Making a difference...together

13 Business Systems & Processes

Leading systems and policies to respond to best practices, comply with legislative requirements and deliver sustainable budgets

01 Strategy

CORPORATE PLAN GOALS

13a   Effective systems, processes & policies

13b   Business capacity & continuity

13c   Achieve sustainable budgets through innovation & streamlining while recognizing the need for infrastructure investments & accountability to taxpayers

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03 Operating Context

ACHIEVEMENTS IN 2024

Financial Services

1. Triple Crown Award – Government Finance Officers Associations, best in class for financial reporting, budgeting, and annual report.
2. Received Unqualified Audit Opinion on 2023 CRD Consolidated Financial Statements, 2023 CRHC Financial Statements and 2023 CRHD Financial Statements.
3. Implementation of Asset Retirement Obligation accounting standard.
4. Preparation for new accounting standard PS 3400 Revenue.
5. Grants – New 10-Year Community Works Fund (CWF) Agreement, Improved Third-Party CWF Grant Awarding Process, Grants-In-Aid new Public Intake process on Salt Spring Island.
6. Created new Guidelines for Non-Application Based Grant Allocation Methodology.
7. Created financial model for Core Area Wastewater Treatment capacity.
8. Implemented the revised Travel and Expense Policy.
9. Modernized quarterly Capital variance analysis reporting for Chief Administrative Office report.
10. Implemented standardized training for Chartered Professional Accountants within Financial Services.
11. Implemented new Controller role to streamline and support the financial needs of our internal clients.
12. Completed Phase 0 financial system upgrade and development of the new financial model.
13. Developed comprehensive financial models, such as the CAWTP capacity transfer formula and long-term financial projections for key areas.
14. Refined CRD's investment policy to better balance risk and opportunities.

Technology & Digital Transformation

1. Financial Application System Modernization:
    *   SAP S4/HANA conversion project went live on October 7, 2024.
    *   Migrated SAP Mobility applications to the Cloud.
2. Microsoft 365 and Corporate, Workplace and Business Applications:
    *   Migrated to Office 365 – Microsoft Exchange Online and OneDrive for all employees.
    *   Upgraded Microsoft Enterprise Licenses from E3 to E5 to improve security & add new applications.
    *   All auxiliary and part-time employees received Microsoft 365 (M365) F3 licenses, active directory and exchange/email accounts to access corporate applications and receive emails.
    *   Launched the Employee Training Site – Learning Pathways for M365 training on Office Applications, PowerBI, PowerApps, Power Platform.
    *   Piloted Business Analytics tools that include Microsoft CoPilot and Power BI to support data-informed decisions.
3. Security and Cybersecurity:
    *   Implemented New Password Policy to support cybersecurity Initiatives.

- Completed Cybersecurity Audit of SCADA/OT and Corporate Network.
- Successful deployment of Crowdstrike agents to all CRD corporate devices and systems.
- Implemented new Gold Image Operating System for all 2011 Windows Devices.

4. IT Infrastructure and Upgrades:
- Completed the Windows 11 Upgrade to all corporate workstations.
- Upgraded the CRD Corporate Data Center server and infrastructure at 625 Fisgard.
- Upgraded CRD internet accesses to 10Gbps and installed new application-based firewalls.
- Upgraded power and cooling for the CRD Data Center at Fisgard.

5. Governance, Planning and Policy:
- Implemented and Operationalized both an IT Governance and IT Advisory Committee.
- Completed the draft Digital Strategic Plan which will be published shortly.
- Implemented the Corporate Acceptable Use Policy for the CRD.
- Completed the initial phase of a CRD IT Service Catalogue to support modern workplace services.

6. Communication and Collaboration:
- Upgraded one meeting rooms at Fisgard with Microsoft Teams Room Technology. More upgrades planned.

7. Mobile and Device Management:
- Standardized cellular/mobile devices – iOS/iPhone/iPad first.
- Direct ship cell phone devices from mobility providers.
- New cellular plan upgrade completed – cellular agreements were renegotiated in October 2023 to reduce data usage charges, provide more data, and reduce device costs.

FACTORS THAT WILL AFFECT OUR OPERATIONS IN 2025 AND BEYOND.

