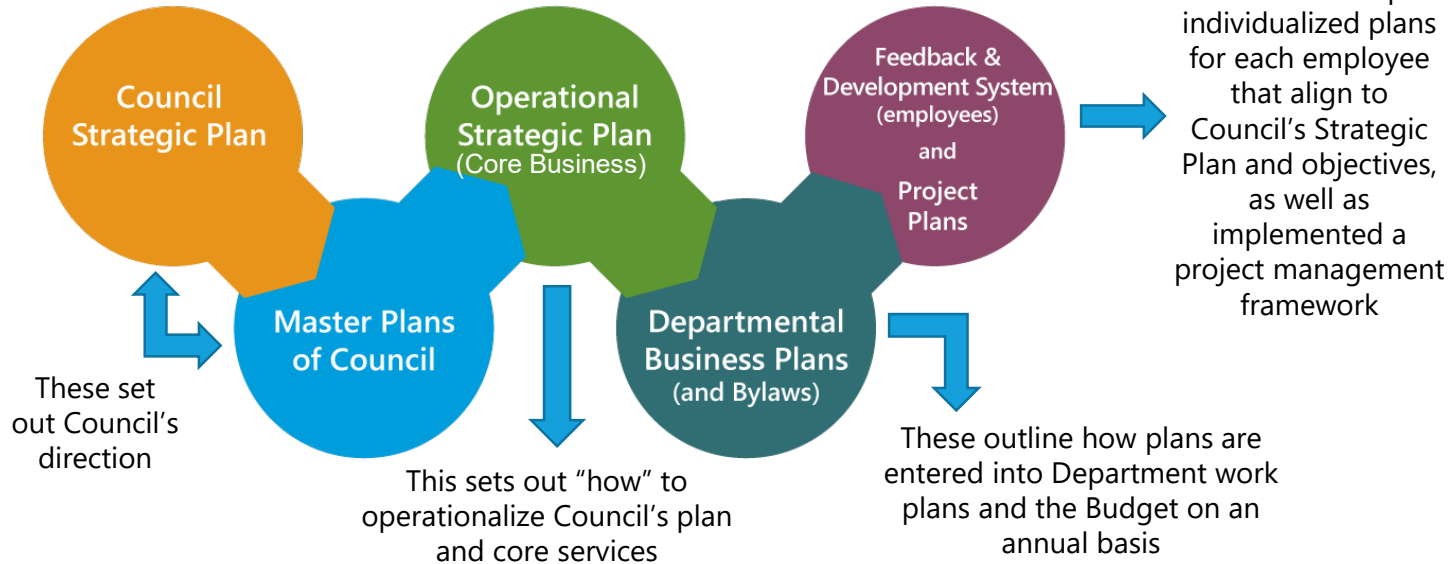
Committee of the Whole
November 22 and 29, 2022

PURPOSE OF THE PLANS

Council Strategic Plan Administrative Policy: 3.6 Implementation of Council Strategic Plan

- Divisions/Departments required to develop annual Business Plans as part of the Budget process
 - identifies Council's Strategic Plan projects related to that Division/Department
 - includes timeframe when projects will commence
- As part of the budget process, Chief Administrative Officer to bring forward operational resource requests required to implement Council's Strategic Plan projects

WHAT ARE DEPARTMENTAL BUSINESS PLANS?



BUDGET 2023 PRESENTATION SCHEDULE

DATE	MEETING TOPICS
November 22, 2022	Special COW – Department Business Plan Presentations
November 29, 2022	Special COW – Department Business Plan Presentations
December 13, 2022	Regular COW – Department Business Plan Presentations; Presentation of Five-Year Financial Plan and Proposed Capital Plans
January 10, 2023	Special COW – Grant-in-Aid and Utility Rate Review
January 18, 2023	Council Meeting – Financial Plan Bylaw (3 readings)
February 1, 2023	Council Meeting – Financial Plan Bylaw adoption

BUSINESS PLAN PRESENTATIONS

November 22, 2022

- Office of the Chief Administrative Officer
- North Cowichan/Duncan RCMP Detachment
- Fire and Bylaw Services
- Legislative Services
- Human Resources and Health & Safety
- Financial Services
- Information Technology and Business Services
- Information Management

BUSINESS PLAN PRESENTATIONS

November 29, 2022 – December 13, 2022

- Operations
- Parks & Recreation
- Forestry
- Planning & Building
- Engineering
- Environmental Services

CONTENTS OF THE PLANS

Items for information

- Organizational Structure
- Staffing Levels
- Department Focus / Core Business / Summary of Key Services
- Departmental statistical data, where applicable
- Climate Emergency Priorities

CONTENTS OF THE PLANS

Items to be presented

- Modernization Activities
- Departmental Deliverables
 - Key Actions / Projects
 - Start Date
 - Strategic Alignment
- Operating Budget – Supplemental Budget Request(s)
- Operating Budget(s)
- Key performance indicators

NEW FOR 2023

Modernization Activities

- Outline of actions taken to modernize work of departments
- Next steps and additional improvements to be made
- Listing of modernization of core services put on hold

