

**REPORT TO GOVERNANCE COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 04, 2023**

SUBJECT **Service Planning 2024 – Open Government Community Need Summary**

ISSUE SUMMARY

To provide strategic context and an overview of services, initiatives and performance data related to the Open Government Community Need.

BACKGROUND

The Capital Regional District (CRD) Board approved the 2023-2026 Board Priorities on March 8, 2023. Staff then developed the 2023-2026 CRD Corporate Plan which was approved by the CRD Board on April 12, 2023.

The CRD Corporate Plan presents the work the organization needs to deliver over the four-year term, along with the critical regional, sub-regional and local services, to meet the region's most important needs (i.e., Community Needs) and advance the Board's Vision and Priorities. Board Priorities, Corporate Plan initiatives and core service delivery form the foundation of the five-year financial plan.

The 2024 planning cycle marks the first year of the implementation of the 2023-2026 CRD Corporate Plan. The CRD's annual service plans, known as Community Need Summaries, provide an overview of the operational and strategic context, services levels, initiatives, and performance data for each Community Need. They also provide details of the initiatives, associated staffing, timing and service levels required to advance the work in future years.

The Open Government Community Need Summary is attached as Appendix A. The desired outcome is coordinated and collaborative governance, and leadership in organizational performance and service review.

The CRD reports on the progress of its initiatives and services on a regular basis. The Board receives updates about the Board Strategic Priorities through the Chief Administrative Officer Quarterly Progress Reports. The Board also receives an overview of progress made on delivering the Corporate Plan twice a year at the strategic check-in and provisional budget meetings, which take place in the spring and fall respectively. The next strategic check-in will take place in spring 2024. During the year, standing committees and commissions also fulfill an oversight and advisory role in relation to the work.

ALTERNATIVES

Alternative 1

The Governance Committee recommends the Committee of the Whole recommend to the Capital Regional District Board:

That Appendix A, Community Need Summary – Open Government be approved as presented and form the basis of the Provisional 2024-2028 Financial Plan.

Alternative 2

The Governance Committee recommends the Committee of the Whole recommend to the Capital Regional District Board:

That Appendix A, Community Need Summary – Open Government be approved as amended and form the basis of the Final 2024-2028 Financial Plan.

IMPLICATIONS

Governance Implications

In 2024, staff have prioritized programs and initiatives that:

- Advance 2023-2026 Board Priorities or Corporate Plan initiatives;
- Operationalize capital investments; and/or
- Are necessary to maintain a core service level following a regulatory change or where there is a safety risk to customers, communities, or staff.

The Executive Leadership Team (ELT) has reviewed and assessed all business cases and confirmed alignment with the criteria. ELT has determined that the consolidated package of work is appropriate and a proportional response to the CRD Board's and communities' expectations of the organization.

Financial Implications

To exercise constraint and cost containment, the CRD Board directed staff to keep the core inflationary adjustment to 3.5% through the 2024 Service and Financial Planning Guidelines. Staff and management have taken the necessary steps to mitigate the financial impact of proposed initiatives as well as cost escalation and high inflation rate experienced in 2022 through to 2023.

Financial and staff impacts for initiatives will be summarized and included in the provisional budget which will be presented at the Committee of the Whole meeting scheduled for October 25, 2023. Starting this year, this will also include a five-year forecast of staffing level changes, which will be reviewed annually.

Service Delivery Implications

Appendix A includes information about existing service delivery, operational considerations and performance. Additional information has been provided below about the proposed changes for 2024.

Staff are proposing to advance four new initiatives for the Open Government Community Need that have financial implications for 2024, as shown in Table 1. The key drivers for the initiatives are:

1. advancing a Board or Corporate Plan Priority; and
2. adjustments to core service levels to meet regulatory obligations.

