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## REPORT TO GOVERNANCE AND FINANCE COMMITTEE MEETING OF THURSDAY, OCTOBER 01, 2020

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**SUBJECT** 2019-2022 Accountability Service Planning

### **ISSUE SUMMARY**

To provide the Governance and Finance Committee with an overview of relevant initiatives undertaken by corporate and executive services divisions in 2020 and planned for 2021 to deliver on approved Board Priorities and the Corporate Plan.

### **BACKGROUND**

The CRD Board completed its strategic planning early in 2019 and approved the CRD Board Strategic Priorities 2019-2022.

The four priorities are:

1. Community Wellbeing – Transportation & Housing;
2. Climate Action & Environmental Stewardship;
3. First Nations Reconciliation; and
4. Advocacy, Governance & Accountability.

The priorities were confirmed at the annual check-in on May 13, 2020.

The 2019-2022 CRD Corporate Plan is aligned to the Board direction. It highlights the initiatives the CRD needs to deliver over the Board's four-year term to address the region's most important needs. The Corporate Plan identified seven initiatives under Accountability, which fall under the Governance and Finance Committee's mandate.

Appendix A *Community Need Summary – Accountability 2021* is a summary of the planned activities for 2021. It contains details about core service levels, new initiatives proposed and performance metrics.

Appendix B *Accountability – Initiatives Progress Report* provides insights into what has been delivered through the 19 delivery initiatives approved last year, for delivery in 2020.

The Service Planning process gathered information necessary to assemble a provisional budget for Committee and Board review. The purpose of this report is to explain how the corporate and executive services program of work connects to Board Priorities, Corporate Plan and provisional budget.

### **ALTERNATIVES**

#### *Alternative 1*

The Governance and Finance Committee recommends to the Capital Regional District Board: That Appendix A *Community Need Summary – Accountability* be approved as presented and advanced to the October 28, 2020, provisional budget review process.

*Alternative 2*

The Governance and Finance Committee recommends to the Capital Regional District Board: That Appendix A Community Need Summary – Accountability be approved as amended and advanced to the October 28, 2020, provisional budget review process.

**IMPLICATIONS**

*Financial Implications*

Initiatives identified in the Corporate Plan (including Board Priorities) cannot be undertaken without resourcing. The Board determines resourcing through its annual review and approval of financial plans. To support the Board's decision-making, staff, through the service planning process, provide recommendations on funding, timing and service levels.

During the service planning process this year, staff have been mindful of the fiscal challenges facing the region in the months ahead. To that end, any budget increase or other impacts have been mitigated, as much as possible.

*Service Delivery Implications*

The Community Need Summary provides an overview of all work that needs to be undertaken in order to meet regulatory requirements, satisfy Board direction and meet the needs of the communities served by the CRD.

*Alignment with Board & Corporate Priorities*

Staff have identified 11 initiatives that will have budget implications for 2021 (Table 1).

Table 1: Community Need Summary – Accountability, Initiatives

#	Initiative	Description	Year(s)	FTE impacts in 2021	Budget Impacts in 2021
5b-5	CAMS Lifecycle Costing	Develop policy and procedure to embed lifecycle assessments within the asset's lifecycle (i.e. business case analysis)	2021-2022	-	Included in Provisional Budget
15a-1	Commission Review	Review of CRD's 60+ Commissions and Committees in areas of governance, authority, record collection and FOI compliance and administrative support	2020 – 2021	-	Already funded

#	Initiative	Description	Year(s)	FTE impacts in 2021	Budget Impacts in 2021
15b-2	Financial Services Treasury Analyst	New position to enhance management of investment and debt portfolio	2021	1.0	Included in Provisional Budget
15b-2	Financial Services Support	Financial Services support for Electoral Areas and Planning & Protective Services	2021	1.0 Term Conversion 1.0 Auxiliary Conversion	Included in Provisional Budget
15c-1.2	Facilities Management Worker Formalization	Facility maintenance and operations duties	2021	1.0 Ongoing	Included in Provisional Budget
15c-1.3	Diversity, Inclusion and Organizational Development and Alignment	Delivery of the multi-faceted Organizational Development Plan and related strategies	2021	1.0 Ongoing	Included in Provisional Budget
15d-1.2	Graphic Standards Update	Development of updated graphic standards package and alignment with the CRD's Statement of Reconciliation	2021	-	Included in Provisional Budget
15f-1.3	Facilities Management Centralization Strategy	Creation of new Project Coordinator position to support low and medium level complexity project for Facilities Management, primarily for VIHA projects	2021	1.0 Ongoing	Included in Provisional Budget
15f-1.4	Hartland Scales and PerfectMind Applications Support	Enhanced IT support for two key applications used by Landfill and Recreation services	2021	1.0 Ongoing	Included in Provisional Budget
15f-1.5	Mobile Maintenance Workorder Platform Support	IT ongoing support and development of mobile workorders for mobile workers	2021	1.0 Ongoing	Included in Provisional Budget

#	Initiative	Description	Year(s)	FTE impacts in 2021	Budget Impacts in 2021
15f-1.6	Electronic Signatures	Pilot the use of electronic signature software to approve, track and execute Real Estate licenses, leases and agreements	2021	-	Included in Provisional Budget
15f-1.7	Microsoft Office 365	Migration to Microsoft Office 365 Cloud	2021	-	Included in Provisional Budget
15f-1.9	IWS Infrastructure Resilience Support	Enhanced IT support for seven Integrated Water Services initiatives to address gap	2021	1.0 <sup>Ongoing</sup>	Included in Provisional Budget
15f-1.13	Staffing Initiative	Staffing Initiative for Financial Services, Information Technology & GIS and Human Resources and Corporate Safety	2021	5.7 <sup>Ongoing</sup>	Included in Provisional Budget

Blue highlighted areas are initiatives that directly address a Board Priority.

### **Initiatives**

#### 5b-5 – Corporate Asset Management Strategy (CAMS) Lifecycle Costing

Based on the context, decision-making tools come in different forms and utilize different sets of criteria. But, one universal criterion used is Lifecycle Costing Analysis, which belongs to a family of Lifecycle Assessments (LCA). There are four types of impact analysis under the LCA: Lifecycle Environment, Social, Economic and Costing. As an example, business cases are developed for all CRD capital projects. Lifecycle Costing Analysis, as an industry practice, assesses the whole lifecycle cost of an asset in order to support effective decision-making. The CRD Corporate Asset Management Strategy identified the need to facilitate such analysis along with analysing environmental, social and economic impacts as part of the CRD’s business case development and decision-making.

