

Accountability

Strategy

Target Outcome

We envision being leaders in organizational performance, transparency and service delivery

Strategic Context

Strategies

- [Organizational Development Plan](#)
- [Corporate Asset Management Strategy](#)
- [2019-2022 Corporate Plan](#)
- [Advocacy Strategy](#)
- [Corporate Climate Action Strategy](#)
- [Regional Climate Action Strategy](#)

Trends, risks and issues

COVID-19

- COVID-19 is impacting how the organization communicates, meets and collaborates. It is expected that these impacts will continue to be felt into the coming year.
- Consultation and engagement processes are adapting, meetings are migrating to an electronic format, and along with the growing demand for more diverse options to meet and engage with staff and elected/appointed officials (including with new participants, such as First Nations), COVID-19 has accelerated the move towards digital collaboration tools. This has increased demand for audio-visual support, collaboration solutions, staff training, etc. which have drawn from existing staffing capacity in the Legislative Services division and the Information Technology & GIS (IT&GIS) division.
- The pandemic has resulted in an increase in external grant programs. The CRD is being tactical in its approach to grant submissions to ensure equitable opportunities are made available across service areas and that the most critical projects are put forward for submission.

A modern organization

- The CRD continues its efforts to modernize its infrastructure, assets and processes/policies.
- The corporate records management program framework identifies measures to respond to increasingly complex information access requests, investigations, legal matters and disaster recovery events with increased investments over several years.

Community Need



2021 Summary

- The organization is subject to a stream of known and unknown threats which can impact IT systems and business operations. We have invested in a number of cyber security measures based on audit recommendations and continue to monitor risks.
- The CRD has over 70 commissions, committees and contribution services that assist in the governance and operational guidance of many CRD services. A comprehensive review of governance, mandate and adherence to policy and processes is needed to ensure consistency and improve service efficiency.
- We also continue to modernize our approach and materials to adapt to the shift from print to digital communication channels.
- The CRD is developing Sustainable Service Delivery Plans (SSDPs) for around 70 services in line with the Corporate Asset Management Strategy. These plans are becoming more commonplace in Canada, with grant funding providers increasingly making it a requirement to be considered for funding. Developing and maintaining SSDPs involves large amounts of effort and specialized expertise. Internal and external resources are being evaluated to ensure good progress is made.

Demand for Corporate Support Services

- Information Technology continues to experience high demand for technology services and solutions focused on the growth and complexity of the organization. Solutions for: workforce management, budgeting, reporting, analytics, dashboards, data modelling, application development and systems implementations such as systems to manage increased Mobile Information access, Asset Management, Maintenance Management and Asset Retirement functionality. Increased staff turnover creates an ongoing high demand for staff onboarding and training. These coupled with the pace of technological change is putting service delivery under pressure.
- There is also growing demand for services across financial functions, financial reporting, analytics, and application interface. Further investment in report modelling, application development and staffing capacity will be required in future in order to keep pace. The Financial Services division is also seeing higher demand in Electoral Areas for enhanced levels of service. More advisory services are required for financial management policies, procedures, guidelines and processes.
- The growth in corporate scale and complexity is also placing pressure on cashflow and treasury activities, requiring investment in more planning and analytics. Finally, the required implementation of PSAB3280 Asset Retirement Obligations has increased pressure on existing financial services staff in accounting, budgeting and reporting to meet existing ongoing service levels.
- Corporate growth in the Housing Department and the Regional Housing First program are increasing pressure on Legal Services staff to support contracting, procurement process, mortgage and housing agreements and tenant management issues. Additional legal staff may be required in 2022 to maintain core service levels.
- The number of information requests under FOIPPA, as well as the complexity of requests, continue to increase year over year driving more demand for Information Services support.

