

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

SUBJECT **Service Planning 2024 – People Community Need Summary**

ISSUE SUMMARY

To provide strategic context and an overview of services, initiatives and performance data related to the People 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 People Community Need Summary is attached as Appendix A. The desired outcome is an organization staff are proud to be a part of.

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 – People, 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 – People, 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 2024/2025.

1. Proposed changes for 2024

Staff are proposing to advance six new initiatives for the People Community Need that have financial implications for 2024, as shown in Table 1. The initiatives are:

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

Table 1. People Community Need Initiatives (2024)

Initiative	Implementation year(s)	Staff impacts (2024)	Incremental cost (2024)	Funding source
11a-1.1 Develop & implement the Corporate Accessibility Plan	2024-ongoing	1 New ongoing	\$60,000	Other
11a-2.1 Enhance understanding & accountability for EDI	2024-2026	-	\$15,000	Requisition
11a-3.1 Create & implement an Indigenous Employment Strategy	2024-ongoing	1 New Ongoing	\$210,000	Requisition & Other
11b-1.3 Human Resources Manager	2024-ongoing	1 New Ongoing	\$210,000	Other
11b-4.1 Employee Survey	2024-ongoing	-	\$50,000	Other
11b-7.1 Manager of Corporate Initiatives & Administration	2024-ongoing	1 New Ongoing	\$125,000	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 associated with initiatives 11a-1.1 and 11b-7.1 reflect a phased implementation in 2024; the full staffing costs will be reflected in the 2025 budget.

11a-1.1 Develop and Implement the Corporate Accessibility Plan

In June 2021, the *Accessible British Columbia Act* became law and provides a framework to identify, remove, and prevent barriers to accessibility. In September 2022, new regulations came into force which require local governments to establish by September 2023:

- (1) an accessibility committee;
- (2) an accessibility plan; and
- (3) a tool to receive feedback on accessibility.

An Accessibility Plan must outline how the organization will identify, remove and prevent barriers to people in the organization or engaging with it. The plan must consider the principles of inclusion, adaptability, diversity, collaboration, self-determination, and universal design.

In April 2023, the Governance Committee and the CRD Board received and supported the establishment of an Accessibility Advisory Committee (AAC), with consideration on resources required to support the AAC as part of 2024 service planning. This support is necessary to deliver the significant requirements and outcomes needed to deliver and coordinate activities pertaining to an Accessibility Plan for the size and scope of the CRD organization. Currently, there are not dedicated staff resources or available capacity to support the activities related to this regulatory initiative on an on-going basis.

Initiative 11a-1.1 seeks to create a new regular ongoing role in the Human Resources & Corporate Safety Division to develop and implement an Accessibility Plan. The initiative also seeks an increase to the Division's core budget to identify and implement accessible technology to engage the public and committee.

11a-2.1 Enhance Understanding and Accountability for Equity, Diversity & Inclusion

The CRD Board adopted the following priority in 2023 "Develop understanding of, accountability for, equity, diversity and inclusion across CRD decision-making bodies". To advance this priority, initiative 11a-2.1 seeks a one-time budget increase for 2024-2026 (\$15,000/year for a three year total of \$45,000) to continue to advance educational sessions, titled Inclusion Literacy and Board Readiness, to CRD decision-making bodies.

These sessions will be focused on establishing a common foundational baseline around diversity and inclusive excellence. They explore the journey towards fostering a more psychologically safe, physically and mentally healthier workplace, and ultimately, a more inclusive workplace. The first module is specifically designed to prepare the board for the Equity, Diversity & Inclusion (EDI) journey and to identify the board's readiness, as well as the barriers that may bar them from leading the EDI journey. These sessions will be delivered to staff and to the CRD Board and will be expanded to all decision-making bodies, in line with the CRD Board Priority.

11a-3.1 Create and Implement an Indigenous Employment Strategy

The current labour market shortage and higher demand for Indigenous employees has led to increased numbers of Indigenous community members accessing employment. An Indigenous Employment Project report completed for the CRD in 2023 identified that many Indigenous community members, including young people, are seeking opportunities to advance their careers, build their skills, engage in more meaningful and rewarding work, find a workplace that is culturally safe and free from racism, or find work that supports them to fulfill cultural obligations in their communities.

The CRD has been working to identify opportunities to support Indigenous economic development and more inclusive models of governance and decision-making since 2015. Through this work, it has been determined that the organization needs to develop an Indigenous Employment Strategy, in collaboration with Indigenous communities, to lay out specific actions that the CRD will take for the CRD to become a desirable, competitive workplace for prospective Indigenous employees.

Initiative 11a-3.1 seeks to develop, deliver and resource the Indigenous Employment Project to support Indigenous employment at the CRD. To facilitate the work, the initiative seeks to create a new regular ongoing Manager of EDI and Indigenous Recruitment in the Human Resources & Corporate Safety Division to lead, implement, manage and monitor the effectiveness of the strategy moving forward.

11b-1.3 Human Resources Manager

The Human Resources & Corporate Safety Division operates in-house professional human resource and corporate safety services supporting the departments of the CRD. The organizational staffing complement has grown by 26.5% since 2018. In recent years, several Divisions such as Regional Housing, Regional Parks, and Information Technology & GIS have required more focused human resource attention given the nature of the industry and the recent growth requirements. In addition, the market for talent and expectations to modernize work environments, the impacts of the health pandemic both during and after, and requirements placed on organizations by regulatory agencies and lawmakers have increased substantially.

Resourcing in human resources has not increased while the organization was evolving. This has placed a significant burden on the Division's ability to keep pace with these increasing organizational changes, and resulting human resources support demands.

