

Community Need

2023 Summary



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](#)
- [CRD Climate Action Strategy](#)

Trends, risks and issues

People

- **Human Resources (HR):** changing workplace and society demographics have significant impact on the nature of HR 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, the COVID-19 health pandemic and public health guidelines pertaining to workplace absence requirements, exceptionally low unemployment and inflated costs of living, and an increased reliance on employee goodwill. Enhanced efforts in organizational design, absence management, workforce & succession planning, recruitment and retention, and learning & development will be paramount to ensure the continued success of the CRD.
- **Internal Communications:** internal communications informs decision-making and influences employee behaviour in ways that benefit government, the public, and employees themselves. Visual communication has emerged as a significant trend. Research shows that visual content gets far more engagement and improves information retention drastically. Since the pandemic and restrictions on face-to-face interactions the shift to digital communications was key to internal communications.
- **Labour market, workforce planning and staff development:** many divisions are seeing a decreasing pool of candidates for vacancies, and efforts are being placed in redefining operations to ensure an appropriate pool of employees continues to deliver the wide variety of services. We continue to see increased pressures on the recruitment and retention of technical, professional and senior level staff especially, and most recently on more junior staff particular to the pandemic. Increased efforts ongoing to evaluate ongoing staffing needs, train and develop staff, and conduct succession planning.

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A modern organization

- The CRD continues its efforts to modernize its infrastructure, assets and processes/policies.
- **Information Management:** technology use has exceeded the CRD's recordkeeping capabilities, resulting in an accumulation and spread of electronic records which cannot be effectively managed in accordance with legal & regulatory requirements, policies or business needs. As modernizing our information management program framework is complex and requires significant effort and investment, the CRD is using a phased approach.
- **Freedom of Information (FOI):** The number and complexity of FOI requests continues to increase year-over-year (239 requests in 2021, up 39% from 2020). Recent FIPPA amendments (November 2021) are anticipated to drive even more demand for privacy and information services support; new legislative privacy measures include mandating public bodies to develop a privacy management program, conducting mandatory privacy breach notifications, and new ministerial directions to complete privacy impact assessments. In 2021, Information Services administered over 50 Privacy Impact Assessments and expects to exceed this in 2022.
- **Commissions and committees:** The CRD has over 70 commissions, committees and contribution services that assist in the governance and operational guidance of CRD services. The resultant levels of service provided by Legislative Services have been increasing over the years, including:
 - A 40% increase in the number of board and standing meetings since 2017
 - Increase in number of elector approval processes requested by divisions, from a typical 1-2 alternative approval processes per year to 7 in 2021 plus one referendum
- A comprehensive review of governance, mandate and adherence to policy and processes is planned to ensure consistency and improve service efficiency.
- **Buildings:** The CRD continues to focus efforts on spatial planning. The main requirement is for desk/office space for new staff to meet the increasing demands at all of the main CRD locations.
- **Legal counsel:** Growth in Regional Housing (Regional Housing First program), as well as a general increase in up-take of legal assistance by divisions are continuing to increase pressure on Legal Services staff to support contracting, procurement process, mortgage and housing agreements and tenant management issues.

Digital Communications

- More Canadians than ever are using the Internet to connect with government; digital communications remains the fastest growing area for Corporate Communications. As in-person interactions have slowly resumed, the CRD is assessing the best mix of online and in-person engagement opportunities.
- The CRD has been building internal capacity, implementing a digital engagement platform, and upgrading its social media management toolkit.
- Three foundational elements for effective digital communications were deferred and are now proposed for implementation in 2023/2024:
 1. **Digital asset management system:** digital assets are files stored and accessed digitally to provide value. The CRD creates, shares and uses digital assets on a daily basis and publishes them across multiple channels, including the website, social media and advertising outlets. A system will improve efficiency and capacity to present a unified message, and oversight to reduce risks

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related to records and related copyright, permissions and licensing requirements.

