

Service Plan for Executive Office, Legislative & ~~Information~~ Corporate Services, Board and Elections

2016-2019

Capital Regional District

Date revised: November 30, 2016



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1 Overview

1.1 Division & Service Summary

The Executive Office and Legislative & ~~Information Corporate~~ Services divisions provide professional senior-level leadership, advice, support and service to the Board, the organization and staff.

Executive Office (EO)

The Chief Administrative Officer (CAO) oversees all administrative operations and staff and ensures CRD Board policies are implemented, oversees the operations and functions of the CRD, and aligns the organization to achieve strategic priorities set by the Board.

The Executive Office provides guidance and advice to the Board on regional issues and services, and fosters relationships with representatives of the region's municipalities, First Nations, and provincial and federal governments. The Executive Office also provides leadership and support to the Executive Leadership Team and staff and clarifies/communicates Board direction for the organization. The Executive Office also guides corporate-wide initiatives and corporate standards.

Legislative & ~~Information Corporate~~ Services (LCIS)

The Legislative and Information Services division is the office responsible for corporate administration and manages and provides specialized support in the following ~~three-four~~ key areas:

1. *Board Administration:* specialized administrative support to the Board, standing and select committees including the provision of procedural advice, scheduling of meetings and preparation of agendas and minutes; maintains and provides access to official corporate records including minutes, reports and bylaws; administers elections and assent voting opportunities (referendum and alternative approval process).
2. *Information Services (Records Management and Freedom of Information (FIPPA):* primary point of contact for the public in accessing the required services and resources; manage the records management function for the organization; provide access to records through the *Freedom of Information and Protection of Privacy Act*; develop and implement corporate policies and standards and manage information flow into and out of the organization.
3. *Bylaw and Contract Administration:* develops, reviews and provides advice and guidance on a variety of bylaws, contracts and agreements for the organization.

~~3.4~~ *Corporate Administration: provides support and direction on corporate policies, systems, projects and initiatives and promotes integration of service delivery to align with and achieve Board and corporate priorities. Provides specialized advice to staff on matters of legislative compliance.*

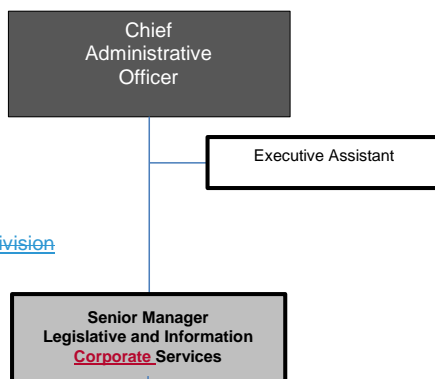
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Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
Liaison and Relationship Building (EO)	All municipalities, electoral areas, First Nations, provincial and federal government	Requisition	
Core Area Wastewater Treatment Program-Project (EO) – Senior Government Agreements and	Core area municipalities, First Nations, provincial and federal government	Requisition	Core Area Liquid Wastewater Treatment Project Board Management

Municipal and First Nations Engagement			Committee and Seaterra Commission
Executive Leadership, Direction and Support (EO)	All CRD staff	Requisition	Executive Leadership Team (ELT), all Board standing committees and commissions
Governance (EO & LCIS)	All municipalities, electoral areas & First Nations	Requisition	CRD Board, Governance Committee
Board Administration (EO & LCIS)	All municipalities, electoral areas & First Nations	Requisition	CRD Board, all standing committees and commissions
Elections/Assent Voting (LCIS)	All municipalities and electoral areas	Requisition	CRD Board, Electoral Area Services Committee and commissions
Information Services (LCIS)	All CRD staff, member municipalities, electoral areas, First Nations, provincial and federal governments and the public	Requisition	CRD Board and Governance Committee
Bylaw and Contract Administration (LCIS)	All CRD staff, member municipalities, electoral areas, First Nations, provincial and federal governments and the public	Requisition	CRD Board, Governance and Finance Committees
<u>Corporate Administration</u>	<u>All CRD staff</u>	<u>Requisition</u>	<u>CRD Board, ELT</u>