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.
- Staff Recruitment and Development: Staff retirements and turn over in financial services and across the organization have led to a greater degree of training to address knowledge gaps within a growing organization. This increases the pressure on existing capacity to move through and complete deliverables annually.
- Corporate Finance and Decision Support: Continuation of higher levels of activity in service establishment, infrastructure replacement planning, financing strategy development, business case and proforma development.
- Grant funding: Sustained externally driven, increased government grant activity is placing greater demand on financial services to support in eligibility assessment, application support, reporting and compliance. Continued trend of funders transferring administration to recipient organizations.
- Treasury and Debt: Amid recent economic volatility and interest rate changes, the organization faces an increased need for enhanced treasury planning and oversight of reserves in alignment with published operating and capital reserve guidelines. Economic and market developments add

complexity to ensuring service sustainability and achieving adequate returns on invested reserve funds.

- CRD Evolves: Creation of common vision for organizational growth for service delivery in future years. Consolidation of similar work to avoid duplication and make better use of resources and create alignment between departments through 2025 and 2026.

Technology & Digital Transformation

- In response to the rapid technological advancements, increasing digital demands and direction from the Executive Leadership Team, Technology & Digital Transformation will implement a comprehensive Digital, Data and Technology Strategy. The strategy will enhance the experiences of citizens, businesses, and employees by leveraging centralized IT governance, modern tools, secure digital identity solutions, streamlined online service delivery, advanced application rationalization, digitization of paper-based forms, enhanced protection of CRD data through cybersecurity controls, and efficient cloud hosting services.
- Over the next three years, the strategy and supporting action plans will elevate service and operational excellence while effectively addressing the needs of the CRD interest holders. The plans will focus on:
  1. Investing in foundational technologies and shared platforms to close legacy gaps, mitigate risks associated with outdated assets, and ensure a resilient and future-proof infrastructure.
  2. Enhancing service delivery and operational excellence by leveraging cutting-edge technology to streamline processes, reduce inefficiencies, and elevate overall performance.
  3. Transforming the customer experience by implementing advanced tools and user-friendly interfaces that simplify interactions and strengthen engagement with the CRD.
  4. Strengthening cybersecurity, privacy, and business continuity with robust solutions that protect data, ensure compliance, and maintain seamless operations in the face of potential disruptions.
  5. Secure data management and driving insights through advanced analytics, enabling informed decision-making and fostering a data-driven culture.
  6. Empowering employees with comprehensive training and support, cultivating digital literacy, and nurturing a culture that embraces continuous learning and technological growth.
  7. Creating a modern workplace environment by equipping staff with innovative tools and applications that enhance productivity, collaboration, and job satisfaction.
  8. Establishing a forward-looking approach to emerging technologies, ensuring their benefits are realized and align with organizational goals and values.
- The implementation of the Digital, Data and and Technology Strategy will revolutionize interactions with CRD services, driving innovation, efficiency, and satisfaction among interest holders.
- For customers and residents, the CRD plans to develop and deploy user-friendly digital platforms, such as the MyCRD portal, which will centralize and simplify access to various services, including online payments, permit applications, and real-time service tracking. These initiatives are designed to make services more intuitive and accessible, and reduce the need for in-person visits. Additionally, the modernization of the CRD website and the adoption of mobile-first approaches will ensure that digital interactions are seamless, user-friendly, and aligned with modern expectations for

digital engagement. The enhanced digital infrastructure will lead to faster and more efficient service delivery, ensuring that citizens' requests and concerns are addressed promptly.

- For employees, the strategy will streamline workflows by automating processes and introducing improved digital tools that facilitate better collaboration and communication. This will reduce administrative burdens, enabling employees to focus on higher-value tasks and improving overall efficiency. Access to real-time data will empower employees to make informed decisions, enhancing the effectiveness of their work. Employees will be equipped with the skills needed to thrive in a digital environment. By enabling employees to work more efficiently and effectively, the strategy will contribute to higher job satisfaction and a more positive workplace culture.

Facilities Management & Engineering Services

- Facilities Centralization Plan: Prior to 2018, a significant amount of Facilities Management effort was directed toward the four VIHA facilities. At that time, direction was given to shift focus toward expanding the number of facilities serviced by Facilities Management , with the goal of providing improved and consistent services across more of the CRD facilities. This was the formation of the Facilities Management Centralization Plan.
- SMART Buildings Technology: As buildings systems integrate new technology into their controls, buildings are becoming SMART, which means the building is "alive" and adaptable to changing environments for such things as HVAC and electrical requirements. Facilities systems are continually being updated to become SMART.
- Space Planning: staff have been working to stay ahead of the demands for new workspaces but the long planning and construction cycle, combined with the lengthy time required for furniture delivery and installation, has resulted in delays in arranging new spaces.
- Staff retention: Employee retention continues to be a challenge. Hiring, orienting and training new staff takes many months to develop them to a level where they can complete the necessary tasks in an efficient manner. Over the last number of years, frequent turnover in the roles of the Facilities Management Worker 2 and Worker 4 positions has challenged Facilities Management's ability to complete all tasks in a timely manner. The group has just recently returned to a fully staffed complement, which should aid in completing all critical tasks in the timelines required.