2. **SharePoint Analytics:** will enable the CRD to measure how the corporate intranet landing page is used and identify opportunities to better communicate internally in support of corporate goals.
 3. **CRD website:** remains a crucial communication tool with >2 million visits per year (>50% of which are on a mobile device or tablet). The design and navigation systems has been in place since 2014 and need significant investment to provide a modern, simplified and accessible virtual front counter that reflects the dynamic nature of our interactions with residents.
- **Accessibility regulations:** coming into force Fall 2022 require us to create an accessibility plan and provide a public feedback mechanism. It is incumbent on the CRD to review standard website accessibility practices and prepare to implement them as part of its style guides, website design and communication materials.
 - **Social media:** The CRD has been coordinating social media since 2015, increasing its followers at a rate of 15% per year to 14,000 today. The CRD is increasing the sophistication of its approaches through data-based insights and by developing more media-rich content. Following the principle of going where the audiences are, the CRD is currently piloting content on Pinterest (significant user base of homeowners) and TikTok (fastest growing social network in Canada).

Financial Services

- **Organizational growth:** has resulted in increased demand for financial services such as strategic analysis, service establishment, infrastructure planning, borrowing, budgeting, reporting, payroll and system development. In support of growth and to meet demand, modernization of digital platforms and business practices are key for scalability and efficacy of financial system structure and practices.
Corporate Accounting and Standard Compliance: Corporate compliance activities increasing trending since 2020 with still additional new measures to come in the future. The increased demand generated primarily through higher levels of statutory payroll and corporate filing changes, more statistical reporting requirements and a greater number of changing accounting and auditing standards. Increased compliance placing pressure on existing compliance activity levels and the internal control work underway as part of a financial risk management program.
- **Corporate Asset Management Strategy (CAMS):** In 2022, Financial Services progressed the CAMS, advancing long-term planning activities and building requirements for a corporate asset management system. Highlights include completion of Sustainable Service Delivery Plans (SSDPs) for approximately 50% (31 services) and prototyping an enterprise asset management system. Effort to achieve the targets in the CAMS will increase heading into 2022.
- **Investments & Debt Management:** Also in 2021 and trending into 2022, EAs continue to drive higher levels of activity in service establishment, infrastructure replacement planning and debt administration through 2021. Corporate Treasury, through 2022, expanded activity levels in response to greater demand for business case analysis, investments and debt management activities advancing for example the revised investment policy and introducing reserve guidelines.
- **Grant funding:** Also in 2021 and trending into 2022, externally driven, increased government grant activity is placing greater demand on financial services to support in eligibility assessment, application support, reporting and compliance.
- **Payroll:** The organization also experienced an increased number of externally driven changes to labour

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and payroll systems and administration. This is an area where resourcing is already stretched by organizational growth and the division anticipates continued changes.

Information Technology & GIS (IT&GIS)

- Legacy systems & new solutions:** IT&GIS continues to experience an unprecedented increase in demand for technology services, solutions and systems, driven by other departments experiencing increased demand for services and staff turnover. IT&GIS is experiencing continued pressure to ensure existing services and systems meet the changing needs of the organization as well as external pressure to maintain and modernize the IT infrastructure. The combination of new IT requests as well as continuous requests for change and updates to existing systems is putting service delivery under significant pressure.
- Core Area Wastewater Treatment Plant:** This project consumed a significant amount of IT&GIS time. While the project is drawing to a close, a significant amount of technical work, including many technical post-project activities, remains to be completed. In addition to work focused directly on supporting the project itself, IT&GIS has also been highly engaged in the development and improvement of the CAMS as the organization looks to improve the collection and management of asset data through the development of a new asset management system. 2022 will see continued efforts toward the development of an Enterprise Asset Management System prototype to assist with managing our assets and asset information.
- Cybersecurity:** In 2019, IT&GIS embarked on the creation and implementation of a rigorous cybersecurity program. Cybersecurity improvement is an ongoing process of monitoring and implementing changes. One such change was the introduction of a corporate-wide training program designed to improve and evaluate staff awareness of corporate cybersecurity. This is another area where turnover of technical staff has delayed continued implementation.
- Business-driven requirements:** 2022 will be another busy year as the organization looks to implement corporate wide changes to records management, adds new systems and programs to support the management of staff training and performance, and makes improvements around digital engagement both internally and externally, implements changes to auditing and accounting standards and continues planning work for the upgrade of our enterprise management system (SAP).

