

SERVICE NAME: Capital Regional District

Changes in Assumptions, Trends, and Other Issues since 2017: (linked to section 1.3 and 1.4 of the detailed service plan)

Regulatory Compliance Responsibilities: Changes in senior government approaches and requirements in legislation and regulations are increasing responsibilities for local governments.

- Examples:
 - Increased senior government grant funding and programs comes with increased administrative support, including reporting and compliance
 - Increased demand for review and formalizing of agreements, including Partnership, 3rd Party, Funding, Operating, Procurement, and Real Estate
 - Increased need for contract compliance and documentation of execution of capital projects
 - Implementation of more safety standards and guidelines

External Situational Factors: strong regional economic growth, low unemployment rates, and escalating inflationary pressures are affecting local governments.

- Examples:
 - While high rate of development activity and population growth drive revenue, they also stress current systems, infrastructure, and internal capacity
 - Finding the unique or right skill set to fill positions, especially as retirements increase and low unemployment rates exists locally, leads to protracted periods of work disruption
 - Increasing utility and insurance costs as well as higher maintenance costs due to aging buildings and the consideration of climate change throughout the decision making process

Internal Situational Factors: The organization is well positioned in both scale and scope to drive an internal focus on organizational resilience through alignment of corporate and strategic priorities for effective and efficient service delivery by investing in and engaging our employees.

- Examples:
 - Organizational need to focus on implementation of OD plan, including skills development and capacity building for staff
 - Develop business continuity and emergency planning systems in alignment with best practices for organization of similar scale and scope
 - Execution of board approved strategy and priorities related to asset management and long term planning and climate change mitigation, adaptation activities, and policy development
 - Increased complexity of relationships with First Nations requires further capacity building for CRD in deepening relationships. With current staffing levels, relationship building has been successful, but deeper engagement may be required for implementation of the Truth and Reconciliation Commission's (TRC) calls to action. There is also an operational need to involve First Nations in shared decision making moving forward.
 - Research and policy development is increasingly relied upon to support infrastructure investments (i.e. Health care, community wellbeing)