Implementing a Lifecycle Assessment policy would advance the Advocacy, Governance & Accountability Board Priority by improving the transparency of CRD decision-making processes. This initiative entails chartering a team that includes a local University and a consultant for 2021-2022 to assist the Asset Management division in incorporating industry-based standards and best practice and implementation through a pilot project. Through this initiative, we will seek to develop a policy, procedures, templates and process workflows to embed lifecycle assessment in the CRD’s decision-making towards a sustainable service delivery. The initiative will also provide internal training for divisions within the CRD as well as sharing the knowledge gained within the asset management community of practice groups regionally and provincially. The additional

workload will be absorbed within the existing Asset Management division staffing capacity, with support from colleagues across the organization.

#### 15a-1 – Commission Review

The CRD has over 60 commissions and committees that assist in the governance and operational guidance of many services. Their structure, decision-making and governance models have evolved significantly over the last 50 years of operations due to changing bylaws and practices. Improving consistency across these decision-making tables will advance the Advocacy, Governance & Accountability Board priority by increasing coordination and transparency. This initiative will seek to review all of the commissions and committees in the areas of governance, authority, record collection and FOI compliance, administration and adherence to CRD policy. The objective is to identify and address inconsistencies and gaps by creating plans to move commissions and committees towards models of ideal governance and administration.

This one-time initiative was initially approved by the CRD Board for implementation in 2020 but was later deferred as a result of COVID-19. The funding has already been secured from the operating reserves and no additional resources are requested this year.

#### 15b-1 – Financial Services Treasury Analyst

The Treasury function manages a growing investment and debt portfolio on behalf of the 200+ CRD services, the CRHD and the CRHC. The annual investment and debt portfolio are worth around \$250M and \$450m, respectively. An active portfolio management strategy has shown that value can be generated through the optimization of interest costs and income, internal interest framework and cashflow management.

To date, the work has been delivered by existing resources and within approved service levels. However, the increasing complexity of operations and largely manual nature of activities performed, there is a need for an increase in the staffing complement to address gaps in existing processes and continue to optimize value creation interest income and interest costs. This initiative seeks to increase the staffing complement in Financial Services by one ongoing position, the cost of which will be recovered through the CRD interest income on cash investments. This initiative advances the Advocacy, Governance and Accountability Board priority by promoting sustainable budgets through innovation, good governance and accountability.

#### 15b-2 – Financial Services Support for Local Services/PPS

The Financial Services division supports three Electoral Areas, as well as Planning and Protective Services (PPS) by assisting and interacting with a range of stakeholders and local services committees and commissions. The role of the service has been to provide financial planning, reporting, controls and administration for the Electoral Areas. However, in recent years, the division has experienced increased demand for more responsive and dynamic financial advisory activities, including financial advice and insight on a greater range of policies, procedures, guidelines and processes.

This initiative seeks to increase the staffing capacity in the Financial Services team to ensure that the Electoral Areas Directors, operational managers, committee and commission volunteers and the community continue to have access to appropriate levels of financial due diligence and control. Doing so would contribute to the Advocacy, Governance & Accountability Board Priority by reflecting the unique needs and governance of each Electoral Area.

The current team complement is made up of a manager supported by two analysts (one ongoing and one auxiliary term position). This initiative seeks to convert the existing term position to ongoing and convert existing term auxiliary position to a permanent position (ongoing) bringing the total up to two analysts. Recruitment of the additional position is expected to be completed in Q1 2021.

#### 15c-1.2 – Facilities Management Worker Formalization

The Facilities Management division manages around 12 locations, providing facilities management and maintenance support to all CRD departments, including locations in the Electoral Areas. This initiative seeks to convert an existing facilities and maintenance operations position into an ongoing position. This position has enabled the team to reduce the amount of deferred maintenance work, resulting in an overall betterment of the condition of CRD facilities, and reduce dependence on contracted services. The position charges-out labour cost for various maintenance services to other divisions.

#### 15c-1.3 – Diversity, Inclusion and Organizational Development and Alignment

The CRD Organizational Development Plan (ODP) supports organizational capacity and resilience. This multi-faceted program of work is now in its fourth year of implementation. To move to the next phase, this initiative seeks to create a new position to lead a program to build internal understanding of and staff engagement with the CRD's organizational priorities, cultural traits and ODP goals. The resource, which will be added to the Human Resource & Corporate Safety division staffing complement, will manage, coordinate and execute this program with a focus on diversity and inclusion, performance management and strategic workforce planning.

#### 15d-1.2 – Graphic Standards Update

The existing CRD graphic standards package was developed in 2007 and has been successfully used since across a range of digital and printed materials. In recent years, a shift from print to digital has significantly changed the way the CRD develops materials and how they are distributed and viewed. In addition, there is an opportunity to align our corporate materials with the CRD's Statement of Reconciliation by acknowledging the connection between Indigenous Peoples and these lands and waters.

The update to the corporate graphic standards guide will include updated information on the CRD brand, including new standards for typography and palette for digital use, as well as updated templates. The cost of the contract for this work in 2021 will be recovered from operating surplus.

#### 15f-1.3 – Facilities Management Centralization Strategy

The Facilities Management & Engineering Services division provides project management services for low to medium complexity projects at four health units leased to the Vancouver Island Health Authority (VIHA) as part of an existing operating agreement. In order to maintain the facilities to industry standards and respond to new facility requests in a timely manner, additional staffing capacity is required in the division.

This initiative seeks to create a new ongoing position to provide project coordination and oversight support for the VIHA-leased facilities. The cost of this initiative will be recovered through VIHA.

#### 15f-1.4 – Hartland Scales and PerfectMind Applications Support

Two automated scales have been implemented at Hartland depot (installed in 2004 and 2020 respectively) to facilitate operations. Separately in 2014, a new recreation management system

(PerfectMind) was deployed to all three recreation centres (Panorama, SEAPARC and Salt Spring Island) and Regional Parks. New technology solutions will often add new levels of sophistication and increased complexity.

