

Service Plan for Executive Office, Legislative, Legal and Information Services

2016-2019
(2019)

Capital Regional District

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1 Overview

1.1 Division & Service Summary

The Executive Office, Legislative, Legal and Information 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 & Corporate Services (LCS)

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

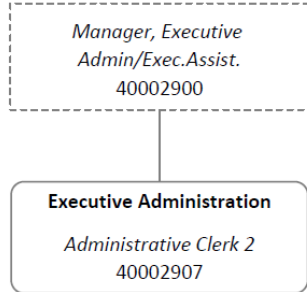
1. *Board Administration*: specialized administrative support to the Board, standing and select committees including the provision of procedural advice, scheduling of meetings and preparation of agendas and minutes; maintains and provides access to official corporate records including minutes, reports and bylaws; administers elections and assent voting opportunities (referendum and alternative approval process); manages the appointments for all committees and commissions
2. *Information Services (Records Management and Freedom of Information and Protection of Privacy Act (FIPPA))*: administers FIPPA and acts as the primary contact for the public to access records; primary contact for privacy matters involving the Office of the Privacy Commissioner (OIPC) and internally for privacy breaches; supports completion of corporate Privacy Impact Assessments (PIAs); oversees the records management function for the organization; conducts mandatory staff training and provides corporate support on FIPPA and records management; develops and implements corporate policies and standards and manages information flow into and out of the organization.
3. *Legal Services (Bylaw and Contract Administration)*: provides support and direction on legal frameworks relating to local government, contracts, and bylaws. Develops, reviews and provides advice and guidance on a variety of bylaws, contracts and agreements for the organization. Manages internal procurement processes, advice, templates, and guidelines. Maintains contract templates, bylaw style guides, and legal opinions. Supervises outside counsel relating to solicitor work.
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.

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	

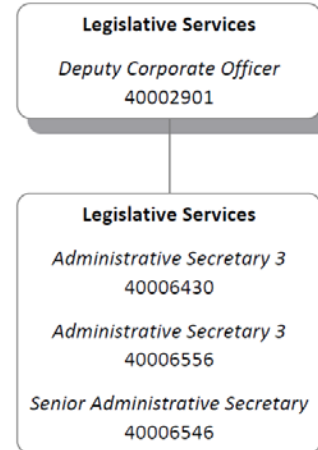
Core Area Wastewater Treatment Project (EO) – Senior Government Agreements and Municipal and First Nations Engagement	Core area municipalities, First Nations, provincial and federal government	Requisition	Core Area Liquid Wastewater Treatment Project Board
Executive Leadership, Direction and Support (EO)	All CRD staff	Requisition	Executive Leadership Team (ELT), all Board standing committees and commissions
Governance (EO & LCS)	All municipalities, electoral areas & First Nations	Requisition	CRD Board, Governance Committee
Board Administration (EO & LCS)	All municipalities, electoral areas & First Nations	Requisition	CRD Board, all standing committees and commissions
Elections/Assent Voting (LCS)	All municipalities and electoral areas	Requisition	CRD Board, Electoral Area Services Committee and commissions
Information Services (LCS)	All CRD staff, member municipalities, electoral areas, First Nations, provincial and federal governments and the public	Requisition	CRD Board and Governance Committee
Legal Services (Bylaw and Contract Administration) (LCS)	All CRD staff, member municipalities, electoral areas, First Nations, provincial and federal governments and the public	Requisition	CRD Board, Governance and Finance Committees
Corporate Administration	All CRD staff	Requisition	CRD Board, ELT

1.2 Organization Charts

Executive Administration



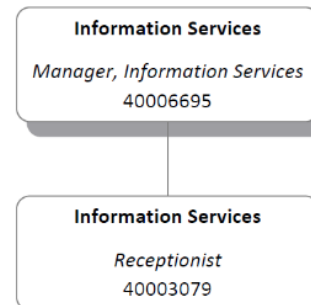
Legislative Services



Legal Services (Bylaws & Contracts)



Information Services



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
- 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
- New CRD Housing Board governance model