Services

Core Services Levels	
Service	Levels
Executive Services Department	
Executive Services Includes the Office of the CAO and Executive Administration, Corporate Communications and Human Resources. Under the direction of the CAO, Executive Services.	<ul style="list-style-type: none"> Provide overall management of CRD departments and programs, foster relationships and submit recommendations and progress reporting to the Board

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Core Services Levels	
Service	Levels
<p>Corporate Communications 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> <p>→ Service level adjusted, see initiative 15f-1.15</p>	<ul style="list-style-type: none"> • Board communication support (agendas, priorities, programs and overall information to support public understanding of organization) • Create and update corporate documents and website content (e.g. reports, dashboards, progress updates) • Oversee survey creation and public participation initiatives, including planning and implementation of projects on the CRD engagement platform • Media strategy and relations • Coordinate advertising buys and social media strategy • Manage the internal communications framework and implementation; maintain CRD Central intranet landing page • Establish communication protocols and training for the organization that lead to efficiency, alignment and best practice • Provide creative direction for print, online, video and event communications • Provide training for designated website and survey authors across the organization
<p>Human Resources & Corporate Safety 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"> • Employment relations, incl. 400+ job opportunities, labour relations for two unions, and HRIS management and reporting for 1,100+ employees and 1,400 volunteers • Occupational health and safety, corporate wellness and benefits, and disability management • Development and administration of over 80 personnel policies and corporate safe work practices • Developing and delivering corporate learning and development programs (600+ participants annually) • Delivering impactful stay-at-work/return-to-work disability management activities, ensuring impactful and meaningful employee engagement and absenteeism below rising industry norms

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Core Services Levels	
Service	Levels
Finance & Technology Department	
<p>Asset Management</p> <p>Provides professional advice and expertise to services on asset management best practices. The team leads corporate initiatives that advance asset management maturity for the organization.</p>	<ul style="list-style-type: none"> • Develop and advise on corporate asset management strategies, plans, standards and procedures for \$2.5bn in CRD assets • Support system development project for a Corporate Enterprise Asset Management system, supporting ongoing management and planning capabilities • Responsible for implementation of 40 of the 73 actions identified in the CRD Corporate Asset Management Strategy, including development of an asset management program (standards, tools, templates and development of sustainable service delivery plans) and enterprise asset management system (enhanced asset registries and planning practices); divisions and other stakeholders responsible for remaining actions • Provide advice/expert guidance for developing SSDPs • 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
<p>Financial Services</p> <p>Financial Services provides guidance on the overall financial stability of the organization and is responsible for the organization's adherence to the legislated framework governing financial administration in local government.</p> <ul style="list-style-type: none"> • Financial Planning • Financial Accounting and Reporting • Internal Controls over Financial Reporting • Revenues (taxes and fees) • Disbursements (Inc. Payroll) • Corporate Finance Decision Support 	<ul style="list-style-type: none"> • Annual budget processing for CRD, CRHD and CRHD and within the CRD for over 200 services (Q1&Q3) and annual financial statements approved and delivered (Q2); quarterly operating and capital variance monitoring (Q1-Q4) • Daily transaction processing and monthly reports delivered with combined operating and capital budget of \$646M (2022 Budget) • Annual Requisitions, user fees, parcel taxes and payments in lieu of approx. \$300M • Daily cash management review and investments (\$400M in net working capital and \$150M on reserve) • Manage semi-annual long term financing bylaws & debt issues (debt of \$600M and principal and interest

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Core Services Levels	
Service	Levels
<ul style="list-style-type: none"> • Long Term Financial Planning • Treasury and Banking • Financial Systems • Grants Management <p>Corporate-wide administrative services, such as printing and internal interoffice mail</p>	<ul style="list-style-type: none"> • payments \$60M) • Biweekly payroll processing, reporting for 1,250 employees totaling \$92M in four employee groups under both the CRD and CRHC • Weekly cheque and EFT runs produce 15,000 vendor payments a year • Process on average four periodic updates to the financial system for legislative and financial system upgrades • Monthly and quarterly billing and collections for 27,800 water billing customers • Develop banking services for CRD (transactions flow through 36 bank accounts a year); monthly reconciliation of all bank accounts for approximately 24,000 banking transactions and integration of over 150,000 transactions a year • Print shop production of high volume of customer billings/other material and daily internal mail & courier service to 15 CRD offices • Oversight over corporate financial regulatory compliance and provincial and federal legislative and reporting alignment • Provide overarching corporate support and coordination for more than 200 CRD services to maximize grant funding support projects in long-term capital plans and service area initiatives • Evaluating large project business cases by forecasting financial impact and evaluating market and economic risks • Manage internal grant programs for the Electoral Areas, including Community Works Fund, Grants-in-Aid Fund and special programs such as COVID Safe Restart Grant • Responsible for corporate reporting to the Board, including a Bi-monthly Grant Updates Staff Report and Dashboard, as well as Annual Reports for numerous internal and external grant programs, and special reports as required • Manage the organization's external grants portfolio by

