



CORPORATE SERVICES COMMITTEE MEETING AGENDA

WEDNESDAY, OCTOBER 11, 2017
BOARD ROOM
175 INGRAM STREET, DUNCAN, BC

3:00 PM

PAGE

1. APPROVAL OF AGENDA

1 Prior to the meeting being Called to Order and adoption of the agenda:

Oath of Office
Director-Elect Sierra Acton will take the Oath of Office administered by the
Corporate Secretary

2 Motion to Adopt the Agenda

2. ADOPTION OF MINUTES

M1 Regular Corporate Services Committee meeting of September 13, 2017

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Recommendation That the minutes of the Regular Corporate
Services Committee meeting of
September 13, 2017 be adopted.

3. BUSINESS ARISING FROM THE MINUTES

4. DELEGATIONS

5. CORRESPONDENCE

6. INFORMATION

7. REPORTS

R1 Report from the Chief Administrative Officer Re: 2018 Supplemental Budget
Requests

5

Recommendation For Information

R2 Report from the General Manager, Corporate Services Re: Draft 2018 Budget

13

Recommendation For Information

- R3 Report from the Manager, Strategic Services Re: Community Engagement Policy 37

Recommendation That it be recommended to the Board that the Community Engagement Policy attached to the October 2, 2017 Strategic Services Staff Report be approved.

- R4 Verbal Report and PowerPoint Presentation from the Chief Administrative Officer
Re: 2017 BC Wildfires - CVRD Experiences

8. UNFINISHED BUSINESS

9. NEW BUSINESS

10. QUESTION PERIOD

11. CLOSED SESSION

Motion that the meeting be closed to the public in accordance with the *Community Charter* Part 4, Division 3, Section 90, subsections as noted in accordance with each agenda item.

CS M1 Closed Session Minutes of June 14, 2017

CS Report from the Manager, Public Safety Re: Land Acquisition {Sub (1)(e)}

CS Report from the Chief Administrative Officer Re: Solicitor - Client Privilege
{90 (1)(l)}

12. ADJOURNMENT

The next Corporate Services Committee Meeting will be held Wednesday, November 8, 2017 at 3:00 PM, in the Board Room, 175 Ingram Street, Duncan, BC.

Committee Members

Director B. Day, Chairperson
Director L. Iannidinardo, Vice-Chairperson
Director S. Acton
Director M. Clement
Director K. Davis

Director M. Dorey
Director S. Jackson
Director K. Kuhn
Director J. Lefebure
Director M. Marcotte

Director K. Marsh
Director I. Morrison
Director A. Nicholson
Director A. Stone
Director T. Walker

Minutes of the Corporate Services Committee Meeting held on Wednesday, September 13, 2017 in the Board Room, 175 Ingram Street, Duncan BC at 3:02 PM.

PRESENT: Chair B. Day
Director A. Stone
Director S. Acton
Director M. Clement
Director K. Davis
Director M. Dorey
Director L. Iannidinardo
Director K. Kuhn
Director J. Lefebure <after 3:08 p.m.>
Director K. Marsh
Director M. Marcotte
Director I. Morrison
Director A. Nicholson
Alternate Director A. Siebring

ALSO PRESENT: B. Carruthers, Chief Administrative Officer
J. Barry, Corporate Secretary
M. Kueber, General Manager, Corporate Services
R. Blackwell, General Manager, Land Use Services
J. Elzinga, General Manager, Community Services
C. Lockrey, Manager, Strategic Services
A. Jeffery, Procurement Officer
T. Daly, Recording Secretary

ABSENT: Director S. Jackson
Director T. Walker

APPROVAL OF AGENDA

It was moved and seconded that the agenda be approved.

MOTION CARRIED

ADOPTION OF MINUTES

M1 Regular Corporate Services Committee meeting of August 9, 2017

It was moved and seconded that the minutes of the Regular Corporate Services Committee meeting of August 9, 2017 be adopted.

MOTION CARRIED

REPORTS

R1 Report from the Procurement Officer Re: Procurement Policy

The Procurement Officer provided an overview of his position within the organization, including several accomplishments to date and a look ahead at other improvements.

3:08 PM

Director Lefebure entered the meeting at 3:08 pm.

It was moved and seconded that it be recommended to the Board that the Procurement Policy attached to the August 28, 2017 Corporate Services Department Staff Report be approved; and that the previous Purchasing Policy be repealed.

MOTION CARRIED**R2**

Report from the General Manager, Corporate Services Re: Board Policies

It was moved and seconded that it be recommended to the Board:

- 1. That the Car Allowance for Elected Officials Policy attached to the August 31, 2017 Corporate Services Department Staff Report be approved; and that previous versions of the Car Allowance for Elected Officials Policy be repealed.**

MOTION CARRIED

It was moved and seconded that it be recommended to the Board:

- 2. That the Conference/Seminars for Elected Officials Policy attached to the August 31, 2017 Corporate Services Department Staff Report be approved.**

It was moved and seconded that the Conference/Seminars for Elected Officials Policy attached to the August 31, 2017 Corporate Services Department Staff Report, be referred to staff and brought forward to the September 13, 2017 Board meeting.

MOTION CARRIED

It was moved and seconded that a report be prepared regarding pending changes to taxation for elected officials.

MOTION CARRIED**R3**

Report from the Corporate Secretary Re: Public Input at Board, Committee and Commission Meetings

It was moved and seconded that it be recommended to the Board that an amendment to Board Procedures Bylaw No. 2889 be prepared incorporating a public input period to the order of proceedings and business on the agenda.

MOTION CARRIED

It was moved and seconded that it be recommended to the Board that an amendment to Committee and Commissions Procedures Bylaw No. 2922 be prepared incorporating a public input period to the order of proceedings and business on agendas for meetings that are comprised of 50% or greater of elected officials.

MOTION CARRIED

It was moved and seconded that it be recommended to the Board that a Public Input Procedure Policy be prepared based on the conditions identified in the September 1, 2017 staff report from the Legislative Services Division.

MOTION CARRIED

**ADJOURNMENT
4:45 PM**

It was moved and seconded that the meeting be adjourned.

MOTION CARRIED

The meeting adjourned at 4:45 PM.

Chair

Recording Secretary

Dated: _____



STAFF REPORT TO COMMITTEE

DATE OF REPORT September 26, 2017
MEETING TYPE & DATE Corporate Services Committee of October 11, 2017
FROM: Office of the CAO
SUBJECT: 2018 Supplemental Budget Requests
FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to present the senior management team's recommendations for the 2018 Supplemental Budget requests.

RECOMMENDED RESOLUTION

For information.

BACKGROUND

At the April 26, 2017 Board meeting staff recommended a revised budget process, this new process and budget time lines were approved. The revised Budget process includes preparing the Draft 2018 Budget exclusively based on Core expenditures and presenting Supplemental Requests for any proposed non-core expenditures and any new capital items regardless of them being replacements or not. The Draft 2018 Budgets includes the allocation budgets with approved additions but do not include any of the Supplemental Requests listed in this report; they will be presented separately and only added to the Draft Budget once the committee has approved them.

It is the responsibility of the CAO and senior staff to make recommendations to the Board on potential Budget expenditures. The purpose of this report is to present senior managements recommendations regarding new supplemental requests that will be presented to the Board this fall.

The goal of staff is to present clear options and information to the Board. The individual supplemental requests will be included in the budget reports that are being presented to the committee's and recreation commission meetings during October and November.

ANALYSIS

Organizational priorities, service requests, risk analysis, and on going sustainability were considered in determining the priority of supplemental requests. The result of this review is the following list of supplemental requests, divided into three tiers:

1. Tier I supplemental requests are those deemed urgent and of highest overall priority.
2. Tier II supplemental requests are those deemed to be of an important priority.
3. Tier III supplemental requests are the remaining staff requests.

There are 31 Tier 1 supplemental requests being recommended by senior management. The reason for the large number is due to all capital now being considered as supplemental requests, there are 23 capital items of which 17 are replacements. In addition, there are 2 one time requests and 6 on-going with 5 of the on-going requests being staff positions, 2 permanent full time, 2 part time and 1 temporary.

Tier 1 Supplemental Requests		Cost	Requisition % Increase
100 – General Government	Corporate Records Officer	108,800	5.32%
	Permanent Asset Manager	36,041	1.76%
	Training & Communications Material	20,000	0.98%
121 – Economic Development	Rogers Hometown Hockey	40,000	10.21%
	Tournament Incentives	30,000	7.73%
233 – Community Parks Area C	Manley Creek Park Staircase Replacement	43,000	11.94%
239 – Community Parks Area I	Arbutus Park Dock Phase II Upgrades	50,000	0%
280 – Regional Parks	Land Use Services Renovation	25,000	0.48%
281 – Bright Angel Park	Suspension Bridge	45,000	0%
282 – South Cowichan Community Parks	Cowichan Bay Boat Launch	100,000	0%
320 – Enforcement & Inspection	Vehicle	35,000	2.68%
	First Floor Renovations	25,000	1.08%
	Temporary FTE	68,437	13.92%
325 – Community Planning	First Floor Renovations	50,000	0.53%
355 – Malahat Fire	Emergency Generator	15,000	0%
358 – Youbou Fire	Vehicle Exhaust Removal System	50,000	26.88%
411 – Kerry Park Rec	Exterior Door Replacement	75,000	1.82%
420 – ISC Rec	Lobby Washroom Upgrade	400,000	0%
	Phone System Replacement	50,000	0%
	Security Upgrades	20,000	0.74%
426 – Cowichan Performing Arts	Part-time Assistant Technical Director 1	40,919	1.94%
	Part-time Assistant Technical Director 2	40,919	1.94%
	Equipment Replacement	510,000	12.41%
	Dimmer Control Modules	66,000	7.58%
464 – Shawnigan Lake Recreation	Elsie Miles Floor Replacement	50,000	0%
520 – SWM	Bings Creek Replacement Loader	250,000	0.84%
571 – Asset Manager	Permanent Asset Manager (FTE)	98,610	0%

613 – Dogwood Ridge Water	Well Rehabilitation	20,000	0%
804 – Lambourn Sewer	Infiltration & Inflow Repair & Upgrade	150,000	0%
805 – Arbutus Mountain Sewer	New Inlet Screen	50,000	0%
809 – Cobble Hill Village Sewer	Pre-design Work for System Replacement	50,000	0%
850 – Kerry Village Sewer	Wastewater Treatment Plant Upgrades	25,000	0%

Tier II Supplemental Requests		Cost	Requisition % Increase
100 – General Government	Procurement Sourcing Software Cowichan 2050 – Part 2	10,800 125,000	0.53% 6.11%
121 – Economic Development	Special Projects Coordinator Pilot	75,710	19.51%
205 – Emergency Planning	Office Move	240,000	0%
232 – Community Parks Area B	Galland Road Park Playground Replacement Elsie Miles Park Revitalization Phase 2	14,543 50,000	2.4% 0.19%
350 – North Oyster Fire	Emergency Water Source	50,000	0%
354 – Sahtlam Fire	Water Storage Tank	20,000	2.03%
405 – Cowichan Lake Recreation	Transfer to Capital Reserve Secretary 1	50,000 62,061	2.07% 2.57%
420 – ISC	Floor Replacement	40,000	1.48%
464 – Shawnigan Lake Recreation	SLCC Floor Replacement	50,000	0%
615 – Arbutus Ridge Water	Distribution Pipe Looping	50,000	0%

Tier III Supplemental Requests		Cost	Requisition % Increase
131 – Environmental Initiatives	Co-op Student	16,000	2.77%

235 – Community Parks Area E	Community Pathway Project	211,000	33.43%
236 – Community Parks Area F	Central Park Playground	28,000	19.27%
411 – Kerry Park Recreation	Skateboard Park Improvements	150,000	0%
520 – SWM	Meade Creek Solar Field Feasibility Study	10,000	0.24%

New staff positions:

There are a number of new staff positions proposed in the 2018 Budget. During the review of the Allocation Budgets in June three full-time positions, one part-time position and one 4-month Co-op student position, were all approved. During the Parks Priority Based Budget review the Board approved .75 of a full time position and two seasonal positions (7 month positions). All of these positions have been included in the core budget that is being presented on October 11. In addition, there are seven positions in the supplemental requests, three full time, two part time, one Co-op student (four-month term), and one temporary position for 9 months. These later positions have not been included in the draft budget. Below is a chart summarizing all the new positions.

