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Open Government



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

01 Strategy

STRATEGIES & PLANS

- › [2023-2026 Corporate Plan](#)
- › [Climate Action Strategy](#)
- › [Corporate Communications & Engagement Strategic Plan 2024-2027](#)

CORPORATE PLAN GOALS

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

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03 Operating Context

ACHIEVEMENTS IN 2025

1. Successfully launched new website and five supporting microsites in March 2025, improving accessibility and the user experience. [CRD Launches New Public Website | Capital Regional District](#)
2. Added new email subscription options for alerts, public notices and news. [Subscribe | Capital Regional District](#)

FACTORS THAT WILL AFFECT OUR OPERATIONS IN 2026 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 & Engagement. The CRD has been building internal capacity, implemented a digital engagement platform, and redesigned its public website to be ready to adapt.
- **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.
- **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. Following the website launch, the CRD received an accessibility audit. The audit commended CRD for its work overall with recommendations to be considered and prioritized as part of accessibility plan implementation.
- **Social Media:** The CRD has been coordinating and posting to CRD social media channels since 2015. Between 2022-2023 CRD followers grew to 29,000 from 13,000 an increase of 121%. With the increase in followers our audience is beginning to shift from a smaller more dedicated audience to a larger more casual audience which comes with an engagement rate that should continue to grow albeit at more modest rates. Our engagement rate in 2024 was 4.66%, In 2023 it was 3.68%, an increase of 26%. 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.
- **Public Engagement:** Staff collaborated with the Regional District of Nanaimo to identify best practices related to equity, diversity, inclusion and accessibility to be incorporated into a new public engagement policy and supporting framework. Corporate Communications & Engagement is carrying out internal engagement ahead of finalizing design and bringing forward in 2026. There are resource

implications when looking to adopt best practices and include diverse community members; efforts will be funded at the project level with oversight and coordination from Corporate Communications & Engagement.

Information and Privacy

- **Electronic Documents and Records Management System (EDRMS):** we are using a phased approach to modernize the CRD's information management program framework and recordkeeping in accordance with legal and regulatory requirements, policies and business needs. This is complex work and requires significant effort and investment. A new information governance framework and corporate Stewardship Program is being implemented through the migration to SharePoint Online project and will support EDRMS optimization. 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 Privacy, Digital Transformation and Emerging Technology:** The CRD is undertaking multiple, concurrent digital transformation initiatives as it updates its legacy systems and modernizes. This is leading to increased pressure to conduct Privacy Impact Assessments (PIAs) for new and legacy systems which have not been assessed previously, requiring significant effort from Privacy staff. Furthermore, as CRD increases adopting Microsoft 365 (cloud) technologies, we are also impacted by vendor updates which introduce new features and system changes, which Privacy has not assessed before they are deployed and in use by staff. Artificial intelligence (AI) technologies are emerging as an area of interest and concern. Surveillance use in CRD facilities and in housing are also an emerging area that are impactful to privacy.
- **Information Access:** Freedom of Information (FOI) requests continue to increase year-over-year, as does the complexity of records to process. This figure indicates an upward trend compared to previous years when looking at requests received by mid-year. For reference, full-year totals were 268 in 2024, 284 in 2023, and 248 in 2022. If the current pace continues, the total number of FOI requests in 2025 is expected to surpass previous annual figures. The increased frequency of audio and video formats being responsive to Bylaw Enforcement FOI requests has continued into 2025. This trend reflects a growing reliance on recordings as key evidence in bylaw enforcement complaints. These formats require additional time, technical skills, and effort from Privacy staff to review and process in compliance with access and privacy legislation.
- **Privacy Management:** New mandatory legislative and regulatory requirements enacted in late 2021 have elevated compliance obligations across the organization. Some Privacy Impact Assessments (PIAs) are now mandatory, as are privacy breach notifications when there is a serious potential risk of harm. The CRD is also now obligated to have a robust privacy management program in place that includes having policies, processes, procedures, education and awareness, and training across a range of privacy domains — and a process for monitoring and implementing continuous improvements. These elevated requirements will continue to drive even more demand for Privacy and Information Services support, as well as additional administrative effort. In 2024, Privacy staff worked on 46 PIAs while completing 30. Many initiatives requiring a PIA were only partially assessed or bypassed the PIA process due to workload capacity issues. Privacy and Information

Services is continuing to implement improvements aimed at streamlining operations and enhancing service delivery.

