

Notice of Meeting and Meeting Agenda Governance Committee

Wednesday, April 1, 2015

11:00 AM

6th Floor Boardroom

COMMITTEE MEMBERS:

*D. Blackwell (Chair), R. Windsor (Vice Chair), S. Brice, V. Derman, B. Desjardins,
D. Howe, B. Isitt, C. Plant, N. Jensen (Board Chair, ex-officio)*

1. Approval of Agenda

2. Adoption of Minutes

2.1. 15-291 Minutes of the October 15, 2014 Governance Committee Meeting

Recommendation: That the minutes of the October 15, 2014 Governance Committee Meeting be adopted as circulated.

3. Chair's Remarks

4. Presentations/Delegations

5. Committee Business

5.1. 15-258 2015 Governance Committee Terms of Reference

Recommendation: That the terms of reference for the 2015 Governance Committee as attached in Appendix A be approved.

5.2. 15-279 Special Task Force on First Nations Engagement - Update

Recommendation: That the Special Task Force on First Nations Engagement - Update report be received for information.

5.3. 15-282 Freedom of Information and Protection of Privacy Act (FOIPPA) - 2014 Overview

Recommendation: That the Governance Committee recommends to the Capital Regional District Board: That the Freedom of Information and Protection of Privacy Act (FOIPPA) - 2014 Overview report be received for information.

5.4. 15-287 Meeting Procedures - Delegations, Presentations and Intergovernmental Relations

Recommendation: That the Governance Committee recommend to the Capital Regional District Board:
1. That Bylaw No. 4024 "Capital Regional District Board Procedures Bylaw, 2012, Amendment Bylaw No. 3, 2015" be introduced and read a first and second time;
2. That Bylaw No. 4024 be read a third time; and
3. That Bylaw No. 4024 be adopted.

5.5. 15-289 Email Policy for CRD Directors and Alternate Directors

Recommendation: That the Governance Committee recommends to the Capital Regional District Board: That the attached policy recommending the use of a CRD email address by all Board Directors and Alternates when conducting CRD business, be approved.

5.6. 15-288 CRD Meeting Procedures - Sharing of Closed Meeting Information and Alternate Directors

Recommendation: That the Governance Committee recommends to the Capital Regional District Board: That Alternate Directors be required to sign the attached Non-disclosure/Confidentiality Agreement.

5.7. 15-292 Correspondence from Tony Heemskerk, Amalgamation Yes

Recommendation: That the correspondence dated January 7, 2015 from Tony Heemskerk, Amalgamation Yes, be received for information.

6. New Business**7. Adjournment**



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**Minutes of a Meeting of the Governance Committee
Held Wednesday, October 15, 2014, in the Board Room, 625 Fisgard St., Victoria, BC**

Present: **Directors:** A. Bryson (Chair), S. Brice (Vice Chair), J. Brownoff, M. Hicks, F. Leonard, J. Ranns, G. Young
Staff: R. Lapham, Chief Administrative Officer; K. Lorette, General Manager, Planning and Protective Services; S. Santarossa, Corporate Officer; D. Vanmoerkerke (recorder)
Absent: D. Blackwell

The meeting was called to order at 10:00 a.m.

1. Approval of Agenda

MOVED by Director Brice, **SECONDED** by Director Brownoff,
That the agenda be approved with the addition of Director Attendance at Standing Committee Meetings added to item 10.

CARRIED

2. Adoption of Minutes

MOVED by Director Brice, **SECONDED** by Director Ranns,
That the minutes of the April 2, 2014, meeting be adopted as previously circulated.

CARRIED

3. Chair's Remarks: There were none.

4. Presentations/Delegations: There were none.

5. Board Proclamation Policy

S. Santarossa gave an overview of the report.

MOVED by Director Ranns, **SECONDED** by Director Young,
That it be recommended to the Capital Regional District Board:
That the attached Proclamation Policy to decline all requests for proclamations be approved.

CARRIED

6. 2015 Board Orientation

R. Lapham gave an overview of the report and summarized proposed changes to the 2015 Board orientation from previous years. The Committee raised the following suggestions:

- focus on Provincial-required services that all municipalities are involved in then break it down to specifics for sub-regional areas
- one half-day session may not be long enough to orient newly elected officials and an interactive follow-up orientation session may be needed
- acknowledge the role and responsibilities that alternates can play in decision-making

- reach out to all elected councils to provide a better understanding of the CRD
- explain how funding arrangements (e.g., cost allocations and Municipal Finance Authority) work
- build on CRD on a Page to help individual councils identify their relationship with the CRD
use a general approach first to orient new directors so they are informed of basic operating and governance requirements then supplement schedule with off-site focus sessions

MOVED by Director Brownoff, **SECONDED** by Director Brice,
That it be recommended to the Capital Regional District Board:

- 1) That the proposed 2015 Board Orientation schedule be endorsed; and
- 2) That additional information sessions be scheduled to inform the Capital Region's elected officials of CRD functions and services.

CARRIED

7. Strategic Plan Update

K. Lorette gave an overview of the report and clarified the following points:

- the purpose of the proposed \$25,000 funding for the Strategic Plan facilitation
- there is flexibility with Phase 2 of the project depending on the outcome of Phase 1 and Board direction

MOVED by Director Brownoff, **SECONDED** by Director Young,
That it be recommended to the Capital Regional District Board:

That staff be directed to proceed with planning for a Board Strategic Planning session in 2015 as per the Terms of Reference (Appendix A) with funding from the Board's 2015 budget.

CARRIED

8. First Nations Participation on Board Standing or Select Committee

S. Santarossa gave an overview of the report. R. Lapham explained the jurisdiction structural differences of First Nations with reserves in an electoral area, that the CRD has authority to provide services to, and First Nations with reserves within municipal boundaries where their services are vested through the municipality.

Through discussion, the following points were clarified:

- Songhees and Esquimalt First Nations direct allocation of cost to the Core Area Liquid Waste Management Plan based on total flows
- the Juan de Fuca Electoral Area Director would represent the Songhees and Esquimalt First Nations at the Board

MOVED by Director Hicks **SECONDED** by Director Leonard,
That it be recommended to the Capital Regional District Board:
That staff be directed to prepare the necessary CRD Board Procedures Bylaw amendment that would permit the appointment of a representative from the Songhees and Esquimalt First Nations to the CRD Board's Core Area Liquid Waste Management Committee (CALWMC).

CARRIED

9. Meeting Procedures in Consideration of Intergovernmental Relations

S. Santarossa gave an overview of the report. Discussion followed on differences between presentations and delegations and associated timelines.

MOVED by Director Brice, **SECONDED** by Director Brownoff,
That the item be referred back to staff for further clarification of a delegation versus a presentation and their associated procedures.

CARRIED

10. New Business:

a) Director Attendance at Standing Committee Meetings

It was requested that the CRD Board be asked to consider establishing a policy that would allow a Director, who does not sit on a standing committee but has a local interest in an item on the agenda, to sit at the table to discuss the item. Discussion followed on how the affected Director would be notified of an item of interest.

MOVED by Director Hicks, **SECONDED** by Director Brice,
That it be recommended to the Capital Regional District Board:
That staff be directed to prepare the appropriate policy or procedure bylaw amendment that would allow a Board member to participate in the discussion, but not vote, at a standing committee meeting on an item that has local significance.

CARRIED

11. Adjournment

MOVED by Director Brice, **SECONDED** by Director Brownoff,
That the meeting be adjourned at 10:53 am.

CARRIED

CHAIR

RECORDER

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**REPORT TO GOVERNANCE COMMITTEE
MEETING OF WEDNESDAY, APRIL 1, 2015**

SUBJECT 2015 GOVERNANCE COMMITTEE TERMS OF REFERENCE

ISSUE

To establish the terms of reference for the 2015 Governance Committee.

BACKGROUND

Section 795(2) of the *Local Government Act* allows the Chair to establish standing committees “for matters the chair considers would be better dealt with by committee and may appoint persons to those committees”. In addition, section 26(1) of the CRD Board Procedures Bylaw allows the Chair to “establish a Board Standing Committee as a regular permanent committee whose mandate will be in relation to a CRD service or potential service”.

In accordance with the above, the Board Standing Committees for 2015 have been established as follows:

- Committee of the Whole
- Core Area Liquid Waste Management
- Electoral Area Services
- Environmental Services
- Finance
- Governance
- Planning, Transportation and Protective Services
- Regional Parks

At its meeting held January 14, 2015, the Board received the terms of reference for the 2015 Board Standing Committees referred them to the respective Standing Committees for review and approval. Attached are the proposed terms of reference for the 2015 Governance Committee (Appendix A). Further details regarding the Executive Service department services are provided in the Service Plan attached in Appendix B.

ALTERNATIVES

Alternative 1:

That the terms of reference for the 2015 Governance Committee as attached in Appendix A be approved.

Alternative 2:

That the terms of reference be referred back to staff for further review.

IMPLICATIONS

The terms of reference that have been developed for each committee identify the mandate/purpose of the committee, its establishment and authority, the composition, procedures and staff resources. For the most part, the committees are structured around specific service areas and the terms of reference identify the primary staff liaison(s) for each committee. The terms of reference for the Governance Committee remain unchanged from 2014 with the exception of the following:

Director Attendance at Standing Committee Meetings:

At its meeting held November 12, 2014, the Board approved the following recommendation:

“That staff be directed to prepare the appropriate policy or procedure bylaw amendment that would allow a Board member to participate in the discussion, but not vote, at a standing committee meeting on an item that has local significance.”

Language has been included in the terms of reference that would allow Board members to participate in committee meetings, to which they have not been appointed, when an item of local significance is on the agenda. This provision does not permit Board members to vote on the matter unless they are an appointed member of the committee.

CONCLUSION

The terms of reference for the 2015 Governance Committee are attached for consideration. The terms of reference and service plan serve to clarify the mandate, responsibilities and procedures governing the Committee.

RECOMMENDATIONS

That the terms of reference for the 2015 Governance Committee as attached in Appendix A be approved.

Submitted by:	Sonia Santarossa, MA, Senior Manager Legislative & Information Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ss

Attachments: Appendix A – 2015 Governance Committee Terms of Reference
Appendix B – Executive Services Service Plan



GOVERNANCE COMMITTEE

PREAMBLE

The Capital Regional District (CRD) **GOVERNANCE COMMITTEE** is a standing committee established by the CRD Board to make recommendations to the Board regarding items related to governance and corporate administration. The committee will also provide advice to the Board on agenda items for Committee of the Whole meetings.