1.2 Organization Chart

Executive Office (CAO) Division

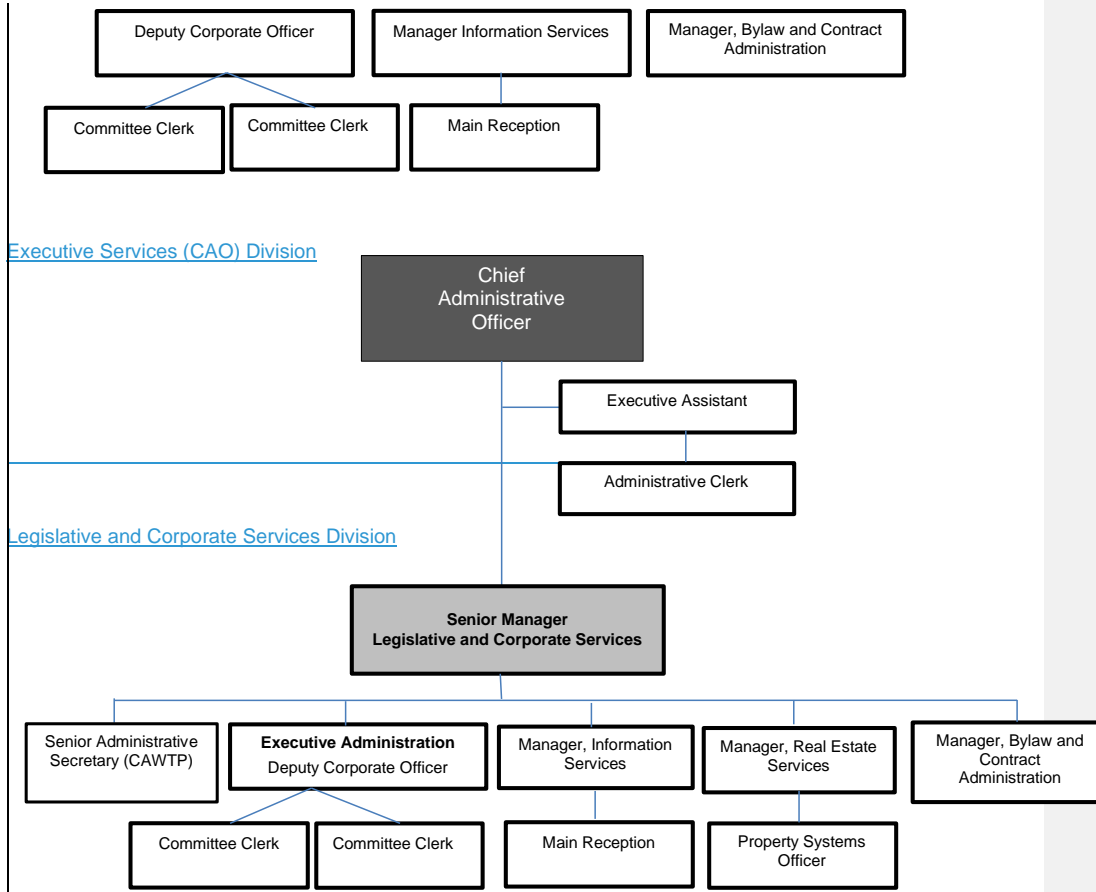


Legislative and Information Services Division

Division Plan for Executive Office, Legislative & Information Services, Board and Elections

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1.3 Key Trends, Issues & Risks – Service Specific