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Core Services Levels	
Service	Levels
	<p>notifying CRD services of available grant programs, providing advice on grant application and producing monthly grant update staff reports to the Board</p> <ul style="list-style-type: none"> Received over \$574M in grant funding from senior levels of government since 2014
<p>Information Technology and GIS Services (IT&GIS)</p> <p>Information Technology is responsible for the development and delivery of highly available, reliable, and secure corporate information systems, technology services, and tools to CRD Departments, the public and the Board.</p> <ul style="list-style-type: none"> Provision and support of our corporate integrated Financial, Payroll, and HR Systems Corporate Cyber Security Corporate-wide voice, data and radio communications systems Corporate Website and Digital Engagement Board and Committee meeting management Asset and Maintenance Management Equipment purchasing, deployment, and maintenance Project Management Geographic Information Systems Orthophotography and Lidar data acquisition and deployment Reporting and data analytics Application development Utility billing (water and sewer) 	<ul style="list-style-type: none"> Manage SAP our Enterprise Resource Planning system including financial, payroll, purchasing, assets, capital projects, water utility billing and maintenance systems for CRD, CRHD and CRHD <ul style="list-style-type: none"> Service level adjusted, see initiative 15f-1.9 Manage the technology infrastructure connecting 30 sites across the CRD, including 1,100 full time and auxiliary users, 1,200 computers, 600 smartphones, 300 servers and systems and an integrated end to end corporate phone system Annual hardware and software procurement and deployment Procurement of GIS orthophotography and Lidar data for 23 Capital Region municipal and federal partners Support the creation and processing of 200,000 water utility bills annually, generating approximately \$22M of revenue Support Hartland Landfill automated scales, processing 140,000 tonnes of solid waste and generating \$16M of revenue annually Provide daily operational and technical support for Tempest system, for the management of bylaws, building inspection, planning, zoning, and dog licensing, generating approximately \$1.25M of revenue annually Provide daily operational and technical support for PerfectMind Recreation Management System for three Recreation Centres and Regional Parks generating approximately \$14.5M annually Produce and process approximately 30,000 maintenance work orders annually for the maintenance of corporate assets located in Housing, Integrated Water, and Facilities Management Management and support of the corporate Project

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Core Services Levels	
Service	Levels
	<p>System, processing \$400M annually in capital projects ↳ Service level adjusted, see initiative 15f-1.23</p> <ul style="list-style-type: none"> • Provide project management and technology solutions for approx. 200 projects to address changing and emerging business needs throughout the organization • In partnership with Corporate Services provide ongoing improvements to records management practices and systems to ensure regulatory compliance • In partnership with Financial Services provide Asset Management support for the development of the Corporate Asset Management Strategy, including the development and implementation of a corporate Enterprise Asset Management system, providing management and planning capabilities for \$2B in CRD assets • In partnership with Human Resources & Corporate Safety, develop and implement new SAP modules in support of HR business process improvements related to managing employee information and employee Onboarding and Recruitment practices
Corporate Services Department	
<p>Privacy and Information Services Provides professional advice and expertise to guide and support the organization to protect privacy, provide information access and effectively manage and use its valued information resources. Leads and administers the corporate privacy and information management programs, information access requests, privacy impact assessments (PIAs) and other legal matters under FOIPPA.</p>	<ul style="list-style-type: none"> • Administer 200+ FOI requests annually • Administer 50+ PIAs annually; review and support documenting initiatives, write collection notices, conduct risk assessments and legal research, advise/make recommendations, coordinate across stakeholders • Develop and administer the corporate privacy and information management programs to support regulatory compliance and effective practices • Hold mandatory privacy training sessions regularly to onboard new employees within 6 months of hiring; offer specialized training periodically • Respond to complaints or matters involving the Office of the Privacy Commissioner (OIPC) under FOIPPA • Conduct records inventories & appraisals, develop lifecycle management plans for all records and approve