The Committee's official name is to be:

GOVERNANCE COMMITTEE

1.0 PURPOSE

To consider matters and make recommendations to the Board or to the Committee of the Whole as required or directed by the Chair, regarding:

- Board governance and meeting procedures
- General governance issues such as communication, access and accountability processes
- Corporate administration and operations such as but not limited to:
 - Administrative, personnel and labour management matters
 - Internal and external communications systems
 - Intergovernmental relations
- Identification of items of regional interest and/or items that are relevant to more than one standing committee that are better suited for consideration at a Committee of the Whole meeting

2.0 ESTABLISHMENT AND AUTHORITY

- The committee will make recommendations to the Committee of the Whole for consideration;
- The Board Chair will appoint the Committee Chair, Vice Chair and committee members; and
- It is expected the committee will meet at the call of the Chair.

3.0 COMPOSITION

- The Chair, Vice Chair and members are appointed annually by the Board Chair;
- The committee may include current and past CRD Board Chairs.
- All Board members are permitted to participate in standing committee meetings, but not vote, where an item of local significance is on the agenda (Board resolution Nov. 12, 2014).

4.0 PROCEDURES

- The Committee shall meet at the call of the Committee Chair, in consultation with the Corporate Officer; and
- The agenda will be finalized in consultation between staff and the Committee Chair and any Committee member may make a request to the Chair to place a matter on the agenda.
- With the approval of the Committee Chair and Board Chair, committee matters of an urgent or time sensitive nature may be forwarded directly to the Board for consideration
- A quorum is a majority of the committee membership and is required to conduct committee business

5.0 RESOURCES AND SUPPORT

- The CAO and Corporate Officer will provide strategic support and act as a liaison;
- Minutes and agendas are prepared and distributed by the Legislative & Information Services Department; and
- The Executive Services Department will provide additional administrative support as required.

SERVICE NAME: Executive Office, Legislative & Information Services, Elections and Board

Changes in assumptions, trends, and other issues since 2014: (linked to section 1.4, 2.6 of the detailed service plan)

- In 2014, the services provided by the Legislative & Information Services Division were expanded to include:
 1. Bylaw and Contract Administration
 2. Information Services – records management and FOI
- It is anticipated that the 2014 General Local Election will result in changes to Board membership in 2015. Change to 4-year term.
- Uncertainty with Core Area Wastewater Treatment Program (Seattera) will continue to place extraordinary demands on CAO, GM's and Executive Services to assume direct leadership over the program.
- Anticipated changes in Provincial policy and Local Government Audits informing ongoing organizational policy reviews.

Overall 2014 budget performance:

Overall Executive Office & Legislative Services division costs are projected to be within budget. Overall Board costs are projected to be within budget with the exception of the Electronic Agenda project. The purchase of electronic agenda software under budget for 2014 and surplus funds to be moved to capital reserve to fund additional modules. Maintenance costs in 2015 and 2016 will be requisitioned.

New division initiatives: (service plans have been updated accordingly; linked to section 3 of the detailed service plan)

- Records Management: Review corporate storage capacity for records and develop plan for implementation in 2016. Additional capital costs will be required in 2016.
- Funds for Strategic Plan development have been set aside in 2015 Board budget.
- Shift in resources from Seattera to CRD to be directed by ELT.

Proposed changes to staffing levels: (linked to section 2.3 of the detailed service plan)

none

KEY PERFORMANCE INDICATORS (linked to section 4 of the detailed service plan)

Indicator Name	2013 Planned	2013 Actual	2014 Planned	2014 Actual	2015
Webstreaming Board and Standing Ctee meetings	75% based on ¾ year	10% launch in December	100%	100%	100%
Electronic Agendas – Board and Committee	75% board agendas only	0%	100%	100% - In May all agendas available. Approx. 10 participating in pilot as not all members wish to receive agendas electronically.	100% - full participation by Board
Processing of FOI Requests within 30 business days	n/a	n/a	100%	90% - extensions requested where applicable	100%

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

2013-2015

Updated September 19, 2014



Capital Regional District

Capital Regional District / Executive Services Department
Divisions: Executive Office, Legislative and Information Services, Board
625 Fisgard Street, Victoria BA
T: 250.360.3000 www.crd.bc.ca

CRD
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Agenda Page 65

Table of Contents

1	Overview	1
1.1	Scope	1
1.2	Primary Contact	2
1.3	Organization Chart	2
1.4	Key Trends and Issues	2
1.5	Summary of 2014 Expenditures and Capital	3
2	Services	4
2.1	Core Services	4
2.2	Service Levels	4
2.3	Workforce Considerations	6
2.4	Customers and Governance	6
2.5	Delivery Strategy	6
2.6	Assumptions and Risks	7
3	Divisional Initiatives	8
4	Performance Monitoring	10

1 Overview

1.1 Scope

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

Executive Office

The Chief Administrative Officer (CAO) is responsible for the overall management of the various CRD programs. The Executive Office provides guidance and advice to the Board on regional issues and services, and fosters relationships with representatives of the 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 guides corporate-wide initiatives and corporate standards.

Legislative & Information Services (LIS)

The Legislative and Information Services division manages and provides specialized support in the following three key areas:

Board Administration:

- Provides specialized administrative support to the Board and standing committees including the provision of procedural advice, scheduling of meetings, and preparation of agendas and minutes
- As the office responsible for corporate administration, Legislative Services is also responsible for the maintenance and access to corporate records including minutes, reports and bylaws
- Administers elections and other voting opportunities (referendum and alternative approval process)

Information Services (includes Records Management & Freedom of Information (FOI)):

- Primary point of contact for elected officials and members of the public by introducing and guiding callers and visitors through the organization to help access the services, resources and individuals they need.
- Manages the records management function for the organization
- Provides for access to records through the *Freedom of Information and Protection of Privacy Act*.
- Develops and implements corporate policies and standards
- Manages information flow into and out of organization

Bylaw and Contracts Administration:

- Develops, reviews and provides advice and guidance on a variety of bylaws for the organization
- Develops, reviews and provides advice and guidance regarding contracts for the organization

Funding for the Executive Office and Legislative & Information Services divisions is requisitioned.

1.2 Primary Contacts

Executive Office

Name: Robert Lapham

Title: Chief Administrative Officer

Contact information: 250-360-3124 rlapham@crd.bc.ca

Legislative & Information Services, Board and Elections

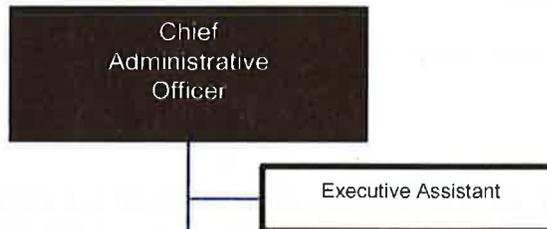
Name: Sonia Santarossa

Title: Senior Manager, Legislative & Information Services

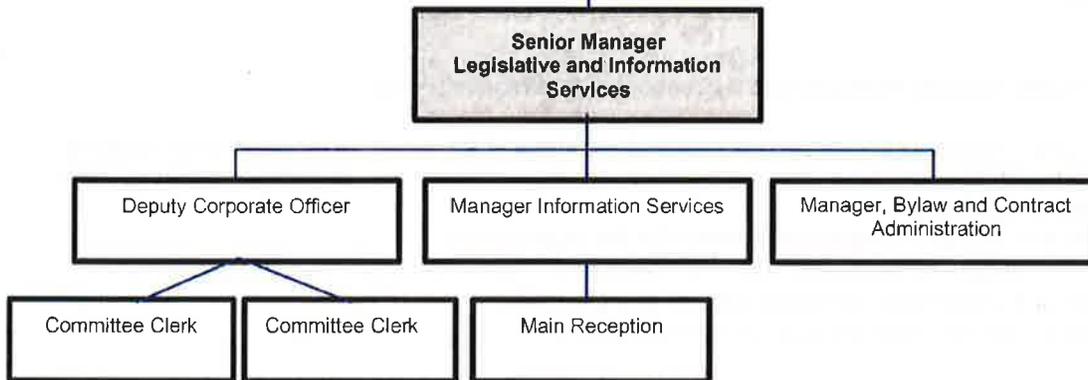
Contact information: 250-360-3128 ssantarossa@crd.bc.ca

1.3 Organization Chart

Executive Office (CAO) Division



Legislative and Information Services Division



1.4 Key Trends and Issues

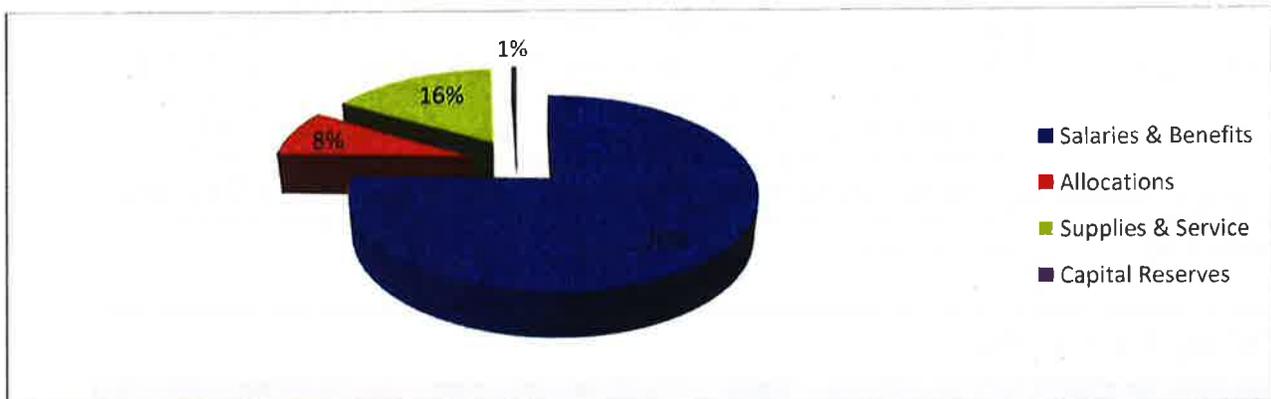
Key trends affecting Executive Office and Legislative Services office include:

- 2014 General Local Election
 - changes in Board membership and Chair
 - change to a 4 year term
- 2018 Election to be held in October
- Legislative and regulatory changes

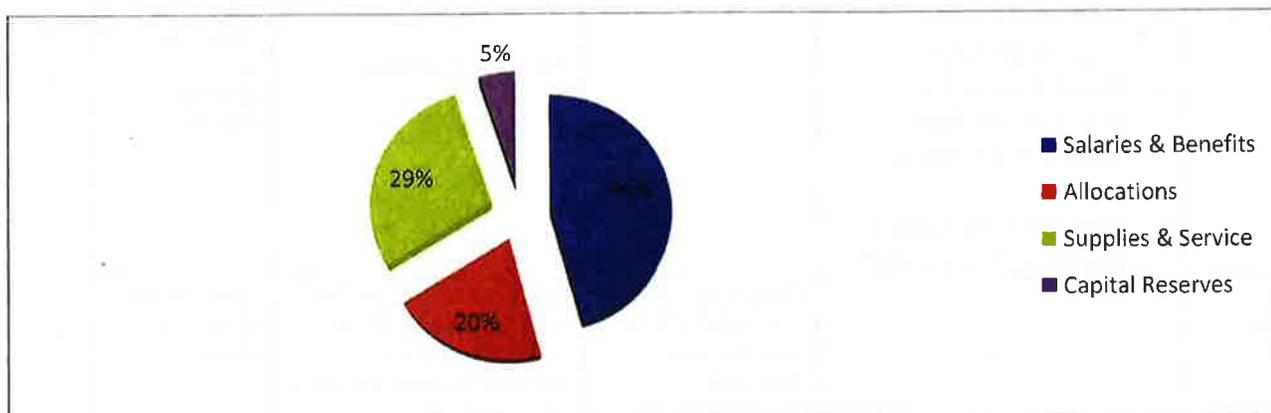
- Changes in committee structure
- Changes in provincial, and federal governments
- Uncertainty with Seattered Program (Core Area Wastewater Treatment)
 - Extra demands on CAO, GMs and Executive Services to assume direct leadership over the delivery of Core Area Wastewater Treatment Program
- Anticipated changes in Provincial policy and Local Government Audits informing ongoing organizational policy review
- Changes in First Nations governments
 - land tenure changes
 - pending treaty settlements
- Financial and economic uncertainty
- Significant workplace retirements
- Revised Board Strategic Priorities
- Increased use of technology to deliver services (e.g., e-agendas and webstreaming)

1.5 Summary of 2014 Expenditures and Capital

The total 2014 budget for CAO, Legislative and Information Services and Elections is \$1,412,760 and is divided into the four expenditure areas as show below. Funding for this budget comes largely from property taxes and election recovery costs from Islands Trust and School Districts (\$57,970).



The total 2014 Budget for the Board is \$623,900 and is divided into the four expenditure areas as shown below. Funding for this budget comes in property taxes.



2 Services

2.1 Core Services

Service	Scope
Liaison and Relationship Building (EO)	Liaise with member municipalities, provincial and federal government and First Nations to build relationships
Core Area Wastewater Treatment Program (Seattera) (EO)	CAO and Chair of Core Area Liquid Waste Management Committee (CALWMC) liaise with the Seattera Commission
Executive Leadership, Direction & Support (EO)	Provide guidance and direction to the Executive Leadership Team (ELT) and all CRD
Board Administration (EO & LIS)	Develop, implement and ensure compliance with Board approved policies and procedures. EO provides strategic advice to the Board and its standing committees. LIS provides specialized administrative support and procedural advice to the Board and its committees and commissions
Elections/Referenda (LIS)	Administer the General Local Elections for the electoral areas every four years and referenda and alternative approval processes (AAPs) as required.
Information Services (LIS)	Oversee the management and retention of corporate records including policy development and training. Process FOIPPA requests, develop policies and provide training to the organization regarding access and privacy. Develop standards and procedures regarding the proactive communication of CRD information. Manage primary contact point for elected officials and the public.
Bylaw and Contract Administration (LIS)	Provide specialized support and guidance regarding preparation of bylaws and contracts.

2.2 Service Levels

Service	Service Level Adjustments			
	Base year 2012	Year 1 (2013)	Year 2 (2014)	Year 3 (2015)
Liaison and Relationship Building (EO)	<ul style="list-style-type: none"> Attend 6 regional CAO meetings annually Scheduled 2 Forum of Councils per year Maintain contact with provincial and federal officials at the deputy level Meet with First Nations leaders and senior staff 	No change	No Fall Forum of Councils due to municipal election. No other changes.	Board Strategic Planning may result in an alternative forum
Core Area Wastewater Treatment Program (Seattera) (EO)	<ul style="list-style-type: none"> n/a 	CAO and CALWMC Chair to liaise with Seattera Commission on a monthly basis or as required	Extra demands on CAO, GMs and Exec.Services to assume direct leadership over planning of Core Area Wastewater Treatment Program	Uncertainty of program delivery

Service Level Adjustments				
Service	Base year 2012	Year 1 (2013)	Year 2 (2014)	Year 3 (2015)
Executive Leadership, Direction & Support (EO)	<ul style="list-style-type: none"> Bi-weekly meetings with ELT and semi-annual meetings with managers Monthly 1 on 1 meetings with direct reports 	No change	No change	No change
Board Administration (EO & LIS)	<ul style="list-style-type: none"> regular on-going support to Board and standing committees including agenda prep, posting minutes within 7 working days, distributing agendas one week in advance of meeting annual review of standards for minutes, bylaws, terms of reference 	<p>electronic agendas for Board/standing committees (phased in)</p> <p>webstreaming Board/standing committee meetings</p>	Electronic agendas for additional committee meetings including changes to workflow processes	Same as 2014
Elections/ Referenda (LIS)	Administer referenda as required	No change	Administer General Local Elections for November and referenda as required	Same as 2012
Information Services (LIS)	<p>Regular ongoing assistance to departments as new records classification system implemented</p> <p>Monthly training sessions scheduled re new RCS, policies and software</p>	<p>Quarterly training session or as required to train new staff or refresher for existing staff re policies and software</p> <p>Annual assistance to department (or as required) to ensure culling, transfer and storage of files, regular ongoing monitoring of RM program</p>	<p>Respond to all FOIPAA requests within 30 business days, develop policy and conduct training</p> <p>Develop policies and standards to ensure proactive and consistent communication of CRD information</p>	No change
Bylaw and Contract Administration (LIS)			<ul style="list-style-type: none"> Assist drafting and review of bylaws and contracts, provide guidance re appropriate form Engage legal counsel as required Ensure appropriate approvals are required for bylaws and contracts Train, develop policies, templates as required 	No change

2.3 Workforce Considerations

Service	Workforce (FTEs)			
	Year 1 (2013)	Year 2 (2014)	Year 3 (2014)	Year 4 (2015)
Executive Office	2.0 FTE	2.0 FTE	2.0 FTE	2.0 FTE
Legislative & Information Services	4.0 FTE	5.0 FTE	7.0 FTE	7.0 FTE
Total	6.0 FTE	7.0 FTE	9.0 FTE	9.0 FTE

2013: Addition of main reception function (2 PT FTEs) transferred from Corporate Services

2014: Addition of Manager Information Services (1.0 FTE) and Manager Bylaw and Contract Administration (1.0 FTE)

2015: Additional .5 FTE was scheduled in Year 3 to accommodate growth and additional work required for records management function and Board/committee support for electronic agendas and webstreaming. This 0.5 FTE has been re-evaluated and has been included in the additional FTEs in 2014.

2.4 Customers and Governance

Service	External Customers	Internal Customers	Reviewing Commissions & Committees
Liaison and Relationship Building (EO)	13 municipalities, 3 electoral areas, provincial and federal governments, regional authorities, First Nations and public	All CRD staff	Board
Core Area Wastewater Treatment Program (Seattera) (EO)	Municipal participants, provincial and federal governments, First Nations, public	Seattera Program Director, CAWTP staff	Core Area Wastewater Treatment Commission (Seattera)
Executive Leadership, Direction & Support (EO)		Executive Leadership Team and all CRD staff	Finance Committee and Governance Committee
Board Administration (EO & LIS)	13 municipalities, 3 electoral areas, provincial and federal governments, FN, public	All CRD staff	Board, all committees and commissions
Elections/Referenda (LIS)	3 electoral areas	CRD staff	Commissions, Electoral Area Services Committee
Information Services (LIS)	13 municipalities, 3 electoral areas, provincial and federal governments, First Nations, public	All CRD staff	Board, Finance Committee & Governance Committee
Bylaw and Contract Administration (LIS)	13 municipalities, 3 electoral areas, provincial and federal governments, FN, public	All CRD staff	Board

2.5 Delivery Strategy

Service	Delivery Strategy	Funding	Legislative Authority
Liaison and Relationship Building (EO)	CRD resources, external consultant	100% recovery through fees, charges and other revenue	Letters Patent, <i>Local Government Act</i> , <i>Community Charter</i> , <i>Procedures Bylaw</i>

Service	Delivery Strategy	Funding	Legislative Authority
Core Area Wastewater Treatment Program (Seatterra) (EO)	CRD resources	100% recovery through fees, charges and other revenue	Commission Bylaw
Executive Leadership, Direction & Support (EO)	CRD resources Strategic planning Service plans	100% recovery through fees, charges and other revenue	Board Authority
Board Administration (EO & LIS)	CRD resources	100% recovery through fees, charges and other revenue	Letters Patent, <i>Local Government Act</i> , Procedures Bylaw, <i>Community Charter</i>
Elections/ Referenda (LIS)	CRD resources, external contractor	100% recovery through fees, charges and other revenue	<i>Local Government Act</i> , <i>Local Elections Campaign Financing Act</i>
Information Services (LIS)	CRD resources	100% recovery through fees, charges and other revenue	<i>Local Government Act</i> , Procedures Bylaw, <i>Community Charter</i> , <i>FOIPPA</i>
Bylaw and Contract Administration (LIS)	CRD resources, external consultant	100% recovery through fees, charges and other revenue	Letters Patent, <i>Local Government Act</i> , <i>Community Charter</i> , Procedures Bylaw

2.6 Assumptions and Risks

Service	Key Assumptions	Risks
Liaison and Relationship Building (EO)	Consistency in municipal, provincial, federal and First Nations structures and personnel	Changes in government and possible change in direction
Core Area Wastewater Treatment Program (Seatterra) (EO)	Commission delivers the project on time and within budget however uncertainty with Seatterra Program will continue to place extraordinary demands on CAO, GMs and Executive Services to assume direct leadership over the Core Area Liquid Waste Sewage Treatment Project	Financial and economic uncertainty Legislative changes Cost increase in construction market Governance restructure Staff turnover
Executive Leadership, Direction & Support (EO)	Retirement of key senior staff	Some loss of corporate memory and loss of continuity
Board Administration (EO & LIS)	Board membership will increase by 1. Number of standing committees and frequency of meetings will not increase Shifts in technology could change way we do business and provide service – eg. Webstreaming and electronic agendas	Changes in committee structure may require change in resources. Legal exposure and liability risk. Changes in legislative requirements may change approaches to various aspects of service delivery strategy.

