13 Business Systems & Processes

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

01 Strategy

STRATEGIES & PLANS

- CRD Digital, Technology & Data Strategies [in development]
- Financial Services 2026-2030 Strategic Plan [in development]

CORPORATE PLAN GOALS

13a Effective systems, processes and policies
13b Business capacity and continuity
13c Achieve sustainable budgets through innovation and streamlining while recognizing the need for infrastructure investments and accountability to taxpayers

02 Contacts

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03 Operating Context

ACHIEVEMENTS IN 2026

Financial Services

1. **Triple Crown Award** from Government Finance Officers Association, demonstrating excellence in budgeting, financial reporting and annual reporting.
2. Received **Unqualified Audit Opinions** for the 2025 consolidated financial statements of the CRD, CRHC and CRHD – affirming strong financial controls and compliance.
3. **Implemented a new Purchasing Card Program and policy** to enhance transactional efficiency and oversight.
4. Completed the Phase 2 **implementation of the new financial model,** supporting better forecasting and planning.
5. Updated the **Operating and Capital Reserve Guidelines** to support consistent and sustainable reserve management practices.
6. Provided strategic financial guidance for major corporate initiatives, including the **Juan de Fuca Strategic Meter Replacement Project.**
7. Created the **Payments Policy** for 2027 implementation to standardize processes and ensure strong financial controls.
8. Modernized **Internal Interest** allocation program, improving transparency and alignment with current financial practices.
9. Initiated **Accounts Payable process standardization**, establishing more consistent and efficient workflows.
10. Began implementation of a new **budget software Euna** with a phased rollout into 2027.
11. Improved billing processes for **Utility Billing,** reducing manual processes for customer invoicing and related invoice payments.
12. Identified and **standardized** previously inconsistent **accounting processes** across teams, streamlining financial reporting cycles and strengthening data integrity.
13. Represented the CRD on the **Municipal Finance Authority's Pooled Fund Advisory Committee**, contributing to inter-municipal investment oversight and best practices.
14. Established a **Procurement Intake process** to support procurements within the CRD and to assist with process and regulatory guidelines.
15. Delivered the Financial Plan 2027-2031 on a condensed timeframe due to Municipal Elections in October.

Technology & Digital Transformation

Strengthening Digital Service Delivery

1. Continued delivery of the MyCRD digital services platform and supporting digital identity capabilities.
2. Advanced planning for enterprise customer engagement and digital experience improvements.
3. Delivered updated regional aerial imagery and geospatial data to support planning, infrastructure management and emergency response across the region.

Modernizing Enterprise Platforms

4. Delivered business process enhancements across SAP, Human Resources, financial, utility billing, contract and procurement management, housing and asset management systems to improve efficiency, service delivery and user experience.
5. Expanded enterprise application integration capabilities and improved system interoperability.
6. Continued modernization of collaboration and workplace technologies supporting improved productivity.

Enhancing Cybersecurity and Risk Management

7. Advanced implementation of the multi-year IT/OT cybersecurity improvement program.
8. Continued development of digital identity, access management and security monitoring capabilities.
9. Expanded business continuity disaster recovery and critical systems resilience planning.

Investing in Foundational Technology

10. Enhanced network, digital workplace and communications technologies to improve accessibility, collaboration and service delivery.
11. Improved infrastructure monitoring, operational visibility and service reliability.
12. Continued preparation for future cloud, application and data modernization initiatives.

FACTORS THAT WILL AFFECT OUR OPERATIONS IN 2027 AND BEYOND

Financial Services

- Organizational Growth: has resulted in increased demand for financial services such as data analytics, service transformation, infrastructure planning, 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: Ongoing staff retirements and turnover—both within Financial Services and across the organization—have heightened the need for training and knowledge transfer. Addressing these gaps within a growing organizational structure puts additional pressure on existing capacity to meet annual deliverables and maintain service levels.
- Corporate Finance and Decision Support: There is sustained high demand for strategic financial support, including service establishment, infrastructure replacement planning, financing strategy development and the creation of business cases and financial proformas to support informed decision-making.

- Grant funding: Given the limited funding, there has been a sustained increase in government grant activity, placing additional demand on Financial Services to support eligibility assessment, application support, reporting and compliance. A continued trend of funders transferring administrative responsibilities to recipient organizations has further added to the workload.
- Treasury and Debt: Amid recent economic volatility, the organization faces an increased need for proactive treasury planning and oversight of reserves in alignment with published operating and capital reserve guidelines. Ongoing economic and market developments are creating added complexity in maintaining service sustainability and achieving adequate returns on invested reserve funds.

