



REGIONAL DISTRICT of Fraser-Fort George

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2024 BUDGET REPORT FOR CONSIDERATION

TO: Chair and Directors, Committee of the Whole

FROM: Chris Calder, General Manager of Financial Services

DATE: November 9, 2023

SUBJECT: General Administration – 1201

SUMMARY: Purpose: Consider and Approve Budget and Five-Year Financial Plan

File No.: BUD 1.0

Attachments:

1. 2024 Proposed Budget – General Administration – 1201
2. 2024 Proposed Budget – Financial Services – 1401
3. 2024 Proposed Budget – Sustainable Practices – 1403
4. 2024 Proposed Budget – Corporate Services – 1411
5. 2024 Proposed Budget – Office Building – George Street – 1412
6. 2024 Proposed Budget – Human Resources – 1413
7. 2024 Proposed Budget – Network (Computer Information System) – 1424
8. 2024 – 2028 Financial Plan

RECOMMENDATION(S):

1. THAT the report be received.
2. THAT the 2024 budget for General Administration be approved.
3. THAT the 2024 – 2028 Financial Plan for General Administration be approved.

ENTITLEMENT	HOW VOTE COUNTED
All 1 Director/1 vote	Majority
All Weighted	Majority
All Weighted	Majority

SERVICE DESCRIPTION:

The General Administration budget provides for the delivery of a number of services to the various branches of the Regional District. These services include:

- Financial Services (financial administration including budget oversight, full cycle accounting, year end audit, procurement oversight, investment monitoring and risk management oversight);
- Sustainable Practices (asset management, climate change, energy savings and sustainability initiatives);
- Corporate Services (Regional District Board support and corporate activities such as corporate records management, communications and the Chief Administrator's office);
- Office Building – George Street (operations and maintenance);
- Human Resources (human resources and labor relations); and
- Network (Computer Information System) (information technology including network and hardware support, phone system, Geographic Information System (GIS) support and 9-1-1 Computer Aided Dispatch/Records Management System support).

STRATEGIC ALIGNMENT:

- ☒ Climate Action ☐ Economic Health ☒ Indigenous Relations ☒ Strong Communities
- ☐ None – Statutory or Routine Business

SERVICE DETAILS:

Participants: All Municipalities and Electoral Areas
Requisition Limit: None
Debt Balance: None

SERVICE WORKPLAN:

The Service Workplan for General Administration encompasses all of the included Services. To provide transparency, where applicable, the Service Workplans are being provided individually.

Financial Services (1401):

- Assist with the roll out of new procurement templates and provide training to staff.
- Continued implementation of on-line payments for landfill accounts receivable.
- Actively manage and maintain the Regional District's reserve funds in accordance with the Regional District's Reserve Fund Policy RD-22-21.
- Actively manage and maintain the Regional District's investment portfolio in accordance with the Regional District's Investment Policy RD-14-19.
- Continued support of Questica budgeting software for the 2024 budget preparation process and management of Service area budgets throughout the year.
- Continue to develop procedures to use available technology to reduce redundancies, increase efficiency and increase digitization of financial records.
- Work on organization wide digitization initiatives including further use of HUB.
- Continued implementation of Electronic Funds Transfers for vendor payments.
- Assist with the continued organization wide work on asset management.
- Manage the Regional District's insurance portfolio for property, vehicle and cyber insurance.
- Provide support to other Services for major project financing, financial planning, annual budgeting, grant funding compliance, risk management, procurement and project progress.
- Provide administrative support to the Fraser-Fort George Regional Hospital District including budget, accounting, audit, investments and stakeholder relations.
- Continued training of new department employees.

Sustainable Practices (1403):

- Identify and implement opportunities to advance and support climate change activities that result in adaptation and mitigation initiatives.
- Continue energy assessments and energy efficient upgrades.
- Utilize facility condition assessment reports to inform operation and maintenance plans.
- Utilize Local Government Climate Action Program (LGCAP) funding to assist with budgeted initiatives.
- Engage with LGCAP on emerging issues and uses of funding while completing annual reporting requirements.
- Update the Corporate Climate Change Inventory.

- Update of the Corporate Climate Change Action Plan and development of an implementation strategy to advance the updated plan.
- Promote electric vehicle charging stations at the recreation facilities in the Robson Valley and the Regional District office at 155 George St.
- Continue with implementation of the Asset Management Strategy to support the sustainable operation and maintenance of Regional District assets.

Corporate Services (1411):

- Consult with the Board regarding the review and updating of the Strategic Priorities.
- Continue with Reconciliation efforts including defining the Regional District's role and opportunities to be a champion of reconciliation.
- Monitor and provide policy advice on Provincial legislative and policy changes pertaining to Regional District operations.
- Develop processes in support of service delivery and capacity building initiatives involving partner Indigenous communities.
- Continue partnerships with various organizations involved in the expansion of the region's economy including the Northern Development Initiative Trust Prince George Regional Advisory Committee and Prince George Airport Authority.
- Identify economic development opportunities for the Regional District to participate in.
- Continue to promote the Regional District with strategic and proactive communications and outreach to the public and key stakeholders.
- Continue production of the quarterly Regional Report.
- Develop a digital communications strategy that utilizes the new Regional District website and social media channels.
- Undertake a refresh of Regional District visual identity templates.
- Continue working on implementation of a fully integrated records management system.
- Continue development of a user handbook, policies, procedures and training for freedom of information and protection of privacy requests and issues.
- Investigate software tools that support the consolidation of individual service workplans into a Corporate Workplan and allow for reporting out to the Board on workplan progress and priority setting.
- Develop and support Strategic Planning session with Board of Directors.
- Advance compliance with the *Accessible British Columbia Act*.

