CAPITAL REGIONAL DISTRICT
Regional Planning Services Department

Staff Report to the Regional Planning Committee
Meeting of Wednesday, February 19, 2003

SUBJECT:

Department Performance and Reporting

BACKGROUND:

Chair Brownoff has identified improved communications to the Board and public about CRD programs and services as a priority for 2003. In particular, the Chair has identified the need to:

- Improve on information reporting to the Board (quality and frequency);
- Show that the CRD is providing good value for money; and
- Show that the CRD is in good control of its services.

As a first step to achieving these objectives, department heads have been instructed to prepare a report for the February 26, 2003 Finance & Administration Committee meeting on department performance. Where possible departments are to present this information to their committees prior to the meeting of the Finance & Administration Committee. Departments have been directed to report on their performance in the format that follows.

DISCUSSION:

Brief Description of the Service

Regional Planning Services Department (RPS) is a regional service of the Capital Regional District, responsible for the following three programs:

1. Regional Information Service (RIS)
    - provides a regional perspective on population, employment, economic, development and land use trends
    - regional, sub-regional and municipal statistics, trend analysis and projections are made available in both published (print and web-based) and unpublished forms to users as varied as elected officials, public agencies, business and others

2. Regional Transportation Planning (RTP)
    - provides the ongoing management of the Capital Region Transportation Information System and Model and a broad range of professional transportation planning expertise to assist in large projects related to the Regional Growth Strategy or those of local agencies

- analyzes the impacts of actual or projected changes to the transportation system related to local land development and patterns and agency policies for all modes of travel

3. Regional Growth Strategy (RGS)
   - coordinates with member municipalities and other partners the development and implementation of a regional growth strategy
   - provides advice and information to the CRD Board and other departments on policies and issues related to the RGS, including the ongoing monitoring of its implementation

RPS has a staff complement of 6.75 FTEs, and proposes to add one FTE to the RTP program on a temporary, two-year term basis in 2003.

Mandate/Authority for the Service

The Regional Planning Services (RPS) Department Mandate, Mission Statement and Goals were prepared in 1996 and are scheduled for review and update in 2003 (Attachment A). The Department's current mission statement reads as follows:

Using a regional perspective and our strong local knowledge we:

1. *Help the public and private sectors of the regional community to access and understand past, present and future regional issues, trends and indicators by gathering, analyzing and reporting information.*

2. *Support a process to develop, implement and monitor a Regional Growth Strategy.*

Annual Budget for the Service

RPS has two budgets: the 1.324 Regional Planning Service budget covers the RIS and RTP program as well as department general expenditures; and, the 1.330 Regional Growth Strategy budget covers the RGS program, and includes an internal allocation to the 1.324 budget to cover the RGS program share of overall department general expenditures. The proposed 2003 budgets are summarized as follows:

Budget Component	1.324 Budget	1.330 Budget	RPS Budget Totals
Core	$797,530	$171,240	$968,770
Continuous Supplementary	54,720	2,000	56,720
Single Supplementary	90,750	221,850	312,600
Total 2003 Budget	$943,000	$395,090	$1,338,090

Since 1997 the average annual cost of the 1.324 budget has been $1.37 per $100,000 of converted assessments. Since 1997 the average annual cost of the 1.330 budget has been $0.95 per $100,000 of converted assessments. The 1.330 budget has shown greater annual fluctuation due to the impact of surpluses carried forward from year to year.

Service Cost/$100,000 of Converted Assessments
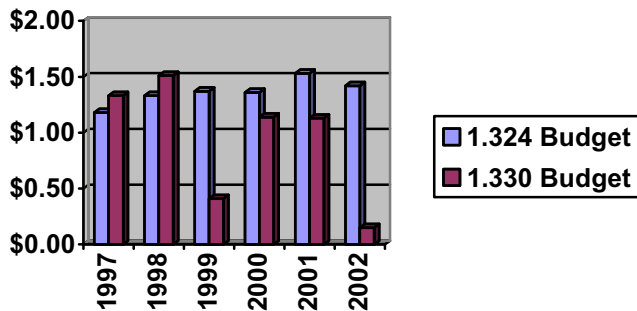
Who Pays for the Service and How

The Department's primary funding source is the municipal requisition. The 1.324 Regional Planning Services and the 1.330 Regional Growth Strategy are funded differently, with requisition funds from the following sources:

Budget	Municipal Requisition	Electoral Area Requisition	First Nations Requisition
1.324	All 13 municipalities	All three electoral areas	Tsawout FN Songhees FN
1.330	All 13 municipalities	Juan de Fuca EA only	Tsawout FN Songhees FN

Between 1995 and 2001 the Department received annual planning grants from the Ministry of Community, Aboriginal and Women's Services in support of the Regional Growth Strategy and related activities (to a maximum of 50% of the cost of eligible projects).

