



2020 – 2024 General Operating Budget

Feb 11, 2020



Budget Process





Budget Process to date

- Draft operating and capital plans
- Operational Strategic Plan
- Departmental Business Plans
 - *Provide context for how Departments are operationalizing Council's Strategic Plan*
 - *Support Council's budget deliberations*

Five Year Increases

	2020	2021	2022	2023	2024
Gross tax increase	5.43%	4.46%	4.84%	5.28%	3.96%
Less: Growth	(1.40%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)
Net Tax Increase	4.03%	3.46%	3.84%	4.28%	2.96%

Budget 2020 Key Considerations

- Operating Budget Presentation
 - *based on previous Council direction of ~ 4.0% increase*
- Short-term direction on forestry program until UBC and Forestry Review are completed
- Budget 2020 investments in the following positions to advance Council's Strategic Plan Priorities:
 - *Senior Social/Housing Planner*
- Budget 2020 investments to support delivery of core services
 - *Procurement Manager, RCMP Office Manager, Assistant Fire Chief*
- \$40M in borrowing for RCMP detachment over the next three years
- Maintaining investments in infrastructure to meet our Asset Management obligations

What is included in 4.0%

	2019 Budget	2020 Budget	Increase (Decrease)	% Tax Increase
2% Wage Increase	15,000,000	15,300,000	300,000	1.0%
2.5% Inflation	13,260,000	13,591,500	331,500	1.1%
Safer Community	0	157,000	157,000	.50%
Fire Department	1,608,449	1,719,988	111,549	.37%
Senior Environmental Specialist	60,000	112,000	52,000	.17%
Chief Building Inspector	75,000	118,400	43,400	.14%
Quamichan Lake Water Quality	50,000	100,000	50,000	.17%
Quamichan Lake Reserve	50,000	100,000	50,000	.17%
Insurance (25% increase)	167,500	207,500	40,000	.13%
Capital Expenditures – funded by taxes	3,716,600	3,887,000	170,400	.57%
				4.4%

What is not included in 4.0%

	Draft 2020 Budget	Potential 2020 Budget	Increase (Decrease)	% Tax Increase
Insurance reserve @ .5% of taxes	50,000	156,000	100,000	.33%
Asset Management Reserve @ .5% of taxes	250,000	400,000	150,000	.50%



What is not included

- RCMP Detachment
 - *No increase included in 2020*

Major Adjustments

- RCMP Detachment is pushed back again
- Still assuming Hub Model (RCMP % incr. to 60%)
- Assuming
 - *Start construction in 2020*
 - *More construction in 2021*
 - *Only temporary borrowing in 2020*

Debt – 2020

	2020	2021	2022	2023	2024
Borrowing (Debentures)		\$15m	\$20m	\$5m	
Debenture Interest		382,500	692,500	1,288,750	1,435,000
Debenture Principal			558,236	1,302,550	1,488,628
Total		382,500	1,250,736	2,591,300	2,923,628
RCMP Share (60%)		231,300	756,447	1,567,222	1,768,215
Net		151,500	494,289	1,024,078	1,155,414

Cowichan

Operating Budgets - Departments

	2019 Actual	2019 Budget	2020 Budget	Increase (Decrease)	% Change	% 2019 Budget
General Government	5,704,501	5,926,444	5,970,186	43,742	0.7%	15.4%
Protective Services	8,924,991	9,273,739	9,675,793	402,054	4.3%	24.2%
Engineering and Environment	1,382,467	1,798,384	2,126,557	328,173	18.2%	4.7%
Operations	5,591,151	5,811,539	5,902,254	90,715	1.6%	15.2%
Forestry	1,329,891	1,524,751	1,115,650	(409,101)	-26.8%	4.0%
Development Serv.	1,628,478	1,638,174	1,838,933	200,759	12.3%	4.3%
Recreation Parks and Culture	8,687,664	8,884,595	8,782,703	(101,892)	-1.1%	23.2%
Debt Servicing	1,698,577	1,792,578	1,698,578	(94,000)	-5.2%	4.7%
Tfr to Reserves	<u>2,973,767</u>	<u>1,634,830</u>	<u>1,940,690</u>	<u>305,860</u>	18.7%	4.3%
Total	37,921,487	38,285,034	39,051,344	766,310	2.0%	100.0%

