Capital Regional District

Notice of Meeting and Meeting Agenda
Finance Committee

Wednesday, October 7, 2015	**9:30 AM**	**6th Floor Boardroom**

COMMITTEE MEMBERS:
DIRECTORS: D. Howe (Chair), J. Ranns (Vice Chair), M. Alto, S. Brice, D. Blackwell,
J. Brownoff, B. Desjardins, A. Finall, Nils Jensen (Board Chair, ex-officio)

1. Approval of Agenda

2. Adoption of Minutes

2.1.   15-1017   Minutes of the September 2, 2015 Finance Committee Meeting

Recommendation: That the minutes of the September 2, 2015 Finance Committee meeting be adopted as circulated.

Attachments: Minutes

3. Chair's Remarks

4. Presentations/Delegations

5. Committee Business

5.1.   15-1027   Grants Update

Recommendation: That this report be received for information.
(NWA)

Attachments: Staff Report Grants Update

Attachment 1 - Grant Dashboard

Attachment 2 - Age-Friendly Community Grant Pgm Guide

5.2.   15-1026   Bylaw 4038: Electoral Area Permissive Tax Exemptions

Recommendation: That Bylaw No. 4038, "Tax Exemption (Permissive) Bylaw, 2015" be introduced and
read a first and second time.
That Bylaw No. 4038 be read a third time.
That Bylaw No. 4038 be adopted.
(WA 2/3 maj.)

Attachments: Staff Report - Bylaw 4038 Electoral Area Permissive Tax Exemptions

Attachment 1 - Bylaw 4038A

Attachment 2 - Correspondence

5.3.   **15-1028**   Service Plans Review Process

Recommendation: That the Finance Committee approve the attached service plans.

Attachments: Staff Report Service Plans Review Process

Attachment 1 - Copy of Report to Finance Mtg of Sept 2 2015

Old See Amended Version Exec Office, Leg Svc, Brd & Elections

Amended Exec Office Leg Svc Brd Elections

Corp Communications, Exec Services

Aboriginal Initiatives

Human Resources

Financial Services

Information Technology

Real Estate-R

Risk, Insurance, Facility Management

6. New Business

7. Adjournment

Next Meeting: November 4, 2015

Meeting Minutes
Finance Committee

Wednesday, September 2, 2015	**9:30 AM**	**6th Floor Boardroom**

PRESENT:

DIRECTORS: D. Howe (Chair), J. Ranns (Vice Chair), M. Alto, S. Brice, D. Blackwell, J. Brownoff, B. Desjardins, C. Stock (for A. Finall), Nils Jensen (Board Chair, ex-officio)
STAFF: R. Lapham, Chief Administrative Officer; D. Lokken, General Manager, Finance and Technology; R. Sharma, Senior Manager, Finance Services; A. Genero, Manager, Accounting Services; C. Nielson, Senior Manager, Human Resources; S. Santarossa, Corporate Officer; P. Perna, Committee Clerk (recorder)
OTHERS PRESENT: Kathy Sainas, Sainas Consulting

The meeting was called to order at 9:30 a.m.

1. Approval of Agenda

> **MOVED by Director Brice, SECONDED by Director Brownoff,**
> **That the September 2, 2015 Finance Committee Agenda by approved as amended to include the supplementary agenda and to move item 5.5 after delegation item 4.1.**
> **CARRIED**

2. Adoption of Minutes

2.1.   15-760   Minutes of the June 3, 2015 Finance Committee Meeting

> **MOVED by Alternate Director Stock, SECONDED by Director Brice,**
> **That the Minutes of the June 3, 2015 Finance Committee meeting be adopted as circulated.**
> **CARRIED**

2.2.   15-722   Minutes of the June 10, 2015 Finance Committee meeting

> **MOVED by Director Brownoff, SECONDED by Director Desjardins,**
> **That the Minutes of the June 10, 2015 Finance Committee meeting be adopted as circulated.**
> **CARRIED**

2.3.   15-910   Minutes of the July 15, 2015 Finance Committee meeting (No Quorum)

> **MOVED by Director Brice, SECONDED by Alternate Director Stock,**
> **That the Minutes of the July 15, 2015 Finance Committee meeting be adopted as circulated.**
> **CARRIED**

3. Chair's Remarks

Chair Howe remarked in relation to the financial planning process overview in thinking about triple bottom line financial reporting. He provided a quote from an article "Capitalism at the Crossroads", regarding accounting and for natural, social and human capital. He felt that it would be an interesting topic for 2016 financial planning.

4. Presentations/Delegations

15-927   Ms. Kristy Kilpatrick, Urban Wildlife Stewardship Society, Re: Agenda Item 5.5. Urban Wildlife Stewardship Society Funding Request

Kristy Kilpatrick of Urban Wildlife Stewardship Society advised that they are a Citizen's Group, Non-Profit Society, that is starting a pilot project for contraception for deer management. Ms. Kilpatrick provided an overview of their project and spoke to a PowerPoint presentation, advising they are seeking $35,000 in grant monies to assist with this project.

A copy of the PowerPoint presentation is available on file from the Legislative and Information Services department.

5. Committee Business

5.5.   **15-881**   Urban Wildlife Stewardship Society Funding Request

D. Lokken provided an overview of the report and spoke to the issues around funding. Discussion ensued on the importance and cost savings for a deer management program and the implications of providing a one-time Regional Grant-In-Aid.

Other options discussed were as follows:
* approaching other municipalities for funding and the potential to receive funding from both a municipality and the CRD
* use of partnerships with wildlife management, the CRD or municipalities
* reviewing the Regional Grant-In-Aid Policy
* setting up a meeting at UBCM on invasive species to request support from the Province

MOVED by Director Desjardins, SECONDED by Alternate Director Stock,
That a one-time grant funding through regional grant-in-aid to the Urban Wildlife Stewardship Society in the amount of $35,000 be approved.
DEFEATED
Howe, Blackwell, Brice, Brownoff, Jensen, Ranns OPPOSED

MOVED by Director Desjardins, SECONDED by Alternate Director Stock,
That the Finance Committee recommend to the Capital Regional District Board:
That staff undertake a review of the Regional Grants-in-Aid policy.
CARRIED

MOVED by Director Blackwell, SECONDED by Director Brice,
That the Finance Committee receive this report and recommend to the Capital Regional District Board:
That it not support the funding request as the CRD Board has a "no regional grant-in-aid" policy in place and there is no CRD deer management service.
CARRIED
Alto, Desjardins OPPOSED

5.1.   **15-720**   Capital Regional District (CRD) Grants Update - Carried Forward from the July 15th 2015 Finance Committee Meeting

D. Lokken provided an overview of the reports in Items 5.1 and 5.2. She noted that the first grant report was carried forward from the last Finance meeting in July where there was no quorum.

MOVED by Director Brownoff, SECONDED by Alternate Director Stock
That the Finance Committee receive this report and recommend to the Capital Regional District Board:
That staff reports "Capital Regional District (CRD) Grants Update" and "Grants Update" be received for information.
CARRIED

5.2.   **15-870**   Grants Update

This report was considered as part of item 5.1.

5.3.   **15-725**   Core Area Wastewater Treatment Program Cashflow Report

D. Lokken provided an overview of the report that was referred to the committee by the Core Area Liquid Waste Management Committee.

Staff was requested to prepare a report to the Core Area Liquid Waste Management Committee projecting the timing of the program and the costs moving forward, including the current borrowing from the Municipal Finance Authority.

Director Ranns left the meeting at 10:34 a.m.

MOVED by Director Brownoff, SECONDED by Director Brice,
That the Finance Committee receive this report and forward to the Capital Regional District Board for information.
CARRIED

5.4.   **15-871**   Bylaw 4036 - Temporary Borrowing Bylaw for Capital Financing (Ganges Sewer Wastewater System)

Director Ranns returned to the meeting at 10:35 a.m.

MOVED by Alternate Director Stock, SECONDED by Director Desjardins,
That the Finance Committee receive this report and recommend to the Capital Regional District Board:
That Bylaw No. 4036, "Temporary Loan (Ganges Sewer Wastewater System) Bylaw No. 1, 2015" be introduced and read a first time and second time, read a third time and adopted.
CARRIED

5.6.   **15-872**   2016-2019 Service and Financial Planning Process Overview

R. Lapham provided an overview of the report and highlighted the corporate plan. D. Lokken also provided an overview of the report and highlighted the financial planning process.

Discussion ensued relative to the following:
* Charge out rates within the CRD
* Improving the presentation of budget information on the website to better engage and
educate the public

MOVED by Director Brice, SECONDED by Director Desjardins,
That the Finance Committee receive this report and forward to the Capital
Regional District Board for information.
CARRIED

5.7.   15-905   Alternative Financing Proposal

D. Lokken provided an overview of the report and advised that a Request for Proposal
(RFP), had been issued to investigate the process and steps required for alternative
financing including a proposed bond/debenture issuance program and requests an
analysis of the advantages and disadvantages in forming a new corporate entity to
facilitate and finance future projects within the CRHD and CRHC.

It was suggested that Robin Stringer, Municipal Finance Authority, be invited to speak to
the committee.

MOVED by Director Brice, SECONDED by Alternate Director Stock,
That the report be received for information.
CARRIED

5.8.   15-904   Capital Regional District Board of Directors Remuneration

C. Nielson provided an overview of the process to date.

Kathy Sainas, Sainas Consulting, provided an overview of the report and spoke to a
PowerPoint presentation highlighting the following:

* her work included the review and analysis of data from 11 regional districts, CRD
member municipalities, various crown corporations, health and other public sector
organizations
* the proposed model takes into consideration Board member commitment and workload.
The base stipend is adjusted per the direction from the earlier workshop and includes all
board meetings and two committee commitments, which includes mandated committees
* additional remuneration was proposed for other committee work, as an appointment
payment, and the potential for additional meeting fees for external board appointments, or
local and sub-regional commission (beyond regular EA work) was proposed at the same
meeting fee as for alternates
* current remuneration for add-ons such as Regional or Hospital District Chair, stipends
for committee chairs to meet with staff for agenda reviews were clarified, as was the extra
remuneration for Electoral Area Directors to cover extra electoral area work with
committees and commissions they participate in
* discussion took place regarding the timing of the implementation of the increases
ranging from 2016 to 2019, possible phasing and the issue of setting rates for the next
elected board, versus the current board
* the rates as recommended in the motion are to be implemented effective January 2016

A copy of the PowerPoint presentation is available on file from the Legislative and
Information Services department.

MOVED by Director Desjardins, SECONDED by Director Brice,
That the Finance Committee recommend that staff prepare a report to be
forwarded to the Board recommending the following remuneration rates to be
implemented in January 2016:

Annual rates:
1. CRD/CRHD Director - $17,000 (includes all CRD/CRHD Board meetings,
Committee of the Whole meetings, and two Standing Committee commitments
2. Electoral Area Directors - an additional $31,619
3. CRD Board Chair - an additional $25,000
4. CRD Board Vice Chair - an additional $5,000
5. CRHD Board Chair - an additional $5,000 if the person is not the CRD vice-chair
6. CRD Board Standing Committee Chair - an additional $2,500
7. CRD Board Standing Committee - membership in excess of two standing
committees remuneratated in #1 - $5,000

Per Meeting Payments:
8. Alternate CRD/CRHD Board Director - $100
9. CRD Board Directors appointed by CRD to an External Board - $100 unless
remuneration is already paid by the External board or if payment not allowed by
Act Regulation, Bylaw, or other.
CARRIED
Alto OPPOSED

6. New Business

There was no new business.

7. Adjournment

MOVED by Director Brice, SECONDED by Director Brownoff,
That the September 2, 2015 Finance Committee meeting be adjourned at
12:10 p.m.
CARRIED

Next Meeting: October 7, 2015

_____
CHAIR

_____
RECORDER

CRD
Making a difference...together

<u>**SUBJECT**</u>   **Capital Regional District (CRD) Grants Update**

<u>**ISSUE**</u>

This report provides an update on grant programs and applications currently underway.

<u>**BACKGROUND**</u>

The CRD Grants Dashboard – Grant Calls in Progress (see Attachment 1) provides a snapshot of applications in progress and submitted. This report describes new developments since the September 2 grants update report.

Applications

Real Estate Foundation Community Grant

CRD Regional and Strategic Planning has submitted two applications to this program:

1. Active and Safe Routes to School Travel Planning Project (Request: $150,000)
2. Farming Infrastructure Gaps Project (Request: $50,000)

New Calls for Proposal

Age-Friendly Community Planning and Projects Grant

Administered by the Union of BC Municipalities, this program (see guide in Attachment 2) helps BC local governments develop and implement policies, plans and/or projects that support seniors' well-being and create age-friendly communities. The application deadline is October 30; key points about the program include:

- Only one application per local government is accepted;
- The maximum grant amount is $20,000 and matching funds are not required;
- A maximum of 25 grants will be awarded;
- Funds are for new activities that support age-friendly communities; and
- A Board resolution endorsing the application is required.

Since this grant program's inception in 2009, the CRD has been successful in securing 2 grants in 2010 and 2012 respectively:

1. Pender Island Health Care Society: Development of a Seniors Support Social Network
2. CRD Regional Parks: Age-Friendly Trails Assessment and Information System

RECOMMENDATION

That the Finance Committee receive this report and recommend to the Capital Regional District Board:

That this report be received for information.

Submitted by:	Rajat Sharma, MBA, CPA, CMA, Senior Manager, Financial Services
Concurrence:	Diana E. Lokken, CPA, CMA, General Manager, Finance and Technology
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

RS:sb

Attachments:
1. CRD Grant Dashboard – Grant Calls in Progress
2. Age-Friendly Community Grant Program Guide

CRD GRANT DASHBOARD - GRANT CALLS IN PROGRESS

GRANT PROGRAM (Click on the first letter of the program name for details)	LAUNCH DATE	APPLICATION DEADLINE	GRANT ALERT SENT	CRD BOARD RESOLUTION NEEDED	COMMITTEE STAFF REPORT	CRD BOARD RESOLUTION	APPLICATIONS	AWARDS
New Building Canada - Small Communities Fund	16/10/2014	19/02/2015	22/10/2014	YES	21/01/2015	11/02/2015	3	0
Infrastructure Planning Grant	Ongoing	19/02/2015 31/07/2015	N/A	YES	04/03/2015	11/03/2015	1	Pending
Asset Management Program	10/12/2014	220/3/2015	10/12/2014	YES	04/03/2015	11/03/2015	3	3
Federal Gas Tax - Strategic Priorities Fund	10/12/2014	15/04/2015	10/12/2014	YES	04/03/2015	11/03/2015	3	Pending
BikeBC Cycling Infrastructure Grant	27/03/2015	15/05/2015	31/03/2015	YES	06/05/2015	13/05/2015	1	0
Community Energy Leadership Program (Expression of Interest (EOI))	14/04/2015	04/05/2015	N/A	NO	N/A	N/A	3	2
Community Energy Leadership Program	25/05/2015	23/06/2015 (Board resolution to follow)	See Note *	YES	N/A	12/08/2015	1	Pending
CANADA 150 Community Infrastructure Grant	15/05/2015	17/06/2015 at 1:00 PM	19/05/2015	YES	N/A	10/06/2015	6	1
FCM - Green Municipal Fund	Ongoing	Grants for planning and feasibility studies can be considered as a potential funding source to assist in developing grant-ready infrastructure projects.						
Victoria Foundation Community Grants	Ongoing	08/11/2015	06/11/2015	Not Mandatory	N/A	07/08/2015	1	Pending
New Horizons for Seniors	02/06/2015	10/07/2015 at 11:59PM EST	08/06/2015	NO	N/A	N/A	1	Pending
Real Estate Foundation	Ongoing	16/09/2015	02/09/2015	NO	N/A	N/A	2	Pending
Age-Friendly Communities	21/09/2015	30/10/2015	22/09/2015	YES	07/10/2015	14/10/2015	TBD	

TOTAL APPLICATIONS SUBMITTED:	25

LEGEND:

- 🟥 **Work in progress - very tight timeline**
- 🟨 **Work in progress - moderate timeline**
- 🟩 **Work completed**

Seniors' Housing & Support Initiative

UBCM

E-mail: lgps@ubcm.ca
525 Government Street, Victoria, BC, V8V 0A8

BRITISH COLUMBIA | AgeFriendlyBC

2016 Age-friendly Community Planning & Project Grants

Program & Application Guide

1. Introduction

Seniors' Housing & Support Initiative

Launched in 2004, the *Seniors' Housing and Support Initiative* (SHSI) was created through a one-time $2 million grant from the (now) Ministry of Community, Sport & Cultural Development to assist local governments to prepare for an aging population. Between 2007 and 2014, the Ministry of Health provided an additional $2.75 million to further support the initiative and to incorporate a focus on age-friendly projects.

In the initial phases of the program, the emphasis was on information sharing and grants for 'Seniors in Communities Dialogues' and pilot projects. Age-friendly Community Planning & Project grants have been offered since 2009 and, to date, more than 140 local governments have completed projects or been approved for funding under the SHSI.

The Ministry of Health has now committed another $0.5 million in funding to the program and UBCM is pleased to announce that a <u>maximum of 25 grants</u> of up to $20,000.00 are available for 2016 community planning initiatives or community projects.

Age-friendly Communities

In an age-friendly community, the policies, services and structures related to the physical and social environment are designed to help seniors "age actively." In other words, the community is set up to help seniors live safely, enjoy good health and stay involved.

The creation of age-friendly communities in BC builds on findings from the World Health Organization's Age-friendly Cities and the Canadian Age-friendly Rural and Remote Communities projects in 2007.

The Province has advanced the age-friendly agenda since 2007 in collaboration with UBCM and other key partners to engage and support local governments in preparing their communities for an aging population. Age-friendly British Columbia (AFBC) is built around the following key components (See Appendix 1):

1. Support – Grants (through UBCM)

2. Recognition – The Ministry of Health will recognize and reward local governments who achieve four key steps in the process to become more age-friendly

3. Information – A resource package and website with tools to assist local government staff

For more information on Age-friendly British Columbia, email: AgeFriendlyBC@gov.bc.ca or by phone: (250) 387-9520.

2. Guiding Principles

The 2016 SHSI program is intended to assist local governments in BC to best support aging populations, develop and implement policies and plans and/or develop projects that enable seniors to age in place and facilitate the creation of age-friendly communities.

Applications should demonstrate a commitment to the following guiding principles:

- **Community Driven** - Community solutions are based on local priorities and plans
- **Catalyst for Action** – Community activities are catalysts that enable local governments and community partners to enhance and improve services for older adults
- **Focus on Funding Priorities** - Activities are focused on funding priorities with clear outcomes
- **Flexible** - Required actions differ in each community
- **Coordinated** - Activities of different levels of government and community partners are coordinated to avoid duplication among programs and projects
- **Sustainable Results** – Community activities contribute to improving the lives of older adults over time

3. Eligible Applicants

Eligible applicants are local governments (municipalities and regional districts) in British Columbia. Please see Section 6 for other important information on application requirements.

4. Funding Priorities & Eligible Activities

Under the 2016 program, a maximum of 25 grants will be available.

Eligible activities are new community planning and/or community projects that are undertaken by a local government and that address the guiding principles and funding priorities of the program. This includes comprehensive age-friendly community planning/projects or activities that focus on one or more of the eight age-friendly community components:

- Outdoor spaces and buildings
- Transportation (including traffic safety)
- Housing
- Respect and social inclusion

- Social participation
- Communications and information
- Civic participation and employment
- Community support and health services

Table 1 provides an overview of eligible activities and examples of each.

The SHSI is not intended to be a capital project funding program. However, minor capital expenditures for eligible activities that have a clear and definable benefit to seniors will be considered for funding. Please note capital costs cannot exceed 40% of the total requested grant (i.e. an application for a $15,000.00 grant cannot include more than $6,000.00 in capital costs).

In addition, please note the following are not eligible activities:

- Development of feasibility studies, business cases, architectural, engineering or other design drawings for the construction or renovation of facilities providing services to seniors, including housing
- Fundraising

Table 1: Eligible Activities	
Eligible Activity	***Examples***
Community planning	• *Creation of a local Age-friendly plan* • *Creation of specific plan and/or policies that address one or more of the eight community components (see Section 4)* • *Development of age-friendly design guidelines*
	• *Review and revision of OCPs or community or neighbourhood plans* • *Review and revision of zoning and other bylaws (subdivision, snow removal, parking, etc.)* • *Review and revision of development permit requirements*
	Adding an age-friendly or seniors lens to planning initiatives, such as: • *Active transportation planning* • *Food security and food systems planning* • *Community planning processes related to social determinants of health (e.g. affordable housing, homelessness, etc.)* • *Development of community health plans* • *Engagement of seniors in planning activities*
Community projects	*Developing <u>new</u> community projects for seniors, such as:* • *Prevention of elder abuse* • *Support for persons with dementia* • *Increased community accessibility (transportation, housing, services)* • *Provision of recreation and healthy living activities and/or referral and support to link seniors with recreation and healthy living services* • *Community gardens and healthy eating* • *Health literacy and promotion (e.g. workshops, guides, etc.)* • *Chronic disease prevention* • *Injury prevention and community safety (including traffic safety)* • *Intergenerational projects*

5. Age-friendly BC Community Recognition Program (Optional)

All local governments, including applicants to the 2016 SHSI program, have the opportunity to apply for the Age-friendly British Columbia Recognition Program from the Ministry of Health. Please see Appendix 1 for more information.

6. Application Process

The application form is required to be completed by all applicants. A Council or Board resolution, as well as a detailed budget, is required with the application form.

> The Council/Board resolution is required to indicate support for the proposed activities and willingness to provide overall grant management

Applications are due by <u>October 30, 2015,</u> and applicants will be notified of the status of their application by December 11, 2015.

The Evaluation Committee will assess and score all eligible applications based on the guiding principles and funding priorities. Higher application review scores will be given to applications that:

- Demonstrate direct participation of seniors

- Complement the Provincial priorities regarding seniors outlined in Appendix 2

- Include collaboration with one or more partners (e.g. health authorities, school districts, First Nations, seniors, senior-serving organizations, community organizations and other local governments)

The committee will also consider the location of each proposal in order to ensure a balanced representation of projects across the province.

Please note the following important points when preparing your application:

- The maximum grant is $20,000 and matching funds and/or cost sharing are not required

- Only one application per local government will be accepted

- Funds are for new activities that support age-friendly communities and are not for on-going operations or regular planning activities

- All funded activities are to take place within the 2016 calendar year

- The detailed budget must indicate proposed expenditures and align with the proposed activities outlined in the application form. Although not required, any other grant funding or in-kind contributions should be identified as well.

- Council/Board resolutions must indicate support by the local government for the proposed project as well as a willingness to provide overall grant management

- All application information and final reports will be shared with the Province of BC

7. Grant Management & Applicant Responsibilities

Notice of Approval

All applicants will receive written notice of the Evaluation Committee's decision as well as the terms and conditions of any grant that is awarded. Grants are awarded in two payments: 70% at the approval of the project and 30% when the project is complete and UBCM has received the required final report and a financial summary.

Applicant Responsibilities

Please note: Grants are awarded to local governments only. When collaborative projects are undertaken with community partners, the local government remains the primary organization responsible for the grant.

Due to this, and in addition to the terms and conditions that will be provided to all successful applicants, local governments are responsible for:

- Proper fiscal management, including acceptable accounting records

- Final reports (using UBCM forms) and certification of costs.

Final Reports

All funded activities are to take place within the 2016 calendar year and the final report will be due within 30 days of project completion and no later than January 27, 2017. Applicants are required to complete the final report form, available on the UBCM website.

> The certification of costs on the final report must be signed by the local government Chief Financial Officer.

Please note that all application information and final reports will be shared with the Province.

Changes to Funded Activities

Approved applicants are required to advise UBCM of any significant variation from the approved project as described in the completed application form. Approval from UBCM may be required in advance for such changes.

Extensions

Please note that all funded activities are required to be completed within the 2016 calendar year and any requests for extensions beyond this date must be in writing and be approved by UBCM.