- changes in provincial and federal governments and First Nations Councils; pending treaty settlements;
- anticipated changes in provincial policy and Local Government Audits informing ongoing organizational policy review
- changes to the CAWT Project: administration and implementation of the Project has been delegated to the newly created CAWT Project Board (a Board Commission).
- -workplace retirements and changes
- inclusion of First Nations in governance structure
- changes in Board membership, Chair and committee structure
- legislative & regulatory changes; 2018 election to be held in October
- potential Salt Spring Island Incorporation
- increased expectation to receive more information, faster
- regulatory changes and requirements could have potential impact on service provision
- increased public scrutiny
- supporting the Board in defining the CRD role in governance conversations

- continued evolution of legislative and information services to enable effective engagement
- CRD projects and capital programs shifting from development phase to implementation
- increased delegated authority to CRD officers and staff
- increased provision of legislative and technical support throughout the organization
- implementation of the CRD Organizational Development Plan

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1.4 Link to Priorities

The Division will provide support to all departments across a variety of services on corporate projects and in support of core service delivery, and as such may have a role in supporting numerous priorities. Specifically the division has a direct link to the following priorities:

GOVERNANCE

- work with the Governance Committee to review the existing committee structure, design a Board self-evaluation process and complete the work of the Special Task Force on First Nations Engagement
- deliver annual Board orientations and participate in government and partner programs
- enable regular, proactive dialogue on regional and sub-regional issues

FIRST NATIONS

- collaborate with the First Nations task force to design and deliver Board training and education
- prepare agreements to enable traditional uses of CRD lands and identify First Nations partnership opportunities for economic development activities

CORPORATE DEVELOPMENT

- evaluate the use of innovative technologies and corporate support systems for continuous improvement and effective service delivery
- ensure CRD service delivery is effectively supported through the development of best practices
- enhance and ensure effective financial and audit reporting practices
- support continued investments in workforce education, training and development

PUBLIC ENGAGEMENT & COMMUNICATIONS

- develop public participation strategies, including implications and performance metrics, as part of all major initiatives and implement more options for two-way dialogue and engagement

2 Services

2.1 Service Levels

	Service Level Adjustments in Role/Scope				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Liaison & Relationship Building	<ul style="list-style-type: none"> • Attend 6 CAO meetings annually • Tour of councils, special workshops and orientations • maintain contact with provincial and federal officials at the deputy level 	<ul style="list-style-type: none"> • Schedule 1-2 Forum of Councils annually 	Review and Assess	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required

	<ul style="list-style-type: none"> • meet with First Nations leaders and senior staff 				
Core Area Wastewater Treatment Program Project	<ul style="list-style-type: none"> • CALWM procurement paused • Extra demands on CAO, GMs, and Exec. Services to assume direct leadership over planning of Core Area Wastewater Treatment Program • Senior Government Agreements • Liaison with Municipalities and First Nations 	<ul style="list-style-type: none"> • When Program resumes, CAO and CALWMC Chair to liaise with Wastewater Commission on a monthly basis or as required • Re-establishment of Wastewater Commission 	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Executive Leadership, Direction & Support	<ul style="list-style-type: none"> • Bi-weekly meetings with ELT and semi-annual meetings with CRD managers • Monthly 1 on 1 meetings with direct reports 	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Governance	<ul style="list-style-type: none"> • Regular review of governance structure, eg. committee structure, to ensure efficiency in decision-making • Provide regular Board education, eg. orientation sessions and bus tours • Coordinate governance discussions with member municipalities and electoral areas 	Additional working groups to deal with advocacy issues identified by the Board	Review and Assess	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Board Administration	<ul style="list-style-type: none"> • Regular on-going support to Board, standing and select committees – agendas prep and distribution, minutes and follow-up • Regular on-going procedural support and guidance to regional, sub-regional and local service area commissions • Addition of Eastside and Westside Wastewater Treatment and Resource Recovery Select Committees 	Additional meetings re Core Area Wastewater Treatment Program – i.e. bi-weekly meetings, select committees	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required

