

SERVICE NAME: Asset & Risk Management

Changes in Assumptions, Trends, and Other Issues since 2017: (linked to section 1.3 and 1.4 of the detailed service plan)

- Implementation of an asset management framework, policy, strategy and plans to build on existing asset management practices within the organization and focus on aligning our practices to industry best practices on asset management to enable sustainability of service delivery.
- Due to the continual increase in demand for funding capital projects, the grant program activity has increased, thereby requiring greater demand on reporting, forecasting, coordination, and research. Additionally, refining strategies on applying for external grant programs as well as the distribution of our internal grant programs.
- Developing a corporate Business Continuity Management Program (BCMP) and implementing a framework, policy, strategy and plans for building organizational resilience.
- The CRD Board has endorsed the Corporate Climate Action Strategy (CCAS), a policy framework to guide organizational efforts to accelerate corporate mitigation and adaptation activities, achieve a 33% reduction in operational GHG emissions by 2020 from a 2007 base year, and integrate a climate lens into CRD decision-making.

Overall 2017 Budget Performance: (linked to budget forecast to year end)

- No material variance from budget for 2017

Update to Division Initiatives: (linked to section 3 of the detailed service plan)

- Risk Management: Development of a policy and framework for a Business Continuity Management Program (BCMP).
- Asset Management: Development of a framework, policy, strategy, asset management plan, asset management program manual, enterprise asset management system, tools and reports.
- Grant Portfolio Management: Development of a framework, policy, strategy, procedure manual and reports.
- Corporate Climate Action: Implement the policy, goals, actions and activities identified in the Board-endorsed corporate climate action strategy (CCAS).

Service Adjustments and Staffing Levels: (linked to section 2 of the detailed service plan)

- Risk Management: Increase of 1.0 FTE to support the development of a corporate Business Continuity Management Program – J15 step 3 – estimated cost \$93,000
- Asset Management: No adjustments planned for 2018.
- Corporate Climate Action: Increase of 1 auxiliary position for a 1-year term at 0.9 FTE to support the implementation of the Corporate Climate Action Strategy – J15 step 1

Key Performance Indicators: (linked to section 4 of the detailed service plan)			
Indicator Name	2017 Planned	2017 Projected	2018 Planned
Service goal: Develop a Corporate Climate Action Strategy (CCAS) to guide the organization's operational response to climate change.	Develop and obtain board endorsement for CCAS	Develop and obtain board endorsement for CCAS	Implement activities outlined within CCAS
Service Goal: Support the organization to use a climate lens for Board decision-making that demonstrates how decisions align with CRD's GHG reduction target, climate action objectives and strategic priorities <ul style="list-style-type: none"> Climate lens is integrated into 5-year capital planning template Climate lens training is offered annually Climate lens template is developed 	Climate lens is integrated into 5-year capital planning template Climate lens training is offered Climate lens template is developed	Climate lens is integrated into 5-year capital planning template Climate lens training is offered Climate lens template is developed	Implement climate lens on capital projects Climate lens training is offered
Service Goal: Support the organization to monitor, report and communicate metrics to enhance continuous improvement toward climate change goals <ul style="list-style-type: none"> Annual Climate Action Revenue Incentive Program (CARIP_ reporting requirements are met, on time. A corporate energy management process is developed A fleet management system is developed A communications plan is developed. 	Annual Climate Action Revenue Incentive Program (CARIP_ reporting requirements are met, on time. A corporate energy management process is developed	Annual Climate Action Revenue Incentive Program (CARIP_ reporting requirements are met, on time. A corporate energy management process is developed	Annual Climate Action Revenue Incentive Program (CARIP_ reporting requirements are met, on time. A corporate energy management process is implemented A fleet management system is developed A communications plan is developed.