8. Where to Apply

All application materials should be addressed to Local Government Program Services.

Local Government Program Services   E-mail: lgps@ubcm.ca
Union of BC Municipalities
525 Government Street
Victoria, BC, V8V 0A8

9. Additional Information

For further information on grants and the application process, please contact

Seniors Housing & Support Initiative:
Local Government Program Services
Phone: (250) 356-2947   or   E-mail: lgps@ubcm.ca

For further information on age-friendly communities, please contact:

Ministry of Health:
Phone: (250) 387-9520 or   Email: AgeFriendlyBC@gov.bc.ca

Appendix 1

Age-friendly British Columbia Overview

In an age-friendly community seniors are able to enjoy good health and active social participation. Age-friendly communities provide welcoming public spaces, accessible transportation, affordable housing options, employment and volunteer opportunities as well as information and services that address the needs of seniors.

The age-friendly community initiative began with studies conducted by the World Health Organization and the Canadian Rural and Remote Age-friendly Communities project. Building on these initiatives, the Province has supported the development of age-friendly communities since 2007 through direct assistance and the provincially-funded Seniors' Housing and Support Initiative – Age-friendly Planning and Project Grants to local governments managed by the Union of B.C. Municipalities (UBCM).

A renewed Age-friendly British Columbia strategy was launched on September 29, 2011, and includes:

- **Grant funding**: Through the partnership with the UBCM, funding from the Province has helped local governments with grants of up to $20,000 to support age-friendly planning and projects. Between 2007 and 2015, more than 140 communities or approximately 75 per cent of the incorporated local governments received planning or project grant funding.

- **Age-friendly British Columbia Recognition**: Local governments can apply and be awarded recognition by showing that they have met criteria that focus on engagement, commitment, assessment, and action (see details on page 7).

- **Tools and Resources:** *Becoming an Age-friendly Community: Local Government Guide* and associated resources are available in print form and on SeniorsBC.ca at: www.gov.bc.ca/agefriendly to help communities get started. For advice and support around age-friendly planning contact: Agefriendly@gov.bc.ca. A series of online videos released on April 25, 2012, highlight elements of age-friendly communities through examples of actions in several B.C. communities.

- ***Creating an Age-friendly Business in B.C.:*** The business guide was released in partnership with the BC Chamber of Commerce in June 2011, and helps businesses address the needs of older customers and workers see: www.gov.bc.ca/agefriendly

Age-friendly British Columbia Community Recognition

A local government can apply for Age-friendly British Columbia recognition once it has completed the following basic steps which demonstrate its commitment to age-friendly principles:

1. Establish an age-friendly advisory or steering committee that includes the active participation of older adults. An existing committee can also take on this mandate.

2. Pass a council or district board resolution to actively support, promote and work towards becoming an age-friendly community. As an alternative, local governments may choose to commit to being age-friendly through specific goals, objectives or policies in an official community plan or strategic plan.

3. Conduct an age-friendly assessment in consultation with older adults.

4. Develop and publish an action plan.

The recognition program is offered in partnership with BC Healthy Communities Society. Applications for recognition are available from AgefriendlyBC@gov.bc.ca.

Age-friendly recognition will grant local governments:

➢ an Age-friendly British Columbia recognition award and $1,000 to help the community provide an age-friendly legacy project or celebration ;

➢ promotion on the Age-friendly British Columbia section of the SeniorsBC website;

➢ promotion of the community in the SeniorsBC, BC Healthy Communities and UBCM e-newsletters;

➢ automatic eligibility to receive official "Pan-Canadian AFC Recognition" endorsed by the Public Health Agency of Canada and the World Health Organization; and

➢ access to a network of age-friendly organizations (provincial, national and international).

To ensure continued age-friendly success and maintain recognition status, communities will also implement the action plan and monitor age-friendly progress by measuring and reviewing activities, and reporting publicly on action plan outcomes.

INFORMATION: Email: AgefriendlyBC@gov.bc.ca or visit: www.gov.bc.ca/agefriendly

Appendix 2:

Provincial Priorities

The following are examples of provincial priorities that may complement age-friendly planning and projects:

Accessibility 2024 (www.gov.bc.ca/accessibility**)**

In June 2014, the Premier released *Accessibility 2024: Making B.C. the most progressive province in Canada for people with disabilities by 2024*. Accessibility 2024 is a 10-year action plan, designed around 12 building blocks that represent the themes that emerged through a disability consultation process. The building blocks include inclusive government, accessible service delivery, accessible internet, accessible built environment, accessible housing, accessible transportation, income support, employment, financial security, inclusive communities, emergency preparedness and consumer experience.

Example of an age-friendly assessment/project incorporating accessibility
Sun Peaks Mountain Resort Municipality has committed to making the community age-friendly by supporting seniors and people of all abilities in the community by providing essential amenities to facilitate walking and skiing around the village, as well as accessible recreation and adaptive sports. (2015 age-friendly recognition)

Elder Abuse Prevention Initiative (www.gov.bc.ca/elderabuse)

The [*Together to Reduce Elder Abuse – B.C.'s Strategy*](#) (**TREA Strategy)** is a provincial strategy to promote the protection and safety of seniors addressing three key areas:

1. Building public awareness about elder abuse prevention, recognition and response, and about the valuable contributions of older British Columbians;

2. Training for service providers to better prevent, recognize and respond to suspected and identified situations of elder abuse; and

3. Enhancing coordination and collaboration through a multi-sector alliance (Council to Reduce Elder Abuse) to galvanize all members of society to take action (collective and individual) to reduce elder abuse.

These efforts will contribute to our ultimate goals of reducing elder abuse and fostering a shift in societal attitudes so that elder abuse is not tolerated in our communities.

The Government of B.C. has developed an information kit (English, French, Chinese, Punjabi) to help older adults, and those who care for them, to prevent and recognize abuse, and know where to find assistance.

The Seniors Abuse and Information Line (SAIL) is operated by the BC Centre for Elder Advocacy and Support 7 days a week (excluding holidays) from 8 am – 8 pm; see: http://bcceas.ca/programs/sail/.

BC Association of Community Response Networks (BC CRN) is a local network of service providers, agencies, local governments and volunteers that work to build the whole community capacity to address and prevent adult abuse, neglect and self-neglect. Visit: www.bccrns.ca/generated/homepage.php.

Example of an age-friendly project incorporating elder abuse awareness

District of Tumbler Ridge received a 2014 age-friendly planning and project grant to host elder abuse prevention and "train the trainer" workshops. Tumbler Ridge partnered with three other communities of the Peace Region including Chetwynd, Dawson Creek and Fort St. John, to facilitate these community activities and help older adults recognize, respond to and prevent elder abuse.

Provincial Dementia Action Plan

Dementia impacts roughly 60,000 British Columbians. In 2012, the Ministry of Health launched the Provincial Dementia Action Plan (www.health.gov.bc.ca/library/publications/year/2012/dementia--action--plan.pdf). A new three-year plan will be launched soon. Priorities outlined in the new plan include:

- Increase Public Awareness and Early Recognition of Cognitive Changes
- Support People with Dementia to Live Safely at Home for as Long as Possible and Support Caregivers
- Improve Quality of Dementia Care in Residential Care Including Palliative and End-of-Life Care
- Increase System Supports and Adoption of Best Practices in Dementia Care

The new plan identifies connection to community supports and overall community awareness as important factors enabling people with dementia and their caregivers to live a good quality life and be active members of the community.

Example of an age-friendly project incorporating dementia awareness

City of Richmond conducted a survey and focus groups and used the results to develop the age-friendly action plan (approved by city council on March 23, 2015). Next steps include establishing an inter-departmental task force and designing a framework for monitoring and evaluation. One of the action items is working with health partners to ensure sufficient supported, affordable housing is provided locally for disabled and frail older adults, as well as those with dementia and other mental health challenges. www.richmond.ca/__shared/assets/age-friendlyplan41167.pdf

Better at Home (www.betterathome.ca)

Better at Home, an innovative non-medical home support program funded by the Government of B.C. and managed by United Way of the Lower Mainland, helps seniors with day-to-day tasks so that they can continue to live independently in their own homes and remain connected to their communities. Better at Home services may include transportation to appointments, light housekeeping, light yard work and friendly visiting. There are currently 67 community-based Better at Home programs across B.C., including six rural and remote pilot sites. To learn more about Better at Home and find the program site nearest you, please visit: www.Betterathome.ca.

Example of an age-friendly project incorporating Better at Home program

District of Invermere received a 2014 age-friendly planning and project grant to create an age-friendly business directory, companion program, monthly luncheons and a mentorship program. The companion program matched seniors with volunteers who will assist with everyday living activities such as shoveling the sidewalk, driving to and from the grocery store or bringing a pet to the vet. Business owners and employees offered training on how their operations can be more age-friendly.

**REPORT TO THE FINANCE COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 7, 2015**

SUBJECT   Bylaw 4038: Electoral Area Permissive Tax Exemptions

ISSUE

To authorize Electoral Area permissive tax exemptions for 2016.

BACKGROUND

Under Section 809 of the *Local Government Act* (LGA)*,* the Capital Regional District (CRD) may provide tax exemption for properties in an electoral area. A bylaw must be adopted by the CRD Board prior to October 31 each year in order for the exemption to be processed by BC Assessment for the following year. Properties for which a tax exemption is being requested are as follows:

#	PROPERTY	DESCRIPTION
1	Pender Island Golf and Country Club	Granted since 1999 upon request for land and improvements used principally for public athletic or recreation purposes – LGA 809(4)(a); letter of request for 2016 attached.
2	Galiano Golf and Country Club	
3	Magic Lake Property Owners Society (MLPOS)	Granted upon request for land only used principally for public athletic or recreation purposes – LGA 809(4)(a); letter of request for 2016 attached
4	North Galiano Fire Hall	Granted in 2013 for land and improvements held by the CRD for the fire service – LGA 809(4)(g); this exemption is required given that the new fire hall has been constructed on property that the CRD leases from the North Galiano Fire Protection Society.

The CRD Board and BC Assessment have supported all the above exemption requests in past years.

ALTERNATIVES

That the Finance Committee recommend to the Board:

1. That Bylaw No. 4038, "Tax Exemption (Permissive) Bylaw, 2015" be introduced and read a first and second time, read a third time and adopted.

2. That the properties not be exempted from taxation for the year 2016.

IMPLICATIONS

The following values represent the estimated tax revenue of the proposed exemptions (based on 2015 assessment values and tax rates):

	CRD	CRHD	Other
Pender Island Golf & Country Club	$3,875	$452	$6,705
Galiano Golf and Country Club	$1,946	$310	$5,019
Magic Lake Property Owners Society	$2,573	$96	$1,639
North Galiano Fire Hall	$3,875	$452	$6,705

CONCLUSION

The CRD has received tax exemption requests for the Pender Island Golf and Country Club, the Galiano Golf and Country Club, and for properties the Magic Lake Property Owners' Society operates and maintains.

The proposed Bylaw No. 4038 will grant permissive tax exemption in accordance with Section 809 of the *Local Government Act*. Additionally, Bylaw 4038 will renew the permissive tax exemption required for the North Galiano Fire Hall which is now located on property that the CRD leases from the North Galiano Fire Protection Society.

RECOMMENDATION

That the Finance Committee recommend to the Capital Regional District Board:

That Bylaw No. 4038, "Tax Exemption (Permissive) Bylaw, 2015" be introduced and read a first and second time, read a third time and adopted.

Submitted by:	Rajat Sharma, MBA, CPA, CMA, Senior Manager, Financial Services
Concurrence:	Diana E. Lokken, CPA, CMA, General Manager, Finance and Technology
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

RS:sb

Attachments: 1. Bylaw 4038
                2. Correspondence (3)

CAPITAL REGIONAL DISTRICT

BYLAW NO. 4038

****

A BYLAW TO AUTHORIZE ELECTORAL AREA PERMISSIVE TAX EXEMPTIONS

****

WHEREAS:

A. Under Section 809 of the *Local Government Act*, the Capital Regional District may provide tax exemption for properties in an electoral area that meet any of the conditions listed in Section 809 (4).

B. The Board wishes to exempt certain properties owned, held or operated for the uses or purposes set out in Section 809 (4) (a) and (g) of the *Local Government Act* from taxation for the calendar year 2016.

NOW THEREFORE, the Regional Board of the Capital Regional District in open meeting assembled, enacts as follows:

1. Each property described in Schedule "A" attached to this bylaw shall be exempt from taxation under Section 809 of the *Local Government Act* for the year 2016 by virtue of it being used, held, owned or occupied by the organizations named in the Schedule;

2. This Bylaw may be cited as "Tax Exemption (Permissive) Bylaw, 2015".

READ A FIRST TIME THIS	day of	2015
READ A SECOND TIME THIS	day of	2015
READ A THIRD TIME THIS	day of	2015
ADOPTED THIS	day of	2015

_____   _____

CHAIR   CORPORATE OFFICER

Bylaw No. 4038

SCHEDULE "A"

| OWNER /OCCUPIER/ HOLDER	DESCRIPTION	EXEMPTION	LGA REFERENCE
Pender Island Golf & Country Club	Lot A, Plan VIP52327, Section 17, Cowichan Land District, Portion Pender Island (2314 Otter Bay Road) Tax Roll # 01-64-764-08647.010	Land and improvements	809(4)(a)
Galiano Golf & Country Club	Lot AM11, Block 1, Plan 24167, District Lot 4, Cowichan District, Portion Galiano Island, and Lot 6, Block 2, District Lot 4, Galiano Island, Cowichan District, Plan 24167 (Linklater Road) Tax Roll No. # 01-64-764-02192.023	Land and improvements	809(4)(a)
Magic Lake Property Owners Society	Lot A, Plan VIP41807; Section 9; Portion Pender Island; District Lot 465 Cowichan Land District Tax roll # 1-764-13027.025 (Thieves Bay Marina)	Land only (excludes improvement and water lot)	809(4)(a)
Magic Lake Property Owners Society	Lot 21, Plan VIP22335; Section 9; Cowichan Land District , Portion Pender Island Tax roll # 1-764-08454.305, (Land adjacent to Mouat Park) Lot 18, Plan VIP22424; Section 10; Cowichan Land District Portion Pender Island Tax roll # 1-764-08455.036, (Tennis Court & Play Area)	Land only (excludes improvements and water lot)	809(4)(a)
North Galiano Fire Hall	Lot 1 of Lot 83, Galiano Island, Cowichan District, Plan VIP69843	Land and improvements	809(4)(g)

Pender Island Golf & Country Club

2305 Otter Bay Road, Pender Island, B.C. ⊠ www.penderislandgolf.com

Mailing Address:
P.O. Box 6, Pender Island, B.C. V0N 2M0

| Golf Shop | 250-629-6659 |
| Office Phone/Fax | 778-402-6527 |

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CRD FINANCE
JAN 1 9 2015
RECEIVED
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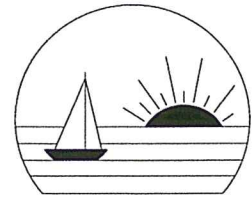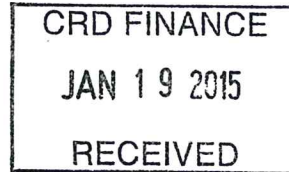
A scenic 9 hole golf course located on Pender Island amidst B.C.'s beautiful Gulf Islands.

January 12, 2015

Capital Regional District
Attention: Ms. Rianna Lachance
Manager, Financial Planning and Analysis
PO Box 1000
Victoria, BC V8W 2S6

Dear Ms. Lachance:

The Pender Island Golf and Country Club respectfully requests exemption from taxes for the year 2016 under Section 809(3)(a) of the *Local Government Act.*

Background:
The Pender Island Golf and Country Club has been in existence since 1937 and, except for a period during the Second World War, the golf course has been in operation ever since. The Golf Club is a not-for profit-society and was incorporated under the *Societies Act* on July 3, 1945, Charter No. 1047671-7. The purpose of this Society as stated in the constitution is to maintain the Golf Club "for the use and pleasure of club members and the public".

The Club in the Community:
The Pender Island "community" is quite small, with about 2,500 full-time residents, a high percentage of who are retired or semi-retired. The community expands substantially during the summer months, with many short-term residents and visitors coming to the island for vacation activities. In terms of recreation, Pender Island is somewhat isolated; however, the Golf Club provides an excellent outlet for recreational activities and is one of the major attractions for both residents of and visitors to Pender Island.

In terms of members, the Golf Club has junior, intermediate, social and regular memberships. As well, the Golf Club provides recreational opportunities to many more residents and visitors on a casual "green fee" basis.. We estimate that about 400 people regularly use these facilities. With few other recreational activities on the island other than boating, cycling and walking, the Golf Club is one of the major providers of recreation on

Pender Island. There are no bowling facilities, no public swimming pool, no curling or hockey rinks and no dedicated theatre.

Other than for children under the age of seven years, for safety and liability reasons, there are no restrictions to membership in the Golf Club. While members can play as often as they wish, there is no preference given to members over green fee players - all golfers play on a first-come, first-to-play basis.

Pender Island is very much a volunteer environment and the Golf Club is no exception. The Club was built by volunteers and volunteers continue to help maintain the course and work to continually improve its infrastructure.

Each year a "Pro-Am" tournament is held and part of the proceeds is donated to local community organizations. Over the past several years proceeds have gone to the Pender Island Medical Clinic, the Pender Island Library and the Coleman-Rogers Bursary Fund. As well, an active junior golf program provides free lessons to junior golfers through our involvement with the Pender Island School. Adult lessons are also available allowing senior residents to take advantage of golf as a recreational activity.

The Golf Club provides employment and training for one full- and up to 6 part-time employees.

Tax History:
We have requested and been very appreciative to have received a tax exemption each year since 1999. We endeavour to be fiscally responsible and at the same time provide a product that is appreciated and of benefit to all Pender Island residents and visitors at as low cost as possible. The Club has maintained its fees and charges at break-even levels. A tax bill would place a heavy burden on our financial situation and would undoubtedly necessitate higher recreation costs to the community as well as reductions in services and employment.

We respectfully request a tax exemption under Section 809(3) (a) of the *Local Government Act* for the year 2016. Should you require additional information regarding this request, we would be pleased to provide it.

Yours sincerely,

Ian Pirie
President, Pender Island Golf & Country Club

Enclosure: Copy of 2015 Assessment Notice
CC: David Howe, Capital Regional District, Director

BCAssessment

IMPORTANT INFORMATION FOR PROPERTY IDENTIFICATION
Appendix 2 - Correspondence
Area: 01
Jurisdiction: 764 - Gulf Islands Rural
Roll: 08647.010
School District: 64

Neighbourhood: 930

THIS IS NOT A TAX NOTICE.
TAX NOTICES ARE ISSUED BY YOUR TAXING AUTHORITY.

CONFIDENTIAL PIN: 0000948597

2015 PROPERTY ASSESSMENT NOTICE

This Notice provides you with a general description of your property and an estimate of your property's value for assessment purposes. It also includes your property classification and entitlement to exemptions from taxation, if any apply. For most properties, the value is primarily based on real estate sales and market trends.

2305 OTTER BAY RD
LOT A, PLAN VIP52327, SECTION 17, COWICHAN LAND DISTRICT, PORTION PENDER ISLAND, EXEMPT UNDER SECTION 809 LGA; PARCEL F, SECTION 17, COWICHAN LAND DISTRICT, PORTION PENDER ISLAND, EXCEPT PLAN 22933 36581, EXEMPT UNDER SECTION 809 LGA
PID: 017-337-178 009-675-698

	VALUE	CLASS
LAND	16,900	BUSINESS/OTHER
	620,000	REC/NON PROFIT
BUILDINGS	177,000	BUSINESS/OTHER
ASSESSED VALUE	$813,900	
Less Exemptions	-813,900	
TAXABLE VALUE	NIL	

IMPORTANT DATES

● July 1, 2014
Assessed value is estimated for most types of properties as of this date.

● October 31, 2014
Assessed value reflects property's physical condition and permitted use as of this date.

● January 2 - February 2, 2015
Review your property information and contact us with questions.

○ February 2, 2015
Deadline for filing a Notice of Complaint (Appeal).

IMPORTANT APPEAL INFORMATION

You are encouraged to discuss your assessment with one of our appraisers before filing a formal Appeal.

To file online, please use the Notice of Complaint (Appeal) form available at **bcassessment.ca**. You can also **mail, fax** or **hand deliver** a Notice of Complaint (Appeal) to your local BC Assessment office.

Mailed Appeals must be postmarked on or before **February 2, 2015**. The deadline for filing by any means is February 2, 2015.

• 2014 assessed value (as of July 1, 2013) was $816,900
• 2015 tax rates will be set in May. For tax information, please go to:
gov.bc.ca/ruralpropertytax

THE ASSESSMENT OFFICE FOR THIS PROPERTY IS:

Capital Assessment Area
102 - 3350 Douglas St
Victoria BC   V8Z 7X9
01-64-764-08647.010

Phone: 1-866-825-8322 or 604-739-8588
Fax: 1-855-995-6209

QUESTIONS?

Click "CONNECT" at **bcassessment.ca** or call **1-866-valueBC** (1-866-825-8322). During January, office hours are Monday to Friday, 8:30 am to 5:00 pm.

THE OWNER/LESSEE OF THIS PROPERTY IS:

S-05   49973
PENDER ISLAND GOLF & COUNTRY CLUB   143/5 * (E)
2305 OTTER BAY RD
RR 1 PO BOX 6
PENDER ISLAND BC V0N 2M0

FOLLOW US

Galiano Golf and Country Club
24, St Andrews Crescent
Galiano, BC
V0N 1P0

September 23rd, 2015

Mr R Sharma, Senior Manager,
Financial Services,
Capital Regional District
4th Floor
625 Fisgard Street,
Victoria, BC V8N 2S6

Dear Mr Sharma,

I am writing to you on behalf of the Galiano Golf and Country Club to request exemption from property taxes for the year 2016.
Relief from taxation has been granted to the club under Section 809 of the Local Government Act since 2000.

Our club continues to operate as a non-profit society providing an important recreational facility for residents and visitors alike. Our course is open to everyone year round and encourages exercise, mental stimulation and social engagement in a beautiful natural setting. It is a focal point for many seniors.

This year, with support from the Galiano Lions Club we held two, 5 day junior camps during the summer vacation. These were mainly attended by local children for whom recreational facilities are very limited compared to other districts in the CRD.

We would be happy to provide you with any further documentation or information about the club that you may require.

Yours sincerely,

Cathy Stephenson,Vice President

M AGIC
L AKE
P ROPERTY
O WNERS'
S OCIETY
PENDER ISLAND, BC

P.O. Box 65, Pender Island, BC V0N 2M0

☑ Chair   ☑ Board
☑ CAO   ☐ Communications
☑ GM ____
☑ For action (resp) by ____
☐ Corresp. for Board / Committee meeting
☐ For Information Only
☑ Copies to ____

0240-20

15 April 2015

General Manager Corporate Services
Capital Regional District
PO Box 1000
Victoria, BC V8W 2S6

To the General Manager Corporate Services,

The Magic Lake Property Owners' Society (MLPOS) recognizes, with thanks, our 2015 tax exemption and requests a further exemption from rural property taxes for the year 2016 under Section 809 (3) (a) of the Local Government Act. Our 2015 Property Assessment Notices are enclosed.

MLPOS was incorporated as a non-profit society on 29 August 1975, Charter No. 11823. The objectives of MLPOS are two-fold: (1) To represent the members in matters affecting their property or their life style in Magic Lake Estates. (2) To acquire, maintain and administer, or dispose thereof, property in Magic Lake Estates or the foreshore adjacent thereto for the recreational use of the members.

The North and South Pender Islands' have roughly 2300 full-time residents – with approximately one third of these full-time residents living in Magic Lake Estates.