Table 1. Open Government Community Need Initiatives (2024)

Initiative	Implementation year(s)	Staff impacts (2024)	Incremental cost (2024)	Funding source
12a-1.1 Privacy & Information Senior Analyst	2024-ongoing	1 New Ongoing	\$115,000	Requisition
12b-1.1 Build EDI principles into Public Participation Framework	2024	-	\$25,000	Requisition
12b-2.1 Citizen Experience Survey	2024	-	\$53,000	Requisition
12b-4.1 Meeting Management Improvements	2024-2025	-	\$40,000	Requisition

The information in Table 1 reflects the business case costs which ELT reviewed as part of their annual assessment of initiatives. The financial impacts generally reflect full program costs, however, the staffing costs reflect a Q2 2024 implementation; the full staffing costs will be reflected in the 2025 budget.

12a-1.1 Privacy and Information Senior Analyst

The CRD must comply with the *Freedom of Information and Protection of Privacy Act* (FOIPPA). This means responding to Freedom of Information requests in a timely manner and developing comprehensive Privacy Impact Assessments (PIA) for new initiatives. The Privacy & Information Services Division supports the organization with this work, reinforcing the importance of privacy safe and FOIPPA compliant practices, as well as policy and program activities and adjustments in response to legislative changes.

Recent changes to the FOIPPA legislation are forecasted to significantly increased the scope of work for the Division, particularly related to PIAs. The Division is currently made up of one manager and one part-time analyst. As such, current staff capacity to respond to legislative changes is limited. The proposed FTE position will be a part-year implementation in 2024, with an anticipated start date in April.

Initiative 12a-1.1 seeks to create a new regular ongoing Privacy and Information Senior Analyst to support the annual increases to PIA work already impacting the Division, which are expected to compound due to the FOIPPA legislative changes.

12b-1.1 Build EDI principles into Public Participation Framework

The CRD Public Participation Framework guides current engagement practices. The framework was developed in 2014 and does not reflect the CRD Board and organizational commitments to Equity, Diversity & Inclusion (EDI) principles and lessons learned in recent years.

The framework should be updated to include these principles and supported by a new toolkit to enable staff across the organization to effectively plan and deliver public engagement initiatives that are inclusive, gather feedback from a wider range of residents, address barriers to participation, and ultimately support more inclusive representation and decision making.

The Corporate Communications Division has held preliminary discussions with the Regional District of Nanaimo and confirmed they would be willing to share their policy and toolkit, which were developed in collaboration with the Cowichan Valley Regional District, Comox Valley Regional District and City of Courtenay in 2019. Staff will look for opportunities to collaborate with these organizations, where feasible.

Initiative 12b-1.1 seeks a one-time increase to the Corporate Communications core budget to hire a consultant to share their expertise in this emerging area, including advice on targeted outreach to groups or organizations that represent underrepresented communities.

12b-2.1 Citizen Experience Survey

A citizen survey is a tool that can increase transparency, improve accountability, build relationships with citizens, and contribute to informed decision making. A CRD wide resident satisfaction study has not been conducted for several years so currently there is a data gap and no baselines by which to create metric-based approaches to strategic communication planning. Recent insights from the Employee Engagement Survey point to a need to explore the sentiment towards the CRD in the region.

To address this gap, the Corporate Communications Division would like to conduct a Citizen Experience Survey in 2024. Initiative 12b-2.1 seeks a one-time increase to the Corporate Communications core budget to engage a research consultant to frame the survey questions, conduct the research, analyze the data, and develop baseline of data to inform service planning, communication strategy and outreach activities moving forward.

12b-4.1 Meeting Management Improvements

Meeting logistics play a crucial role in supporting active civic participation and engagement among diverse community members. As the regional population grows, so do community expectations and, more practically, the representation on the Board which is proportional to population.