Service	Key Assumptions	Risks
Elections/ Referenda (LIS)	<p>Minimum one referendum per year with General Local Election in 2014.</p> <p>Current Chief Election Officer is retiring. Administration of elections/referenda to be assumed in full by Legislative Services and/or possible external resources. Provincial legislative changes to be implemented</p> <p>Continue to conduct elections for Islands Trust</p>	<p>Legislative changes expected that impact how elections/referenda are administered – eg. On-line voting, change in term of office</p> <p>Need to conduct elections on behalf of the School Districts</p> <p>Direction to implement mail ballot voting</p>
Information Services (LIS)	<p>Continued monitoring and training related to records management.</p> <p>Additional function of Legislative Services that could require additional resources.</p> <p>Requests to access for information (FOI)</p> <p>New information communicated to main reception staff in a timely manner</p>	<p>Legislative changes that could impact program.</p> <p>Increase in requests for access to information (FOI)</p> <p>Legal exposure and liability risk</p> <p>Changes in legislative requirements may change approaches to various aspects of service delivery strategy.</p> <p>Incorrect or confidential information provided to public</p>
Bylaw and Contract Administration (LIS)	<p>Development of bylaws and contracts in accordance with legislative requirements</p>	<p>Legal exposure and liability risk.</p> <p>Changes in legislative requirements may change approaches to various aspects of service delivery strategy.</p>

3 Divisional Initiatives

This section highlights divisional Strategic Plan initiatives for 2013 – 2015 and CRD Strategic Plan priorities.

Executive Office and Legislative & Information Services Initiatives

Initiatives	Description	Budget Implications
2013		
Consistent approach to Corporate Operations (i.e. Commissions)	<p>Develop and implement corporate standards across all departments and with all commissions – i.e. minute taking standards, bylaw drafting, policies, templates, Terms of Reference</p>	<p>Within operating budget</p>

Initiatives	Description	Budget Implications
Electronic agendas	Provide Board and committee agendas in an electronic format to elected officials.	From Board Budget: 2013: \$35,000 – one-time supplementary (purchase of electronic devices, software and IT time) 2014: \$55,000 – one-time supplementary - purchase meeting management software (actual cost \$39,000 – surplus funds moved to capital reserve for purchase of additional modules) \$11,200 – continuous supplementary - IT maintenance 2015: \$22,000 – monthly software maintenance 2016: \$28,000 – continuous supplementary – monthly software maintenance
Webstreaming	Initiate webstreaming of Board and committee meetings	From Board Budget 2013: \$20,250 one-time supplementary – hardware and software purchase 2014: \$13,000 – continuous supplementary - IT maintenance
Voters List	Develop database (from existing) for Non-resident property electors	2013: \$5000 – one-time supplementary from Elections Budget – completed in 2014
Bylaw Management System	Update existing bylaw management database	2013: \$16,280 – one-time supplementary – carried over to 2014 & 2015
2015		
Strategic Plan	Develop new Strategic Plan	2015: \$60,000 in Board budget (remaining funds in Planning & Protective Services budget)
Seaterra Program	Shift in resources from Seaterra to CRD to be directed by ELT	Currently within operating budget.
Records Management	Assess corporate storage capacity with implementation in 2016	2015: within operating budget 2016: additional capital costs to be determined

CRD Strategic Priorities 2013-2015

CRD Strategic Priority	Corporate Goal (per Strategic Plan)	Strategic Initiatives	Description	Budget Implications
Regional Cooperation	Strengthen relationships and confidence in CRD regional leadership and decision making	a) Increase awareness and facilitate conversations about regional interests, viewpoints on governance and equitable decision making	CAO & ELT: Meetings with SGI & SSI community members regarding role of CRD and Commissions in the decision making process LIS: Review of Commission Handbook underway.	

CRD Strategic Priority	Corporate Goal (per Strategic Plan)	Strategic Initiatives	Description	Budget Implications
	3. Achieve better understanding of, and confidence in, CRD service delivery	a) Increase and improve communications on the many services the CRD delivers and who it serves	<p>CAO and ELT meetings with SGI & SSI community members to provide an overview of role of CRD and Local Area Commissions</p> <p>LIS (with FT – IT): Webstreaming of Board and standing committee meetings began in December 2013</p>	

4 Performance Monitoring

Indicator	2013 Planned	2013 Actual	2014 actual	2015 Projected
Financial				
Deliver all services within budget	100%	100%	100%	100%
Customer				
Post Board and committee minutes on website within 7 working days	100%	90%	90%	100%
Post meeting agendas on website by Friday noon	100%	90%	90%	100%
Distribute Board and committee meeting agendas by Thursday noon	90%	50%	50%	90%
CAO attend all regional Local Area Administrator mtgs	100%	100%	100%	100%
Webstreaming of Board and standing committee meetings that take place in the Boardroom	75% (based on ¾ year)	10% (launch in Dec.)	100%	100%
ELT Minutes distributed within 5 days of meeting	100%	70%	70%	90%
Processing of FOI requests within 30 business days or request extensions as necessary			90% - extensions requested where applicable	100%
Business Processes				
	Current year	Year 1	Year 2	Year 3
Electronic Agendas - Board and standing committee	75% (Board agendas only)	0%	100% (Board and committee agendas) Apprx. 10 Board members participating in pilot	100% - full participation by Board
Acknowledge all correspondence within 3 business days (no response required) or 10 b.d. (response required)	80%	80%	90%	90%

SERVICE NAME: Aboriginal Initiatives Division (AID)

Changes in assumptions, trends, and other issues since 2014: (linked to section 1.4, 2.6 of the detailed service plan)

The drivers behind the original imperative to establish the Aboriginal Initiatives Division (AID) have gained momentum: BC Treaty negotiations are nearing a significant milestone with an anticipated Agreement in Principle being achieved by both the Te'mexw nations and Pacheedaht. There is continued progress towards self-governance, with three of the Nations now under Land Code land management. New or unexpected changes to the landscape include:

- Streamlining the Additions to Reserves process by Canada to further facilitate the swift acquisition of non-contiguous Reserve lands for the express purpose of economic development opportunities.
- Increased interest by First Nations in participating in regional decision-making.
- Developer interest in First Nations lands for large projects such ex-urban / rural residential development (Spirit Bay – Beecher Bay) a power-centre (Jeskin Centre - Tsawout) and mixed-use commercial residential (Songhees – Admirals Road).

The Truth and Reconciliation movement has raised citizen awareness of aboriginal issues, resulting in increased expectations to see meaningful engagement with, and participation by First Nations in local government matters. The recent Tsilhqot'in Supreme Court decision provides another important step towards gaining clarity as to local government's role in consultation and engagement, aboriginal rights and title, and the expectations around accommodation.

Navigation of these uncharted waters, as they pertain to regional and local interests, calls for significant increase in local government engagement with First Nations in a manner that is cohesive, consistent, predictable and respectful, to the benefit of all member municipalities in their individual and collective interactions with First Nations governments. The AI office has undertaken a successful outreach program with the goal of establishing a solid foundation on which to incrementally build government-to-government relationships. As each Nation is unique in its circumstance, governance and community priorities, the AID approach to outreach reflects that dynamic and complex environment, with a highly individualized, flexible and responsive method. As a result, connections at the staff level are active and opportunities for political relationships are being cultivated. Building on this fledgling foundation, AID anticipates a continued increase in interactions and opportunities to formalize protocols for communication and engagement and expects to be able to make substantial inroads in addressing outstanding or outdated MoU's, service agreements, contracts and other formal and informal relationships.

Overall 2014 budget performance:

The Aboriginal Initiatives Division is resourced through internal recoveries, with approximately 33% of the budget derived from an internal reserve fund – slated to be depleted at the end of 2017. The budget shortfall will be addressed in the next 5 year budget process, in consultation with the Board. The 2014 budget is on-target; funds assigned to legal and consulting fees have been carried forward to 2015, in anticipation of increased activity in contracts and protocol agreements and special initiatives such as the request by First Nations to join the CRD.

New division initiatives:

No changes to the Division Initiatives identified in the Service Plan.

Proposed changes to staffing levels: (linked to section 2.3 of the detailed service plan)

No changes to the staffing levels identified in the Service Plan.



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COMMITTEE - SERVICE PLAN UPDATE SUMMARY- 2015

KEY PERFORMANCE INDICATORS *(linked to section 4 of the detailed service plan)*

Indicator	2013 Planned	2013 Actual	2014 Actual	2015 Planned
CUSTOMERS (establishment year)				
Leader to Leader	2 FNs	2 FNs	6 FNs	7FNs
Internal support to CRD Depts.	239 hours of support	350 hours	729	932
BUSINESS PROCESS				
Updated existing or establishing new service agreements	Annual review of agreements Initialize update of 1 S.A.	Annual review initiated 1 S.A. update process initialized	Annual review completed In progress: 2 new agmnts 1 renewal 1 updated / amended	Annual review completed 2 initiated, 1 complete

Service Plan for Aboriginal Initiatives

2013-2015

Updated September 2014



Capital Regional District

Capital Regional District / Executive Services
Aboriginal Initiatives
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CRD
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Table of Contents

1	Overview	1
1.1	Scope	1
1.2	Primary Contact	1
1.3	Organization Chart	2
1.4	Key Trends and Issues	2
1.5	Summary of 2014 Expenditures and Capital	3
2	Services	4
2.1	Core Services	4
2.2	Service Levels	5
2.3	Workforce Considerations	7
2.4	Customers and Governance	7
2.5	Delivery Strategy	8
2.6	Assumptions and Risks	8
3	Divisional Initiatives	9
4	Performance Monitoring	12

1 Overview

Aboriginal Initiatives is a newly created division aimed at streamlining the Capital Regional District (CRD) approach to First Nations engagement in support of the Board's strategic priorities of regional collaboration and building relationships with First Nations government. This division plan provides an overview of the framework for that approach, indicating scope, operational information and future direction.