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Core Services Levels	
Service	Levels
	<p>disposition (destroy or retain permanently) to ensure timely and effective management of information resources</p> <ul style="list-style-type: none"> • Partner with IT & GIS to ensure appropriate systems, controls and practices are in place to manage information and protect privacy for regulatory compliance and effective information use • Report quarterly and annually on FOI and privacy trends
<p>Legal Services Provides professional advice and expertise related to bylaws, contracts, agreements, procurement, legislative compliance and all legal matters.</p>	<ul style="list-style-type: none"> • Bylaw drafting and review, including supervision of outside counsel when required • Manage governance changes and advise on legislative and statutory interpretation • Manage policy development to ensure compliance with policy framework and modern principles of policy development • Staff training in procurement, policy, and contract and bylaw drafting • Manage and litigate commercial, administrative, and public law claims relating to CRD, CRHD and CRHC • Advise on ticket enforcement, bylaw application, regulatory compliance, real estate matters, building inspection, and other areas • Report quarterly on contracts and procurement trends at the CRD • Draft, review and approve 800+ agreements per year, and respond to 1,500+ inquiries for legal advice ➔ Service level adjusted (absorbed): supervise operations procurement in Integrated Water Services
<p>Legislative Services 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"> • Administrative and legislative support to the three CRD Boards, nine standing committees, and 70+ committees and commissions • Publish agendas and record minutes for ~150 open and closed meetings annually for the three CRD Boards, nine standing committees and select committees • Facilitate 40+ delegations from residents and organizations who wish to speak at CRD Board or Committee meetings

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Core Services Levels	
Service	Levels
	<ul style="list-style-type: none"> • Conduct elections and assent processes • Process ~70 bylaws annually for adoption and manage the administration of bylaws including referrals for provincial approval • Coordinate 200+ appointments annually to CRD committees and commissions • Conduct training for commission members, meeting chairs, and staff on parliamentary procedure • Annually review and distribute 1000+ pieces of correspondence addressed to the CRD Board
<p>Risk & Insurance 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"> • Manage risks and reporting out through the Corporate Risk Registry on a semi-annual basis • 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 • Oversee and maintain volunteer insurance program • Business Continuity Planning assistance for all CRD services • Investigate and adjudicate minor claims submitted against the CRD, and manage litigated claims including instructing external counsel • Review contracts and agreements for risk and insurance considerations
<p>Real Estate Services 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"> • Manage the real estate portfolio and property management services across the organization • 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 • Coordinate the internal review and response to third-party referrals submitted to the CRD • Manage corporate land and land agreement data both tabular and spatial • Coordinate, complete and manage leases, licenses, permits, and land-use applications

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Core Services Levels	
Service	Levels
	<ul style="list-style-type: none"> Oversee the completion and registration of ~150 new covenants and statutory right-of-way annually in favour of CRD Conduct land research and due diligence to support corporate initiatives and decisions
Parks & Environmental Services Department	
<p>Facilities Management (FM) Delivers comprehensive FM services to corporate facilities to all CRD departments. Provides support for Facilities Master Planning, SSDPs, Energy Management, and Space Planning, and provides the following services:</p> <ul style="list-style-type: none"> Project Management Condition Assessments Security Operations & Maintenance Planning <p>Team of specialized maintenance technicians, project coordinators and tradespersons who ensure CRD facilities are performing optimally and are safe and comfortable for staff and public. Portfolio of assets consist of leased & owned facilities valued at ~\$80M.</p>	<ul style="list-style-type: none"> Directly manage ~12 locations and provides FM support services to all CRD departments in 10 locations Procure multi-year facility/building management service contracts for facilities; support other departments to ensure service contracts align with corporate standards (manage ~75 contracts of varying complexities) Process ~3,500 work orders annually for preventative and corrective maintenance Administer regulatory requirements for CRD facilities; this program includes fire safety, elevators, boilers, emergency generators, roof anchors and back flow preventers Deliver 25 capital projects (\$1.5M) annually as well as numerous maintenance projects; provide Project Management services for facility projects to other CRD departments
<p>Engineering Services Provide engineering feasibility studies, detailed design, tendering, construction management and commissioning services that support a number of community needs (Landfill & Recycling, Parks & Environmental Resource Management, Health Facilities, Climate Action, Recreation and Electoral Areas).</p>	<ul style="list-style-type: none"> Lead or support the planning, design and project management of over a dozen construction projects averaging \$3.5-\$5 million annually Projects include ongoing contract management of the solid waste filling and aggregate production contracts, as well as smaller projects related to landfill gas collection, leachate management, environmental controls and emergency response preparation Engineering Services also manages an additional 15-20 projects each year for other CRD facilities Lead engineering and procurement on the RNG and Kitchen Scraps and Organics Processing Capital Projects