General Government

	2019 Actual	2019 Budget	2020 Budget	Budget Increase	Budget % Increase
Legislative (Mayor and Council)	350,322	322,068	363,540	41,472	12.9%
CAO and Communications	654,808	661,987	667,445	5,458	0.8%
Corporate Services	3,131,542	3,371,914	3,471,389	99,475	3.9%
Financial Services	967,835	962,127	987,184	25,057	2.6%
Common Services	1,025,055	999,958	888,858	(111,100)	(11.1%)
Other General Gov't	124,859	158,290	155,420	(2,870)	(1.8%)
Admin Recoveries	<u>(549,920)</u>	<u>(549,900)</u>	<u>(563,650)</u>	<u>(13,750)</u>	<u>2.5%</u>
Total	5,704,501	5,926,444	5,970,186	43,742	.74%

Common Services

	2019 Actual	2019 Budget	2020 Budget	Budget Increase	Budget % Increase
Municipal Buildings	195,546	196,178	202,708	6,530	3.3%
Office	154,879	134,320	134,310	(10)	0.0%
Legal	302,798	150,000	200,000	50,000	33.3%
Consulting/Contract	276,142	439,340	240,000	(199,340)	(45.4%)
Audit	50,975	42,160	55,000	12,840	30.5%
Meetings	17,457	7,780	10,000	2,220	28.5%
Annual Functions	17,219	17,820	19,870	2,050	11.5%
Bank Charges	<u>33,076</u>	<u>12,360</u>	<u>26,970</u>	<u>14,610</u>	118.2%
	1,048,092	999,958	888,858	(111,100)	(11.1%)

Corporate Services

	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

Legislative and CAO

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

Communications and Engagement

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	\$307,377	(\$7,350)	-2%	\$298,527

Financial Services

Financial Services	2019 Budget	2020 Budget	\$ Change	% Change	2019 YTD
EXPENSES					
Salaries and benefits	\$943,777	\$968,374	\$24,597	2.6%	\$948,225
Conferences and Training	14,940	15,310	370	2.5%	15,273
Office and Supplies	3,410	3,500	90	2.6%	4,318
TOTAL EXPENSES	\$962,127	\$987,184	\$25,057	2.6%	\$967,816

Protective Services

	2019 Actual	2019 Budget	2020 Budget	Budget Increase	Budget % Increase
Police Protection	6,714,562	7,155,064	7,250,242	95,178	1.3%
Bylaw Services	396,846	336,776	513,900	177,124	52.6%
Fire Protection	1,659,412	1,608,449	1,737,951	129,502	8.1%
Other Protection	<u>154,171</u>	<u>173,450</u>	<u>173,700</u>	<u>250</u>	0.1%
Protective Services	8,924,991	9,273,739	9,675,793	402,054	4.3%

Police Protection

	2019 Actual	2019 Budget	2020 Budget	Budget Increase	Budget % Increase
RCMP Contract	4,954,295	5,382,262	5,401,528	19,266	0.4%
Administration	39,104	34,867	38,141	3,274	9.4%
Clerical	836,962	854,680	836,672	(18,008)	(2.1%)
Information Services	89,951	90,920	91,242	322	0.4%
Crime Analyst	8,871	27,878	101,968	74,093	265.8%
Restorative Justice	7,100	7,450	7,640	190	2.6%
Building Maintenance	290,724	241,090	246,711	5,621	2.3%
Guards	<u>487,551</u>	<u>515,920</u>	<u>526,340</u>	<u>10,420</u>	2.0%
Police Protection	6,714,558	7,155,064	7,250,242	95,178	1.3%

Fire Protection

	2019 Actual	2019 Budget	2020 Budget	Increase (Decrease)	% Change
Fire Control	34,050	64,270	43,670	(20,600)	(32.1%)
Fire Inspection	164,895	175,638	181,549	5,911	3.4%
Chemainus Fire Hall	327,002	333,576	360,764	27,188	8.2%
Crofton Fire Hall	344,569	296,370	332,043	35,673	12.0%
Maple Bay Fire Hall	359,918	302,815	351,291	48,476	16.0%
South End Fire Hall	<u>428,949</u>	<u>435,780</u>	<u>468,634</u>	<u>32,854</u>	7.5%
Total	1,659,383	1,608,449	1,737,951	129,502	8.1%

