

SERVICE LEVEL REVIEW

PRELIMINARY BUDGET PRESENTATIONS & PLANNING



Budget Layout & Timeline

- Service Level Review (preliminary review)
- 1st Draft Financial Plan (December 5th)
- 1st & 2nd Reading of Financial Plan Bylaw (December 9th)
- Public Engagement Session, for Financial Plan (January 22nd)
- 3rd Reading of Financial Plan Bylaw & Formal Public Input (February 10th)
- Adoption of Financial Plan Bylaw

Service Level Review Process

CHIEF ADMINISTRATIVE OFFICER

- Overview of current service levels being provided.
- Council reviews each department's functions; capital and operations.
- 2019-2022 Council Strategic Plan utilized in development of District priorities.
- Pre-budget review of current baseline of services provided.
- Evaluation of priorities for coming year and associated financial implications.
- Each department director will present the core objective of their department, highlighting operations & capital projects, as well as day-to-day tasks.
- Council will be asked to provide guidance on whether each department should maintain the current service level, increase or decrease. This will formulate the base for developing the first draft of the 2020-2024 Financial Plan.

FINANCES

Revenue is collected for the entire municipality, sub sectioned into:

Taxation

User Charges

Government Transfers

Investment Income Other

Expenditures are established by each department & approved by Council.

MUNICIPAL COUNCIL

DISTRICT OF SOOKE



2019-2022 Council Strategic Plan

- Build a Reputable Organization
- Demonstrate Leadership in Climate Action
- Manage Long-Term Growth while Enhancing Community Identity, Vitality, and Safety



CORE VALUES

- Effective Governance
- Long-Term Thinking
- Environmental Leadership
- Community Well-Being & Safety
- Community Vibrancy
- Effective & Consistent Communication



OBJECTIVES

- Approve Five-Year Financial Plan
- Approve Bylaws & Policies
- Provide Strategic Leadership to Senior Leadership
- Advocate for the District of Sooke

COUNCIL

Total Expenses:

2018 Actual = \$424,661

2019 Budget = \$536,613



	Increase
	Decrease
	Remain (no change)

Council Comments:

- Review options for increasing community grant funding
- Council contingency (review)

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

DISTRICT OF SOOKE

CHIEF ADMINISTRATIVE OFFICER

Objectives:

- Assist Council with long-term strategic planning and implementation.
- Policy direction
- Leadership to all municipal departments.
- Foster relationships with external agencies and local businesses.
- Manage legal matters for the organization

Projects (Operational & Capital):

- CUPE Negotiations
- Organizational Review



CAO OFFICE

Total Expenses:

2018 Actual = \$305,171

2019 Budget = \$486,745



	Increase
	Decrease
	Remain (no change)

Council Comments:

LEGISLATIVE SERVICES

DISTRICT OF SOOKE

CORPORATE SERVICES

Summary of Daily Tasks:

- Council & Committee Support
- Agendas & Minutes
- Bylaws & Policy Management
- Public Hearings
- Administrative Support
- Website Management
- Meeting Software Administration
- Annual & Quarterly Reports
- Communications
- FOI Request
- Special Events
- Records Management
- Agreements Management

Projects (Operational & Capital):

- Records Management
- Policy Framework Implementation
- By Election
- Fees & Charges Bylaw Consolidation
- New Vault for Record Preservation



CORPORATE SERVICES

Total Expenses:

2018 Actual = \$548,689

2019 Budget = \$569,082



	Increase
	Decrease
	Remain (no change)

Council Comments:

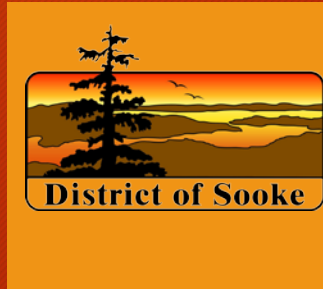
PLANNING

Summary of Daily Tasks:

- Rezoning Applications
- Development Permits & Variances
- Covenant Amendments
- OCP Amendments
- Pre-Application Meetings
- Comfort Letters
- Building Permit referrals
- Business Licensing referrals
- Sign Permit review
- External referral responses
- Subdivision referrals
- Land use inquiries
- Committees (Council and CRD)

Projects (Operational & Capital):

- Official Community Plan Bylaw (Review/rewrite)
- District lead Zoning Bylaw Updates (i.e.. Cannabis/Parking/Definitions)
- Flood Regulation Bylaw update
- Development Procedures Policy
- Applications Fees review/update
- Housing Needs Assessment
- Child Care Needs Assessment
- Transportation Master Plan Review
- Parks & Trails Master Plan Review
- Municipal Building Assessment
- Lot A Schedule execution (due diligence/zoning/RFP)
- Building Regulation Bylaw update



PLANNING



Total Expenses:

2018 Actual = \$348,444

2019 Budget = \$428,799

	Increase
	Decrease
	Remain (no change)

Council Comments:

HUMAN RESOURCES

Summary of Daily Tasks:

- Administration of Human Resources
- Joint Health & Safety Committee
- Recruitment
- Support Department Directors
- Building Maintenance