To meet the demand from the community the Legislative Services Division would like to progress the following meeting logistics improvements:

- 1) Improvements to the audio-visual equipment in the Fisgard Street and Salt Spring Island Middle School boardrooms to improve the quality of broadcast,
- 2) Improvements to the functionality of the meeting management software used, including to add an automated voting dashboard and create an ability to scale up the technology for use by all local service committees and commissions, and
- 3) Redesign the Fisgard Street boardroom to provide additional seating to accommodate extra directors and additional First Nations representation.

Initiative 12b-4.1 seeks a one-time core budget increase to start preparing for these major changes. A more specific approach and implementation costs will be presented through the 2025 service planning cycle.

CONCLUSION

CRD staff are progressing initiatives identified in the 2023-2026 CRD Corporate Plan, including the Board Priorities. The CRD Board and commissions with delegated authorities determine resourcing through the annual review and approval of the provisional financial plan. To support decision-making, staff provide recommendations on funding, timing and service levels through the service and financial planning processes.

RECOMMENDATION

The Governance Committee recommends the Committee of the Whole recommend to the Capital Regional District Board:
That Appendix A, Community Need Summary – Open Government be approved as presented and form the basis of the Provisional 2024-2028 Financial Plan.

Submitted by:	Andy Orr, Senior Manager, Corporate Communications
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT

Appendix A: Community Need Summary – Open Government

12 Open Government



Coordinated and collaborative governance, and leadership in organizational performance and service delivery

01 Strategy

STRATEGIES & PLANS

- › [2022-2026 Corporate Plan](#)
- › [Climate Action Strategy](#)

CORPORATE PLAN GOALS

- 12a Enhanced privacy & records management
- 12b Foster greater civic participation among diverse community members

02 Contacts

Manager, FOI and Privacy	@ email	T. 250.360.5673
Manager, Information Services	@ email	T. 250.360.3639
Manager, Legislative Services	@ email	T. 250.360.3127

03 Operating Context

ACHIEVEMENTS IN 2023

1. **Work is underway to procure and implement a Digital Asset Management System¹.** The system will improve efficiency and capacity to present a unified message, and oversight to reduce risks related to records and related copyright, permissions and licensing requirements for digital images and graphics.
2. **SharePoint Analytics** are being activated this year, enabling the CRD to measure how the corporate intranet landing page is used and identify opportunities to better communicate and engage employees in support of corporate goals.
3. **Website redesign** planning is underway to modernize the CRD website's design and navigation systems and create a user-friendly, dynamic and accessible virtual front counter.
4. **EDRMS (Electronic Documents and Records Management System)** planning work continues as IT&GIS prepares the CRD's Microsoft foundation to support EDRMS and SharePoint Online.
5. **Elections for Salt Spring Island Local Community Commission** was conducted in May 2023 and orientation was held in conjunction with the Oath of Office for new Commissioners in June.

FACTORS THAT WILL AFFECT OUR OPERATIONS IN 2024 AND BEYOND

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.
- **Digital Communications:** More Canadians than ever are using the Internet to connect with government; digital communications remains the fastest growing area for Corporate Communications. The CRD has been building internal capacity, implementing a digital engagement platform, and upgrading its social media management toolkit to be able to adapt to a rapidly shifting context.
- **Media:** We continue to see disruption of business models for local media outlets, news coverage, as well as instability of major social media platforms. As the information ecosystem changes, the CRD needs to continue diversifying its strategies to leverage content created and distributed via traditional and digital channels. As the region grapples with major changes such as climate change, the CRD will require effective delivery of timely, credible and informative messaging to counter misinformation and maintain public trust.

¹ This workstream is focused on digital assets (e.g. images) which is distinct from the Enterprise Asset Management System which captures infrastructure data (e.g. bridges). Information about the latter is captured in the Business Systems & Processes Community Need Summary.