2023 BUSINESS PLANNING PROCESS



2023 BUSINESS PLANNING PROCESS

KEY STEPS UNDERTAKEN

1. Incorporating Council Strategic Plan and 2022 resolutions of Council directing new work
2. Operationalizing direction from Council regarding 2023 budget deliberations
 - Returning to sustainable tax with steady increases each year
 - Leveraging existing capital by supplementing it with grant funding for eligible projects
 - Gradually phasing capital back in over the next few years (2023-2026)

2023 BUSINESS PLANNING PROCESS

KEY STEPS UNDERTAKEN

3. Continued consideration of Council's 2019 acknowledgement of a climate emergency, and prioritization of work toward climate adaption, mitigation and resilience and advancing Climate Action and Energy Plan corporate emission reductions.
4. Departmental and Corporate Planning review of all Projected Business Plan Deliverables
 - inclusion of any new actions/projects which have been identified
 - updates (as needed) to any actions/projects which are ongoing, deferred or have not yet commenced

2023 BUSINESS PLANNING PROCESS

KEY STEPS UNDERTAKEN

5. Financial Services Review
 - Creation/update of all 2023 Operating and Capital budget information that aligns to the Departmental Plans
6. Financial Services / General Manager review
 - Discussion/review of all 2023 Supplemental Operating and Capital budget requests to ensure alignment to Budget process
7. Final Draft Plan Review
 - Meetings between Department Heads, General Managers and CAO to review finalized plans

CAPITAL PROJECTS/BUDGETS

- Most information relating to capital projects/budgeting has been removed, with the exception of those items where a supplemental/incremental budget request is being made or to illustrate specific high level project information
- Overall Capital Projects/Budgets will be addressed in a separate presentation to Council

SUPPLEMENTAL STAFFING REQUESTS

- Any departments making supplemental operating budget requests for net new positions in 2023 have presented supporting information in a consistent table format
- All net new staffing requests that are being advanced to include an accompanying Report to Council

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**OPERATING BUDGET - SUPPLEMENTAL BUDGET REQUESTS
NET NEW STAFFING REQUEST**

Position	Rationale	Implications of Deferment	Projects Deferred	Budget Impact
Utility Worker	<p>Increased water and sewer infrastructure installed that requires maintenance including liner piping, Osborne Bay and North Road Pump Stations.</p> <p>Increase to Building Permits & Development have resulted in additional water/storm/sanitary services required to be installed by Municipal crews.</p>	<p>The reduced preventative maintenance of the water and sewer systems will result in additional corrective maintenance of the system in the future.</p> <p>In 2021, there were seven major water fire in projects with a total cost over \$200,000 that were completed by contractors instead of Municipal crews.</p>	Projects will continue to be contracted out including service installations for developments and capital water main and sewer main replacements.	<p>\$66K + benefits</p> <p>Source of funding: Utility fees</p>

SUPPLEMENTARY BUSINESS PLAN REQUESTS



SUPPLEMENTAL STAFFING REQUESTS

10 Positions Required to Achieve Some Strategic Plan Goals and/or meet core business demands

Engineering

Administrative Assistant
Senior Engineer, Transportation
and Development

Fire and Bylaw

Administrative Assistant
Bylaw Officer – two positions
(Previously COVID Funded)

IM/IT

Client Support Specialist (Previously
COVID Funded)

Operations

Utility Worker

Planning and Building

Planning Technician
Senior Building Inspector (conversion of
lower position)

Parks and Recreation

Irrigation Technologist (conversion of
part-time to full-time)

SUPPLEMENTAL STAFFING REQUESTS

3 Positions to Support Current Service Levels (previously funded by COVID grant)

- Two Bylaw Officers \$78,500 each plus benefits
 - To assist with Council maintaining levels of service.
- IT Client Support Specialist \$66,000 plus benefits
 - To assist with Council maintaining levels of service.

OPERATING SUPPLEMENTAL REQUESTS

- Ongoing operating requests \$60,000
 - Lake water quality sampling
 - Youth Outreach Program

- One time operating requests \$140,000
 - Sports wall of fame
 - Municipal Forest Management Plan

OPERATING RISKS/OPPORTUNITIES

Presented in June

- User fee changes – Cost recovery targets
 - Development fees, engineering fees, DCC bylaw update, other user fees
- Outcomes of ongoing forestry review
- Additional RCMP Costs
 - E-comm costs; wage settlement increases
- Implementation of Adopted Council Plans
 - OCP, CAEP, MTP, Biodiversity Protection Policy, etc.
- Automation of garbage collection
- Asset Management Planning and Implementation

COUNCIL BUDGET DIRECTION

Council Direction in June

1. Limiting resource requests for supplemental operating budgets to address only critical capacity issues in core service delivery and advancement of adopted Council plans
2. Leveraging grant opportunities and budget reallocations to advance Council strategic plan priorities
3. Reviewing all departmental budgets to identify possible cost-savings and best value for money

COUNCIL BUDGET DIRECTION CONTINUED

4. Revenue generation options will be considered for services that are identifiable to specific users
5. Capital expenditures funded from current taxation revenue will be limited to 10.4% of taxes

IMPACT OF SUPPLEMENTAL COSTS

- Tax increase predicted in summer 9.26%*
- Revised tax increase including subsequent changes to budget assumptions 7.39%*
- Tax increase if all new positions and operating supplemental requests approved 10.55%*

Staff will present short-term mitigation strategies to ease the tax burden in 2023 at the December 13th Budget meeting alongside considering supplemental requests.

*gross tax increase before new investment