Initiative 11b-1.3 seeks to create a new regular ongoing Human Resources Manager role in the Human Resources & Corporate Safety Division. This position will bolster the staffing complement to ensure a continued high level of services to all CRD departments and Divisions, while further advancing the many strategic human resources programs required.

11b-4.1 CRD Employee Survey

Employee Experience Surveys offer an opportunity for all employees to share feedback about their experiences of working at the CRD. This information provides valuable data about the work and workplace, and a better understanding of employee experience, organizational climate, and engagement levels with the organization. The insights from the survey help the CRD and its staff continuously ensure that the CRD is a workplace where employees realize their potential and whose lives are improved through organizational connections and meaningful, fulfilling work.

Following the 2023 Employee Experience Survey, the CRD is looking to conduct Employee Experience Surveys every 18-24 months as part of its focus on employee engagement and ensuring a meaningful, fulfilling, and productive work environment.

Initiative 11b-4.1 seeks an increase to the core budget of Human Resources & Corporate Safety to facilitate future surveys, with the next iteration planned in Q3/Q4 of 2024.

11b-7.1 Manager of Corporate Initiatives and Administration

The CRD has experienced an increase in the number of corporate initiatives that are initiated by the Chief Administrative Officer and the Executive Leadership Team and do not relate directly to departmental lines of business.

Initiative 11b-7.1 seeks to create a new regular ongoing Manager of Corporate Initiatives and Administration role in the Executive Services department. The position will plan and lead the implementation of corporate initiatives, navigating change management and implementing new processes, procedures, and business strategies. The position will also develop and lead a more formal approach to corporate administration, and provide corporate administration oversight.

2. Planned changes in 2025

There are three initiatives planned for 2025, shown in Table 2. The CRD Board will consider approval next year.

Table 2. Forecast of Future Initiatives: People Community Need

Initiative	Implementation year(s)	Staff impacts (2025)	Incremental cost (2025)	Funding source
11b-1.1 HRIS Talent Suite	2025-2028	-		Not applicable
11b-1.2 Alignment of Services: Manager of Safety	2025-ongoing	1 New Ongoing	\$195,000	Other
11b-3.1 Benefits, Wellness & Abilities Management Coordinator	2025-2025	1 New Ongoing	\$153,000	Other

The information in Table 2 also reflects the business case costs.

11b-1.1 HRIS Talent Suite

Talent management is a key focus of our corporate strategic human resources initiatives. Included within a talent strategy is the need for improved functionality of our learning and development, performance and goals, and succession and development platforms to aid employees and managers, along with human resources.

In 2023, the CRD started the first phase of a robust Human Resources Information System (HRIS) with Employee Central and Recruitment & Onboarding. As the next phase of our HRIS, this initiative involves the purchase and adoption of SAP's cloud based SuccessFactors Talent Suite modules (Learning, Performance & Goals, Succession & Development) to leverage our existing system and capabilities. SuccessFactors helps organization ensure centralized employee records and assist managers and the organization in more modern talent management strategies and approaches.

Initiative 11b-1.1 will propose to increase staffing resources and core budgets in the Human Resources & Corporate Safety, Financial Services and Information Technology & GIS Divisions to facilitate the next phase of implementation starting in 2026.

11b-1.2 Alignment of Services: Manager of Safety

Over the past years, the CRD has experience considerable organizational growth in response to service and regulatory expectations. Divisions such as Integrated Water Services, Regional Housing and Regional Parks, for example, are requiring more focused corporate safety attention than ever before given the nature of the industry, growing infrastructure and employee bases, and related hazards and risk levels. In addition, and over that same period, the occupational health and safety obligations placed on employers by senior levels of government, the public, workers, and industry, combined with the impacts of the health pandemic, both during and after, and

requirements placed on organizations by regulatory agencies and lawmakers have increased substantially.

The combination of these factors and changes in regulatory requirements and legislation including the *Workers Compensation Act* and Occupational Health & Safety Regulations, have exceeded the current capacity of the four staff resources in Corporate Safety.

Initiative 11b-1.2 will propose to create a new regular ongoing Manager of Safety position in the Human Resources & Corporate Safety Division. This position will supplement the current staff complement and ensure continued, effective professional corporate safety oversight for the organization, in partnership with departments.

11b-3.1 Benefits, Wellness & Abilities Management Coordinator

In the recent CRD Employee Surveys, staff identified the need for more wellness initiatives to make the CRD a great place to work. Various studies have shown that good employee health is positively correlated to job satisfaction and increased employee engagement which affects productivity, turn over, sick leave usage etc. In past years, organizations focused on benefit programs as wellness strategies.

While the CRD currently engages in a number of wellness related corporate initiatives and informal worksite specific activities, there is not a formal wellness program at the CRD with dedicated resources to drive these initiatives forward in a robust and comprehensive way.

Initiative 11b-3.1 will propose to create a new regular ongoing Benefits, Wellness & Abilities Management Coordinator in the Human Resources & Corporate Safety Division. This position aims to consolidate existing but less comprehensive benefits and abilities management programs, then develop and lead coordinated and aligned benefits, wellness and abilities management programs aimed to provide proactive tools, resources, and programs that keep employees engaged on the job, and to quickly return employees back to work when they may be unable to temporarily be in the workplace. Professional resources to assist in delivering a comprehensive approach is paramount to ensure a successful program.

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 – People, be approved as presented and form the basis of the Provisional 2024-2028 Financial Plan.

Submitted by:	Chris Neilson, MBA, CPHR, Senior Manager HR and Corporate Safety
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT

Appendix A: Community Need Summary – People