- **Accessibility:** In support of a corporate accessibility plan, Corporate Communications will be reviewing information accessibility standards and how to implement them as part of its style guides, website design and communication materials.
- **Social Media:** The CRD has been coordinating and posting to CRD social media channels since 2015. Between 2021-2022 CRD followers grew to 23,000 from 16,000 an increase of 43%. The CRD is also focusing on engagement, with an engagement rate of 12% on social channels that's an increase of 7 % between 2021-2022. The CRD is increasing the sophistication of its approaches through data-based insights and by developing more media-rich content with an emphasis on video. Anticipating where shifting audience preferences. The CRD has created a Threads and Mastadon accounts, as Twitter devolves into a more unreliable platform.

Information and Privacy

- **Electronic Documents and Records Management System (EDRMS):** Technology use and information growth has exceeded the CRD's recordkeeping capabilities, resulting in an accumulating spread of electronic records which cannot be managed effectively 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. Foundation work is underway to prepare for EDRMS and SharePoint Online. However, given how immense this information footprint is, future work will be necessary to address remaining physical and electronic legacy records after EDRMS is operational (i.e. clean up/dispositions, migrations, digitizing, etc.)
- **Information Access:** Freedom of Information (FOI) requests continues to increase year-over-year, as does the complexity of records to process. Thus far, 2023 is trending higher compared to previous years (248 requests in 2022, 239 requests in 2021 and 172 requests in 2020.) Furthermore, a significant trend is emerging with Bylaw Enforcement FOI requests, leading to exceptionally high volumes of audio and video record formats to review, redact and release. It appears that recordings are becoming increasingly relied on for bylaw enforcement complaints so this trend may continue.
- **Privacy Management:** FIPPA amendments (November 2021) have resulted in higher legislative privacy requirements for conducting a privacy management program, privacy impact assessments (PIAs) and mandatory breach notifications. These elevated requirements are anticipated to drive even more demand for privacy and information services support. In 2022, Information Services worked on over 35 PIAs while completing 28. Many initiatives requiring a PIA were only partially assessed or bypassed the PIA process due to workload capacity issues. A request for 1 FTE Senior Privacy and Information Analyst is included in the 2024 budget to increase service capacity.

Governance

- The CRD has over 79 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:
- Continuous increase year-over-year in the establishment of new committees and commissions

- Increase in number of elector approval processes requested by divisions, this has resulted in conducting voting on elector approval processes (i.e. Referendums) in 2021, 2022, and conducting elections for the Salt Spring Island Local Community Commission in 2023.
- A review of the agenda management software for CRD Board to assess capability to improve webcasting audio-visual in the boardroom, as well as assess the future capability to scale-up agenda management software to be used across the organization to create consistency in the appearance of CRD meeting agendas and webcasting.

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.

OPERATIONAL STATISTICS

2022 data at a glance:

# Surveys undertaken (internal and external)	32
# Public engagement projects undertaken	8
# FOI requests received	248
# Privacy Impact Assessments completed	28
# Staff reports submitted to the three CRD Boards for direction ¹	199

¹ Excludes 'For Information' reports

04 Services

The services listed below rely on the support of several corporate and support divisions to operate effectively on a daily basis. More information about these services is available in the Corporate Services and Government Relations Community Need Summaries.

SERVICE BUDGET REFERENCES²

- › 1.103 Elections
- › 1.011 Board Expenditures
- › 1.014 Corporate Services
- › 1.015 Real Estate
- › 1.118 Corporate Communications

1. CORPORATE COMMUNICATIONS

Description

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.

What you can expect from us

- ▶ 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 and manage the Internal Communications Framework
- ▶ 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

² Service budget(s) listed may fund other services

Staffing Complement

Corporate Communications: **3.0 FTE + 4 Managers + Administrative Support**

2. LEGAL SERVICES

Description

Provides professional advice and expertise related to bylaws, contracts, agreements, procurement, legislative compliance and all legal matters.

What you can expect from us

- ▶ 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

Staffing Complement

Legal & Risk Management: **4.0 FTE + Senior Manager (include 2 FTE for Integrated Water Services Purchasing)**

3. LEGISLATIVE SERVICES

Description

Provides professional advice and expertise related to meetings, parliamentary procedure, internal and external appointments, legislative requirements and processes, and elector approval processes.