Engineering and Environment

	2019 Actual	2019 Budget	2020 Budget	Budget Increase	Budget % Increase
Engineering	1,171,489	1,358,282	1,535,902	177,620	13.1%
Energy and Environment	<u>210,978</u>	<u>440,102</u>	<u>590,655</u>	<u>150,553</u>	34.2%
	1,382,467	1,798,384	2,126,557	328,173	18.2%

Environment

	2019 Actual	2019 Budget	2020 Budget	Budget Increase	Budget % Increase
Environmental Program	134,291	159,762	209,597	49,835	31.1%
CAEP Update	40,105	100,000	55,160	(44,480)	(44.8%)
Community Energy Projects	0	30,000	30,600	600	2.0%
EV Charger Program	3,958	2,000	28,000	26,000	1300%
Bonsall Cr Watershed		50,000	50,000	0	0%
Somenos Cr	10,981	25,000	44,366	19,366	0%
Quamichan Lk Water Quality	1,358	50,000	148,642	98,642	77.5%
Weed/Mosquito Control	<u>20,285</u>	<u>23,340</u>	<u>24,290</u>	<u>950</u>	4.1%
	210,978	440,102	590,655	150,553	34.2%

Operations

	2019 Actual	2019 Budget	2020 Budget	Budget Increase	Budget % Increase
Administration	530,571	556,214	471,918	(84,296)	(15.2%)
Garbage and Recycling	1,298,552	1,117,486	1,217,898	100,412	9.0%
Roads and Drainage	3,424,890	3,814,239	3,880,777	66,538	1.7%
Cemetery	166,967	149,420	153,016	3,596	2.4%
Wharves	<u>170,171</u>	<u>174,180</u>	<u>178,645</u>	<u>4,435</u>	2.6%
	5,591,151	5,811,539	5,902,254	90,715	1.6%

Garbage

	2019 Actual	2019 Budget	2020 Budget	Budget Increase	Budget % Increase
Garbage Fees	1,304,855	1,263,840	1,326,100	62,260	4.9%
Garbage Collection	517,021	489,500	500,748	11,248	2.3%
Recycling	391,652	257,576	337,780	80,204	31.1%
Tipping Fees	346,208	326,750	334,920	8,170	2.5%
Other	<u>43,671</u>	<u>43,660</u>	<u>44,450</u>	<u>790</u>	1.8%
	1,298,552	1,117,486	1,217,898	100,412	9.0%
Transfer to Equipment Reserve	<u>106,680</u>	<u>106,680</u>	<u>108,920</u>	<u>2,240</u>	2.1%
Total	1,405,232	1,224,166	1,326,818	102,652	8.4%

Road and Drainage

	2019 Actual	2019 Budget	2020 Budget	Budget Increase	Budget % Increase
Roads	1,311,762	1,850,742	1,869,676	18,934	1.0%
Snow and Ice Removal	589,434	376,115	384,609	8,494	2.3%
Street Lights	439,739	461,090	472,610	11,520	2.5%
Signs and Road Marking	280,283	258,230	294,680	36,450	14.1%
Drainage	548,744	591,082	597,152	6,070	1.0%
Training and Safety	101,445	84,210	85,940	1,730	2.1%
Other	<u>153,483</u>	<u>192,770</u>	<u>176,110</u>	<u>(16,660)</u>	-8.6%
Road Transport	3,424,890	3,814,239	3,880,777	66,538	1.7%

Forestry - 2020 Options

- Harvest 2018/19 contract obligations (~2,000 m³)
 - *\$565,000 to \$649,000 Deficit*
- Log 5,000 m³ plus 2018/19 obligations
 - *\$500,000 to \$609,000 Deficit*