OPERATIONAL STATISTICS

Facilities Management currently provides services to over 50 individual buildings, including office buildings, recreation facilities, theatres, health clinics, water and wastewater buildings, including pump stations, as well as a library. These facilities are located across the CRD from Port Renfrew to Salt Spring Island.

As illustrated below, the numbers of work orders completed annually has been increasing as more facilities are added to the portfolio as the centralization strategy continues to advance.

	2022	2023
Total Number of Work Orders	2,738	4,936
Total Number of Preventative Work Orders	1,105	2,849
Total Number of Reactive Work Orders	50	657
Misc./Staff Requests	1,583	1,430

The Technology & Digital Transformation operational data below illustrates the volume of requests completed by the service desks in 2024 (as of September 19, 2024).

	2024
Audio Visual & Meeting Support requests	101
Desk Support Services (DSS) requests	1803
Helpdesk requests	76
Radio & Surveillance requests	52
Telephony requests	267

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 REFERENCES[1]

›   1.017 Financial Services

›   1.022 Information Technology

›   1.101 GIS

›   1.105 Facility Management

›   1.106 CRD Headquarters Buildings

›   1.107 Corporate Satellite Building

›   1.112 Regional Grant in Aid

›   1.335 Geo-Spatial Referencing System

›   21.1 Feasibility Reserve Fund

1. FINANCE SERVICES

Description

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 through:

- Financial Planning
- Corporate Accounting and Reporting
- Internal Controls over Financial Reporting
- Revenues and Collections (taxes and fees)
- Disbursements (vendor and employee)
- Payroll
- Corporate Finance Policy and Decision Support
- Long Term Financial Planning
- Treasury and Banking
- Financial Systems
- Grants Management
- Other administrative services, such as transit pass inventory management, printing internal interoffice mail

What you can expect from us

▸ Biweekly payroll processing, reporting for 1,500 employees totaling $99M in four employee groups under both the CRD and CRHC.

▸ Weekly cheque and EFT runs produce 30,000 vendor payments a year.

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[1] Service budget(s) listed may fund other services

- Processing over 23,000 invoice payments per year with 45 seconds average processing time per invoice. Over 99% of the payments processed in time.
- Monthly and quarterly billing and collections for approximately 30,000 water billing customers
- Biweekly payroll processing and reporting for 1,500 employees totaling $99M per year.
- Managing banking services for CRD, overseeing the flow of transactions through 37 banks annually, handling approximately 150,000 transactions per year.
- Debt management ($500M) for the CRD ($225.2M), CRHD ($98.5M) and CRHC mortgage ($175.5M).
- Processing on average four periodic updates to the financial system for legislative and financial system upgrades.
- Oversight over corporate financial regulatory compliance and provincial and federal legislative and reporting alignment.
- Provide corporate support and coordination for more than 200 CRD services.
- Overseeing 38 Operating budgets and 96 Capital projects totalling $414M and $345M respectively.
- Providing monthly reporting to over 160 budget owners.
- Execute on financial system projects and program development scaling services to address organizational growth and demand.
- Statutory Corporate Reporting to the Board, including annual audited financial statements and the annual five-year financial plan.
- Evaluating large project business cases by forecasting financial impact and evaluating market and economic risks.
- Implementing long-term financial planning beyond the standard five-year financial planning framework to ensure corporate sustainability and achieving long-term objectives.
- 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, Growing Community Fund (GCF).
- Manage the organization's external grants portfolio by notifying CRD services of available grant programs weekly, providing advice on grant application. Received over $578M in grant funding from senior levels of government since 2014.
- Manage CRD's internal grants portfolio with 69 applicants awarded over $13M in grant funding in 2023.
- Print shop production of high volume of customer billings/other material and daily internal mail & courier service to 14 CRD offices.