The introduction of these new systems created a steady growth in demand for support from Information Technology & GIS (IT&GIS) specialists. While the division has been able to absorb the additional demand for a number of years, the volume of work hours is no longer sustainable, so this initiative seeks to increase the staffing complement in IT&GIS by creating one new position. The new position will ensure that the necessary level of support is maintained for these operationally critical systems.

#### 15f-1.5 – Mobile Maintenance Workorder Platform Support

Mobile workorders were developed and implemented in 2002 to support Integrated Water Services. Since then, IT&GIS have continued to develop, implement, expand, and support the system. The total number of users has since increased threefold and the number of data retrievals performed by users has increased from 8,600 to almost 20,000 annually. The system is now also used by Regional Housing and the Core Area Wastewater Treatment Program to support their work.

While the division has been able to absorb the additional demand for a number of years, the volume of work required to support the system is no longer sustainable; this initiative seeks to increase the staffing complement in IT&GIS by creating one new position. The new position will focus on a range of functions to maintain and enhance the service levels provided.

#### 15f-1.6 – Electronic Signatures

An opportunity has been identified to improve the efficiency and effectiveness of the approval, execution and tracking of documents in the organization by switching from paper-based to software-based processes. This would contribute towards the corporate objective of enhancing systems and policies to respond to evolving best practices, adhere to legislative requirements and provide efficient and accessible customer service.

This initiative proposes to pilot an e-signature software in the Real Estate division. Currently, the division circulates over 200 documents per year for review and signature. The pilot would test the use of e-signatures for licenses, leases and agreements and seek to assess impact on efficiency, effectiveness, tracking transparency and management of documents. If successful, the pilot would inform future CRD policy regarding the use of e-signature software for document approvals.

#### 15f-1.7 – Microsoft Office 365

A number of Microsoft Office applications used by the CRD are nearing end of life with Microsoft discontinuing support and security updates. The latest version of the applications reside in the Microsoft Azure Cloud, requiring a migration and upgrade project. The CRD currently provides only one application through Azure (MS Teams). This application was deployed during the COVID-19 pandemic to facilitate remote collaboration.

This initiative seeks to increase the annual operating cost relating to data storage and back-up to enable the migration of the remaining Microsoft Office applications to the Microsoft Azure Cloud and upgrade to Microsoft Office 365. Doing so would deliver a number of benefits, including enhanced cyber security, reliability, and compliance with industry regulations. It will also improve the email system back-up performance and reduce reliance on servers in the CRD data centre,

which are now beyond their operational end of life. Any additional workload resulting from this will be absorbed by the IT&GIS division.

15f-1.9 – IWS Infrastructure Resilience Support

The complexity of the IT needs from the Integrated and Water Services department has grown significantly. A review of the workload has identified a support gap across seven key initiatives. A number of these initiatives are to replace and update aging infrastructure across the water distribution system including more than 20,000 bulk and in-ground water meters. To ensure the technical expertise is available to guide and support these significant, multi-year asset replacement programs, this initiative seeks to increase the IT&GIS staffing complement by creating one new ongoing position.

15f-1.13 – Staffing Initiative

The CRD is proposing to progress 35 delivery initiatives in 2021 to advance the Community Need target outcomes. The cumulative impact of these initiatives on support divisions will be significant. In order to address the pressure this additional workload will bring, and maintain an adequate service level, this initiative seeks to create new positions as follows:

- 2.2 regular positions in Financial Services divisions in support of transaction volumes in payroll, accounts payable, accounts receivable and to support revenue generating system interfaces.
- 2.5 regular positions in IT&GIS division
- 1.0 regular position in Human Resources & Corporate Safety division

The cost of these positions will be recovered through corporate allocations.

**CONCLUSION**

Staff have been progressing initiatives and actions identified in the Corporate Plan, including Board Priorities. The Board determines resourcing through its annual review and approval of financial plans. As per previous years, to support the Board’s decision-making, staff are providing recommendations on funding, timing and service levels through the service and financial planning processes.

**RECOMMENDATION**

The Governance and Finance Committee recommends to the Capital Regional District Board: That Appendix A Community Need Summary – Accountability be approved as presented and advanced to the October 28, 2020 provisional budget review process.

Submitted by:	Nelson Chan, MBA, CPA, CMA, Chief Financial Officer
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

**ATTACHMENT(S)**

- Appendix A: Community Need Summary – Accountability
- Appendix B: Accountability – Initiatives Progress Report



### Accountability

#### Strategy

##### Target Outcome

We envision being leaders in organizational performance, transparency and service delivery

##### Strategic Context

###### Strategies

- [Organizational Development Plan](#)
- [Corporate Asset Management Strategy](#)
- [2019-2022 Corporate Plan](#)
- [Advocacy Strategy](#)
- [Corporate Climate Action Strategy](#)
- [Regional Climate Action Strategy](#)

###### Trends, risks and issues

###### COVID-19

- COVID-19 is impacting how the organization communicates, meets and collaborates. It is expected that these impacts will continue to be felt into the coming year.
- Consultation and engagement processes are adapting, meetings are migrating to an electronic format, and along with the growing demand for more diverse options to meet and engage with staff and elected/appointed officials (including with new participants, such as First Nations), COVID-19 has accelerated the move towards digital collaboration tools. This has increased demand for audio-visual support, collaboration solutions, staff training, etc. which have drawn from existing staffing capacity in the Legislative Services division and the Information Technology & GIS (IT&GIS) division.
- The pandemic has resulted in an increase in external grant programs. The CRD is being tactical in its approach to grant submissions to ensure equitable opportunities are made available across service areas and that the most critical projects are put forward for submission.

###### A modern organization

- The CRD continues its efforts to modernize its infrastructure, assets and processes/policies.
- The corporate records management program framework identifies measures to respond to increasingly complex information access requests, investigations, legal matters and disaster recovery events with increased investments over several years.