Service Goal: Establishment of asset management plans for each organization service that contains assets that are either engineered or natural. A ratio of complete asset management plans over total asset management plan required*	0%	5%	15%
Service Goal: Systematic approach to decision-making Implementation of a prioritization methodology that documents the quantitative and qualitative analysis analyzing a vast variety of factors.	0%	25%	100% complete
Service Goal: Ensure service delivery is supported through the development of best practices Development of corporate Business Continuity Management Program framework and policy	0%	0%	100% complete

Contact

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SERVICE NAME: Financial Services

Changes in Assumptions, Trends, and Other Issues since 2017: (linked to section 1.3 and 1.4 of the detailed service plan)

- Employee turnover and long-term leaves in key positions have resulted in a longer than expected period of stabilization. Recruitment across the organization has also taken longer than expected as the regional unemployment rate is the lowest in the country.
- A change in leadership within the department has identified various process improvements to be implemented in internal controls, policies and procedures, and both internal and external organizational support. In addition a strategic review with a focus on department culture and dynamics was undertaken with multi-year key actions and deliverables arising in the areas of communications, policy, and training.
- Organizational policies changes and corporate initiatives such as the delegation of authority bylaw and organizational development plan have resulted in increased scope and workload. Quarterly reporting on the status of capital projects, including actual to budget variances, will be implemented in Q3 of 2017.

Overall 2017 Budget Performance: (linked to budget forecast to year end)

- There is a one-time net favourable variance of \$76,000 (2%) due mainly to staff vacancies and low spending on supplies, offset by higher than expected spending on Contract for Services for outside SAP support while implementing New GL. This variance will be combined with other Legislative Services.

Update to Division Initiatives: (linked to section 3 of the detailed service plan)

- Improved financial reporting will be a focus in 2018 through quarterly reporting, variance and exception reporting, and additional analysis and commentary with the Financial Statements.
- Allocations, charge out rates and cost recoveries will be reviewed to ensure consistency and appropriateness throughout the CRD
- Finance will commence a periodic review of financial policies along with reviewing reserve balances to ensure appropriate levels are met and maintained.
- Improvements to financial systems will take place in 2018 to reduce the number of manual processes being undertaken, to allow efficiencies in budgeting, both within finance as well as operating departments, and to meet customer demands by implementing Pre-Authorized Debits and electronic billing for utility customers.
- Several priorities were delayed from 2017 as a result of employee turnover and staffing shortages, these items will be prioritized in 2018.

Service Adjustments and Staffing Levels: (linked to section 2 of the detailed service plan)

- A permanent increase of 1.0 FTE's is proposed to focus on internal controls, policies and procedures, and additional support to operations. The additional cost is estimated to be \$95,000.
- 2.0 FTE's are proposed to be added to support financial functions and the increased volume of transactions related to Core Area Wastewater Treatment Program (CAWTP). They will be 4-year term positions and will be funded through allocations from CAWTP; the finance budget does not incur additional costs.

Key Performance Indicators: (linked to section 4 of the detailed service plan)			
Indicator Name	2017 Planned	2017 Projected	2018 Planned
Service Goal: Comply with legislation and statutory requirements <ul style="list-style-type: none"> Overall Accuracy of Budgeted Surplus / Deficit to Actuals Accuracy of Estimated Surplus / Deficit to Year End 	94%	92.5%	93%
Service Goal: Provide specialized support and information for decision making <ul style="list-style-type: none"> Frequency of on time delivery of R&E reports to all the stakeholders Number of Days to Perform Periodic Close 	100%	100%	100%
Service Goal: Continuous improvement of financial planning, tools and processes <ul style="list-style-type: none"> Fully funded reserves by service Financial policies reviewed annually 			TBD
Service Goal: Guide efficient and secure use of financial resources <ul style="list-style-type: none"> Average Age (in days) of Outstanding Accounts Receivable Average Return on Investment Average Inventory Turns per Year 	0	1.45%	0
	1.40%		1.52%
	2.0	2.0	2.25

<ul style="list-style-type: none">On Time Vendor Payments		71%	85%
<ul style="list-style-type: none">Number of Payroll Process Errors	10	10	7

Contact

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SERVICE NAME: Information Technology & GIS

Changes in Assumptions, Trends, and Other Issues since 2017: (linked to section 1.3 and 1.4 of the detailed service plan)

- Market Conditions: Difficulty attracting highly technical and/or specialized IT resources; feedback from 3rd party recruiters and consultants revealed a high disparity between public and private sector salaries.
- Business Complexity: Growth in IT services and support (surveillance systems, networks, number of user devices, phones, business locations, applications, cell towers, ongoing support for incremental software, number of employees; projects and FTEs) driving increased demand for IT resources to meet business needs
- Security: KPMG Security Audit highlights evolution and additional need to resource network and security to manage and mitigate risk to enterprise systems

Overall 2017 Budget Performance: (linked to budget forecast to year end)

- There is a one-time net favorable variance of \$66,000 (1.6%) as a result of underspent salaries budget. This favourable variance was created by delays in recruiting specialized and technical staff. Salary variances were used to hire an auxiliary network analyst to assist with additional work, and to pay additional staff overtime.