MLPOS operates and maintains a recreational marina at Thieves Bay with 180 berths for the use of members and guests of the society. Our marina provides emergency moorage for any vessel in the area requiring shelter and/or assistance. We reserve, at no charge, a designated berth for the Ambulance Service to conduct medical evacuations for anyone on the Pender Islands. The RCMP and Coast Guard have used our marina for emergency incidents. MLPOS also maintains a public launching ramp beside the marina and we have equipped the marina breakwater with picnic tables open to the public. This Thieves Bay spot has become a very popular, and spectacular, public whale watching site as well as being a favourite walk/drive destination.

In addition to Thieves Bay Marina, MLPOS operates and maintains the only public tennis court on the Pender Islands. These courts are open year round to members of the Society and to the public, on a pay-per-use basis. We also maintain a children's playground beside the tennis courts and a public park (Mouat Park) designated for the propagation of plants native to the Gulf Islands.

Volunteerism thrives on the Pender Islands and this is apparent in MLPOS. Volunteers build, maintain and manage the marina, tennis courts and playground. We keep all fees charged for the use of these facilities at break-even levels and use all funds generated solely for the short and long-term upkeep and improvement of these recreational facilities.

We hope that you grant our request for a property tax exemption for the year 2015. Such an exemption will significantly enhance our ability to maintain and provide these important recreational facilities for the benefit of our members, our community and tourists to the Gulf Islands.

Yours truly,

Joanna Rogers

for
Peter Morton
President, Magic Lake Property Owners' Society

Encl: Copy of 2015 Property Assessment Notices

Cc: David Howe, CRD Director, Southern Gulf Islands.

BCAssessment

THIS IS NOT A TAX NOTICE.
TAX NOTICES ARE ISSUED BY YOUR TAXING AUTHORITY.

IMPORTANT INFORMATION FOR PROPERTY IDENTIFICATION

Area: 01
Jurisdiction: 764 - Gulf Islands Rural
Roll: 13027.025
School District: 64

Appendix 2 - Correspondence

Neighbourhood: 935

CONFIDENTIAL PIN: 0000759136

2015 PROPERTY ASSESSMENT NOTICE

This Notice provides you with a general description of your property and an estimate of your property's value for assessment purposes. It also includes your property classification and entitlement to exemptions from taxation, if any apply. For most properties, the value is primarily based on real estate sales and market trends.

THIEVES BAY
LOT A, PLAN VIP41807, SECTION 9, COWICHAN LAND DISTRICT, PORTION PENDER ISLAND; DISTRICT LOT 465, COWICHAN LAND DISTRICT, COMMERCIAL MARINA IN THIEVES BAY, 1.57 HA ISSUED FOR GROUP MOORAGE, BREAKWATER AND BOAT LAUNCHING PURPOSES., LEASE/PERMIT/LICENCE # 114382
LBF:0288670
PID: 000-952-141

	VALUE	CLASS
LAND	506,000	REC/NON PROFIT
BUILDINGS	215,000	BUSINESS/OTHER
ASSESSED VALUE	$721,000	
Less Exemptions	-154,000	
TAXABLE VALUE	$567,000	

• 2014 assessed value (as of July 1, 2013) was $723,000
• 2015 tax rates will be set in May. For tax information, please go to:
gov.bc.ca/ruralpropertytax

IMPORTANT DATES

July 1, 2014
Assessed value is estimated for most types of properties as of this date.

October 31, 2014
Assessed value reflects property's physical condition and permitted use as of this date.

January 2 - February 2, 2015
Review your property information and contact us with questions.

February 2, 2015
Deadline for filing a Notice of Complaint (Appeal).

IMPORTANT APPEAL INFORMATION

You are encouraged to discuss your assessment with one of our appraisers before filing a formal Appeal.

To file online, please use the Notice of Complaint (Appeal) form available at **bcassessment.ca**. You can also **mail, fax** or **hand deliver** a Notice of Complaint (Appeal) to your local BC Assessment office.

Mailed Appeals must be postmarked on or before **February 2, 2015.** The deadline for filing by any means is **February 2, 2015.**

THE ASSESSMENT OFFICE FOR THIS PROPERTY IS:

Capital Assessment Area
102 - 3350 Douglas St
Victoria BC   V8Z 7X9
01-64-764-13027.025

Phone: 1-866-825-8322 or 604-739-8588
Fax: 1-855-995-6209

QUESTIONS?

Click "CONNECT" at **bcassessment.ca** or call **1-866-valueBC** (1-866-825-8322). During January, office hours are Monday to Friday, 8:30 am to 5:00 pm.

THE OWNER/LESSEE OF THIS PROPERTY IS:

49983

S-05
MAGIC LAKE PROP OWNER'S SOC   143/5 (E)
PO BOX 65
PENDER ISLAND BC V0N 2M0

49983_1_1

STD

FOLLOW US

BCAssessment

IMPORTANT INFORMATION FOR PROPERTY IDENTIFICATION

Area: 01
Jurisdiction: 764 - Gulf Islands Rural
Roll: 08455.036
School District: 64

Appendix 2 - Correspondence

Bulk Mail: 5316

Neighbourhood: 932

CONFIDENTIAL PIN: 5316

THIS IS NOT A TAX NOTICE.
TAX NOTICES ARE ISSUED BY YOUR TAXING AUTHORITY.

2015 PROPERTY ASSESSMENT NOTICE

This Notice provides you with a general description of your property and an estimate of your property's value for assessment purposes. It also includes your property classification and entitlement to exemptions from taxation, if any apply. For most properties, the value is primarily based on real estate sales and market trends.

PRIVATEERS RD
LOT 18, PLAN VIP22424, SECTION 10, COWICHAN LAND DISTRICT, PORTION
PENDER ISLAND, SECTION 13(Q) TAXATION ACT
PID: 003-246-442

	VALUE	CLASS
LAND	87,700	
BUILDINGS	44,300	
ASSESSED VALUE	$132,000	REC/NON PROFIT
Less Exemptions	-132,000	
TAXABLE VALUE	NIL	

• 2014 assessed value (as of July 1, 2013) was $160,300
• 2015 tax rates will be set in May. For tax information, please go to:
gov.bc.ca/ruralpropertytax

IMPORTANT DATES

July 1, 2014
Assessed value is estimated for most types of properties as of this date.

October 31, 2014
Assessed value reflects property's physical condition and permitted use as of this date.

January 2 - February 2, 2015
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February 2, 2015
Deadline for filing a Notice of Complaint (Appeal).

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Capital Assessment Area
102 - 3350 Douglas St
Victoria BC   V8Z 7X9
01-64-764-08455.036

Phone: 1-866-825-8322 or 604-739-8588
Fax: 1-855-995-6209

THE OWNER/LESSEE OF THIS PROPERTY IS:

MAGIC LAKE PROP OWNER'S SOC
PO BOX 65
PENDER ISLAND BC V0N 2M0

FOLLOW US

BCAssessment

THIS IS NOT A TAX NOTICE.
TAX NOTICES ARE ISSUED BY YOUR TAXING AUTHORITY.

IMPORTANT INFORMATION FOR PROPERTY IDENTIFICATION

Area: 01
Jurisdiction: 764 - Gulf Islands Rural
Roll: 08454.305
School District: 64

Appendix 2 - Correspondence

Bulk Mail: 5316

Neighbourhood: 932

CONFIDENTIAL PIN: 5316

2015 PROPERTY ASSESSMENT NOTICE

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STORM CRES
LOT 21, PLAN VIP22335, SECTION 9, COWICHAN LAND DISTRICT, PORTION PENDER ISLAND, SECTION 13(Q) TAXATION ACT
PID: 003-275-400

	VALUE	CLASS
LAND	42,400	
ASSESSED VALUE	$42,400	REC/NON PROFIT
Less Exemptions	-42,400	
TAXABLE VALUE	NIL	

• 2014 assessed value (as of July 1, 2013) was $78,800
• 2015 tax rates will be set in May. For tax information, please go to:
gov.bc.ca/ruralpropertytax

THE ASSESSMENT OFFICE FOR THIS PROPERTY IS:

Capital Assessment Area
102 - 3350 Douglas St
Victoria BC   V8Z 7X9
01-64-764-08454.305

Phone: 1-866-825-8322 or 604-739-8588
Fax: 1-855-995-6209

THE OWNER/LESSEE OF THIS PROPERTY IS:

IMPORTANT DATES

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QUESTIONS?

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2079

S-01
MAGIC LAKE PROP OWNER'S SOC   8/8 (E)
PO BOX 65
PENDER ISLAND BC V0N 2M0

2079_1_3

TBK

FOLLOW US

REPORT TO FINANCE COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 7, 2015

SUBJECT   Service Plans Review Process

ISSUE

The service and financial planning process for the Capital Regional District (CRD) is currently underway. The new planning cycle will focus on years 2016 to 2019. This cover report is developed to provide information to all Committees reviewing Service Plans.

BACKGROUND

Reporting on the service and financial planning process began with a report to the September 2, 2015 Finance Committee meeting that provided a high level overview of the overall planning process and timeline (Attachment 1). A Corporate Plan has also been developed to assist the organization in focusing on achieving Board priorities while continuing to efficiently deliver services and planned capital projects.
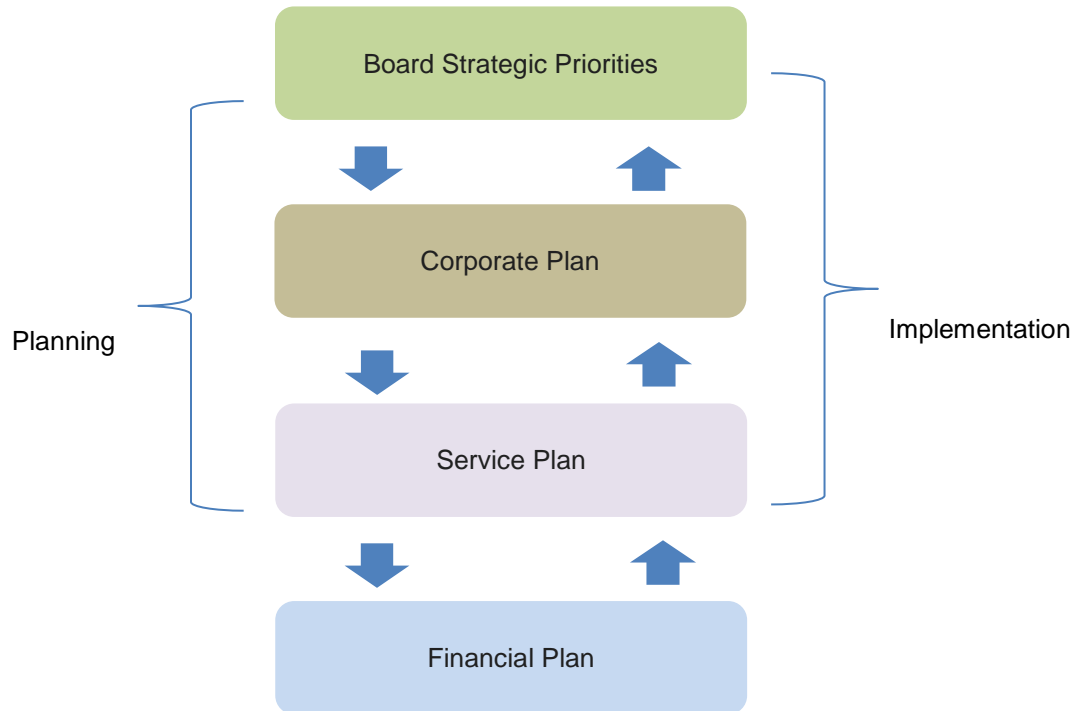
The planning cycle is aligned with the 4 year election cycle and includes multi-year budgets to establish a longer-term focus regarding the allocation of resources required to deliver the programs and services needed by the community, and to accomplish Board priorities.

The budget planning cycle is linked to the statutory five year financial plan which shows the planned contribution of operating revenue required to fund proposed capital projects together with planned borrowing and anticipated grants. The financial plan is developed to ensure consistency and alignment with the legislative authority of the various CRD services which, upon approval, provide the expenditure authority for the operations of the CRD.

Guided by the Board's strategic priorities staff have developed multi-year service plans. Service plans outline core service information including key service drivers such as trends, service levels, workforce considerations, and performance measures. These plans also highlight divisional initiatives and implications for the overall work program and budget for a specific area. The presentation of service plans to the appropriate committee and commissions allows for a more detailed assessment of service delivery and programs. This process provides committees and commissions the opportunity to review work programs and make service amendments as necessary.

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Looking ahead to 2016-2019

The following planning process has been undertaken for the 2016-2019 term:

Board Strategic Priorities

Corporate Plan

Planning

Implementation

Service Plan

Financial Plan

Approval Process

The presentation of service plans to the appropriate committee permits a more detailed assessment and knowledge of service delivery and programs. Service plans are intended to provide the committees with information on each division and provide committees the opportunity to review the work program and make service amendments as necessary. This iterative process is intended to provide staff with an effective planning tool to deliver their work efficiently and enable the committees to assess proposed service levels and the implications of new initiatives.

Under Board direction, the presentation of budgets is segregated between the Electoral Area Services Committee (EASC) or service commissions with delegated authority and the Committee of the Whole. The EASC and/or the service commissions are responsible for reviewing and recommending approval to the Board for electoral area-only service budgets while regional and sub-regional service budgets are presented to the Committee of the Whole. Ultimately, the Board is responsible for approval of all of the service budgets.

FINANCIAL IMPLICATIONS

2016 Financial Plan estimates are being worked on and will be presented for review and approval at the EASC meetings in October and Committee of the Whole meeting in November. The Financial Plan will reflect the results of the committee review of service plans.

CONCLUSION

Departments have prepared service plans for presentation to the appropriate standing committee to provide a more detailed assessment and knowledge of service delivery and programs.

RECOMMENDATION

That the Finance Committee approve the attached service plans.

Submitted by:	Rajat Sharma, MBA, CPA, CMA, Senior Manager, Financial Services
Concurrence:	Diana E. Lokken, CPA, CMA, Finance and Technology
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

RS:sb

Attachments   1.   Copy of Report to Finance Committee Meeting of Sept 2, 2015 (2016-2019 Service and Financial Planning Process Overview

              2.   Service Plans
                    A. Financial Services
                    B. Information Technology & GIS
                    C. Real Estate Services
                    D. Risk, Insurance and Facility Management
                    E. Aboriginal Initiatives
                    F. Corporate Communications
                    G. Human Resources
                    H. Executive Office, Legislative & Information Services, Board and Elections

REPORT TO FINANCE COMMITTEE
MEETING OF SEPTEMBER 2, 2015

SUBJECT   2016-2019 Service and Financial Planning Process Overview

ISSUE

The service and financial planning process for the Capital Regional District (CRD) is currently underway. The new planning cycle will focus on years 2016 to 2019. This primer report has been developed to provide a high level overview of the overall planning process. The report will also provide the Board with a better understanding of how service plans and budgets are developed along with a timeline of the review process.

BACKGROUND

The CRD provides a broad range of services to businesses, institutions, organizations, visitors and over 375,000 residents of the region. Regional services are provided to the entire region; sub-regional services are provided to groups of participating municipalities, first nations and electoral areas; and local services are provided to individual municipalities, electoral areas or to groups of residents within local service areas.

The CRD has continuously refined and matured its financial planning process to ensure that the budget development, review and approval process enables the efficient use of CRD resources to effectively meet the service delivery priorities and needs of its residents. Continuous improvement to the process has allowed the CRD to incorporate leading financial planning and budgeting practices and to better relate the service levels and participation in services to individual service budgets and the comprehensive financial plan. Other initiatives include the following:

Multiyear planning

The CRD introduced a three year financial planning cycle in 2012. The three year cycle was specifically developed to provide for continuity of service delivery priorities through the election cycle and to ensure alignment with Board strategic priorities. The planning cycle has now been revised to four years to ensure continued alignment with the election cycle. The CRDs multi-year budgets establish a longer-term focus regarding the allocation of resources required to deliver the programs and services needed by the community, and to accomplish Board priorities. The budget planning cycle is linked to the statutory five year financial plan which shows the planned contribution of operating revenue required to fund proposed capital projects together with planned borrowing and anticipated grants.

**Transparent and Simplified Decision Making**

The CRD provides a range of services to its residents. Each service has its own budget and must be accounted for and reported on separately. Over the past several years, the CRD has increasingly focused its service planning and budget review discussions on services and service levels. This has been achieved through the presentation of service plans to standing committees and commissions. Further, the presentation of budgets is segregated between the Electoral Area Services Committee (EASC) and the Committee of the Whole. The EASC and/or the Service Commissions are responsible for reviewing and recommending approval to the Board for electoral area-only service budgets while regional and sub-regional service budgets are presented to the Committee of the Whole. Ultimately, the Board is responsible for approval of all of the service budgets.

Accessible Information

Staff prepares and distributes an array of information during the service planning and budget review process. Information is distributed to various committees, commissions, and the Board, and made available to the public. All information is also posted on the CRD website. Additionally, staff through their reports, continue to provide increased financial reporting information such as financial ratios, financial statements analysis, regular grants update and other relevant information to the Board.

Looking ahead to 2016-2019

The following planning process has been undertaken for the 2016-2019 term:

Board Strategic Priorities

Corporate Plan

Service Plan

Financial Plan

Planning

Implementation
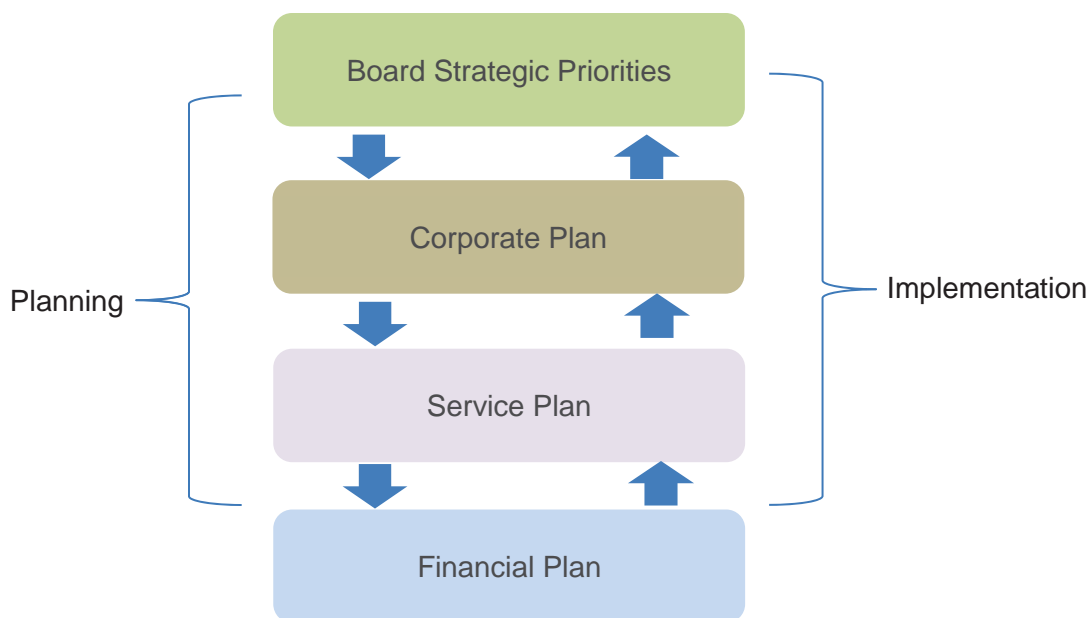
Board Strategic Priorities

Strategic priorities are identified by the Board at the beginning of each new term of office allowing staff to plan for and assist in advancing the collective interests and objectives of the Board. The Strategic Planning process and identification of priorities informs the community about critical issues the Board will be addressing and prioritizing. The Board also confirms the vision, mission and values of the organization to allow for the necessary organizational, service delivery and financial planning to be proposed for the next four years. An annual reporting, service plan review and the budgeting process allows for the consideration of new initiatives, service level and budget adjustments.

Corporate Plan

Starting this year a CRD Corporate Plan will be developed. The Corporate Plan will be a core component of the CRDs approach to ensuring the organization remains focused on achieving Board priorities while continuing to effectively and efficiently deliver services. The plan will provide overall context of the scope and extent of CRD core service delivery, identify corporate responses to Board Strategic Priorities and Corporate Priorities, and organizational implications to consider when addressing each priority. The plan will assist in facilitating cross-divisional information sharing and collaboration on priorities and key initiatives helping CRD staff understand how their work fits into the larger picture. The Corporate Plan together with the divisional service plans will drive resource allocation decisions and set performance measures that are linked to financial plans to achieve desired outcomes.

<u>Service Plans</u>

Guided by the Board's strategic priorities staff are currently developing multi-year service plans. Service plans outline core service information including key service drivers such as trends, service levels, workforce considerations, and performance measures. These plans also highlight divisional initiatives and implications for the overall work program and budget for a specific area. The presentation of service plans to the appropriate committee and commissions allows for a more detailed assessment of service delivery and programs. This process provides committees and commissions the opportunity to review work programs and make service amendments as necessary.

Service plans drive the financial planning process and provide necessary information to evaluate overall organizational requirements, new initiatives, proposed service levels and implications for the budget and financial plan. Service plans also provide information on initiatives that directly relate to Board strategic priorities and corporate priorities. Service plans are presented on an annual basis to all standing committees and commissions.

<u>Financial Plans</u>

Annually the CRD must develop a financial plan representing the operating and capital expenditure plans for the next five years. The financial plan is developed to ensure consistency and alignment with the legislative authority of the various CRD services which, upon approval, provide the expenditure authority for the operations of the CRD. The work program priorities identified in the service planning process drives the financial plan process.

The CRD Financial Plan consists of more than 200 individual service budgets funding delivery of regional, sub-regional and local services. It includes both operating and capital costs and reserves. Financial Plan revenues are derived from fees and charges, service and operating agreements, grants, and taxes. Expenditures are determined through a variety of processes and agreements, some of which the Board controls directly, and others are delegated and/or are recommended locally by participants or local service commissions.

<u>Service and Financial Planning Practices</u>

Core Services

The core budget is developed based on work program priorities as identified in the service plans. The organization also has to consider other key drivers. The most significant impact to the CRD Financial Plan includes changes in the following drivers:

    i.   Inflation adjustments (including fuel and utilities)
    ii.   Interest rate costs
    iii.   Long term planning: transfer to reserves
    iv.   Approved new programs or capital initiatives
    v.   Benefit rates
    vi.   Salaries and wages

The core budget is then adjusted to reflect these key drivers and any other corporate direction other than changes in service levels or new Board initiatives. Increases are partially mitigated by growth estimates and new revenue sources, and cost containment efforts by staff. The drivers are standardized for the organization but given the diverse nature of services and service areas, judgement is applied to ensure estimates in the core budget are appropriate for the given service.

Service Levels

Service level change requests, including staff and/or operating costs, come as a result of board strategic direction, community need, corporate or service plans. The requests are highlighted in the service plans and financial plan documentation. Board approval is required for any change in service level that will in time impact the core budget levels. The requests are also highlighted to ensure the Board can exercise oversight control over the cost impact of service level changes. The requests are referred to as

supplementary items and all departments are required to detail changes and show the impact on the expenditure levels in the budget. There are two types of supplementary items: (i) a continuous supplementary, which is a change in service level and core budget that will have an ongoing impact and will make up part of the core budget in the following financial planning years; and (ii) a single supplementary which is a change in service level or core budget impacting the expenditure level for only the year in question will not make up part of the core budget in the following financial planning years.

Staffing Levels

The number of full-time equivalents (FTE) supporting service delivery is included in the service and financial plan documentation. The CRD defines an FTE as a Board approved position and term position spanning 2+ years. Any increases in FTE's are classified as a continuous supplementary request. For term positions greater than 1 year but less than 2 years, a single supplementary item is requested.

For 2016, budget implication items are generally grouped using the following rationale:

- Core Services – current service level adjustment
- Core Services – new initiative
- Board Priority – new initiative/service

Core Services primarily encompass the day to day operations of the CRD. These existing services cover a range of service areas and vary by participants.