## 2021 Summary

- The organization is subject to a stream of known and unknown threats which can impact IT systems and business operations. We have invested in a number of cyber security measures based on audit recommendations and continue to monitor risks.
- The CRD has over 70 commissions, committees and contribution services that assist in the governance and operational guidance of many CRD services. A comprehensive review of governance, mandate and adherence to policy and processes is needed to ensure consistency and improve service efficiency.
- We also continue to modernize our approach and materials to adapt to the shift from print to digital communication channels.
- The CRD is developing Sustainable Service Delivery Plans (SSDPs) for around 70 services in line with the Corporate Asset Management Strategy. These plans are becoming more commonplace in Canada, with grant funding providers increasingly making it a requirement to be considered for funding. Developing and maintaining SSDPs involves large amounts of effort and specialized expertise. Internal and external resources are being evaluated to ensure good progress is made.

### **Demand for Corporate Support Services**

- Information Technology continues to experience high demand for technology services and solutions focused on the growth and complexity of the organization. Solutions for: workforce management, budgeting, reporting, analytics, dashboards, data modelling, application development and systems implementations such as systems to manage increased Mobile Information access, Asset Management, Maintenance Management and Asset Retirement functionality. Increased staff turnover creates an ongoing high demand for staff onboarding and training. These coupled with the pace of technological change is putting service delivery under pressure.
- There is also growing demand for services across financial functions, financial reporting, analytics, and application interface. Further investment in report modelling, application development and staffing capacity will be required in future in order to keep pace. The Financial Services division is also seeing higher demand in Electoral Areas for enhanced levels of service. More advisory services are required for financial management policies, procedures, guidelines and processes.
- The growth in corporate scale and complexity is also placing pressure on cashflow and treasury activities, requiring investment in more planning and analytics. Finally, the required implementation of PSAB3280 Asset Retirement Obligations has increased pressure on existing financial services staff in accounting, budgeting and reporting to meet existing ongoing service levels.
- Corporate growth in the Housing Department and the Regional Housing First program are increasing pressure on Legal Services staff to support contracting, procurement process, mortgage and housing agreements and tenant management issues. Additional legal staff may be required in 2022 to maintain core service levels.
- The number of information requests under FOIPPA, as well as the complexity of requests, continue to increase year over year driving more demand for Information Services support.

# Community Need



## 2021 Summary

### People

- Changing workplace and society demographics have significant impact on the nature of Human Resource programs. There are a number of trends impacting the CRD including: significant workplace retirements, more employee transitional/family needs, acceleration of workplace and technological change, shifting economic conditions, COVID-19, doing-more-with-less, and an increased reliance on employee goodwill. Enhanced efforts in organizational design, absence management, workforce and succession planning, recruitment and retention, and learning and development will be paramount to ensure the continued success of the organization. We are addressing these multifaceted impacts through the Organizational Development Plan and subsequent implementation strategies, which include diversity & inclusion, performance management and strategic workforce planning.
- The shortage and cost of skilled IT resources is directly impacting the division’s ability to hire and retain skilled employees. Skilled workers are looking for higher pay while existing current employees leave the organization for higher pay and better benefits. These issues coupled with the aforementioned accelerated rate of technological change continues to place pressure on IT&GIS’s ability to deliver solutions.

### Services

Core Services Levels	
Service	Levels
<p><b>Executive Services</b></p> <p>Includes the Office of the CAO and Executive Administration, Corporate Communications and Human Resources. Under the direction of the CAO, Executive Services</p>	<ul style="list-style-type: none"> <li>• Provide overall management of CRD departments and programs, foster relationships and submit recommendations and progress reporting to the Board</li> </ul>
<p><b>Corporate Communications</b></p> <p>Develops communications strategies and systems for effective communications with external and internal audiences. The division is responsible for developing and applying communication guidelines and tools, as well as strategy and advice in alignment with Board, corporate and service area priorities. Also responsible for developing tools and techniques to foster engagement, ensuring that the public has access to accurate, timely and consistent information.</p>	<ul style="list-style-type: none"> <li>• Board communication support (agendas, priorities, programs and overall information to support public understanding of organization)</li> <li>• Create and update corporate documents and website content (e.g. reports, dashboards, progress updates); provide guidance on survey approaches for service areas</li> <li>• Media strategy and relations.</li> <li>• Coordinate advertising buys and social media strategy</li> <li>• Internal communications framework and implementation; maintain CRD Central intranet</li> </ul>

Core Services Levels	
Service	Levels
	<ul style="list-style-type: none"> <li>• Establish communication protocols and training for the organization that lead to efficiency, alignment and best practise</li> <li>• Provide creative direction for print, online, video and event communications</li> </ul>
<p><b>Human Resources and Corporate Safety</b></p> <p>Provides professional in-house services to all departments and divisions for a multi-faceted inside and outside workforce. The Human Resource generalists and Corporate Occupational Health and Safety specialists support strong relationships between employees and managers, provide a one-stop HR shop with the information, tools, advice and support needed to align individual and organizational success and ensure a healthy and safe workplace and workforce.</p>	<ul style="list-style-type: none"> <li>• Employment relations, including over 300 job opportunities, labour relations for two unions, and HRIS management and reporting for over 1,100 employees and 1,400 volunteers</li> <li>• Occupational health and safety, corporate wellness and benefits, and disability management</li> <li>• Development and administration of over 80 personnel policies and corporate safe work practices.</li> <li>• Developing and delivering corporate learning and development programs (600+ participants annually)</li> <li>• Delivering impactful stay-at-work/return-to-work disability management activities, ensuring impactful and meaningful employee engagement and absenteeism below industry norms</li> </ul>
<p><b>Financial Services</b></p> <p>Financial Services provides guidance on the overall financial stability of the organisation and is responsible for the organisation's adherence to the legislated framework governing financial administration in local government.</p> <ul style="list-style-type: none"> <li>• Financial Planning</li> <li>• Financial Accounting and Reporting</li> <li>• Revenues (taxes and fees)</li> <li>• Disbursements (Inc. Payroll)</li> <li>• Corporate Finance Decision Support</li> <li>• Treasury and Banking</li> <li>• Financial Systems</li> <li>• Procurement (IWS)</li> </ul>	<ul style="list-style-type: none"> <li>• Annual budget processing for over 200 services (Q1) and annual financial statements approved and delivered (Q2); quarterly operating and capital variance monitoring</li> <li>• Daily transaction processing and monthly reports delivered for over 200 services with combined operating budget of \$370M (2020 Budget)</li> <li>• Annual Requisitions, user fees, parcel taxes and payments in lieu of approx. \$280M</li> <li>• Daily cash management review and investments (\$190M in net working capital and \$160M on reserve)</li> <li>• Manage semi-annual long term financing bylaws &amp; debt issues (CRD &amp; municipal debt of \$350M and principal payments \$65M)</li> </ul>

