

2023 – 2027 Financial Plan Staffing, New Service Levels and Capital

RECOMMENDATION

1. That this report of the 2023-2027 Financial Plan Staffing Recommendations, New Service Levels and Capital Projects with total project costs greater than \$500,000 be received for information purposes.

BACKGROUND

This report provides information on the 2023-2027 Financial Plan, specifically in relation to resource requirements in the form of 2023 Staffing Recommendations, 2023 New Service Levels and Capital Projects with total project costs greater than \$500,000. This information is being provided as the first of a series of opportunities for the Board to receive information about the 2023-2027 Financial Plan.

Public Consultation and Engagement

The RDN shares information on the budgeting process through using tools such as videos explaining what services the RDN provides and how regional budgeting works. These tools can be accessed through <https://www.getinvolved.rdn.ca/rdn-budget-talks>. We also share information about the timeline for when the budget will be reviewed at public meetings.

The Question and Answer feature of the Get Involved page for the RDN Budget is live, encouraging residents to ask questions so the Finance team can share answers. Residents are encouraged to register to receive electronic updates of budgeting information and to view budget documents. Once approved, the 2023-2027 Financial Plan information will be added to the Get Involved RDN site. An email will be sent to those connected to the page as a reminder to ask questions year round on the site and to check out the updated documents. The Get Involved site will be promoted in the RDN Monthly Updates ad and through social media.

New Staffing Recommendations

The 2023 staffing recommendations include changes to 34 positions that equates to 32.5 Full Time Equivalents (FTE). These include the addition of 28 full-time positions and 3 Fire Department positions that already existed but are being added as a result of Fire Departments coming under the authority of the RDN and 3 part time positions. Details on each of the positions are included in Appendix A.

Table A summarizes the positions including whether the position is union or exempt and its estimated cost and tax impact. Of the seven positions identified as conversions under position type, four are recommended to be changed from casual/temp to permanent (Heavy Equipment Operator, Operations Coordinator – Natural Areas, Accounting Clerk Assistant and Strategic Initiatives Coordinator) and three are recommended to be changed

from part-time to full-time (Aquatic Maintenance Worker, Administrative Assistant for Parks Services and handyDart Dispatcher).

