

**2024-2028  
Financial Planning  
CVRD Core Services  
Finance & Administration**



110 Administration and General  
Government Service



# Core Service

## Finance & Administration

Core Service	Finance & Administration
Service Name	Administration and General Government
Service Sub-functions	111 – Management Services 112 – Legislative Services 113 – Financial Services 114 – Project Management Office 115 – Human Resources 116 – Information Services 117 – Communications 118 – Fiscal Services and Capital 119 – Corporate Office
Purpose	General Administration
Participants	Comox, Courtenay, Cumberland, Electoral Areas A, B and C
2024 Proposed Changes to Service	Addition of Project Management Office





## 2023 Accomplishments

- Financial Governance - Internal Cost of Carbon Policy, Investment Policy, Draft Asset Management Policy and Draft Water Services Reserve Policy
- Board Governance – Orientation process, code of conduct, delegation of Board authority
- Fibre optic network and infrastructure monitoring and notification system
- Support for many strategic projects



# Trends, Challenges and Opportunities

- Increasing legislative requirements and complexities of CVRD services and operations
- Cyber security, information & privacy, technology modernization
- Resources required to deliver a wide array of public engagement techniques across many initiatives
- Building a workforce of the future - deliver existing and new services in different ways



# Strategic Priorities and Initiatives

Type	Initiative	Comment
Board	Develop Asset Management Program	AMSC established and program re-launched; draft AM policy completed; program stream defined and roadmap drafted; training program for twelve staff completed
Board	Develop Fiscal Framework and Strategy	High risk policies completed and/or actioned. Research and strategy building to commence
Board	Continue Island Corridor Engagement	Planning process initiated



# Human Resources

	2024	2025
Opening FTE Balance	34.44	40.10
Addition Request		
Full time	1.00	2.05
Part Time		
Temporary /Casual	1.00	
Adjustments	3.66	
Total Change	5.66	2.05
Ending FTE Balance	40.10	42.15

- 2024 Proposed new position – Asset Manager
- Adjustment includes PMO office staff moving to 110 Service (2.85 FTE)
- 2025 Proposed procurement technician (100%), cyber security analyst (85%) and indigenous relations coordinator (20%)
- 2027 1 FTE addition Financial Analyst (100% allocated to this service)



# Expenses

### Year over Year Change

	2023 Approved Budget	2024 Proposed Budget	Increase (Decrease)	
			(\$)	(%)
Personnel Costs	\$3,727,204	\$4,785,300	\$1,058,096	28.4%
Grants to Other Orgs	270,000	45,000	(225,000)	(83.3%)
Materials, Supplies & Utilities	1,171,353	1,325,687	154,334	13.2%
Contract & General Services	1,045,172	1,123,013	77,871	7.4%
Debt Charges	419,188	419,188	-	-
Transfer to Reserve	657,655	395,421	(262,234)	(39.9%)
Transfer to Other Services	52,205	2,205	(50,000)	(95.8%)
Minor Capital	76,050	54,450	(21,600)	(28.4%)
<b>Total</b>	<b>7,418,827</b>	<b>8,150,264</b>	<b>731,437</b>	<b>9.9%</b>

### Key Notes

- Increased IT cost: IT strategy and cloud migration [+200K]
- PMO office expenses moved here [+500K]
- Additional staff proposed
- Building maintenance & contracts [+50.5K]
- Reduced minor capital



# 111 Management Services -Expenses

## Year over Year Change

## Key Notes

	2023 Approved Budget	2024 Proposed Budget	Increase (Decrease)	
Personnel Costs	\$30,231	\$35,317	\$5,086	16.8%
Grants to Other Orgs	270,000	45,000	(225,000)	(83.3%)
Materials, Supplies & Utilities	99,950	93,432	(6,518)	(6.5%)
Contract & General Services	349,271	294,092	(55,179)	(15.8%)
Minor Capital	2,500	5,000	2,500	100.0%
<b>Total</b>	<b>751,952</b>	<b>472,841</b>	<b>(279,111)</b>	<b>(37.1%)</b>

- Ongoing funding support for Comox Valley Accessibility Committee
- 2023 includes grant to Hornby Island Arts Centre [-\$175K]
- 2023 one time professional fee items plus increase in indigenous relations implementation





# 112 Legislative Services -Expenses

## Year over Year Change

	2023 Approved Budget	2024 Proposed Budget	Increase (Decrease)	
Personnel Costs	\$390,049	\$425,546	\$35,497	9.1%
Materials, Supplies & Utilities	110,174	116,447	6,273	5.7%
Contract & General Services	33,106	37,571	4,465	13.5%
Minor Capital	7,500	8,500	1,000	13.3%
<b>Total</b>	<b>540,829</b>	<b>588,064</b>	<b>47,235</b>	<b>8.7%</b>

### Key Notes

- Increased personnel costs due to allocation changes for existing positions
- Inflationary pressures reflected in meetings and services cost increases