Technology & Digital Transformation (TDT)

- Strategic Technology Investment and Governance: Demand for technology-enabled services continues to increase across all business areas. TDT must balance operational requirements, modernization priorities, cybersecurity risks, regulatory obligations and fiscal constraints while ensuring investments align with corporate priorities and measurable business outcomes. Enterprise governance and investment management will be increasingly important to prioritize resources and maximize value from technology investments.
- Digital Transformation and Modernization: Many business systems, business processes and technology platforms require modernization to support future service delivery needs. Multi-year planning is required to reduce technical debt, improve integration between systems, enhance user experiences and create a scalable foundation that supports organizational growth and digital services.
- Cybersecurity and Organizational Resilience: Cybersecurity threats continue to increase in complexity and sophistication. Protecting critical infrastructure, operational technology, enterprise systems and information assets requires ongoing investment in security capabilities, governance, monitoring, recovery preparedness and employee awareness. Cybersecurity remains a key component of organizational risk management and business continuity planning.
- Data, Information and Autonomous Technologies: The demand for data-driven decision-making continues to grow across the organization. Strengthening data governance, improving access to trusted information, modernizing reporting and analytics capabilities and establishing responsible autonomous technologies and artificial intelligence practices will be necessary to support planning, operational performance and service innovation.
- Workforce and Change Readiness: Successful modernization depends on organizational readiness, adoption and workforce capabilities. Continued investment in skills development, knowledge transfer, succession planning and structured change management will help ensure employees can effectively leverage new technologies and realize the intended benefits of digital initiatives.

04 Services

The services listed below rely on the support of several corporate and support divisions to operate effectively daily. 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
- 1.112 Regional Grant in Aid
- 1.335 Geo-Spatial Referencing System
- 21.1 Feasibility Reserve Fund

1. FINANCE SERVICES

Description

The CRD Financial Services team plays a vital role in supporting the organization's financial health and long-term sustainability. In addition to delivering strong financial leadership, strategic guidance and reliable day-to-day services, the team enables operations and service delivery across the organization. This includes providing financial advice, modelling and scenario planning and supporting departments with the insight and direction needed to make informed, fiscally responsible decisions. Together, these efforts ensure CRD programs and projects are delivered responsibly, transparently and in alignment with organizational goals. Key responsibilities include:

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

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

What you can expect from us

You can expect services that ensure not only day-to-day financial operations run smoothly, but also strategic financial planning, compliance and advisory support for the organization's growth and service delivery priorities.

Strategic Financial Management

- Support over **190 CRD services** with financial planning and analysis
- Guide the development of the **Five-Year Financial Plan** and long-term financial strategies
- Evaluate large capital project proposals, including financial forecasting and risk assessments
- Provide financial decision support to service areas and leadership

Budgeting & Reporting

- Oversee more than **35 operating budgets** and **100 capital projects**, totaling **$489M** and **$443M**, respectively
- Deliver **monthly financial reports** to over **160 budget owners**
- Produce annual **audited financial statements** and ensure compliance with legislation

Revenue, Grants & Billing

- Manage **monthly and quarterly billing** for approximately **30,000 utility customers**
- Administer CRD's **external grants portfolio**, securing over **$631M in funding** since 2014
- Manage internal grant programs, including **Community Works Fund, Grants-in-Aid**, awarding over **$1.2M** to **72 applicants** in 2025 alone

Payroll & Payments

- Process **biweekly payroll** for **1,650 employees**, totaling **$88M** annually
- Completed over **28,000 invoice payments** in 2025

Treasury & Debt Management

- Manage **banking relationships** and process over **150,000 financial transactions** per year
- Oversee total long-term debt of **$664M** for CRD
- Ensure responsible reserve management in line with financial policy and market conditions

Financial Systems & Administration

- Maintain and enhance financial systems through regular upgrades and innovation projects
- Deliver administrative services, including **transit pass inventory, internal print shop operations** and **mail delivery to CRD offices**

Procurement

- Enhance procurement practices within the CRD to increase efficiency, transparency, and alignment with organizational goals

Staffing Complement

Financial Services: **60.5 FTE (including Managers, Administrative Support and Water Billing Services)**

2. TECHNOLOGY & DIGITAL TRANSFORMATION

Description

TDT enables the delivery of programs and services across the CRD by providing enterprise technology, digital services, cybersecurity, data and information management, and technology governance capabilities.