Table A 2023 Staffing Recommendations							
Regional and Community Utilities							
Page #	Department	Position	Position Type	Funding Source	FTE	Estimated Cost (including benefits)	Estimated Tax Impact
A-1	Solid Waste Services	Heavy Equipment Operator	Union-Conversion	Taxation	1	88,205	6,640
A-2	Solid Waste Services	Special Projects Coordinator	Union	Taxation/User Fe	1	91,762	91,762
A-3	Solid Waste Services	Zero Waste Compliance Officer	Union	Taxation	1	91,762	91,762
A-4	Wastewater Services	Instrumentation Technician FCPCC	Union	Taxation	1	104,872	104,872
A-5	Wastewater Services	Operator/Maintenance FCPCC	Union	Taxation	1	104,872	104,872
					5	481,472	399,907
Recreation and Parks							
A-6	Aquatic Services	Aquatic Maintenance Worker	Union-Conversion	Taxation	0.5	86,129	43,716
A-7	Arena Services	Building Services Worker - Arenas	Union	Taxation	1	85,862	85,862
A-8	Parks Services	Administrative Assistant	Union-Conversion	Taxation	0.5	79,183	40,067
A-9	Parks Services	Operations Coordinator - Natural Areas	Union-Conversion	Taxation	1	101,873	5,363
A-10	Recreation Program Services	Building Service Worker - Recreation Facilities	Union	Taxation	1	85,862	85,862
A-11	Recreation Program Services	Business Administrator	Exempt	Taxation	1	109,746	109,746
A-12	Recreation Program Services	Chief Facility Operator - Aquatics and Satellite Rural	Union	Taxation	1	108,439	108,439
A-13	Recreation Program Services	Program Secretary	Union	Taxation	1	81,210	81,210
A-14	Recreation Program Services	Superintendent - Recreation Program Services	Exempt	Taxation	1	149,306	149,306
					8	887,610	709,571
Transportation Services							
A-15	Transit Operations	handyDART Dispatcher	Union-Conversion	Taxation/Grant	0.5	49,827	16,655
A-16	Transit Operations	Transportation Supervisor	Union	Taxation/Grant	2	216,879	116,522
					2.5	266,706	133,177
Development and Emergency Services							
A-17	Current Planning	Planner	Union	Taxation	1	105,531	105,531
A-18	Current Planning	Planning Technician	Union	Taxation	1	91,762	91,762
A-19	Emergency Services	Community Fire Chief	Exempt-Assumed	Taxation	1	116,976	-
A-20	Emergency Services	Fire Prevention and Training Officer	Exempt-Assumed	Taxation	1	69,897	-
A-21	Emergency Services	Fire Rescue Technician	Exempt-Assumed	Taxation	1	50,450	-
					5	434,616	197,293
Corporate Services							
A-22	Finance	Financial Analyst	Union	Taxation	1	101,874	101,874
A-23	Finance	Accounting Clerk Assistant	Union-Conversion	Taxation	1	73,196	5,510
A-24	Human Resources	Human Resources - HR & Safety Assistant	Exempt	Taxation	1	109,746	109,746
A-25	Human Resources	Human Resources Advisor	Exempt	Taxation	1	135,895	135,895
A-26	Information Technology & GIS	Manager, Client & Technical Services	Exempt	Taxation	1	98,355	98,355
A-27	Information Technology & GIS	Client Services Assistant	Union	Taxation	1	163,482	163,482
A-28	Information Technology & GIS	Business Solutions Specialist	Union	Taxation	1	79,182	79,182
A-29	Information Technology & GIS	Information Technologist	Union	Taxation	1	105,531	105,531
A-30	Legislative Services	Legislative Assistant	Exempt	Taxation	1	109,746	109,746
A-31	Building Operations	Building Operator/Coordinator	Union	Taxation	1	108,439	108,439
					10	1,085,446	1,017,761
CAO							
A-32	Strategy and Intergovernmental	Policy Advisor - Intergovernmental Services	Exempt	Taxation	1	135,895	135,895
A-33	Strategy and Intergovernmental	Strategic Initiatives Coordinator	Exempt-Conversion	Taxation	1	135,895	2,545
					2	271,790	138,440
				Total	32.5	\$ 3,427,640	\$ 2,596,148

The projected annual cost of the 34 positions is \$3,427,640 and the projected tax impact is \$2,596,148. The difference between the projected cost and the projected tax impact is because positions being converted have only partial incremental costs for benefits or to increase hours and also because the RDN receives BC Transit Grant funding for 2 full time and 1 part time position. The projected tax impact represents 5.5% of the total 2022 RDN budgeted wages and benefits. Future staffing identified for 2024 to 2026 are included in Appendix D.

Capital Projects

Table B1 summarizes the 2023 capital projects with project budgets greater than \$500,000 for new projects proposed to start in 2023 and projects previously approved by the Board requiring approval for a budget increase.