Update to Division Initiatives: (linked to section 3 of the detailed service plan)

Core Services:

- Unplanned work added an additional 2070 hours to the IT 2017 work plan
 - Additional effort to support the Core Area Wastewater Treatment Project; including; implementation of new applications (Prolog, Primavera), interface Prolog system to SAP financial system, setup and support three new locations; Victoria, Vancouver and McLoughlin Point.
 - Additional effort to start up a new Corporate Commons meeting room, a new HR training room, a new office for SSI Recreation and a new office for Integrated Water Services.
 - Increased effort on networking and security in support of these seven new work locations and a growing network of mobile devices.
 - Developed new eBusiness audit application for Regional Source Control and a new Contract Management Register, changes to SSI Voters List application, redesign of our Corporate Intranet and developed Fuel Card System Integration.
 - Considerable additional effort required to complete Perfectmind Recreation System implementations.
 - Started providing GIS Services to the City of Colwood.
- In addition to hiring contractors and applying overtime to meet these additional service requests we also deferred routine maintenance tasks, patching and upgrades to accommodate all this unplanned work.
- The following additional work has been requested as part of the 2018 Service Plan:
 - Security Creation of a Access Protection and Remediation Network
 - Security Management of Privileged Accounts System
 - Security SCADA Network Architecture Redesign and Support
 - Business Complexity Hartland North New Automated Weigh Scale
 - Business Complexity SharePoint 2016 Upgrade
 - Business Complexity Corporate Electronic Records Management
 - Business Complexity Integrated HR Onboarding

○ Business Complexity	Enhance Board Information Portal
○ Business Complexity	Business Intelligence/Data Warehouse and Analytics
○ Business Complexity	Implement Digital Asset Management (photos, movies, etc.)
○ Business Complexity	Arts Grants Submission Web application

Board Priorities: no changes

Service Adjustments and Staffing Levels: (linked to section 2 of the detailed service plan)

- Security: Increased effort on corporate security to ensure a secure and safe computing environment for all systems, locations and users. Additional effort and focus required to support six new office work locations. Increase corporate security resources with the addition of 1 FTE
- Business Complexity: Increased effort in IT networking, required to support seven new work locations, additional phones and a growing number of networked devices. Increase IT resources with the addition of 1 FTE.

Key Performance Indicators: (linked to section 4 of the detailed service plan)			
Indicator Name	2017 Planned	2017 Projected	2018 Planned
Service Goal: Financial <ul style="list-style-type: none"> Cost of IT as a % of Operating Budget (industry average is 4.1%) Security cost as a % of IT Budget (industry average is 4% - 6.9%) 	2.2 % 4.5 %	2.1 % 2.7%	2.2 % 4.5 %
Service Goal: Systems Availability Corporate Website Availability <ul style="list-style-type: none"> Is the probability that a system is not failed or undergoing a repair when it needs to be used. 	99 % 99 %	99.2 % 98.8 %	99 % 99 %
Service Goal: Systems Reliability <ul style="list-style-type: none"> Failure rate of network hardware Failure rate of user devices Backup/restore success rate <p>The probability that a device will perform its intended function during a defined period of time under stated conditions.</p>	< 2.0 % < 1.5 % 99 %	2.7 % 2.5 % 95 %	< 2.0 % < 1.5 % 99 %
Service Goal: Systems Security <ul style="list-style-type: none"> SPAM to valid email ratio Time to apply critical system patches Email Gateway Virus Detection # of security related incidents % of downtime due to security incidents <p>The process of implementing measures and designing systems to securely protect and safeguard information, both business and personal data, thereby preserving the value, confidentiality, integrity, intended use and its ability to perform their permitted business functions.</p>	9:1 < 24 hours < 1.0 % < 10 < .05 %	9:1 18 hours .002% 2 0%	9:1 < 24 hours < 1.0 % < 10 <.05 %
Service Goal: Customer Satisfaction <ul style="list-style-type: none"> Survey results are compiled from a random sampling of staff requests for IT services. 	90 %	91.5 %	90 %

