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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 2026

1. All CRD divisions and departments successfully migrated to M365 SharePoint Online
2. Routine release program for obtaining certain types of property information from Building Inspection was implemented.
3. The CRD Board endorsed an updated [Public Engagement Policy and Framework](#) on June 10, 2026. The updates aim to modernise and strengthen our public engagement practices and are supported by an engagement toolkit for use by staff and consultants.
4. Corporate Administration conducted an organizational Administrative Services Review to clarify and define administrative services and identify improvement opportunities in support of service delivery in the years ahead.
5. CRD Evolves 2024-2025 concluded in summer 2026 and was operationalized. Reporting on progress will continue through the Community Need Summaries.

FACTORS THAT WILL AFFECT OUR OPERATIONS IN 2027 AND BEYOND

Communications & Engagement

- **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. The CRD has been building internal capacity, implemented a digital engagement platform, and redesigned its public website to be ready to adapt. With the rapid adoption of artificial intelligence (AI) externally, the website has become a key tool in ensuring current, credible and accurate information is provided by the CRD to address risks related to misinformation.
- **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. In 2025 after a staff review and Board decision the CRD deactivated its Twitter/X account, resulting in a loss of 8,500 social media followers. Since then, the total social media followers on other social

channels are back to the levels prior to the Twitter/X deactivation. At the time of this report the CRD has 29,639 followers, a slight increase since the Twitter/X deactivation. The CRD made a commitment to increase the sophistication of its social media content approaches through data-based insights and by developing more media-rich content with an emphasis on video. Between January 2024 and June 30th, 2026, the number of shares, reactions and likes all increased in comparison to the January 2022 to June 30th, 2024. From 2024-2026 post shares were 40,899 (490% increase) over 2022-2026. Post reactions and likes were 106,959 (188% increase) over 2022-2026.

- **Public Engagement:** 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.)
- **Legislative Amendments (Bill 9):** Over the last five years, the landscape for privacy and access in British Columbia has changed considerably. New legislative amendments have recently been passed, introducing new requirements for local governments under FOIPPA, which adds complexity to Privacy and Access to Information work. These changes will require additional staff effort to interpret, operationalize, and embed these requirements into existing processes, in order to implement the amendments effectively.
- **Information Privacy, Digital Transformation and Emerging Technology:** The CRD is also undertaking multiple, concurrent digital transformation initiatives as it updates its legacy systems and modernizes its business processes. AI technologies are continuing to grow as an area of interest and concern. Surveillance use in CRD facilities and in housing is also an emerging area that impacts privacy.
- **Information Access:** In 2025, Privacy and Information Services supported 255 FOI requests, consistent with historical volumes. While request numbers remain stable, the overall level of effort required to process them continues to increase. The average size of requests, measured in pages, is rising year over year; in 2025, this figure nearly doubled compared to the prior year, significantly increasing review time and processing demands. Advances in technology have made some record types significantly more complex to process, requiring specialized tools, expertise, and more detailed review—driving increased staff effort to meet legislated timelines and compliance obligations. In March 2026, a new Building Inspection Bylaw came into effect, changing how several categories of building inspection records are accessed. Records captured by the bylaw are no longer requested under FOIPPA and are instead available through a pay-for-service model. In the near term, divisional effort has increased as staff support Building Inspection in designing and implementing this new program, including developing processes that align with legislative requirements. While the access

pathway has changed, FOIPPA's disclosure and privacy protection requirements continue to apply. As a result, skilled professional review remains necessary prior to release, maintaining demand for Privacy and Information Services to ensure lawful, consistent, and defensible disclosure decisions under the new model.

- **Privacy Management:** In 2025, Privacy and Information Services collaborated with CRD colleagues on 97 PIAs, representing a 111% increase over the prior year. Privacy and Information Services is continuing to implement improvements aimed at streamlining operations and enhancing service delivery. Legislative and regulatory changes introduced in 2021 continue to shape the organization's obligations, including mandatory Privacy Impact Assessments (PIAs), breach notification requirements where there is a real risk of significant harm, and the expectation of a robust privacy management program. Demand for Privacy and Information Services support remains high as programs work to operationalize these obligations and sustain ongoing improvement. Continued effort is required to embed consistent practices, strengthen program maturity, and support compliance across a diverse operational environment.

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 the 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 the CRD Board in happening 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.
- A new CRD Board of Directors will take part in orientation and a strategic planning process in late 2026-early 2027. This critical work will shape the strategic direction for the region and organization for the next Board term.

Legal counsel

- Growth in Regional Housing (Regional Housing First program), as well as a general increase in uptake 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 building 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.

Corporate Administration

- The Corporate Administration section was established in 2025 to provide administrative leadership across the organization. Through 2026 an **Administrative Services Review** is underway to clarify and define administrative services and identify improvement opportunities in support of service delivery.
- Once complete, the Administrative Services Review recommendations for improvement will be strategically implemented, directed by organizational and service priorities.

OPERATIONAL STATISTICS

	2023	2024	2025
Communications			
Total Surveys Undertaken (internal and external)	21	23	24
Total Public Engagement Projects Undertaken	9	13	7
Information and Privacy			
Total FOI requests received	284	268	255
Total Privacy Impact Assessments completed	28	30	97
Legislative Services			
Total Staff Reports submitted to the three CRD Boards for direction ¹	199	226	215
Facilities Management			
Total Facilities Work Orders	2,910	3,682	3,897
Total Preventative Work Orders ²	2,849	1,239	2,390
Total Reactive Work Orders ²	657	1,243	1,507
Total Miscellaneous/Staff Requests ²	1,430	1,200+	1,347

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 | › 1.118 Corporate Communications |
| › 1.011 Board Expenditures | › 1.105 Facility Management |
| › 1.014 Corporate Services | › 1.106 CRD Headquarters Buildings |
| › 1.015 Real Estate | › 1.107 Corporate Satellite Building |

1. CORPORATE ADMINISTRATION

Description

Corporate Administration provides administrative leadership across the organization, collaborating with departments to ensure consistent, efficient, high-quality business support services.