What you can expect from us

- ▶ Administrative and legislative support to the three CRD Boards, 11 standing committees, and 79 committees and commissions
- ▶ Publish agendas and record minutes for over 100 open and closed meetings annually for the three CRD Boards, and their standing and select committees
- ▶ Facilitate 40+ delegations from residents and organizations who wish to speak at CRD Board or Committee meetings
- ▶ Conduct elections and bylaw assent processes

- ▶ Process ~70 bylaws annually for adoption and manage the administration of bylaws including referrals for provincial approval
- ▶ Coordinate ~300 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

Staffing Complement

Legislative Services: **3.0 FTE + Manager**

4. PRIVACY & INFORMATION SERVICES

Description

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.

What you can expect from us

- ▶ Administer 200+ FOI requests annually (including 2,000+ associated records each year)
- ▶ Administer 35+ 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
- ▶ Conduct regular mandatory privacy training sessions 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; lead reviews and incident reporting
- ▶ Conduct records inventories & appraisals, develop lifecycle management plans for all records and approve disposition (destroy or retain permanently) to ensure timely and effective management of information resources
- ▶ Develop framework for effective documents and records management, including metadata and rules-based recordkeeping (RBR) in SharePoint Online for EDRMS and associated work
- ▶ Lead and support digitization projects and addressing legacy records

Staffing Complement

Privacy & Information Services: **2.5 FTE + 2 Managers**

5. REAL ESTATE

Description

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.

What you can expect from us

- ▶ 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
- ▶ Co-ordinate the internal review and response to third-party referrals submitted to the CRD
- ▶ Manage corporate land and land agreement data both tabular and spatial
- ▶ Co-ordinate, complete and manage leases, licenses, permits, and land-use applications
- ▶ 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

Staffing Complement

Real Estate & SGI Administration: **1.0 FTE + Senior Manager**

6. RISK & INSURANCE

Description

Provides professional advice and expertise related to liability, risk management, business continuity and insurance procurement on behalf of the CRD.

What you can expect from us

- ▶ 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

Staffing Complement

Legal & Risk Management: **2.0 FTE + Manager**

05 Initiatives

Below are the initiatives listed in the [Capital Regional District 2023-2026 Corporate Plan](#) and the related initiative business cases (IBCs), including financial and staffing impacts, proposed for 2024. The financial impacts reflect full program costs, including cost of staffing.

Initiative	Implementation year(s)	Impacts in 2024	
<p>12a-1 Adhere to new and emerging requirements of privacy legislation in a consistent manner</p> <p>▶ NEW IBC 12a-1.1 Privacy & Information Senior Analyst</p>	<p>Ongoing</p> <p>2024-ongoing</p>	<p>\$115K requisition</p>	<p>1 New Ongoing</p>
<p>12a-2 Support the digitization of our legacy records once the Electronic Documents and Records Management System is implemented</p>	<p>2023–2026</p>	<p>-</p>	<p>-</p>
<p>12b-1 Enhance the public participation and engagement practices and framework to foster trust and understanding, informed by input from residents and equity, diversity and inclusion principles</p> <p>▶ NEW IBC 12b-1.1 Build EDI principles into Public Participation Framework</p>	<p>2024</p> <p>2024</p>	<p>\$25K requisition</p>	<p>-</p>
<p>12b-2 Advance the Communications Strategic Plan to guide organizational communications practices and policies internally and externally</p> <p>▶ NEW IBC 12b-2.1 Citizen Experience Survey</p>	<p>2023</p> <p>2024</p>	<p>\$53K requisition</p>	<p>-</p>
<p>12b-3 Modernize the crd.bc.ca website</p>	<p>2023–2025</p>	<p>-</p>	<p>-</p>
<p>12b-4 Redesign and upgrade the CRD boardroom and broadcasting equipment to prepare for future planned growth and improve electronic meeting participation and engagement</p> <p>▶ NEW IBC 12b-4.1 Meeting Management Improvements</p>	<p>2023-2025</p> <p>2023-2025</p>	<p>\$40K requisition</p>	<p>-</p>