1.1 Scope

The Aboriginal Initiatives Division provides in-house support to all departments and divisions of the CRD that require assistance in the areas of service delivery, referral processes, outreach, engagement and relationship-building. The division also serves as the main reporting vehicle to the Board, on all emergent (non-operational) departmental matters relating to First Nations.

To assist the CRD in meeting its legislative obligations and its corporate objectives, a reporting and operational framework has been developed to ensure a cohesive, consistent, thoughtful and effective approach to First Nations engagement is undertaken across the CRD.

The framework for engagement is made up of three areas of responsibility:

1. **Leadership Vision** – where the Board communicates and operationalizes its strategic priority of regional cooperation with First Nations
2. **Division Activity** – where engagement with First Nations is primarily undertaken by staff, in areas of mutual interest such as marine monitoring, parks restoration and building services.
3. **Core Services** –where Aboriginal Initiatives craft foundational materials required to ensure all activities involving First Nations are set-up for success. Examples include: communications materials, web-presence, contract and service agreement management, cultural protocols and memorandums of understanding. Core Services supports CRD departments with practical assistance, as required and requested, in First Nations outreach, referrals and engagement. It also maintains a cross-departmental Engagement Dashboard which is used to record all activities, and provides the source material for reporting engagement metrics, key activities, critical timelines and targets.

Core Services has also taken on the primary responsibility for First Nations engagement for the Regional Sustainability Strategy (RSS), and staff liaison to the Te'mexw Treaty Advisory Committee (TTAC).

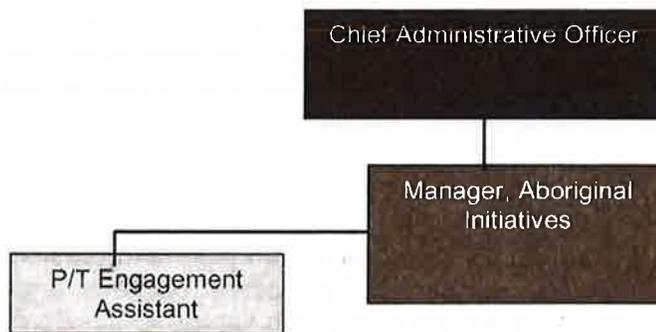
1.2 Primary Contact

Name: Sue Hallatt, MCIP, RPP

Title: Manager, Aboriginal Initiatives

Contact information: Tel: 250 360 3156 email: shallatt@crd.bc.ca

1.3 Organization Chart



1.4 Key Trends and Issues

Key trends and issues can be linked to three areas: Greater expectations (on the part of citizens, member municipalities and partner agencies) with respect to meaningful engagement with First Nations on day-to-day CRD business activities, a stated Board priority to build better government-to-government relationships, and changing First Nations land management models in favour of greater independence and self-governance.

The CRD has been actively involved with First Nations since incorporation, primarily with respect to access and delivery of services. Over time, interactions have expanded beyond services to include mutual areas of interest which range from joint restoration projects with CRD Parks to marine monitoring programs and data sharing. More recently, other opportunities for cooperation have emerged such as participation in the Regional Sustainability Strategy and contract for services for building inspections which includes a mentorship and capacity-building aspect.

Until very recently, relationships with First Nations have been undertaken by staff, resulting in very successful, but highly individualized approaches. Legal or regulatory matters are undertaken by contract consultants with specialized expertise.

The imperative for the CRD to pro-actively build on existing and fledgling relationships, or to address damaged relationships, is evolving rapidly.

External drivers:

- **“Municipalisation” of First Nations.** Administratively, First Nations are governed by the federal Indian Act and as such must deal with Ottawa to address day-to-day needs. Aboriginal leadership is taking steps toward greater self-determination and self-governance by way of implementing changes to their land management and/or seeking independence from the Crown through the modern BC Treaty process. These governance changes have the potential to directly impact the ways and means by which local governments interact with First Nations as neighbouring jurisdictions. Examples include:
 - Pending conclusion of BC Treaties for five Nations in the CRD – resulting in a transition in land tenure framework from the reserve system governed under the Indian Act to self-governed Treaty Settlement Lands.
 - For non-BC Treaty nations (of which there five), opportunities to acquire strategic, non-contiguous lands are being considered by Canada through changes to the *Additions to Reserve* legislation in support of a streamlined and less onerous process for achieving First Nations economic development initiatives.
 - Improvements to and support for Land Codes in favour of greater autonomy regarding land management.

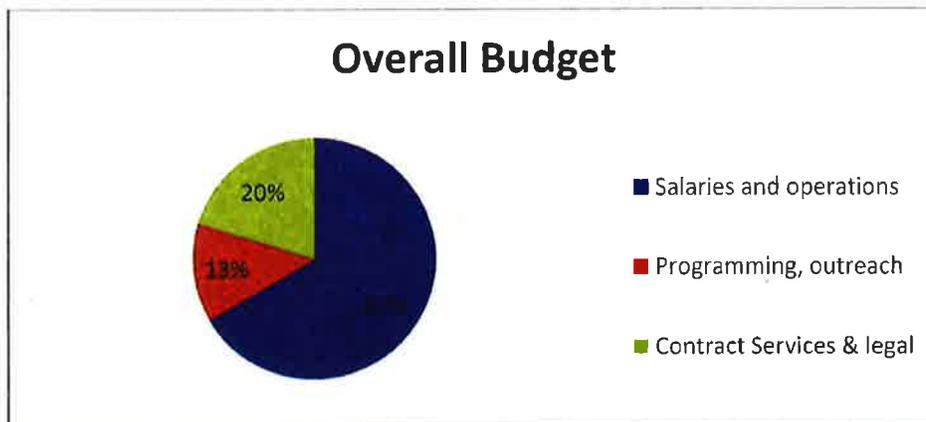
- Increased academic and legal focus and interest in the Douglas Treaty and the implications for traditional use requirements
- Recent landmark Supreme Court decisions which provide greater clarity on the practical meaning of aboriginal rights and title, and expectations with respect to consultation and accommodation.
- Expression of interest in First Nations' membership on the CRD Board, outside of or in advance of signing a BC Treaty.

Internal drivers:

- **Regional cooperation: the missing piece.** The Board's direction with respect to First Nations has been identified in the 2012-2014 Corporate Strategic Plan as a key strategic priority relating to "Regional Cooperation". One of the stated goals is to:
 - "Develop stronger relationships with First Nations in the CRD*
 - *Engage First Nations communities in major regional plans and strategies and regionally-specific interests"*
- **Common interests with First Nations across all departments.** Various division initiatives require significant interaction with First Nations:
 - First Nations engagement in the Regional Sustainability Strategy and related sub-strategies (Regional Transportation Plan, Food and Agriculture Direction)
 - First Nations consultation requirements for the Seaterra program, as well as archeological responsibilities relating to construction
 - Environmental services activities relating to marine monitoring and watershed management in the built environment
 - Service agreement updates, especially Integrated Water
 - Contract services relating to Building Inspections, Animal Control, Fire Service
 - Traditional use access requests in Parks and Drinking Watershed lands
 - Referral processes for the JdF development applications and pending Official Community Plan processes (3 to be completed in 2014)
 - Participation in the Te'mexw Treaty Advisory Committee (TTAC).
 - Side-table discussions relating to Pacheedaht / Dididaht Treaty negotiations

1.5 Summary of 2014 Expenditures and Capital

Expenditures for Aboriginal Initiatives in 2014 is expected to be \$199,050. Budget items relating to contract services and legal have been transferred to the next year. The overall budget for Aboriginal Initiatives is comprised of \$199,500 derived from internal allocations, and the remaining funds are derived from internal reserves. The Internal Reserve Fund stands at \$257,930.



2 Services

2.1 Core Services

Service	Scope
Leadership Vision	<p>CRD Board communicates its strategic priority of First Nations relationship building through government to government engagement and representation of Chair / CAO and members of the Board.</p> <p>Guidance and direction to staff on emergent issues and Board identified initiatives, delivered through CoW. FN matters at the department or divisional level that fall outside their service mandate would migrate from Committee oversight to CoW for direction.</p>
Division Activities	<p>FN engagement is commonly undertaken by staff at the division level and emerges out of legislative requirements for engagement (such as the RSS) or referral processes (information sharing) and good neighbour practice (joint projects or requests from First Nations). AID staff work closely with divisional counterparts to ensure a consistent approach and in support of seamless inter-departmental communication. Engagement activities that fall within a division's service plan will typically report out to their respective committees. Where emergent issues or activities migrate outside a division's mandate, AID staff will shepherd the discussion over to CoW oversight.</p>
Core Activities	<p>Core services provide a central portal for all inquiries, activities and emerging issues (internal and external) to pass through in order to provide a consistent and streamlined communication protocol.</p> <p>Core services support the leadership vision and divisional activities by producing foundational materials such as communications pieces, records of decision, activity matrices, protocols and MoUs. This division assists other departments with FN engagement as requested and develops partnerships with other governments and agencies with common interests and objectives.</p> <p>AID staff attend to Treaty related matters through TTAC and assist the Board representative on that committee. AID staff engage directly with Provincial treaty negotiators and Pacheedaht FN through side table discussions, and support the Electoral Area Director in those discussions, as required.</p>

2.2 Service Levels

Note: As this Division is new, the tracking metrics are regularly assessed and adjusted to reflect the work plan approach, which is shaped by identified needs, successes and lessons learned over the course of the foundational years.