What you can expect from us

- ▶ Oversee implementation of the Administrative Services Review (ASR) recommendations and workplan that clarifies administrative services and identifies improvement opportunities in support of service delivery.
- ▶ Review and standardize administrative practices to optimize organizational consistency and efficiency.
- ▶ Conduct reviews of systems and structures that enhance flexibility and help ensure consistent administrative support toward service delivery and business continuity.
- ▶ Identify and manage contracts and services related to Corporate Administration functions, such as office supplies, catering, or venue agreements.
- ▶ Lead initiatives to foster collaboration and strengthen and develop administrative support staff.
- ▶ Oversee Reception operations at Fisgard Headquarters.
- ▶ Lead organization of internal and external corporate events and meetings.

Staffing Complement

Corporate Administration: **2.0 FTE + Manager (excludes auxiliaries)**

¹ Service budget(s) listed may fund other services

2. 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

Staffing Complement

Corporate Communications & Engagement: **18.5 FTE with 3 Managers, Senior Manager and some shared administrative support**

3. 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**

4. 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: **5.0 FTE + Manager**

5. 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 40-100+ 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 address legacy records.

Staffing Complement

Privacy & Information Services: **4.6 FTE + 2 Managers + auxiliary project role funded by business areas**

6. 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)**

7. 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 semi-annual basis.
- ▶ Bind insurance for property loss for \$1.25B worth of assets, liability coverage for internal and external claims, and course of construction coverage for capital projects.
- ▶ 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**

8. STRATEGIC PLANNING

Description

This function is responsible for strategic organizational decision-making through two key processes. First, the Board strategic planning process which happens at the start of every term and through which the Board identifies region-wide priorities that will have long-term impacts on the capital region. Second, the annual service planning process the organization undertakes to identify and prioritize the initiatives and resources needed to implement the Board and corporate priorities.

What you can expect from us

- ▶ Support the CRD Board with strategic priority identification every four years and work with colleagues to develop the subsequent CRD Corporate Plan and other supporting documentation.
- ▶ Report to CRD Board on progress made on the Board Priorities on a quarterly basis (through the CAO report) and on the CRD Corporate Plan twice yearly (through the strategic check-in in Q2 and service planning in Q4).
- ▶ Run a service planning process annually (Q1 to Q3) and develop tools to facilitate this corporate decision-making process about future initiatives and resource needs.
- ▶ Assist departments with the delivery of up to four service-focused strategic planning processes annually.

Staffing Complement

Strategic Planning (Executive Services): **1.0 FTE (exempt Senior 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
▶ NEW IBC 12a-1.2 Privacy & Information Analyst	2027-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

▶ 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 2028
RELATED IBC see 11b-3.1 Staff and Operations & Maintenance Funding to Support Broadened Facilities Management Portfolio in People Community Need Summary	

*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	2025 Actual	2026 Forecast	2027 Target	Desired trend
1	FOI and Privacy Program Compliance for Access Requests ¹	Quality	99%	100%	100%	→
2	Volume of FOI requests ²	Quantity	255	182	180	→
3	Completed PIA requests for initiatives ³	Quantity	97	80	80	→

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

The objective for access to information is not to increase or decrease overall request volumes, but to ensure that requests are handled through the most appropriate access channel. Where feasible, this includes shifting suitable record types to fee-based or proactive release models, allowing for more efficient access outside the FOI process while continuing to apply FOIPPA's privacy and disclosure requirements. Over time, the implementation of alternative access pathways—such as the Building Inspection records program—may change the composition of FOI requests. The impact of this work will be assessed by comparing request volumes and record sizes over time and monitoring trends jointly with program areas. The goal is to make information accessible through the most appropriate channel—using formal FOI requests where required, while expanding proactive and fee-based access options—so that records can be provided more efficiently while continuing to protect privacy and meet legislative requirements. Requests differ significantly in scope, format, and complexity, and are influenced by evolving organizational practices, including increased reliance on audio, video, and other digital records, as well as evolving applicant behaviours.

For Privacy Impact Assessments (PIAs), the primary objective is to ensure that assessments are completed before new initiatives are launched, and in the case of existing initiatives, prior to the implementation of any considerable change. This supports compliance with legislative requirements. More broadly, PIAs are a key mechanism for integrating privacy into program design, improving risk identification, and supporting consistent practices across the organization. PIAs are a key tool in building staff awareness and capability in managing personal information responsibly and supporting consistent decision-making across departments when handling personal information. The goal is to complete PIAs

early in the development of new initiatives, so privacy risks are addressed upfront, improving program design, supporting compliance, and reducing the likelihood of costly redesign or remediation after a program is launched.

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 Board's decision-making measure tracks the work of the three Boards.

Measuring Progress

Ref	Performance Measure(s)	Type	2025 Actual	2026 Forecast	2027 Target	Desired trend
1	Unique visits to CRD.ca website and microsites (sessions)	Quantity	2.2M	2.3M	2.4M	↗
2	Social media engagement	Quantity	4.08%	4.5%	4.8%	↗
3	Impressions	Quantity	2,100,000	2,000,000	2,000,000	→

1 Data from Google Analytics

2 Average engagement per post (comments, likes, shares, reactions) across CRD social platforms - Facebook, LinkedIn, Instagram

3 Impressions: The number of times a post on one of the CRD social platforms appeared on someone's screen.

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 news 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>