# 113 Financial Services -Expenses

## Year over Year Change

	2023 Approved Budget	2024 Proposed Budget	Increase (Decrease)	
Personnel Costs	\$1,448,763	\$1,695,769	\$247,006	17.0%
Materials, Supplies & Utilities	212,468	204,980	(7,488)	(3.5%)
Contract & General Services	145,835	102,300	(43,535)	(29.9%)
Minor Capital	13,500	9,950	(3,550)	(26.3%)
<b>Total</b>	<b>1,820,566</b>	<b>2,012,999</b>	<b>192,433</b>	<b>10.6%</b>

## Key Notes

- 2023 one time ARO consultants [-\$69K]
- Financial application needs assessment [+50K]
- Additional licenses budget software [+9K] plus annual mtce [\$4K]
- Procurement technology [\$6.5K]



# 114 Project Management-Expenses

	2024 Proposed Budget
Personnel Costs	\$474,982
Materials, Supplies & Utilities	27,550
<b>Total</b>	<b>502,532</b>

### Key Notes

- New – Cost of Project Management Office to be costed and capitalized to related projects
- Funding continues to come from operations and those services drawing on these resources



# 115 Human Resource-Expenses

## Year over Year Change

	2023 Approved Budget	2024 Proposed Budget	Increase (Decrease)	
Personnel Costs	\$680,341	\$836,797	\$156,456	23.0%
Materials, Supplies & Utilities	75,084	102,726	27,642	36.8%
Contract & General Services	169,460	149,050	(20,410)	(12.0%)
Transfer to Other Services	2,205	2,205	-	-
Minor Capital	8,550	6,000	(2,550)	(29.8%)
<b>Total</b>	<b>935,640</b>	<b>1,096,778</b>	<b>161,138</b>	<b>17.2%</b>

### Key Notes

- New HR Operational Resource
- Recruitment and retention advertising project carried over from 2023
- Increase in job advertisement costs through CivicInfo/MuniNet
- Organizational training still a focus for 2024



# 116 Information Technology-Expenses

## Year over Year Change

	2023 Approved Budget	2024 Proposed Budget	Increase (Decrease)	
Personnel Costs	\$624,698	\$650,426	\$25,728	4.1%
Materials, Supplies & Utilities	393,487	486,867	93,380	23.7%
Contract & General Services	101,500	274,000	172,500	170.0%
Transfer to Other Services	50,000	-	(50,000)	(100.0%)
Minor Capital	19,500	23,000	3,500	17.9%
<b>Total</b>	<b>1,189,185</b>	<b>1,434,293</b>	<b>245,108</b>	<b>20.6%</b>

## Key Notes

- Significant increases reflective of planned technology strategy [+125K] and migration of digital assets to a cloud-based environment [+75K]
- Microsoft licencing [+40K]



# 117 Communication Expenses

## Year over Year Change

	2023 Approved Budget	2024 Proposed Budget	Increase (Decrease)	
Personnel Costs	\$392,004	\$432,108	\$40,104	10.2%
Materials, Supplies & Utilities	145,825	158,475	12,650	8.7%
Contract & General Services	44,500	44,500	-	-
Minor Capital	2,000	2,000	-	-
<b>Total</b>	<b>584,329</b>	<b>637,083</b>	<b>52,754</b>	<b>9.0%</b>

## Key Notes

- Supporting centralized CVRD Update weekly advertisement
- Increase subscription costs for digital tools
- Supporting cloud based website hosting



# 118 Fiscal Services and Capital

## Year over Year Change

	2023 Approved Budget	2024 Proposed Budget	Increase (Decrease)	
Capital Works Reserve (801)	\$516,000	\$198,000	(318,000)	(61.6%)
Internal Cost of Carbon Reserve (865)	141,655	196,456	54,801	38.7%
Future Expenditure Reserve (110)	-	965	965	100.0%
<b>Total</b>	<b>657,655</b>	<b>395,421</b>	<b>(262,234)</b>	<b>(39.9%)</b>

## Key Notes

Increase to internal cost of carbon reserve [+54.8K] and decrease to capital works [-318K]



# 119 Corporate Office -Expenses

## Year over Year Change

	2023 Approved Budget	2024 Proposed Budget	Increase (Decrease)	
Personnel Costs	\$161,118	\$234,355	\$73,237	45.5%
Materials, Supplies & Utilities	134,365	135,210	845	0.6%
Contract & General Services	201,500	221,500	20,000	9.9%
Debt Charges	419,188	419,188	-	-
Minor Capital	22,500	-	(22,500)	(100.0%)
<b>Total</b>	<b>938,671</b>	<b>1,010,253</b>	<b>71,582</b>	<b>7.6%</b>

## Key Notes

- Professional fees [-30K], building maintenance & contracts [+50.5K]
- 2023 included storage expansion and front counter renos in minor capital





# Revenue

### Year over Year Change

	2023 Approved Budget	2024 Proposed Budget	Increase (Decrease)	
			(\$)	(%)
Grants-in-lieu	\$56,200	\$56,200	-	-
Taxation	255,000	175,000	(\$80,000)	(31.4%)
Other Revenue	2,000	17,000	15,000	750.0%
Government Grants	500,000	180,000	(320,000)	(64.0%)
Investment Income	150,000	800,000	650,000	433.3%
Transfers from Reserve	128,337	-	(128,337)	(100.0%)
Prior Year Surplus	706,649	715,000	8,351	1.2%
Recoveries from Other Functions	5,620,641	6,207,064	586,423	10.4%
<b>Total</b>	<b>7,418,827</b>	<b>8,150,264</b>	<b>731,437</b>	<b>9.9%</b>