**Both Options include \$190,000 for Forestry Review and Public Engagment*

Forestry

	2019 Actual	2019 Budget	2020 Budget	Budget Increase	Budget % Increase
Forestry Revenues	1,609,091	1,382,660	277,160	(1,105,500)	10.6%
Forestry Expenses	<u>1,329,960</u>	<u>1,524,751</u>	<u>841,849</u>	<u>(682,902)</u>	0.7%
Operating Surplus/(Deficit)	279,131	(142,091)	(564,689)	(422,598)	
To Forest Legacy - 20%	55,826				
To Forestry Res - 50%	139,566	(142,091)	(564,689)	(422,598)	
To General Operating - 30%	83,739				

- Forestry is a self-sustaining operation and is not funded by taxation
- Forestry had a net profit of ~\$279,00 in 2019 based on cut of 15.500 m3

Development Services

	2019 Actual	2019 Budget	2020 Budget	Budget Increase	Budget % Increase
Community and Development Planning	1,046,098	1,021,838	1,180,678	158,840	15.5%
Building Inspection	467,719	502,956	542,035	39,079	7.8%
Economic Development – (Chem BIA)	<u>114,660</u>	<u>113,380</u>	<u>116,220</u>	<u>2,840</u>	2.5%
Total	1,628,477	1,638,174	1,838,933	200,759	12.3%

- 2019 portion of OCP contract carried forward \$100,000 funded by 2019 surplus.

Development Services

	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

Recreation, Parks and Facilities

	2019 Actual	2019 Budget	2020 Budget	Budget Increase	Budget % Increase
Administration	152,026	208,129	197,398	(10,731)	(5.2%)
Swimming Pools	3,870,040	3,867,013	3,627,296	(239,717)	(6.2%)
Arena	955,611	980,620	1,000,727	20,107	2.1%
Parks & Playgrounds	2,005,874	2,123,080	2,197,231	74,151	3.5%
Regional Library	1,485,124	1,485,123	1,533,901	48,778	3.3%
Grants in Aid	<u>218,099</u>	<u>220,630</u>	<u>226,150</u>	<u>5,520</u>	2.5%
	8,687,664	8,884,595	8,782,703	(101,892)	(1.1%)

Cowichan Aquatic Centre - Operating

	2019 Actual	2019 Budget	2020 Budget	Budget Increase	Budget % Increase
CAC Revenues	1,545,527	1,514,800	1,300,655	(184,145)	(12.4%)
CAC Expenses	<u>3,833,947</u>	<u>3,793,240</u>	<u>3,550,879</u>	<u>(302,361)</u>	(7.85%)
Partners' Share – Operating	2,288,420	2,278,440	2,250,224	(118,216)	(5.0%)
Recovery %	40.3%	38.5%	36.6%		
CAC Capital	<u>194,520</u>	<u>256,500</u>	<u>122,500</u>	<u>(134,000)</u>	(52.2%)
Total CAC net	2,482,940	2,534,940	2,372,724	(252,216)	(9.6%)

Cowichan Aquatic Centre

Contributions	2019 Budget	2020 Budget	Increase	% Contributed
North Cowichan	2,030,522	1,892,059	(138,463)	79.8%
City of Duncan	308,954	287,952	(21,002)	12.1%
Cowichan Tribes	61,564	58,813	(2,751)	2.5%
Areas A,B,C & D	100,000	100,000	-	4.2%
Area E	21,700	21,700	-	0.9%
Lake Cowichan, F & I	<u>12,200</u>	<u>12,200</u>	<u>-</u>	0.5%
Total	2,534,940	2,372,724	(162,216)	100%

Fiscal Services

	2019 Actual	2019 Budget	2020 Budget	Budget Increase	Budget % Increase
Debt – Interest	791,124	885,125	791,125	(94,000)	-10.62%
Debt - Principal	<u>907,453</u>	<u>907,453</u>	<u>907,453</u>	<u>0</u>	0.00%
Total Fiscal Services	1,698,577	1,792,578	1,698,578	(94,000)	-5.24%

Changes:

