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## **2023 Business Plan Administrative Services (1003)**

*Alice Johnston, Interim Chief Administrative Officer*

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### **Department/Function Services**

The Administrative Services function provides administrative services to all departments of the Cariboo Regional District. Services that benefit all functions of the CRD are included in the Administrative Services budget and include not only administration, but financial services, data management/clerical support, corporate communications and computer technology support, each with a manager responsible for the daily operations.

Administrative Services is a mandated service under the *Local Government Act* and as such, has no taxation limits attached. Each Electoral Area, the City of Quesnel, the City of Williams Lake, the District of 100 Mile House and the District of Wells all participate on the basis of assessed value of land and improvements.

All members of the Board are responsible for the governance of this service.

### **Business Plan Goals, Rationale & Strategies**

- 1. Goal:** Strengthen relations with First Nations partners throughout the region.  
**Rationale:** It is important that the Regional District, its member municipalities and its First Nations communities support each other in endeavors of mutual interest. In order to be positioned to do so proactively, strong relations must exist to ensure that we are all aware of each other's priorities and challenges and have a foundation of trust from which we can build.  
**Strategy:** The Chair, appropriate Electoral Area Director, Treaty Advisory Portfolio appointment, any Chair appointees to the First Nations portfolio, and CAO actively conduct meetings with First Nations Councils and staff throughout the region. The Regional District honours the annual National Day for Truth and Reconciliation, and will endeavor to participate in two Community to Community forums annually

once gatherings are encouraged again, including other relationship building activities aimed at reconciliation throughout the region.

- 2. Goal:** Develop an Asset Management Plan and a Long-Term Financial Plan.  
**Rationale:** The CRD has adopted an Asset Management Policy to assist in the effective management of new and existing infrastructure. To effectively comply with the policy, will require the development of Asset Management and Long Term Financial Plans in order to maximize infrastructure benefits, reduce infrastructure risks, and provide safe, reliable, and sustainable levels of service to taxpayers.  
**Strategy:** The CRD has recently completed an extensive review of the region's infrastructure with respect to the condition of existing assets. Going forward, the Region will need to develop additional detail with respect to infrastructure replacement cost remaining useful life for existing assets, while reviewing strategic plans and engaging the public to ensure that future expected service needs are accommodated. The CRD has applied (with input from True Consulting Engineers) for Strategic Priority Funds for this purpose, and hopes to use these, other available grant funds, and internally generated funds to ensure development of a robust Asset Management Plan and a Long-Term Financial Plan.
- 3. Goal:** Digitize the Cariboo Regional District's Historical Records.  
**Rationale:** The CRD has adopted a Digital Records Management System (Laserfiche) to allow for more effective, efficient, and economic record handling while identifying improved automated business processes and workflows. Fully adopting a digital records management program will make it unnecessary to store paper copies of most new records and make existing paper files redundant. Digitizing files will increase file security, lower costs, and free up office space for other needs.  
**Strategy:** Continue this ongoing work. Staff are entering all bylaw information into an electronic database, Laserfiche use is being introduced to more staff and training is underway. More automated systems are being utilized for processes such as agreements, incoming mail distribution, and integration with CityView.
- 4 Goal:** Enhance our compliance with the Freedom of Information and Protection of Privacy Act and records management best practices.  
**Rationale:** The CRD has requirements that must be met regarding FOIPPA and records management in terms of ensuring that we are compliant with relevant statutes, regulations and best practices.  
**Strategy:** The Deputy Corporate Officer will conduct training seminars and guidance documentation for elected officials and staff. Personal information banks have been identified in compliance with the Act.
- 5. Goal:** Develop a Business Continuity Plan for the Regional District.  
**Rationale:** We need to provide sustainable and reliable services and need to have plans in place to ensure that.

**Strategy:** Working with the Service Managers, a plan to address unanticipated staff loss, whether permanent or temporary, including an appropriate communication plan will be developed.

### **Overall Financial Impact**

The 2023 requisition is increased by 15% from the 2022 level.

### **Significant Issues & Trends**

The Cariboo Regional District is a signatory on the Province of BC/UBCM Climate Action Charter and has committed to continuing work towards carbon neutrality in respect of corporate operations. Inflation has been in the news over the last couple of years and the CRD has not been immune to its impacts. Administration services are feeling the effects having to increase the requisition to deal with increasing costs in the materials and supplies associated with operating this function.