12b-5 Build capacity for elections and electoral approval processes to address increasing demand for new service creation	Planned for 2025	-	-
12b-6 Implement a Board voting dashboard	<i>Advanced through 12b-4.1</i>	-	-

06 Performance

GOAL 12A: ENHANCED PRIVACY & RECORDS MANAGEMENT

Targets & Benchmarks

Full compliance with the *Freedom of Information and Protection of Privacy Act* (the Act) 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.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	FOI and Privacy Program Compliance for Access Requests ¹	Quality	100%	100%	100%	→
2	Volume of FOI requests ²	Quantity	248	300	250	↘
3	Completed PIA requests for initiatives ³	Quantity	28	18	30	↗

¹ Percentage of FOI requests which were answered within the legislated timeframe; data from Information and Privacy division.

² Total number of FOI requests received by the CRD.

³ Total number of PIA requests completed.

Discussion

For access requests, the desired trend is to reduce the annual volume of FOI requests by implementing fee-based and non-cost records release programs, where beneficial and practicable. This allows disclosure of records outside of the FOI process, though personal information and any other excepted information must still be protected in accordance with the Act. Efforts are planned in 2024 to implement a fee-based release program for applicable Building Inspection records (pending approval of initiative 12a1-1.) Once established, staff will compare the number of Building Inspection FOI requests to previous years (as well as document page counts) and monitor the outcome of this work jointly with Building Inspection. Additional reporting metrics will be established in due course.

For privacy impact assessments (PIAs), the desired trend is to complete each PIA review request for a proposed initiative prior to the initiative’s launch. Our goal is complete all required PIAs for proposed initiatives for full compliance with the Act. It is important to note that this work may not fall within the same calendar year, depending on the initiative’s start and launch date. Approval of initiative 12a1-1 will increase Privacy and Information Services’ capacity to complete PIA reviews in compliance with the Act. Additional reporting metrics will be established in due course.

GOAL 12B: FOSTER CIVIC PARTICIPATION AMONG DIVERSE COMMUNITY MEMBERS

Targets & Benchmarks

- Website sessions and reach indicators measure the reach of our organizational information and how engaged our audiences are with the information disseminated.
- The Boards decision-making measure tracks the work of the three Boards.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	Unique visits to the crd.bc.ca site (sessions)	Quantity	2.1M	2.0M	2.1M	↗
2	Social media engagement	Quantity	10.4%	7.0%	7.0%	↗
3	Impressions	Quantity	855,000	1,600,000	1,800,000	↗

¹ Data from Google analytics

² Average engagement per post (comments, likes, shares, reactions) across CRD social platforms - Twitter, Facebook, Linked In, Instagram

³ Impressions: Number pieces of content a users sees on their social media activity stream

Discussion

- **Measure 1:** Google analytics has updated how it calculates data as of July 1, 2023. The new calculation reduces duplication and therefore a lower number is to be expected. The 2022 Actual numbers are based on previous methods and the 2023 Forecast numbers are based on new methods.
- **Measure 2:** Social media platforms are showing considerable volatility at the moment and the CRD’s social media audience is growing and beginning to shift from a smaller more dedicated audience to a larger more casual audience. This is why the forecast shows a dip in the engagement rate. Any engagement above 1% is considered good and the standard across all industries.
- **Measure 3:** Impressions reflect the growth in the volume of CRD content and a growth in the audience that content is reaching.

07 Business Model

PARTICIPANTS	All municipalities and electoral areas
FUNDING SOURCES	Requisitions
GOVERNANCE	<u>Governance Committee</u>