Service Level Adjustments				
Service	Amendment	Year 1 (2017)	Year 2 (2018)	Year 3 (2019)
Leadership Vision	<ul style="list-style-type: none"> • CAO / Chair meet with 6 FNs <i>Amendment:</i> Includes ELT & Board Directors	(Partial year) (2) <ul style="list-style-type: none"> ■ Chief Jacks (Tseycum) ■ Chief Thomas (Esquimalt) 	(6) <ul style="list-style-type: none"> ■ Chief Jacks & Council ■ Chief Planes & Council (T'Sou-ke) ■ Chief Sam (Songhees) ■ Chief Jones and Council (Pacheedaht) ■ Chief Tom (Tsartlip) (delegation to Board) ■ Hereditary Chief Pelkey (Tsawout – delegation to Board) 	Estimated: (7) <ul style="list-style-type: none"> ■ Chief Underwood (Pauqauchin) ■ Chief Underwood (Tsawout) ■ Chief Tom ■ Chief Planes ■ Chief Sam ■ Chief Thomas ■ Chief Chipps (Beecher Bay)
	<ul style="list-style-type: none"> • 2 C2C Forums 	No opportunities identified as yet		
	<ul style="list-style-type: none"> • CoW reporting – Quarterly <i>Amendment – Quarterly, or as CoW convenes (5th Wed.)</i>	(1) Reporting Started June – Q4 - Oct mtg.	Q1 – No CoW Q2 – April 30 Q3 - No CoW Q4 – Pending:	Q1 – No CoW Q2 – April 29 Q3 - July 29 or Sept 30 Q4 – Dec 30
	<ul style="list-style-type: none"> • Leadership attendance at 6 events / ceremonies 	<ul style="list-style-type: none"> ■ Pole dedication ■ Songhees Wellness Centre ■ Burning Ceremony 	<ul style="list-style-type: none"> ■ JdF Office opening ceremony ■ Beacon Hill Burial Grounds Ceremony ■ Truth and Reconciliation Session ■ Reef Net Ceremony Pending: <ul style="list-style-type: none"> ■ Archeology summit / Longhouse 	Estimate: (6-8)

			event	
	• 1 Education workshop	No opportunities identified as yet		
Division Activities	Provide 729 hours of support	n/a	932 hours	1200 hours
	Coordinate Inter-departmental FN Relations Cttee (Quarterly)	n/a	Q1 – no Q2 – April Q3 - no Q4 – Nov.	Q1 – Jan Q2 – April Q3 - June Q4 – Oct
	<i>New metrics:</i> Respond to 3 relevant development referrals	n/a	(2) relevant referrals as of Sept. 2014	Estimate: (3)
Core Services	5 Service Agrmnt, updates /renewal <i>Amended metric:</i> "new, renewal or update"	n/a	In progress: ■ (2) new service contracts: (Animal control – Pauquachin, Fire – Tsawout / Pender Is.) ■ (1) updated contract: (Penelekut fire) ■ 1 renewal (Songhees water)	Estimate: (3)
	3 MoU or protocol agreement negotiated <i>Amended metric:</i> includes renewal or update of existing	n/a	In progress: ■ (1) existing MoU update: (T'Sou ke) ■ (1) new MoU: (Pacheedaht) ■ 1 new protocol: (Archeology Esquimalt / Songhees)	Anticipated: (3) ■ Communications MoU – (Tsawout) ■ Archeology MoU (Tseycum +) ■ T'Sou-ke Cultural Use Agmnt
	5 Events <i>Amended metric:</i> 3 sponsorship or significant participation	n/a	(3) undertaken: ■ National Aboriginal Day, ■ Tsawout Seafood Festival, ■ Feast for Change	Estimate: (3)
	6 Education / Awareness seminars <i>Amended metric:</i> 3 co-sponsored	1 day long session:	(2) undertaken:	Estimate: (6)

	Education sessions	Working with First Nations – staff development session	Inter-cultural Association – Cultural Awareness Clinic <ul style="list-style-type: none"> ■ CRD HR – Working with First Nations ■ CRD Lunch n Learn session: <ul style="list-style-type: none"> - Food as Medicine - Archeology 101 - FN LandUse & Governance 	
	Collaboration, partnerships with (3) outside agencies	(2) <ul style="list-style-type: none"> ■ Coalition to End Homelessness – Aboriginal Housing Initiative ■ Greater Victoria Harbour Authority 	(5) partnerships: <ul style="list-style-type: none"> ■ Island Health ■ UVic Greenmapping ■ First People's Festival – Aboriginal Liaison office ■ Province: Aboriginal Ec. Dev. Initiative 	Estimate: (3) additional agencies

2.3 Workforce Considerations

Service	Workforce (FTEs)			
	Base Year 2012	Year 1 (2013)	Year 2 (2014)	Year 3 (2015)
Leadership, Division & Core Services	n/a	1.5	1.5	1.5
Total		1.5	1.5	1.5

2.4 Customers and Governance

Service	External Customers	Internal Customers	Reviewing Commissions & Committees
Leadership Vision	Chiefs (Elected and Hereditary) and Councils Elders Mayors and Council TTAC members	Board Chair and Directors	Committee of the Whole, Board
Division Activity	Various First Nations and their respective departments, depending upon the common area of interest.	Parks and Environmental Services, Integrated Water, Finance/IT Planning and Protective Services,	Respective Committees and Commissions assigned to each Department

Core Services	11 First Nations, their leadership, committees, and staff including Band Administrators. First Nations servicing agencies, including: Provincial government (MARR, Community, Sport etc., Jobs, Tourism and Skills Training, Arch. Branch); Islands Trust, Parks Canada, BC Parks, UVic, RRU, Aboriginal Tourism, School Districts, Tribal School, Makola Housing	Executive Services ELT	Committee of the Whole
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2.5 Delivery Strategy

Service	Delivery Strategy	Funding	Legislative Authority
All service areas	CRD Resources	Allocation from each Department	Local Government Act

2.6 Assumptions and Risks

Service	Key Assumptions	Risks
Leadership Vision	<ul style="list-style-type: none"> Increased interest by First Nations in participation in regional decision-making Continued progress towards self-governance Development interests on First Nations lands, leading to increased demand for services <ul style="list-style-type: none"> Overall trend toward "municipalization" of First Nations (from Federal focus to local government focus) 	<ul style="list-style-type: none"> Low trust, damaged or fledgling relationships with First Nations impacts ability to develop a government to government relationship LGA does not provide for FN membership on the Board, outside modern Treaty process
Division Activities	<ul style="list-style-type: none"> Recent supreme court decisions providing greater clarity with respect to expectations and responsibilities re: engagement, consultation and engagement obligations Staffing capacity of First Nations is limited; resources stretched Expired existing agreements and contracts require renewal 	<p>Successful engagement is predicated on good relationships with each First Nation. Relationships are built over time and require political support and participation.</p> <ul style="list-style-type: none"> Meeting the expectations for meaningful engagement is challenging, puts undue pressure on First Nations, and requires extensive CRD resources in terms of level of effort (to make effective contact) and timelines.
Core Services	<ul style="list-style-type: none"> Increased citizen awareness, understanding of First Nations issues; increased expectation of local government to undertake reconciliation measures on behalf of, or in partnership with, citizens. Pending conclusion of BC Treaty negotiations with 5 FNs in the CRD; Local Government is brought into the process in a meaningful way, once the treaty is finalized. 	<ul style="list-style-type: none"> First Nations issues typically fall under the jurisdiction of upper levels of government, however the accessibility of local government increases expectations (from First Nations and citizens) to address and resolve issues. Practical implementation of the treaties will fall to local government; FNs and LGs have little experience working as neighbours.

3 Divisional Initiatives

This section highlights divisional Strategic Plan initiatives for 2013 – 2015 and CRD Strategic Plan priorities.

Aboriginal Initiatives

Aboriginal Initiatives	Description	Budget Implications
2013		
Reporting Framework	Establish a reporting framework to the Committee of the Whole	Within core budget
Service Agreement review	Gathering all existing agreements with FNs under one file. Assess for current status (expiry, cancellation, updating).	Within core budget
Te'mexw Treaty Advisory Cttee participation	Staff support to Board representative; close working relationship with TTAC contract staffer. Report back to CoW on matters relating to Treaty negotiations.	Within core budget
First Nations communications materials	Develop materials for FNs describing CRD and local government functions Develop primer on FNs in the region, including historical overview, community profile, land use and development aspirations	Within core budget plus consultant funds from RSS – FN sub-strategy
2014		
Aboriginal Initiatives Division web presence	Internal resources page for staff and political leaders, including an outreach and engagement matrix, protocols, education	Within core budget
Referral Web Portal	Partnership with Saanich nations to develop an on-line portal aimed at streamlining referrals process between and among First Nations and local government.	In-kind support. FN grants sought
RSS - Indigenous Food Systems	In cooperation with Saanich Nations, bringing an aboriginal lens to the RSS Food and Ag sub-strategy	Within core budget, Consultant funds derived from Regional Planning (RSS) FN sub-strategy budget
Special celebrations	Undertake high-profile, celebratory events that involve all nations and municipalities	Within core budget
Beacon Hill Ancient Burial Ground Project	In partnership with the City of Victoria, Esquimalt and Songhees First Nations, the sacred burial ground known as " Miqen" Hill will be restored and acknowledged through signage and welcoming figures. Any remains disturbed as a result of Seaterra excavations, will be re-interred in this site.	Capital costs derived from CALWMC budget (\$180K approved)

2014 continued

RSS Engagement	Assist Regional Planning in presenting and engaging with interested FNs on the RSS.	Funded through RSS budget
NEW INITIATIVE Universal Service Agreement Template project	Working with TTAC members, CRD staff to lead a project which involves comprehensive review and assessment of existing municipal, regional and first nations agreements and contracts, with the aim to establish a consistent approach to negotiations	Within core budget. Possible additional funding from Feds (Treaty-related measures funding).
NEW INITIATIVE Archeology/ Heritage Act Summit	CRD facilitated meeting with Province, Islands Trust, First Nations, academics, professionals and other stakeholders and rights holders to explore ways and means to improve the archeological protocols	Within core budget
NEW INITIATIVE Admirals Road Corridor		Within core budget
NEW INITIATIVE Field to Freezer Program	Facilitate a formalized relationship between municipalities undertaking deer management, and First Nations	Within core budget
NEW INITIATIVE Watershed Planning and Management Workshop	In partnership with the CRD Integrated Watershed Management program and the Centre for Indigenous Environmental Resources, a workshop will be delivered to 20 FN participants	Funds derived from Internal Reserves / Environmental Services