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Initiatives					
Ref	Initiative	Description	Year(s)	2023 impacts ¹	
15f-1.9	SAP Lifecycle Replacement	Upgrade and migration of end-of-life software to current version	2023 – 2025	+5.0 FTE Term	\$951K Allocation/ Other
15f-1.15	Digital Communications Governance + Support	Improvements to website, digital asset management and SharePoint analytics	2023 – 2024	+1.0 FTE Ongoing +1.0 FTE Term	\$448K Allocation/ Other
15f-1.23	Enterprise Project Document Management System	Implementation of a corporate project management system	2023 – ongoing	-	\$635K Allocation/ Other
15f-1.24	Financial Services Staffing Adjustments	Staffing adjustment to existing position in Financial Services to meet operational demand	2023 – ongoing	+0.25 FTE	\$20K Allocation/ Other

Business Model

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

Reporting Structure
<ul style="list-style-type: none"> Governance Committee Finance Committee

¹ Budget impacts reflect full program costs, including cost of staffing.

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Performance			
Definition and Source	2021 Actual	2022 Forecast	2023 Target
Metric 1: Organizational Transparency Total annual number of unique visits to the crd.bc.ca site; data retrieved from Google Analytics.	2,002,055	2,100,000	2,200,000
Metric 2: Communication Reach Percentage of planned media outreach resulting in coverage by outlets (print/radio/television/web/ social); data from CRD Corporate Communications.	87%	87%	89%
Metric 3: Workforce Engagement (A) Employee Turnover: 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. (B) Unplanned Absenteeism: 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.	(A) 8.9% (B) 3.9%	(A) 9.0% (B) 5.2%	(A) 7-9% (B) 4-5%
Metric 4: Board decision-making Total number of Staff Reports submitted to the three CRD Boards for direction (excludes information reports); data from CRD Legislative Services.	252	180	230
Metric 5: Elector Approval Process Total number of Alternative Approval Processes, Elector Assent Voting (Referendum) and Petitions for Electoral Areas services; data from CRD Legislative Services	6	7	5
Metric 6: FOI and Privacy Program Compliance Percentage of FOI requests which were answered within the legislated timeframe; data from Executive Information Services division	239	230-250	230-250

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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.
- 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.
- Full compliance with FIPPA by responding to all access requests within the legislated time-limit serves the public's interest and demonstrates the CRD's commitment to accountability, openness and transparency.

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Initiative Progress Report



Accountability

Initiatives approved in 2020, 2021 & 2022			
Ref	Initiative	% complete	Progress to date
4b-1	Grants Dashboard for EAs	100%	Lead: Financial Services (2020) Completed – creation of an Electoral Areas grant subsite which includes guides, application forms, reporting of projects & recipients. Annual grants reporting to committee and Board for GIA & CWF in addition to regular grant call distribution to EA administrators and directors.
5b-5	CAMS Life-Cycle Costing	75%	Lead: Asset Management (2021) Progressing – After development and approval of capital reserve guidelines as reported through Finance Committee and Board continued review work to align funding long term asset management plans with capital reserve guidelines supporting sustainability. Life cycle costing guide and tool standardizing approach to decision costing and revenue capacity analysis. Under development and near completion (launch planned 2023).
15a-1	Commission Review	--	Lead: Legislative Services (2021) On hold – A comprehensive review has not been initiated. Amendments to streamline appointments to SGI and JDF Local Service Committee/Commissions was adopted by the Board in May 2022. Assent Voting on proposed bylaw to establish a SSI Local Community Commission to occur October 15, 2022.
15b-1	Triple-Bottom-Line (TBL) Budgeting	75%	Lead: Financial Services (2020) Progressing – Various reports through committees and Board to advance sustainable budgeting including the Corporate Asset Management Strategy and Policy, Debt Term Guidelines, Capital Reserve Guidelines, etc. Updated Board policy on investments to guide revenue diversification as well. Life-cycle costing guide and tool incorporating climate and social decision criteria under development and near completion (launch planned 2023).
15b-1	Financial Services Treasury Position	100%	Lead: Financial Services (2021) Completed – recruitment completed and now part of core services.