Approved Parks Positions		
279 – Parks & Trails	Volunteer Coordinator (.25 FTE)	22,121
	EA & South Cowichan Parks Support (.25 FTE)	22,121
	Seasonal Term Parks Operations Technician (7 months)	25,000
280 – Regional Parks	Seasonal Term Parks Operations Technician (7 months)	25,000
	Volunteer Coordinator (.25 FTE)	22,121
	Parks Subtotal (included in Core Budget)	116,363
Approved Allocation Positions		
105 – Human Resources	Occupational Health & Safety Coordinator (.5 FTE)	57,556
105 – Information Technology	Additional IT Staff (1 FTE)	78,600
199 – GM, Community Services	Administrative Support (1 FTE)	72,626
576 – Engineering - Utilities	Electrician / Operator (1 FTE)	122,315
	Co-op Student (one additional term)	15,000
	Allocation Budgets Subtotal (included in Core Budget)	346,097
Supplemental Request Positions		
100 – General Government	Corporate Records Officer	108,000
131 – Environmental Initiatives	Co-op Student	16,000
320 – Inspections & Enforcement	Temporary FTE (9 months)	68,437
405 – Cowichan Lake Recreation	Secretary I	62,061
426 – CPAC	Assistant Technical Director I – Part Time (\$23,997 from Recovery from Renters)	40,919
	Assistant Technical Director II – Part Time (\$23,997 from Recovery from Renters)	40,919
573 – Asset Manager		90,103

	Subtotal (NOT included in Core Budget)	427,239
Total Approved and Supplemental Request Positions		889,669

FINANCIAL CONSIDERATIONS

The financial impact of each supplemental request will be different for each Electoral Area and each Municipality because some are regional in nature while others are for individual Electoral Areas. The total cost for all the requests comes to \$4,015,898, which is broken down to \$3,013,000 in capital and \$1,002,898 in operating. The majority of the funding of these costs is broken down between Tax Requisition (\$1,292,391), Reserves (\$890,000), Debt (805,000), Gas Tax (770,052), and Sponsorship Funds (\$200,000).

COMMUNICATION CONSIDERATIONS


STRATEGIC/BUSINESS PLAN CONSIDERATIONS

Referred to (upon completion):

- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services (*Community Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

Prepared by:

Reviewed by:



 Brian Carruthers
 Chief Administrative Officer

 Not Applicable
 Not Applicable

 Not Applicable
 Not Applicable

ATTACHMENTS:

Attachment A – 2018 Summary of Supplemental Requests

2018 Summary of Supplemental Requests

Function	Function Name	Title	Tier *	Type	2018 Capital	2018		Requisition		Capital Reserve	Surplus	Operating Reserve	ATTACHMENT A		
						Operating	% Increase	Requisition/ Parcel Tax	Debt				Gas Tax	Other	
100	GENERAL GOVERNMENT	Corporate Records Officer	Tier 1	Operating - On-going		108,800	5.32%	108,800							
100	GENERAL GOVERNMENT	Procurement Sourcing Software	Tier 2	Operating - One time		10,800	0.53%	10,800							
100	GENERAL GOVERNMENT	Permanent Asset Manager (FTE)	Tier 1	Operating - On-going		36,041	1.76%	65,740							
100	GENERAL GOVERNMENT	Training and Communications materials	Tier 1	Operating - On-going		20,000	0.98%	20,000							
100	GENERAL GOVERNMENT	Cowichan 2050 - Part 2	Tier 2	Operating - One time		125,000	6.11%	125,000							
121	ECONOMIC DEVELOPMENT	Rogers Hometown Hockey	Tier 1	Operating - One time		40,000	10.31%	40,000							
121	ECONOMIC DEVELOPMENT	Special Projects Coordinator Pilot	Tier 2	Operating - One time		75,710	19.51%	75,710							
121	ECONOMIC DEVELOPMENT	Tournament Incentives	Tier 1	Operating - On-going		30,000	7.73%	30,000							
131	ENVIRONMENTAL INITIATIVES	Co-op Student	Tier 3	Operating - On-going		16,000	2.77%	16,000							
205	EMERGENCY PLANNING	Office move	Tier 2	Capital - New	240,000						240,000				
232	COMMUNITY PARKS - AREA B	Galland Road Park Playground Replacement (\$26K to be completed in 2019)	Tier 2	Capital - Replacement		14,543	2.40%	14,543							
232	COMMUNITY PARKS - AREA B	Elsie Miles Park Revitalization Phase 2	Tier 2	Capital - New	50,000	1,125	0.19%	1,125						50,000	
233	COMMUNITY PARKS - AREA C	Manley Creek Park Staircase replacement (Capital)	Tier 1	Capital - Replacement	43,000		11.94%	43,000							
235	COMMUNITY PARKS - AREA E	Community Pathway Projects (\$99K to be completed in future years)	Tier 3	Capital - New	211,000	220	33.43%	80,220		31,000				100,000	
236	COMMUNITY PARKS - AREA F	Central Park Playground	Tier 3	Capital - Replacement	28,000		19.27%	28,000							
239	COMMUNITY PARKS - AREA I	Arbutus Park Dock Phase II Upgrades	Tier 1	Capital - Replacement	50,000				25,000					25,000	
280	REGIONAL PARKS	Land Use Services Renovation	Tier 1	Capital - New	25,000	5,305	0.48%	5,305					25,000		
281	BRIGHT ANGEL PARK	Bright Angel Park Suspension Bridge	Tier 1	Capital -Replacement	45,000									45,000	
282	SOUTH COWICHAN COMMUNITY PARKS	Cowichan Bay Boat Launch	Tier 1	Capital - Replacement	100,000									100,000	
300	ENFORCEMENT & INSPECTION	Vehicle	Tier 1	Capital - New	35,000	3,169	2.68%	13,169	25,000						
320	ENFORCEMENT & INSPECTION	First floor renovation	Tier 1	Capital - New	25,000	5,305	1.08%	5,305					25,000		
320	ENFORCEMENT & INSPECTION	Temporary FTE - 9 months	Tier 1	Operating - One time		68,437		68,437							
325	COMMUNITY PLANNING	First floor renovation	Tier 1	Capital - New	50,000	10,609	0.53%	10,609					50,000		
350	FIRE PROTECTION NORTH OYSTER	Emergency Water Source	Tier 2	Capital - New	50,000									50,000	
354	FIRE PROTECTION SAHTLAM	Water Storage Tank	Tier 2	Capital - New	20,000		2.03%	5,000						15,000	
355	FIRE PROTECTION MALAHAT	Emergency Generator - Fire Hall	Tier 1	Capital - New	15,000									15,000	
358	FIRE PROTECTION YOUBOU	Vehicle Exhaust Removal System	Tier 1	Capital - New	50,000		26.88%	50,000							
405	COWICHAN LAKE RECREATION	Transfer to capital reserve	Tier 2	Operating - On-going		50,000	2.07%	50,000							
405	COWICHAN LAKE RECREATION	Secretary 1	Tier 2	Operating - On-going		62,061	2.57%	62,061							
411	KPRC - ADMINISTRATION	Skateboard Park Improvements	Tier 3	Capital - Replacement	150,000				150,000						
411	KPRC - ADMINISTRATION	Exterior Door Replacement	Tier 1	Capital - Replacement	75,000		1.82%	50,000	25,000						
420	ISC - EVENTS AND SERVICES	Floor Replacement	Tier 2	Operating - One time		40,000	1.48%	40,000							
420	ISC - EVENTS AND SERVICES	Lobby Washroom upgrade (\$150K Sponsorship)	Tier 1	Capital - Replacement	400,000				250,000						150,000
420	ISC - EVENTS AND SERVICES	Phone System Replacement (\$50K Sponsorship)	Tier 1	Capital - Replacement	50,000										50,000
420	ISC - EVENTS AND SERVICES	Security Upgrades	Tier 1	Capital - Replacement	20,000		0.74%	20,000							
426	COWICHAN PERFORMING ARTS CENTR	Part-time Assistant Technical Director 1 (\$23,997 from Recovery from Renters)	Tier 1	Operating - On-going		40,919	1.94%	16,922							23,997
426	COWICHAN PERFORMING ARTS CENTR	Part-time Assistant Technical Director 2 (\$23,997 from Recovery from Renters)	Tier 1	Operating - On-going		40,919	1.94%	16,922							23,997
426	COWICHAN PERFORMING ARTS CENTR	Equipment Replacement	Tier 1	Capital - Replacement	510,000	108,023	12.41%	108,023					510,000		
426	COWICHAN PERFORMING ARTS CENTR	Dimmer Control Modules	Tier 1	Capital - Replacement	66,000		7.58%	66,000							
464	RECREATION -SHAWNIGAN LAKE COM	SLCC Floor Replacement	Tier 2	Capital - Replacement	50,000				25,000						25,000

2018 Summary of Supplemental Requests

Function	Function Name	Title	Tier *	Type	2018 Capital	Requisition		Requisition/ Parcel Tax	Capital Reserve	Surplus	Operating Reserve	ATTACHMENT A		
						2018 Operating	% Increase					Debt	Gas Tax	Other
464	RECREATION -SHAWNIGAN LAKE COM	Elsie Miles Floor replacement	Tier 1	Capital - Replacement	50,000								50,000	
520	S.W.M. COMPLEX	Bings Creek Replacement Loader	Tier 1	Capital - Replacement	250,000	35,700	0.84%	35,700	75,000			175,000		
520	S.W.M. COMPLEX	Meade Creek Solar Field Feasibility Study	Tier 3	Capital - New	10,000		0.24%	10,000						
571	ASSET MANAGER	Permanent Asset Manager (FTE)	Tier 1	Operating - On-going		54,062							45,052	9,010
613	DOGWOOD RIDGE WATER SYSTEM	Well Rehabilitation	Tier 1	Capital - Replacement	20,000	150	0.00%					20,000		150
615	ARBUTUS RIDGE WATER SYSTEM	Distribution Pipe Looping	Tier 2	Capital - Replacement	50,000				50,000					
804	LAMBOURN SEWER SYSTEM	Infiltration & Inflow Repair & System Upgrade	Tier 1	Capital - Replacement	150,000								150,000	
805	ARBUTUS MT. SEWER SYSTEM	New Inlet Screen	Tier 1	Capital - Replacement	50,000								50,000	
809	COBBLE HILL VILLAGE SEWER SYST	Pre-design work for system replacement	Tier 1	Capital - Replacement	50,000								50,000	
850	KERRY VILLAGE SEWER SYSTEM	Wastewater Treatment Plant Upgrades	Tier 1	Capital - Replacement	25,000				25,000					
					3,013,000	1,002,898		1,292,391	650,000	31,000	240,000	805,000	770,052	257,154
*														
Tier 1	Deemed urgent and of highest overall priority													
Tier 2	Deemed to be of an important priority													
Tier 3	Remaining requests from staff													



STAFF REPORT TO COMMITTEE

DATE OF REPORT September 26, 2017

MEETING TYPE & DATE Corporate Services Committee of October 11, 2017

FROM: General Manager
Corporate Services Department

SUBJECT: Draft 2018 Budget

FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to present to the Committee the Draft 2018 Budget which incorporates the core operating expenditures of the Regional District.

RECOMMENDED RESOLUTION

For information.

BACKGROUND

During the first quarter of 2017 a review of the budget process was carried out, and a report was brought to the Board at its April 26, 2017 meeting. A change to the budget process was approved, the Draft 2018 Budget would be prepared and be based on core operating expenditures only, which are defined as expenses associated with the on-going maintenance and administration on a day-to-day basis for each function at the same level of service as the previous year. New capital items were not included. The only capital that is in the Draft 2018 Budget are projects that were approved in the 2017 Budget and were started, but will not be completed until 2018.