Additional revenues are received annually for fee for services provided by staff and for sales of publications including subscriptions to the *Development Review* and *Trends*. Occasionally RPS gets special funding from other government ministries and agencies for projects it undertakes (eg. from BC Transit for work on the Regional Transportation Model).

Internal Performance Measures

Departments have been directed to provide a self-assessment of performance using a common format that identifies 'what' is currently being measured and reported, 'how' this information is being collected and reported and 'why' this information is being collected and reported. The following table responds to these questions for RPS.

What is being measured and reported?	How is it being collected & reported?	Why is it being collected and reported?
Level of Service: measured by the number of inquiries for information received and through monitoring of website traffic. In 2003 web reports were significantly enhanced and provide a wealth of traffic, user and diagnostic information.	Inquiries (walk-in, telephone and email) are gathered from all staff and tabulated on a monthly basis. Reporting is done quarterly and annually with number of inquiries sorted by type. Reports are made to the Executive Director and summary information appears in the budget blue pages. Web activity is tabulated by Information Technology on a monthly, quarterly and annual basis and is posted on the RPS intranet site. This new information will form part of RPS quarterly reports to the Executive Director.	To track volume of work and is used to allocate staff resources and in developing annual work plans. Also helps track client interest in service. Until 2002, webstats focused on tracking 'hits', which included web crawlers. Now, enhanced monitoring enables us to define actual working sessions, individual users, peak hours of activity, volume of information downloaded, most popular pages and perform problem diagnosis. Permits more accurate assessments of the effectiveness of our web service.
Quality of Service: measure client satisfaction with the products and services provided by the department through ongoing and scheduled feedback opportunities, and the direct tracking of subscription, publication and service sales.	Anecdotal information on service quality is gathered from clients and evaluated with staff on an ongoing basis. The last major client survey was undertaken in 1992. A new and updated client survey is scheduled for 2003, with regular updates scheduled thereafter.	To permit immediate response to identified issues and provides input into RPS ongoing marketing efforts. Provides information to RPC on value of services offered.

What is being measured and reported?	How is it being collected & reported?	Why is it being collected and reported?
Productivity: measure staff achievement of approved project goals and targets.	Department annual work plan is developed as input to preparation of annual budget. Database of all project assignments maintained including staff allocation, milestones and target completion dates. Director and program supervisors meet with staff on a bi-weekly basis to track work plan progress. Director reports on work plan progress to Executive Director on a weekly and quarterly basis and on a monthly and annual basis to RPC.	To determine if project objectives are being achieved, to meet Board and RPC objectives regarding work plan completion schedules, to develop department annual budget, and to forecast future year budget and staffing needs.
Organizational Capacity: measure staff skills, productivity and morale through annual performance reviews, regular individual staff meetings, and ongoing training assessments.	All staff meet with supervisors and the department head on a regular basis. Each employee receives an annual performance review by the program supervisor and department head, using the CRD corporate performance management process. Part of performance review includes identification of training needs, skills upgrading, and work allocation among staff. Monthly management reports prepared by Human Resources permit monitoring of turnover, overtime, training, attendance and vacation time taken by employee, by program and in comparison to other departments.	To enhance staff performance and department capacity to maintain and improve the level and quality of its services. To improve staff morale, job satisfaction and loyalty. To limit direct and indirect costs, and loss of institutional memory, due to staff turnover.
Financial Results: direct measurement of departmental revenues and expenditures, and multi-year tracking of budget changes.	Ongoing monitoring of revenues and expenditures using the R&E custom reporting functions of the SAP financial system. SAP permits tracking of expenditures by account as well as direct monitoring of purchase orders and contracts. Program supervisors receive reports on a monthly basis and bi-monthly meetings of account clerk, director and program managers review, track and resolve budget matters. Past year budget performance is reported to the Executive Director and Director of Finance, RPC and the Board on an annual basis through the annual budget approval process. Budget packages include information on long term revenue and expenditure trends, by annual totals and on a cost per average assessment and per $100,000 household assessment basis. Five year budget forecasts were instituted for the 2003 budget.	To permit the department head to maintain overall budget control and to ensure that projects and contracts are completed within budget. To permit the board to track ongoing budget changes in the context of past year performance and five year forecasts.
Community Capacity Building: measured primarily by direct support for and participation in community initiatives	Ongoing monitoring of staff representation on community projects and initiatives (eg. Capital Urban Poverty Project, Quality of Life Initiative, Housing Affordability Task Force, Georgia Basin Futures Initiative) consistent with departmental mandate. Also through presentations on department programs to community, business, professional and charitable organizations. Monitor staff time dedicated to provision of data and participation in committees related to community initiatives. Report to Executive Director on a quarterly and year end basis as part of overall report on annual work plan.	To cultivate community partners for projects related to the overall mandate and mission of the department. To raise awareness and understanding of regional information and department initiatives.