Table B1 - 2023 New Capital Projects > \$500,000

Regional and Community Utilities			Previously Approved Budget	Incremental Budget Increase	Total Project Budget	Ref
Page No.	Department	Project				
B-1	Wastewater	French Creek Pollution Control Centre Influent Pipe Repair	-	\$ -	1,005,000	
B-2	Wastewater	French Creek Pollution Control Centre Bay Avenue Forcemain Replacement	3,128,475	\$ 107,345	3,235,820	
B-3	Wastewater	French Creek Pollution Control Centre Auto Thermophilic Aerobic Digester Mixer	67,260	\$ 4,682,740	4,750,000	1
B-4	Wastewater	Greater Nanaimo Pollution Control Centre Grit and Sedimentation Tank Relining	3,962,000	\$ 3,108,000	7,070,000	2
B-5	Wastewater	Nanose Bay Pollution Control Centre Wastewater Nanose Forcemain Replacements Ph1	3,249,780	\$ 4,000,000	7,249,780	3
B-6	Wastewater	Greater Nanaimo Pollution Control Centre Basement Motor Control Centres Replacement	1,280,032	\$ 787,438	2,067,470	4
B-7	Wastewater	Greater Nanaimo Pollution Control Centre Biogas Blower Relocation	718,575	\$ 265,880	984,455	5
B-8	Wastewater	Greater Nanaimo Pollution Control Centre Wellington Pump Station Generator Upgrade	1,010,000	\$ 2,773,712	3,783,712	6
B-9	Wastewater	Greater Nanaimo Pollution Control Centre North Slope Interceptor Beach Erosion	452,250	\$ 962,025	1,414,275	7
B-10	Solid Waste	Waste Water Treatment Plant Upgrade/ Replacement	-	\$ -	606,000	
			\$ 13,868,372	\$ 16,687,140	\$ 32,166,512	
Recreation and Parks						
B-11	Community Parks	Anders Dorrit Park Development	337,000	\$ 400,000	737,000	8
B-12	Community Parks	Errington Playground	598,521	\$ 807,000	1,405,521	9
B-13	Regional Parks	Coats Marsh Regional Park Weir Replacement	414,100	\$ 597,161	1,011,261	10
B-14	Recreation & Parks	Ravensong Aquatic Centre Expansion	19,914,117	\$ 11,171,656	31,085,773	11
			\$ 21,263,738	\$ 12,975,817	\$ 34,239,555	
Development and Emergency Services						
B-15	Nanose Bay VFD	Pumper Truck Vehicle Replacement	-	\$ -	800,000	
B-16	Dashwood VFD	E-61 Fire Truck Replacement	800,000	\$ 110,000	910,000	
B-17	Bow Horn Bay VFD	Wildland Engine Vehicle Replacement	-	\$ -	500,000	
			\$ 800,000	\$ 110,000	\$ 2,210,000	
Total			\$ 35,932,110	\$ 29,772,957	\$ 68,616,067	

- 1 The initial budget of \$67,260 was for engineering and the incremental amount of \$4,682,000 is the capital project now being advanced
- 2 This project scope has now changed to also include mechanical improvements and replacement of aging equipment and the concrete repairs are more extensive than initially identified
- 3 Phase 2 has been added to this project with expenditures planned for 2027 and 2028
- 4 Initial budget was based on preliminary engineering
- 5 Cost of the Blowers is higher than initially anticipated
- 6 The project scope has changed to include a full Pumpstation Upgrade not just the generator upgrade.
- 7 The project was tendored in 2022 and Construction tendors were substantially higher than the engineered estimate, project will be re-tendored in 2023
- 8 Phase 1 completed in 2022, Phase 2 for 2023 includes trail improvements, boardwalks and foot bridges through the south-east section of the park
- 9 For 2023, \$300,000 to be used to replace the washroom/concession building and \$507,000 for 2024 to construct a sports court
- 10 Incremental costs for the design and construction of a new weir
- 11 Increment relates to Board's direction in relation to design option and phasing (Board Resolutions 21-629, 22-455 & 22-456)

Included in the 2023 Capital Projects are \$29,772,957 in incremental budget increases. The amounts for each project and a brief explanation of the increase are included in Table B1 above. Appendix B provides details for all these projects that require Board approval through the approval of the 2023 to 2027 Financial Plan.

The Capital Projects identified for Greater Nanaimo Pollution Control Centre are related to the facility built in the late 1970s and not to the area related to the recently completed Secondary Upgrade Project.

Table B2 provides information on Capital Projects greater than \$500,000 that have already been approved and are ongoing in 2023.

