

12 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

02 Contacts

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03 Operating Context

ACHIEVEMENTS IN 2024

1. The Corporate Communications & Engagement Strategic Plan has been developed and initiated. The Plan identifies five strategic priorities as well as a series of actions and initiatives to be implemented over the next four years to support each of the priority areas.
2. The Digital Asset Management System (DAM) has been procured. Assets have been migrated into the DAM, and communications staff across the organization have been trained on the system. The organizational-wide launch of the DAM is planned for September 2024.
3. Continuing the work to modernize the crd.bc.ca website which includes updating design, navigation and content to meet current needs and plan for future use as a virtual front counter. A content audit has been completed and content will begin to be transferred over to the new website in the fall of 2024. The new website will launch in 2025.
4. An updated Public Participation Framework is being developed that reflects principles of equity, diversity and inclusion and aligns with the IAP2 spectrum of public participation. This work will also include creating a toolkit that supports staff in following best practices and applying an equity lens at each step of the process.
5. SharePoint application oversight has shifted from Technology & Digital Transformation to Information Management (IM) to implement a new Information Governance framework. This change supports the migration from SharePoint 2019 (on-premise) to SharePoint Online, and includes corporate use of Microsoft Teams, OneDrive and related Microsoft 365 (M365) aspects. IM implemented the Stewardship Program pilot for SharePoint permissions change requests and related migration work. Pilot migration planning is underway with SEAPARC for completion this year, with subsequent migrations planned over 2025-2027 until complete.

FACTORS THAT WILL AFFECT OUR OPERATIONS IN 2025 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. The CRD has been building internal capacity, implementing a digital engagement platform, and upgrading its social media management toolkit to be able to adapt to a rapidly shifting context.
- **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.
- **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 a decreased engagement rate. Our engagement rate in 2023 was 4.81% which is a 53.5% reduction from 2022. 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.

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 & regulatory requirements, policies and business needs. This is complex work and requires significant effort and investment. Foundation work is underway to implement a new information governance framework and corporate Stewardship Program to prepare for migrating to SharePoint Online and to 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 M365 (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. Thus far, 2024 is trending higher compared to previous years (284 requests in 2023, 248 requests in 2022 and 239 requests in 2021.) The increased use of audio and video formats for Bylaw Enforcement FOI requests continues from last year, as recordings are becoming increasingly relied on for bylaw enforcement complaints. These record formats require additional skills and effort to process by Privacy staff.
- **Privacy Management:** FIPPA amendments (November 2021) have resulted in higher legislative privacy requirements for conducting a privacy management program, PIAs and mandatory breach notifications. These elevated requirements are anticipated to drive even more demand for privacy and information services support. In 2023, Information Services worked on over 54 PIAs while completing 31. Many initiatives requiring a PIA were only partially assessed or bypassed the PIA

process due to workload capacity issues. Recruitment for 1 FTE Senior Privacy and Information Analyst is underway to increase service capacity.

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:
- Continuous increase year-over-year in the establishment of new committees and commissions
- Increase in number of elector approval processes requested by divisions, this has resulted in conducting voting on elector approval processes (i.e. Referendums) in 2021, 2022, and conducting elections for the Salt Spring Island Local Community Commission in 2023.
- 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.

OPERATIONAL STATISTICS

2023 data at a glance:

# Surveys undertaken (internal and external)	21
# Public engagement projects undertaken	9
# FOI requests received	284
# Privacy Impact Assessments completed	28
# Staff reports submitted to the three CRD Boards for direction ¹	199

¹ Excludes 'For Information' reports

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

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: **3.0 FTE + 4 Managers + 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 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 800+ agreements per year, and respond to 1,500+ inquiries for legal advice

Staffing Complement

Legal & Risk Management: **4.0 FTE + Senior Manager (include 2 FTE for Integrated Water Services Purchasing)**

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 three CRD Boards, 11 standing committees, and 79 committees and commissions
- ▶ Publish agendas and record minutes for over 100 open and closed meetings annually for the three CRD Boards, and their standing and select committees
- ▶ Facilitate 40+ delegations from residents and organizations who wish to speak at CRD Board or Committee meetings
- ▶ Conduct elections and bylaw assent processes

- ▶ Process ~70 bylaws annually for adoption and manage the administration of bylaws including referrals for provincial approval
- ▶ 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 1000+ pieces of correspondence addressed to the CRD Board

Staffing Complement

Legislative Services: **3.0 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) 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 200+ FOI requests annually (including 2,000+ associated records each year)
- ▶ Administer 35+ 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 privacy training sessions to onboard new employees within 6 months of hiring; offer specialized training periodically
- ▶ Respond to complaints or matters involving the Office of the Privacy Commissioner (OIPC) 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 (RBR) in SharePoint Online, Teams and OneDrive for EDRMS and associated work
- ▶ **[NEW]** 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: **3.5 FTE + 2 Managers + auxiliary project role funded by business areas**

5. REAL ESTATE

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.

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), Hospitals (CRHD), Hartland Landfill, Community Parks, Small Craft Harbours, Communications Towers and Integrated Water Services
- ▶ Co-ordinate the internal review and response to third-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 ~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

Staffing Complement

Real Estate & SGI Administration: **1.0 FTE + Senior Manager**

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 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 assistance 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

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), including financial and staffing impacts, proposed for 2025. The financial impacts reflect full program costs, including cost of staffing.

Initiative	Implementation year(s)
12a-1 Adhere to new and emerging requirements of privacy legislation in a consistent manner	Ongoing
▶ 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-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	2024
▶ 12b-1.1 Build EDI principles into Public Participation Framework	2024
12b-2 Advance the Communications Strategic Plan to guide organizational communications practices and policies internally and externally	2023-2024
▶ 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	2023-2025
▶ 12b-4.1 Meeting Management Improvements	2023-2025
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
SUPPORT SERVICES	
▶ FUTURE IBC 12c-1.1 Resources required in Corporate Communications to help support all IBCs	Planned for 2026

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	2023 Actual	2024 Forecast	2025 Target	Desired trend
1	FOI and Privacy Program Compliance for Access Requests ¹	Quality	100%	100%	100%	→
2	Volume of FOI requests ²	Quantity	284	250	225	↘
3	Completed PIA requests for initiatives ³	Quantity	31	30	35	↗

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. Recruiting the new Privacy and Information Analyst position in 2024, augmented by using external services for privacy and FOI support, 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. 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. Recruiting the new Privacy and Information Analyst position in 2024 will increase Privacy and Information Services' capacity to complete PIA reviews in compliance with the Act. 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	2023 Actual	2024 Forecast	2025 Target	Desired trend
1	Unique visits to the crd.bc.ca site (sessions)	Quantity	2.1M	2.1M	2.2M	↗
2	Social media engagement	Quantity	4.8%	4.0%	4.0%	↗
3	Impressions	Quantity	2,000,000	2,000,000	2,100,000	↗

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 users sees on their social media activity stream

Discussion

- Measure 1:** Google analytics has updated how it calculates data as of July 1, 2023. The new calculation reduces duplication and therefore a lower number is to be expected. The 2022 Actual numbers are based on previous methods and the 2023 Forecast numbers are based on new methods.
- 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 forecast shows a dip in the engagement rate. 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.

07 Business Model

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