

## **Initiatives Descriptions**

### **INITIATIVES PLANNED FOR 2026**

#### **12c-2.1 Board Orientation & Strategic Planning 2027-2030**

Following the General Local Election, which takes place every four years in B.C., the CRD conducts orientation and training for all appointed Directors and elected Electoral Area Directors to the governance model of the Regional Districts and to the CRD's portfolio of services. This training offers critical information for first-time Directors and a valuable refresh for returning Directors. The Board of Directors then engages in strategic planning to establish its priorities (desired outcomes and associated initiatives) in consideration of corporate resources (financial and staff efforts) and within the context of the organization's operational mandate (regulatory and service-delivery responsibilities and authorities). This process guides decision-making for the next four years and is central to effective governance and resource management. To support this cycle, this initiative seeks to access reserve funding to facilitate Board orientation and recruit a consultant to support the development of new Board Priorities and the CRD Corporate Plan.

### **INITIATIVES PLANNED FOR 2027**

#### **9a-3.1 Emergency Program Accreditation (Revised)**

This initiative was planned for 2026 and has been deferred to 2027. The Emergency Management Accreditation Program (EMAP) provides an accredited standard for emergency management program administration and documentation across all levels of government. It also offers a voluntary five-year reaccreditation process to ensure programs evolve and progress in alignment with current industry-specific research and internationally recognized best practices. Without accreditation, programs risk developing independently, siloed from local, national, or international standards. This initiative seeks funding to pursue accreditation for the CRD Emergency Program through EMAP. Achieving accredited status would ensure the CRD's emergency management efforts align with international best practices and are interoperable with neighboring local authorities, First Nations, national, and international partners. Funding will be covered through requisition.

#### **11b-1.4 Corporate Recruiting (Revised)**

This initiative was planned for 2026 and has been deferred to 2027. It complements initiative 11b-1.5 Corporate Recruitment – LinkedIn Talent Licensing, which started in 2025. The CRD has experienced significant organizational growth in response to service and regulatory expectations, while also facing pressures from economic conditions, a competitive labor market, and numerous retirements. The number of recruitments and job opportunities in the CRD have also increased, with over 580 job opportunities posted in 2024. These significant internal and external pressures are requiring more focused human resource attention than ever before. This

initiative seeks to create three new regular ongoing positions in 2027 to bolster the complement of recruitment specialists in the People, Safety & Culture division. These roles will develop and implement comprehensive recruitment strategies to recruit top talent and work closely with hiring managers from start to finish to facilitate the identification and selection of candidates and ensure processes are followed, and candidates are evaluated fairly and equitably. Funding will be covered through allocations. *Note that given the critical nature of these roles, one of the positions may be filled early through vacancy management if a suitable opportunity arises.*

#### **11b-1.6 HRIS Talent Suite (Revised)**

This initiative was planned for 2026 and has been deferred to 2027. The CRD's Human Resources Information System (HRIS) is a system that maintains all staff information and supports modern recruitment and onboarding processes. Implementation of this mission critical system was completed in January 2024 with the deployment of the first module. This initiative seeks to implement the next tranche of system improvements to HRIS, including modules for learning, performance, and succession planning and management. This will centralize and modernize the CRD's talent management capabilities.

This initiative seeks funding to project manage and implement the system improvements as well as integrate with existing systems. It also seeks to create two two-year term positions in the People, Safety and Culture division for the duration of the project to support the work. An additional regular ongoing position will be created in the division once the system improvements have been completed to manage it moving forward. Funding for this initiative will be covered through requisitions, reserves and allocations. Please note that this initiative has been deferred by the ELT since 2024 to prioritize other, more urgent activities.

#### **13a-1.4 Departmental Administrator (Paralegal and Assistant)**

This initiative was planned for 2026 and has been deferred to 2027. The Corporate Services department, which oversees several professional advisory services such as Legal Services & Risk Management, Legislative Services, and Real Estate Services, among others, has operated for several years with only a part-time administrator shared with the Executive Services department. This has resulted in specialized staff such as lawyers and insurance professionals handling tasks that are operational or administrative in nature and would be best handled by an administrative professional. This position is for a paralegal, a high-level administrator, who can assist in organization of legal files, perform routine but advanced legal and insurance tasks, and lead the administration for the department. For example, Legal Services currently receives over 3,000 requests for service annually, while Risk Management receives about the same. Redistributing the requests that are administrative in nature would free up capacity for expert staff to concentrate on specialized activities. This initiative seeks to create a new, regular, ongoing position to provide this important function for the department. Funding will be covered through requisition. *Note that given the critical nature of this role, it may be filled early through vacancy management if a suitable opportunity arises.*

#### **13a-3.5 Mandatory Cybersecurity System Penetration Testing Solution**

This initiative is planned for 2027. The CRD has been making enhancements to its cybersecurity approach in response to the growing threats against local governments. This initiative proposes to acquire and deploy Penetration Testing Software, which would enable the CRD to proactively, identify, assess, and address vulnerabilities across its Information

Technology (IT) systems. Until now, the CRD has outsourced this type of testing on an ad hoc basis, but this approach has proven to be increasingly costly and lacking flexibility. By bringing this capability in-house, the CRD will have the ability to conduct more frequent and targeted testing, improve its risk identification and mitigation, enhance cybersecurity readiness and support compliance efforts. Over time, it is expected that this will also reduce costs and increase flexibility. Funding for this initiative will be covered through requisition and allocations.