The Board also approved the preparation of supplemental requests in a separate report, which are tiered by senior management and presented to the Board and each Committee and Recreation Commission meeting during October and November. Supplemental requests include all capital items, new initiatives and projects, additional staff and increases to service levels. Any expenditure that is not core must be included on the supplemental list.

Staff have also been instructed to not roll over any anticipated surplus from 2017, or to budget for the use of operating reserves. The use of surplus or operating reserves to fund specific expenditures or to lower the requisition is the Boards decision that is separate from the decision to approve the expenditure. There are a number of supplemental requests that are an exception to this rule and have in fact been proposed to use operating reserves. This direction has been consistent with the Boards wishes for the past two years.

The Draft 2018 Budget that is being presented on October 11th incorporates this direction. A PowerPoint presentation will be made to highlight key aspects of the budget.

ANALYSIS

Included in the PowerPoint presentation.

FINANCIAL CONSIDERATIONS

Included in the PowerPoint presentation.

COMMUNICATION CONSIDERATIONS

The Budget presented today is for information, each Committee and Recreation Commission will review, make changes if required and approve their budget which will then be forwarded to the Corporate Services Committee meeting that will take place on November 30, December 1, 4, and 5, where the Committee can make any final changes to the draft budget before it goes before the Board for final adoption in the form of a Five Year Financial Plan Bylaw.


STRATEGIC/BUSINESS PLAN CONSIDERATIONS

Referred to (upon completion):

- Community Services *(Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit)*
- Corporate Services *(Finance, Human Resources, Legislative Services, Information Technology, Procurement)*
- Engineering Services *(Environmental Services, Recycling & Waste Management, Water Management)*
- Land Use Services *(Community Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails)*
- Strategic Services

Prepared by:

Reviewed by:



Mark Kueber, CPA, CGA
General Manager

Not Applicable
Not Applicable

Not Applicable
Not Applicable

ATTACHMENTS:

Attachment A – 2018 Budget Review PowerPoint presentation

Attachment B –



CVRD

2018 Budget Review

Budget Activity Completed

<u>Date</u>	<u>Activity</u>
Apr	Board direction
June	Internal Budgets completed Allocations set
Aug	Budgets completed based on Board direction
Sep	Finance reviewed all budgets

Budget 2018 Timeline

<u>Date</u>	<u>Activity</u>
Oct 11	Corporate Services – Draft Budget 2018 overview
Oct 11	Budget Booklet distributed (electronically)
Oct 24, 26, Nov 7, 14	Public Meetings – Lead by Elected Officials
Oct & Nov	Budgets presented at Committees and Rec Commissions
Nov 30, Dec 1, 4 & 5	Corporate Services – 2018 Budget review – To be discussed
TBD	Board Meeting to adopt 5 Year Financial Plan Bylaw

Budget Book Overview

Functions 100 - 860

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**Cowichan Valley Regional District
2018 Annual Budget
INDEX**

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102	Vancouver Island Regional Library	235	Community Parks – Area E
105	I.T. / H.R. / L.I. / G.I.S.	236	Community Parks – Area F
106	Commuter Transit	237	Community Parks – Area G
107	Transit	238	Community Parks – Area H
109	Emergency 9-1-1	239	Community Parks – Area I
111	Grant In Aid – Area A	250	Electoral Area Services
112	Grant In Aid – Area B	279	Parks & Trails
113	Grant In Aid – Area C	280	Regional Parks
114	Grant In Aid – Area D	281	Bright Angel Park
115	Grant In Aid – Area E	282	South Cowichan Community Parks
116	Grant In Aid – Area F	283	Kinsol Trestle

Schedule "A"

(Changes in Tax Requisition)

Cowichan Valley Regional District
2018 Annual Budget
Changes in Tax Requisition
2017 to 2018

2017 General Property Taxes	33,700,347
Changes to transfers to other Jurisdictions	
Vancouver Island Regional Library	69,836
Changes within existing service level	
Bright Angel Park	3,300
Cobble Hill Historical Society	(3,700)
Capital Loan - Theatre	(31,161)
Community Parks	(140,073)
Community Planning	138,700
Commuter Transit	22,266
Conventional Transit	63,826
Cowichan Aquatic Centre	3,225
Cowichan Lake Arena	97,732
Cowichan Performing Arts Centre	(12,061)
Cowichan Sportsplex	5,348
Critical Streetlighting	231
Economic Development	31,766
Electoral Area Services	82,960
Emergency 9-1-1	17,647
Enforcement and Inspection	138,249
Environmental Initiatives	13,823
General Government	107,904
Grants-In-Aid	(94,193)
Island Savings Centre	(56,518)
Kerry Park Recreation	54,236
Liquid Waste Management Plan - South Sector	50,000
Parks & Trails	131,519
Regional Parks	8,467
Safer Futures	15
Shawnigan Basin Society	1
Shawnigan Lake Comm. Centre	107
Social Planning	144
Solid Waste Management Complex	223,790
South Cowichan Community Parks	2,750
South Cowichan Water Study Pan	50,000
Theatre	(7,897)
Victim Services - West	(8)
Total for existing service level	902,395
2018 General Property Taxes	34,672,578
Total Annual 2018 Property Taxes	37,082,015
Less: Local Service Area Taxes	2,409,437
2018 General Property Taxes	34,672,578
2017 General Property Taxes	33,700,347
Change	972,231

Total General taxes from the previous year that were requisitioned through property taxes

Changes in requisition for other jurisdictions for whom the Regional District requisitions taxes

Changes in requisition for existing services

Total General taxes for current year

Difference between the total General tax requisition last year, and the total General tax requisition this year

Schedule "B"

(Changes in Tax Requisition by Jurisdiction)

Cowichan Valley Regional District
2018 Annual Budget
Effect of Requisition Change by Jurisdiction

Schedule "B"

	2018 Annual	2017 Annual	\$ Change From 2017 Annual	Change due To other Jurisdiction	Change for Existing Service level	2018 Cost per \$100,000. of Assessed value	2017 Cost per \$100,000. of Assessed value	% Increase Per \$100,000 Assessed value	\$ Increase Per \$100,001 Assessed value
MUNICIPALITIES:									
CITY OF DUNCAN	1,422,616	1,409,224	13,392		13,392	162.88	161.37	0.94%	1.51
DISTRICT OF NORTH COWICHAN	7,914,600	7,820,168	94,431		94,431	165.08	163.98	0.67%	1.10
TOWN OF LADYSMITH	1,278,780	1,239,007	39,774		39,774	86.80	84.10	3.21%	2.70
TOWN OF LAKE COWICHAN	992,042	956,807	35,235		35,235	220.67	212.91	3.64%	7.76
ELECTORAL AREAS:									
ELECTORAL AREA A	2,977,038	2,836,118	140,920	9,449	131,470	250.44	238.59	4.97%	11.85
ELECTORAL AREA B	5,756,835	5,534,740	222,096	14,946	207,150	306.20	294.38	4.01%	11.81
ELECTORAL AREA C	2,965,148	3,004,234	(39,086)	8,945	(48,031)	263.50	266.98	-1.30%	(3.48)
ELECTORAL AREA D	2,147,397	2,063,273	84,124	5,557	78,567	310.03	297.74	4.13%	12.29
ELECTORAL AREA E	2,204,016	2,189,824	14,192	6,642	7,550	263.80	262.10	0.65%	1.70
ELECTORAL AREA F	2,386,458	2,277,632	108,826	6,050	102,776	313.59	299.29	4.78%	14.30
ELECTORAL AREA G	1,177,932	1,110,583	67,349	5,873	61,477	170.00	160.42	5.97%	9.58
ELECTORAL AREA H	1,132,710	1,062,957	69,752	6,470	63,283	147.26	137.95	6.74%	9.30
ELECTORAL AREA I	2,317,007	2,195,781	121,226	5,905	115,322	311.93	295.61	5.52%	16.32
General Property Taxes	34,672,578	33,700,347	972,231	69,836	902,395				
Local Service Area	2,409,437	2,341,318	68,119						
Total Annual Property Tax	37,082,015	36,041,665	1,040,350						

Schedule "C"

(Historical Tax Requisition by Jurisdiction)

Cowichan Valley Regional District
2018 Annual Budget
Historical Tax Requisition
By Jurisdiction

Schedule "C"

	2018 Annual	2017 Annual	2016 Annual	2015 Annual	2014 Annual	2013 Annual
<u>MUNICIPALITIES:</u>						
CITY OF DUNCAN	1,422,616	1,409,224	1,359,871	1,376,091	1,273,726	1,244,899
DISTRICT OF NORTH COWICHAN	7,914,600	7,820,168	7,393,971	7,211,645	6,698,753	6,520,731
TOWN OF LADYSMITH	1,278,780	1,239,007	1,144,312	1,137,609	1,017,593	798,889
TOWN OF LAKE COWICHAN	992,042	956,807	928,575	958,720	923,179	925,222
<u>ELECTORAL AREAS:</u>						
ELECTORAL AREA A	2,977,038	2,836,118	2,648,763	2,454,371	2,342,039	2,320,314
ELECTORAL AREA B	5,756,835	5,534,740	5,299,136	4,936,524	4,773,110	4,657,232
ELECTORAL AREA C	2,965,148	3,004,234	2,708,394	2,531,916	2,413,626	2,366,280
ELECTORAL AREA D	2,147,397	2,063,273	2,005,122	1,909,199	1,830,859	1,790,909
ELECTORAL AREA E	2,204,016	2,189,824	2,053,695	1,986,324	1,887,932	1,843,357
ELECTORAL AREA F	2,386,458	2,277,632	2,177,665	2,054,608	1,899,483	1,920,971
ELECTORAL AREA G	1,177,932	1,110,583	1,039,774	978,817	937,829	927,785
ELECTORAL AREA H	1,132,710	1,062,957	1,027,640	981,459	895,129	867,216
ELECTORAL AREA I	2,317,007	2,195,781	2,118,785	1,964,652	1,889,491	1,839,202
General Property Taxes	34,672,578	33,700,347	31,905,703	30,481,935	28,782,749	28,023,007
Local Service Area	2,409,437	2,341,318	2,101,822	1,938,167	1,908,795	1,959,608
Total Annual Property Tax	37,082,015	36,041,665	34,007,525	32,420,102	30,691,544	29,982,615
Percentage Increase	2.89%	5.98%	4.90%	5.63%	2.36%	6.53%

Schedule "D"

(Individual Jurisdiction Changes in Tax Requisition)