2015

Aboriginal Housing Summit	In partnership with End Homelessness initiative and other agencies, an Island-wide conference to bring profile and solutions to aboriginal housing, on and off reserve.	In kind support. Additional funds will be required; sponsorship sought from outside agencies
Cultural Awareness on-line Education	Duplication and re-application of Island Health Authority's on-line cultural safety modules, but with a focus on local gov't staff interactions/ negotiations	In-kind participation Funding sought from outside agencies

CRD Strategic Priorities 2013-2015

CRD Strategic Priority	Corporate Goal (per Strategic Plan)	Strategic Initiatives	Description	Budget Implications
Regional Cooperation	Foster cooperation among municipalities	Relationship building	Show leadership in the navigation of the new, emergent relationship between local government and First Nations.	Within core funding
Regional Transportation & Planning	Improve pedestrian and cycling facilities	Admirals Road Corridor Coalition (Songhees) Transportation Fun Fair (Tsawout) E and N Rail Trail – facilitated discussions (Esquimalt, Songhees, View Royal)	Partnership with Songhees Nation to facilitate an inter-jurisdictional approach to cooperatively approving the corridor.	Within core funding
Healthy Region	Increase support for healthier communities	Aboriginal Housing Summit	Partnership with Coalition to End Homelessness to undertake an island-wide event to explore needs and strategic alliances to address aboriginal housing issues	In kind support, Outside sponsorship sought.
Regional Environmental Stewardship	Increase conservation of regional ecosystems	Indigenous Food Systems (sub-strategy of the RSS)	Bringing an aboriginal lens to the Food and Agriculture sub-strategy – emphasizing the importance of returning to indigenous eco-systems.	Funded through RSS budget

4 Performance Monitoring

Indicator	2013 Planned Establishment year	(2013) (actual)	(2014) (actual)	(2015) (projected)
Financials				
Overall budget	\$301,890.00	\$ 160,991	\$199,050	\$303,560
<i>Notes:</i>		<i>Start-up year, partial year, partially resourced (HR)</i>	<i>Contract, legal and training / education costs transferred to next year</i>	
Statements				
Report to CoW	1 Mtg.	1 mtg.	3	4
Internal - support to CRD Depts. & Division activities	239 hours of support	350	729	932
Leader to Leader	2 FNs	2	6 FNs	7 FNs
CRD Staff to FN Staff	10 meetings, (5 regularly, 5 occasional) 1 FNs with Tradition Territory (outside CRD)	6 mtgs, 1 regularized,	22 mtgs (4 FNs w/ regularized mtgs. Scheduled.	35 mtgs (5 FNs with regularized mtgs. Scheduled) 1 outside FN
Business Proposals				
		Year 1	Year 2	Year 3
Updated existing or establishing new service agreements	Annual review of agrmnts Initialize update of 1 S.A.	Annual review initiated 1 S.A. update process initialized	Annual review completed <u>In progress:</u> 2 new agrmnts 1 renewal 1 updated/ amended	Annual review completed 2 initiated, 1 complete



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COMMITTEE - SERVICE PLAN UPDATE SUMMARY- 2014-2015

SERVICE NAME: Corporate Communications, Executive Services

Changes in assumptions, trends, and other issues since 2014: (linked to section 1.4, 2.6 of the detailed service plan)

In order to:

- support increased **transparency of services and information** and trends towards open data in local government;
- address issues arising in **brand application** and to better **profile the organization** in program communications with an aim to increase public trust; and
- to respond to the **increased use of technology** to deliver services and support two-way communications.

Corporate Communications will continue to shift focus to proactive Communications Planning for the organization (Organization Level Communications and Brand Strategy). Issues management and divisional communications support (strategic advice) will continue. Refocus on new areas of corporate work in response to increased public inquires and submissions, requests for information and media support. Emerging trends, will require the division to adjust its operations and priorities to:

- Focus on new communications vehicles and protocols to achieve more proactive and open flow of information.
- Complete areas of corporate work to support e-agendas, corresponding notifications and website postings, advisories and other communications.
- New area of opportunities includes communications for: aboriginal initiatives, a web portal approach to incoming public feedback (working with Legislative Services on this project) and assisting with the new strategic and corporate plans for the organization.
- Other opportunities include: CRD 50th anniversary (2016), 100th anniversary of water systems in the region, development of a corporate sustainability kiosk and support for the new Board orientation.

Overall 2014 budget performance: 2014 revenues and expenditures are being closely managed and on track to budget expectations.

New division initiatives: (service plans have been updated accordingly; linked to section 3 of the detailed service plan)

Strategic Communications Planning for the organization (**Organization Level Communications and Brand Strategy**) supported by/including:

- Brand Refresh: to include changes in communications tools and application of existing brand
- Development of Tools and Training: for project management, production and web and social media
- Development of Civic Engagement and Community Relations Framework: to achieve best practices in engagement, consultation and two-way communication.
- Development of Internal Communications Strategy: to support the organizational goals of being consistent, engaged and inclusive.
- Refinement of Emergency Communications Strategy (in conjunction with Protective Services).

Proposed changes to staffing levels: (linked to section 2.3 of the detailed service plan)

For 2015, it is anticipated that there will be no changes to existing staffing levels. With new divisional initiatives planned, there may be a requirement to realign current staff to meet these deliverables.

KEY PERFORMANCE INDICATORS (linked to section 4 of the detailed service plan)

Indicator Name	2013 planned	2013 actual	2014 planned	2014 actual	2015
Social media analytics	Begin pilots of social media reach for organization	Pilot launched	Gauge success and usage	Significant increase , questions about best use	Policy decisions around best use for us and bechmark setting to gauge that.
Value of Information and/or Resources – Online Reach and Retention, Response Rates, Feedback	Website refresh project, scope and RFP decisions, begin project work	Due to project, data in that year not collected, but built on 2011/2012 web surveys	Launch of new site with data collection on user experience, functionality, ease of use	12% improvement in overall website user experience (compared to 2011 survey)	Measurement – maintenance and/or improvement in metrics and sentiment : Goal 5% overall increase in user experience
Customer performance measure	Media, internal customers, internal comm.	Benchmarked around satisfaction	Increase in all tracking trends	Measurement of those trends	Continue with satisfaction level tracking as outlined in section 4 of the service plan

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Service Plan for Corporate Communications Executive Services

2013-2015
Updated September 2014



Capital Regional District

Capital Regional District / Executive Services
Corporate Communications
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Making a difference...together

Agenda Page 95

Table of Contents

1	Overview	1
1.1	Scope	1
1.2	Primary Contact	2
1.3	Organization Chart	3
1.4	Key Trends and Issues	4
1.5	Summary of 2014 Expenditures and Capital	5
2	Services	6
2.1	Core Services	6
2.2	Service Levels	7
2.3	Workforce Considerations	9
2.4	Customers and Governance	9
2.5	Delivery Strategy	10
2.6	Assumptions and Risks	10
3	Divisional Initiatives	12
4	Performance Monitoring	18

1 Overview

1.1 Scope

Executive Services and Corporate Communications provide professional senior-level leadership, advice, support and service to the Board, organization and staff.

Corporate Communications

Corporate Communications, within Executive Services, supports the Board, the CAO and the Executive Leadership Team in communicating their vision for the CRD. Our goal is to create and promote the strategic priorities as set out by the Board of Directors in order to grow and create a vibrant community for residents. Among our responsibilities, we ensure proper education and strategies to accompany those priorities. We support the communication needs of the individual service areas and provide strategic guidance in order to inform and educate a regional audience (including residents, businesses and other stakeholders) about the collective goals, programs and services of the CRD and communicate their benefits.

We also play a leadership role in assisting the organization in both engagement with citizens and developing tools and techniques for improved two-way communications. Corporate Communications ensures that the public has access to accurate, timely, consistent messages that are in alignment with the vision and goals of the Executive Leadership Team and our Board; while strategically fulfilling the mandates of our individual service areas and reflecting the brand values of the CRD. Communications activities range from issues management to community-based social marketing (CBSM), depending on the current conditions and issues within the region. It is the responsibility of the Corporate Communications Division to ensure a proactive approach to communications, to protect and enhance the CRD brand and to apply industry best practices to all communications activities.

The Corporate Communications Department manages and provides specialized support in the following six key areas:

- Foundational Services
- Production
- Web and Social Media
- Core Communication Services
- Internal Communications
- Strategic Planning

Further detail on these service areas can be found in Section 2.1: Core Service Areas.