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:
- Increase in number of elector approval processes requested by divisions, for new service establishments and borrowing for projects identified in the 5-year capital plan. In 2025, Legislative Services supported 5 Alternative Approval Processes (Biodiversity, Foodland, Transportation, SEAPARC, Regional Water) and 4 Petitions for borrowing totalling over \$64 Million.
- 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.

Real Estate & Facilities Management

- **Facilities Centralization Plan:** Prior to 2018, a significant amount of Facilities Management effort was directed toward the four Island Health (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

	2023	2024
Communications		
Total Surveys Undertaken (internal and external)	21	23
Total Public Engagement Projects Undertaken	9	13
Information and Privacy		
Total FOI requests received	284	268
Total Privacy Impact Assessments completed	28	30
Legislative Services		
Total Staff Reports Submitted to the Three CRD Boards for Direction ¹	199	226
Facilities Management		
Total Facilities Work Orders	2,910	3,682
Total Preventative Work Orders ²	2,849	1,239
Total Reactive Work Orders ²	657	1,243
Total Miscellaneous/Staff Requests ²	1,430	1,200+

¹ Excludes 'For Information' reports.

² A new methodology was introduced in 2024 to align with updated business practices. As a result, more recent data is not directly comparable to previous years.

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 REFERENCES¹

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

1. CORPORATE COMMUNICATIONS & ENGAGEMENT

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

¹ Service budget(s) listed may fund other services

Staffing Complement

Corporate Communications & Engagement: **after CRD Evolves, CCE is now 19 staff (18.5 FTE) with 3 Managers and some shared 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 for CRD, CRHD and CRHC.
- ▶ Advise on ticket enforcement, bylaw application, regulatory compliance, real estate matters, building inspection, and other areas.
- ▶ Draft, develop, and revise contract and procurement templates.
- ▶ Assist with contract amendments and third-party negotiations.
- ▶ 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: **2.0 FTE + Senior Manager**

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 CRD, CRHC and CRHD Boards, 15 standing and select committees of the Board, and 12 utility commissions and committees.
- ▶ Publish agendas and record minutes for over 170 open and closed meetings annually for the three CRD Boards, and their standing and select committees.
- ▶ Facilitate 50+ delegations from residents and organizations.
- ▶ Conduct elections and bylaw assent processes.
- ▶ Process ~60 bylaws annually for adoption and manage the administration of bylaws.

- ▶ 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 800+ pieces of correspondence addressed to the CRD Board.

Staffing Complement

Legislative Services: **4.0 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), privacy breach responses, and other legal matters under FOIPPA. Oversees SharePoint and Teams administration, OneDrive use, and the corporate Stewardship Program for information governance.

What you can expect from us

- ▶ Administer 250+ FOI requests annually (including 2,000+ associated records each year).
- ▶ Administer 40+ 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 and ad hoc specialized privacy training sessions for staff.
- ▶ Respond to complaints or matters involving the Office of the Privacy Commissioner 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 governance framework for effective documents and records management, including repository management, information architecture, metadata and rules-based recordkeeping in SharePoint Online, Teams and OneDrive for electronic resources.
- ▶ Document and Records Management System (EDRMS) and associated work.
- ▶ Administer the corporate Stewardship Program for SharePoint and Teams, including permissions management and Helpdesk support.
- ▶ Lead and support digitization projects and addressing legacy records.

Staffing Complement

Privacy & Information Services: **4.5 FTE + 2 Managers + auxiliary project role funded by business areas**

5. REAL ESTATE & FACILITIES MANAGEMENT

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. Professional management of CRD facilities including building maintenance, operations, and space planning. Facilities Management 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.