Contact

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SERVICE NAME: Legislative & Corporate Services
<i>Changes in Assumptions, Trends, and Other Issues since 2017:</i> (linked to section 1.3 and 1.4 of the detailed service plan)
<ul style="list-style-type: none"> • CRD projects and capital programs shifting from development phase to implementation • Increased delegated authority to CRD officers and staff • Increased provision of legislative and technical support throughout the organization • Implementation of the CRD Organizational Development Plan
<i>Overall 2017 Budget Performance:</i> (linked to budget forecast to year end)
<ul style="list-style-type: none"> • There is a one-time favourable variance of \$68,000 (7%) on the Board budget due to lower than expected legal, meeting, and contract for service expenses. The surplus will be included in total for the Legislative & General division • There is a one-time favourable variance of \$41,000 (3%) on the Legislative & Corporate Services/CAO budget due to staffing transitions and lower than expected auxiliary expenses. The surplus will be included in total for the Legislative & General division
<i>Update to Division Initiatives:</i> (linked to section 3 of the detailed service plan)
<ul style="list-style-type: none"> • Review Delegation Processes: Review and amend oversight policies to support delegated authorities and monitor effectiveness (Corporate Development) • Corporate Policy Review: Review corporate policies, update the corporate policy on policy development, and provide tools and support to enable the creation of effective policy • Legal Services Review: Review external legal services and resources used by the CRD
<i>Service Adjustments and Staffing Levels:</i> (linked to section 2 of the detailed service plan)
<ul style="list-style-type: none"> • No adjustments planned for 2018.

Key Performance Indicators: (linked to section 4 of the detailed service plan)			
Indicator Name	2017 Planned	2017 Projected	2018 Planned
Service Goal: Maintain effective relationships with other levels of governments	<p>One in-person meeting with the 8 First Nations</p> <p>75% participation of elected officials in Forums of Councils and workshops</p> <p>CAO attends 5 CAO meetings annually</p>	<p>Target achieved</p> <p>Approximately 50% participation rate</p> <p>Target achieved</p>	<p>One in-person meeting with the 8 First Nations</p> <p>75% participation of elected officials in Forums of Councils and workshops</p> <p>CAO attends 5 CAO meetings annually</p>
Service Goal: Provide high quality administrative support	<p>Post agendas by Friday at noon 95% of the time</p> <p>Over 90% of Board and Committee meetings available via webstreaming</p> <p>Response time to FOI requests is within 30 days 90% of the time</p>	<p>Achieved approximately 50% of the time</p> <p>Target achieved</p> <p>Target achieved</p>	
Service Goal: Provide specialized support for Board and legislative matters	<p>Director orientation completed within 3 months of election</p> <p>Deliver FOI training sessions for 95% of staff within 9 months of employment start</p>	<p>Target achieved</p> <p>Target achieved</p>	<p>Director orientation completed within 3 months of election</p> <p>Deliver FOI training sessions for 95% of staff within 9 months of employment start</p>

			<p>Circulate Board correspondence to the portal 2 times per week, 95% of the time</p> <p>Review time for contracts: 1 week, 90% of the time</p>
<p>Service Goal: Communicate Board direction and corporate standards and initiatives to the organization</p>	<p>Two meetings held annually with CRD managers with 90% participation rate</p>	<p>Target achieved</p>	<p>Two meetings held annually with CRD managers with 90% participation rate</p> <p>Quarterly CAO reporting to the Board</p>

Contact

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SERVICE NAME: Corporate Communications

Changes in Assumptions, Trends, and Other Issues since 2017: (linked to section 1.3 and 1.4 of the detailed service plan)

- Increased need and demand for communications strategies as part of outreach initiatives may require adjustments in service delivery model and/or resources.
- Increased demand to be flexible and adapt to changing priorities, such as the need for an Internal Communications Framework.
- The general public increasingly consumes news and information online via social networks, with the use of video trending upward across social media platforms.
- While Facebook usage is high, its algorithm limits the number of posts that followers see. As a result, brands are increasingly using paid advertising to reach audiences.
- Online and digital advertising are increasingly viable channels for reaching broad audiences - in addition to traditional print and radio.

