



**REPORT TO THE HOSPITALS AND HOUSING COMMITTEE  
MEETING OF WEDNESDAY, OCTOBER 25, 2017**

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**SUBJECT**     2018 Service Plans Review Process

**ISSUE**

All departments of the Capital Regional District (CRD) are currently working on 2018 financial plans, to be presented to the Committee of the Whole in November. The financial planning process begins with service plans, which establish the work plans over a four year cycle; the current service plans cover 2016 through 2019. This cover report is developed to provide information on the planning process to all Standing Committees and various Commissions reviewing the service plans.

**BACKGROUND**

Reporting on the service and financial planning process began with a report to the September 6, 2017, Finance Committee, which provided a high level overview of organizational service planning and the themes that were prevalent thus far in the 2018 budget process (Appendix A).

The planning cycle is aligned with the four-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.

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 and assumptions, 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. 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. 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 recommend service level adjustments and/or initiatives. All adjustments and/or initiatives have been vetted organizationally with a focus on identifying opportunities to realign or reallocate resources and identify potential synergies or efficiencies between departments and services. Options to reduce service levels have also been reviewed as part of the service planning process.

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 are presented on an annual basis to all standing committees and commissions.

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 in November. The EASC and/or the service commissions are responsible for reviewing and recommending approval to the Board for electoral area-only service budgets on November 1, 2017, while regional and sub-regional service budgets will be presented to the Committee of the Whole on November 29, 2017. Ultimately, the Board is responsible for approval of all of the service budgets.

### **ALTERNATIVES**

#### *Alternative 1*

That the Hospitals and Housing Committee recommends to the Capital Regional District Board:

That the attached service plans be approved as presented.

#### *Alternative 2*

That the Hospitals and Housing Committee recommends to the Capital Regional District Board:

That the attached service plans be approved as amended.

### **IMPLICATIONS**

2018 Financial Plans are being completed and will be presented for review and approval at the EASC and Committee of the Whole meetings in November. The Financial Plan will reflect the results of the committee review of service plans. 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.

Service plans being presented for approval are attached and outline additional resources required by department. Appendix B is a summary of additional FTEs being proposed and outlines the position and the source of funding.

### **CONCLUSION**

The service and financial planning process are integral to providing ongoing service delivery. 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 Hospitals and Housing Committee recommends to the Capital Regional District Board:

That the attached service plans be approved as presented.

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Concurrence:	Nelson Chan, MBA, CPA, CMA, Chief Financial Officer
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Attachments: Appendix A: 2018 Service Plan Summary Discussion report (September 6, 2017)  
Appendix B: Budget 2018 Proposed FTE Additions  
Appendix C: Service Plans Summaries  
Appendix D: Service Plans:  
1. Health and Capital Planning Strategies  
2. Regional Housing