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), Capital Regional Hospital District, Hartland Landfill, Community Parks, Small Craft Harbours, Communications Towers and Infrastructure & Water Services.
- ▶ Coordinate the internal review and response to third-party referrals submitted to the CRD.
- ▶ Manage corporate land and land agreement data, both tabular and spatial.
- ▶ Coordinate, complete and manage leases, licenses, permits, and land-use applications.
- ▶ 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.
- ▶ 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

Real Estate & Facilities Management: **13.0 FTE + Senior Manager (excludes auxiliaries)**

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 semiannual basis.
- ▶ Binding insurance for property loss for \$1.25B worth of assets, liability coverage for internal and external claims, and course of construction coverage for capital project.
- ▶ Oversee and maintain volunteer insurance program.
- ▶ Maintain and manage the \$2M self-insurance program.
- ▶ Business Continuity Planning assistance for all CRD services.
- ▶ Investigate and adjudicate minor liability 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). For an overview of the financial impacts, including cost of staffing, please refer to the Provisional Budget report.

Initiative	Implementation year(s)
12a Goal: Enhanced privacy & records management	
12a-1 Adhere to new and emerging requirements of privacy legislation in a consistent manner	Ongoing
▶ IBC 12a-1.1 Privacy & Information Senior Analyst	2024-ongoing
12a-2 Support the digitization of our legacy records once the Electronic Documents and Records Management System is implemented	2023-2026
12b Goal: Foster greater civic participation among diverse community members	
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	2026
▶ IBC 12b-1.1 Build EDI principles into Public Participation Framework	2026
12b-2 Advance the Communications Strategic Plan to guide organizational communications practices and policies internally and externally	2023-2024
▶ IBC 12b-2.1 Citizen Experience Survey	2024
12b-3 Modernize the crd.bc.ca website	2023-2025
12b-4 Redesign and upgrade the CRD boardroom and broadcasting equipment to prepare for future planned growth and improve electronic meeting participation and engagement	2023-2026
▶ IBC 12b-4.1 Meeting Management Improvements	2023-2026
12b-5 Build capacity for elections and electoral approval processes to address increasing demand for new service creation	2025
12b-6 Implement a Board voting dashboard	Advanced through 12b-4.1

► NEW IBC 12c-2.1 Board Orientation & Strategic Planning 2027-2030*	2026-2027
SUPPORT SERVICES	
► FUTURE IBC 12c-1.1 Resources required in Corporate Communications to help support all IBCs	Planned for 2027

*Not captured in the 2023-2026 Corporate Plan

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	2024 Actual	2025 Forecast	2026 Target	Desired trend
1	FOI and Privacy Program Compliance for Access Requests ¹	Quality	100%	100%	100%	→
2	Volume of FOI requests ²	Quantity	250	225	225	↘
3	Completed PIA requests for initiatives ³	Quantity	30	35	50	↗

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. A new Privacy and Information Analyst position was filled in early 2025, which will increase Privacy and Information Services' capacity to implement a fee-based release program for applicable Building Inspection records over the next two years. 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. Beyond compliance, PIAs serve as an important training tool that raises awareness across departments about privacy risks and best practices. By integrating PIAs early in the project lifecycle, we proactively identify and mitigate privacy risks, reducing potential breaches and costly remediation efforts. 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. A new Privacy and Information Analyst position was filled in early 2025, which will increase Privacy and Information Services' capacity to conduct thorough PIAs and provide enhanced training and support. 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	2024 Actual	2025 Forecast	2026 Target	Desired trend
1	Unique visits to CRD.ca website and microsites (sessions)	Quantity	2.1M	2.2M	2.3M	↗
2	Social media engagement	Quantity	4.66%	4.08%	4.5%	↗
3	Impressions	Quantity	2,000,000	2,100,000	2,000,000	↘

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 user sees on their social media activity stream

Discussion

- Measure 1:** The website redesign included a change in how Google Analytics are captured and reported across all sites. Data for 2025 is from March onward: [CRD GA4 Report > crd.ca](#)
- Measure 2:** 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 engagement rate is projected to have a modest increase in 2026. Any engagement above 1% is considered good and the standard across all industries. Facebook stopped allowing links to new sites which had a negative effect on metrics for all social media channels in Canada.
- Measure 3:** Impressions reflect the growth in the volume of CRD content and a growth in the audience that content is reaching. The CRD deactivated its X (Twitter) account and so metrics in 2026 will reflect a decline in impressions

07 Business Model

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