### **13a-3.6 CRD Legacy Voice Replacement**

This initiative is planned for 2027. The CRD's current telephone system has reached the end of its serviceable life and is no longer supported by the vendor. As a result, the 820+ devices in use today are at increasing risk of failure and becoming unreliable, which could negatively impact public services, internal communications, and emergency coordination. In recent years, the CRD has adopted tools that support hybrid work, mobile access, and secure cloud-based services. To align with these changes, this multi-year initiative proposes to replace the outdated telephone system with a modern telephony solution. The upgrade will streamline infrastructure, improve service continuity, and provide a better user experience by integrating seamlessly with the CRD's existing collaboration tools. The legacy system will be fully decommissioned. Funding will be covered through requisition and transfers from reserves.

### **13a-4.6 Ransomware Prevention Solution**

This initiative is planned for 2027. The CRD has been making enhancements to its cybersecurity approach in response to the growing threats against local governments. Modern ransomware attacks are highly targeted, multi-stage operations designed to evade traditional security measures, disrupt operations, and compromise sensitive data. A successful attack could severely impact critical services, hinder operational capacity and jeopardize public safety and trust in the CRD. To mitigate this growing risk, this initiative proposes to acquire and deploy a next-generation ransomware containment solution. These advanced systems provide proactive protection by autonomously isolating infected systems within seconds, effectively stopping an attack before it can spread. Funding will be covered through requisition.

### **13a-6.4 SAP Developer (Conversion)**

This initiative is planned for 2027. The technical team supporting the development and integration of the CRD's enterprise resource planning (ERP) system currently includes one regular and one term Developer. The term position is set to end in early 2027. This initiative proposes to convert the existing term position to regular ongoing to continue supporting both current and future technology projects. This position will additionally support high-priority projects and help facilitate the planned transition to managed services, which will enable scalable service delivery without increasing staffing levels beyond 2027. Funding will be covered through requisition.

### **13a-6.5 SAP Analyst (Conversion)**

This initiative is planned for 2027. The ERP team in the Technology & Digital Transformation division currently includes one regular and one term Business Analyst. The term position is set to end in early 2027. This initiative proposes to convert the existing term position to regular ongoing to maintain the current service levels and support both current and future technology projects. Business Analysts play a critical role in aligning project objectives with the

organization's long-term goals and help drive productivity improvements. The role will also support the planned transition to managed services, which will enable scalable service delivery without increasing staffing levels beyond 2027. Funding will be covered through requisition.

#### **13a-6.6 Service Desk Staffing**

This initiative is planned for 2027. The Service Desk in the Technology & Digital Transformation division provides technical support to all CRD divisions and staff. Currently, the technical support to staff ratio is 1:150+, while comparable industry benchmarks are typically between 1:80 (City of Vancouver, around 8,000 employees) and 1:100 (Metro Vancouver, around 1,700 employees). With the rapid pace of technological change, internal clients expect timely troubleshooting and support across an expanding range of tools, systems, and hardware. This initiative proposes to create an additional regular ongoing position to meet minimum acceptable service levels and enhance the Service Desk's capacity to respond to workload surges, emergencies, and increasing technical complexity. Funding will be covered through requisition.

#### **13a-6.7 Technology & Digital Transformation Project Management Resource (Conversion)**

This initiative is planned for 2027. The Project Management Office in the Technology & Digital Transformation division currently includes two regular and one term Project Manager. The term position is set to end in late 2026. This initiative proposes to convert the existing term position to regular ongoing to maintain current service levels and support both current and future technology projects. Professional project management supports the successful delivery of key transformation initiatives. It strengthens cross-departmental collaboration, ensures alignment between technology modernization and operational needs, and improves overall project delivery. Funding will be covered through requisition.

#### **13a-6.8 Technology & Digital Transformation Project Management Resource**

This initiative is planned for 2027. In addition to the role conversion outlined above, this initiative proposes to create a new regular ongoing Project Manager position in the Technology & Digital Transformation division to respond to the growing demand for project delivery support. This increased demand is driven by the CRD's strategic priorities, which have led to a surge in new initiatives, and the acceleration of digital transformation organizationally. Expanding the project management capacity will ensure the team can deliver more projects, more efficiently, and with greater consistency. Funding will be covered through requisition.

### **INITIATIVES PLANNED FOR 2028**

#### **13a-3.7 CRD Print Optimization & Managed Print Services Transition**

This initiative is planned for 2028. The CRD's current approach to printing is decentralized with over 50 different printer models supported by various vendors across its facilities and managed locally by staff. This is creating inefficiencies, inconsistent service levels and under-utilization of devices, as departments do not currently share printing resources. This initiative proposes to address these challenges by transitioning to a centralized managed print service model. This approach will streamline support, improve service consistency, and provide better visibility over usage patterns to improve future policy development and cost-control strategies. Similar approaches have already proven successful in other public sector organizations. Once

implemented, it is expected that the new approach will reduce printing costs across all service areas and free up staff time. Funding will be covered through requisition.

#### **13a-3.10 SAP S4 HANA transition to SAP RISE (Cloud)**

This initiative is planned for 2028. The CRD's current ERP system relies on on-premises infrastructure, meaning the software and hardware are hosted and maintained locally in CRD facilities. This set up is increasingly limited in terms of scalability and long-term sustainability, especially as the infrastructure ages. Meanwhile, the software vendor has adopted a cloud-first approach, where systems are hosted on remote servers and accessed via the internet. As a result, critical updates, security enhancements, and advanced features will soon be unavailable for on-premises systems. Continuing with the current set up poses operational and technological risks. To address this, this initiative proposes to work with a solution integration consultant to migrate the ERP system to the vendor's cloud-based platform. This transition will ensure the long-term sustainability of the system and provide access to integrated automation, real-time analytics, and functionality supported by Artificial Intelligence. Funding will be covered through requisition.