Community Need



2021 Summary

People

- Changing workplace and society demographics have significant impact on the nature of Human Resource programs. There are a number of trends impacting the CRD including: significant workplace retirements, more employee transitional/family needs, acceleration of workplace and technological change, shifting economic conditions, COVID-19, doing-more-with-less, and an increased reliance on employee goodwill. Enhanced efforts in organizational design, absence management, workforce and succession planning, recruitment and retention, and learning and development will be paramount to ensure the continued success of the organization. We are addressing these multifaceted impacts through the Organizational Development Plan and subsequent implementation strategies, which include diversity & inclusion, performance management and strategic workforce planning.
- The shortage and cost of skilled IT resources is directly impacting the division's ability to hire and retain skilled employees. Skilled workers are looking for higher pay while existing current employees leave the organization for higher pay and better benefits. These issues coupled with the aforementioned accelerated rate of technological change continues to place pressure on IT&GIS's ability to deliver solutions.

Services

Core Services Levels	
Service	Levels
Executive Services Includes the Office of the CAO and Executive Administration, Corporate Communications and Human Resources. Under the direction of the CAO, Executive Services	<ul style="list-style-type: none">• Provide overall management of CRD departments and programs, foster relationships and submit recommendations and progress reporting to the Board
Corporate Communications 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.	<ul style="list-style-type: none">• 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); provide guidance on survey approaches for service areas• Media strategy and relations.• Coordinate advertising buys and social media strategy• Internal communications framework and implementation; maintain CRD Central intranet

Core Services Levels	
Service	Levels
	<ul style="list-style-type: none"> Establish communication protocols and training for the organization that lead to efficiency, alignment and best practise Provide creative direction for print, online, video and event communications
Human Resources and Corporate Safety Provides professional in-house services to all departments and divisions for a multi-faceted inside and outside workforce. The Human Resource generalists and Corporate Occupational Health and Safety specialists support strong relationships between employees and managers, provide a one-stop HR shop with the information, tools, advice and support needed to align individual and organizational success and ensure a healthy and safe workplace and workforce.	<ul style="list-style-type: none"> Employment relations, including over 300 job opportunities, labour relations for two unions, and HRIS management and reporting for over 1,100 employees and 1,400 volunteers Occupational health and safety, corporate wellness and benefits, and disability management Development and administration of over 80 personnel policies and corporate safe work practices. Developing and delivering corporate learning and development programs (600+ participants annually) Delivering impactful stay-at-work/return-to-work disability management activities, ensuring impactful and meaningful employee engagement and absenteeism below industry norms
Financial Services Financial Services provides guidance on the overall financial stability of the organisation and is responsible for the organisation's adherence to the legislated framework governing financial administration in local government. <ul style="list-style-type: none"> Financial Planning Financial Accounting and Reporting Revenues (taxes and fees) Disbursements (Inc. Payroll) Corporate Finance Decision Support Treasury and Banking Financial Systems Procurement (IWS) 	<ul style="list-style-type: none"> Annual budget processing for over 200 services (Q1) and annual financial statements approved and delivered (Q2); quarterly operating and capital variance monitoring Daily transaction processing and monthly reports delivered for over 200 services with combined operating budget of \$370M (2020 Budget) Annual Requisitions, user fees, parcel taxes and payments in lieu of approx. \$280M Daily cash management review and investments (\$190M in net working capital and \$160M on reserve) Manage semi-annual long term financing bylaws & debt issues (CRD & municipal debt of \$350M and principal payments \$65M)