Table B2 - 2023 Existing Capital Projects > \$500,000

Regional and Community Utilities		
Department	Project	Total Project Budget
Wastewater	French Creek Pollution Control Centre Expansion and Odor Control Upgrades	\$ 65,524,000
Wastewater	Greater Nanaimo Pollution Control Centre - Hammond Bay Rd Forcemain Twinning	45,819,296
Wastewater	Greater Nanaimo Pollution Control Centre Departure Bay Pump Station Upgrade	34,222,967
Wastewater	French Creek Pollution Control Centre Bay Avenue Pump Station and Generator Upgrade	6,422,595
Wastewater	Greater Nanaimo Pollution Control Centre Biogas Flare Replacement	687,420
Water Services	Englishman River (Rivers Edge) Water Supply Upgrade	1,583,400
Water Services	Nanoose Bay -Additional Reservoir Capacity	1,313,000
Water Services	Whiskey Creek Water Supply Upgrade	1,177,000
Water Services	San Pareil Asbestos Cement Watermain Replacement	3,518,740
Water Services	Nanoose Bay - Asbestos Cement Watermain Replacement	3,259,500
Water Services	Nanoose Bay - Residential Watermeter Replacement	630,000
Water Services	Dorcas Point Watermain Upgrade	1,187,644
		\$ 165,345,562
Recreation and Parks		
Area A Recreation	South Wellington School Conversion to Community Centre	1,468,396
Regional Parks	Nanaimo River Morden Colliery Trail	2,322,192
Regional Parks	Parkland Property Purchase - North	7,138,331
Community Parks	Gabriola Village Trail	1,406,566
Community Parks	Huxely Park Skate Park and Parking Construction	1,036,600
Community Parks	Jack Bagley Community Park Phase 1 Development	2,121,356
Community Parks	Lions Park Phase 1	526,000
		\$ 16,019,441
Development and Emergency Services		
Dashwood Volunteer Fire Dept	Dashwood Firehall Replacement Construction	\$ 6,462,662
		\$ 6,462,662
Transportation Services		
Transportation	Woodgrove Exchange Improvement	1,600,000
Transportation	Country Club Mall Exchange Upgrade	500,000
		\$ 2,100,000
Total		\$ 189,927,665

Combining the \$68,616,067 of projects from Table B1 which require Board approval and \$189,927,665 of approved and ongoing projects from Table B2 results in total projects with budgets greater than \$500,000 that have expenditures of \$258,543,732. The 2023 portion of the project expenditures for new and existing Capital Projects greater than \$500,000 is \$42,952,198.

Changed Service Levels

Changes in service levels are detailed in Appendix C and are summarized below in Table C.

Table C 2023 New or Changed Service Level Requests			2023	
Page	Department	Project	Service Cost	Tax Implication
Development and Emergency Services				
C-1	LR Planning, Energy & Sustainability	Modernize/Update Development Permit Areas for 6 EAs	\$ 50,000	\$ 50,000
C-2	LR Planning, Energy & Sustainability	Update Marine Coastal Development Permit Area	10,000	
C-3	LR Planning, Energy & Sustainability	Sea Level Rise & Climate Adaptation Program	151,000	
C-4	LR Planning, Energy & Sustainability	Implement Flood Management Bylaw	10,000	10,000
C-5	LR Planning, Energy & Sustainability	Downscaled Climate Projections for RDN	20,000	
C-6	LR Planning, Energy & Sustainability	RDN Facility & Service Risk Assessment for Climate Change	30,000	
			\$ 271,000	\$ 60,000
Regional and Community Utilities (with Tax Requisition through Corporate Services)				
C-7	Facilities and Fleet Services	Space Planning	412,500	412,500
C-8	Facilities and Fleet Services	Building Maintenance & Repairs	144,000	144,000
C-9	Facilities and Fleet Services	Studies & Audit	32,900	32,900
			\$ 589,400	\$ 589,400
		Total	\$ 860,400	\$ 649,400

FINANCIAL IMPLICATIONS

This report has been prepared for information purposes only. Further financial implications will be provided in the Preliminary 2023 – 2027 Financial Plan in January 2023.

STRATEGIC PLAN ALIGNMENT

These resources and projects will form part of the 2023-2027 Financial Plan that provides for the financing required to support achieving the initiatives set out in the Strategic Plan as well as maintaining service levels mandated by the Board.

REVIEWED BY:

- D. Holmes, Chief Administrative Officer

ATTACHMENT(S)

1. Appendix A – 2023 Staffing Recommendations
2. Appendix B – 2023 Capital Projects
3. Appendix C – 2023 Changed Service Levels
4. Appendix D – Future Staffing Recommendations