Core Services Levels	
Service	Levels
<ul style="list-style-type: none"> <li>Corporate-wide administrative services, such as printing and internal interoffice mail</li> </ul>	<ul style="list-style-type: none"> <li>Biweekly payroll processing, reporting for 1,250 employees totaling \$76M in four employee groups</li> <li>Weekly cheque and EFT runs produce 14,000 vendor payments a year</li> <li>Process on average four periodic updates to the financial system for legislative and financial system upgrades</li> <li>Monthly and quarterly billing and collections for 25,000 water billing customers.</li> <li>Develop banking services for CRD (transactions flow through 35 bank accounts a year); monthly reconciliation of all bank accounts for 6,000 banking transactions and integration of over 130,000 transactions a year</li> <li>Procurement of approx. 100 water services RFPs, RFQs, tenders &amp; contracts annually</li> <li>Print shop production of high volume of customer billings/other material and daily internal mail &amp; courier service to 15 CRD offices</li> </ul>
<p><b>Information Technology and GIS Services (IT&amp;GIS)</b></p> <p>Comprised of a team of IT professionals who provide a wide variety of technology services, systems, and tools to all CRD Departments, the public and the Board.</p> <ul style="list-style-type: none"> <li>Corporate-wide communications systems (voice, data and radio)</li> <li>Corporate Website</li> <li>Board and Committee meeting management</li> <li>Asset and Maintenance Management</li> <li>Financial Systems, payroll, and HR</li> <li>Corporate-wide Cyber Security Program</li> <li>Equipment purchasing and maintenance</li> <li>Project Management</li> </ul>	<ul style="list-style-type: none"> <li>Manage the technology infrastructure for 30 sites across the CRD, including 1,000 computers, 600 smartphones, 300 servers and 24 phone systems</li> <li>Annual hardware and software procurement</li> <li>Manage procurement of GIS orthophotography and lidar imagery for 23 partners across the Capital Region</li> <li>Produce and support processing 200,000 utility bills annually, generating approximately \$22M</li> <li>Support the Hartland Landfill automated scales, processing 140,000 tonnes of garbage generating \$16M annually</li> <li>Provide daily operational and technical support for Tempest system, providing for the management of bylaws, building inspection, planning, zoning, and dog licensing, generating approximately \$1.25M annually</li> </ul>

Core Services Levels	
Service	Levels
<ul style="list-style-type: none"> <li>• Geographic Information Services</li> <li>• Orthophotography and lidar data</li> <li>• Reporting and data analytics</li> <li>• Application development</li> <li>• Utility billing (water and sewer)</li> </ul>	<ul style="list-style-type: none"> <li>• Provide daily operational and technical support for PerfectMind Recreation Management System for three Recreation Centres and Regional Parks generating approximately \$14.5M annually</li> <li>• Produce and process approximately 30,000 maintenance workorders annually for Housing, Integrated Water, and Facilities Management</li> <li>• Management of Project System which processes annually \$400M in capital projects</li> <li>• Provide project management and technology solutions for approx. 200 projects to address changing and emerging business needs</li> <li>• Develop, implement, and support a corporate Enterprise Asset Management system, providing management and planning capabilities for \$1.5B in CRD assets</li> </ul>
<p><b>Asset &amp; Grants Management</b></p> <p>Provides professional advice and expertise to having a sustainable service delivery.</p> <p>Manages the organization’s grants portfolio.</p>	<ul style="list-style-type: none"> <li>• Develop and advise on corporate asset management strategies, plans, standards and procedures</li> <li>• Provide advice/expert guidance for developing SSDPs</li> <li>• Provide standard methodologies to define service levels, set goals and key performance indicators, develop asset registries, risk assessments, criticality assessments, capital project prioritization, asset management maturity assessments, capital planning, project management and reliability-centered design, operations, and maintenance</li> <li>• Manage the Community Works Fund and Grants-in-Aid Fund (internal CRD grant programs for the Electoral Areas)</li> <li>• Manage the organization’s external grants portfolio by notifying CRD services of available grant programs, providing advice on grant application and producing monthly grant update staff reports to the Board.</li> <li>• Received over \$500M in grant funding from senior levels of government since 2014.</li> </ul>

Core Services Levels	
Service	Levels
<p><b>Information Services</b></p> <p>Guides and supports the organization to effectively manage and use its valuable information resources to meet legislative and statutory requirements, legal obligations, business needs &amp; strategic goals and for historical reference. Develops and administers the corporate records and privacy management programs. Administers information access requests and other legal matters under FOIPPA.</p>	<ul style="list-style-type: none"> <li>• Corporate records and privacy management program administration including: policies, systems, processes, procedures, advice &amp; support for managing records, metadata and personal information according to legal, business/technical requirements and industry standards</li> <li>• Conduct records inventories &amp; appraisals and develop lifecycle management plan for all records to ensure timely and effective management</li> <li>• Process more than 130 FOI requests annually and respond to complaints or matters involving the Office of the Privacy Commissioner, under FOIPPA</li> <li>• Conduct Privacy Impact Assessments reviews and provide advice &amp; recommendation</li> <li>• Conduct mandatory corporate training for all staff</li> </ul>
<p><b>Legal Services</b></p> <p>Provides professional advice and expertise related to bylaws, contracts, agreements, procurement, legislative compliance and all legal matters.</p>	<ul style="list-style-type: none"> <li>• Bylaw drafting and review, including supervision of outside counsel when required</li> <li>• Manage governance changes and advise on legislative and statutory interpretation</li> <li>• Manage policy development to ensure compliance with policy framework and modern principles of policy development</li> <li>• Staff training in procurement, policy, and contract and bylaw drafting</li> <li>• Manage and litigate commercial, administrative, and public law claims relating to CRD, CRHD and CRHC</li> <li>• Advise on ticket enforcement, bylaw application, regulatory compliance, real estate matters, building inspection, and other areas</li> <li>• Report quarterly on contracts and procurement trends at the CRD</li> <li>• Draft, review and approve more than 600 agreements per year, and respond to more than 1,500 inquiries for legal advice</li> </ul>

