

DEPARTMENT BUSINESS PLAN PRESENTATIONS

Committee of the Whole
November 21 and 28, 2023

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 2024 PRESENTATION SCHEDULE

DATE	MEETING TOPICS
November 7, 2023	Regular COW – Grants in Aid
November 21, 2023	Special COW – Department Business Plan Presentations
November 28, 2023	Special COW – Department Business Plan Presentations
December 12, 2023	Regular COW – Presentation of Five-Year Financial Plan and Proposed Capital Plans
January 9, 2024	Special COW – Utility Rate Review
January 17, 2024	Council Meeting – Financial Plan Bylaw (3 readings)
February 7, 2024	Council Meeting – Financial Plan Bylaw adoption

BUSINESS PLAN PRESENTATIONS

November 21, 2023

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

BUSINESS PLAN PRESENTATIONS

November 28, 2023

- Asset Management Overview
- Parks & Recreation
- Forestry
- Operations
- Environmental Services and Subdivision
- Planning & Building
- Engineering

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

- Departmental Deliverables
 - Key Actions / Projects
 - Start Date
- Operating Budget – Supplemental Budget Request(s)
- Operating Budget(s)
- Key Statistics

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 2024 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

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

Engineering

Administrative Assistant
Planning Engineer, Transportation
and Development
Planning Engineer, Utilities/Drainage

Fire

Deputy Chief Training/Operations

RCMP

IT/LAN Administrator
FIS/IDENT Officer

Human Resources

HR Advisor

Planning and Building

Development Planning Manager
Planning Technician

Finance

Part time Payroll Clerk

IT and Business Solutions

Business Solutions Specialist (Part time
to Full time)

SUPPLEMENTAL STAFFING REQUESTS

2 Positions to Support Council Objectives (Pre-Budget Approval)

- Bylaw Administrative Assistant

- Director of Social Planning and Bylaw Services

OPERATING SUPPLEMENTAL REQUESTS AFFECTING TAXATION

- Ongoing operating requests \$114,220
 - Corridor Clean Up Program
 - Hourly wages, materials and supplies, vehicle fuel
 - Restorative Justice Program

CAPITAL SUPPLEMENTAL REQUESTS AFFECTING TAXATION

- Ongoing capital request \$400,000
 - Municipal Building Reserve Contribution

- One Time capital requests \$500,000
 - Chemainus Salt Shed Replacement
 - Maple Bay Rowing Club Roof

IMPACT OF SUPPLEMENTAL COSTS

- Tax increase predicted in 2023-2027 plan 6.18%*
- Tax increase if all new positions and supplemental requests approved 11.16%*

A full review of operating and capital budgets will be presented at the December 12th Budget meeting.

*gross tax increase before new investment