Core Services Levels	
Service	Levels
<ul style="list-style-type: none"> Corporate-wide administrative services, such as printing and internal interoffice mail 	<ul style="list-style-type: none"> Biweekly payroll processing, reporting for 1,250 employees totaling \$76M in four employee groups Weekly cheque and EFT runs produce 14,000 vendor payments a year Process on average four periodic updates to the financial system for legislative and financial system upgrades Monthly and quarterly billing and collections for 25,000 water billing customers. Develop banking services for CRD (transactions flow through 35 bank accounts a year); monthly reconciliation of all bank accounts for 6,000 banking transactions and integration of over 130,000 transactions a year Procurement of approx. 100 water services RFPs, RFQs, tenders & contracts annually Print shop production of high volume of customer billings/other material and daily internal mail & courier service to 15 CRD offices
<p>Information Technology and GIS Services (IT&GIS)</p> <p>Comprised of a team of IT professionals who provide a wide variety of technology services, systems, and tools to all CRD Departments, the public and the Board.</p> <ul style="list-style-type: none"> Corporate-wide communications systems (voice, data and radio) Corporate Website Board and Committee meeting management Asset and Maintenance Management Financial Systems, payroll, and HR Corporate-wide Cyber Security Program Equipment purchasing and maintenance Project Management 	<ul style="list-style-type: none"> Manage the technology infrastructure for 30 sites across the CRD, including 1,000 computers, 600 smartphones, 300 servers and 24 phone systems Annual hardware and software procurement Manage procurement of GIS orthophotography and lidar imagery for 23 partners across the Capital Region Produce and support processing 200,000 utility bills annually, generating approximately \$22M Support the Hartland Landfill automated scales, processing 140,000 tonnes of garbage generating \$16M annually Provide daily operational and technical support for Tempest system, providing for the management of bylaws, building inspection, planning, zoning, and dog licensing, generating approximately \$1.25M annually

Community Need



2021 Summary

Core Services Levels	
Service	Levels
<ul style="list-style-type: none"> Geographic Information Services Orthophotography and lidar data Reporting and data analytics Application development Utility billing (water and sewer) 	<ul style="list-style-type: none"> 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 Housing, Integrated Water, and Facilities Management Management of Project System which processes annually \$400M in capital projects Provide project management and technology solutions for approx. 200 projects to address changing and emerging business needs Develop, implement, and support a corporate Enterprise Asset Management system, providing management and planning capabilities for \$1.5B in CRD assets
<p>Asset & Grants Management</p> <p>Provides professional advice and expertise to having a sustainable service delivery.</p> <p>Manages the organization's grants portfolio.</p>	<ul style="list-style-type: none"> Develop and advise on corporate asset management strategies, plans, standards and procedures Provide advice/expert guidance for developing SSDPs Provide standard methodologies to define service levels, set goals and key performance indicators, develop asset registries, risk assessments, criticality assessments, capital project prioritization, asset management maturity assessments, capital planning, project management and reliability-centered design, operations, and maintenance Manage the Community Works Fund and Grants-in-Aid Fund (internal CRD grant programs for the Electoral Areas) Manage the organization's external grants portfolio by notifying CRD services of available grant programs, providing advice on grant application and producing monthly grant update staff reports to the Board. Received over \$500M in grant funding from senior levels of government since 2014.

Core Services Levels	
Service	Levels
Information Services <p>Guides and supports the organization to effectively manage and use its valuable information resources to meet legislative and statutory requirements, legal obligations, business needs & strategic goals and for historical reference. Develops and administers the corporate records and privacy management programs. Administers information access requests and other legal matters under FOIPPA.</p>	<ul style="list-style-type: none"> • Corporate records and privacy management program administration including: policies, systems, processes, procedures, advice & support for managing records, metadata and personal information according to legal, business/technical requirements and industry standards • Conduct records inventories & appraisals and develop lifecycle management plan for all records to ensure timely and effective management • Process more than 130 FOI requests annually and respond to complaints or matters involving the Office of the Privacy Commissioner, under FOIPPA • Conduct Privacy Impact Assessments reviews and provide advice & recommendation • Conduct mandatory corporate training for all staff
Legal Services <p>Provides professional advice and expertise related to bylaws, contracts, agreements, procurement, legislative compliance and all legal matters.</p>	<ul style="list-style-type: none"> • 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 relating to CRD, CRHD and CRHC • Advise on ticket enforcement, bylaw application, regulatory compliance, real estate matters, building inspection, and other areas • Report quarterly on contracts and procurement trends at the CRD • Draft, review and approve more than 600 agreements per year, and respond to more than 1,500 inquiries for legal advice