### Key Notes

- '23 Grant revenue includes 175K for Hornby Arts Centre, 130K for CV Health Network
- Increase in overall support services costs recoveries [+590K]
- Greater investment revenue expected
- Taxation reduced



# Funding Sources

## Tax Requisition

Administration and General Government 110

Requisition Budget	2023 Actual	2024 PB	2025 FP	2026 FP	2027 FP	2028 FP
<b>Electoral Areas</b>						
Area A	39,296	26,391	26,391	26,391	26,391	26,391
Area B	28,459	19,641	19,641	19,641	19,641	19,641
Area C	34,950	24,496	24,496	24,496	24,496	24,496
<b>Municipal Members</b>						
Comox	44,780	30,405	30,405	30,405	30,405	30,405
Courtenay	93,477	64,561	64,561	64,561	64,561	64,561
Cumberland	14,039	9,506	9,506	9,506	9,506	9,506
	<b>\$255,000</b>	<b>\$175,000</b>	<b>\$175,000</b>	<b>\$175,000</b>	<b>\$175,000</b>	<b>\$175,000</b>
Change from Previous year		(\$80,000)	\$0	\$0	\$0	\$0
<b>Residential Tax Rate Estimate</b> (per \$1,000 of assessed value)	0.0082	0.0056	0.0056	0.0056	0.0056	0.0056

Estimates are based on 2024 Completed Roll at Proposed Budget January 2024



### Operating Budget: 2025-2028 Projections

Category	2025	2026	2027	2028
Grants-in-lieu	\$57,200	\$57,200	\$58,200	\$47,200
Taxation	175,000	175,000	175,000	175,000
Other Revenue	17,000	17,000	2,000	2,000
Government Grants	160,000	160,000	160,000	160,000
Investment Income	800,000	800,000	800,000	800,000
Recoveries from Other Functions	6,775,613	6,798,543	7,112,472	7,316,146
<b>Total Revenue</b>	<b>7,984,813</b>	<b>8,007,743</b>	<b>8,307,672</b>	<b>8,500,346</b>
Personnel Costs	4,974,808	5,096,772	5,243,945	5,395,559
Grants to Other Organizations	40,000	40,000	25,000	25,000
Materials, Supplies & Utilities	1,252,932	1,292,326	1,339,652	1,387,351
Contract & General Services	787,472	687,799	699,484	729,306
Debt Charges	419,188	419,188	419,188	419,188
Transfer to Reserve	460,208	424,703	532,948	496,987
Transfer to Other Services	2,205	2,205	2,205	2,205
Minor Capital	48,000	44,750	45,250	44,750
<b>Total Expenses</b>	<b>7,984,813</b>	<b>8,007,743</b>	<b>8,307,672</b>	<b>8,500,346</b>

**110-119 Comox Valley  
Finance & Administration  
2023-2033 Capital Planning**





## 2024-2028 Capital Plan

	2024	2025	2026	2027	2028
1009 – Corporate Office	\$92,000	-	-	-	-
1017 - IT Infrastructure	682,000	\$83,000	\$77,000	\$70,000	\$112,000
1053 – Vehicle Purchase	60,000	-	60,000	-	45,000
<b>Total</b>	<b>834,000</b>	<b>83,000</b>	<b>137,000</b>	<b>70,000</b>	<b>157,000</b>



## 2029-2033 Long Term Capital Plan

	2029	2030	2031	2032	2033
1009 – Corporate Office					
1017 - IT Infrastructure	-	\$108,000	-	-	-
1053 – Vehicle Purchase	-	-	\$40,000	-	-
<b>Total</b>	-	<b>108,000</b>	<b>40,000</b>	-	-



# Reserves

## Projected Balance

Reserve	2023 Ending Balance
110 – Future Expenditure Reserve	\$461,550
801 – Capital Works Reserve	230,125
865 – Internal Cost of Carbon Reserve	141,657
<b>Total</b>	<b>833,332</b>



# Summary

<b>Fiscal Responsibility</b> 	<b>Climate Crisis &amp; Environmental Stewardship &amp; Protection</b> 	<b>Community Partnerships</b> 	<b>Indigenous Relations</b> 	<b>Accessibility, Diversity, Equity &amp; Inclusion</b> 
<p>Strengthening systems and process to protect public and physical and financial assets.</p>	<p>Internal Cost of Carbon, Asset Management and Procurement Policy aligned.</p>	<p>Peer to peer and advisory committee engagement with municipal partners</p>	<ul style="list-style-type: none"> <li>• Indigenous Relations Framework</li> <li>• Reconciliation Advisory Group</li> <li>• Ongoing engagement with K'ómoks First Nation</li> </ul>	<p>Regional Accessibility Framework</p>





## Options & Recommendations

- That the proposed 2024-2028 financial plan for the function 110, Administration and General Government Service, be approved.



Questions?