COWICHAN VALLEY REGIONAL DISTRICT
ELECTORAL AREA A - Mill Bay/Malahat

ALL PERSONS WHO OWN PROPERTY WITHIN ELECTORAL AREA "A" ARE ASSESSED TAXES FOR THE FOLLOWING C.V.R.D. SERVICES:	COST OF EACH SERVICE FOR A PROPERTY ASSESSED AT:		TAX RATES	
	\$100,000			
	2018	2017	2018	2017
General Government	12.36	11.74	0.1236	0.1174
Vancouver Island Regional Library	21.45	20.66	0.2145	0.2066
Commuter Transit	3.27	2.96	0.0327	0.0296
Transit	15.12	14.72	0.1512	0.1472
Emergency 911	5.81	5.71	0.0581	0.0571
Grants-In-Aid	0.00	1.24	0.0000	0.0124
Economic Development	2.41	2.23	0.0241	0.0223
Regional Tourism	0.69	0.69	0.0069	0.0069
Environmental Initiatives	3.40	3.32	0.0340	0.0332
Emergency Planning	4.46	4.46	0.0446	0.0446
Community Parks	15.14	15.14	0.1514	0.1514
Electoral Area Services	9.93	8.98	0.0993	0.0898
Regional Parks	6.42	6.37	0.0642	0.0637
Bright Angel Park	1.15	1.09	0.0115	0.0109
South Cowichan Community Parks	1.28	1.22	0.0128	0.0122
Kinsol Trestle	0.59	0.59	0.0059	0.0059
Regional Parkland Acquisition	4.89	4.89	0.0489	0.0489
Animal Control	0.63	0.63	0.0063	0.0063
Building Inspection	7.17	5.60	0.0717	0.0560
Parks & Trails	9.91	8.36	0.0991	0.0836
Planning	25.25	23.62	0.2525	0.2362
Arts and Culture	0.75	0.75	0.0075	0.0075
Kerry Park Recreation	57.33	56.22	0.5733	0.5622
KPRC - Aquatic Services	2.38	2.38	0.0238	0.0238
Cowichan Performing Arts Centre	3.36	3.38	0.0336	0.0338
Cowichan Sportsplex	1.32	1.18	0.0132	0.0118
Victim Services	0.64	0.64	0.0064	0.0064
Safer Futures	0.19	0.19	0.0019	0.0019
Mill Bay/Malahat Historical Society	1.26	1.26	0.0126	0.0126
Social Planning	0.35	0.35	0.0035	0.0035
South Cowichan Community Policing	1.43	1.43	0.0143	0.0143
Liquid Waste Management - South Sector	2.86	1.67	0.0286	0.0167
Solid Waste Complex	25.67	24.38	0.2567	0.2438
Cowichan Valley Hospice Society	0.35	0.35	0.0035	0.0035
Critical Street Lighting	0.21	0.21	0.0021	0.0021
TOTAL	250.44	238.59	2.5044	2.3859

The services residents receive in this area

Lists the individual cost per \$100,000 in assessed value of each service

Lists the individual tax rate per \$1,000 of each service

Lists services that cover only a portion of the area, along with the cost per \$100,000 in assessed value

PERSONS WHO OWN PROPERTY WITHIN THE FOLLOWING SPECIFIED AREAS ARE ASSESSED THE APPLICABLE TAX:	2018	2017	2018	2017
Malahat Fire	117.70	117.70	1.1770	1.1770
Mill Bay Recreation	0.94	0.94	0.0094	0.0094
Sentinel Ridge Street Lighting	5.60	4.36	0.0560	0.0436
Sentinel Ridge Drainage	7.95	7.95	0.0795	0.0795
Mill Springs Street Lighting	8.50	8.50	0.0850	0.0850

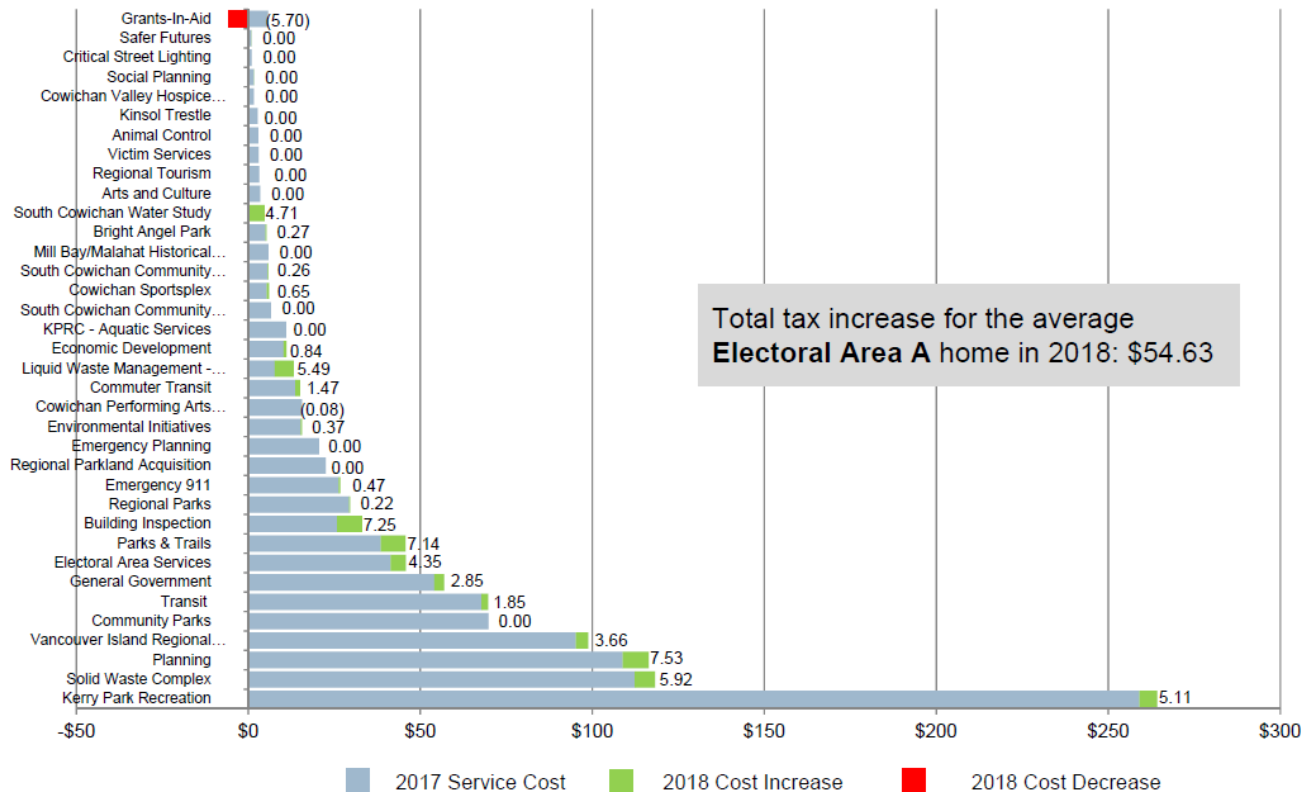
Schedule "E"

(Average Home Tax Impact)

Average Home Tax Impact

2018 Cost for the average **Electoral Area A** Home (\$460,849) = \$1,154.17

Schedule E



Schedule "F"

(Short and Long Term Debt Summary)

COWICHAN VALLEY REGIONAL DISTRICT As at December 31, 2016			Schedule "F"		
LONG-TERM DEBT SUMMARY			SHORT-TERM DEBT SUMMARY		
FUNCTION	PRINCIPAL OUTSTANDING	MATURITY DATE	FUNCTION	ISSUED	OUTSTANDING
200 ADMINISTRATION BUILDING	1,230,006	2022	200 ADMINISTRATION OFFICE	347,775	280,537
354 SAHTLAM FIRE	58,179	2020	232 COMMUNITY PARKS AREA B	1,694,403	1,231,202
355 MALAHAT FIRE	223,688	2028	233 COMMUNITY PARKS AREA C	189,500	137,103
357 HONEYMOON BAY FIRE	24,540	2017	234 COMMUNITY PARKS AREA D	155,000	94,631
405 COWICHAN LAKE RECREATION	1,838,904	2029	238 COMMUNITY PARKS AREA H	136,930	91,030
	<u>2,875,836</u>	2030	279 PARKS AND TRAILS	51,151	41,485
411 KERRY PARK RECREATION CENTRE	789,333	2023	280 REGIONAL PARKS	7,416	7,416
420 ISLAND SAVINGS CENTRE	53,495	2017	354 FIRE PROTECTION - SAHTLAM	184,085	148,625
	<u>1,296,562</u>	2024	405 COWICHAN LAKE RECREATION	279,234	157,683
515 CURBSIDE, COLLECTION & RECYCLABLES	1,350,586	2028	411 KERRY PARK RECREATION *	1,894,188	1,130,348
	<u>157,171</u>	2029	420 ISLAND SAVINGS CENTRE	335,000	101,767
520 SOLID WASTE COMPLEX	671,418	2018	456 SALT AIR RECREATION	167,030	70,271
	168,217	2020	464 SHAWNIGAN LAKE C.C.	379,246	126,750
	458,579	2030	520 SOLID WASTE MANAGEMENT	618,704	243,200
	559,622	2030	576 ENGINEERING UTILITIES	151,912	108,352
	668,234	2033	680 HONEYMOON BAY WATER	128,720	31,741
	<u>811,331</u>	2034	850 KERRY VILLAGE SEWER	10,433	4,307
617 SHELLWOOD WATER	85,000	2036	880 YOUNG SEWER	60,000	22,750
615 ARBUTUS RIDGE WATER	81,811	2031	TOTAL		<u>\$4,009,176</u>
616 CARLTON WATER	41,504	2024			
652 CENTRAL YOUNG WATER DEBT	380,029	2033			
613 DOGWOOD RIDGE WATER	81,775	2036			
603 DOUGLAS HILL WATER	122,717	2031			
608 FERN RIDGE WATER	17,028	2029			
604 LAMBOURN WATER	77,725	2030			
653 YOUNG WATER PRV	93,270	2030			
680 HONEYMOON BAY WATER	28,758	2030			
601 SATELLITE PARK WATER	5,627	2017			
	<u>117,562</u>	2029			
815 ARBUTUS RIDGE SEWER	102,264	2031			
801 BRULETTE PLACE SEWER	22,195	2029			
809 COBBLE HILL VILLAGE SEWER	8,554	2019			
800 COWICHAN BAY SEWER	278,588	2023			
850 KERRY VILLAGE SEWER	82,180	2030			
804 LAMBOURN SEWER	116,588	2030			
840 SHAWNIGAN BEACH ESTATES SEWER	38,215	2021			
	<u>108,790</u>	2019			
	<u>\$15,134,162</u>				

* Kerry Park Ice Arena - Function 415 - has been consolidated into Kerry Park Administration

Summary of all outstanding Short-Term (<5 year) Debt

Summary of all outstanding Long-Term (>5 year) Debt

Total outstanding Short-Term Debt

Total outstanding Long-Term Debt

Schedule "G"

(Capital Reserve Summary)

COWICHAN VALLEY REGIONAL DISTRICT
SUMMARY OF CAPITAL RESERVE FUND BALANCES
As at December 31, 2016

Schedule "G"

