

**2018 Revised Financial Plan - Financial Plan Items for Consideration****Objective:** Provide list of potential changes to the 2018 Financial Plan.**1) November 29, 2017 Committee Direction - One-time Requisition Decrease; Operating Costs Funded from Reserve****Sub-Regional Services**

Item	Service #	Service Name	Budget items description	Service Plan Implications	Change in Requisition (\$)
1a	1.330	Regional Growth Strategy	Reduce RGS Requisition via Operating Reserve	One-time draw down of reserve to fund the 2018 operating cost for the Regional Growth Strategy (RGS) service.	(383,460)

**2) November 29, 2017 Committee Direction - Reduce 2% Regional Requisition**

Change in Regional Requisition Before Adjustments	1,124,353	4.85%
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**Regional Services****Legislative & General Government**

Item	Service #	Service Name	Budget items description	Service Plan Implications	Change in Requisition (\$)
2a	1.010	CAO and Legislative Services	Defer staff implementation to reduce costs and conversion of funding to service allocations	Delaying implementation of staff will in turn impact the timing of the implementation of a comprehensive Corporate Disability Management Program, the Certificate of Recognition (COR) Program, and marginal reduction in available time for the Safety Manager to perform field work in balancing administrative duties.	(112,500)
2b	1.010	Financial Services	Reduce contribution to Climate Action Strategy Fund	The option is for a deferral of \$100k of requisition funds for the Climate Action Fund and a delay of system development of \$100k. The deferral for the Climate Action Fund will impact the timeline on actions 2-6, 3-1, 6-2 and 6-5 of the approved Corporate Climate Action Strategy, and introduces greater risk in meeting the 2020 GHG emissions reduction target. The fund will still be established in 2018 with a reduced amount of \$150k funded through allocations.	(100,000)
2c	1.010	Financial Services	Reduce costs for financial system enhancements	The delay of system development towards open data architecture and financial system automation will require reallocation of internal resources to continue manual processes. Exploration of open data and automation technology was intended to drive efficiencies in budgeting, reporting, and performance management, both within finance as well as operating departments. Gained efficiencies would have advanced staff time to drive greater internal controls, policy and procedure refinement, and implementation of a decision support business partnering model.	(100,000)
<b>Subtotal Legislative &amp; General Government</b>					<b>(312,500)</b>

Change in Regional Requisition After Adjustments	811,853	3.50%
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## 2) November 29, 2017 Committee Direction - Reduce 2% Regional Requisition (Continued)

### Regional Services - Committee Recommended Service Levels

Item	Service #	Service Name	Budget items description	Service Plan Implications	Change in Requisition (\$)
2d	1.309	Climate Action and Adaption	Climate Action Program Assistant. 0.3 FTE	Defer and consider other funding alternatives. staff resource intended to support key service plan objectives including inter-regional collaboration on green building policy, annual reporting requirement for the Regional Climate Action Strategy, collection of community climate data and indicators (including energy and emissions studies & tracking). The intention is for Increased local government and community support around: renewable cities, adaptation planning (incl. sea level rise), grant applications, electric vehicles, Support the development and management of the Capital Region Resilience Network (for local governments, public sector and institutional regional stakeholders), Support development of a Biodiversity Strategy – Regional Climate Action Strategy requirement in 2018/2019.	(38,500)
2e	1.310	Land Banking & Housing	One-time consulting and legal costs	Defer/reduce costs planned to explore feasibility of a program/structure, potentially a Social Purpose Real Estate Investment Trust, to invest in affordable housing, preserving projects at moderately affordable rates returning investment returns to investors.	(55,000)
2f	1.280	Regional Parks	Parks Officer and Bylaw Patrols	Regional Parks have received public complaints regarding dog management and have identified this as an operational issue through the management planning processes. The Regional Parks Committee has asked for information regarding the number of dogs one owner can effectively control while in a park. The need is for adjustments to dog regulations in the Regional Park Regulation Bylaw and an increased focus on the enforcement of existing regulations pertaining to dogs.	(100,000)
2g	1.280	Regional Parks	Auxiliary Park Officers for Sea to Sea Regional Park	4 Year Strategy - park opening plan requires Park officers (J10/3) to conduct enforcement patrols in the lakes area (Sheilds, Crabapple, Grass and Peden) of the Sea to Sea Regional Park and to maintain trails on Mount Manuel Quimper and in the lakes area from May to September (21 weeks).	(63,800)
2h	1.280	Regional Parks	One-time public engagement for continuation and use of the land acquisition fund	At the March 8, 2017 board meeting staff were directed to report back to the Committee in 2017 with a consultation plan, to be incorporated into Regional Parks' service plan and budget for implementation in 2018, that explores and confirms the public's view on the land acquisition fund and sources of funding for the development and renewal of park infrastructure and enhancement of parks and trails. Deferral of the public engagement process impacts the timing of the renewed direction related to the use of the land acquisition fund.	(35,000)
<b>Subtotal Committee Recommended</b>					<b>(292,300)</b>

<b>Change in Regional Requisition After Adjustments</b>	<b>519,553</b>	<b>2.24%</b>
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### 3) November 29, 2017 Committee Direction - Consider Services Meeting Materiality Threshold

				<b>Change in Sub-Regional Requisition Before Adjustments</b>	<b>1,986,040</b>	<b>8.08%</b>
<b>3a</b>	1.330	Regional Growth Strategy	Reduce RGS Requisition via Operating Reserve	One-time draw down of reserve to fund the 2018 operating cost for the Regional Growth Strategy (RGS) service.	(383,460)	
				<b>Change in Sub-Regional Requisition After Adjustments</b>	<b>1,602,580</b>	<b>6.52%</b>

#### Sub-Regional Services

Sub-Regional Services						
Item	Service #	Service Name	Budget items description	Service Plan Implications	Change in Requisition (\$)	
3b	3.75	Liquid Waste Management Planning	Reduction to liquid waste management planning	Reduction to LWMP service level in favour of more focus on project plant implementation and future operating requirements.	(289,550)	
Change in Sub-Regional Requisition After Adjustments					1,313,030	5.34%

#### Sub-Regional Services - Committee Recommended

Sub-Regional Services - Committee Recommended					
Item	Service #	Service Name	Budget items description	Service Plan Implications	Change in Requisition (\$)
3c	1.297	Arts Grants	Use of surplus to mitigate requisition impact	Use of surplus was recommended for transfer to reserve. The reduced transfer to reserve does not impact programming commitments but will result in requisition increase in 2019.	(12,000)
				Change in Sub-Regional Requisition After Adjustments	1,301,030
					5.29%