Some of the areas that have proposed changes in resources to address Board and Corporate priorities, new initiatives or increased service levels include:

- Core Area Liquid Wastewater Treatment Program;
- Board on governance and legislative services;
- Asset and Enterprise Risk Management;
- New aboriginal initiatives;
- Integrated Water Services operations;
- New Regional Park openings and expanded operations
- Renewal of Enterprise Resource Planning systems;
- Increased resources to provide support to Southern Gulf Islands economic development initiatives and Salt Spring Island operations;
- Reduction on local planning resources in the JDF electoral area; and
- Reallocation of resources from Environmental Engineering to Facilities Management.

Every effort has been made to derive funding for additional resources through reallocation or repurposing of existing funding sources. However, in order to meet increased service demands and pursue new initiatives, additional resources may be required. Detailed information on all new initiatives will be provided to standing committees and commissions starting in September.

Overhead costs/allocations

In addition to the direct operating and capital costs of a service, budgets for each service include costs attributed from overhead divisions such as Information Technology, Human Resources, Communications, Finance and Facilities Management. In addition, allocations or labour consumption charges for time spent by professional service divisions such as Environmental Engineering and Real Estate Services are recovered from the areas that utilize these services.

Section 803.1, of the Local Government Act, states "all costs incurred by a regional district in relation to a service, including costs of administration attributable to the service, are part of the costs of that service". This includes inter-departmental support services and overhead support services. For overhead departments such as human resources, finance and information technology a combination of fixed and variable cost methodologies are used to attribute costs to each service, supporting the fixed nature of the costs in an overhead department.

Planning Timeline

The service and financial plans that are brought forward are the products of a rigorous strategic, corporate and financial planning process spanning many months, starting in May of the preceding year. The following timeline is proposed for the 2016 financial planning process.

Date	Activity	Oversight
Jan - June	Board Strategic Planning	Board of Directors
June - August	Preparation of Corporate Plan & Service Plans Draft Budget Preparation for over 200+ services areas (work includes CRHD and CRHC budgets)	ELT
September	Initial Budget Process Overview	Committee and Board
September - October	Service Plan Presentations	Committee/Commissions
October	Budget Development & Finalization	Finance Committee & Electoral Area Services Committee
November	Budget Report - Preliminary Approval	Committee of the Whole
February - March	Budget Revision - Surplus/Deficit/Adjustments	ELT/Commissions/Committee
March	Financial Plan Final/Bylaw Approval	Board
April 10	Requisition Invoices (Including assessment authority adjustments)	Financial Services

FINANCIAL IMPLICATIONS

This report is intended to provide a high level summary on the 2016 service and financial planning process. Service plans presentations to the committees will commence in late September. Detailed budget estimates will be presented at the Electoral Area Services meetings and the Committee of the Whole in October/November.

SUMMARY

The new service and financial planning process for the Capital Regional District (CRD) is currently underway. The new planning cycle will focus on years 2016 to 2019. This primer report has been developed to provide a high level overview on the overall planning process.

RECOMMENDATION

That the Finance Committee receives this report and forwards to the Capital Regional District Board for information.

Submitted by:	Rajat Sharma, MBA, CPA, CMA, Senior Manager, Financial Services
Concurrence:	Diana E. Lokken, CPA, CMA, Finance and Technology
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

RS:sb

Service Plan for Executive Office, Legislative & Information Services, Board and Elections

2016-2019

Capital Regional District

Date submitted: September 30, 2015

CRD

Making a difference...together

Table of Contents

1 Overview

1.1 Division & Service Summary

The Executive Office and Legislative & Information Services divisions provide professional senior-level leadership, advice, support and service to the Board, the organization and staff.

Executive Office (EO)
The Chief Administrative Officer (CAO) oversees all administrative operations and staff and ensures CRD Board policies are implemented, oversees the operations and functions of the CRD, and aligns the organization to achieve strategic priorities set by the Board.

The Executive Office provides guidance and advice to the Board on regional issues and services, and fosters relationships with representatives of region's the municipalities, First Nations, and provincial and federal governments. The Executive Office also provides leadership and support to the Executive Leadership Team and staff and clarifies/communicates Board direction for the organization. The Executive Office also guides corporate-wide initiatives and corporate standards.

Legislative & Information Services (LIS)
The Legislative and Information Services division is the office responsible for corporate administration and manages and provides specialized support in the following three key areas:
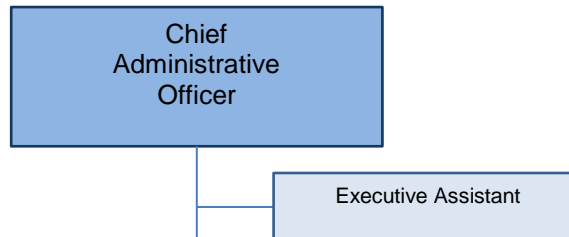
1. *Board Administration:* specialized administrative support to the Board, standing and select committees including the provision of procedural advice, scheduling of meetings and preparation of agendas and minutes; maintains and provides access to official corporate records including minutes, reports and bylaws; administers elections and assent voting opportunities (referendum and alternative approval process).

2. *Information Services (Records Management and Freedom of Information (FIPPA):* primary point of contact for the public in accessing the required services and resources; manage the records management function for the organization; provide access to records through the *Freedom of Information and Protection of Privacy Act*; develop and implement corporate policies and standards and manage information flow into and out of the organization.

3. *Bylaw and Contract Administration:* develops, reviews and provides advice and guidance on a variety of bylaws, contracts and agreements for the organization.

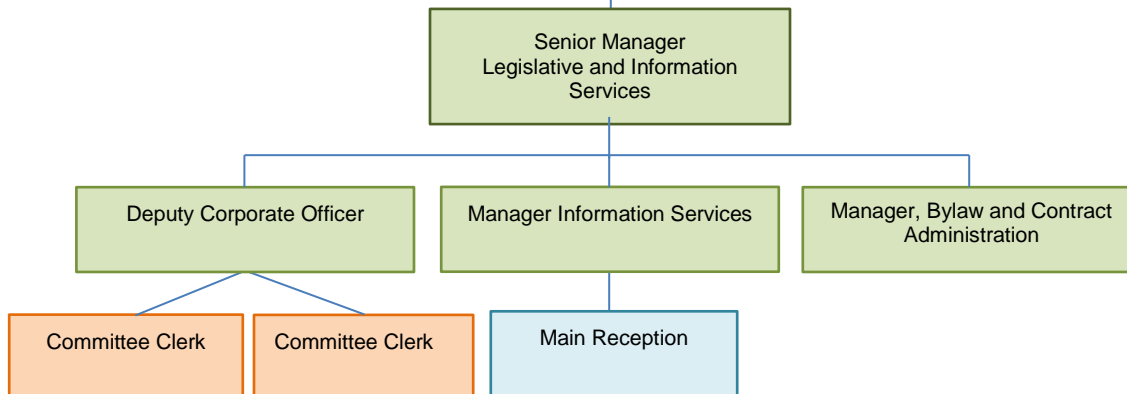| Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
Liaison and Relationship Building (EO)	All municipalities, electoral areas, First Nations, provincial and federal government	Requisition	
Core Area Wastewater Treatment Program (EO) – Senior Government Agreements and Municipal and First Nations Engagement	Core area municipalities, First Nations, provincial and federal government	Requisition	Core Area Liquid Waste Management Committee and Seaterra Commission
Executive Leadership, Direction and Support (EO)	All CRD staff	Requisition	Executive Leadership Team (ELT), all Board standing committees

			and commissions
Governance (EO & LIS)	All municipalities, electoral areas & First Nations	Requisition	CRD Board, Governance Committee
Board Administration (EO & LIS)	All municipalities, electoral areas & First Nations	Requisition	CRD Board, all standing committees and commissions
Elections/Assent Voting (LIS)	All municipalities and electoral areas	Requisition	CRD Board, Electoral Area Services Committee and commissions
Information Services (LIS)	All CRD staff, member municipalities, electoral areas, First Nations, provincial and federal governments and the public	Requisition	CRD Board and Governance Committee
Bylaw and Contract Administration (LIS)	All CRD staff, member municipalities, electoral areas, First Nations, provincial and federal governments and the public	Requisition	CRD Board, Governance and Finance Committees

1.2 Organization Chart

Executive Office (CAO) Division

Legislative and Information Services Division

1.3 Key Trends, Issues & Risks – Service Specific

- changes in provincial and federal governments and First Nations Councils; pending treaty settlements;
- anticipated changes in provincial policy and Local Government Audits informing ongoing organizational policy review
- uncertainty with Core Area Wastewater program and funding; extra demands on CAO, GMs and Executive Services to assume direct leadership over the delivery of Core Area Wastewater Treatment Program
- workplace retirements and changes
- inclusion of First Nations in governance structure
- changes in Board membership, Chair and committee structure
- legislative & regulatory changes; 2018 election to be held in October
- potential Salt Spring Island Incorporation
- increased expectation to receive more information, faster
- regulatory changes and requirements could have potential impact on service provision
- increased public scrutiny

1.4 Link to Priorities

The Division will provide support to all departments across a variety of services on corporate projects and in support of core service delivery, and as such may have a role in supporting numerous priorities. Specifically the division has a direct link to the following priorities:

GOVERNANCE
- work with the Governance Committee to review the existing committee structure, design a Board self-evaluation process and complete the work of the Special Task Force on First Nations Engagement
- deliver annual Board orientations and participate in government and partner programs
- enable regular, proactive dialogue on regional and sub-regional issues

FIRST NATIONS
- collaborate with the First Nations task force to design and deliver Board training and education
- prepare agreements to enable traditional uses of CRD lands and identify First Nations partnership opportunities for economic development activities

CORPORATE DEVELOPMENT
- evaluate the use of innovative technologies and corporate support systems for continuous improvement and effective service delivery
- ensure CRD service delivery is effectively supported through the development of best practices
- enhance and ensure effective financial and audit reporting practices
- support continued investments in workforce education, training and development

PUBLIC ENGAGEMENT & COMMUNICATIONS
- develop public participation strategies, including implications and performance metrics, as part of all major initiatives and implement more options for two-way dialogue and engagement

2 Services

2.1 Service Levels

	Service Level Adjustments in Role/Scope				
Service	**Base year 2015**	**Year 1 (2016)**	**Year 2 (2017)**	**Year 3 (2018)**	**Year 4 (2019)**
Liaison & Relationship Building	• Attend 6 CAO meetings annually • Tour of councils, special workshops and orientations • maintain contact with provincial and federal officials at the deputy level • meet with First Nations leaders and senior staff	• Schedule 1-2 Forum of Councils annually	Review and Assess	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Core Area Wastewater Treatment Program	• CALWM procurement paused • Extra demands on CAO, GMs, and Exec. Services to assume direct leadership over planning of Core Area Wastewater Treatment Program • Senior Government Agreements • Liaison with Municipalities and First Nations	• When Program resumes, CAO and CALWMC Chair to liaise with Wastewater Commission on a monthly basis or as required • Re-establishment of Wastewater Commission	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Executive Leadership, Direction & Support	• Bi-weekly meetings with ELT and semi-annual meetings with CRD managers • Monthly meetings with direct reports	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Governance	• Regular review of governance structure, eg. committee structure, to ensure efficiency in decision-making • Provide regular Board education, eg. orientation sessions and bus tours • Coordinate governance discussions with member municipalities and electoral areas	Additional working groups to deal with advocacy issues identified by the Board	Review and Assess	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required

Board Administration	• Regular on-going support to Board, standing and select committees – agendas prep and distribution, minutes and follow-up • Regular on-going procedural support and guidance to regional, sub-regional and local service area commissions • Addition of Eastside and Westside Wastewater Treatment and Resource Recovery Select Committees • Regular review of processes to ensure efficiencies including electronic agendas and webstreaming	Additional meetings re Core Area Wastewater Treatment Program – i.e. bi-weekly meetings, select committees	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Elections/ **Assent Voting**	• Administer assent voting (referendum, alternative approval process) as required including mail ballots	No change	No change	Administer General Local Elections in October	No change
Information Services	• Regular ongoing assistance to departments regarding records classification program (RCS) • Training sessions scheduled as required regarding records management • Mandatory training for all CRD staff re FIPPA • Manage flow of information in and out of the organization	Review and Assess	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Bylaw & Contract Administration	• Provide guidance with drafting and review of bylaws, contracts and agreements • Engage legal counsel as required • Ensure appropriate approvals are required for bylaws and contracts • Train, develop policies, templates as required • Retention and management of existing contracts and agreements for organization	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required

2.2 Workforce Considerations

	Workforce (FTEs)				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Executive Office	2	2	2	2	2
Legislative & Information Services	7	8*	8	8	8
Total	9	10	10	10	10

*Transfer of committee clerk position, FTE and funding, from Core Area Wastewater Treatment Program to support the Core Area Liquid Waste Management Committee and Eastside & Westside Select Committees. Reallocation of resources to assist with Board Strategic Priorities relating to advocacy. Previously funded as an auxiliary role.

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	*Priority Reference (if applicable)*	Budget Implications
2016			
Records Management	Inventory of storage capacity for corporate semi-active and inactive records (archives)	Corporate Development	Reserves Consultant required to conduct inventory and identify solutions
Records Management Ongoing and to be completed in 2017	Implement recommendations from inventory	Corporate Development	Within core budget Additional capital required for shelving, refit of storage areas etc.
Contract Administration	Develop contracts database	Corporate Development	Within core budget – additional auxiliary assistance required for data entry (see 2.2(2))
Contract Administration	Re-establish Contracts Committee to consider common contractual issues	Corporate Development	Within core budget
Contract Administration	Develop vendor performance database to track contractor performance and assist with future evaluation	Corporate Development	Within core budget – additional auxiliary assistance required for data entry (see 2.2(2))
Bylaw Management System Upgrade	Upgrade existing bylaw management system and make it accessible to all CRD staff. Includes a service page component	Corporate Development	Reserves $22,000 to be funded 50/50 with Finance – already in budget

Title & Estimated Completion Date	Description	*Priority Reference (if applicable)*	Budget Implications
Salt Spring Island Incorporation	Incorporation Referendum – Spring or Fall 2016 (tbc)	Corporate Development	Provincial Grant
	Mayor and Council Election – following referendum (tbc)	Corporate Development	Provincial Grant
Governance Conversations (Amalgamation)	Work with Governance Committee to establish a Board working group to explore and identify governance priorities	Governance	Committee Clerk transfer to FTE & reallocation of resources (Item 2.2(1))
Special Task Force on First Nations Engagement	Work with Governance Committee to determine a working group structure	Governance	Committee Clerk transfer to FTE & reallocation of resources (Item 2.2(1))
Regional and Sub-Regional Dialogues Ongoing	Enable regular, proactive dialogue sessions between the general public, municipalities, electoral areas, First Nations and the CRD	Governance Public Engagement & Communications	Within core budget
Self governance and equality of electoral areas	Review mandate and structure of existing CRD committees and commissions to merge and streamline where possible and clarify role.	Governance	Reserves Additional contractor $ required to complete review
Decision-making and regular Board education	Work with Governance Committee to review existing committee structure and terms of reference to make recommendations to the Board Chair	Governance	Within core budget
	Deliver annual Board Standing and Select Committee orientation sessions bringing forward priorities that span election cycles and provide key information and current status of major decisions and/or initiatives	Governance	Within core budget
	Develop and implement electronic Reference Library for Board members	Governance	IT costs - tbd
	Quarterly meetings of Board standing committee chairs to discuss Board performance and staff support	Governance	Within core budget

Title & Estimated Completion Date	Description	*Priority Reference* (if applicable)	Budget Implications
	Schedule regular theme-based bus tours throughout the year	Governance	Reserves Bus tours - $5000 ($2500 x 2)
Two way engagement	• Implement e-comment module in Electronic Agenda system • Investigate and implement citizen engagement module • Investigate and implement portal for elected officials and public	Governance Public Engagement & Communications	Reserves Software costs – approximately $50,000
Climate Change	Work with Governance Committee to establish a Board working group to explore and identify climate priorities	Governance	Committee Clerk transfer to FTE & reallocation of resources (Item 2.2(1))
Active & Multi-Modal Transportation	Work with Governance Committee to establish a Board working group to explore and identify transit priorities	Governance	Committee Clerk transfer to FTE & reallocation of resources (Item 2.2(1))
Agricultural Land and Food Security	Work with Governance Committee to establish a Board working group to explore and identify supportive agricultural programs and policies	Governance	Committee Clerk transfer to FTE & reallocation of resources (Item 2.2(1))
	Work with Governance Committee to establish a Board Task Force to explore and identify farming infrastructure priorities	Governance	Committee Clerk transfer to FTE & reallocation of resources (Item 2.2(1))
Changing Demographics	Work with Governance Committee to determine referral function to facilitate conversation with municipal recreation centres for common definition of "seniors"	Governance	Committee Clerk transfer to FTE & reallocation of resources (Item 2.2(1))
	Work with Governance Committee to establish a Task Force to explore and identify age-friendly priorities	Governance	Committee Clerk transfer to FTE & reallocation of resources (Item 2.2(1))
First Nations	Work with Governance Committee to establish a Task Force to design and deliver training and educational programs in collaboration with First Nations Task Force	Governance First Nations	Committee Clerk transfer to FTE & reallocation of resources (Item 2.2(1))
First Nations Hunting Protocol Ongoing	Assist in preparation of an MOU between First Nations and the CRD to enable a hunting protocol in CRD lands in recognition of the Douglas	First Nations	Within core budget

Title & Estimated Completion Date	Description	*Priority Reference (if applicable)*	Budget Implications
	Treaty		
First Nations Partnering Agreements Ongoing	Assist in development of partnering agreements with First Nations regarding economic development activities	First Nations	Within core budget
Economic Development	Work with Governance Committee to establish a Board working group to explore and identify economic development opportunities	Governance	Committee Clerk transfer to FTE & reallocation of resources (Item 2.2(1))
2017			
Electronic Document Management	Implement electronic document management system to better manage corporate records	Corporate Development	IT allocation and software costs - tbd
Open Government/Web Development	Develop and implement an Open Government Portal to increase transparency and accountability	Governance Public Engagement & Communications	IT allocation and software costs - tbd
2018			
Board Orientation	Develop Board orientation sessions for new and returning Board members (post-election) and include a bus tour(s)	Governance	Within core budget Bus tours - $2500 each
2019			
Continued implementation of above initiatives			

4 Goals & Performance Indicators

	Service Goals	Indicators or Measures
	Maintain effective relationships with other levels of governments	• Target a minimum of one in-person meeting with each of the 8 First Nations and at least one Provincial Ministry annually • 75% of elected officials from municipalities and electoral areas participate in each Forum of Councils or specialty workshops • CAO attends at least 5 of the scheduled Regional and/or Provincial CAO meetings annually
	Provide high quality administrative support	• Implement electronic records management system by 2019 • Post Committee and Board meeting agendas by Friday at noon 95% of the time. • Percentage of Board and committee meetings available by web streaming* • Response time to Freedom of Information requests* (target within 30 days 90% of the time)
	Provide specialized support for Board and legislative matters	• Director orientation program completed within 3 months of election. • Annual review of Board committee structure completed* (target completion by October/November) • Establish Board working group and task force structures by 2016 • Deliver FOI training sessions for 95% of staff within 9 months of employment start
	Communicate Board direction and corporate standards and initiatives within the organization	• Two meetings held annually with CRD managers with 90% participation rate or higher

* = Corporate Indicator – multiple divisions contribute to this measure

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Service Plan for Executive Office, Legislative & Information Services, Board and Elections

2016-2019

Capital Regional District

Date submitted: September 30, 2015

CRD

Making a difference...together

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1 Overview

1.1 Division & Service Summary

The Executive Office and Legislative & Information Services divisions provide professional senior-level leadership, advice, support and service to the Board, the organization and staff.

Executive Office (EO)
The Chief Administrative Officer (CAO) oversees all administrative operations and staff and ensures CRD Board policies are implemented, oversees the operations and functions of the CRD, and aligns the organization to achieve strategic priorities set by the Board.

The Executive Office provides guidance and advice to the Board on regional issues and services, and fosters relationships with representatives of the region's municipalities, First Nations, and provincial and federal governments. The Executive Office also provides leadership and support to the Executive Leadership Team and staff and clarifies/communicates Board direction for the organization. The Executive Office also guides corporate-wide initiatives and corporate standards.

Legislative & Information Services (LIS)
The Legislative and Information Services division is the office responsible for corporate administration and manages and provides specialized support in the following three key areas:
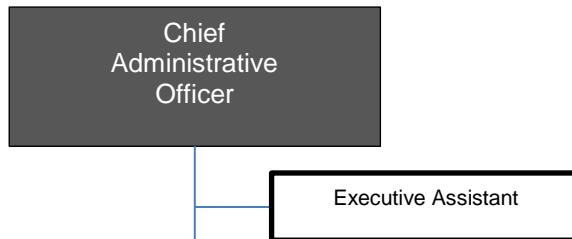
1. *Board Administration:* specialized administrative support to the Board, standing and select committees including the provision of procedural advice, scheduling of meetings and preparation of agendas and minutes; maintains and provides access to official corporate records including minutes, reports and bylaws; administers elections and assent voting opportunities (referendum and alternative approval process).

2. *Information Services (Records Management and Freedom of Information (FIPPA):* primary point of contact for the public in accessing the required services and resources; manage the records management function for the organization; provide access to records through the *Freedom of Information and Protection of Privacy Act*; develop and implement corporate policies and standards and manage information flow into and out of the organization.

3. *Bylaw and Contract Administration:* develops, reviews and provides advice and guidance on a variety of bylaws, contracts and agreements for the organization.

Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
Liaison and Relationship Building (EO)	All municipalities, electoral areas, First Nations, provincial and federal government	Requisition	
Core Area Wastewater Treatment Program (EO) – Senior Government Agreements and Municipal and First Nations Engagement	Core area municipalities, First Nations, provincial and federal government	Requisition	Core Area Liquid Waste Management Committee and Seaterra Commission
Executive Leadership, Direction and Support (EO)	All CRD staff	Requisition	Executive Leadership Team (ELT), all Board standing committees

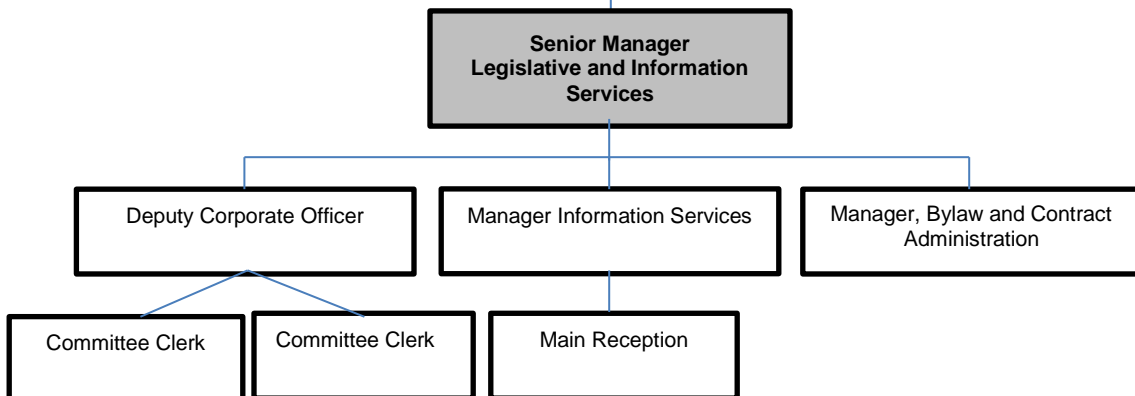|			and commissions
Governance (EO & LIS)	All municipalities, electoral areas & First Nations	Requisition	CRD Board, Governance Committee
Board Administration (EO & LIS)	All municipalities, electoral areas & First Nations	Requisition	CRD Board, all standing committees and commissions
Elections/Assent Voting (LIS)	All municipalities and electoral areas	Requisition	CRD Board, Electoral Area Services Committee and commissions
Information Services (LIS)	All CRD staff, member municipalities, electoral areas, First Nations, provincial and federal governments and the public	Requisition	CRD Board and Governance Committee
Bylaw and Contract Administration (LIS)	All CRD staff, member municipalities, electoral areas, First Nations, provincial and federal governments and the public	Requisition	CRD Board, Governance and Finance Committees

1.2 Organization Chart

Executive Office (CAO) Division

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                    ┌──────────────────────┐
                    │        Chief         │
                    │   Administrative     │
                    │      Officer         │
                    └──────────┬───────────┘
                               │    ┌────────────────────┐
                               ├────│ Executive Assistant │
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Legislative and Information Services Division

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                    ┌──────────────────────────┐
                    │     Senior Manager        │
                    │ Legislative and Information│
                    │        Services           │
                    └────────────┬─────────────┘
          ┌──────────────────────┼──────────────────────┐
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  │ Deputy Corporate  │ │ Manager Information   │ │ Manager, Bylaw and Contract│
  │     Officer       │ │      Services        │ │     Administration        │
  └────────┬──────────┘ └──────────┬───────────┘ └──────────────────────────┘
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│Committee │ │Committee │ │Main Reception│
│  Clerk   │ │  Clerk   │ │              │
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1.3 Key Trends, Issues & Risks – Service Specific

- changes in provincial and federal governments and First Nations Councils; pending treaty settlements;
- anticipated changes in provincial policy and Local Government Audits informing ongoing organizational policy review
- uncertainty with Core Area Wastewater program and funding; extra demands on CAO, GMs and Executive Services to assume direct leadership over the delivery of Core Area Wastewater Treatment Program
- workplace retirements and changes
- inclusion of First Nations in governance structure
- changes in Board membership, Chair and committee structure
- legislative & regulatory changes; 2018 election to be held in October
- potential Salt Spring Island Incorporation
- increased expectation to receive more information, faster
- regulatory changes and requirements could have potential impact on service provision
- increased public scrutiny

1.4 Link to Priorities

The Division will provide support to all departments across a variety of services on corporate projects and in support of core service delivery, and as such may have a role in supporting numerous priorities. Specifically the division has a direct link to the following priorities:

GOVERNANCE
- work with the Governance Committee to review the existing committee structure, design a Board self-evaluation process and complete the work of the Special Task Force on First Nations Engagement
- deliver annual Board orientations and participate in government and partner programs
- enable regular, proactive dialogue on regional and sub-regional issues

FIRST NATIONS
- collaborate with the First Nations task force to design and deliver Board training and education
- prepare agreements to enable traditional uses of CRD lands and identify First Nations partnership opportunities for economic development activities

CORPORATE DEVELOPMENT
- evaluate the use of innovative technologies and corporate support systems for continuous improvement and effective service delivery
- ensure CRD service delivery is effectively supported through the development of best practices
- enhance and ensure effective financial and audit reporting practices
- support continued investments in workforce education, training and development

PUBLIC ENGAGEMENT & COMMUNICATIONS
- develop public participation strategies, including implications and performance metrics, as part of all major initiatives and implement more options for two-way dialogue and engagement

2 Services

2.1 Service Levels

	Service Level Adjustments in Role/Scope				
Service	**Base year 2015**	**Year 1 (2016)**	**Year 2 (2017)**	**Year 3 (2018)**	**Year 4 (2019)**
Liaison & Relationship Building	• Attend 6 CAO meetings annually • Tour of councils, special workshops and orientations • maintain contact with provincial and federal officials at the deputy level • meet with First Nations leaders and senior staff	• Schedule 1-2 Forum of Councils annually	Review and Assess	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Core Area Wastewater Treatment Program	• CALWM procurement paused • Extra demands on CAO, GMs, and Exec. Services to assume direct leadership over planning of Core Area Wastewater Treatment Program • Senior Government Agreements • Liaison with Municipalities and First Nations	• When Program resumes, CAO and CALWMC Chair to liaise with Wastewater Commission on a monthly basis or as required • Re-establishment of Wastewater Commission	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Executive Leadership, Direction & Support	• Bi-weekly meetings with ELT and semi-annual meetings with CRD managers • Monthly 1 on 1 meetings with direct reports	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Governance	• Regular review of governance structure, eg. committee structure, to ensure efficiency in decision-making • Provide regular Board education, eg. orientation sessions and bus tours • Coordinate governance discussions with member municipalities	Additional working groups to deal with advocacy issues identified by the Board	Review and Assess	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required

	and electoral areas				
Board Administration	• Regular on-going support to Board, standing and select committees – agendas prep and distribution, minutes and follow-up • Regular on-going procedural support and guidance to regional, sub-regional and local service area commissions • Addition of Eastside and Westside Wastewater Treatment and Resource Recovery Select Committees • Regular review of processes to ensure efficiencies including electronic agendas and webstreaming	Additional meetings re Core Area Wastewater Treatment Program – i.e. bi-weekly meetings, select committees	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Elections/ Assent Voting	• Administer assent voting (referendum, alternative approval process) as required and including mail ballots	No change	No change	Administer General Local Elections in October	No change
Information Services	• Regular ongoing assistance to departments regarding records classification program (RCS) • Training sessions scheduled as required regarding records management • Mandatory training for all CRD staff re FIPPA • Manage flow of information in and out of the organization	Review and Assess	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Bylaw & Contract Administration	• Assist and provide guidance with drafting and review of bylaws, contracts and agreements • Engage legal counsel as required • Ensure appropriate approvals are required for bylaws and contracts • Train, develop policies, templates as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required

	• Retention and management of existing contracts and agreements for organization				

2.2 Workforce Considerations

	Workforce (FTEs)				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Executive Office	2	2	2	2	2
Legislative & Information Services	7	8*	8	8	8
Total	9	10	10	10	10

*Transfer of committee clerk position, FTE and funding, from Core Area Wastewater Treatment Program to support the Core Area Liquid Waste Management Committee and Eastside & Westside Select Committees. Reallocation of resources to assist with Board Strategic Priorities relating to advocacy. Previously funded as an auxiliary role.

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
2016			
Records Management	Inventory of storage capacity for corporate semi-active and inactive records (archives)	Corporate Development	Reserves Consultant required to conduct inventory and identify solutions
Records Management Ongoing and to be completed in 2017	Implement recommendations from inventory	Corporate Development	Within core budget Additional capital required for shelving, refit of storage areas etc.
Contract Administration	Develop contracts database	Corporate Development	Within core budget – additional auxiliary assistance required for data entry (see 2.2(2))
Contract Administration	Re-establish Contracts Committee to consider common contractual issues	Corporate Development	Within core budget
Contract Administration	Develop vendor performance database to track contractor performance and assist with future evaluation	Corporate Development	Within core budget – additional auxiliary assistance required for data entry (see 2.2(2))

Title & Estimated Completion Date	Description	*Priority Reference* (if applicable)	Budget Implications
Bylaw Management System Upgrade	Upgrade existing bylaw management system and make it accessible to all CRD staff. Includes a service page component	Corporate Development	Reserves $22,000 to be funded 50/50 with Finance – already in budget
Salt Spring Island Incorporation	Incorporation Referendum – Spring or Fall 2016 (tbc)	Corporate Development	Provincial Grant
	Mayor and Council Election – following referendum (tbc)	Corporate Development	Provincial Grant
Governance Conversations	Work with Governance Committee to establish a Board working group to explore and identify governance priorities	Governance	Committee Clerk transfer to FTE & reallocation of resources (Item 2.2(1))
Special Task Force on First Nations Engagement	Work with Governance Committee to determine a working group structure	Governance	Committee Clerk transfer to FTE & reallocation of resources (Item 2.2(1))
Regional and Sub-Regional Dialogues Ongoing	Enable regular, proactive dialogue sessions between the general public, municipalities, electoral areas, First Nations and the CRD	Governance Public Engagement & Communications	Within core budget
Self governance and equality of electoral areas	Review mandate and structure of existing CRD committees and commissions to merge and streamline where possible and clarify role.	Governance	Reserves Additional contractor $ required to complete review
Decision-making and regular Board education	Work with Governance Committee to review existing committee structure and terms of reference to make recommendations to the Board Chair	Governance	Within core budget
	Deliver annual Board Standing and Select Committee orientation sessions bringing forward priorities that span election cycles and provide key information and current status of major decisions and/or initiatives	Governance	Within core budget
	Develop and implement electronic Reference Library for Board members	Governance	IT costs - tbd

Title & Estimated Completion Date	Description	*Priority Reference (if applicable)*	Budget Implications
	Quarterly meetings of Board standing committee chairs to discuss Board performance and staff support	Governance	Within core budget
	Schedule regular theme-based bus tours throughout the year	Governance	Reserves Bus tours - $5000 ($2500 x 2)
Two way engagement	• Implement e-comment module in Electronic Agenda system • Investigate and implement citizen engagement module • Investigate and implement portal for elected officials and public	Governance Public Engagement & Communications	Reserves Software costs – approximately $50,000
Climate Change	Work with Governance Committee to establish a Board working group to explore and identify climate priorities	Governance	Committee Clerk transfer to FTE & reallocation of resources (Item 2.2(1))
Active & Multi-Modal Transportation	Work with Governance Committee to establish a Board working group to explore and identify transit priorities	Governance	Committee Clerk transfer to FTE & reallocation of resources (Item 2.2(1))
Agricultural Land and Food Security	Work with Governance Committee to establish a Board working group to explore and identify supportive agricultural programs and policies	Governance	Committee Clerk transfer to FTE & reallocation of resources (Item 2.2(1))
	Work with Governance Committee to establish a Board Task Force to explore and identify farming infrastructure priorities	Governance	Committee Clerk transfer to FTE & reallocation of resources (Item 2.2(1))
Changing Demographics	Work with Governance Committee to determine referral function to facilitate conversation with municipal recreation centres for common definition of "seniors"	Governance	Committee Clerk transfer to FTE & reallocation of resources (Item 2.2(1))
	Work with Governance Committee to establish a Task Force to explore and identify age-friendly priorities	Governance	Committee Clerk transfer to FTE & reallocation of resources (Item 2.2(1))
First Nations	Work with Governance Committee to establish a Task Force to design and deliver training and educational programs in collaboration with First Nations Task Force	Governance First Nations	Committee Clerk transfer to FTE & reallocation of resources (Item 2.2(1))

Title & Estimated Completion Date	Description	*Priority Reference (if applicable)*	Budget Implications
First Nations Hunting Protocol Ongoing	Assist in preparation of an MOU between First Nations and the CRD to enable a hunting protocol in CRD lands in recognition of the Douglas Treaty	First Nations	Within core budget
First Nations Partnering Agreements Ongoing	Assist in development of partnering agreements with First Nations regarding economic development activities	First Nations	Within core budget
Economic Development	Work with Governance Committee to establish a Board working group to explore and identify economic development opportunities	Governance	Committee Clerk transfer to FTE & reallocation of resources (Item 2.2(1))
2017			
Electronic Document Management	Implement electronic document management system to better manage corporate records	Corporate Development	IT allocation and software costs - tbd
Open Government/Web Development	Develop and implement an Open Government Portal to increase transparency and accountability	Governance Public Engagement & Communications	IT allocation and software costs - tbd
2018			
Board Orientation	Develop Board orientation sessions for new and returning Board members (post-election) and include a bus tour(s)	Governance	Within core budget Bus tours - $2500 each
2019			
Continued implementation of above initiatives			

4 Goals & Performance Indicators

Service Goals	Indicators or Measures
Maintain effective relationships with other levels of governments	• Target a minimum of one in-person meeting with each of the 8 First Nations and at least one Provincial Ministry annually • 75% of elected officials from municipalities and electoral areas participate in each Forum of Councils or specialty workshops • CAO attends at least 5 of the scheduled Regional and/or Provincial CAO meetings annually
Provide high quality administrative support	• Implement electronic records management system by 2019 • Post Committee and Board meeting agendas by Friday at noon 95% of the time. • Percentage of Board and committee meetings available by web streaming* • Response time to Freedom of Information requests* (target within 30 days 90% of the time)
Provide specialized support for Board and legislative matters	• Director orientation program completed within 3 months of election. • Annual review of Board committee structure completed* (target completion by October/November) • Establish Board working group and task force structures by 2016 • Deliver FOI training sessions for 95% of staff within 9 months of employment start
Communicate Board direction and corporate standards and initiatives within the organization	• Two meetings held annually with CRD managers with 90% participation rate or higher

* = Corporate Indicator – multiple divisions contribute to this measure

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Service Plan for Corporate Communications

2016-2019

Capital Regional District

Date submitted: September 30, 2015

CRD

Making a difference...together

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1 Overview

1.1 Division & Service Summary

Corporate Communications assists the Board and the organization in communicating the CRD's priorities, major decisions and program information. Corporate Communications ensures the organization adopts and uses industry best practices in its communication activities. This is accomplished through the development and application of communication guidelines and tools, and providing strategy and advice on communications activities with a goal of consistent alignment of the CRD's mandate and service objectives. Corporate Communications develops tools and techniques that foster engagement, ensuring that the public has access to accurate, timely and consistent information.

Service Purpose , Role or Overview	Participants (for example: all municipalities, electoral areas, First Nations)	Funding Sources (for example: requisition, internal recoveries, grants)	CRD Board Committee and/or Commission Reporting Structure
Protocols and Toolkit Development: Prepare and provide appropriate strategies and tools (along with support and/or training) to ensure organizational alignment and improved education, participation and awareness	The Board, Municipal partners, and other organizations	Requisition and internal recovery	Board or Delegated Commission such as Core Area Commission or Panorama Rec through the CAO
Information Delivery and Governance: Facilitate the collection of and provide strategies for delivery of information through CRD communications tools and processes in a meaningful, rapidly accessible and consumable manner	The Board, Municipal partners, and other organizations	Requisition and internal recovery	Board or Delegated Commission through CAO
Communications Materials and Assets: Prepare, develop, maintain and manage communications assets and processes that enhance the visibility of the CRD	The Board, CAO and ELT	Requisition and internal recovery	Board or Delegated Commission through the CAO
Internal Communications: Develop and deliver internal communications through the intranet, Inside CRD (staff newsletter) and employee hotline	The CAO and ELT	Requisition and internal recovery	CAO and ELT
Core Communications Services: Maintain effective media relations, emergency communications management, business continuity and media buys and placements	The Board, CAO and ELT	Requisition and internal recovery	Board or Delegated Commission through the CAO

Corporate Initiatives: Facilitate and prepare corporate strategic initiatives and projects.	The Board, CAO and ELT	Requisition and internal recovery	CAO and ELT
Strategic Communications: Facilitate the development and ongoing evolution of strategies that inform and enhance engagement with public	The Board, CAO and ELT	Requisition and internal recovery	Board or Delegated Commission through the CAO

1.2 Organization Chart**
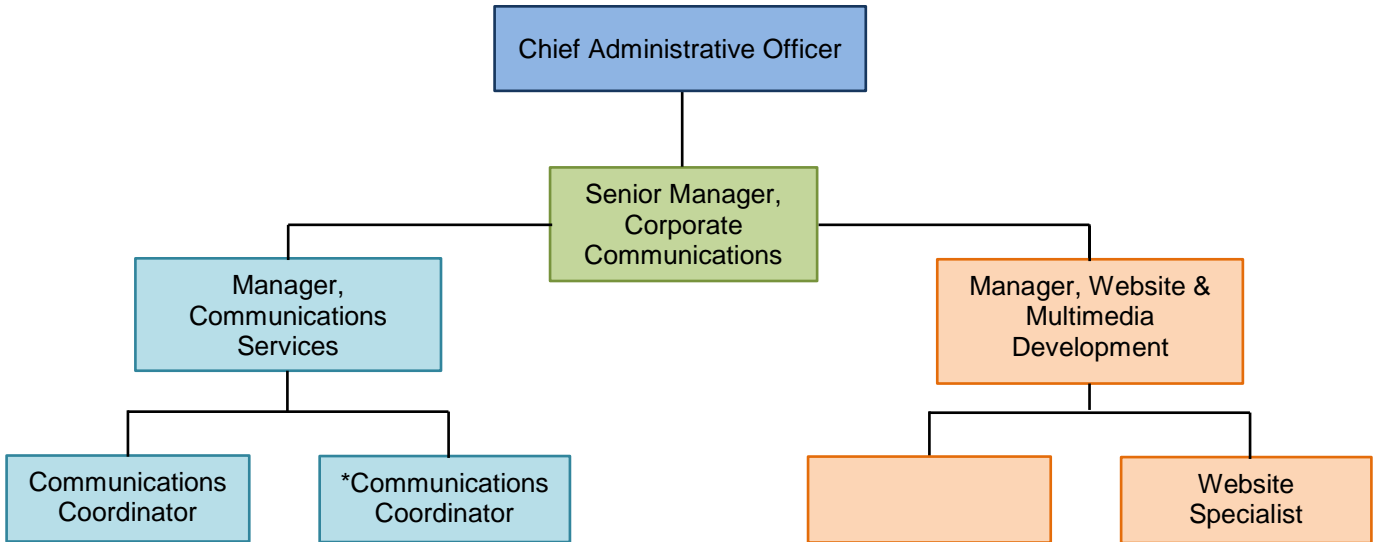
One Communications Coordinator position for wastewater planning is currently housed in Corporate Communications, costs are covered by the planning budget for wastewater, and the position will likely re-integrate into implementation of the wastewater planning over future years.

**This chart is current as of September 2015. The Corporate Communications division is currently revisiting structure to align with evolving service delivery and requirements. Where there is an increased demand for service level, staff may need to be added.*

1.3 Key Trends, Issues & Risks – Service Specific

- Increased public demand for transparency in how decisions are made, how services operate, and how citizens can impact decision-making is a trend that we need to recognize and respond to by constantly re-evaluating our strategies and approach.
- Increasing demand for accessible, timely and consumable information (such as infographics and proactive social media) may change delivery mechanisms and/or require shifts in the organization's communications styles in order to meet the diverse needs of our varied audiences.
- Increased need and demand for communications strategies as part of education initiatives may require adjustments in service delivery model and/or resources.

1.4 Link to Priorities

The Division will provide support to all departments across a variety of services on corporate projects and in support of core service delivery, and as such may have a role in supporting numerous priorities. Specifically the division has a direct link to the following priorities:

PUBLIC ENGAGEMENT & COMMUNICATIONS

- develop public participation strategies, including implications and performance metrics, as part of all major initiatives and implement more options for two-way dialogue and engagement
- share stories of collaboration and accomplishments

CORPORATE DEVELOPMENT

- evaluate the use of innovative technologies and corporate support systems for continuous improvement and effective service delivery
- ensure CRD service delivery is effectively supported through the development of best practices
- enhance and ensure effective financial and audit reporting practices

EDUCATION, INFORMATION & OUTREACH

- expand on successful education partnerships and program delivery to include innovative in-person outreach and educational programs
- demonstrate transparency and increase visibility through the provision of accessible, relevant, timely and usable data and information

GOVERNANCE

- enable regular, proactive dialogue on regional and sub-regional issues

2 Services

2.1 Service Levels

	Service Level Adjustments in Role/Scope				
Service	**Base year 2015**	**Year 1 (2016)**	**Year 2 (2017)**	**Year 3 (2018)**	**Year 4 (2019)**
Protocols and Toolkit Development	Ensure accountability for and consistency of communications activities across the organization.	Establish strategies, processes and tools to enhance education, participation and awareness.	Review, assess and refine strategies, tools and processes, including training and support.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.
Information Delivery and Governance	Provide policy and guidelines for information delivery.	Update and develop policy and guidelines for enhanced information delivery.	Review, assess, refine and develop policy and guidelines.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.
Communications Materials and Assets	Establish clear lines of accountability for managing corporately developed communications materials and assets.	Establish tools and processes for developing, collecting, managing and disseminating items such as photos, graphics, education and display materials, and promotional items.	Maintain variety of communications materials and assets.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.
Internal Communications	Continue to produce an internal newsletter (min 4x per year), maintain an emergency staff line to advise of closures and maintain the intranet home page.	Review and refine strategies for internal communications.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.
Core Communications services	Maintain effective media relations, website (updates, maintenance, training and testing), social media (global reporting, strategy and metrics), advertising, business continuity, and emergency communications.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.

Corporate Initiatives	Facilitate the development and preparation of corporate projects, including the annual report and the corporate plan, and provide direct support to the CAO and ELT members for similar corporate projects.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.
Strategic Communications	Update, develop and implement strategies that inform and enhance communications and engagement with the public.	Review, assess and refine strategies.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.

2.2 Workforce Considerations

	Workforce (FTEs)				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Corporate Communications	7.0*	7.0*	7.0*	7.0*	7.0*
Total	7.0	7.0	7.0	7.0	7.0

Communications Coordinator position for wastewater planning is housed in Corporate Communications, costs are covered by the planning budget for wastewater, and the position will likely re-integrate into implementation of the wastewater planning over future years.

3 Divisional Initiatives & Budget Implications

This section highlights important divisional initiatives over the next four years, including those initiatives related to delivery of 2015 – 2018 Board Strategic Priorities.

Title & Estimated Completion Date	Description	*Priority (if applicable)*	Budget Implications
2016			
Communications Toolkit	Develop and establish consistent, processes and tools for communications services.	Public Engagement and Communications Corporate Development Education, Outreach & Information	Core budget

Title & Estimated Completion Date	Description	Priority (if applicable)	Budget Implications
Social Media Enhancement	Conduct review of the organizations social media strategy and reevaluate existing and recommended platforms.	Public Engagement & Communications Education, Outreach & Information	Core budget
Enhanced Online Communications	Develop strategies and tools that improve the accessibility and consumability of information, including evolving the use of web and social media and leveraging modern visual based communications practices such as infographics.	Public Engagement & Communications Corporate Development Education, Outreach & Information Governance	Core budget
Review of Communications Protocols	Collect, review, refine, update and/or develop communications protocols, policy as required.	Public Engagement and Communications Corporate Development	Core budget
Organizational Support	Support for 50th anniversary of CRD, wastewater planning and implementation, Integrated Solid Waste Management Plan, Sea to Sea Regional Park.	Public Engagement and Communications Outreach, Education & Information Governance	Core budget
Communications Calendar	Develop a rolling calendar of major activities that require production.	Public Engagement and Communications Corporate Development	Core budget
Advance Media Relations support	Implement tools and resources for media and web monitoring services.	Public Engagement and Communications	Core budget
Internal Communications – Review of Newsletter	Review and refine InsideCRD purpose, approach and efficacy.	Corporate Development	Core budget
2017			
Image Library Development	Based on 2016 review, implement library resources.	Public Engagement and Communications Corporate Development	Core budget
Resident satisfaction survey	Develop and conduct survey to identify baseline level of satisfaction among residents with CRD services.	Corporate Development	Single supplemental $20,000
2018			
Multimedia Resource Review	Evaluation of organizational multimedia resources and requirements.	Public Engagement and Communications,Education, Outreach & Information	Core budget

4 Goals & Performance Indicators

Service Goals	Indicators or Measures
Provide specialized support to Board and CRD departments in their communication of decisions and information	• Respond to 95% of media inquiries within two hours of receipt • Percentage of news releases that result in earned media annually • Web page views and bounce rates for key initiatives • Percentage of residents stating satisfaction with CRD services (baseline 2017)*
Ensure consistency of messaging and visual brand across all communications channels and mediums	• Completion of brand identity manual by 2017 • 90% of all major activities that require production support are registered in Corporate Communications calendar (2016 baseline)
Increase opportunities for two-way engagement	• Participation rates of residents in two-way dialogue and engagement opportunities* • Global and divisional social media engagement statistics* • Increase the number of followers, likes, posts/shared, retweets or sentiments on CRD social media channels by 5% annually (2015 baseline)

*Corporate indicator – multiple divisions contribute to this measure

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Service Plan for Aboriginal Initiatives Division (AID)

2016-2019

Capital Regional District

Date submitted: September 30, 2015

CRD

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Table of Contents

1 Overview

1.1 Division & Service Summary

Aboriginal Initiatives Division (AID) is mandated to streamline the Capital Regional District's (CRD) cross-departmental approach to First Nations engagement in support of the Board's strategic priorities which are founded on principles of *regional collaboration* and focus on *building relationships with First Nations governments*.