### **Measuring Previous Years Performance**

**Goal:** Strengthen relations with First Nations partners throughout the region.

- Ongoing.

**Goal:** Diversify the economy of the Cariboo Regional District.

- Ongoing.

**Goal:** Develop an Asset Management Plan and Long-Term Financial Plan

- Ongoing

**Goal:** Digitize the Cariboo Regional District's Historical Records.

- Ongoing. Contractor work completed; staff work continuing.

**Goal:** Conduct the 2022 Local Government Elections.

- Complete.



## 2023 Business Plan Communications (1011)

*Gerald Pinchbeck, Manager of Communications*

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### **Department/Function Services**

The Communications Department falls within the Administrative Services function and budget and provides communication services to all departments of the Cariboo Regional District.

The Communications Department manages the Regional District's internal and external communications. Communications is also responsible for all media relations activities, corporate events such as Board on the Road meetings, news conferences, managing the CRD's social media channels, website and graphic design standards. The department also plays a key role in issues management, emergency communications and crisis communications. The Communications team provides graphic design services to all other departments and is responsible for all promotional literature and materials.

Administrative Services is a mandated service under the *Local Government Act* and as such, has no taxation limits attached. Each Electoral Area, the City of Quesnel, the City of Williams Lake, the District of 100 Mile House, and the District of Wells all participate on the basis of assessed value of land and improvements.

All members of the Board are responsible for the governance of this service.

## Business Plan Goals, Rationale & Strategies - 2022 Goals

- 1. Goal:** Review and revise, as necessary, the 2019-2022 Communications Plan.

**Rationale:** This goal was identified in the 2020-2022 Strategic Plan. The 2019-2022 Corporate Communications Plan was developed and endorsed by the Board in February 2019, and has since expired. The plan includes a variety of measurables to assess whether the CRD is meeting its communication objectives.

**Strategy:** In consultation with CRD Departments and using public feedback on the CRD's current communication practices, update the 2019-2022 Corporate Communications Plan to reflect the CRD's new strategic planning objectives and appropriate performance measures for the 2023-2026 planning period.
- 2. Goal:** Develop a community engagement strategy and build staff capacity to conduct effective public engagement exercises.

**Rationale:** This goal was carried forward from the 2019 business plan and identified in the 2020-2022 Strategic Plan. Developing a strategy with written standards ensures public engagement is done with purpose and consistent with best practice. The strategy must include communication tools that front-load information to the public, where the decision is explained, and questions and concerns are anticipated.

**Strategy:** Through FY 2023 through FY 2025, use of external resources, seek out public input on current communication and engagement methods, consolidate feedback and best practices into a strategy, and deploy with policy and procedure development, training and implementation. Alongside this, complete training of Communications personnel in IAP2 engagement standards and methods.
- 3. Goal:** Research and identify a system for tracking public complaints/inquiries to the CRD. Aim for implementation in 2024.

**Rationale:** Some of the measurables in the 2020-2022 Strategic Plan include evaluating the number of complaints/inquiries received by the CRD. Currently, the CRD does not have a system for tracking positive and negative feedback.

**Strategy:** To be achieved in cooperation with IT, Corporate Administration, and Management. Review comparator local governments systems for tracking complaints, inquiries and feedback. Identify current complaint tracking methods and issues, along with current results of complaints management.
- 4. Goal:** Build communications channels and relationships with indigenous nations and organizations within the region.

**Rationale:** This goal is in support of the Board's strategic objective to develop relationships and collaborative partnerships with indigenous governments. Province-wide implementation of UNDRIP principles and requirements will require a higher level of engagement with Indigenous Nations.

**Strategy:** Utilize existing networks and channels alongside relationship building opportunities (ex. Board on the Road) to develop introduction pathways and utilize these pathways to build capacity and knowledge within the organization.

## **Overall Financial Implications**

Aside from the Engagement Strategy, most deliverables of the business plan are intended to be utilized using existing human resources. This is in line with the intent and purpose of the Communications Department, which adds in-house capabilities for marketing, communications, and public/media relations.

Base increases are also expected within the base operating budget for the Communications Department. A significant increase is included for website hosting and maintenance, due to current contracts expiring. At this time, the estimate is based on a presumed price, and is subject to further negotiation with the provider.