- RCMP Detachment Interest (\$94,000)
-

Contributions to Reserve

	2019 Actual	2019 Budget	2020 Budget	Budget Increase	Budget % Increase
Equip Replacement	1,042,860	1,031,910	1,165,990	134,080	13.0%
Cowichan Aquatic Ctr	116,250	116,250	125,250	8,750	7.5%
Gas Tax (one time)	1,327,987	-	-	-	
Agriculture	30,000	30,000	30,000	0	0.0%
Infrastructure Replace.	250,000	250,000	250,000	0	0.0%
Quamichan Lake Water	50,000	50,000	100,000	50,000	100%
IT Capital Reserve	0	0	62,000	62,000	100%
Insurance/Legal Reserve	0	0	50,000	50,000	100%
Climate Action/Energy	<u>156,670</u>	<u>156,670</u>	<u>1,030</u>	<u>1,030</u>	0.7%
	2,973,767	1,634,830	1,940,690	305,860	18.7%

Council Priorities 2020

"In Progress"	2019 Actual	2019 Budget	2020 Budget	Increase
New OCP	1,667	100,000	202,500	102,500
Update Climate Action Energy Plan	40,105	100,000	55,160	(44,840)
Quamichan Lake/Somenos Drainage (incl. Reserve cont.)	12,339	125,000	293,000	168,000
Develop long term Forestry Plan	44,361	150,000	188,350	38,350
Opioid Crisis – Safety plan for Strip/CSO	77,506	10,000	157,000	147,000

* Not including staff time

2020 New Position Requests

	Salary and Benefits	2020 Tax Increase
Procurement Manager	\$ 112,000	0.37%
RCMP Office Manager (convert 3 day a week position)	\$ 47,500	0.16%
Social and Housing Planner	\$ 120,000	0.40%
Assistant Chief (subject to reconsideration)	\$ 112,500	0.38%
Legislative Services Coordinator (If have committees)		
	\$ 392,000	1.31%

2020 New Position Requests - phased

	months	2020	2020 Tax Incr.	2021	2021 Tax Incr.
Procurement Manager	6	56,000	0.19%	56,000	0.18%
RCMP Office Manager	6	23,750	0.08%	23,750	0.07%
Senior Social/ Housing Planner	6	60,000	0.20%	60,000	0.19%
Assistant Fire Chief	6	56,250	0.19%	56,250	0.18%
		196,000	0.65%	196,000	0.61%

Potential Tax Increase

Item	Cost	2020 Tax Increase Proposed	Recommended (Phased)
Tax Increase before Supplemental Items			4.03%
Procurement Manager	\$112,000	0.19%	
RCMP Office Manager	\$47,500	0.08%	
Social and Housing Planner	\$120,000	0.20%	
Assistant Fire Chief	\$112,500	0.19%	
Legislative Services Coordinator	\$82,692		
Other			
Supplemental Items	\$474,692	0.65%	0.00%
Total Tax Increase			4.03%

Five Year – Staffing Requests

2020	2021	2022	2023	2024
Procurement Coordinator	Program and Events Coordinator	40% HR Coordinator	Ability Management/ Return to Work Ass.	Assistant Fire Chief
RCMP Office Manager	Building Clerk	Client Support Specialist		
Legislative Services Coordinator	Planning Technician	Operations Manager		
Housing/Social Planner	Business Applications Coordinator	Utilities Operator		
Assistant Fire Chief Inspections/Prevention	Two Engineering Technologists	Assistant Fire Chief Training		

Procurement Advisor

- Responsible for overall operation of the Supply Chain Management Function for the District
- Assist in establishing, implementing and keeping current Purchasing Policies and Procedures to improve the Purchasing Function in a fair, legal and equitable manner.
- Provides advice and expertise to City staff in development of tender and proposal call processes for all City requirements including the development of template documents (RFP, Tender, etc.) for all City Staff to use.

Procurement Advisor – Cont.

- Currently the District does not have a Procurement Department. Every Department is handling aspects of their individual procurements trying to best of their abilities and time constraints to meet the requirements laid out in our policy.
- Similar size municipalities generally have between 3 and 4 dedicated procurement positions.
- Procurement is becoming a larger risk to the District. Continuing with procurement partially funded, the risk of not meeting trade obligations and being sued by unsuccessful vendors will increase.

