



building communities together

2022 Business Plan Director Electoral Area Administration

Kevin Erickson, Chief Financial Officer

Working in partnership with communities large and small to offer local, sub-regional, and regional services to ensure that the Cariboo Chilcotin is a socially, economically, and environmentally desirable region.

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 2/3rd 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

2022 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

2022 taxation 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 2021 are not finalized; 2022 tax requisitions are expected to be in line with amounts taxed in 2021.

Significant Issues & Trends

None.



building communities together

2022 Business Plan Administrative Services (1003)

John MacLean, Chief Administrative Officer

Working in partnership with communities large and small to offer local, sub-regional, and regional services to ensure that the Cariboo Chilcotin is a socially, economically, and environmentally desirable region.

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 endeavours 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 replacement costs for existing assets. Going forward, the Region will need to develop additional detail with respect to infrastructure condition assessment and 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:** Conduct the 2022 Local Government Elections.
Rationale: Local government elections will be held on October 15, 2022, across the Province.

Strategy: Prepare nomination packages with increased content, secure polling stations and staffing. Work in partnership with school districts where appropriate.

6. **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 2022 requisition is increased by 7.5% from the 2021 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.

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.



2022 Business Plan Communications (1011)

Chris Keam, Manager of Communications

building communities together

Working in partnership with communities large and small to offer local, sub-regional, and regional services to ensure that the Cariboo Chilcotin is a socially, economically, and environmentally desirable region.

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. The department publishes the spring/summer and fall/winter editions of the CRD UpFront Newsletter and news releases. 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

- Goal:** Develop policy and procedures for updating the website.

Rationale: This goal was identified in the 2020-2022 Strategic Plan for completion by Y3:Q1 (March 2022). It makes sense for the policy and procedures to be developed concurrently with the website redevelopment throughout 2020 and 2021.

Strategy: Review and update the CRD's current *Web Posting Guidelines and Policy* to align with other recent communication policy updates and with changes to the CRD's website. Ensure that procedures for updating the website are documented and identify and train designated staff to update the website.
- Goal:** Create a communications plan explaining CRD functions and operations.

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. The plan includes a variety of measurables to assess whether the CRD is meeting its communication objectives.

Strategy: Update the 2019-2022 Corporate Communications Plan to reflect the CRD's strategic planning objectives. Conduct a public phone survey in 2021, along with paper surveys at events (if possible with COVID-19 restrictions) and a corresponding online survey, to measure how the CRD is meeting its communication and strategic planning objectives.
- Goal:** Develop a community engagement/consultation strategy and build staff capacity to conduct effective public engagement processes.

Rationale: This goal was carried forward from the 2019 business plan and identified in the 2020-2022 Strategic Plan for completion by Y3:Q1 (March 2022). The public has a growing need for information that allows them to make informed choices in their personal lives as citizens. They want and need to be involved in decisions on public issues.

Developing a strategy with written procedures would ensure public engagement is done with purpose and is consistent and organized across all departments. The CRD's strategy should reflect the standards of the International Association of Public Participation (IAP2), which has become an international

standard in public participation processes (www.iap2.org) and is used broadly by many local governments in B.C. Also, as identified in the strategic plan, 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: Identify areas of CRD business that require community engagement/consultation and evaluate current engagement/consultation activities for their effectiveness. Begin to draft an overarching general strategy, including a strategy for AAPs and elections, along with supporting templates and procedure documents.

4. **Goal:** Align department filing with new corporate records management system.
Rationale: Updating the CRD's records management system is a large project and requires support from all the departments.
Strategy: Change department filing practices to align with new records management system and move old files into new system as required.
5. **Goal:** Develop and implement a system for tracking public complaints/inquiries to the CRD.
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: Work with IT, records management and management staff to develop and implement a system for tracking complaints, inquiries and positive feedback.
6. **Goal:** Develop and implement video updates for emergency operations updates and general CRD news.
Rationale: Video updates proved useful during the 2017 wildfires as an effective means of sharing messaging to a wide audience. With further refinement of our production process and some additional branding, video updates can also be used to reach audiences who are not interested in reading media releases, newsletters, and other printed communications methods.
Strategy: Develop a production workflow and supporting graphics to be able to shoot, edit, approve, and publish short video updates and news items with minimal turn-around time.
7. **Goal:** Build communications channels with local indigenous organizations
Rationale: This goal is in support of the board's desire to examine the potential for First Nations representation at the board table.
Strategy: Reach out to communications personnel with local indigenous communities to examine best practices and effective methods of communicating CRD information to their members.
8. **Goal:** Develop and implement an annual presentation to high school classes regarding the CRD and local government careers.
Rationale: This goal was identified in the 2020-2022 Strategic Plan for completion by Y2:Q2 (June 2021).

Strategy: Produce an engaging and interactive presentation that can be delivered to high school classes about the CRD and local government careers, including promotion of the CRD's annual bursary for graduating students. Connect with School District 27 & 28 staff to develop a schedule/plan for delivering the presentation.

9. **Goal:** Finalize the community engagement/consultation strategy and build staff capacity to conduct effective public engagement processes.

Rationale: This goal was carried forward from the 2019 business plan and identified in the 2020-2022 Strategic Plan for completion by Y3:Q1 (March 2022).

Strategy: Finalize the overarching strategy, including a strategy for AAPs and elections, and the supporting templates and procedure documents. Coordinate related training and orientations for the Board and staff.

10. **Goal:** Evaluate the effectiveness of the 2019-2022 Corporate Communications Plan.

Rationale: The 2019-2022 Corporate Communications Plan was developed and endorsed by the Board in February 2019. The plan includes a variety of measurables to assess whether the CRD is meeting its communication objectives.

Strategy: Conduct a public phone survey in 2022, along with paper surveys at events and a corresponding online survey, to measure how the CRD is meeting its communication and strategic planning objectives. In addition, provide an overall evaluation of the success of the plan with considerations for the next Corporate Communications Plan, which will align with the CRD's subsequent Strategic Plan.

11. **Goal:** Undertake a formal, structured branding exercise.

Rationale: This goal was identified in the 2020-2022 Strategic Plan for completion by Y3:Q4 (Dec. 2022).

Strategy: Submit an RFP and hire a consultant to conduct a full branding exercise. This will be a one to two-year project.

Conclusion:

The current situation with the COVID-19 pandemic complicates many of our communications efforts, particularly those with a face-to-face component such as Board on the Road, Directors' outreach efforts, public hearings, and board meetings. At this time, flexibility, creativity, and innovation will be needed to maintain and improve our communications efforts with CRD residents. We will continue our efforts on the branding initiative, building capacity for video updates, and developing communications channels with indigenous communities in the CRD.



building communities together

2022 Business Plan Governance (1024)

Kevin Erickson, Chief Financial Officer

Working in partnership with communities large and small to offer local, sub-regional, and regional services to ensure that the Cariboo Chilcotin is a socially, economically, and environmentally desirable region.

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 2022, the requisition remains unchanged from the 2021 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.