The reintroduction of Director Meet and Greet, an additional Board on the Road meeting, and Interagency is the major driver of increased costs, representing 5.3% of the total departmental increase. Costs continue to rise to produce the Upfront Newsletter. The budget accounts for \$12,000 per edition for printing and postage.

In terms of initiatives, the Engagement Strategy will require additional financing, due to the time requirement to develop the base strategy and support organizational training and deployment. The Class B estimate for this full scope is \$30,000 (+/- 15%). This is based on \$10,000 for background research and public input into the strategy, \$10,000 for development of the strategy, and \$10,000 for organization wide training.

To finance this, the business plan proposes funding this project over three years, which also allows time for adequate public input and engagement, program development, and deployment. An alternative would be to front load the public input and strategy development into 2023 (\$20,000) and deploy in 2024 (\$10,000).

## **Significant Issues & Trends**

- The Communications Department has seen significant internal turnover; as a small department, this results in a systems shock and reduces overall productivity over the initial startup period.
- Social media tools utilized in the past will need to be evaluated moving forward as the social media landscape continues to evolve. The CRD will need to consider its desires to expand into new platforms and reconsider existing platforms or accept a status quo approach. This is to be explored in the Communications Plan Review.
- Significant communications issues are expected beyond EOC Operations, which will require significant investment of staff time. Referenda, major initiatives and projects, and ongoing activities will continue to require staff time.
- A stronger commitment to engagement with Indigenous nations and organizations will require further time commitment on the part of the Department. This time commitment and resourcing will be reviewed over the course of the next fiscal year.

## Measuring Previous Years' Success

1. **Goal:** Develop policy and procedures for updating the website.  
**Status:** "Completed" – this item will shift into a process of continuous improvement. A detailed and thorough departmental manual exists, and while there will always be room for improvement it addresses the core functions for communications needs regarding the website.
2. **Goal:** Create a communications plan explaining CRD functions and operations.  
**Status:** Completed in 2019. This item is being revisited in the 2023 Business Plan to support ongoing review and continuous improvement processes.
3. **Goal:** Develop a community engagement/consultation strategy and build staff capacity to conduct effective public engagement processes.  
**Status:** Not started. This is being carried forward into 2023.
4. **Goal:** Align department filing with new corporate records management system.  
**Status:** In-Progress. Continued training and process compliance is required; however, this item is being removed from the 2023 Business Plan due to the initiative requiring operations and maintenance as opposed to specific commitment.
5. **Goal:** Develop and implement a system for tracking public complaints/inquiries to the CRD.  
**Status:** Not Started. This item is being carried forward into the 2023 Business Plan.
6. **Goal:** Develop and implement video updates for emergency operations updates and general CRD news.  
**Status:** Not started. This has been removed from the 2023 Business Plan and further consideration should be given during the Communications Plan Review and development of the Engagement Strategy.
7. **Goal:** Build communications channels with local indigenous organizations  
**Status:** In-progress, subject to exceptions. A register of key contacts has been developed internally, and organizationally varying levels of engagement and relationships exist. However, there is an opportunity to centralize this as a departmental function alongside the development of organizational resiliency as such this has been carried forward into the 2023 Business Plan.
8. **Goal:** Develop and implement an annual presentation to high school classes regarding the CRD and local government careers.  
**Status:** Completed. This item has been removed as an objective and be focused on maintenance and operation as opposed to development.

9. **Goal:** Continue the CRD's formal, structured branding exercise.  
**Status:** Not started. See objective 2022, goal 12 for further rationale.
  
10. **Goal:** Finalize the community engagement/consultation strategy and build staff capacity to conduct effective public engagement processes.  
**Status:** Not started. This is being carried forward into the 2023 Business Plan.
  
11. **Goal:** Evaluate the effectiveness of the 2019-2022 Corporate Communications Plan.  
**Status:** Not started. This is being carried forward into the 2023 Business Plan.
  
12. **Goal:** Undertake a formal, structured branding exercise.  
**Status:** Not started. This has been removed from the 2023 Business Plan as the goals, purpose, and objectives of this branding exercise are not internally understood nor documented. There is also a need to maintain current stocks of branded material, which creates deferred financial implications.

### **Conclusion**

The Communications Department has seen significant personnel changes in the previous year and is regularly involved in Emergency Management activities. Pending a reevaluation of the Board's strategic priorities and objectives, it is recommended that the Department focus on core business planning needs. Past objectives which have seen little progress should be sidelined pending further evaluation and alignment with the Board's strategic priorities moving forward.