Projects (Operational & Capital):

- Ergonomic Assessments & Equipment
- Rick Hansen Accessibility Upgrades
 - Municipal Hall
 - Fire Department
- Develop Performance Management System
- CUPE Negotiations
- Job Description Development
- Organizational Review (assist)



HUMAN RESOURCES

Total Expenses:

2018 Actual = \$242,582

2019 Budget = \$217,832



	Increase
	Decrease
	Remain (no change)

Council Comments:

FINANCIAL SERVICES

DISTRICT OF SOOKE

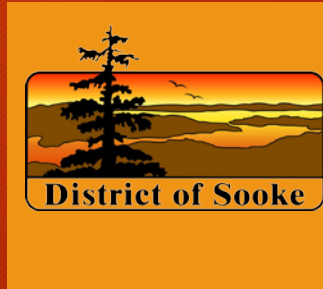
FINANCE

Summary of Daily Tasks:

- Payroll
- Accounts Payable/ Receivable
- Property Taxes
- Various Reporting to External Agencies.
- Budget to Actual Reporting
- Asset Management
- Reception

Projects (Operational & Capital):

- Develop Payroll Procedure
- Develop Accounts Payable Procedure
- Develop Financial Reports
- Streamline Homeowner Grant Filing
- Five Year Financial Plan
- Community Grant Policy
- Sponsorship Policy
- Purchasing Policy
- Whistleblower Policy



FINANCE

Total Expenses:

2018 Actual = \$746,583

2019 Budget = \$698,238



	Increase
	Decrease
	Remain (no change)

Council Comments:

INFORMATION TECHNOLOGY

Summary of Daily Tasks:

- Management IT System (Municipal Hall, Fire Department, Parks & Wastewater)
- Application and System Updates
- Operating Network Patching
- Desktop & Mobile Deployments
- Training

Projects (Operational & Capital):

- CollabSpace Implementation (records management)
- Hardware Upgrades & Replacements
- Network Wiring Upgrades
- EOS/ ESS Hardware Upgrade
- Unified Phone System
- FOC Security System Upgrade
- IT Policy



INFORMATION TECHNOLOGY

Total Expenses:

2018 Actual = \$360,133

2019 Budget = \$472,764



	Increase
	Decrease
	Remain (no change)

Council Comments:

GEOGRAPHIC INFORMATION SERVICES

Summary of Daily Tasks:

- Data Management (BCA, LTSA)
- Asset & Infrastructure Data Entry
- Survey Data Updates
- Software & Survey Maintenance
- Internal Support for Referrals Requests.

Projects (Operational & Capital):

- Asset Management
- Sewer Parcel Tax Roll Out
- Financial Reporting Audit



GEOGRAPHIC INFORMATION SERVICES

Total Expenses:

2018 Actual = \$192,932

2019 Budget = \$258,806



	Increase
	Decrease
	Remain (no change)

Council Comments:

BUILDING

Summary of Daily Tasks:

- Review Building Permit Applications
- Plan Review
- Issuance of Building Permits
- Building Inspections

Projects (Operational & Capital):

- Update Building Regulation Bylaw
- Certification of Inspectors (Level 1)
- Building Permit Process



BUILDING

Total Expenses:

2018 Actual = \$329,112

2019 Budget = \$443,727



	Increase
	Decrease
	Remain (no change)

Council Comments:

DEVELOPMENT SERVICES

DISTRICT OF SOOKE

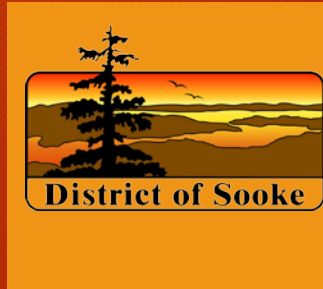
ENGINEERING

Summary of Daily Tasks:

- Highway Use Permits
- Subdivision Drawing Review
- Pre-Application Meetings
- Dispatch Calls-for-Service
- Speed Reader Board

Projects (Operational & Capital):

- 5-year Road Improvement Program
- Parks Washrooms & Fountains
- Transportation Master Plan
- Parks & Trails Master Plan
- West Coast Road Sidewalks
- Manage Highway Maintenance Contract
- Manage Ling Painting Program
- Asset Management Planning
- Lot A due diligence (civil and geotechnical)



ENGINEERING

Total Expenses:

2018 Actual = \$712,267

2019 Budget = \$1,059,507



	Increase
	Decrease
	Remain (no change)

Council Comments:
- increase street lighting (on hydro poles)

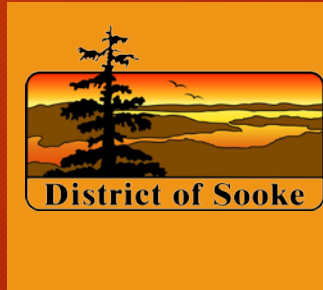
SUBDIVISION

Summary of Daily Tasks:

- Review Subdivision & Development files.
- Security Reduction Requests
- Sewer Pre-Purchase Capacity Tracking
- Pre-Application Meetings
- Comfort Letters
- Planning Referrals
- Sewer Serviceability Reviews
- Agreement Preparation

Projects (Operational & Capital):

- Asset Management
- Sewer Service Area Expansion
- Works & Services Agreements
- Review & Update Cash-in-Lieu Road Accounts



SUBDIVISION

Total Expenses:

2018 Actual = \$232,788

2019 Budget = \$242,760



	Increase
	Decrease
	Remain (no change)

Council Comments:

PARKS

Summary of Daily Tasks:

- Maintenance of District Parks, Trails & Boulevards.
- Inspections and Maintenance of Municipal Playground Equipment.
- Calls-for-Service
- Development & Building Referrals
- General Maintenance of Facilities.