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Initiatives approved in 2020, 2021 & 2022			
Ref	Initiative	% complete	Progress to date
15b-2	Asset Management and Risk Analysis	50%	Lead: Asset Management (2020) Progressing – enhanced data model prototyped with new Core Area Wastewater infrastructure and progression towards developing and implementing guiding documents for sustainable service delivery plans (SSDPs) including the completion of approximately 50% of SSDPs (31 services).
15b-2	Financial Services Financial Analysis Position for Local Services	100%	Lead: Financial Services (2021) Completed – recruitment and role conversion completed and now part of core services.
15b-2.1	Asset Management	100%	Lead: Financial Services (2022) Completed – recruitment completed and now part of core services.
15b-2.2	Grant Support	100%	Lead: Financial Services (2022) Completed – recruitment completed and now part of core services.
15c-1.2	FMW2 (formalize 1.0 FTE)	100%	Lead: Facilities Management & Engineering Services (2021) Completed
15c-1.3	Diversity, Inclusion and Organizational Development and Alignment	50%	Lead: Human Resources & Corporate Safety (2021) Progressing – base surveying completed with continued work through Organizational Development Plan to achieve end state.
15c-1.4	Human Resource Information System (HRIS)	20%	Lead: Human Resources & Corporate Safety (2022) Progressing – RFP initiated and closed, with vendor selection commencing; commencing cleanup of current data in anticipation of project initiation in 2023.
15c-1.5	Safety Management System	30%	Lead: Human Resources & Corporate Safety (2022) Progressing – RFP closed and vendor selected. Project underway for completion in by year end 2022.
15d-1	Service Planning and KPIs	100%	Lead: Regional & Strategic Planning (2020) Part of core services.
15d-1	Board Orientation & Strategic Plan 2023-2026	40%	Leads: Regional & Strategic Planning, Legislative Services (2022)

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Initiative Progress Report

Initiatives approved in 2020, 2021 & 2022			
Ref	Initiative	% complete	Progress to date
			Progressing – event planning is well underway, facilitator contract awarded in the summer.
15d-1.2	Graphic Standards Update	100%	Lead: Corporate Communications (2021) Completed – Brand assets and standards update with enhancements for digital brand application, expanded colour palette and additional font for indigenous language usage.
15d-2	Electoral Area Elections	50%	Lead: Legislative Services (2022) Progressing – Election Voting Day is on October 15, 2022.
15e-1	Partnership Directory	100%	Lead: Corporate Communications (2020) Completed – Partnerships guidelines developed formal partnerships captured in new directory. The directory is updated quarterly to capture new partnerships and provide a status update on existing partnerships.
15f-1.0	Systems + Policies – Bylaw Management System (BMS)	100%	Lead: Legislative Services (2020) Completed – BMS is the internal tool for accessing electronic copies of adopted bylaws.
15f-1.1	Systems + Policies – Contract Database + E-Approvals	70%	Lead: Legal Services (2020) Progressing – Contract Database and E-approvals in development. Testing phase completed, and system has been soft-launched with various groups to different measures of adoption, use, and success. Issues with business process and software solution identified. Staff are identifying internal stakeholders and subject matter experts and intend to revisit initial requirements in Q4 2022.
15f-1.3	Systems + Policies – Electronic Documents and Records Management System (EDRMS)	5%	Lead: Privacy & Information Services (2020, 2021 & 2022) Progressing – this is a large, multi-year and multi-phased project. EDRMS planning initiated in 2019 with budget approved for 1 FTE Manager for FOI and privacy in 2020 (recruited). In 2021, consultant retained and EDRMS strategy and implementation plan received. Retention schedule work started in late 2021 and continues. Budget approved in 2022 to support implementation of next project phases. One EDRMS FTE position created and recruited in July 2022, recruitment process continues for remaining 2 FTE EDRMS positions.