Core Services Levels	
Service	Levels
<p><b>Legislative Services</b> Provides professional advice and expertise related to meetings, parliamentary procedure, internal and external appointments, legislative requirements and processes, and elector approval processes.</p>	<ul style="list-style-type: none"> <li>• Administrative and legislative support to the three CRD Boards, eight standing committees, and more than 70 committees and commissions</li> <li>• Publish agendas and record minutes for approximately 150 open and closed meetings annually for the three CRD Boards and nine Standing Committees</li> <li>• Facilitate over 200 delegations from residents and organizations who wish to speak at CRD Board or Committee meetings</li> <li>• Conduct elections and assent processes</li> <li>• Process approximately 70 bylaws annually for adoption and manage the administration of bylaws including referrals for provincial approval</li> <li>• Coordinate over 120 appointments annually to CRD committees and commissions</li> <li>• Conduct training for commission members, meeting chairs, and staff on parliamentary procedure</li> <li>• Annually review and distribute over 1100 pieces of correspondence addressed to the CRD Board</li> </ul>
<p><b>Risk &amp; Insurance</b> Provides professional advice and expertise related to liability, risk management, business continuity and insurance procurement on behalf of the CRD.</p>	<ul style="list-style-type: none"> <li>• Manage risks and reporting out through the Corporate Risk Registry on a semi-annual basis</li> <li>• Binding insurance for property loss for \$650M worth of assets, liability coverage for internal and external claims, and course of construction coverage for capital project</li> <li>• Oversee and maintain volunteer insurance program</li> <li>• Business Continuity Planning for all CRD services</li> <li>• Investigate and adjudicate minor claims submitted against the CRD, and manage litigated claims including instructing external counsel</li> <li>• Review contracts and agreements for risk and insurance considerations</li> </ul>



Core Services Levels	
Service	Levels
<p><b>Real Estate Services</b></p> <p>Provides professional advice and expertise related to the strategic management of the CRD's real estate portfolio including the acquisition and disposal of property, registering CRD rights on properties, and property management services.</p>	<ul style="list-style-type: none"> <li>• Manage the real estate portfolio and property management services across the organization</li> <li>• Manage and complete due diligence for acquisitions and dispositions of property for: Regional Parks, Housing (CRHC), Hospitals (CRHD), Hartland Landfill, Community Parks, Small Craft Harbours, Communications Towers and Integrated Water Services.</li> <li>• Co-ordinate the internal review and response to 3<sup>rd</sup> party referrals submitted to the CRD</li> <li>• Manage corporate land and land agreement data both tabular and spatial</li> <li>• Co-ordinate, complete and manage leases, licenses, permits, and land-use applications.</li> <li>• Oversee the completion and registration of approximately 150 new covenants and statutory right-of-way annually in favour of CRD.</li> <li>• Conduct land research and due diligence to support corporate initiatives and decisions.</li> </ul>
<p><b>Facilities Management (FM)</b></p> <p>Delivers comprehensive FM services to corporate facilities to all CRD departments. FM provides support for Facilities Master Planning, SSDPs, Energy Management, and Space Planning, and provides the following services:</p> <ul style="list-style-type: none"> <li>• Project Management</li> <li>• Condition Assessments</li> <li>• Security</li> <li>• Operations &amp; Maintenance Planning</li> </ul> <p>Team of specialized maintenance technicians, project coordinators and tradespersons who ensure CRD facilities are performing optimally and are safe and comfortable for CRD staff and public.</p>	<ul style="list-style-type: none"> <li>• FM directly manages approx. 12 locations and provides FM support services to all CRD departments in 10 locations</li> <li>• Procure multi-year facility/building management service contracts for facilities; support other departments to ensure service contracts align with corporate standards (manage approx. 75 contracts of varying complexities)</li> <li>• Process approx. 3,500 work orders annually for preventative and corrective maintenance</li> <li>• Administer regulatory requirements for CRD facilities; this program includes fire safety, elevators, boilers, emergency generators, roof anchors and back flow preventers</li> <li>• Deliver 25 capital projects (\$1.5M) annually as well as numerous maintenance projects; provide Project</li> </ul>

# Community Need



## 2021 Summary

Core Services Levels	
Service	Levels
FM's portfolio is continually growing. Managed assets consist of leased and owned facilities valued at approx. \$80M.	Management services for facility projects to other CRD departments

Initiatives					
Ref	Initiative	Description	Year(s)	Status	2021 impacts
5b-5	CAMS Lifecycle Costing	Develop policy and procedure relating to the utilization of lifecycle assessment in options considered in business cases	2021 – 2022	NEW Not started	Included in provisional budget
15a-1	Commission Review	Review of CRD's 60+ Commissions and Committees in areas of governance, authority, record collection and FOI compliance and administrative support	2020 – 2021	NEW In progress	Included in provisional budget
15b-1	Financial Services Treasury Position	Create position responsible for growing investment and debt portfolio on behalf of 200+ CRD Services	2021	NEW Not started	1.0 Ongoing Included in provisional budget
15b-2	Financial Services Support for Local Services/PPS	Increase Financial Services staff complement to support growing Electoral Area requirements for responsive and dynamic financial advisory support	2021	NEW Not started	1.0 Term conversion 1.0 Ongoing
15c-1.2	Facilities Management Worker Formalization	Formalizing the status of an existing position to support facility maintenance and operations duties	2021	NEW Not started	1.0 Ongoing Included in provisional budget

Initiatives					
Ref	Initiative	Description	Year(s)	Status	2021 impacts
15c-1.3	Diversity, Inclusion and Organizational Development and Alignment	Create position to deliver integrated diversity and inclusion initiatives under the multi-faceted Organizational Development Plan	2021	NEW Not started	1.0 Ongoing Included in provisional budget
15d-1.2	Graphic Standards Update	Update to graphic standards package to reflect shift from print to digital and include First Nations elements in the CRD brand	2021	NEW Not started	Included in provisional budget
15f-1.0	Systems + Policies Bylaw Management System	Enhance systems & policies to respond to evolving best practices, adhere to legislative requirements & provide efficient & accessible customer service	2020 - 2021	In progress	Already funded
15f-1.1	Contract Database + E-Approvals	Create an agreement database and e-approvals process	2020	Development completed and system testing is underway.	Already funded
15f-1.3	Systems + Policies EDRMS	Modernize CRD records management program framework of policies, systems & practices to support electronic records management	2020 – 2025	In progress. Selection of EDRMS moved to 2021-2022	Funding earmarked through reserves
15f-1.3	Facilities Management Centralization Strategy	Creation of new Project Coordinator position to support low and medium level complexity project for Facilities Management, primarily for VIHA projects	2021	NEW Not started	1.0 Ongoing Included in provisional budget