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	<ul style="list-style-type: none"> Regular review of processes to ensure efficiencies including electronic agendas and webstreaming 				
Elections/ Assent Voting	<ul style="list-style-type: none"> Administer assent voting (referendum, alternative approval process) as required and including mail ballots 	No change	No change	Administer General Local Elections in October	No change
Information Services	<ul style="list-style-type: none"> Regular ongoing assistance to departments regarding records classification program (RCS) Training sessions scheduled as required regarding records management Mandatory training for all CRD staff re FIPPA Manage flow of information in and out of the organization 	Review and Assess	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Bylaw & Contract Administration	<ul style="list-style-type: none"> Assist and provide guidance with drafting and review of bylaws, contracts and agreements Engage legal counsel as required Ensure appropriate approvals are required for bylaws and contracts Train, develop policies, templates as required Retention and management of existing contracts and agreements for organization 	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
<u>Corporate Administration</u>				<ul style="list-style-type: none"> <u>Provide ongoing assistance, support and direction to departments on corporate policies, systems, projects and initiatives.</u> <u>Provide ongoing</u> 	<ul style="list-style-type: none"> <u>Adjust to meet service delivery needs as required</u>

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				support and technical direction to departments regarding legislative requirements, compliance and service authority	
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2.2 Workforce Considerations

Service	Workforce (FTEs)				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Executive Office	2	2	2	32*	32
Legislative & Information-Corporate Services	7	8*	8	8	8
Total	9	10	10	110	110

*Transfer of Senior Administrative Secretary position, FTE and funding, from Core Area Wastewater Treatment Program to support the Core Area Liquid Waste Management Project Board, from Environmental Services to Executive Office

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
2016/2017			
Records Management	Inventory of Assess storage capacity for corporate semi-active and inactive records (archives)	Corporate Development	Reserves Within core budget Consultant required to conduct inventory and identify solutions
Records Management Ongoing and to be completed in 2017	Work cross-departmentally to achieve solutions to storage issues identified in review Implement recommendations from inventory	Corporate Development	Within core budget Additional capital required for shelving, refit of storage areas etc.
Contract Administration	Develop contracts database	Corporate Development	Within core budget – additional auxiliary assistance required for data entry (see 2.2(2))

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
Contract Administration	Re-establish Contracts Committee to consider common contractual issues	Corporate Development	Within core budget
Contract Administration	Develop vendor performance database to track contractor performance and assist with future evaluation	Corporate Development	Within core budget – additional auxiliary assistance required for data entry (see 2.2(2))
Bylaw Management System Upgrade <u>Ongoing</u>	Upgrade existing bylaw management system and make it accessible to all CRD staff. Includes a service page component	Corporate Development	Reserves \$22,000 to be funded 50/50 with Finance – already in budget Upgrade completed, ongoing implementation and review within core budget
Salt Spring Island Incorporation	Incorporation Referendum – Spring or Fall 2017 6 (tbc)	Corporate Development	Provincial Grant
	Mayor and Council Election – following referendum (fall 2018 tbc)	Corporate Development	Provincial Grant
Governance	Ongoing support will be provided to the Governance Committee and the CRD Board to address service review discussions and the provincial study on service integration in the region.	Governance	Within core budget
Regional and Sub-Regional Dialogues Ongoing	Enable regular, proactive dialogue sessions between the general public, municipalities, electoral areas, First Nations and the CRD	Governance Public Engagement & Communications	Within core budget
Self governance and equality of electoral areas	Review mandate and structure of existing CRD committees and commissions to merge and streamline where possible and clarify role.	Governance	Reserves Additional contractor \$ required to complete review Within core budget
Decision-making and regular Board education	Work with Governance Committee to review existing committee structure and terms of reference to make recommendations to the Board Chair	Governance	Within core budget
	Deliver annual Board Standing and Select Committee orientation	Governance	Within core budget