Core Services Levels	
Service	Levels
Legislative Services Provides professional advice and expertise related to meetings, parliamentary procedure, internal and external appointments, legislative requirements and processes, and elector approval processes.	<ul style="list-style-type: none"> • Administrative and legislative support to the three CRD Boards, eight standing committees, and more than 70 committees and commissions • Publish agendas and record minutes for approximately 150 open and closed meetings annually for the three CRD Boards and nine Standing Committees • Facilitate over 200 delegations from residents and organizations who wish to speak at CRD Board or Committee meetings • Conduct elections and assent processes • Process approximately 70 bylaws annually for adoption and manage the administration of bylaws including referrals for provincial approval • Coordinate over 120 appointments annually to CRD committees and commissions • Conduct training for commission members, meeting chairs, and staff on parliamentary procedure • Annually review and distribute over 1100 pieces of correspondence addressed to the CRD Board
Risk & Insurance Provides professional advice and expertise related to liability, risk management, business continuity and insurance procurement on behalf of the CRD.	<ul style="list-style-type: none"> • Manage risks and reporting out through the Corporate Risk Registry on a semi-annual basis • Binding insurance for property loss for \$650M worth of assets, liability coverage for internal and external claims, and course of construction coverage for capital project • Oversee and maintain volunteer insurance program • Business Continuity Planning for all CRD services • Investigate and adjudicate minor claims submitted against the CRD, and manage litigated claims including instructing external counsel • Review contracts and agreements for risk and insurance considerations

Core Services Levels	
Service	Levels
<p>Real Estate Services</p> <p>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.</p>	<ul style="list-style-type: none"> • 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), Hospitals (CRHD), Hartland Landfill, Community Parks, Small Craft Harbours, Communications Towers and Integrated Water Services. • Co-ordinate the internal review and response to 3rd party referrals submitted to the CRD • Manage corporate land and land agreement data both tabular and spatial • Co-ordinate, complete and manage leases, licenses, permits, and land-use applications. • Oversee the completion and registration of approximately 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.
<p>Facilities Management (FM)</p> <p>Delivers comprehensive FM services to corporate facilities to all CRD departments. FM provides support for Facilities Master Planning, SSDPs, Energy Management, and Space Planning, and provides the following services:</p> <ul style="list-style-type: none"> • Project Management • Condition Assessments • Security • Operations & Maintenance Planning <p>Team of specialized maintenance technicians, project coordinators and tradespersons who ensure CRD facilities are performing optimally and are safe and comfortable for CRD staff and public.</p>	<ul style="list-style-type: none"> • FM directly manages approx. 12 locations and provides FM support services to all CRD departments in 10 locations • Procure multi-year facility/building management service contracts for facilities; support other departments to ensure service contracts align with corporate standards (manage approx. 75 contracts of varying complexities) • Process approx. 3,500 work orders annually for preventative and corrective maintenance • Administer regulatory requirements for CRD facilities; this program includes fire safety, elevators, boilers, emergency generators, roof anchors and back flow preventers • Deliver 25 capital projects (\$1.5M) annually as well as numerous maintenance projects; provide Project

Community Need



2021 Summary

Core Services Levels	
Service	Levels
FM's portfolio is continually growing. Managed assets consist of leased and owned facilities valued at approx. \$80M.	Management services for facility projects to other CRD departments

Initiatives					
Ref	Initiative	Description	Year(s)	Status	2021 impacts
5b-5	CAMS Lifecycle Costing	Develop policy and procedure relating to the utilization of lifecycle assessment in options considered in business cases	2021 – 2022	NEW Not started	Included in provisional budget
15a-1	Commission Review	Review of CRD's 60+ Commissions and Committees in areas of governance, authority, record collection and FOI compliance and administrative support	2020 – 2021	NEW In progress	Included in provisional budget
15b-1	Financial Services Treasury Position	Create position responsible for growing investment and debt portfolio on behalf of 200+ CRD Services	2021	NEW Not started	1.0 Ongoing Included in provisional budget
15b-2	Financial Services Support for Local Services/PPS	Increase Financial Services staff complement to support growing Electoral Area requirements for responsive and dynamic financial advisory support	2021	NEW Not started	1.0 Term conversion 1.0 Ongoing
15c-1.2	Facilities Management Worker Formalization	Formalizing the status of an existing position to support facility maintenance and operations duties	2021	NEW Not started	1.0 Ongoing Included in provisional budget