As the organization's enterprise technology partner, TDT works collaboratively with departments to improve service delivery, strengthen organizational resilience, manage technology risk, and support innovation. Through a balanced focus on strategy, modernization, service excellence, and stewardship, TDT helps ensure technology investments deliver value for residents, employees, and the organization. Key responsibilities are:

- Technology strategy, planning, and governance
- Enterprise applications and business systems
- Digital services and customer-facing platforms
- Cybersecurity and digital identity
- Data, analytics, and information management technologies
- Geographic information systems and regional geospatial services
- Technology infrastructure, cloud services, networks and communications
- Service desk and end-user support
- Business continuity and disaster recovery technologies
- Technology project portfolio management and investment planning
- Vendor, contract, and technology lifecycle management

What you can expect from us:

- Strategic Partnership
  - Technology advice and planning aligned with corporate priorities and service objectives
  - Collaboration with departments to modernize services and improve organizational outcomes
  - Technology investment planning that supports long-term organizational goals
- Reliable and Secure Services
  - Stable, resilient, secure technology services
  - Protection of information assets and critical systems
  - Support for business continuity and organizational resilience
- Modern Digital Experiences
  - User-focused digital services for residents and employees
  - Technology solutions that improve accessibility, efficiency, and collaboration
  - Continuous improvement through modernization, innovation, and automation
- Responsible Stewardship
  - Effective management of technology investments, assets, vendors, and contracts
  - Enterprise standards, governance, and accountability
  - Sustainable technology practices that maximize organizational value

Staffing Complement

Technology & Digital Transformation: **56.77 FTE (including leadership, cybersecurity, enterprise applications, business solutions, GIS, project delivery, infrastructure, operations, and service management resources)**

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)
13a Goal: Effective systems, processes & policies	
13a-1 Advance strategic approaches to procurement and project delivery to build capacity, improve standardization and support affordable services	2024-2026
▸ IBC 13a-1.2 Manager of Procurement	2025-ongoing
▸ IBC 13a-1.3 Contracts and Procurement Modernization	2025-ongoing
▸ **NEW IBC** 13a-1.4 Departmental Administrator (Paralegal and Assistant)	2027-ongoing
13a-2 Advance the Technology Strategic Plan to guide the modernization and transformation of our systems and technology solutions	Ongoing
▸ IBC 13a-3.1 M365 SharePoint Online Transition to Information Management	2025-2029
▸ **NEW IBC** 13a-3.1 M365 SharePoint Online Transition to Information Management (Revised)	2027-ongoing
▸ IBC 13a-3.2 SAP S4/HANA Service and Operational Enhancements	2025-ongoing
▸ IBC 13a-5.1 New Corporate Project & Service Management Platform	2025-ongoing
▸ IBC 13a-5.2 MyCRD and Supporting Platforms	2025-ongoing
▸ IBC 13a-6.2 Cybersecurity Risk Specialist	2025-ongoing
▸ IBC 13a-6.3 Senior IT Administrative Coordinator (Conversion)	2025-ongoing
▸ **NEW IBC** 13a-4.6 Ransomware Prevention Solution	2027
▸ **NEW** 13a-6.4 SAP Developer (Term Extension)	2027
▸ **NEW** 13a-6.5 SAP Analyst (Term Extension)	2027
▸ **NEW** 13a-6.7 Project Management Resource (Term Extension)	2027
▸ **FUTURE IBC** 13a-3.6 CRD Legacy Voice Replacement	Planned for 2028
▸ **FUTURE IBC** 13a-3.7 CRD Print Optimization & Managed Print Services Transition	Planned for 2028
▸ **FUTURE IBC** 13a-3.10 SAP S4 HANA Transition to SAP RISE (Cloud)	Planned for 2028
▸ **FUTURE IBC** 13a-4.1 Data Architect	Planned for 2028
▸ **FUTURE IBC** 13a-4.5 Alternate Data Centre	Planned for 2028
▸ **FUTURE IBC** 13a-6.8 TDT Project Management Resource	Planned for 2028

13b Goal: Business capacity & continuity	
13b-1 Continue implementing business continuity planning and the Enterprise Risk Management framework	Ongoing
▸ **NEW IBC** 13b-1.1 Enterprise Risk Management Establishment and Maintenance	2027-ongoing
13b-2 Mature the integration of asset management into capital planning processes to strengthen fiscal management practices and support resource sustainability	Ongoing
▸ IBC 13b-2.1 Enterprise Asset Management System	2025-ongoing
13c Goal: Achieve sustainable budgets through innovation & streamlining while recognizing the need for infrastructure investments & accountability to taxpayers	
13c-1 Advance changes to policies and systems to streamline activities, reduce complexity and increase efficiency	2025
▸ 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	
▸ IBC 13d-1.1 Resources required in Financial Services to help support all IBCs	2025-2026
▸ IBC 13d-1.2 Resources required in TDT to help support all IBCs	2025-2026
▸ IBC 13d-1.3 Resources required in Financial Services and TDT to help support all IBCs	2027-ongoing

The following initiatives were included in a previous iteration of the Community Need Summary but have since been **withdrawn**:

- *13c-1.1 Revenue Services*
- *13a-3.3 CRD Communications Infrastructure Improvements*
- *13a-4.2 IT General Compliance Support*
- *13a-4.3 Cybersecurity Network Design Improvements Pilot*
- *13a-3.5 Mandatory Cybersecurity PEN Testing Solution*