The division, through its three-pronged service role identified below, provides opportunities to:

- increase the CRD's profile as a relevant government to First Nations (FNs) needs and aspirations;
- acts as a 'hub' for FN government enquiries and shepherds responses and actions that First Nations have identified as helpful to their day to day operations;
- engage in practical activities that foster greater understanding of the CRD's range of services, the agency's mandate and the regulatory framework in which the services are delivered;
- facilitate greater familiarity and more regular interactions which in turn:
  o builds relationships and normalizes interchanges,
  o establishes protocols and MoUs
  o allows effective, respectful approaches to both formally and organically evolve
  o supports improved service delivery.

The Board's 2015-2018 Strategic Priorities identified more specific direction with respect to First Nations relations, which has informed the Aboriginal Initiative's Service Plan activities.
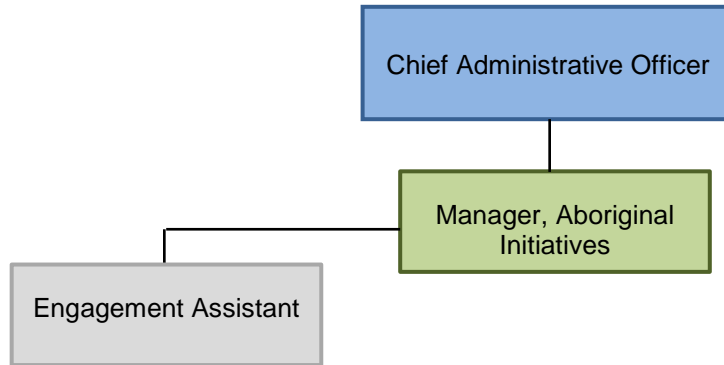
a) **Service Overview and descriptions**

AID's operating framework is made up of three areas: Leadership Vision, CRD Internal Dept. Support and Emergent Issues and Opportunities.

Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
The Board's vision is supported by **Leadership Vision** by facilitating opportunities to build political relationships among the Board Chair, Directors and Chiefs and Councils.	All local First Nations Electoral Areas	Internal recovery Allocation from Legislative Services	Committee of the Whole
Division workplans are augmented by **CRD Internal Departmental Support** through consistent outreach approaches and protocols across divisions.	All municipalities by way of Inter-municipal working groups All local First Nations Electoral Areas	Internal recovery Allocations from each Division	Respective Committees of each Division / Department

Developing areas of common interest are supported through **Emergent Issues & Opportunities** with the Board's direction while working closely with the Nations and affected CRD Divisions.	All local First Nations All municipalities and electoral areas Affected CRD Departments	Internal recovery	Committee of the Whole Governance Committee via Special Task Force on First Nations Engagement

1.2 Organization Chart

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        │ Chief Administrative Officer  │
        └──────────────┬───────────────┘
                       │
              ┌────────┴──────────┐
              │ Manager, Aboriginal│
              │   Initiatives      │
              └────────┬──────────┘
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        │  Engagement Assistant   │
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1.3 Key Trends, Issues & Risks – Service Specific

Engagement and Participation: Greater interest on the part of First Nations governments to engage with local government and to participate in regional decision-making matters of common interest. Continued responsibility and duty to undertake meaningful "early and ongoing" engagement. Limitations enshrined in the Local Government Act (LGA) pose barriers to full participation of FN governments in regional governance model; limited capacities and resources on the part of FNs, to engage / participate. Increased involvement of FNs in the sewage treatment facility process.

Interests and Precedents: Legal precedents from court decisions trending in favour of aboriginal rights and title, which in turn has heightened advocacy by First Nations for acknowledgement of Douglas Treaty rights. Unique interests and differing priorities of each Nation including matters relating to governance and land-use; The creation of the Aboriginal Initiatives Division (AID) has increased awareness of the CRD amongst First Nations governments and provides an accessible portal through which interactions with local government is streamlined. As First Nations related issues, interests and opportunities arise, the Board is able to provide direction to CRD Divisions through the AID office.

Resource Requirements and Work Planning: Division activities, work plans and approaches must be able to accommodate increased demands for engagement processes. In time, resource demands will decrease as efficiencies and streamlining of processes are realized with the signing of protocols and MoUs. In the meantime, the core activities of the work plan for this strategic plan timeframe will continue to focus on shoring up the "relationship-based" foundation and building a comprehensive body of protocol agreements that will serve to sustain the region in its interactions with neighbouring First Nations governments over the long-term. As participation in regional matters increases, First Nations will likely request funding contributions to ensure their existing resources are not diverted from other internal governance responsibilities. The work of relationship-building, establishing trust and negotiating acceptable protocols for engagement and communications requires significant investment in time and staff resources and political participation, from all parties.

Project Delivery and First Nations Engagement: Potential for increased costs and delays to CRD projects that require meaningful engagement with First Nations, in order to meet emerging standards of engagement / consultation expectations. FN's limited resources impacts their capacity to fully engage in a timely and comprehensive manner. Potential for sewage treatment process to draw significant resources as priorities over other Division activities; Increased time and resources required to support First Nations and CRD Board and Committees to ensure effective, meaningful participation;

1.4 Link to Priorities

The Division provides support to all departments across a variety of services on corporate projects and in support of core service delivery, and as such will have a supporting role in achieving numerous priorities. Specifically the division has a direct link to the following priorities:

FIRST NATIONS

- collaborate with the First Nations task force to design and deliver Board training and education
- prepare agreements to enable traditional uses of CRD lands and identify First Nations partnership opportunities for economic development activities

PUBLIC ENGAGEMENT & COMMUNICATIONS

- develop public participation strategies, including implications and performance metrics, as part of all major initiatives and implement more options for two-way dialogue and engagement
- share stories of collaboration and accomplishments

2 Services

2.1 Service Levels

Consider each service within the division over the four year period. After identifying the current base level of service, explain any planned changes in the role or scope of service. If changes are directly related to fulfilling Board Strategic Priorities, please clearly identify these. Staffing implications should be provided in section 2.3 and specific projects and budget implications will be provided in Section 3.

	Service Level Adjustments in Role/Scope				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Leadership Vision	Task Force supported by Division	Additional staff resources (0.5FTE) resulting from Task Force engagement outcomes	Established FN committee / commission will result in increased service level	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required

CRD Internal Departmental Support	Support for departmental / division activities accommodated within existing service level	Increased activity anticipated as a result of First Nations active participation in the Sewage treatment project and cultural use agreements of CRD lands.	Increased activity relating to First Nations engagement regarding archeological protocols related to CALWMP	Assuming CALWMP completed: FN engage-ment resources reallocated to other Nations	Adjust to meet service delivery needs, as required
Emergent Issues and Opportunities	Emergent issues from the last term will be concluded in the base year	Upcoming focus areas: local gov't treaty chapter topics, Board priorities (Economic Development) can be adequately supported within existing service levels, with support from additional contract / consulting funds for specific expertise	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required

2.2 Workforce Considerations

	Workforce (FTEs)				
Service	**Base year 2015**	**Year 1 (2016)**	**Year 2 (2017)**	**Year 3 (2018)**	**Year 4 (2019)**
Leadership Vision	.25	.5	Same	Same	Same
Division Activities	.5	1	Same	same	same
Emergent Issues and Opportunities	.75	.5	Same	Same	Same
Total	1.5	2.0*	2.0*	2.0*	2.0*

It is anticipated that with the upcoming activities relating to sewage treatment, Special Task Force outcomes and increased participation in Treaty negotiations, the division's labour force will require an increase in administration assistance from half-time to full time, resulting in a total staff compliment for the division of 2 FTEs.

3 Divisional Initiatives & Budget Implications

This section highlights important divisional initiatives over the next four years, including those initiatives related to delivery of 2016– 2019 Board Strategic Priorities.

Title & Estimated Completion Date	Description	*Priority Reference (if applicable)*	Budget Implications
2016			
Open Sea to Sea Park	Assist Regional Parks staff with developing an agreeable access / cultural use protocol with T'Sou-ke First Nation	First Nations Ecological Health & Biodiversity	Core budget
Indigenous Cultural Access Protocols for CRD lands. **Draft protocol to be completed in 2016 with referrals / broad engagement extending to 2017, 2018**	Building on the Sea to Sea terms of agreement, negotiate an MOU and set of protocols with interested First Nations	First Nations	Core budget
Board Cultural Training	Cultural education	Governance First Nations	Single supplemental
Special Task Force on First Nations Engagement	Extensive engagement with each local First Nation to explore governance interests	First Nations Governance Public Engagement & Communications	Core budget
Manage Service Agreements / Contracts	Update existing agreements with current legislative and regulatory requirements. Renew expired agreements. Negotiate new agreements as requested	First Nations Finance Governance	Core budget
Economic Development opportunities	Exploration of potential partnerships relating to existing CRD business activities that could be ec. dev. opportunities for FNs.	First Nations Economic Development	Core budget
Food and Agricultural / Indigenous Food Systems	Inclusion of Indigenous perspective on food systems within the RSS - Food and Agriculture Sub-strategy	First Nations Food and Agriculture	Core budget

Title & Estimated Completion Date	Description	*Priority Reference* (if applicable)	Budget Implications
Aboriginal Relations Communications & Outreach	Publication of quarterly newsletter reporting on common interests, accomplishments, collaborations with First Nations	First Nations Communication	Core budget
Determine role of CRD in wildlife management	Facilitate discussions with First Nations for partnership / cooperative agreement. Possible link to economic development	First Nations Ecological Health & Biodiversity	Core budget
Treaty Negotiations –	Local Government Chapter issues: Board membership, RGS participation, suite of bylaws and services, environmental management areas Participation on TTAC	Governance First Nations	Core budget and potentially Reserves for legal / consultant
2017			
First Nations representation on or participation in CRD Board / Committee	Implementation on direction from Board as a result of Task Force Recommendations	First Nations Governance	Increased allocation via Legislative Services, as required.
Forum of Governments Summit	Regional gathering, in the similar style of Forum of Councils, which includes municipalities, interested local first nations, provincial and federal counterparts	First Nations Governance	Allocation via Legislative Services
Sewage Treatment	Support for First Nations participation in committee(s) as well as protocols for archeology and cultural component	First Nations	Increased allocation from CALWMP budget
Invasive species partnership development	Facilitate potential First Nations + Provincial partnership in invasive species management and re-introduction of traditional and native species	First Nations Ecological Health & Biodiversity	Core budget
Archeological Protocols	Participate in Provincially led initiative, with First Nations and local governments to establish referral protocols re: cultural laws.	First Nations	Core budget

Title & Estimated Completion Date	Description	*Priority Reference (if applicable)*	Budget Implications
2018			
First Nations representation on or participation in CRD Board / Committee	Staff support for established committee	First Nations Governance	Core budget for staff resourcing. Allocation through Legislative Services as required
Regional Housing Trust Fund	First Nations participation and contribution in Regional Housing Trust Fund	First Nations Housing	Core budget
2019			
Economic Development opportunities	Continued management of business partnerships	First Nations Economic Development	Core budget
Treaty Negotiations	Continued participation in tripartite government process TTAC participation	First Nations	Core budget
First Nations Board / Committee participation	Continued support and implementation of Task Force recommendations.	First Nations Governance	Core budget Allocation via Legislative Services as required
Service Agreements / Contract management	Continued updating / renewal of service agreements	First Nations Finance Governance	Core budget
Communications / Outreach	Continued publication of collaborations and common interests	First Nations Public Engagement & Communications	Core budget

4 Goals & Performance Indicators

Service Goals	Indicators or Measures
Facilitate relationship between CRD leadership and First Nations	• Established framework for First Nations participation in regional matters* • Participation rates of residents in two-way dialogue and engagement opportunities * • 50% Board participation rate in training sessions • Plan and implement a Forum of Governments by 2017 and achieve a minimum participation rate of one representative from each of the 13 municipalities, 3 electoral areas and 8 First Nations.
Provide specialized support for First Nations engagement and service delivery	• # of successful partnerships established with First Nations annually Participation rates in available CRD services by First Nations*
Address emergent issues & opportunities as directed by the Board	• Quarterly reports to Governance Committee summarizing the response to emergent issues and opportunities.

* = Corporate indicator – multiple divisions contribute to this measure.

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Service Plan for Human Resources

2016-2019

Capital Regional District

Date submitted: September 30, 2015

CRD

Making a difference...together

Table of Contents

1 Overview

1.1 Division & Service Summary

The Capital Regional District's success is in a large part dependent on talented and committed employees who have the knowledge, skills and resources to make a difference every day. With approximately 1,000 employees, two (2) unions and one (1) management association, ensuring the right people are in the right jobs with the right skills requires responsive and strategic Human Resources systems and support.

With a mission to "*lead and support the organization in creating and sustaining a vibrant, healthy, safe, and high performance workforce that provides excellent services and programs to the citizens of the Capital Region*", Human Resources provides professional in-house services to all departments and divisions of the CRD. The professionals in the department function as HR generalists to support strong relationships between employees and managers, to provide a one-stop HR shop with the information, tools, advice and support needed to align individual and organizational success, and to be proactive and responsive to the ongoing and changing needs of our vibrant organization.

Running approximately 150-180 job competitions per year means the CRD provides career growth opportunities for employees and brings in new talent as needed. Training and development is a key component of the Strategic Human Resources Plan so we ensure employees have the skills and competencies to support CRD success now and in the future. We want employees to value their employment at the CRD and willingly contribute their time, energy, creativity and hard work. The outcome is a safe, challenging, healthy and progressive workplace with rewarding work, strong leaders and a reputation for results.

Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
Comprehensive Human Resources including: **Employment Services, Occupational Health & Safety, Human Resource Information Systems and Records, Labour Relations, Compensation, Benefits Services, Training and Organizational Development, general HR inquiries**	All municipalities and Electoral Areas; Songhees and Tsawout Bands	Direct requisition (15%) and internal allocations (85%)	Finance Committee; Governance Committee; Greater Victoria Labour Relations Association Board

1.2 Organization Chart
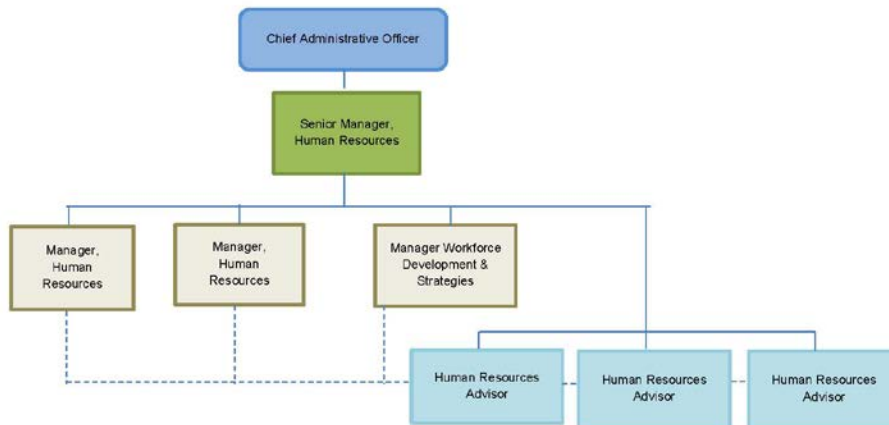
1.3 Key Trends, Issues & Risks – Service Specific

Changing workplace and society demographics have significant impact on the nature of Human Resource programs and focus. With significant workplace retirements in the near future, more employee transitional and family needs, the acceleration of workplace and technological change, shifting economic conditions, doing more-with-less, and an increased reliance on employee goodwill, recruitment, retention, workforce and succession planning, recognition, and learning and development initiatives are paramount to ensure the continued success of the organization.

While staff turnover is at a healthy rate, there are currently pressures associated with staff retirements, and the average worker age at the CRD suggests significant numbers of retirements in the near future. With higher levels of retirements come significant staffing pressures, most notably at the senior staff levels where accountabilities to continue to deliver high levels of service remains regardless of resource turnover. In addition, periods of transition, change and doing more-with-less increases pressure to labour dynamics in the workplace. With these goes the challenge of workplaces embracing ongoing change versus holding on to what they have.

The CRD, like many successful organizations, is continuously evaluating and refocusing how it does its business, including rationalizing resources, reorganizing work activities, and investing in employees to ensure viability and vibrancy for the future. With this comes the need to be more transparent and inclusive for the workplace not only to understand changes in direction, but to embrace and shape it for the future.

1.4 Link to Priorities

The Division will provide support to all departments across a variety of services on corporate projects and in support of core service delivery, and as such may have a role in supporting numerous priorities. Specifically the division has a direct link to the following priorities:

GOVERNANCE

- Work with the Governance Committee to review the existing committee structure, design a Board self-evaluation process and complete the work of the Special Task Force on First Nations Engagement

CORPORATE DEVELOPMENT

- Evaluate the use of innovative technologies and corporate support systems for continuous improvement and effective service delivery
- Ensure CRD service delivery is effectively supported through the development of best practices
- Support continued investments in workforce education, training and development

2 Services

2.1 Service Levels

	Service Level Adjustments in Role/Scope				
Service	**Base year 2015**	**Year 1 (2016)**	**Year 2 (2017)**	**Year 3 (2018)**	**Year 4 (2019)**
Employment Services	Postings completed within 2 business days and closed within 1 business day: ≥ 98% of time	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Occupational Health and Safety	Claims administered: ≤ 2 business days	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Human Resource Information System/ Records	Changes processed: ≤ 5 business days	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Labour Relations	Participation on grievance and labour relations administration (including collective bargaining): 100% Grievances appropriately resolved before arbitration: ≥ 95%	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Compensation Services	Completion of employer review of compensation review requests: ≤ 30 days	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Corporate Training	98.2% of corporate training programs run as scheduled	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required

HR Inquiry Response	Inquiries responded to (as available): ≤ 4 hours	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required

2.2 Workforce Considerations

	Workforce (FTEs)				
Service	**Base year 2015**	**Year 1 (2016)**	**Year 2 (2017)**	**Year 3 (2018)**	**Year 4 (2019)**
Human Resources (all)	7.0 FTE	7.0 FTE	7.0 FTE	7.0 FTE	7.0 FTE

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	*Priority* (if applicable)	Budget Implications
2015			
Board Self-Evaluation Process	Provide leadership and tools for the CRD Board to review its: roles and responsibilities; expectations of Board members; Committee structures and task forces, etc.; and analyzing approaches to how decisions are made, with self-evaluations to occur annually.	Governance	Core budget
2016			
Collective Bargaining	To bargain new collective agreement with USW Local 1-1937.		Core budget
Succession Plan Program	Review and amend corporate succession plan approach and strategies, recognizing the upcoming turnover and retirement of staffing resources.		Core budget
Competency Alignment Program	Implement a core competency alignment program for CRD employees, with focus on labouring core competencies, administrative core competencies, and professional/technical core competencies. Align human resource processes and systems accordingly.		Core budget

Title & Estimated Completion Date	Description	*Priority* (if applicable)	Budget Implications
Corporate Alignment Initiatives	Undertake and implement corporate organizational alignment reviews as required to complete Strategic and Corporate Plans direction		Core budget
HRIS Organization Management (SAP)	Implement SAP Organizational Management module. Overall outcome will result in improved organizational reporting within SAP, resulting in cost savings in time management, organizational systems process, and financial processes.		Core budget
Learning and Development	Review and align corporate learning and development initiatives to Board Strategic Plan and Corporate Plan priorities.		Core budget
2017			
Collective Bargaining	To bargain new collective agreement with CUPE Local 1978.		Core budget
Employee Survey and Action Plan	Development and implementation of the CRD Employee Survey and corresponding Action Plan. Components of the Action Plan to be implemented over the course of the 2017-2019 calendar years.		Core budget
Employee Onboarding Program	Development and implementation of a revised corporate employee onboarding program, aimed at engaging, informing and educating employees around the corporation, its mandate, responsibilities, and strategic and corporate plan.		Core budget
2018			
Attendance Management and Healthy Workplace Program	Development and implementation of corporate attendance management program aimed at expediting return to work and lowering costs associated with workplace absences. Program includes: return to work programs; disability management program; work-life initiatives.		Core budget

Title & Estimated Completion Date	Description	*Priority* (if applicable)	Budget Implications
Management and Supervisory Community of Practice	Develop a management and supervisory community of practice to create the internal awareness and understanding as well as sharing of information and experiences creating a shared and cohesive understanding and corporate consistency.		Core budget
Employee Survey Action Plan Implementation	See "Employee Survey and Action Plan" above (2017).		Core budget
2019			
Employee Survey Action Plan Implementation	See "Employee Survey and Action Plan" above (2017).		Core budget
Corporate Alignment Initiatives	Undertake and implement corporate organizational alignment reviews as required to complete Strategic and Corporate Plans direction		Core budget
Learning and Development	Review and align corporate learning and development initiatives to Board Strategic Plan and Corporate Plan priorities.		Core budget
Employee Survey Action Plan Implementation	See "Employee Survey and Action Plan" above (2017).		Core budget

4 Goals & Performance Indicators

Service Goals	Indicators or Measures
Provide cost effective full-spectrum HR services	• Maintain a better than industry average for staffing and cost ratio annually (current industry average is 1 HR staff for every 69 employees at a cost of $576 per FTE) • More than 95% of new regular employees are oriented within their first month of hire • Employment posting completed within 2 business days and closed within 1 business day 98% of the time • Changes processed for 95% of all information/system records within 5 business days • Participate in 100% of grievance and labour relations administration meetings (including collective bargaining) • Target 95% of all grievances resolved appropriately before arbitration • Completion of employer review of compensation review requests in less than 30 days • HR inquiries, as available, are responded to in less than 4 hours
Deliver effective corporate training to support strategic needs of the organization	• 98% of all corporate training programs run as scheduled • Increased employee satisfaction rate with corporate training (85% satisfaction rate baseline in 2015) • Percentage of employees maintaining professional designations*
Support exemplary organizational practices and leadership	• Number of awards or nominations received annually*
Support organizational compliance for Occupational Health & Safety Timelines	• 100% of WorkSafe BC claims processed within 2 working days of receipt

* = Corporate Indicator – multiple divisions contribute to this measure

Corporate CRD Human Capital Performance Metric	CRD Current	Industry Average (as recorded through HR Metric Services™)
Unionized Workforce	84.3%	79.6%
Management Span of Control	1:16 (1 manager to 16 staff)	1:10 (1 manager to 10 staff)
Turnover Rate / Retirement Rate	6.0% turnover / 2.1% retirement	7.2% turnover / 2.8% retirement
Churnover (Internal Staff Movement) Rate / Position Vacancy Rate	10.4% churnover / 1.4% position vacancy	8.8% churnover / 3.0% position vacancy
Absenteeism Rate	3.5% absenteeism	5.1% absenteeism
WorkSafeBC (Safety) Employer Rating Assessment	1.96% (4% merit situation with WorkSafeBC)	2.0%
Average Length of Service	11.0 years	10.8 years
Average Worker Age (Regular staff)	47.1 years	44.0 years

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Service Plan for Financial Services

2016-2019

Capital Regional District

Date submitted: *September 30, 2015*

CRD

Making a difference...together

Table of Contents

1 Overview

1.1 Division & Service Summary

The Financial Services division guides the organization in utilizing its financial resources in a secure and efficient manner. Financial Services provides financial leadership and direction to all departments and divisions within the Capital Regional District.

Specific functions administered by Financial Services include: budgeting, five year financial plan, banking, treasury, investing and safeguarding financial assets, administration of short and long-term borrowing, revenue services, procurement, accounts receivable, accounts payable, payroll, financial reporting and financial statements, direction of external audit/accountability engagements, integrity of financial systems policies, procedures & guidelines, contracts, financial information systems, grants management and development of financial bylaws, billing and mail services. Financial Services is also responsible for co-ordination of various local services such as library services and volunteer commissions.

The Financial Services division serves the entire organization in each service category. The organization service areas vary in size and activity impacting the scope of work required by Financial Services. However, a base financial infrastructure must exist for all services to meet legislative and regulatory standards and assist the Board in discharging their fiduciary responsibilities for the stewardship of the organization's assets.

Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
Comprehensive Financial Services including: Financial Accounting & Reporting, Financial Planning & Budgets, Capital Assets Reporting, Division Financial Advisory Services, Payroll, Financial Systems, Grants, Revenue, Procurement, Treasury, Accounts Payable, Banking, and Billing, Mail, & Printshop	All municipalities, Electoral Areas, First Nations.	Requisition, Allocations and Grants.	• Finance Committee • Electoral Areas Services Committee • Local Services Commissions (Utilities, Recreation, etc.) • Parcel Tax Review Panel

1.2 Organization Chart
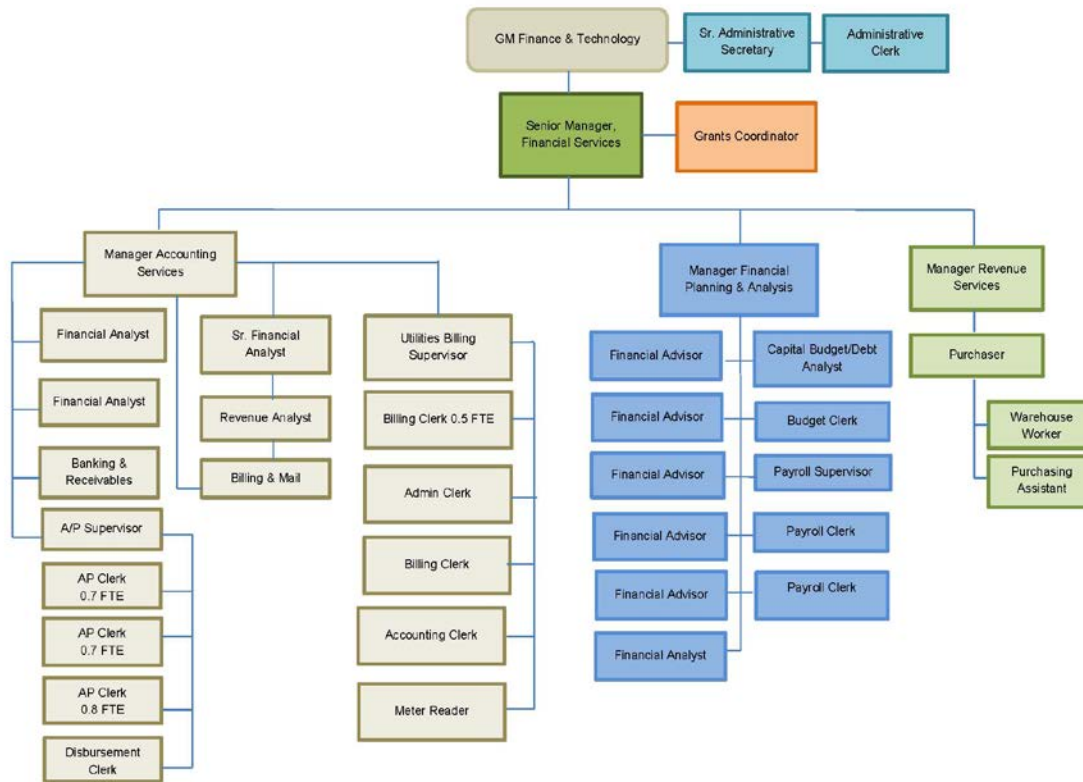
Key Trends, Issues & Risks – Service Specific

- Continued development of the CRDs Long Range Sustainable Funding Plan including designing and implementing an asset management framework, plans and policies as well as developing the long range service delivery assumptions and financial models.
- Increased demand for financial monitoring and reporting for new and growing service areas.
- Increasing emphasis on value for money analysis and increasing demand for budget details resulting in a shift to more performance rated metrics requiring redesign of current reporting infrastructure.
- Improve the ability to report on and forecast reserve balances to meet the need of long range funding.
- Increased demand for finance to assist departments with financial analysis and advice.
- Increased demand for financial policy development, implementation, guidance and interpretation.
- Dynamic fiscal stewardship responding to changing economic factors. Continue to improve, in partnership with human resources, payroll processing, data management and reporting; enhancing human resource and payroll services provided to the organizations' employees.
- Continued changes in accounting standards and reporting (i.e. Public Sector Accounting Boards, Auditor General Local Government, etc.) requiring financial services system and process changes to adhere with standards.

1.3 Link to Board Strategic Priorities

The Division will provide support to all departments across a variety of services on corporate projects and in support of core service delivery, and as such may have a role in supporting numerous priorities. Specifically the division has a direct link to the following priorities:

CORPORATE DEVELOPMENT

- evaluate the use of innovative technologies and corporate support systems for continuous improvement and effective service delivery
- ensure CRD service delivery is effectively supported through the development of best practices
- enhance and ensure effective financial and audit reporting practices
- support continued investments in workforce education, training and development

2   Services

2.1 Service Levels

Service	Service Level Adjustments in Role/Scope				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Financial Accounting & Reporting Provision of accurate and timely financial reporting through periodic and annual financial statements according to the established schedule and policies & procedures Compliance with external legislative requirements (i.e. CRA HST, PSAB) and audit standards Annual yearend audit program Corporate financial standards and internal control compliance	• Annual financial statements prepared and approved by June 30. • Daily transaction processing with standard financial reports distributed by the 5th working day of the month for all services. • Improve financial reporting to include financial indicators. • Public Sector Accounting Standards require the implementation of PS 3260, Contaminated Sites for the 2015 fiscal year end.	Ongoing staff training and work load to meet PSAB requirements Additional research for continual improvement in financial reporting Updated SAP chart of accounts hierarchy	Review and Assess	Adjust to meet service levels, as needed	Review and Assess

Financial Planning & Budgets Preparation of operating/capital budgets for the provision of 200+ services Financial advice and support to operating departments Preparation of financial bylaws Debt Management	• Annual budget preparation for over 200 CRD services. • Financial monitoring. • Preparation of new 5 year financial plan. • Development of financial plan and financial bylaws. • Ongoing financial advice on operating and capital budgets. • Expand and enhance budget review documentation. • Continue to streamline financial planning and budgeting processes leveraging system tools to reduce time and enhance documentation and reporting Process. • Tax requisitions and invoices. • Development of asset management policy and framework.	Ongoing implementation of asset management initiatives Management research and analysis Design standardized budget documentation and extend available schedules and background information	Review and Assess	Adjust to meet service delivery needs, as required.	Review and Assess
Division Financial Advisory Services	Provide financial services management, business process management and training/support services to 200+ services.	Review and Assess	Adjust to meet service delivery needs, as required.	Review and Assess	Adjust to meet service delivery needs, as required.
Capital Assets: Maintain asset reporting systems and assist in asset sustainability for CRD services Year-end depreciation analysis of capital assets	• Managing the addition/deletion of tangible capital assets in CRD depts. • Annual depreciation calculations. • Asset management inventory support and asset funding. analysis	Review and Assess	Adjust to meet service delivery needs, as required.	Review and Assess	Adjust to meet service delivery needs, as required.
Payroll	• Biweekly processing, reporting for 1000 employees totaling.	Review and Assess	Adjust to meet service delivery needs, as required.	Review and Assess	Adjust to meet service delivery needs, as

	$45M in 4 employee groups • Process on average 6 periodic updates to payroll system for legislative and financial system upgrades. • Expand payroll analysis to meet demand by including personnel cost planning support and variance analysis support.				required.
Financial Systems Assist in the development of business processes for the financial system Provision of financial expertise and analytical support to business units Ensure all financial records are captured accurately in SAP	• Integration of approx. 100,000 annual transactions reporting into corporate financials.	Review and Assess	Adjust to meet service delivery needs, as required.	Review and Assess	Adjust to meet service delivery needs, as required.
Grants: Research and communicate grant opportunities Administration of grants, preparation of grant applications Coordinate accountability/audit of delivered grant programs Prepare bylaws for certain financial activities that require board approval	• Scan for new grant opportunities that could be available for CRD services and inform and assist staff with application. • Develop an average of 15 grant applications per year. • Process approx. 90 claims per year. • Process approx. 50 progress and final reports to grant agencies. • Regular grant dashboard updates.	Asset Management linkage	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.
Revenue Billing, collection, forecasting and reconciliation of CRD revenue	• Monthly and quarterly billing and collections for 24,000 customers. • Annual Requisitions, parcel taxes and payments in lieu.	Review and Assess	Adjust to meet service delivery needs, as required.	Review and Assess	Adjust to meet service delivery needs, as required.

Procurement Oversee supply chain management for Integrated Water Services (IWS) Provide procurement advice to all departments	• Approx. 100 IWS RFPs, RFQs, tenders & contracts annually.	Review and Assess.	Adjust to meet service delivery needs, as required.	Review and Assess	Adjust to meet service delivery needs, as required.
Treasury Manage short and long term investments and cash on hand Manage long term debt financing Provide competitive return on investments while maintaining the security of investment principal	• Ongoing investment and cash management. • Investment updates to Board.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.
Accounts Payable Payment to suppliers of operating and capital expenditures Internal controls and systems over the organizations expenditures and coding of those expenditures	• Weekly cheque and EFT run produces 13,000 vendor payments a year. • Compliance with external payment legislations (i.e. contract holdbacks). • Increasing vendors and payments to support increased service activity.	Increased capital projects Core Area Liquid Waste Management Plan	Review and Assess.	Adjust to meet service delivery needs, as required.	Review and Assess.
Banking Coordinate all CRD banking activities Processing payments and electronic banking transactions of CRD expenditures Banking reconciliations	• Develop banking services for CRD (transactions flow through 29 bank accounts a year. • Monthly reconciliation of all bank accounts for over 6,000 banking transactions.	Review and Assess.	Adjust to meet service delivery needs, as required.	Review and Assess.	Adjust to meet service delivery needs, as required.
Billing, Mailing & Printshop Provision of utility billing, bulk printing and in-house reprographics services and CRD mail and courier services	• Ongoing reprographics service delivery and mail/courier services.	Review and Assess.	Adjust to meet service delivery needs, as required.	Review and Assess.	Adjust to meet service delivery needs, as required.

2.2 Workforce Considerations

	Workforce (FTEs)				
Service	Base year 2015	2016	2017	2018	2019
Financial Services	37	38.5*	38.5	38.5	38.5

* Reallocation of existing FTEs to support Core Area Wastewater Treatment Project and Asset Management Initiatives.

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority Reference *(if applicable)*	Budget Implications
2016 - 2019			
Asset Management	Development of corporate asset management framework and implementation of long term asset management plans.	Regional Infrastructure Corporate Development	Realignment of existing staff resources. Some grant monies available.
Core Area Liquid Waste Management Plan ongoing	Increased finance role to support ongoing work.	Integrated waste management	Realignment of existing staff resources.
Financial Reporting ongoing	Improve reporting and develop new metrics. Increased demand for financial monitoring and reporting for new and growing service areas. Increasing emphasis on value for money analysis and increasing demand for budget details resulting in a shift to more performance rated metrics. Improve ability to report on and forecast reserve balances to meet the need of long range funding. Increased internal demand for finance to assist departments with financial analysis and advice.	Public engagement and communications	Core budget
CRD Allocations (Overhead costs) Methodology review	Ongoing work to review, document and update the allocations cost methodology.		Core Budget

Title & Estimated Completion Date	Description	Priority Reference *(if applicable)*	Budget Implications
Finance Policies Review and Update	Initiate the process of updating financial policies to support the development of long range financial planning, including the reserve and reserve fund policies and other standard financial policies.		Core Budget
Ongoing work on management and reporting of reserves	Establish and develop operating reserves bylaws, review and update existing bylaws for efficient administration.		Core Budget
Renovate/replace Grant Management Application	Current application is 8 years old and is in need of a renovation and/or replacement. With more and focus on grant reporting it is important to review the system. The current system no longer meets the financial reporting requirements.		Core Budget
Finance General Ledge Review	The existing General Ledger was designed and implemented 16 years ago and no longer meets the business needs of the user departments and the Financial Services Department. The increased volume of staff turnover has highlighted the need to address this issue which will provided opportunities to modernize financial reporting to more closely align with departmental expectations.		Core Budget
Upgrade Budgeting Application	Current budgeting application is 16 years old. Review and update needed to ensure our budgeting application meets modern standards and provides tools to simply the budget planning process.		Core Budget
Pre-authorized debit for utilities customers	Review providing an additional payment option to customers to include pre-authorized debit to improve customer service based on customer demand.		Core Budget

4 Goals & Performance Indicators

Service Goals	Indicators or Measures
Comply with legislation and statutory requirements	• Design and manage financial planning process to ensure the Budget is prepared for final Committee and Board review by March of each year. • Audit Findings Report approved by June 30th of each year
Provide specialized support and information for decision making	• % of successful of grant applications annually • Daily transaction processing with standard financial reports distributed by the 5th working day of each month for 95% of services
Improve financial planning, tools and processes	• Sustainable asset funding plans in place* • Number of awards or nominations received annually* • # of financial policies reviewed and updated annually
Guide efficient and secure use of financial resources	• Target 65% of accounts payable payments made by purchasing card by 2019 • Dollars leveraged annually through grant programs (2015 baseline)

* = Corporate indicator – multiple divisions may contribute to this measure

Additional Indicators for Financial Services:

Indicators	2014 (actual)	2015 (planned)	2016 (projected)	2017 (projected)	2018 (projected)	2019 (projected)
% of Accounts Payable payments by Electronic Funds Transfer	14%	21%	22%	23%	24%	25%
% of Accounts Payable payments by CRD Purchasing Card	54%	59%	60%	61%	62%	63%
Frequency of on time delivery of R&E reports to all the stakeholders	98%	98%	100%	100%	100%	100%
On time delivery of MFA financing to municipalities	100%	100%	100%	100%	100%	100%

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Service Plan for Information Technology

2016-2019

Capital Regional District

Date submitted: **September 30, 2015**

CRD

Making a difference...together

Table of Contents

1 Overview

1.1 Division & Service Summary

a)   **General Overview of the Division.**

Information Technology and GIS Services (ITGIS) is responsible for the management of the CRD information systems and associated infrastructure across 24 different locations. The division strives to guide and support the organization in the use of information technology applications and resources in a secure and efficient manner.

The mission of the Information Technology & GIS division is:

- To serve the information technology needs of CRD departments as well as the public.
- To provide and support information systems which assist the organization in achieving defined business objectives.

b)   **Service Overview and Description**

The Information Technology division serves the entire organization. The organization service areas vary in size and activity, impacting the scope of work and skills required by IT.

Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
Corporate Information System (SAP) Development and Support Manage the data integrity of the integrated Corporate Information System (SAP) ensuring all financial records are captured accurately allowing for the production of accurate and timely financial information and reporting that complies with legislative and audit requirements. Provide systems support and expertise for specific use and further development of SAP for application in multiple CRD departments	All CRD Departments, CRHC, RMTS	Internal Recovery	Finance Committee
Website Development & Support Ensure the Enterprise Content Management System is implemented in such a way as to provide a reliable and secure corporate website.	All CRD Departments, CRHC, RMTS	Internal Recovery	Finance Committee

Security, Data, Communications, Networking and Electronic Messaging Ensure the security and availability of all information systems for the organization including secure email services, voice and data radio systems and document storage.	All CRD Departments, CRHC, RMTS	Internal Recovery	Finance Committee
Departmental Support: Systems Analysis and Business Requirement Definition Provide other CRD departments and divisions with systems and analytical expertise in the analysis, design, selection and development of information systems solutions (i.e. Landfill Scales System, Recreation Management, Housing Property and Tenant Management).	All CRD Departments, CRHC, RMTS	Internal Recovery	Finance Committee
Helpdesk – Customer Support Provide all users with computer technical assistance related to desktop and laptop hardware and software.	All CRD Departments, CRHC, RMTS	Internal Recovery	Finance Committee
Custom Application Development Provide business units with custom developed applications and ensure all website based applications are reliable, secure and available.	All CRD Departments, CRHC, RMTS	Internal Recovery	Finance Committee
Geographical Information Systems Provide geospatial services to the residents of the capital region and a standardized cadastre fabric. Manage corporate geographic data, ensuring the data integrity of systems.	All CRD Departments, CRHC, RMTS, CRD member municipalities and electoral areas	Internal Recovery and Requisition	Finance Committee

1.2 Organization Chart
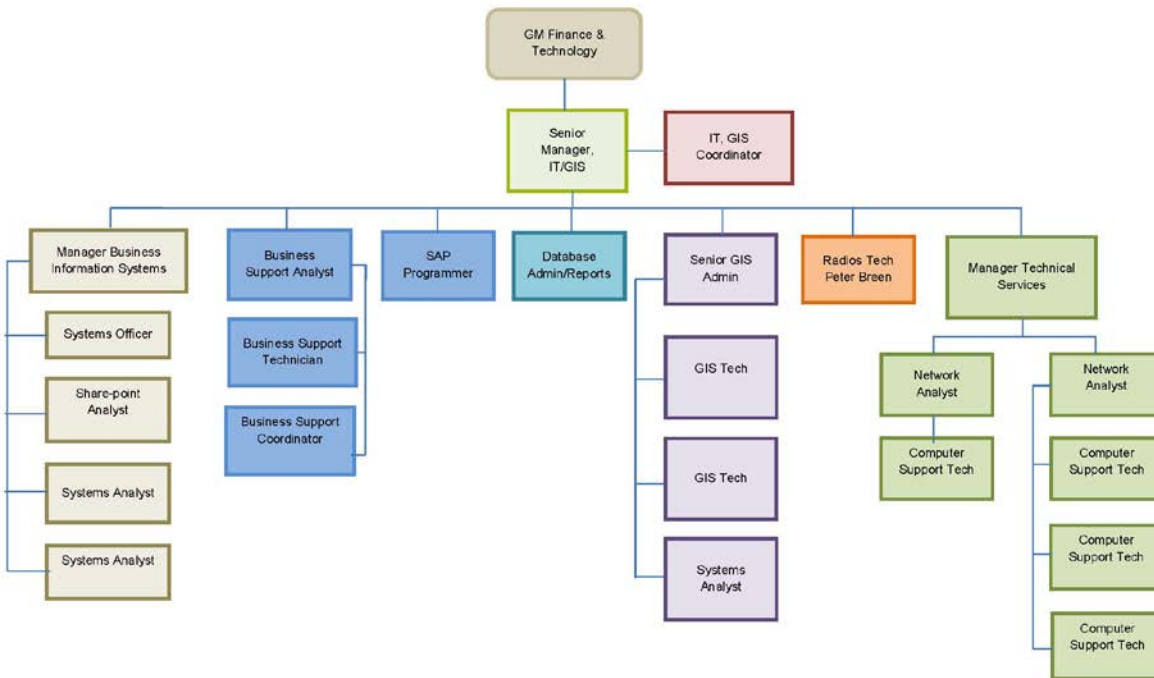
1.3 Key Trends, Issues & Risks – Service Specific

Trends & Issues:

Security: Continued increased focus on security as threats become more sophisticated and combined with increased mobility access it will be increasingly more important for applications to assume a higher profile role in securing data. Security aware applications will need new ways to offer protection as firewalls by themselves will no longer offer enough security. This will continue to increase the acquisition and operating costs of applications and software tools.

Data Mobility And Analytics: As mobile devices continue to proliferate there is an increased emphasis on serving the needs of the mobile user. This will continue to raise significant systems challenges for IT as more user endpoint devices are deployed and an increased need for data access from the field. Analytics may also become more common place as the volume of data generated by systems increases and vast pools of structured and unstructured data inside and outside the enterprise require analyzing. Not only will this trend change our need for access to data but will also influence our hiring practices as the organization will require staff skilled in data analysis.

Increased use of and rapid changes in technology: As a part of providing effective and responsive services, the division is increasingly spending time analyzing existing business processes and reviewing new technologies. With the increased use of technology across all facets of CRD service delivery, there are increased resource demands on the division.

Risks:

The **Corporate Information System (SAP)** requires significant work in order to effectively meet evolving Corporate and Departmental needs. Many of the modules no longer meet the daily operating needs and, in some cases, no longer align with business processes. Program maintenance consumes the majority of available resources and results in delays or inability to deliver on new SAP initiatives or custom report development needs.

As indicated above, the continued increase in demand for IT-related services from across the organization also presents a risk. While a number of critical IT-related projects are proposed over the next few years which directly support Department Service Delivery (ex: Recreation Management System for 3 centres and Regional Parks) these projects can also limit the division's ability to participate in or respond to emerging IT Systems work.

1.4 Link to Priorities

The Division will provide support to all departments across a variety of services on corporate projects and in support of core service delivery, and as such may have a role in supporting numerous priorities. Specifically the division has a direct link to the following priorities:

Corporate Development

- Evaluate the use of innovative technologies and corporate support systems for continuous improvement and effective service delivery.

Education, Outrach & Information

- Demonstrate transparency and increase visbility throught the provision of accessible, relevant, time and usable data and information

1.5 Service Levels

	Service Level Adjustments in Role/Scope				
Service	Base year 2015	2016	2017	2018	2019
Corporate Information System (SAP)	Current resource levels are inadequate to maintain integrity of the system. New initiatives have been delayed or post-poned.	Increased resourcing to facilitate implementation of Enterprise Asset Management, as well as enhancements and support for Maintenance Management, Corporate/HR Organizational Structure, Workflow, Payroll, Budgeting, General Ledger, Grants Management, Real Estate and SAP Mobility into the organization.	Review & Assess	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.

Website Development & Support	Ensure the enterprise content management system is implemented and website based applications are reliable, secure and available.	No change	Review & Assess	Adjust to meet service delivery needs, as required.	Review & Assess
Security, Data Communication, Networking and Electronic Messaging	Ensure the security of existing computing environment. Manage data communications and delivery of electronic mail to all locations. Provide networking services to all 24 CRD locations as well as 450 landline and cellular phone services.	No change	Review and assess	Adjust to meet service delivery needs, as required.	Review & Assess
Departmental Support: Systems Analysis and Business Requirement Definition	Provide business analysis services to CRD Departments as they look to modernize, renovate and/or replace old aging systems.	No change	Review and assess	Adjust to meet service delivery needs, as required.	Review & Assess
Helpdesk Customer Support	Provide customer support to 650 computers, 150 servers, and 135 print devices	No change	Review and assess	Adjust to meet service delivery needs, as required.	Review & Assess
Application Development, Application Support and Database Management	Support 200 applications and provide custom application development services and support as required. Manage all corporate and departmental databases ensuring data integrity, availability and security.	No change	Review and assess	Adjust to meet service delivery needs, as required.	Review & Assess
Spatial Data Management and Addressing (GIS)	Provide geographic and property information to all CRD services and applications.	No change	Review and assess	Adjust to meet service delivery needs, as required.	Review & Assess

Document & Records Management Systems	Manage corporate documents and records, ensuring the security and integrity of all files.	No change	Review and assess	Adjust to meet service delivery needs, as required.	Review & Assess
Radio & Geospatial Services	Provide 3 radio repeater sites and services and analysis to all CRD departments. Provide geospatial services to enable surveying across the CRD.	No change	Review and assess	Adjust to meet service delivery needs, as required.	Review & Assess

1.6 Workforce Considerations

	Workforce (FTEs)				
Service	**Base year 2015**	**2016**	**2017**	**2018**	**2019**
Corporate Information System (SAP)	5	6	6	6	6
Website Development	1.1	1.2	1.2	1.2	1.2
Security/networking/phones/email	2.9	2.9	2.9	2.9	2.9
Systems and Business Analysis	1.1	1	1	1	1
Application Development	2	2	2	2	2
Helpdesk User Support	3.8	3.8	3.8	3.8	3.8
Line of Business Application Support	3	3	3	3	3
Spatial Data and Addressing	3	3	3	3	3
Document and Records Management	1.1	1.1	1.1	1.1	1.1
Radio and Geospatial Systems	1	1	1	1	1
Total	**24**	**25**	**25**	**25**	**25**

* 1.0 FTE to be added to support the management and upgrading of the Corporate Informaiton System (SAP).