RESERVE FUND	2016 BALANCE	2017 COMMITMENTS	UNCOMMITTED 2017 BALANCE	RESERVE FUND	2016 BALANCE	2017 COMMITMENTS	UNCOMMITTED 2017 BALANCE
100 General Government	18,455		18,455	464 Shawnigan Lake Community Centre	150,551		150,551
109 Emergency 911	85,726		85,726	515 Curbside	338,699		338,699
130 Feasibility Study	49,762	27,626	22,136	520 Solid Waste Complex	310,178		310,178
205 Emergency Planning	103,776		103,776	520 Solid Waste Remediation	128,786	106,645	22,141
231 Community Parks Area - A	97,120		97,120	575 Engineering Services	13,594		13,594
232 Community Parks Area - B	41,127		41,127	580 Wilmot Road Street Lighting	2,325		2,325
233 Community Parks Area - C	25,133	19,820	5,313	581 Sentinel Ridge Street Lighting	2,231		2,231
234 Community Parks Area - D	6,846		6,846	601 Satellite Park Water	8,375		8,375
235 Community Parks Area - E	57,645	47,000	10,645	604 Lambourn Estates Water	4,753		4,753
236 Community Parks Area - F	31,632		31,632	605 Arbutus Mountain Estates Water	53,705		53,705
237 Community Parks Area - G	8,870	8,278	592	608 Fern Ridge Water	5,391		5,391
238 Community Parks Area - H	130,078	31,500	98,578	611 Bald Mountain Water	29,419		29,419
239 Community Parks Area - I	174,403	117,500	56,903	615 Arbutus Ridge Water	118,438		118,438
231 Parkland (5%) Area - A	86,212		86,212	616 Calton Water	7,014		7,014
232 Parkland (5%) Area - B	32,277		32,277	618 Woodley Range Water	102,229	-	102,229
233 Parkland (5%) Area - C	122,295		122,295	620 Mesachie Lake Water	92,152	60,000	32,152
234 Parkland (5%) Area - D	1,021		1,021	640 Saltair Water	69,460	50,653	18,807
235 Parkland (5%) Area - E	15,752	10,000	5,752	653 Youbou Water	44,600	24,000	20,600
236 Parkland (5%) Area - F	15,096		15,096	670 Cherry Point Water	13,044		13,044
237 Parkland (5%) Area - G	3,921	3,441	480	680 Shawnigan Lake North Water	184,928	160,000	24,928
238 Parkland (5%) Area - H	52,859		52,859	690 Kerry Village Water	53		53
239 Parkland (5%) Area - I	78,263		78,263	701 Wilmot Road Drainage	11,626		11,626
280 Regional Parks	82,751		82,751	702 Sentinel Ridge Drainage	11,097		11,097
285 Regional Parks - Parkland Ac	504,646		504,646	800 Cowichan Bay Sewer	314,021	120,000	194,021
320 Building Inspection	55,651	30,000	25,651	802 Sentinel Ridge Sewer	61,144		61,144
325 Planning	15,616		15,616	803 Twin Cedar Sewer	56,410	30,000	26,410
350 North Oyster Fire	1,119,718	1,101,000	18,718	805 Arbutus Mountain Estates Sewer	21,708		21,708
351 Mesachie Lake Fire	29,460		29,460	810 Mesachie Lake Sewer	46,012	40,000	6,012
354 Sahtlam Fire	101,783	5,786	95,997	811 Bald Mountain Sewer	21,378		21,378
355 Malahat Fire	127,073		127,073	815 Arbutus Ridge Sewer	78,109	77,100	1,009
356 Eagle Heights Fire	16,690	4,213	12,476	820 Eagle Heights Sewer	1,213,372	955,600	257,772
357 Honeymoon Bay Fire	140,999	6,400	134,599	820 Eagle Heights Sewer - Forcemain	83,462		83,462
358 Youbou Fire	772,848	280,000	492,848	830 Maple Hills Sewer	8,904		8,904
405 Cowichan Lake Recreation	222,507		222,507	840 Shawnigan Beach Estates Sewer	3,507		3,507
411 Kerry Park Recreation	1,123,431	1,009,832	113,599	850 Kerry Village Sewer	39,836	15,247	24,589
420 Island Savings Centre	2,077,672		2,077,672	860 Youbou Sewer	42		42

Schedule "G"

(Operating Reserve Fund Balances)

COWICHAN VALLEY REGIONAL DISTRICT
SUMMARY OF OPERATING RESERVE FUND BALANCES
as at December 31, 2016

Schedule "G"

	DEC 31/16 BALANCE	2017 COMMITMENTS	UNCOMMITTED 2017 BALANCE		DEC 31/16 BALANCE	2017 COMMITMENTS	UNCOMMITTED 2017 BALANCE
OPERATING RESERVE				OPERATING RESERVE			
General Government	100	485,869	100,000	Cowichan Lake Water Protection	462	2,086	0
Community Health Network	101	46,831	0	Curbside Collection	515	78,138	0
Human Resources	105	113,819	0	Solid Waste Management Complex	520	127,481	0
Information Technology	105	37,369	0	South Cowichan Water Study Plan	531	9,999	0
Liability Insurance	105	49,931	0	Liquid Waste Plan Central Sector	535	48,644	0
G.I.S.	105	33,312	0	Liquid Waste Plan South Sector	540	16,644	0
Commuter Transit	106	237,828	0	Street Lighting - Mesachie Lake	550	649	0
Transit	107	95,577	0	Street Lighting - Brentwood Bay	551	5,069	0
Emergency 9-1-1	109	83,988	0	Street Lighting - Cowichan Bay	553	301	0
Grant in Aid - Area A	111	1,008	0	Street Lighting - Honeymoon Bay	554	2,636	0
Grant in Aid - Area B	112	67	0	Street Lighting - Cobble Hill	556	616	0
Grant in Aid - Area C	113	309	0	Critical Street Lighting - Area A	557	1,630	0
Grant in Aid - Area E	115	3,144	3,097	Critical Street Lighting - Area B	558	1,823	0
Grant in Aid - Area F	116	8,373	0	Critical Street Lighting - Area C	559	2,576	0
Grant in Aid - Area G	117	2,249	0	Critical Street Lighting - Area D	560	2,249	0
Economic Development	121	117,850	0	Critical Street Lighting - Area E	561	409	0
Regional Tourism Services	123	30,888	15,000	Critical Street Lighting - Area I	565	530	0
Environmental Initiatives	131	142,874	50,000	Engineering Services - Administration	575	35,130	0
GM Community Services/Facilities	199	31,038	0	Engineering Services - Utilities	576	169,867	0
Facilities	199	27,514	0	Wilmot Road Street Lighting	580	6,813	0
Administration Office	200	114,303	0	Sentinel Ridge Street Lighting	581	7,123	0
Emergency Planning	205	345,755	0	Twin Cedars Street Lighting	583	638	0
Community Parks - Area A	231	30,896	0	Arbutus Mountain Street Lighting	585	4,707	0
Community Parks - Area B	232	46,530	0	Mill Springs Street Lighting	586	10,479	0
Community Parks - Area C	233	25,470	0	Satellite Park Water	601	659	0
Community Parks - Area D	234	15,014	0	Douglas Hill Water	603	817	0
Community Parks - Area E	235	52,880	0	Lambour Water	604	434	0
Community Parks - Area F	236	41,277	0	Arbutus Mountain Water	605	12,841	0
Community Parks - Area G	237	14,266	0	Fern Ridge Water	608	10,928	0
Community Parks - Area H	238	13,797	0	Bald Mountain Water	611	44,015	0
Community Parks - Area I	239	6,946	0	Dogwood Ridge Water	613	4,623	0
Electoral Area Services	250	200,167	47,000	Arbutus Ridge Water	615	79,359	0
Parks & Trails	279	13,275	0	Woodley Range Water	618	3,219	0
Regional Parks	280	38,008	0	Burnum Water	619	61,750	54,000
Bright Angel Park	281	1,032	0	Mesachie Lake Water	620	22,527	0
South Cowichan Community Parks	282	2,000	0	Saltair Water	640	222,482	220,000
Kinsol Trestle	283	82,065	0	Youbou Water	653	178,147	125,500
Regional Parkland Acquisition	285	1,283,748	1,250,244	Honeymoon Bay Water	660	9,030	0
Animal Control	310	11,529	0	Cherry Point Estates Water	670	11,404	0
Enforcement & Inspection	320	342,224	0	Shawigan Lake North Water	680	178,096	112,096
Community Planning	325	28,658	0	Kerry Village Water	690	14,928	14,028
Fire Protection - North Oyster	350	194,502	0	Wilmot Road Drainage	701	9,372	0
Fire Protection - Mesachie Lake	351	25,012	0	Sentinel Ridge Drainage	702	12,466	0
Fire Protection - Sahtlam	354	60,929	0	Shawigan Lake East Drainage	703	4,265	0
Fire Protection - Honeymoon Bay	357	12,608	0	Arbutus Mountain Drainage	705	22,194	0
Fire Protection - Youbou	358	272,200	0	Lanes Road Drainage	707	11,895	0
Arts & Culture	400	13,862	0	Bald Mountain Drainage	711	11,021	0
Cowichan Lake Recreation	405	120,049	23,000	Cobble Hill Drainage	714	22,984	0
Kerry Park Recreation	411	106,228	0	Shawigan Creek Cleanout System	799	6,578	0
ISC - Events & Services	420	27,131	0	Cowichan Bay Sewer	800	132,320	0
ISC - Events & Services - Restricted	420	163,033	0	Brulette Sewer	801	23,197	0
ISC - Arena	423	12,517	0	Sentinel Ridge Sewer	802	7,123	0
Cowichan Performing Arts Centre	426	25,802	0	Lambour Sewer	804	17,522	0
ISC - Library	427	5,455	0	Cobble Hill Village Sewer	809	33,502	0
Theatre - Area B	436	114	0	Mesachie Lake Sewer	810	10,954	10,955
Recreation - Mill Bay	450	302	0	Bald Mountain Sewer	811	25,270	0
Recreation - Saltair	456	33,681	0	Mill Springs Sewer	813	48,883	0
Lake Cowichan - Activity Centre	458	258	0	Arbutus Ridge Sewer	815	189,997	0
Shawigan Lake Community Centre	464	72,794	0	Maple Hills Sewer	830	36,373	0
Nature and Habitat Area I	469	14	0	Shawigan Beach Estates Sewer	840	22,229	0
Thetis Island Wharf	490	58,208	0	Youbou Sewer	860	43,259	0

Schedule "H"

(3 Year Historical Assessment by Jurisdiction)

COWICHAN VALLEY REGIONAL DISTRICT
2018 ANNUAL BUDGET
HISTORICAL ASSESSMENT BY JURISDICTION

Schedule "H"

	2018 Full Value	2018 Converted	2017 Full Value	2017 Converted	2016 Full Value	2016 Converted
<u>Member Municipalities</u>						
City of Duncan	\$655,884,283	\$88,600,509	\$655,884,283	\$88,600,509	\$610,413,235	\$82,963,661
District of North Cowichan	\$4,765,181,883	\$583,455,213	\$4,765,181,883	\$583,455,213	4,340,978,487	534,679,841
Town of Ladysmith	\$1,302,411,490	\$147,332,937	\$1,302,411,490	\$147,332,937	1,160,237,190	132,347,598
Town of Lake Cowichan	\$416,018,151	\$45,636,931	\$416,018,151	\$45,636,931	372,994,151	40,996,988
MUNICIPAL SUB-TOTAL	\$7,139,495,807	\$865,025,590	\$7,139,495,807	\$865,025,590	\$6,484,623,063	\$790,988,088
<u>Electoral Areas</u>						
Electoral Area A	\$1,079,798,973	\$118,870,702	\$1,079,798,973	\$118,870,702	\$964,113,094	\$106,781,835
Electoral Area B	\$1,743,859,014	\$188,010,318	\$1,743,859,014	\$188,010,318	1,600,379,162	173,147,115
Electoral Area C	\$1,027,317,867	\$112,526,130	\$1,027,317,867	\$112,526,130	917,561,964	100,838,702
Electoral Area D	\$610,214,443	\$69,907,702	\$610,214,443	\$69,907,702	557,129,128	63,964,533
Electoral Area E	\$666,532,194	\$83,549,523	\$666,532,194	\$83,549,523	591,344,572	74,855,592
Electoral Area F	\$484,616,634	\$76,101,599	\$484,616,634	\$76,101,599	439,329,369	68,628,683
Electoral Area G	\$649,545,660	\$73,878,961	\$649,545,660	\$73,878,961	589,708,993	67,422,442
Electoral Area H	\$595,404,643	\$81,389,500	\$595,404,643	\$81,389,500	553,521,891	77,235,850
Electoral Area I	\$570,940,943	\$74,278,932	\$570,940,943	\$74,278,932	515,359,241	67,448,104
RURAL SUB-TOTAL	\$7,428,230,371	\$878,513,367	\$7,428,230,371	\$878,513,367	\$6,728,447,414	\$800,322,856
TOTAL	\$14,567,726,178	\$1,743,538,957	\$14,567,726,178	\$1,743,538,957	\$13,213,070,477	\$1,591,310,944

Note: Assessed values are based on the following assessment rolls: 2016 Final Roll for 2016, 2017 Revised Roll for 2017 and 2017 Revised Roll for 2018

Schedule "I"

(Individual Area Requisition Break Down)

**COWICHAN VALLEY REGIONAL DISTRICT
Breakdown of Area "A" Requisition**

classification	converted assessment	percentage	share
Residential	100,557,256	84.59%	2,518,390
Utilities	560,630	0.47%	14,041
Light Industry	648,108	0.55%	16,231
Business/other	15,892,843	13.37%	398,026
Managed Forest	940,350	0.79%	23,550
Recreation/Non-Profit	211,620	0.18%	5,300
Farm	59,895	0.05%	1,500
	<u>118,870,702</u>	<u>100.00%</u>	<u>2,977,038</u>