Overall 2017 Budget Performance: (linked to budget forecast to year end)

- Operating costs are expected to be approximately \$27,000 (3%) below budget due to temporary periods where staff positions have been vacant. This has been offset by higher than budgeted costs for an updated version of Adobe software and increased operating expenses.
- Internal recoveries are expected to be below budget by the same amount (6%) due to staff turnover. No surplus or deficit at the end of 2017 is anticipated.

Update to Division Initiatives: (linked to section 3 of the detailed service plan)

- Image Library and Multimedia Review initiatives rolled into Develop Digital Asset Management System project with IT and Legislative Services
- Implement Internal Communications Framework
- Refreshed intranet and guidelines as part of Organizational Development Plan
- Resident satisfaction survey – moved from 2017 to 2018 to align with strategic planning process; reframed to focus on service satisfaction.

Service Adjustments and Staffing Levels: (linked to section 2 of the detailed service plan)

- No adjustment planned

Key Performance Indicators: (linked to section 4 of the detailed service plan)			
Indicator Name	2017 Planned	2017 Projected	2018 Planned
<p>Service Goal: Provide specialized support to Board and CRD departments in their communication of decisions and information</p> <ul style="list-style-type: none"> Respond to 95% of media inquiries within two hours of receipt % of news releases that result in earned media annually Website reach: <ul style="list-style-type: none"> 5% annual increase number of sessions and page views 50% new sessions (50% repeat) Website engagement: <ul style="list-style-type: none"> Average time on page $\geq 1:30$ Average pages/session 2.5 	<p>95%</p> <p>65%</p> <p>1.6M sessions 2.83M page views Establish baseline</p> <p>$\geq 1:30$ 2.5</p>	<p>95%</p> <p>67%</p> <p>1.6M sessions 2.88M page views 47% new sessions</p> <p>1:38 2.3</p>	<p>95%</p> <p>67%</p> <p>1.7M sessions 2.97M page views 50% new sessions</p> <p>$\geq 1:30$ 2.5</p>
<p>Service Goal: Ensure consistency of messaging and visual brand across all communications channels and mediums</p> <ul style="list-style-type: none"> 95% of all major activities that require production support are registered in Corporate Communications calendar (2016 baseline) 	95% baseline year	90%	95%
<p>Service Goal: Increase opportunities for two-way engagement</p> <ul style="list-style-type: none"> Participation rates of residents in two-way dialogue and engagement opportunities* Global social media engagement statistics, including likes/shares/comments/reactions* (2017 baseline, 10% annual increase) Increase the number of followers and likes on CRD social media channels by 10% annually (2015 baseline) KPI addition: 95% of planned major capital projects and strategic initiatives for 2018 featured on the website Number of new Checkbox surveys published Number of engagement sessions held in the Centre for Engagement* (2017 baseline) 	<p>4325 Twitter followers</p> <p>1730 Facebook Fans</p> <p>50 projects & initiatives 10-12 surveys</p> <p>12 baseline year</p>	<p>2000 Twitter engagements</p> <p>7000 Facebook engagements</p> <p>Twitter 4325+</p> <p>Facebook 1750+</p> <p>50 projects & initiatives 12 surveys</p> <p>12 sessions</p>	<p>2200 Twitter engagements</p> <p>7700 Facebook engagements</p> <p>4800 Twitter followers</p> <p>2000 Facebook Fans</p> <p>TBD based on service planning 10 -12 surveys</p> <p>16 sessions</p>

Service Goal: Develop and implement internal communications framework <ul style="list-style-type: none"> • Increase usage of CRD Central as a means to share information effectively (#visits and visitors - 2017 baseline) • Use of templates and tools for communicating organizational messages to employees 	2017 baseline measure Framework developed	2017 baseline measure (# visits, # visitors) Framework developed	2018 YoY increase 100% templates and tools implemented