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## **2023 Business Plan Governance (1024)**

*Kevin Erickson, Chief Financial Officer*

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### **Department/Function Services**

Commencing in 2011, the Governance portion of the Administration and Electoral Area Administration functions is shown as a separate function item. Included within this function is the attendance of all municipal and electoral area directors at Board, Committee of the Whole, budget, orientation and Strategic Planning Sessions.

All of the directors are responsible for the governance of this service.

### **Business Plan Goals, Rationale & Strategies**

No new goals identified for 2022.

### **Overall Financial Impact**

For 2023, the requisition remains unchanged from the 2022 amount.

### **Significant Issues & Trends**

The Cariboo Regional District is a signatory on the Province of BC/UBCM Climate Action Charter and has committed to continuing work towards carbon neutrality in respect of corporate operations. Inflationary pressures have been impacting CRD operations and this service is not immune. However, the current requisition is sufficient to absorb the increase in costs.



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## **2023 Business Plan Director Electoral Area Administration**

*Kevin Erickson, Chief Financial Officer*

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### **Department/Function Services**

In 2007, the Board resolved to establish an administration function for each electoral area. The authority to establish these functions is Section 338(2)(b) of the *Local Government Act*.

The functions have been established to cover the costs of additional travel for special interest initiatives and individual Director's development unique to their electoral area. In 2016, Electoral Area Administration policy was reviewed and revised, resulting in the following definitions and requirements:

### **Area Administration**

#### **Director Initiative Funds**

**Director Initiative funds are discretionary funds to be used on a limited basis for:**

- The cost for a Director's attendance at seminars/workshops associated with development as an elected official other than training offered by NCLGA and UBCM or specifically contained in the Board's Electoral Area Administration budget;
- The cost for a Director to conduct meetings within their Electoral Area on topics of interest to their constituents provided those topics are not inconsistent with established Board policies or decisions;
- The cost of a Director's additional travel outside of the region for special initiatives of importance to their electoral area. An example of such travel would be to meet

with provincial or federal ministers with respect to an issue, provided that the matters is not contrary to established Board policies or decisions; and

- The cost of Long Service Recognition for CRD Commissioners including:
  - The purchase of a retirement gift as a long service award to members of CRD Commissions who have served a minimum of 5 years;
  - Hosting of a luncheon or similar venue to present long service awards.

**Ineligible projects include:**

- Attending general interest seminars, workshops or conferences unrelated to the business of the Cariboo Regional District;
- Hosting special events such as community luncheons, dinners, barbeques, etc.;
- Advertising, mail-outs or other media except as related to conducting a meeting approved in accordance with the above guidelines; and
- Providing funds, gifts, or favours to third parties.

**Process:**

- Directors may request a requisition in any fiscal year for the Director Initiative Fund;
- Funds may be accumulated from year to year provided that the annual allocation for the Director Initiative Fund does not exceed \$5,000;
- Requests to access the Director Initiative Fund must be submitted in writing for inclusion on a Board agenda in accordance with the Procedure Bylaw;
- Staff will prepare the appropriate report and will identify whether or not the request meets the conditions of the policy;
- Verbal requests to access the Director Initiative Fund will not be considered;
- Funds can only be expended with the approval of 2/3<sup>rd</sup> of the Board.

Each Electoral Area is taxed separately based on the amount requested by individual Directors on the basis of assessed value of land and improvements. The purpose of this function is to address director initiatives relevant to the individual Electoral Areas.

As each area administration has only one stakeholder, and the *Local Government Act* requires more than one vote, the entire Board is responsible for the governance of this service.

## **Business Plan Goals, Rationale & Strategies**

### **2023 Goal**

**Goal:** Allocate funds based on initiatives as identified by the Area Director.

**Rationale:** The CRD policy outlines the approval process and factors to be considered in expending director initiative funds.

**Strategy:** All director initiative fund requests must be presented to the Board for approval.

### **Overall Financial Impact**

Taxation for these services is based on the amount determined by the Area Director, not to exceed a total fund of \$5,000. At this time, final Director Initiative Fund expenditures for 2022 are not finalized; 2023 tax requisitions are expected to be in line with amounts taxed in 2022.

### **Significant Issues & Trends**

None.