Initiatives					
Ref	Initiative	Description	Year(s)	Status	2021 impacts
15f-1.4	Support for Hartland Scales and PerfectMind	Create new position to provide technical support for the Hartland Landfill scales, Recreation facilities and Regional Parks	2021	NEW Not started	1.0 Ongoing Included in provisional budget
15f-1.5	Mobile Maintenance Workorder Platform Support	Create new position to provide technical support for mobile workorders users, including Regional Housing and CAWTP	2021	NEW Not started	1.0 Ongoing Included in provisional budget
15f-1.6	Electronic Signatures	Pilot the use of electronic signature software to approve, track and execute Real Estate licenses, leases and agreements	2021	NEW Not started	Included in provisional budget
15f-1.7	Systems + Policies – Toolkits	Enhance systems & policies to respond to evolving best practices, adhere to legislative requirements & provide efficient & accessible customer service	2020 - 2021	In progress	Already funded
15f-1.7	Microsoft Office 365	Migration of a number of Microsoft Office applications to the Azure Cloud	2020	NEW Not started	Included in provisional budget
15f-1.8	Systems + Policies – Website Upgrade	Enhance systems & policies to respond to evolving best practices, adhere to legislative requirements & provide efficient & accessible customer service	2022	Postponed	Already funded

Initiatives					
Ref	Initiative	Description	Year(s)	Status	2021 impacts
15f-1.9	IWS Infrastructure Resilience Support	Create a new position to provide day-to-day technical support to Integrated Water Services and support for asset replacement programmes	2021	NEW Not started	1.0 Ongoing Included in provisional budget
15f-1.10	Systems + Policies – Mobile GIS *	Regional Parks Mobile GIS Program	2020 - 2021	In progress	
15f-1.13	Staffing Initiative	Staffing Initiative for Financial Services, Information Technology & GIS and Human Resources and Corporate Safety	2021	Not started	5.7 Ongoing Included in provisional budget

\*New – Initiatives not in the 2019-2022 Corporate Plan

### Initiative approved in prior years which have now been delivered or absorbed in Core Services:

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• 15a-1 – EA Strategy and Operations</li> <li>• 15b-1 – Triple-Bottom-Line (TBL) Budgeting</li> <li>• 15b-2 – Asset Management and Risk Analysis</li> <li>• 15c-2 – SGI-CRD Liaisons</li> <li>• 15d-1 – Service Planning and KPIs</li> <li>• 15e-1 – Partnership Directory</li> </ul> | <p>Systems + Policies initiatives:</p> <ul style="list-style-type: none"> <li>• 15f-1.4 – HR + Corporate Safety Systems</li> <li>• 15f-1.5 – Rise + Report Tracking System</li> <li>• 15f-1.6 – Signage</li> <li>• 15f-1.9 – IWS Record Management – SAP Development *</li> <li>• 15f-1.11 – Information Security Program*</li> </ul> |
|--|---|

## Business Model

Funding
<p><b>Who contributes</b></p> <ul style="list-style-type: none"> <li>• Varies per services</li> </ul>
<p><b>Funding Sources</b></p> <ul style="list-style-type: none"> <li>• Allocations, Requisitions &amp; Grants</li> </ul>

### Reporting Structure

- [Governance & Finance Committee](#)

### Community Need Key Performance Indicator (KPI)

Definition and Source	2019 Actual	2020 Forecast	2021 Target
<p><b>Metric 1: Organizational Transparency</b></p> <p><b>Definition and source:</b> total annual number of unique visits to the crd.bc.ca site; data retrieved from Google Analytics</p>	1.8M	2.3M	2.5M
<p><b>Metric 2: Communication Campaigns Reach</b></p> <p><b>Definition and source:</b> percentage of planned media outreach resulting in coverage by outlets (print/radio/television/web/social); data from CRD Corporate Communications</p>	74%	76%	76%
<p><b>Metric 3: Workforce Engagement</b></p> <p><b>Definition and source:</b></p> <p>(A) <b>Employee Turnover:</b> total number of CRD staff (regular) that have left their employment with us as a percentage of the regular staff pool; data retrieved from corporate enterprise resource planning system</p> <p>(B) <b>Unplanned Absenteeism:</b> percentage of working time missed as a result of CRD staff (regular) unplanned absence (e.g. sick leave, emergency leave, other); data retrieved from corporate enterprise resource planning system</p>	<p>A: 9.2%</p> <p>B: 2.6%</p>	<p>A: 8.5%</p> <p>B: 4.0%*</p>	<p>A: 7-9%</p> <p>B: 3.5%</p>
<p><b>Metric 4: Board decision-making</b></p> <p><b>Definition and source:</b> total number of Staff Reports submitted to the three CRD Boards for direction (excludes information reports); data from CRD Legislative Services</p>	223	237	230

#### Discussion

#### Link to Target Outcome

- Transparency and reach performance indicators measure the reach of our organizational information and how engaged our audiences are with the information disseminated.

## 2021 Summary

- Workforce Engagement performance indicators measure the strength of the organization through the active engagement of employees, and assists in responding to changes in our external and internal environments through our Organizational Development Plan.
- The Board decision-making measure tracks the work of the three CRD boards.