Contact

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SERVICE NAME: First Nations Relations
<i>Changes in Assumptions, Trends, and Other Issues since 2017:</i> (linked to section 1.3 and 1.4 of the detailed service plan)
<ul style="list-style-type: none"> Increased scope and specific tasks as directed by the Special Task Force on First Nations Relations and approved by the Board, relating to the Truth and Reconciliation Commission (TRC) Calls to Action. Engagement with First Nations is increasingly “deeper” as a result of both greater familiarity and stronger relationships, which requires more resources for both the Region and the engaged First Nation. Emerging discourse regarding Douglas Treaty rights and the application to regional parklands. Increase in number of First Nations leaders expressing interest in Board participation. Staff support to the Wastewater Treatment Project’s First Nations Liaison’s positions and consultation obligations. Fostering greater participation by First Nations in emergency planning and affordable housing sectors.
<i>Overall 2017 Budget Performance:</i> (linked to budget forecast to year end)
<ul style="list-style-type: none"> There is a one-time favourable variance of \$6,000 (12%) due primarily to underspending in legal expenses. This variance will be rolled up and combined with Legislative Services. Board approved a temporary (1 year) increase in staff resources to achieve tasks identified by Task Force. Funds for the auxiliary position are drawn from the division’s reserve fund and has no impact on surplus/deficit.
<i>Update to Division Initiatives:</i> (linked to section 3 of the detailed service plan)
<ul style="list-style-type: none"> Development of effective communications and education documents for internal / external use Updates and renewals to various service agreements Completion of special projects: E&N Rail Trail through Songhees and Esquimalt Nations; Cultural Access Agreement with T’Sou-ke Nation; shellfish harvesting Publication of quarterly engagement newsletter Support for First Nations Liaison positions relating to Core Area Wastewater Treatment project Fostering greater First Nations participation in regional initiatives, such as emergency planning and affordable housing Expanded Scope and Tasks regarding the TRC Calls to Action: <ul style="list-style-type: none"> Corporate-wide cultural training and education materials Reconciliation statement Additional Tasks as Identified by Task Force: <ul style="list-style-type: none"> Facilitate discussions with Douglas Treaty Nations on local government responsibilities UBCM / Provincial government advocacy for governance changes Committees / Commissions review in consideration of First Nations participation Dedicate a Committee of the Whole meeting with First Nations Chiefs to a joint agenda Support municipalities in First Nations relationship building initiatives Quarterly report to the Board on FNRD (First Nations Relations Division) / Task Force activities
<i>Service Adjustments & Staffing Levels:</i> (linked to section 2 of the detailed service plan)
<ul style="list-style-type: none"> Increase of staffing by one year auxiliary

Key Performance Indicators: (linked to section 4 of the detailed service plan)			
Indicator Name	2017 Planned	2017 Projected	2018 Planned
Service Goal: Facilitate relationship between CRD leadership and First Nations <ul style="list-style-type: none"> Board attendance to cultural training sessions Forum of Government event 	50% participation 1	50% Delayed to 2018	75%
Service Goal: Address emergent issues & opportunities as directed by the Board through the Special Task Force <ul style="list-style-type: none"> Quarterly reports to the Board summarizing response to emergent issues and opportunities 	4	4	4

Contact

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SERVICE NAME: Human Resources and Organizational Development (HR&OD)

Changes in Assumptions, Trends, and Other Issues since 2017: (linked to section 1.3 and 1.4 of the detailed service plan)

- Accelerated change in the workforce requires realignment of work activities and staffing to support more comprehensive onboarding and training.
- Evolution of human resource and organizational development services to ensure a better understanding of organizational systems and processes, and to facilitate greater staff engagement and accountability.
- Implementation of more integrated safety standards and guidelines with increased capital project activity, and to continue to improve WorkSafeBC employer rated assessment (premium costs).

Overall 2017 Budget Performance: (linked to budget forecast to year end)

- There is a one-time net favorable variance of \$157,000 (10.0%) as a result of budgeting for implementation of safety programs, employee changes, delay in collective bargaining, and low spending on contract for services. This will be offset by a shortfall of \$53k (4.3%) in internal recoveries. The positive variance will be used to fund one-time costs for the safety initiatives and offset general legislative requisition in 2018.
- Based on 2017 budget performance, in the area of occupational health and safety, the recovery model has been re-evaluated to be better aligned with where services are provided and where the benefits of experience rating costs and recoveries are realized.

Update to Division Initiatives: (linked to section 3 of the detailed service plan)

Core Services:

- Additional focus to support key complex corporate programs and projects, including key capital projects, such as the Core Area Wastewater Treatment Project.
- Additional resourcing and focus required for occupational health and safety management. Focus to include significant occupational health and safety governance and oversight, and an increased presence notably in the areas of capital development.
- Additional focus in advancing the Organizational Development Plan, including proactive and advanced recruitment, onboarding, training and employee engagement initiatives.
- Additional focus on ensuring all legislative and regulatory obligations are maintained including improved disability management programs aimed at proactive return to work programs.
- Bargain new collective agreement with CUPE Local 1978 and USW Local 1-1937.