*2016 Revised Roll converted assessment amounts

Schedule "J"

(Cost Impact Summary Sheet)

COWICHAN VALLEY REGIONAL DISTRICT
COST PER \$100,000 RESIDENTIAL PROPERTY *

Schedule "J"

Area	Requisition Amount	Cost per \$100,000 home
All of Regional District	100,000 1,000,000	\$0.57 \$5.74
All of Electoral Areas	100,000 1,000,000	\$1.14 \$11.38
Electoral Area A	100,000	\$8.41
Electoral Area B	100,000	\$5.32
Electoral Area C	100,000	\$8.89
Electoral Area D	100,000	\$14.30
Electoral Area E	100,000	\$11.97
Electoral Area F	100,000	\$13.14
Electoral Area G	100,000	\$13.54
Electoral Area H	100,000	\$12.29
Electoral Area I	100,000	\$13.46
Electoral Areas F & I & Town of Lake Cowichan	100,000 1,000,000	\$5.10 \$51.02
Electoral Areas F & I	100,000	\$6.65
Electoral Areas A, B & C	100,000	\$2.38
Electoral Areas A, B, C & D	100,000	\$2.04

Summary of residential costs per \$100,000 in assessed value

Electoral Areas - Converted Values		Percentage of Electoral Areas	Percentage of Regional District
Electoral Area A	118,870,702	14%	7%
Electoral Area B	188,010,318	21%	11%
Electoral Area C	112,526,130	13%	6%
Electoral Area D	69,907,702	8%	4%
Electoral Area E	83,549,523	10%	5%
Electoral Area F	76,101,599	9%	4%
Electoral Area G	73,878,961	8%	4%
Electoral Area H	81,389,500	9%	5%
Electoral Area I	74,278,932	8%	4%
Total Converted Values - Electoral Areas	878,513,367		
Municipalities - Converted Values			
City of Duncan	88,600,509		5%
District of North Cowichan	583,455,213		33%
Town of Ladysmith	147,332,937		8%
Town of Lake Cowichan	45,636,931		3%
Total Converted Values - Municipalities	865,025,590		
Total Converted Values - Regional District	1,743,538,957		

Assessment value totals and comparisons

* All assessment values are taken from the 2017 Revised Assessment roll

Schedule "K"

(Historical Parcel Taxes)

Cowichan Valley Regional District
2018 Annual Budget
Historical Parcel Taxes - Utility Systems
By Function

Schedule "K"

	2018 Annual	2017 Annual	2016 Annual	2015 Annual	2014 Annual	2013 Annual	2012 Annual	2011 Annual
Water Systems								
Satellite Park Water	46,500	46,500	44,500	44,000	33,000	33,000	30,375	28,350
Douglas Hill Water	51,200	51,200	49,000	41,000	41,000	41,000	41,000	41,100
Lambourn Water	41,200	41,144	41,144	41,144	41,144	36,000	33,000	33,000
Arbutus Mountain Water	31,980	31,980	31,980	12,300	12,300	26,900	36,900	33,150
Fern Ridge Water	19,040	19,040	18,200	14,700	14,700	12,950	12,950	12,950
Bald Mountain Water	52,520	52,520	40,400	31,500	31,500	31,500	31,500	31,500
Dogwood Ridge Water	23,100	23,100	23,100	23,100	23,100	14,850	14,850	14,850
Carlton Water	30,000	27,000	27,000	21,000	18,600	18,600	-	-
Shellwood Water	24,500	24,500	21,700	21,700	21,700	21,700	-	-
Woodley Range Water	29,600	29,600	29,600	29,600	-	-	-	-
Burnum Water	47,200	39,160	39,160	37,800	37,800	-	-	-
Mesachie Lake Water	32,600	32,600	30,300	30,300	30,300	30,300	30,300	26,000
Saltair Water	492,900	490,000	490,000	490,000	490,000	490,000	190,000	185,654
Central Youbou Water Debt	36,850	36,850	36,850	36,850	36,850	36,850	36,850	36,850
Youbou Water	154,180	153,660	153,660	153,660	153,660	153,660	153,140	132,000
Honeymoon Bay Water	62,212	62,212	62,212	62,212	62,212	62,212	62,212	61,950
Honeymoon Bay Water Debt	2,623	2,623	2,623	2,623	2,623	2,623	2,623	2,623
Honeymoon Bay Water (Well 2)	25,744	25,744	0					
Cherry Point Estates Water	21,000	21,000	20,250	18,750	18,750	18,750	18,750	18,750
Shawnigan Lake North Water	225,136	224,820	211,800	176,500	175,514	175,514	175,000	175,000
Kerry Village Water	19,600	18,100	18,100	18,100	11,000	18,100	18,100	12,800
Sewer Systems								
Cowichan Bay Sewer	234,060	228,230	187,000	187,000	187,000	187,000	150,336	150,000
Brulette Sewer	24,780	24,780	24,780	24,780	24,780	24,780	24,780	24,780
Sentinel Ridge Sewer	52,950	52,500	42,400	42,400	42,400	42,400	42,400	34,000
Twin Cedars Sewer	53,217	51,246	49,900	49,900	47,400	38,000	34,960	34,320
Lambourn Sewer	31,200	31,200	31,200	31,200	28,558	22,400	20,200	20,200
Arbutus Mountain Sewer	100,860	98,154	90,000	90,000	90,000	63,345	51,045	32,400
Cobble Hill Village Sewer	32,928	32,928	32,928	29,750	29,750	29,750	29,750	29,750
Mesachie Lake Sewer	35,664	19,110	17,101	17,101	15,883	15,883	15,883	15,883
Bald Mountain Sewer	53,460	52,000	40,400	31,500	31,500	31,500	31,500	31,500
Mill Springs Sewer	109,600	109,600	100,380					
Maple Hills Sewer	27,000	27,000	25,000	25,000	25,000	25,000	25,000	25,000
Shawnigan Beach Estates Sewer	148,821	148,400	135,000	135,000	135,000	135,000	135,000	125,000
Kerry Village Sewer	31,286	27,160	24,900	24,900	24,900	24,900	23,750	16,000
Youbou Sewer	39,000	39,000	39,000	39,000	39,000	39,000	39,000	37,000
Total Parcel Taxes - Utilities	2,444,511	2,394,661	2,231,568	2,034,370	1,976,924	1,903,467	1,511,154	1,422,360
Percentage Increase	2.08%	7.31%	9.69%	2.91%	3.86%	25.96%	6.24%	8.92%

Schedule "L"

(Historical User Fees)

Cowichan Valley Regional District
2018 Annual Budget
Historical User Fees - Utility Systems (net of discount)
By Function

Schedule "L"

	2018 Budget	2017 Actuals	2016 Actuals	2015 Actuals	2014 Actuals	2013 Actuals	2012 Actuals
Water Systems							
Satellite Park Water	30,500	33,000	33,000	28,551	30,012	28,623	28,968
Douglas Hill Water	48,000	44,940	44,940	27,691	37,611	31,688	31,576
Lamboum Water	93,880	93,880	110,980	56,142	47,381	38,586	37,198
Arbutus Mountain Water	31,500	31,500	30,260	34,687	33,079	28,548	25,276
Fern Ridge Water	15,000	15,000	15,000	14,990	15,412	14,071	14,142
Bald Mountain Water	18,000	18,000	10,700	7,881	4,452	2,801	2,096
Dogwood Ridge Water	21,250	21,200	21,200	19,657	19,694	17,709	19,193
Arbutus Ridge Water	274,760	268,698	261,161	254,720	247,479	239,085	230,476
Carlton Water	15,600	15,200	15,200	13,394	11,744	8,067	-
Shellwood Water	23,100	23,250	10,000	9,604	9,560	5,621	-
Woodley Range Water	31,000	31,000	31,000	9,078	438	-	-
Bumum Water	32,700	32,700	33,200	33,990	20,565	-	-
Mesachie Lake Water	18,600	17,100	17,100	18,122	20,905	18,252	15,395
Saltair Water	190,000	190,000	190,000	211,816	197,529	187,431	187,994
Youbou Water	81,000	81,000	81,000	40,403	96,619	89,876	87,434
Honeymoon Bay Water	72,000	72,000	80,000	35,462	61,432	60,926	61,281
Cherry Point Estates Water	14,960	14,000	13,870	9,895	11,798	10,615	11,027
Shawnigan Lake North Water	145,000	142,000	143,380	141,521	138,127	137,667	137,013
Kerry Village Water	44,000	44,000	39,500	33,002	31,950	30,588	28,317
Elkington Forest Water	1,100	-	-	-	-	-	-
Sewer Systems							
Cowichan Bay Sewer	218,500	215,000	210,007	185,685	180,560	172,326	169,878
Brulette Sewer	28,800	28,800	28,435	21,420	21,252	21,336	21,378
Sentinel Ridge Sewer	78,000	63,000	64,666	31,877	15,148	12,866	11,983
Twin Cedars Sewer	40,660	33,400	27,016	19,944	19,691	19,409	19,002
Lamboum Sewer	94,360	78,500	77,989	72,472	50,902	44,358	40,968
Arbutus Mountain Sewer	56,390	56,390	55,366	47,374	24,196	21,754	18,752
Cobble Hill Village Sewer	30,420	23,500	19,789	19,488	19,425	19,033	18,685
Mesachie Lake Sewer	13,700	13,700	13,665	12,455	12,414	12,400	12,414
Bald Mountain Sewer	21,280	21,280	13,494	6,158	4,962	4,240	3,648
Mill Springs Sewer	82,420	69,200	69,875	-	-	-	-
Arbutus Ridge Sewer	290,292	242,852	278,584	252,837	245,970	240,191	230,623
Eagle Heights Sewer	262,000	236,100	214,083	193,314	190,419	151,593	150,346
Maple Hills Sewer	18,300	16,700	16,605	16,590	16,575	16,485	16,560
Shawnigan Beach Estates Sewer	161,100	152,194	151,411	149,484	149,275	147,475	146,748
Kerry Village Sewer	72,625	73,925	69,056	52,504	37,044	28,711	26,959
Youbou Sewer	15,113	14,815	14,904	14,973	14,856	14,100	13,952
Elkington Forest Sewer	1,100	-	-	-	-	-	-
Total User Fees - Utilities	2,687,010	2,527,824	2,506,436	2,097,181	2,038,476	1,876,431	1,819,282
Percentage Increase	6.30%	0.85%	19.51%	2.88%	8.64%	3.14%	4.34%

2018 Summary Sheet

100 – General Government

The role of the General Government function is to cover regional administrative expenditures for the CVRD. Expenditure categories include Board, Executive Office, Legislative Services, Administrative Services, General Manager Corporate Services, Strategic Services, Procurement and Finance. The Regional Grant in Aid is also contained in this function as well as legal and auditing services. The function is primarily funded through requisition as well as cost recovery by way of the General Government Allocation.