### Discussion

- **Metric 1:** The CRD website is our most important transparency tool through which we make significant amounts of information available for the communities we serve about the services and programs we deliver as well as the decisions that are made for the benefit of the region. Year-on-year increases in website visits indicates higher awareness of the CRD and its work among the region. The most frequently visited parts of the website are: recycling information & schedules, online maps & GIS data, current job opportunities, pets for adoption, landfill hours and rates and recreation programs.
- **Metric 2:** Ensuring that the information disseminated reaches its intended audience is important. A high percentage indicates that our planned campaigns are addressing the topics that matter most to the capital region communities.
- **Metric 3:** Workforce engagement can be attributed to a number of influences, and is tracked through regular employee turnover and absenteeism. Industry norms suggest healthy turnover of 7-9%, and unplanned absenteeism under 3.5%. \*The current COVID-19 health pandemic is impacting absenteeism rates across the country and is being actively monitored to ensure essential service levels remain attained. In future, we will look to measure the total number of page views and employees using CRD Central to assess level of internal engagement.
- **Metric 4:** This measure is presented as an indicator of level of work undertaken by the three CRD Boards and engagement with services and initiatives delivery. Monitoring the level of work undertaken annually is useful, but setting a target would not be appropriate as the number of staff reports submitted is dependent upon many factors (e.g. progress made on existing projects and initiatives, new emerging strategic priorities and operating environment impacts, such as COVID-19). The metric excludes all staff reports submitted to Committees and any staff reports with a recommendation to receive for information.

### Accountability

Initiatives approved in 2020 Budget		
Ref	Initiative	Progress to date
15a-1	EA Strategy and Operations	<b>Planned for 2021</b> – develop a comprehensive strategy and operational review on the current rural regional district governance structure within the unique needs of Salt Spring Island.
15b-1	Triple-Bottom-Line (TBL) Budgeting	<b>Progressing</b> – Budgets are the result of the end-to-end planning business process which includes the Board Priorities, Community Needs, Corporate Plan and Service Plans. An overhaul of the business process was started in the 2019 planning cycle and continues through 2021. Staff will focus on prioritization and multi-criteria decision-making methodologies in the coming year. <b>Progressing</b> - Financial Services plans to complete a review of best practices in reserve balances for all services in 2021. This will include practices and policies from other local government and public sector organizations.
15b-2	Asset Management and Risk Analysis	<b>Progressing</b> – a corporate risk management framework has been established within the CRD. The processes involved around assessing risks have been embedded in the capital planning process to help service divisions in prioritizing resources.  A robust capital planning and risk analysis process must have a good set of asset information where the asset is broken down and recorded to an appropriate level. An Asset Componentization Guide (ACG) has been developed to standardize how large infrastructure will be broken down into individual components.  The infrastructure in the Core Area Wastewater Treatment Project applied the ACG and now has a robust set of asset information to enable a robust risk analysis process throughout the asset lifecycle (i.e. capital planning, operations and maintenance).  Maintenance of assets is as critical as maintaining asset information and development of a centralized asset registry within our enterprise system is in progress.



## Initiative Progress Report

Initiatives approved in 2020 Budget		
Ref	Initiative	Progress to date
15c-2	SGL-CRD Liaisons *	<b>Part of core services</b> – SGL Liaison program continues to facilitate community support and coordination on behalf of the CRD.
15d-1	Service Planning and KPIs	<b>Part of core services</b> – the 2021 Service Planning process will be completed by October 28, 2020 confirming the funding, timing of new initiatives and service levels for the CRD’s core services next year. This process is run annually in spring/summer and gathers the information necessary to assemble a provision budget.
15e-1	Partnership Directory	<b>Progressing</b> – Partnerships guidelines prepared, and existing formal partnerships captured in new directory. Next steps include developing standard templates for Letter of Understanding and Memorandum of Understanding which will be completed by 2021.
15f-1.0	Systems + Policies Bylaw Management System	<b>Progressing</b> – improvements have been made to identify repealed and withdrawn bylaws. Publishing to the website has been delayed pending sufficient staff capacity to undertake consolidation prior to publishing.
15f-1.1	Systems + Policies Contract Database + E-Approvals	<b>Progressing</b> – development completed and system testing is underway.
15f-1.3	Systems + Policies EDRMS	<b>Progressing</b> – Planning work is underway and recruitment of 1 FTE is complete. In 2021, the Records Classification Schedule (RCS) will be updated, EDRMS business requirements gathered and selection process started. 100k has been budgeted in 2021 from reserve funds. Implementation planned for 2022 onwards. Funding continues to be earmarked through reserves.
15f-1.4	Systems + Policies HR + Corporate Safety Systems	<b>Progressing</b> – This project has been expanded to include other HR required changes, these changes have been included in the proposal for a new HR Information System. HR will bring this request as a 2022 IBC budget item.
15f-1.5	Systems + Policies Rise + Report Tracking System	<b>Part of core services</b> – Rise and report webpage created and updated on a quarterly basis. Board highlights webpage created and updated following each Board meeting, includes an option to subscribe for emailed updates.
15f-1.6	Systems + Policies – Signage	<b>Progressing</b> – External consultant hired, and current inventory and analysis completed. Final comprehensive sign strategy – including font, colour, white space, size, common content, logo placement –

## Initiative Progress Report

Initiatives approved in 2020 Budget		
Ref	Initiative	Progress to date
		will be developed and completed by November 2020 to make the look and feel of CRD signage consistent across departments and posting locations.
15f-1.7	Systems + Policies – Toolkits	<b>Progressing</b> – improvements have been made to the legal services sharepoint site to include toolkits for contracting, procurement and bylaw drafting. Toolkits for Information Services to be advanced in 2021 pending available IT Sharepoint support.
15f-1.8	Systems + Policies – Website	<b>Progressing</b> – Advanced work will continue 2020 and 2021 towards a website refresh for launch 2022.
15f-1.9	Systems + Policies– SAP Development *	<p><b>Progressing</b> - SAP training program and system projects supporting expanded corporate application footprint are underway. While some delays in hiring resulted from COVID 19, overall, the work plan has progressed in 2020. SAP training outreach to begin in late 2020 and expand offering into 2021 and onwards.</p> <p>This program will continue to advance through 2021, making changes and improvements to the scheduling and resourcing of projects. Increased visibility into resource consumption and staff availability has improved our overall scheduling and management of project timing, scope and task alignment spread over multiple projects. These improvements will have a positive impact going forward.</p>
15f-1.11	Systems + Policies – Information Security Program*	<b>Progressing</b> – this initiative is continuing to progress. We have made improvements

\* New - Initiatives not in the 2019-2022 Corporate Plan