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
	sessions bringing forward priorities that span election cycles and provide key information and current status of major decisions and/or initiatives		
	Develop and implement electronic Reference Library for Board members	Governance	IT costs - tbd
	Quarterly meetings of Board standing committee chairs to discuss Board performance and staff support	Governance	Within core budget
	Schedule regular theme-based bus tours throughout the year	Governance	Reserves Bus tours - \$5000 (\$2500 x 2)
Two way engagement	<ul style="list-style-type: none"> Investigate implementation of e-comment module in Electronic Agenda system Investigate and implement citizen engagement module Investigate and implement portal for elected officials and public 	Governance Public Engagement & Communications	Reserves Software costs – approximately \$50,000
Changing Demographics	Work with Governance Committee to determine referral function to facilitate conversation with municipal recreation centres for common definition of "seniors"	Governance	Committee Clerk transfer to FTE & reallocation of resources (Item 2.2(1))
First Nations Ongoing	Implement compensation of First Nations Chiefs and Councillors in the same manner and amount as local government Mayors and Councillors when attending CRD Forums of Councils.	First Nations	Within core budget
First Nations Hunting Protocol Ongoing	Assist in preparation of an MOU between First Nations and the CRD to enable a hunting protocol in CRD lands in recognition of the Douglas Treaty	First Nations	Within core budget
First Nations Partnering Agreements Ongoing	Assist in development of partnering agreements with First Nations regarding economic development activities	First Nations	Within core budget
2017/18			

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
Electronic Document Management	Implement electronic document management system to better manage corporate records	Corporate Development	IT allocation and software costs - tbd
Open Government/Web Development	Develop and implement an Open Government Portal to increase transparency and accountability	Governance Public Engagement & Communications	IT allocation and software costs - tbd
<u>Legal Services Review</u>	<u>Review external legal services and resources used by the CRD</u>	<u>Corporate Development</u>	<u>Within core budget</u>
<u>Review Delegation Processes</u>	<u>Review and amend oversight policies to support delegated authorities and monitor effectiveness</u>	<u>Corporate Development</u>	<u>Within core budget</u>
<u>Corporate Policy Review</u>	<ul style="list-style-type: none"> •<u>Review corporate policies to streamline, ensure relevancy and consolidate where necessary</u> •<u>Update the corporate policy on policy development</u> •<u>Provide tools and support to enable the creation of effective policy</u> 	<u>Corporate Development</u>	<u>Within core budget</u>
2018			
Board Orientation	Develop Board orientation sessions for new and returning Board members (post-election) and include a bus tour(s)	Governance	Within core budget Bus tours - \$2500 each
2019			
Continued implementation of above initiatives			

4 Goals & Performance Indicators

	Service Goals	Indicators or Measures
	Maintain effective relationships with other levels of governments	<ul style="list-style-type: none"> Target a minimum of one in-person meeting with each of the 8 First Nations and at least one Provincial Ministry annually 75% of elected officials from municipalities and electoral areas participate in each Forum of Councils or specialty workshops CAO attends at least 5 of the scheduled Regional and/or Provincial CAO meetings annually
	Provide high quality administrative support	<ul style="list-style-type: none"> Implement electronic records management system by 2019 Post Committee and Board meeting agendas by Friday at noon 95% of the time. Percentage of Board and committee meetings available by web streaming* Response time to Freedom of Information requests* (target within 30 days 90% of the time)
	Provide specialized support for Board and legislative matters	<ul style="list-style-type: none"> Director orientation program completed within 3 months of election. Annual review of Board committee structure completed* (target completion by October/November) <u>Deliver FOI training sessions for 95% of staff within 9 months of employment start</u> <u>Review time for contracts (target within 1 week 90% of the time)</u> <u>Circulate Board correspondence via Portal 2 times per week, 95% of the time</u>
	Communicate Board direction and corporate standards and initiatives <u>within-to</u> the organization	<ul style="list-style-type: none"> <u>Two meetings held annually with CRD managers with 90% participation rate or higher</u> <u>Quarterly CAO report to the Board, 100% of the time</u>

* = Corporate Indicator – multiple divisions contribute to this measure

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