Procurement Metrics

	2019	2018	2017	2016
# of Competitive Processes	49	60	41	35
Value of Procured Projects	\$6,784,485.63	\$5,590,988.08	\$7,437,983.63	\$7,283,522.99
Amount Saved (from competitive process)	\$684,288.40	\$171,734.08	\$680,500.74	-
Direct Awards (over \$10K purchases):				
Met Policy	40	29	44	54
Did not meet Policy	45	25	13	10
Total Direct Awards	85	54	57	64
Value of Direct Awards	\$4,305,075.86	\$1,858,179.43	\$2,998,664.87	\$3,099,570.17

Procurement Benefits

Benefits from Procurement	Savings from Procurement
<ul style="list-style-type: none">• Reduce / Eliminate the non-compliant purchases• Internal cost savings by reducing time spent on procurement by Managers• Reduce delays for projects, currently caused from over capacity workloads• Compliance with AGLG expectations• Implementation of Supplier Evaluations to ensure quality and best value for money.• Ability to provide procurement initiatives like Social Procurement• Improved Risk Management• Improved, consistent and streamlined processes• Improved tracking of renewal agreements and purchases	<ul style="list-style-type: none">• Cost Savings from running competitive processes• Preferred Supplier Lists (high volume purchases and cross departmental purchases)• Reduce Maverick Spends• Cost avoidance (potential stakeholder objections and legal liability)

RCMP Office Manager

- North Cowichan/Duncan Detachment is a blend of municipal and provincial administrative support staff. The administrative support staff is supervised by a single provincial Office Manager resource. With increasing Human Resource management demands, financial administration requirements and increasing building issues, the sustainability of one resource effectively managing all these areas is no longer viable. The duties of the current Office Manager position are unmanageable for a single resource and burnout is a real possibility. Efficiencies would be gained through consistency of supervision, enhanced knowledge of municipal Human Resource policies and ability to focus more time on issues as they arise.
- Upgrading an existing vacant 3 day a week position (currently being used for casual clerical), could provide a manager for an additional amount of approximately \$47,500



Senior Social and Housing Planner

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



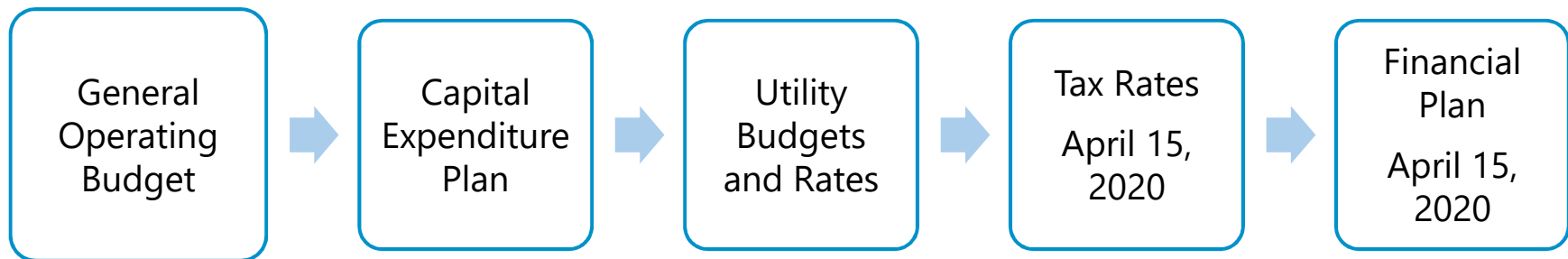
Legislative Services Coordinator

- Preparing Council and Committee open and closed confidential agendas including coordinating reports, delegations, staff presentations and other related assignments.
- Attending Council and Committee meetings and recording minutes
- Acting as meeting coordinator with general public

Assistant Fire Chief

- 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*
- 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

Budget Process - Council



Meeting Schedule -Amended

DATE	MEETING	ITEM
Feb 10, 2020	COW	Capital Expenditure Plan and Roads Program
Feb 11, 2020	COW	Operating Budget and Supplemental Items
	COW	Utility Budget and Rates Review
	COW	Finalize Financial Plan and Capital Expenditure Plan for Bylaws
	COW	Workshop on distribution of tax rates
	COW	Tax Distribution & Finalize Tax Rates
April 15, 2020	COUNCIL	Financial Plan introduced for first three readings
April 15, 2020	COUNCIL	Tax Rates Bylaw introduced for first three readings
May 1, 2020	COUNCIL	Adopt Tax Rates and Financial Plan Bylaws