Office Building – George Street (1412):

- Renewal of parking lot lease
- 155 George Street Office Building Parking Lot and Landscape Redesign
 - Review and update Landscape Redesign with new parking lot included;
 - Prioritize implementation of redesign and construction phasing for landscaping
- Review building layout and plan for renovations.
- Set up the First Aid room at 155 George Street Office building (first floor)
- HVAC Assessment for 155 George Street Office Building
 - Option assessment and costing for alternative sources for heating building

Human Resources (1413):

- Continue work on an audit of the Regional District's current Occupational Health & Safety Program.
- Initiate a review of the Regional District's Volunteer Fire Department Occupational Health and Safety Program.
- Undertake a review of Regional District job descriptions and job demands analysis for consistency and accuracy (*Through JJEC*).
- Complete the design and implement the leadership development program to increase retention and utilize as a succession planning tool.
- Build increased competencies in organizational coaching practices to foster succession planning, mentoring, and to increase retention and engagement.
- Continue Respectful Workplace training organization wide.
- Utilize the capabilities of the Prevue Applicant Tracking System software to increase recruitment and selection efficiencies.

Network (Computer Information System) (1424):

- On-going development and support of document management system, including permitting solutions, for the organization that will support the new records management initiative.
- On-going development and support of public online portal to support land development permitting applications and approval processes.
- Continue support for the District of Mackenzie, the Regional District of Bulkley-Nechako, North Coast Regional District, District of Fort St. James, Village of Fraser Lake, Town of Smithers, District of Houston, and Village of Vanderhoof's Information Technology (IT) and Geographic Information Systems (GIS) systems including potential new client, Town of Smithers.
- Continued maintenance and distribution of GIS web services to support data sharing and distribution both internally and externally.
- Support, enhancement, and integration of Questica budgeting software and Vadim financial software to support financial tracking, reporting, and budgeting.
- Support project management initiative for the organization, including development, planning and implementation.
- Work with 9-1-1 to support dispatch center and backup dispatch center.
- Continued support of Administration and Board with online meetings and providing public access to required information in the new reality of distance working and collaboration.
- Continued support for remote workers.
- Enhancement of Volunteer Fire Department software and security including purchasing and installing firewalls.
- Implement Hardware and Software licencing tracking and inventory software system for IT.
- Managed Detection Response project to security for RDFFG and 911 Networks
- Bring forward any outdated systems to comply with cyber security insurance requirements.
- Implement Corporate password management system.
- Create internal policy and procedure around Information Technology corporate services.
- Implement Cloud systems where appropriate to reduce maintenance, risks and costs associated with in-house systems.
- Continued Helpdesk services to clients and Regional District employees with fast response times.
- Complete privacy impact assessments for all processes that require personal information.

- Continued support of Regional District and client staff in the area of cyber security and related training.
- Enhancement of IT staffing and support to implement digital transformation strategies, enhance cybersecurity and continue service delivery to clients.

2024 CAPITAL PROJECTS OF NOTE:

In the past, the Capital Projects of Note for General Administration encompassed all of the included Services. To provide transparency, where applicable, the Capital Projects of Note are being provided individually.

Project	Cost Estimate	Notes
Office Building – George Street (1412): Parking Lot	\$ 546,100	Funded from Growing Communities Fund reserve.
Total:	\$ 546,100	

OVERALL FINANCIAL IMPACT:

	2022	2023	\$ Change	% Change
Total Expenditure:	\$ 6,002,198	\$ 6,359,870	\$ 357,672	6.0 %
Requisition:	\$ 2,422,039	\$ 2,625,000	\$ 202,961	8.4 %

BUDGET INFLUENCES/SIGNIFICANT VARIANCES:

Sustainable Practices (1403):

- receipt of LGCAP Program grant funding commitment for 2022, 2023 and 2024.
- contract services for Alternative Renewable Energy Source Evaluation (\$102,695 grant funded), facility assessments (\$100,000) and completion of Corporate Climate Action Plan (\$48,330).

Corporate Services (1411):

- implementation of records management system.
- development and hiring of an Indigenous Relations position to advance reconciliation initiatives.
- development and hiring of a Digital Communications Specialist position to advance the Regional District's digital communications and corporate priorities.
- initial phase of *Accessible British Columbia Act* compliance.

Office Building – George Street (1412):

- parking lot capital cost.
- building renovations and redesign of front lawn landscaping.

Human Resources (1413):

- audit of the Regional District's current Occupational Health & Safety Program.

Network (Computer Information System) (1424):

- continued increase in network and cyber security needs of the organization.
- enhancement of IT staffing and support to implement digital transformation strategies, enhance cybersecurity and continue service delivery to clients.
- Increase in annual costs due to vendor increases and additional software needs.

Respectfully submitted,

“Chris Calder”

Chris Calder
General Manager of Financial Services

CC:SW