Staffing Complement

Financial Services: **60.0 FTE (including Managers, Administrative Support and Water Billing Services)**

2. TECHNOLOGY & DIGITAL TRANSFORMATION

Description

Technology & Digital Transformation 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. Responsibilities include:

- Supporting and maintaining core foundation technologies and enterprise service delivery for network, telecom, cybersecurity, device, mobility, corporate and client applications, data centre and cloud services
- Information Technology Service Desk and Desktop Support team
- Provision and support of our corporate SAP Enterprise Resource Planning (ERP) for Financial, Payroll, and Human Resources Systems
- Corporate-wide voice, data, video conferencing, Wi-Fi and radio communications systems
- Corporate Website and Digital Engagement support and planning
- Board and Committee meeting support
- Office Productivity Suite (Microsoft 365) of applications and services
- Vendor and Contract Management Office
- IT Project Portfolio Management and Technology Investment Planning
- Geographic Information Data and Systems Support
- Orthophotography and lidar data acquisition and deployment
- Cloud Hosting and Data Center Services
- Application development and Business Solutions

What you can expect from us

- Supporting and maintaining core foundation applications technologies and enterprise standards for network, telecom, cybersecurity, mobility, client systems, data centre, cloud services, identity, and access management.
- Enabling and supporting the digital workforce through oversight of collaboration tools and technologies. Responding to technology issues through the Information Technology Service Desk and Desktop Support team and maintaining the end user system equipment fleet of computers, monitors, and peripheral devices.
- Manage the technology infrastructure connecting 30+ sites across the CRD, including 1,100 full time and auxiliary users, 100+ applications, 1,200 computers, 600 smartphones, 300 servers and systems and an integrated end to end corporate phone systems.
- 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.
- Developing, managing, and operating the CRD's digital service delivery channels and platforms, including the CRD's website (crd.bc.ca), geographic information systems (GIS), SharePoint and corporate applications. Overseeing the Digital Strategy. Developing and delivering Technology Services' annual IT Strategy. Providing strategic oversight, enterprise architecture, roadmaps and guidelines for projects, initiatives, and products within the Technology and digital services portfolio
- Procurement of GIS orthophotography and lidar data for 23 Capital Region municipal and federal partners

- 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 workorders annually for the maintenance of corporate assets located in Housing, Integrated Water, and Facilities Management
- Management and support of the corporate Project System, processing $400M annually in capital projects
- 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 the upgrade to our SAP platform to S4 HANA including the addition of new SAP modules in support of HR business process improvements related to managing employee information and employee Onboarding and Recruitment practices.

Staffing Complement

Division: **45 FTE (including Managers and Administrative Support)**

3. FACILITIES MANAGEMENT

Description

The Facilities Management & Engineering Services division sits within the Parks, Recreation & Environmental Services Department and consists of two distinct sub-divisions that were combined in 2017 to form one division under a single senior manager.

The primary roles of Facilities Management consist of:

- Maintenance & Operations: The ongoing requirements of the various buildings are diverse and steadily evolving. The maintenance work, as well as tenant improvements, are all managed through a central maintenance planning system within the SAP enterprise software. All CRD employees can submit work requests for facilities through a link on CRD Central, which are then evaluated, prioritized and entered into the work order system to be completed accordingly.
- Space Planning: Facilities continues to lead the organization in spatial planning to meet the growth requirements. The main requirement is to provide additional desk/office space for new staff to meet

the increasing demands at all the main CRD locations. FM also provides services to upgrade existing spaces to improve the working environment and/or modernize the way services are delivered.

Facilities Management provides numerous functions/services to internal CRD departments, including:
- Facilities Planning
    - Facilities Master Plans
    - Space Planning
    - Maintenance Planning
    - Building Condition Assessments
    - Security Assessments
- Energy Management
    - Energy Audits
    - Energy Data Collection
- Operations & Maintenance Delivery
    - Internal Technical Staff
    - External Contractors
- Project Management

A team of specialized maintenance technicians, project engineers and coordinators, energy specialists and tradespeople who ensure CRD facilities are performing optimally and are safe and comfortable for staff and the public.