Community Need

Initiative Progress Report

Initiatives approved in 2020, 2021 & 2022			
Ref	Initiative	% complete	Progress to date
15f-1.3	FM Centralization Strategy - Project Coordinator	100%	Lead: Facilities Management & Engineering Services (2021) Completed - position has been created and filled as of February 2021.
15f-1.4	Systems + Policies - HR + Corporate Safety Systems	100%	Lead: Human Resources & Corporate Safety (2020) Part of core services.
15f-1.4	IT Support for Hartland Scales and PerfectMind Applications	100%	Lead: Information Technology & GIS (2021) Recruitment completed and now part of core services.
15f-1.5	Systems + Policies - Rise + Report Tracking System	100%	Lead: Legislative Services (2020) Part of core services - Rise and Reports are posted to the public website.
15f-1.5	Mobile Maintenance Work order Platform Support	100%	Lead: Information Technology & GIS (2021) Recruitment completed and now part of core services.
15f-1.6	Systems + Policies - Signage	100%	Lead: Corporate Communications (2020) Completed - Comprehensive sign strategy developed and finalized. This strategy is managed by Corporate Communications and applies to all departments that fall under the CRD, CRHC and CRHD brand.
15f-1.6	E-Signature Software	--	Lead: Real Estate & Southern Gulf Islands Administration (2021) On hold - A technical solution has been identified. On hold while assessing options for integration with current electronic contract approval system (see 15f-1.1).
15f-1.7	Systems + Policies - Toolkits	100%	Lead: Legislative Services (2020) Part of core services - New resources are added when available.
15f-1.7	Microsoft Office 365 Data Backup	100 %	Lead: Information Technology & GIS (2021) Complete, now part of core services.

Community Need

Initiative Progress Report

Initiatives approved in 2020, 2021 & 2022			
Ref	Initiative	% complete	Progress to date
15f-1.8	Systems + Policies – Website	100%	Lead: Corporate Communications (2020) Completed – remainder of work programme will be delivered through 15f-1.14 Digital Communications Governance & Support Services.
15f-1.9	IWS Infrastructure Resilience - IT	100%	Lead: Information Technology & GIS (2021) Part of core services – Recruitment completed and now part of core services.
15f-1.9	Systems + Policies – SAP Development	100%	Lead: Information Technology & GIS (2020) Part of core services – Recruitment completed and now part of core services.
15f-1.10	Systems + Policies – Mobile GIS	--	Lead: Regional Parks (2020) Deferred
15f-1.11	Systems + Policies – Information Security Program	100%	Lead: Information Technology & GIS (2020) Part of core services – Cybersecurity systems, including corporate training are in place and part of core services.
15f-1.11	Corporate Security – Monitoring and Incident Response	100%	Lead: Information Technology & GIS (2022) Part of core services – 24 X 7 Cybersecurity monitoring service is now in place as part of core services.
15f-1.14	Digital Communications Governance and Support Services	100%	Lead: Information Technology & GIS (2022) Completed – new position has been filled, digital engagement and social media tools in place.
15f-1.15	FOI & Privacy Role Conversion	100%	Lead: Privacy & Information Services (2022) Completed
15f-1.16	Corporate Safety Resourcing	100%	Lead: Human Resources & Corporate Safety (2022) Completed – recruitment completed.
15f-1.17	Corporate Accounting Standard Compliance	100%	Lead: Financial Services (2022) Completed – recruitment completed and now part of core services.
15f-1.18	Regional Orthophotography Data Acquisition Program	100%	Lead: Information Technology & GIS (2022) Part of core services – activities completed.

Community Need



Initiative Progress Report

Initiatives approved in 2020, 2021 & 2022			
Ref	Initiative	% complete	Progress to date
15f-1.21	Associate Legal Counsel	50%	Lead: Legal Services (2022) Progressing – recruitment ongoing.
15f-1.23	Legislative Services Support	100%	Lead: Legislative Services (2022) Completed – recruitment completed and now part of core services.
15f-1.24	Executive Services Departmental Support	100%	Lead: Executive Administration (2022) Completed – recruitment completed and now part of core services.