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	Year 4 (2019)
Liaison & Relationship Building	<p>Attend 6 CAO meetings annually</p> <p>Tour of councils, special workshops and orientations</p> <p>Maintain contact with provincial and federal officials at the deputy level</p> <p>Meet with First Nations leaders and senior staff</p>	Adjust to meet service delivery needs, as required
Core Area Wastewater Treatment Project	Executive team liaises with Core Area Wastewater Project team to ensure alignment of departmental and project interests	Adjust to meet service delivery needs, as required
Executive Leadership, Direction & Support	<p>Twice monthly meetings with ELT and semi-annual meetings with CRD managers</p> <p>Monthly group meeting with direct reports</p> <p>Monthly 1 on 1 meetings with GMs and direct reports</p>	Adjust to meet service delivery needs, as required
Governance	<p>Enhance processes and systems to provide effective service delivery</p> <p>Provide regular Board education, e.g. orientation sessions and bus tours</p> <p>Coordinate governance discussions with member municipalities and electoral areas</p>	Adjust to meet service delivery needs, as required
Board Administration	<p>Regular on-going support to Board, standing and select committees – agendas prep and distribution, minutes and follow-up</p> <p>Regular on-going procedural support and guidance to regional, sub-regional and local service area commissions</p> <p>Regular review of processes to ensure efficiencies including electronic agendas and web streaming</p>	Support new CRD Housing Board
Elections/ Assent Voting	Administer assent voting (referendum, alternative approval process) as required and including mail ballots	Adjust to meet service delivery needs, as required

Service Level Adjustments in Role/Scope		
Service	Base Year	Year 4 (2019)
Information Services	<p>Administers FIPPA; including responding to information access requests; acts as the primary contact with the Office of the Privacy Commissioner's office for privacy matters and internally for privacy breaches; supports completion of corporate Privacy Impact Assessments (PIAs); conducts mandatory FIPPA employee training</p> <p>Administers corporate records classification program (RCS) to protect the authenticity, reliability, integrity and usability of CRD records as the business context and requirements</p>	<p>Adjust to meet service delivery needs, as required</p> <p>Provide additional guidance and training on privacy and records management</p>
Legal Services (Bylaw & Contract Administration)	<p>Assist and provide guidance and training on drafting and review of bylaws, contracts and agreements</p> <p>Engage legal counsel as required</p> <p>Ensure appropriate approvals are required for bylaws and contracts</p> <p>Retention and management of existing contracts and agreements for organization</p>	Adjust to meet service delivery needs, as required
Corporate Administration	Provide ongoing assistance, support and direction to departments on legislative requirements, corporate policies, projects and initiatives	Adjust to meet service delivery needs, as required

2.2 Workforce Considerations

Workforce (FTEs)					
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Executive Office	2	2	2	3*	3
Legislative, Legal and Information Services	7	7	7	7	7
Term**	0	1	1	1	1

*Transfer of Administrative position, FTE from Environmental Services to Executive Office

** Term position currently assigned to CAWTP

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority	Budget Implications
2019			
Board Orientation	Develop Board orientation sessions for new and returning Board members (post-election) and include a bus tour(s) Include ongoing education throughout the Board term, including resource material	Governance	Core budget
PIA Policy	Develop a PIA policy to formalize the CRD's approach to completing Privacy Impact Assessments	Governance Corporate Development	Core budget
FIPPA & Records Management Resources	Develop tools and resources on FIPPA and records management to enhance internal information access and sharing of required corporate knowledge	Governance Corporate Development	Core budget
Privacy Breach Protocol	Develop a privacy breach protocol to formalize the CRD's approach to handling privacy breaches	Governance Corporate Development	Core budget
Electronic Records Management Business Case	Develop a business case with IT outlining the scope and overall requirements for electronic records management in preparation for implementing electronic records management in the 2019 strategic planning cycle	Governance Corporate Development	Funded by reserves
Commission appointment process	Provide support for commissions including their appointment process through a more streamlined and efficient process	Corporate Administration Board Administration	Core budget

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 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"> Post Committee and Board meeting agendas by Friday at 4:30 p.m. 95% of the time. Percentage of Board and committee meetings available by web streaming*

	<ul style="list-style-type: none"> • 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) • Deliver FIPPA training sessions for 95% of staff within 9 months of employment start • Conduct three FIPPA training sessions per year for Electoral Area Commissions • Review time for contracts (target within 1 week 90% of the time) • Conduct two contracts and two procurement training sessions per year for CRD staff • Circulate Board correspondence via Portal 2 times per week, 95% of the time
Communicate Board Direction and Corporate Standards and Initiatives to the Organization	<ul style="list-style-type: none"> • Two meetings held annually with CRD managers with 90% participation rate or higher • Quarterly CAO report to the Board, 100% of the time • Annual report to Governance Committee on FOI requests and other Information Services activities, 100% of the time • Quarterly report to ELT on FOI requests and other Information Services activities, 100% of the time

* = Corporate Indicator – multiple divisions contribute to this measure

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