What is being measured and reported?	How is it being collected & reported?	Why is it being collected and reported?
Environmental Impacts: wide variety of growth and development statistics and trends are measured and through regular publications, fact sheets and data dissemination of the department. Upon adoption of the RGS bylaw, statute requires annual monitoring of the effectiveness of its implementation.	The provision of regional information on travel activity, social, economic and population statistics is the department's stock in trade. Data is disseminated through the RPS website, through factsheets and via regular publications such as *Trends* and *Development Review*. Department provides a wealth of monitoring and forecast information related to regional growth and development to subscribers, citizens, community organizations, and municipal and public partners. Once the RGS bylaw has been adopted by the Board, the *Local Government Act* requires the development and implementation of an annual monitoring program that produces annual reports on the effectiveness of the RGS in meeting its stated goals and objectives.	To permit municipal partners, CRD departments, business and other organizations and citizens to understand growth and development trends in the region and to plan effectively within their areas of interest and responsibility. To determine the effectiveness of RGS implementation and the achievement of RGS goals. This will help the Board and member councils to determine appropriate changes to ensure that the strategy remains on track.
Stakeholder Engagement: measured by the number of partnerships entered into on an annual basis and the amount of external revenue generated to offset joint project costs. Also measured through public participation in strategic planning initiatives.	RPS regularly seeks out partnerships to undertake projects and initiatives of joint interest. Partnerships include those for joint purchase of statistics and data (eg. Capital Urban Poverty Project); development of new data resources (eg. Employers Survey); updating of information needed to track and model change (eg. Origin/Destination Survey, Transportation Model Update); and to undertake strategic planning initiatives (eg. RGS sub-strategies). Partnerships are pursued as opportunities arise, either at the initiative of RPS or stakeholders. Partnerships are reported annually to the RPC and Board through the annual work plan and budget review processes. Stakeholder participation is measured through recording numbers of participants in strategic planning public consultation events. Measures reported include number of participants, survey returns, submissions received, feedback on public events satisfaction, document distribution, press coverage, etc. Reports are made on the effectiveness of consultation activities as required by project work plans to the Executive Director, RPC and the board	To demonstrate that effective efforts are being made to leverage matching funds for CRD financial contributions to department program and service development. To demonstrate effectiveness of consultation efforts and to improve public participation delivery mechanisms.

Outside Performance Comparisons

On occasion comparisons are made with other departments, local governments, regions and the national benchmarks, regarding departmental performance, and in relation to overall regional quality of life measures in such areas as travel behaviour, population growth characteristics, economic performance and demographic change, among others. Monthly management reports

by CRD Human Resources permit ongoing comparisons against other departments in such areas as attendance management and sick time usage.

RECOMMENDATION:

That the Committee receive this report for information.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION:

N/A

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Mark Hornell, Director
Regional Planning Services

EXECUTIVE DIRECTOR'S COMMENTS:

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W.M. Jordan, Executive Director
Attachments

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