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100 - GENERAL GOVERNMENT	TOTAL REQUISITION	2,154,465		
STATUTORY LIMITATION:	NONE			
BASIS OF APPORTIONMENT:	ASSESSMENTS TAXABLE FOR HOSPITAL PURPOSES FOR ALL AREAS			
PARTICIPATING AREAS:	FIGURES USED FOR APPORTIONMENT	MEMBERS SHARE	PRIOR YEAR ADJ	TOTAL
CITY OF DUNCAN	88,600,509	109,482		109,482
DISTRICT OF NORTH COWICHAN	583,455,213	720,967		720,967
TOWN OF LADYSMITH	147,332,937	182,057		182,057
TOWN OF LAKE COWICHAN	45,636,931	56,393		56,393
ELECTORAL AREA A	118,870,702	146,887		146,887
ELECTORAL AREA B	188,010,318	232,322		232,322
ELECTORAL AREA C	112,526,130	139,047		139,047
ELECTORAL AREA D	69,907,702	86,384		86,384
ELECTORAL AREA E	83,549,523	103,241		103,241
ELECTORAL AREA F	76,101,599	94,038		94,038
ELECTORAL AREA G	73,878,961	91,291		91,291
ELECTORAL AREA H	81,389,500	100,572		100,572
ELECTORAL AREA I	74,278,932	91,785		91,785
TOTAL	1,743,538,957	2,154,465	0	2,154,465
RESIDENTIAL TAX RATE: (PER \$1000 OF NET TAXABLE VALUE)	0.1236	COST PER \$100,000 HOUSEHOLD		12.36

5 Year Financial Plan

(Funding and Expenditure Source Summary)

COWICHAN VALLEY REGIONAL DISTRICT

2018 - 2022 FINANCIAL EXPENDITURE PROGRAM

Service: General Government

Function: 100

TOTAL EXPENDITURE	2017	2018	2019	2020	2021	2022
Operational Costs	\$3,022,103	\$2,971,665	\$2,570,500	\$2,635,000	\$2,676,000	\$2,719,000
Long Term Debt						
Short Term Debt						
Capital	35,000		35,000		35,000	
Transfer to Capital Reserve						
TOTAL APPLICATION OF FUNDS	\$3,057,103	\$2,971,665	\$2,605,500	\$2,635,000	\$2,711,000	\$2,719,000
<u>SOURCES OF FUNDS</u>						
Requisition/Parcel Tax	2,046,561	2,154,465	2,377,000	2,406,500	2,482,500	2,490,500
User Fee						
Transfer from Feasibility Reserve	20,000	20,000				
Other	229,100	229,100	228,500	228,500	228,500	228,500
Debt Proceeds						
Transfer from Operating Reserve	100,000	80,000				
Surplus/(Deficit)	661,442	488,100				
TOTAL SOURCE OF FUNDS	\$3,057,103	\$2,971,665	\$2,605,500	\$2,635,000	\$2,711,000	\$2,719,000

2018 Budget Detail

Cowichan Valley Regional District		GENERAL REVENUE FUND					GL5260	Page: 1
Budget Report by Cost Center		100 - LEGISLATIVE - GENERAL					Date: Sep 28, 2017	Time: 8:53am
Account Code: --	To: --	2016 ACTUAL	2016 AMEND BUDGET	2017 ACTUAL	2017 AMEND BUDGET	2018 DRAFT BUDGET	Function Type: Selective	
OPERATING REV								
2000 GRANTS								
01-1-2000-2100	FEDERAL GRANTS IN LIEU	-959	-600	-330	-600	-600		
01-1-2000-2101	PROVINCIAL GRANTS IN LIEU	-3,719	-3,500	-3,256	-3,500	-3,500		
01-1-2000-2131	REVENUE SHARING	-74,117	-67,500	-75,000	-75,000	-75,000		
01-1-2000-2133	PROVINCIAL - ADMIN	-74,117	-67,500	-75,000	-75,000	-75,000		
	Total GRANTS	-152,912	-139,100	-153,586	-154,100	-154,100	0 0	
4433 RECOVERY OF COSTS								
01-1-4433-0000	GENERAL	-4,106	0	-5,967	0	0		
	Total RECOVERY OF COSTS	-4,106	0	-5,967	0	0	0 0	
5331 RENTAL INCOME								
01-1-5331-3266	HALL - ROOM GENERAL	0	0	-2,130	0	0		
	Total RENTAL INCOME	0	0	-2,130	0	0	0 0	
5510 INTEREST INCOME								
01-1-5510-0000	INTEREST INCOME	-86,647	-75,000	-56,612	-75,000	-75,000		
	Total INTEREST INCOME	-86,647	-75,000	-56,612	-75,000	-75,000	0 0	
5900 MISCELLANEOUS								
01-1-5900-2700	GENERAL	-6	0	-338	0	0		
01-1-5900-5050	F.O.I. RECOVERIES	-1,582	0	-357	0	0		
	Total MISCELLANEOUS	-1,588	0	-695	0	0	0 0	
7571 REQUISITION								
01-1-7571-0000	REQUISITION	-1,961,903	-1,961,903	-2,011,561	-2,011,561	-2,154,465		
	Total REQUISITION	-1,961,903	-1,961,903	-2,011,561	-2,011,561	-2,154,465	0 0	
9011 TRANSFER FROM FEASIBILITY RESERVE FUND								
01-1-9011-0000	TRANSFER FROM FEASIBILITY	0	0	0	-20,000	-20,000		
	Total TRANSFER FROM FEASIBILI	0	0	0	-20,000	-20,000	0 0	
9110 SURPLUS/DEFICIT - CURRENT YEAR								
01-1-9110-0000	SURPLUS/DEFICIT	-366,075	-366,075	-661,442	-661,442	-488,100		
	Total SURPLUS/DEFICIT - CURR	-366,075	-366,075	-661,442	-661,442	-488,100	0 0	
9120 TRANSFER FROM OPERATING RESERVE								
01-1-9120-0000	TSF FROM OPERATING RESEF	0	0	0	-100,000	-80,000		
	Total TRANSFER FROM OPERA	0	0	0	-100,000	-80,000	0 0	

Public Meetings

<u>Date</u>	<u>Location</u>
Oct 24	Kerry Park Denis McLean Room – 7 p.m.
Oct 26	Cowichan Lake Curling Lounge – 6 p.m.
Nov 7	Island Savings Centre Somenos Room – 7 p.m.
Nov 14	Ladysmith Eagles Hall – 7 p.m.



STAFF REPORT TO COMMITTEE

DATE OF REPORT October 2, 2017

MEETING TYPE & DATE Corporate Services Committee of October 11, 2017

FROM: Strategic Services
Office of the CAO

SUBJECT: Community Engagement Policy

FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to introduce a Community Engagement Policy to be used by staff and elected officials.

RECOMMENDED RESOLUTION

That it be recommended to the Board that the Community Engagement Policy attached to the October 2, 2017 Strategic Services Staff Report be approved.

BACKGROUND

The Board has identified Engaging Our Communities as a strategic focus area in its Strategic Plan, recognizing the increasing pressures put on local government to engage, consult and involve residents on issues that matter to them. The standard community engagement which is limited to ads in the newspaper and open houses, is no longer reaching the broader community, and limits rather than invites citizen involvement. There are a variety of tools available to engage with residents in a meaningful way. What is lacking is an understanding of these tools as well as a coordinated approach to community engagement.

Through discussions with the Board, staff were directed to create a Community Engagement Policy to help coordinate and improve the level of community engagement activities undertaken by elected officials and staff.

ANALYSIS

The challenge of how to engage with residents is a reoccurring theme across Canada. The CVRD is not alone in looking for new approaches to informing and involving residents in local government initiatives and programs.

A July 2017 Ipsos report, *Canadians' Views on Municipal Public Consultations*, following an online survey of 1,002 adult Canadians in March 2017, found:

- Most Canadians don't participate in municipal engagement (only 20% said they have ever participated with only 12% of this group saying they have participated in the last two years and 39% saying they would likely participate in the future).
- Among those who have participated in the last two years, 87% participated by completing an online survey.
- Participation is strongest via surveys (online preferred, then telephone, then mail).
- By and large, participants endorse the consultation process.
- The top three things that prevent people from participating are: not hearing about opportunities; feeling like a few voices dominate the discussion; and not thinking their contributions will impact decisions.
- Suggestions for increasing participation are:

- Enhancing marketing and communications
- Managing expectations about the purpose of consultation
- Being transparent about how feedback will be used
- Sharing outcomes of consultation
- Offering a variety of formats

While the community interest in engagement may sometimes be low, the risk of not engaging through the use of a variety of tools and techniques is having public pushback on a decision, as well as less trust of staff and elected officials in being open and transparent about the decision making process.

The Community Engagement Policy outlines some basic principles to be followed, including the use of the IAP2 Spectrum (International Association of Public Participation Practitioners) as the foundation for how the CVRD approaches community engagement.

The goal of this community engagement policy is to involve and empower our residents and stakeholders in an exchange of information and opinions on decisions, policies, plans and strategies and to partner and consult with the community and stakeholders in decision making processes. Implementation of the policy will also help break down barriers to ensure we reach all residents and stakeholders through the use of a variety of engagement tools and techniques.

FINANCIAL CONSIDERATIONS

A \$20,000 supplemental budget request will be included in the 2018 Budget package. This budget will allow for Board and staff training as well as the development of a Community Engagement Best Practices Handbook to guide staff in creating community engagement plans.

COMMUNICATION CONSIDERATIONS

The approval of the Community Engagement Policy will create new expectations and ways to communicate and engagement with our residents.

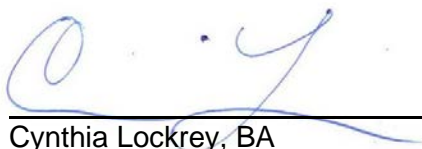
STRATEGIC/BUSINESS PLAN CONSIDERATIONS

The Board's Strategic Plan identifies Engaging Our Communities as a Regional Strategic Focus Area. Having a Community Engagement Policy will help coordinate and improve community engagement activities.

Referred to (upon completion):

- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services (*Community Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

Prepared by:



Cynthia Lockrey, BA
Manager

Reviewed by:

Not Applicable
Not Applicable



Brian Carruthers
Chief Administrative Officer

ATTACHMENTS:

Attachment A – Community Engagement Policy

Attachment B – Public Engagement Conundrum Municipal World article

Attachment C – Ipsos Engagement Summary



COMMUNITY ENGAGEMENT POLICY

Applicability: All CVRD and Board members

Effective Date: October 12, 2017

PURPOSE:

The CVRD is committed to building relationships and earning community trust through open, interactive communications with residents and stakeholders, on a variety of plans, projects, and initiatives that affect our community members.

POLICY:

Goal

The goal of this community engagement policy is to involve and empower our residents and stakeholders in an exchange of information and opinions on decisions, policies, plans, and strategies, and to partner and consult with the community and stakeholders in decision making processes. Implementation of the policy will also help break down barriers to ensure we reach all residents and stakeholders through the use of a variety of engagement tools and techniques.

Guiding Principles

The following guiding principles will be followed by both elected officials and staff throughout the community engagement process to ensure the input received is used in a meaningful way.

1. Authenticity

The pending decision has not been made and elected officials commits to be influenced in the decision-making to a specific level that will be communicated in advance.

2. Accountability

Elected officials and staff will demonstrate that results and outcomes are consistent with the commitment to public participation that was made to stakeholder groups and the public at the outset of the initiative.

3. Inclusiveness

The elected officials and staff will make a reasonable effort to include stakeholder groups and the public affected by the pending decision.

4. Commitment

The elected officials and staff will provide appropriate time to ensure those involved can participate in a meaningful way.

5. Integrity

The elected officials and staff will address public and stakeholder group concerns in an honest and forthright way.

IAP2 Model

The CVRD follows and supports the IAP2 (International Association of Public Participation Practitioners) spectrum as our foundation for how we approach community engagement and our commitments to the community.

The IAP2 spectrum is an internationally recognized approach to community engagement for public participation practitioners.

Training

To ensure consistency and understanding of current community engagement best practices, elected officials and applicable staff will receive annual community engagement training and an introduction to IAP2 principles.

Budget

To ensure adequate resources to implement this policy, a communications and community engagement line item must be included in all major projects or initiatives with appropriate funds budgeted.

Implementation

Implementation of this policy will be guided by the *Community Engagement Best Practices Workbook* which outlines best practice approaches to planning, implementation, and evaluation of meaningful and effective community engagement.

Approved by: Approval date:



Public Engagement

CONUNDRUM

Canadians' views on municipal public consultations



In an ideal world, public consultations engage citizens. They serve to share information, solicit constructive feedback, and help guide future decision making. The community speaks and the municipality comes away with a clear sense of public priorities and the preferred path forward.

Is that really the case, though? Are Canadians truly taking part? What do they really think about the current state of municipal public consultations and what are the barriers preventing people from taking part in a more meaningful way?