What you can expect from us

- Directly manage the facilities components of various CRD buildings that include treatment plants, pump stations, office and operational buildings.
- Procure multi-year facility/building management service contracts for facilities; support other departments to ensure service contracts align with corporate standards
- Administer regulatory requirements for CRD facilities; this program includes fire safety, elevators, boilers, emergency generators, roof anchors and backflow preventers
- Deliver capital projects related to new construction and building system renewals, as well as numerous maintenance projects
- Provide Project Management services for facility projects to other CRD departments

Staffing Complement

Facilities Management: **12.0 FTE (including Manager and Administrative Support)**

4. ENGINEERING SERVICES

Description

Engineering Services provides engineering planning and capital delivery services, including project management, various types of studies, detailed design, procurement, construction management and

commissioning services that support several community needs (Solid Waste & Recycling, Regional Parks, Housing & Health, Climate Action, Arts & Recreation and Local Government).

Engineering Services manages approximately 15-20 major construction projects per year, with an approximate total value of $15–$20 million annually. This group also manages an additional 15-20 smaller projects each year for other CRD facilities. The group provides services across the CRD excluding Water, Wastewater and Regional Housing.

What you can expect from us

- Lead or support the planning, design and project management of capital projects of medium and high complexity, and small complexity where the service owner does not have the capability within their group to do so.
- 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
- Lead the design, procurement and construction of the Renewable Natural Gas, Kitchen Scraps Processing, New Liner for Landfill Cells 4 and 5, and Biosolids Advanced Thermal Demonstration Plant projects

Staffing Complement

Engineering Services: **15.0 FTE (including Managers and Administrative Support)**

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 2025. The financial impacts reflect full program costs, including cost of staffing.

Initiative	Implementation year(s)
▶ **INTER-RELATED** *see 4b-4.1 Regional Trestles Renewals, Trail Widening & Lighting Project in Transportation Community Need Summary*	2025-2028
13a-1 Advance strategic approaches to procurement and project delivery to build capacity, improve standardization and support affordable services	2024-2026
▶ **NEW IBC** 13a-1.2 Manager of Procurement	2025-ongoing
▶ **NEW IBC** 13a-1.3 Contracts and Procurement Modernization	2025-ongoing
▶ **FUTURE IBC** 13a-1.4 Departmental Administrator (Paralegal and Assistant)	Planned for 2026
13a-2 Advance the Technology Strategic Plan to guide the modernization and transformation of our current IT services and systems and launching new digital technology solutions	Ongoing
▶ **NEW IBC** 13a-3.1 M365 SharePoint Online Transition to Information Management	2025-2029
▶ **NEW IBC** 13a-3.2 SAP S4/HANA Enhancements	2025-2026
▶ **FUTURE IBC** 13a-3.3 CRD Communications Infrastructure Improvements	Planned for 2026
▶ **FUTURE IBC** 13a-4.1 Data Architect	Planned for 2026
▶ **FUTURE IBC** 13a-4.2 IT General Compliance Support	Planned for 2026
▶ **FUTURE IBC** 13a-4.3 Cybersecurity Network Design Improvements Pilot	Planned for 2026
▶ **FUTURE IBC** 13a-4.5 Alternate Data Centre	Planned for 2027
▶ **NEW IBC** 13a-5.1 New Corporate Project & Service Management Platform	2025-ongoing
▶ **NEW IBC** 13a-5.2 MyCRD and Supporting Platforms	2025-ongoing
▶ **NEW IBC** 13a-6.2 Cybersecurity Risk Specialist	2025-ongoing
▶ **NEW IBC** 13a-6.3 Senior IT Administrative Coordinator (Conversion)	2025-ongoing

13b-1 Continue implementing business continuity planning and the Enterprise Risk Management framework	Ongoing
13b-2 Mature the integration of asset management into capital planning processes to strengthen fiscal management practices and support resource sustainability	Ongoing
▶ **NEW IBC** 13b-2.1 Enterprise Asset Management System	2025-ongoing
13c-1 Advance changes to policies and systems to streamline activities, reduce complexity and increase efficiency	2025
▶ ~~**FUTURE IBC** 13c-1.1 Revenue Services~~ (withdrawn)	~~Planned for 2025~~
▶ **NEW IBC** 13c-1.3 Senior Financial Advisor	2025-ongoing
13c-2 Optimize Financial Services through enhanced internal controls and continuous improvement methodologies	2024
SUPPORT SERVICES	
▶ **SUPPORT IBC** 13d-1.1 Resources required in Financial Services to help support all IBCs	2025-2026
▶ **SUPPORT IBC** 13d-1.2 Resources required in Information Technology & GIS to help support all IBCs	2025-2026