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2021 Summary

Initiatives					
Ref	Initiative	Description	Year(s)	Status	2021 impacts
15c-1.3	Diversity, Inclusion and Organizational Development and Alignment	Create position to deliver integrated diversity and inclusion initiatives under the multi-faceted Organizational Development Plan	2021	NEW Not started	1.0 Ongoing Included in provisional budget
15d-1.2	Graphic Standards Update	Update to graphic standards package to reflect shift from print to digital and include First Nations elements in the CRD brand	2021	NEW Not started	Included in provisional budget
15f-1.0	Systems + Policies Bylaw Management System	Enhance systems & policies to respond to evolving best practices, adhere to legislative requirements & provide efficient & accessible customer service	2020 - 2021	In progress	Already funded
15f-1.1	Contract Database + E-Approvals	Create an agreement database and e-approvals process	2020	Development completed and system testing is underway.	Already funded
15f-1.3	Systems + Policies EDRMS	Modernize CRD records management program framework of policies, systems & practices to support electronic records management	2020 – 2025	In progress. Selection of EDRMS moved to 2021-2022	Funding earmarked through reserves
15f-1.3	Facilities Management Centralization Strategy	Creation of new Project Coordinator position to support low and medium level complexity project for Facilities Management, primarily for VIHA projects	2021	NEW Not started	1.0 Ongoing Included in provisional budget

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2021 Summary

Initiatives					
Ref	Initiative	Description	Year(s)	Status	2021 impacts
15f-1.4	Support for Hartland Scales and PerfectMind	Create new position to provide technical support for the Hartland Landfill scales, Recreation facilities and Regional Parks	2021	NEW Not started	1.0 Ongoing Included in provisional budget
15f-1.5	Mobile Maintenance Workorder Platform Support	Create new position to provide technical support for mobile workorders users, including Regional Housing and CAWTP	2021	NEW Not started	1.0 Ongoing Included in provisional budget
15f-1.6	Electronic Signatures	Pilot the use of electronic signature software to approve, track and execute Real Estate licenses, leases and agreements	2021	NEW Not started	Included in provisional budget
15f-1.7	Systems + Policies – Toolkits	Enhance systems & policies to respond to evolving best practices, adhere to legislative requirements & provide efficient & accessible customer service	2020 - 2021	In progress	Already funded
15f-1.7	Microsoft Office 365	Migration of a number of Microsoft Office applications to the Azure Cloud	2020	NEW Not started	Included in provisional budget
15f-1.8	Systems + Policies – Website Upgrade	Enhance systems & policies to respond to evolving best practices, adhere to legislative requirements & provide efficient & accessible customer service	2022	Postponed	Already funded

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2021 Summary

Initiatives					
Ref	Initiative	Description	Year(s)	Status	2021 impacts
15f-1.9	IWS Infrastructure Resilience Support	Create a new position to provide day-to-day technical support to Integrated Water Services and support for asset replacement programmes	2021	NEW Not started	1.0 Ongoing Included in provisional budget
15f-1.10	Systems + Policies – Mobile GIS *	Regional Parks Mobile GIS Program	2020 - 2021	In progress	
15f-1.13	Staffing Initiative	Staffing Initiative for Financial Services, Information Technology & GIS and Human Resources and Corporate Safety	2021	Not started	5.7 Ongoing Included in provisional budget

*New – Initiatives not in the 2019-2022 Corporate Plan

Initiative approved in prior years which have now been delivered or absorbed in Core Services:

- 15a-1 – EA Strategy and Operations
- 15b-1 – Triple-Bottom-Line (TBL) Budgeting
- 15b-2 – Asset Management and Risk Analysis
- 15c-2 – SGI-CRD Liaisons
- 15d-1 – Service Planning and KPIs
- 15e-1 – Partnership Directory
- Systems + Policies initiatives:
 - 15f-1.4 – HR + Corporate Safety Systems
 - 15f-1.5 – Rise + Report Tracking System
 - 15f-1.6 – Signage
 - 15f-1.9 – IWS Record Management – SAP Development *
 - 15f-1.11 – Information Security Program*

Business Model

Funding
<p>Who contributes</p> <ul style="list-style-type: none"> • Varies per services <p>Funding Sources</p> <ul style="list-style-type: none"> • Allocations, Requisitions & Grants

Reporting Structure

- [Governance & Finance Committee](#)

Community Need Key Performance Indicator (KPI)

Definition and Source	2019 Actual	2020 Forecast	2021 Target
Metric 1: Organizational Transparency Definition and source: total annual number of unique visits to the crd.bc.ca site; data retrieved from Google Analytics	1.8M	2.3M	2.5M
Metric 2: Communication Campaigns Reach Definition and source: percentage of planned media outreach resulting in coverage by outlets (print/radio/television/web/social); data from CRD Corporate Communications	74%	76%	76%
Metric 3: Workforce Engagement Definition and source: (A) Employee Turnover: total number of CRD staff (regular) that have left their employment with us as a percentage of the regular staff pool; data retrieved from corporate enterprise resource planning system (B) Unplanned Absenteeism: percentage of working time missed as a result of CRD staff (regular) unplanned absence (e.g. sick leave, emergency leave, other); data retrieved from corporate enterprise resource planning system	A: 9.2% B: 2.6%	A: 8.5% B: 4.0%*	A: 7-9% B: 3.5%
Metric 4: Board decision-making Definition and source: total number of Staff Reports submitted to the three CRD Boards for direction (excludes information reports); data from CRD Legislative Services	223	237	230

Discussion

Link to Target Outcome

- Transparency and reach performance indicators measure the reach of our organizational information and how engaged our audiences are with the information disseminated.

Community Need



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- Workforce Engagement performance indicators measure the strength of the organization through the active engagement of employees, and assists in responding to changes in our external and internal environments through our Organizational Development Plan.
- The Board decision-making measure tracks the work of the three CRD boards.

Discussion

- **Metric 1:** The CRD website is our most important transparency tool through which we make significant amounts of information available for the communities we serve about the services and programs we deliver as well as the decisions that are made for the benefit of the region. Year-on-year increases in website visits indicates higher awareness of the CRD and its work among the region. The most frequently visited parts of the website are: recycling information & schedules, online maps & GIS data, current job opportunities, pets for adoption, landfill hours and rates and recreation programs.
- **Metric 2:** Ensuring that the information disseminated reaches its intended audience is important. A high percentage indicates that our planned campaigns are addressing the topics that matter most to the capital region communities.
- **Metric 3:** Workforce engagement can be attributed to a number of influences, and is tracked through regular employee turnover and absenteeism. Industry norms suggest healthy turnover of 7-9%, and unplanned absenteeism under 3.5%. *The current COVID-19 health pandemic is impacting absenteeism rates across the country and is being actively monitored to ensure essential service levels remain attained. In future, we will look to measure the total number of page views and employees using CRD Central to assess level of internal engagement.
- **Metric 4:** This measure is presented as an indicator of level of work undertaken by the three CRD Boards and engagement with services and initiatives delivery. Monitoring the level of work undertaken annually is useful, but setting a target would not be appropriate as the number of staff reports submitted is dependent upon many factors (e.g. progress made on existing projects and initiatives, new emerging strategic priorities and operating environment impacts, such as COVID-19). The metric excludes all staff reports submitted to Committees and any staff reports with a recommendation to receive for information.