Projects (Operational & Capital):

- Wayfinding for District Parks & Trails
- Memorial Structure and Benches at Whiffin Spit Park
- DeMamiel Creek Connector & Pedestrian Crossing
- Transportation Master Plan
- Parks & Trails Master Plan
- Kaltasin Water Access
- Bluffs Staircase
- Tree Bylaw (research & create)
- Memorial Policy (review & update)
- Lot A due diligence (Environmental and Archeological)

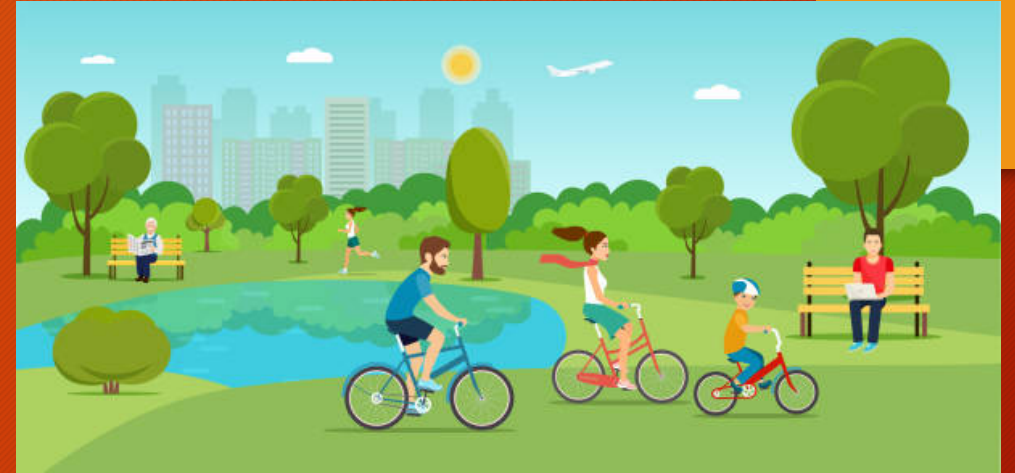


PARKS

Total Expenses:

2018 Actual = \$624,465

2019 Budget = \$681,641



THAT Council include the costing of budget impacts for snow and ice removal on public sidewalks in the downtown core. *failed*

X	Increase
	Decrease
	Remain (no change)

Council Comments:

- Review staffing to manage current and new infrastructure, facilities and parks.
- Cost out snow and ice removal in the downtown core.

WASTEWATER

Summary of Daily Tasks:

- Manage & Maintain Treatment Facility, Collection System; including piping, manholes and lift stations.
- Regulatory Compliance Reporting.
- Collection of Samples & Lab Analysis.

Projects (Operational & Capital):

- Critical Parts Inventory
- Centrifuge Replacement
- Infiltration Monitoring
- Safety Grating in Critical Areas
- Sewer Expansion Review



WASTEWATER

Total Expenses:

2018 Actual = \$2,585,433

2019 Budget = \$2,567,544



	Increase
	Decrease
	Remain (no change)

Council Comments:

- Assessment of sewage charges based on water consumption.

COMMUNITY SAFETY

DISTRICT OF SOOKE

FIRE & EMERGENCY SERVICES



Summary of Daily Tasks:

- Responded to Emergencies
- Emergency Support Services
- Regular Maintenance of Vehicles, Equipment and Small Tools
- Public Education
- Fire Inspections
- Office Equipment and Supply Management
- Emergency Preparedness Resource Management
- Emergency Operations Center Readiness

Projects (Operational & Capital):

- Engine 1 Replacement
- Battalion 1 Reallocation
- Squad 2 Reallocation
- Station 1 Compound Security
- Emergency Notification System
- Standard Operating Guidelines Review
- Regional MOU Agreement Review
- Fire Access Standards

FIRE & EMERGENCY SERVICES

Total Expenses:

2018 Actual = \$4,449,673

2019 Budget = \$4,484,524



	Increase
	Decrease
	Remain (no change)

Council Comments:

BYLAW

Summary of Daily Tasks:

- Business Licensing
- Bylaw Enforcement

Projects (Operational & Capital):

- Second Bylaw Vehicle



BYLAW

Total Expenses:

2018 Actual = \$207,478

2019 Budget = \$292,059



	Increase
	Decrease
	Remain (no change)

Council Comments:

- Review purchase of an e-bike for bylaw officers to utilize.

End of Presentation