3 Divisional Initiatives & Budget Implications

This section highlights important divisional initiatives over the next four years, including those initiatives related to delivery of 2015 – 2018 Board Strategic Priorities.

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
2016 - 2019			
Corporate Information System (SAP) Development and Support	Increased resourcing to support ongoing and new SAP initiatives across the organization.	Corporate Development	Continuous supplementary.

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
Renovate CRHC Social Housing Property Management System	Improve and streamline Housing business processes associated with property management and the maintenance of all buildings and units. Streamline procurement process, integrating vendor and contract management. Improve communications related to property management and purchasing between caretakers, property managers and administrative staff.	Housing	All purchase and development costs are reflected in the Housing Department budget.
Replacement of Recreation Management System for all 3 Recreation Centres	The existing version of our Recreation Management System (CLASS) reaches End-of-Life December 2017, after which either an upgrade to the most recent release of the incumbent vendor's software or a replacement system will be required. Class functionality includes; in person and online program registrations, facility/room bookings, membership sales and drop-in cash handling. It also allows staff to plan, implement and deliver programs and communicates relevant information to staff in various departments. Both staff and customers expect the program to be simple and intuitive as well as offer mobile access to program registration and services.	Changing Demographics, Recreation Parks & Culture	All purchase and development costs are reflected in each Recreation Centre's departmental budget.
Regional Parks - Implement an on-line reservation and booking system using a module of the Recreation Management System.	All processes associated with booking Park's facilities are manual. Parks staff are seeking efficiencies through automating these processes and at the same implement appropriate financial controls. Required functionality includes; in person and online program registrations, facility reservations and cash handling. Recreation software provides the needed functionality to meet Park's needs.	Regional Parks	All purchase and development costs are reflected in the Regional Parks departmental budget.

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
Enterprise Asset Management	Assist in the development of a technology framework to support corporate asset management including implementation of asset management plans.	Regional Infrastructure	Grants, core budget
Renovate/replace Grant Management Application	Current application is 8 years old and needs renovating and/or replacement. The existing Commercial Off The Shelf system has reached End-of-Life and no longer meets the financial reporting requirements. This directly impacts the resourcing required to support our Corporate Information System (SAP)	Corporate Development	All purchase and development costs are reflected in the Financial Services budget.
Upgrade and enhance SAP Financial General Ledger (GL)	The current General Ledger was designed and implemented 16 years ago and no longer meets the business needs of the user departments and the Financial Services Department. The increased volume of staff turnover has highlighted the need to address this issue which will provide opportunities to modernize financial reporting and more closely align with departmental expectations and needs. This directly impacts on the resourcing required to support our Corporate Information System (SAP)	Corporate Development	all purchase and development costs are reflected in the Financial Services budget.
Development of a corporate Encumbrance repository system	Development of a system to inventory all encumbered properties and make that inventory available to all areas of the organization, for improved decision making. The application will have a geographical component to ensure departments can easily visualize the properties the encumbrances actually impact.	Corporate Development	all purchase and development costs are reflected in the Real Estate Services budget.
Upgrade and enhance SAP Budgeting Module	Current budgeting application is 16 years old and no longer meets the budgeting, modeling and reporting needs of the organization. Also changes to the existing budget module are required to allow for improved integration with the new proposed Enterprise Asset	Corporate Development	all purchase and development costs are reflected in the Financial Services budget.

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
	Management project/application. This directly impacts resourcing required to support the Corporate Information System (SAP).		
Improvements to Existing Financial Reporting to meet the needs of departments	Core financial reporting has remained unchanged for 16 years; the user community is requesting improvements to better meet their operational needs. This directly impacts resourcing required to support the Corporate Information System (SAP).	Corporate Development	all purchase and development costs are reflected in the Financial Services budget.
Expansion of Integrated Water Services Surveillance System to the McDonald Gate	Expansion of the IWS Security Monitoring system to include the McDonald Gate in an effort to reduce illegal entry and vandalism as well as provide a mechanism to identify and proceed with prosecuting these individuals.	Corporate Development	all purchase and development costs are reflected in the Integrated Water Services budget.
Environmental Services (ES) Information System	Develop a new Information System for ES to track and analyze all laboratory and monitoring data. Ensure data quality and integrity through quality control and data validation as well as analytical analysis and reporting.	Corporate Development	all development costs are reflected in the Environmental Services budget.
Environmental Services (ES) eAudit Application	Design and develop an electronic data capture and auditing system for the ES Cross Connection Program. Improving program data integrity and staff efficiencies.	Corporate Development	all development costs are reflected in the Environmental Services budget.
Implementation of a new Enterprise Notification System	Provide the public with the ability to subscribe to a hosted service which would notify them of an emergency event. Notification could be via phone, text, email, etc.	Corporate Development	all development costs are reflected in the Protective Services budget.
Modernize the geographical interface from our Emergency Management software – eTeam	Improve the interface to include data updates from our own water and sewer modeling systems. As well as consume Provincial Emergency program response data.	Corporate Development	all development costs are reflected in the Protective Services budget.
Upgrade the Integrated Water Services Voice Radio System	In 2018, the IWS voice radio system will be 13 years old - it was last upgraded in early 2005.	Corporate Development	all purchase and development costs are reflected in the Integrated Water Services budget.

4 Goals & Performance Indicators

Service Goals	Indicators or Measures
Maintain overall systems availability to support CRD services and operations	• Percentage of systems availability for information technology* including general overall, phone service, public website, and financial systems (target 99% availability)
Provide specialized support to departments related to information technology and GIS	• Maintain a 90% or higher customer satisfaction rate annually (2014 baseline) • % of projects completed on time, on budget • Respond to help-desk inquiries within 2 business hours 75% of the time • Percentage of Board and committee meetings available by web streaming*

* = Corporate indicator – multiple divisions may contribute to this measure

Contact

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Service Plan for Real Estate Services

2016-2019

Capital Regional District

Date submitted: September 30, 2015

CRD

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Table of Contents

1 Overview

1.1 Division & Service Summary

General overview of the Real Estate Division

There are two primary services within the division: Property and Real Estate Services.

Property Services

1. Maintains property information (hard copy and electronic) for:
   i. CRD land interest, (fee simple, leases, licenses, right of ways, easements, covenant's, etc.).
   ii. 3rd party interests on CRD properties.
2. Coordinates referrals from outside agencies to ensure that the CRD is well informed of processes that are happening within their jurisdiction, or that may affect their land interests.
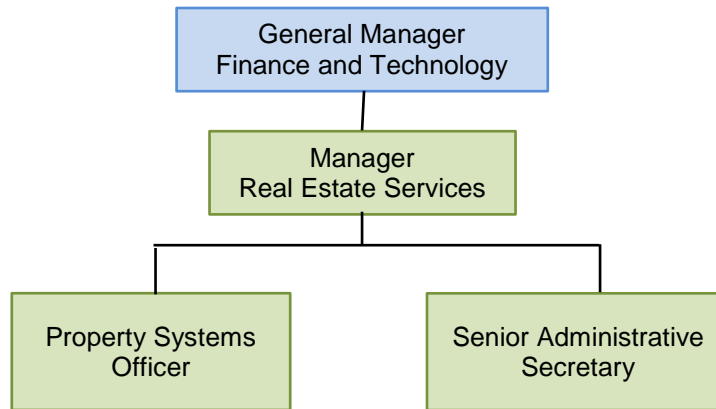3. Performs property research on behalf of CRD staff.

Real Estate Services

Real Estate Services coordinates appraisal, acquisition and disposal of real property interests, including subdivisions, proformas, valuations, conveyancing, registering Notices on Titles and Covenants, land title research and similar support on behalf of the District's departments, the Board, Committees and Commissions (the "clients").

Service overview and descriptions

Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
Property Administration Services Provides administration systems and services for all CRD land interests. Coordinate all referrals.	All Municipalities, Electoral Areas and First Nations on a demand basis	Cost Recovery and Requisition	Communicates with Commissions Reports to Committees and Board
Real Estate Negotiate on behalf of CRD for matters involving land. Provide conveyancing services and guidance to CRD staff regarding land interests and opportunities	All Municipalities, Electoral Areas and First Nations on a demand basis	Cost Recovery and Requisition	Communicates with Commissions Reports to Committees and Board

1.2 Organization Chart

```
            ┌─────────────────────────┐
            │     General Manager      │
            │  Finance and Technology  │
            └─────────────────────────┘
                         │
            ┌─────────────────────────┐
            │        Manager           │
            │  Real Estate Services    │
            └─────────────────────────┘
                         │
          ┌──────────────┴──────────────┐
┌───────────────────┐         ┌───────────────────────┐
│  Property Systems  │         │ Senior Administrative │
│      Officer       │         │       Secretary       │
└───────────────────┘         └───────────────────────┘
```

1.3 Key Trends, Issues & Risks – Service Specific

The Core Area Wastewater Treatment project will increase the workload in the Real Estate Division in 2016, as such; additional support may be required on a temporary basis. This increased cost would be funded through cost recovery.

1.4 Link to Board Strategic Priorities

The Division will provide support to all departments across a variety of services on corporate projects and in support of core service delivery, and as such may have a role in supporting numerous priorities. Specifically the division has a direct link to the following priorities:

Integrated Waste Management:

- Investigate region-wide solutions to liquid and solid waste.

Biodiversity and Ecosystem Health:

- Strategically acquire protected areas which contribute to climate mitigation and adaptation goals.

Active and Multi-Modal Transportation:

- Design and manage regional trails as transportation corridors for users now and in the future.

Agricultural Land and Food Security:

- Develop a regional land banking solution

First Nations:

- Investigate ways to best support first nations economic development in co-operation with local governments.

Housing:

- Leverage equity in all CRD assets to develop creative solutions to providing new housing.

1.5 Service Levels

	Service Level Adjustments in Role/Scope				
Service	**Base year 2015**	**Year 1 (2016)**	**Year 2 (2017)**	**Year 3 (2018)**	**Year 4 (2019)**
Property Administration	• Maintain property information (hard copy and electronic) for CRD land interests and encumbrances owned and on CRD Properties • Coordinate response to referrals and encumbrance requests received from 3rd parties (approx. 50/yr) • 10 Registrations of Notices on Title • 10 Cancellation of Notices on Titles • 10 Registrations of Development Permits on Title • 10 SRWs negotiated and executed • 20 Covenants negotiated and executed • 80 agreements witnessed as Commissioner of Oaths • 10 appraisals tendered and received per year	Forecast increased demand associated with Core Area WWTP land tenures	Review and Assess	Adjust to meet service delivery needs, as required.	Review and Assess
Real Estate	Negotiate on behalf of CRD for matters involving land • Facilitate conveyancing services • Provide guidance to CRD staff re: land interests and opportunities • Negotiating 25 agreements • Evaluating and reporting on 100 Real Estate files for CRD Depts. • Write 15 Staff Reports • Apply for or renegotiate 5 Provincial Tenures • Assist in Regional Parks Land Acquisitions • Assist in CAWTP Land Acquisitions and Tenure Agreements • Manage Lease and Licenses for 126,000ft2 warehouse • Request Legal Advice on 30 files per year	Forecast increased demand associated with Core Area WWTP land tenure agreements	Review and Assess	Adjust to meet service delivery needs, as required.	Review and Assess

1.6 Workforce Considerations

	Workforce (FTEs)				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Manager	1	1	1	1	1
Property Officer	1	1	1	1	1
Sr. Administrative Secretary	1	1	1	1	1
Total	**3**	**3**	**3**	**3**	**3**

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
2016 - 2019			
Continue Move to Digital File Storage	Transfer of existing and archived hard-files into SharePoint	Corporate Development	Core budget
Encumbrance Project Phase 2	Include all encumbrances on CRD land in Intramap with a link to the digital document. Intramap will then identify: • Encumbrances granted on CRD Land, and • Encumbrances held on others land by the CRD	Corporate Development	Core budget
Departmental support for achieving Board Strategic Priorities	Provide guidance to CRD staff regarding real estate's relation to the priority, land interests and opportunities	Integrated Waste Management Biodiversity and Ecosystem Health Active and Multi-Modal Transportation Agricultural Land and Food Security First Nations Housing	Core budget

4 Goals & Performance Indicators

	Service Goals	Indicators or Measures
	Improve efficiency of Property Administration Services and increase accessibility to data	• Transition 95% of all legacy files into new system by end of 2016 • Complete the integration of Encumbrances information into the CRD Intramap by end of 2016 • Reduced average length of time for completing referrals, notices on title, covenants, lease and license negotiations, property acquisition and disposals compared to previous year (2016 baseline)
	Provide specialized support for corporate real estate interests	• % of successful real estate transactions annually

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Service Plan for Risk, Insurance & Facility Management

2016-2019

Capital Regional District

Date submitted: **September 30, 2015**

CRD

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# Table of Contents

1   Overview

1.1 Division & Service Summary

The Risk, Insurance and Facility Management Division coordinates the Risk Management and Insurance functions for the organization, provides building management services at 15 locations, provides facility management services to other departments upon request and coordinates some corporate programs.

Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
Risk Management (RM) • Loss Control (Property and Liability) • Claims Management (Property, Liability, and 3rd party claims) • Enterprise Risk Management (Risk Register) • Consulting Services	All Departments	Requisition, Insurance Reserves, allocations, internal recoveries, Insurers	Finance Committee
Insurance Management (IM) • Insurance Procurement • Coordinate acquisition of Construction Insurance (coc & wrap up) • Contract Review (insurance and indemnity wordings) • Fleet Insurance • Property Valuations (replacement costs) • Certificate of Insurance Management	All Departments	Internal Allocations and recoveries, Requisition	Finance Committee
Facility Management (FM) • Building Management (maintenance, operation, capital projects) • Building Access and Security • Building Support Services (JDF Planning, Bylaw, Pound, Hartland Landfill, Macaulay Point, IWS, Pender BI, SSI BI and Library, Galiano Library) • Capital Projects	Various Locations and Tenants, All Departments	Reserves, Grants, Internal Allocation and Recovery, Allocations and Expense Recovery, Allocations to services and IHA	Finance Committee

1.2 Organization Chart
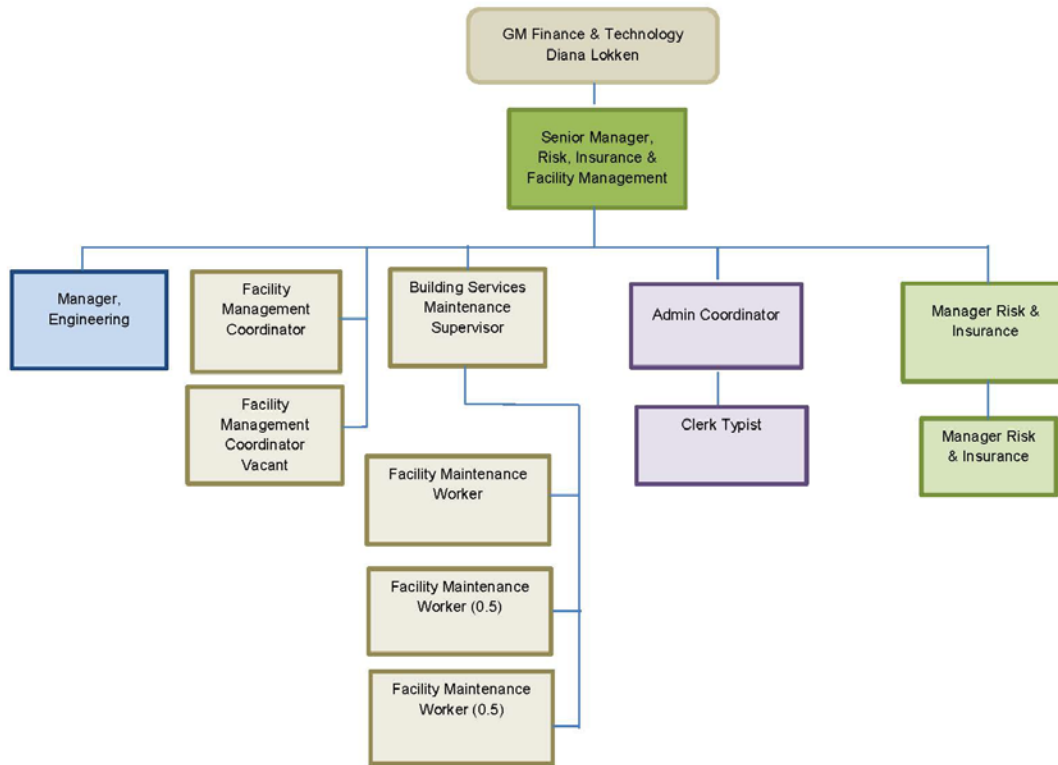
1.3 Key Trends, Issues & Risks – Service Specific

Lease and Service Agreements Changes: VIHA lease renewal could impact service levels. Facility Management services at the Peninsula Health Unit (PHU) are scheduled to end in Sept 2018 (impact on workforce / allocations).

Increased Labour and/or Cost Implications or Demands: Utility costs are increasing consistently above the rate of inflation. Aging buildings, Facility Condition Index (FCI) increasing, expect increase in building operating costs. Insurers are pursuing subrogation opportunities with more conviction and are interpreting insurance policies with more care in an effort to better their bottom line – expect increase of the liability insurance rate. Impact of the Health Care Cost Recovery Act has increased the cost of claims and it is expected that this will have a negative impact on the cost of future Liability Insurance rates. New "Green" or "Energy Efficiency" initiatives impact labour and budget requirements.

Other factors impacting the service delivery include Work Safe BC updates and requirements as well as global insurance coverage, availability and rates.

1.4 Link to Priorities

The Division will provide support to all departments across a variety of services on corporate projects and in support of core service delivery, and as such may have a role in supporting numerous priorities. Specifically the division has a direct link to the following priorities:

CLIMATE CHANGE
- realign resources to effectively deliver on Board directives relating to climate change and implement policy and practices to demonstrate leadership in operations
- develop a climate framework to guide decision-making, establish a working group to identify climate change priorities and maximize partnerships

CORPORATE DEVELOPMENT
- evaluate the use of innovative technologies and corporate support systems for continuous improvement and effective service delivery
- ensure CRD service delivery is effectively supported through the development of best practices
- enhance and ensure effective financial and audit reporting practices
- support continued investments in workforce education, training and development

REGIONAL INFRASTRUCTURE
- ensure that resources are available for investment in current and future infrastructure, demonstrating efficiency and value for money and meeting regulatory and service requirements
- develop and implement asset management planning framework and tools to continue proactive and responsible management of assets and infrastructure, both natural and engineered

2 Services

2.1 Service Levels

	Service Level Adjustments in Role/Scope				
Service	**Base year 2015**	**Year 1 (2016)**	**Year 2 (2017)**	**Year 3 (2018)**	**Year 4 (2019)**
Risk Management (RM)	• Complete prevention programs as recommended by property insurer • Respond to third party notices and investigate incidents and claims • Provide quarterly reports to Insurers • Develop ERM and Risk Register • Initial response to staff queries within 1 working day (consulting services)	• Implement ERM • Maintain Risk Register • Policy work – Climate Action	• Review and Assess	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery as required.
Insurance Management	• Prepare applications; negotiate terms and update renewals • Obtain Property and/or liability policies for construction projects within 2 weeks of request	Develop COI form for third parties to complete.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.	Coordinate full Replacement Value appraisal (every 5 years)

	• Obtain auto insurance for approx. 350 vehicles / year • Obtain property valuations and update replacement costs for approx. 286 locations • Purchase policy for Third Party Users and collect premiums for 102 events held at CRD facilities • Obtain / issue approx. 50 Certificates of Insurance (COI's) for 3rd parties • Manage approx. 100 COI's required				
Facilities Management	• Provide building management services • Procure corrective and preventative maintenance services (150 contracts) • Administer Human Element programs, fire safety, organize building systems inspections (9 locations) • Estimate 2800 work orders in current year • Provide building maintenance, operations, capital project services upon request from staff (50 w/o's) • Complete Hazardous materials assessments for locations budgeted in 2015 (62 locations) • Implement Energy Monitoring software for 400 CRD utility accounts to obtain baseline usage data	• Increased project management • Estimate 3100 work orders • Possible increase in the number of internal clients / locations • Complete Hazardous materials assessments for locations budgeted in 2016 (92 locations) • Monitor and review data to identify irregularities and reduction opportunities. Information to be provided to other CRD Divisions.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.

2.2 Workforce Considerations

	Workforce (FTEs)				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Risk and Insurance Management	2.5	3.0*	3.0*	3.0*	3.0*
Facility Management	7.5	9.0*	9.0*	9.0*	9.0*
Total	**10.0**	**12.0***	**12.0***	**12.0***	**12.0***

* Increase from realignment of resources from other departments; see corresponding reduction in Environmental Engineering & Planning Division Service Plan

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
2016			
Realign resources and reorganize Risk, Insurance & Facility Management Division	Working with ELT, incorporate climate action and project management resources into department	Climate Change	Realignment of costs and funding sources from other departments to fund two positions.
FM – Energy Conservation & Efficiency Review - Building Lighting Replacement Program	Estimated that luminaires and lamp upgrades at 5 locations would have a payback period of less than 5 years with hydro incentives and energy savings	Climate Change	$700,000– to be recovered from departments over payback period or current budgets
FM – Asset Management Plan (AMP) development	Working with Finance, Develop AMP that aligns with BC Framework for sustainable asset management and CRD asset management strategy and policy	Regional Infrastructure Corporate Development	Grant proceeds, core budget (Finance, FM)
FM – Review Division Guidelines for developing leasehold and capital improvement projects	Incorporate changing demographic and climate change information into planning process. (ex. bathrooms renovations that accommodate scooter access)	Climate Change	Potential budget on future projects
FM – Hazardous Materials Identification Program (asbestos, lead paint, etc) Ongoing	Assess resource sourcing for Hazard Assessments (see section 2.1) and subsequent year follow ups. Waiting on ELT decisions on level of service in AMP	Regional Infrastructure	Project costs expected to exceed $400,000 if full project is contracted out. Possible cost savings by developing in-house resources

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
RM – Enterprise Risk Management (ERM) Development	Working with ELT develop policy and process to embed ERM across the organization Develop and maintain Strategic Risk Register in conjunction with ELT	Climate Change Corporate Development	Core Budget and Department Budgets Impact on existing resources is unknown and will depend on service level expectations
RM / FM – Procurement	Working with Executive services, develop wording for a "purchase order" contract to streamline process for CRD and Contractors	Corporate Development	Core Budget
2017			
FM – Energy Conservation & Efficiency Review Ongoing	Collaborate with other CRD divisions (ex. Climate Action) to identify new opportunities to conserve / improve efficiency of energy use	Climate Action	Variety of Core, Department, Capital budget implications. In each case, business case to be developed that supports decision to proceed.
RM – Enterprise Risk Management (ERM) Implementation and Management Ongoing	Educate Department Operational Risk Contacts on the ERM Program and assist in developing operational risk registers Coordinate reporting of operational risks to ELT to facilitate mitigation decision making.	Climate Action	Core Budget and Department Budgets Impact on existing resources is unknown and will depend on ELT service level expectations
2018 - 2019			
Continued implementation of projects identified above			

4 Goals & Performance Indicators

	Service Goals	Indicators or Measures
	Contribute to corporate climate action goals	• Realign resources and reorganize division • Number and impact of projects and partnerships that demonstrate support for reductions in greenhouse gas (GHG) emissions and for increased climate resiliency* • Annual GHG emissions of corporate buildings*
	Provide specialized information to support decision making	• Implementation of Enterprise Risk Management system • Respond to general staff inquiries within 5 working days 95% of the time
	Monitor liability and property exposures	• Perform a minimum of 40 internal loss control visits per year • Obtain property and/or liability policies for construction projects within 2 weeks of request 95% of the time.
	Maintain buildings and facilities and ensure compliance with relevant regulations	• % of projects completed on time and on budget • Number of infrastructure replacement projects* • Sustainable asset funding plans in place* • 75% of work orders completed as scheduled

* = Corporate indicator – multiple divisions may contribute to this measure.

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