Board Priorities: no changes

Service Adjustments and Staffing Levels: (linked to section 2 of the detailed service plan)

- Corporate Occupational Health and Safety has been centralized to best ensure consistent approach and legislative requirements are maintained.
- New resources and services required to enable centralized oversight of legal responsibilities pertaining to owner's safety obligations. Internal realignment of staff resources with the addition of 1 FTE as follows:
 - Safety Advisor realigned from Integrated Water Services to HR&OD in 2017; no net change in FTE; \$138k funded by allocations from IWS division
 - Manager of Corporate Occupational Health and Safety confirmed a regular FTE from term FTE; no net increase in FTE; \$153k funded by requisition
 - Addition of Human Resources Advisor to provide confidential statutory support and service to corporate occupational health and safety function; addition of 1 FTE; \$94k funded by allocations across the organization

Key Performance Indicators: (linked to section 4 of the detailed service plan)			
Indicator Name	2017 Planned	2017 Projected	2018 Planned
Service Goal: Support and lead proactive disability management and return to work programs CRD Absenteeism <i>(industry avg: 5-8%)</i>	3-5%	4%	3-5%
Service Goal: Support and lead cost effective organizational development, workforce planning, and recruitment/retention programs CRD Staff Turnover / Retirement Rate <i>(industry avg: 9.6% turnover / 2.3% retirements)</i>	7% / 3%	5.7% / 2.3%	7% / 3%
Service Goal: Support and lead cost effective organizational development, workforce planning, and recruitment/retention programs # of Employment Competitions	180	250 <i>(projected)</i>	220
Service Goal: Provide cost effective full-spectrum HR services HR FTE to CRD FTE Ratio <i>(industry avg: 1:72, or 1 HR FTE to 72 FTEs)</i>	Greater than 1:72	1:90 1 HR FTE to 90 staff FTEs)	Greater than 1:72
Service Goal: Provide cost effective full-spectrum HR services Grievance resolution rate <i>(prior to arbitration)</i>	Greater than 90%	96%	Greater than 90%
Service Goal: Support and lead organizational compliance for Occupational Health & Safety WorkSafeBC (Safety) Employer Rated Assessment <i>(industry average = 2.03%)</i>	10% below industry average	13% below industry average (1.79%)	Minimum 10-15% below industry average

Contact

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SERVICE NAME: Real Estate Services

Changes in Assumptions, Trends, and Other Issues since 2017: (linked to section 1.3 and 1.4 of the detailed service plan)

- The majority of the work for the Core Area WWTP in relation to Real Estate is completed, however the Real Estate Division continues to provide daily support.
- Increased activity in the local real estate market has increased demand for agreements in 2017, and staff are accommodating the increase.
- Land acquisition by several departments is continuing at a steady rate and there is an increase in CRD space being leased to third parties.
- Referrals from 3rd party agencies have doubled in 2017 and staff are accommodating the increase.

Overall 2017 Budget Performance: (linked to budget forecast to year end)

- There is a favourable variance of \$30,000 (7%) due mainly to underspending in auxiliary wages and contract for services. This variance will be rolled up to the overall Legislative Services surplus/deficit.

Update to Division Initiatives: (linked to section 3 of the detailed service plan)

- Referrals from 3rd Parties continue to be managed by Real Estate with no allocation for costs. The referrals have increased from 47, in 2013 to a forecasted 205 in 2017.
- Core Area WWTP – the key land tenures agreements were executed in 2017, and some minor ones remain outstanding.

Service Adjustments and Staffing Levels: (linked to section 2 of the detailed service plan)

- No adjustments or changes intended

Key Performance Indicators: (linked to section 4 of the detailed service plan)			
Indicator Name	2017 Planned	2017 Projected	2018 Planned
Service Goal: Number of CRD Services supported by Real Estate Division	59	59	59
Service Goal: Number of SRW's and Covenants transactions completed in 2017	30	45	35
Service Goal: Number of Property Negotiations completed or in progress	50	70	60
Service Goal: Referrals	100	190	150

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