To better understand Canadians' views on municipal public consultations, Ipsos surveyed 1,002 adult Canadians between March 3 and 8, 2017. This survey was conducted online with a sample from Ipsos's online panel. Weighting was then employed to balance demographics to ensure that the sample's composition reflects that of the adult population according to Census data. The precision of the online polls is measured using a credibility interval. In this case, the poll is accurate to within ± 3.5 percentage points, 19 times out of 20, had all Canadian adults been polled. The credibility interval will be wider among subsets of the population. All

sample surveys and polls may be subject to other sources of error – including, but not limited to, coverage error and measurement error.

Participation in Municipal Public Consultations

So much invested yet so little return. Despite weeks or months of planning, communications circulated and materials finalized, staff prepped and ready to interact, participation rates remain dismally low. Sound familiar? You're not alone.

The research shows that most Canadians are opting not to take part in public consultations conducted on behalf of a municipality – only 20 percent say they have ever participated in a municipal public consultation, with 12 percent of these respondents saying they have done so in the past two years.

Participation was marginally higher among older Canadians and those with a higher level of formal education. However, engagement never exceeded one-quarter, even in these more engaged demographic segments. Clearly, engagement is lacking.

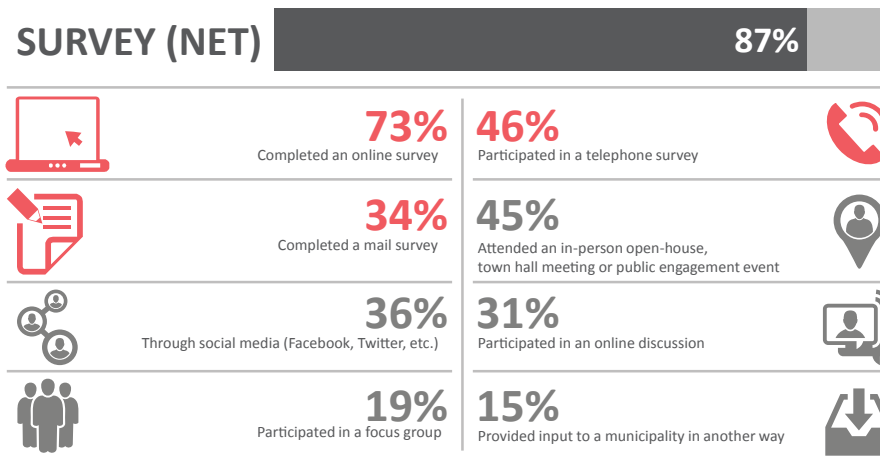
Even those who participated in the past two years tend to avoid the in-depth, intimate consultations that

many municipalities have relied on in the past. Participation is clearly strongest via a survey (87 percent total mentions), whether online (73 percent), on the telephone (46 percent), or in the mail (34 percent). That's encouraging news for polling companies; but, dig deeper and it suggests participation pivots around methods that require the least amount of effort. Lost in that are opportunities to discuss complex ideas or facilitate group discussions.

In comparison, less than half (45 percent) of those who say they participated in a municipal public consultation in the past two years report attending an in-person open house, town hall meeting, or public engagement event. Claimed participation in other forms of public consultation is even lower: 36 percent say they took part through social media (Facebook, Twitter, etc.); 31 percent say they participated in an online discussion; 19 percent say they participated in a focus group; and 15

CATHERINE KNAUS is a Director at Ipsos, one of the world's largest independent market research companies. Catherine specializes in public affairs research with an emphasis on the municipal government sector. She can be reached at <catherine.knaus@ipsos.com>.

Figure 1
Method of Participation
 (among those who participated in the past two years)



Q. Over the last two years, in which of the following ways have you participated in a municipal public consultation?

Base: Those who participated in a municipal public consultation in the past two years (n=133).

percent say they provided input to a municipality in another way.

The news is not all bleak. By and large, participants do endorse the public consultation process. Among those who attended a municipal public consultation in the past two years:

- 81 percent agree “here was adequate opportunity to express my opinions.”
- 77 percent agree “overall, my experience was a positive one.”
- 67 percent agree “the process made me feel positive about the sponsoring municipality.”
- 63 percent agree “the sponsoring municipality was really listening to the feedback.”
- 56 percent agree “I think the sponsoring municipality took the feedback into account in making its decision about next steps.”

What Can Municipalities Expect in the Future?

The best predictor of future behaviour is past behaviour. Municipalities should take note of this expression when it comes to anticipating participation levels in future municipal public consultations.

Low participation rates will continue to be a challenge. Overall, Canadians express little interest in participating

in a future municipal public consultation, with only nine percent saying they are “very likely” to do so. The overall likelihood (combined “very/somewhat likely” responses) of future participation is 39 percent.

Don’t anticipate changes in who opts to participate either. Forty percent of those who say they participated in a municipal public consultation in the past two years claim they are “very likely” to do so again in the future. For those who have never participated, that number drops to only four percent. In short, if you haven’t attracted them yet, don’t count on future involvement.

As for how to best engage Canadians in municipal public consultations, two formats stand out from the rest: online surveys (80 percent of Canadians say they would be interested in completing an online survey as part of a municipal public consultation) and mail surveys (68 percent interested). Other forms generate far less interest, including:

- attending an open house (43 percent interested);
- taking part in an online forum (40 percent interested);
- attending a focus group (38 percent interested);
- attending a town hall meeting (38 percent interested);

- attending a workshop (37 percent interested);
- participating in a telephone survey (35 percent interested);
- providing input to the municipality’s Facebook page (31 percent interested);
- attending a councillor-led meeting (30 percent interested);
- providing input to the municipality’s Twitter account (17 percent interested).

Barriers to Participation

Public engagement is a challenge for any municipality; but, are there barriers that prevent more involvement? And, how might municipalities revise their methods to help remove those barriers for residents?

The top five reasons why Canadians might choose to not take part in a municipal public consultation are:

- I don’t hear about them (62 percent);
- I feel like a few strong voices always dominate these discussions (55 percent);
- I don’t think my contributions would have an impact on the final decision (44 percent);
- I don’t like participating in group discussions (40 percent);
- They run them at times that are inconvenient for me (39 percent).

Another 38 percent say “I am not interested in participating in public consultations,” while 38 percent say “I am shy about expressing my opinions in a public forum.” Others are skeptical of how much influence they really have on the decision-making process, with 36 percent saying “public consultations are just for show, those who put them on rarely take into consideration the feedback received during these sessions when making decisions.”

Other barriers to participation include time (33 percent say “I am too busy to participate in public consultations”), perceived relevance (31 percent say “the issue does not have a direct impact on me or my family”), fear of embarrassment (25 percent say “I worry I would be embarrassed if someone makes fun of or attacks my ideas”), and the ability to contribute in other ways

(19 percent say “I don’t need to participate in public consultations because I can have my say on issues through social media”).

Strategies for Increasing Participation

So, what measures can municipalities take to grow participation numbers?

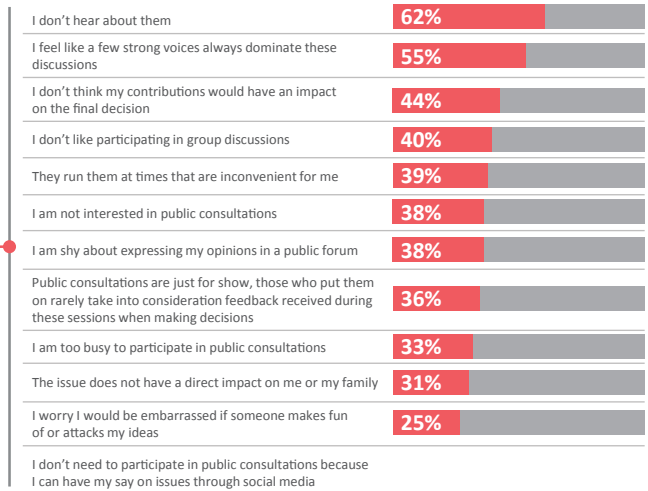
Enhanced marketing and communications may help. Consider what times the consultations are offered and be sure that all residents are provided with fair and equal opportunities for participation. Still, logistical improvements alone likely won’t be enough.

What about those strong voices that can dominate discussions? Are there measures in place to address that? How can all residents feel comfortable in sharing their opinions? Municipalities need to manage public expectations around the purpose of the consultation. They also need to be completely transparent in how feedback will be used, including any other factors or considerations that may play a role in shaping final decisions.

Upon completing the consultation, follow-up communications that share the findings and convey next steps should be provided. Lastly, while



Figure 2
Barriers to Participation



Q. Which of the following are important reasons why you might choose to NOT take part in a municipal public consultation?

Base: All respondents (n=1,002).

group discussions have their place, these shouldn’t be the only avenue available for participation. Offering a variety of formats, including those that can be completed independently, will help encourage broader community participation.

The public consultation process will not get any easier, but there are ways for municipalities to strengthen their process and adapt to the evol-

ing needs of their community. It’s up to municipalities to assess and initiate those changes that are going to have the greatest impact on their citizens. Whatever the issue on the table, to drive more inclusive, engaged community buy-in, these consultations must be accepted by front-line participants and perceived by the wider community as a truly valuable exercise for all parties involved. **MW**

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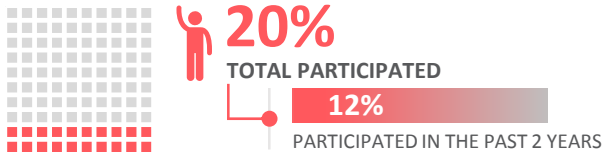
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CANADIANS' VIEWS ON MUNICIPAL PUBLIC CONSULTATIONS

PARTICIPATION IN MUNICIPAL PUBLIC CONSULTATIONS

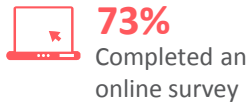


MUNICIPAL PUBLIC CONSULTATION EXPERIENCES (among those who participated in the past two years)

	% AGREE
There was adequate opportunity to express my opinions	81%
Overall, my experience was a positive one	77%
The process made me feel positive about the sponsoring municipality	67%
The sponsoring municipality was really listening to the feedback	63%
I think the sponsoring municipality took the feedback into account in making its decision about next steps	56%

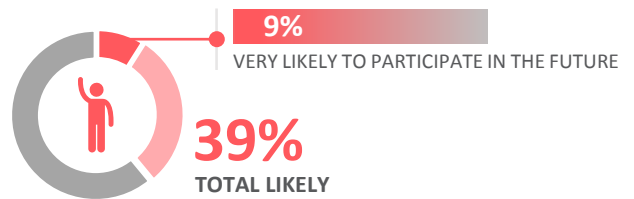
METHOD OF PARTICIPATION

(among those who participated in the past two years)



Less than half (45%) report attending an in-person open-house, town hall meeting, or public engagement event. Claimed participation in other forms of public consultation is even lower: 36% say they took part through social media (Facebook, Twitter, etc.), 31% say they participated in an online discussion, 19% say they participated in a focus group, and 15% say they provided input to a municipality in another way.

LIKELIHOOD OF PARTICIPATING IN THE FUTURE



PREFERRED FORMATS

80% Completing an online survey	37% Attending a workshop
68% Completing a mail survey	35% Participating in a telephone survey
43% Attending an open house	31% Providing input to the municipality's Facebook page
40% Taking part in an online forum	30% Attending a Councillor-led meeting
38% Attending a focus group	17% Providing input to the municipality's Twitter account
38% Attending a town hall	

TOP 5 BARRIERS TO PARTICIPATION

1 I don't hear about them	62%
2 I feel like a few strong voices always dominate these discussions	55%
3 I don't think my contributions would have an impact on the final decision	44%
4 I don't like participating in group discussions	40%
5 They run them at times that are inconvenient for me	39%

Data for this infographic was generated by an online survey of 1,002 adult Canadians conducted from March 3 to 8, 2017.

The results are featured in the July 2017 issue of Municipal World magazine.

For more information, please contact Catherine Knaus, Director, Canada, 45 vs Public Affairs: 778.373.5131 | catherine.knaus@ipsos.com