1.2 Primary Contact

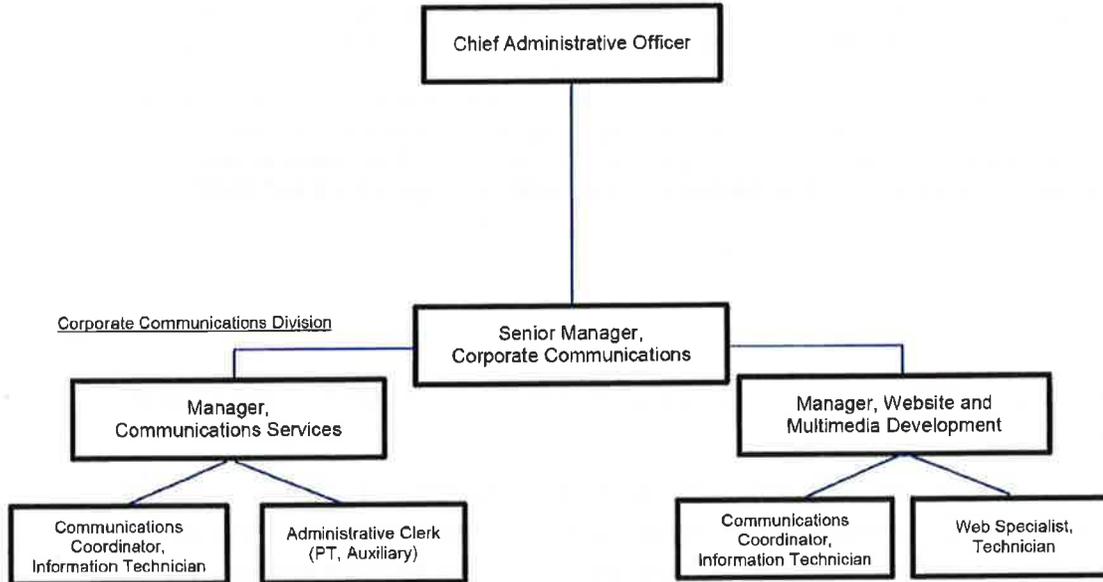
Emergency Number: 250.360.3100

Name: Andy Orr
Title: Senior Manager, Corporate Communications

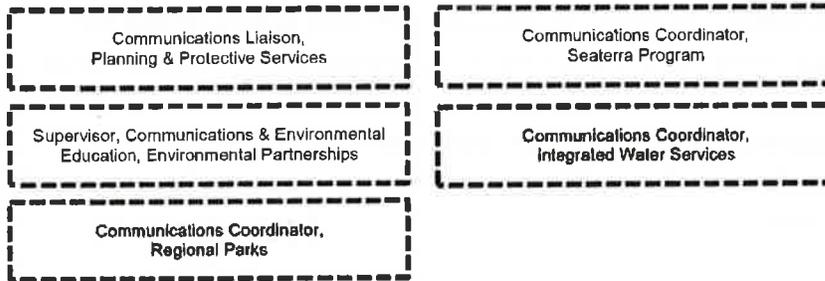
Contact information:
Office: 250.360.3229
Mobile: 250.216.5492
Email: aorr@crd.bc.ca

1.3 Organization Chart

Executive Office (CAO) Division



Department Field Coordinators



1.4 Key Trends and Issues

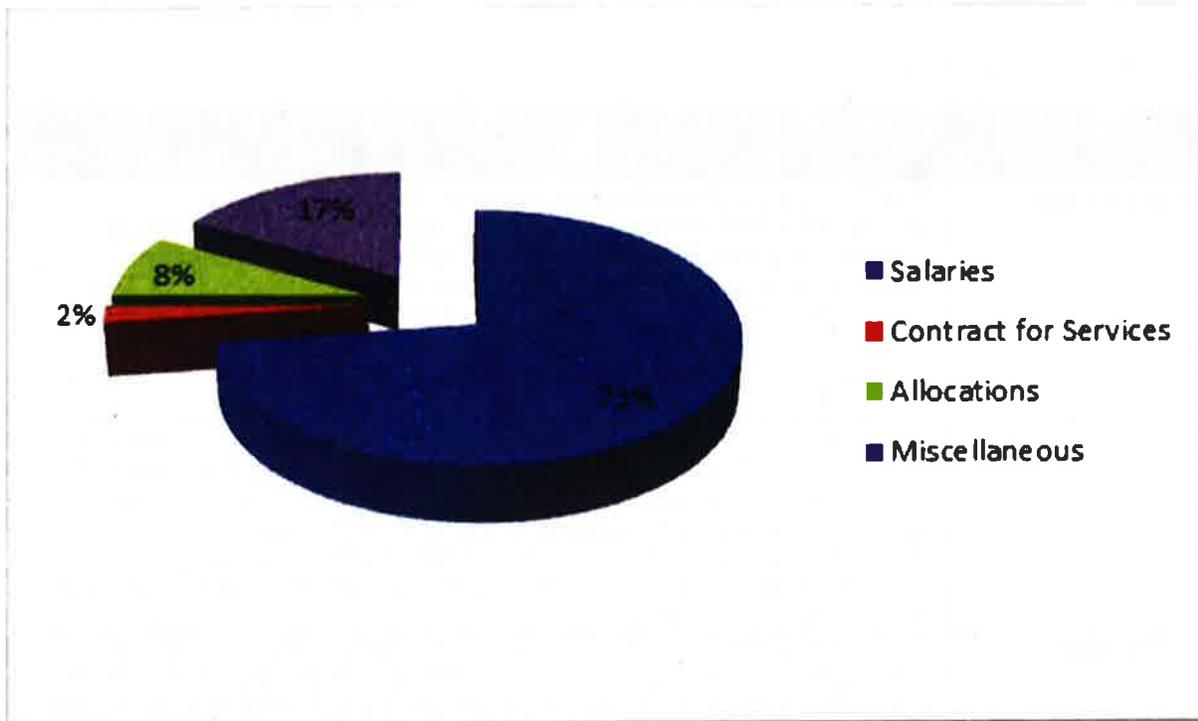
The role that Corporate Communications has in supporting organizational goals and vision has to evolve in order to better address changes that are impacting the CRD, both externally and internally. The department needs to adapt in conjunction with the Executive Services division in order to increase public awareness, improve ease of access to information and trends towards open data in local governance and adapt to shifting internal priorities.

In addition to supporting the Corporate Strategic Goal of Regional Cooperation, it is necessary to address issues arising in brand application and to better profile the organization through program communications with an aim to increase public trust. There is a need to realign our focus on organizational communications, priorities and operations, in particular how these trends are impacting the delivery of services, strategic advice and brand values.

It is important to note some emerging trends, which may require the Corporate Communications division to adjust its operations and priorities:

- Management of project deadlines and amount of project work can fluctuate for many reasons. Looking ahead to 2015 and 2016, this trend is expected to continue. Work is underway identifying key large projects for 2015 which could include wastewater planning and integrated solid waste management plan work plan.
- Under a new Chief Administrative Officer, new areas of corporate work have been identified that demand a different type of service. There is a desire to reposition Corporate Communications to be more strategic, efficient and proactive in our service delivery. There is a requirement to re-evaluate the scope of responsibilities and focus resources to better meet corporate needs and make time for new priorities including: portal, sustainability kiosk, new Board orientation. The corporate focused work is increasingly utilizing more staff time.
- The current partial fee for service model can hinder allocating time and resources to initiatives of broader organizational benefit and value. This ongoing issue for communications is being considered by the CAO and the ELT as part of a broader review on the allocation/charge out process for the organization.

1.5 Summary of 2014 Expenditures and Capital



\$900,000

2 Services

2.1 Core Services

Service	Scope
Foundational Services	The Corporate Communications team members are strategic advisors positioned to assist with brand and reputation management. We provide guidance to ensure consistent, positive messaging with the public and stakeholders and ensure that the CRD can meet strategic objectives while getting the most value for money. Current Foundational Services include: Administration, Project Management, Business Operations, Contract Management, Brand Management, Relationship Management, and Strategic Advice.
Production	Corporate Communications is responsible for ensuring that the overall look and feel of CRD materials are consistent and follow the same guidelines. To promote cost efficiencies and streamlined delivery of service, Corporate Communications also manages all advertising for the organization. Current Production Services include: Graphic Design, Promotional Goods, Communications Materials (e.g. Brochures, signage, etc.), Advertising, Legal Ads, Video and Photography.
Web and Social Media	Corporate Communications is responsible for the strategic oversight and governance of CRD websites and social media. This includes developing and overseeing website and social media policies and standards and working with divisions and programs to develop web and social media strategies to best meet agreed upon objectives. Current Web & Social Media Services include: Governance, Strategy, Maintenance, Training, Tool Development, Support, and Content Development.
Core Communication Services	Corporate Communications provides various services to assist in the effective delivery of materials and messages to the public. Managing media relations and issues management for the CRD ensures proper delivery of messages and helps create and maintain a positive public reputation. Current Core Communication Services include: Writing, Media Relations, Market Research, Event Planning, Media Planning, Editing, and Issues Management.
Internal Communications	The Corporate Communications team currently provides strategic advice and oversight for the following internal communications tools: the CRD Central Intranet, Inside CRD staff newsletter and the employee Hotline, which is particularly important during times of emergency when internet access is compromised.
Strategic Planning	Corporate Communications is responsible for ensuring the best possible reputation for the CRD is presented at all times. This includes informing, engaging and seeking input from citizens on issues that impact them, and developing and maintaining corporate key messages. The team also works collaboratively with CRD divisions and programs to align communications plans, messaging and activities with strategic priorities and business plan goals. Current Strategic Planning Services include: Civic Engagement, Communications Planning, Community Based Social Marketing, and Campaign Development.

2.2 Service Levels

Service Level Adjustments				
Service	Base Year 2012	Year 1 (2013)	Year 2 (2014)	Year 3 (2015)
Foundational Services		<ul style="list-style-type: none"> Administration Project Management Business Operations Contract Management Brand Management Relationship Management Strategic Advice Develop Organization Level Communications and Brand Strategy with Governance (2013/14) 	2013 + <ul style="list-style-type: none"> Operation Migration to SharePoint (Alignment with Organization Standard) Develop Organization Level Communications and Brand Strategy with Governance 	2013 + <ul style="list-style-type: none"> Implementation of Organization Level Communications and Brand Strategy with Governance Develop Tools to create efficiencies in repetitive foundational services (project management, etc.) to increase capacity
Production		<ul style="list-style-type: none"> Graphic Design Promotional Goods Communications Materials (e.g. Brochures, signage, etc.) Advertising Legal Ads Video Photography 	2013 + <ul style="list-style-type: none"> Develop Tools to create efficiencies in repetitive production services (templates, resources etc.) to increase capacity (2014/15) 	2013 + <ul style="list-style-type: none"> Develop Tools to create efficiencies in repetitive production services (templates, resources etc.) to increase capacity Create Training Plan for migration of some services to communications champions to increase divisional capacity (tools in the hands, with support)
Web and Social Media		<ul style="list-style-type: none"> Governance Strategy Maintenance Training Tool Development Support Content Development 	2013 + <ul style="list-style-type: none"> Continued Support of new Website Launch and Social Media Strategy Review Online Reporting Tools (e.g. Clipping, measurement, analytics etc.) (2014/15) 	2013 + <ul style="list-style-type: none"> Review Online Reporting Tools (e.g. Clipping, measurement, analytics etc.) Develop Tools for web and social media to increase opportunity for two-way communications

Core Communication Services		<ul style="list-style-type: none"> • Writing • Media Relations • Market Research • Event Planning • Media Planning • Editing • Issues Management 	<p>2013 +</p> <ul style="list-style-type: none"> • Develop Emergency Communications Plan (with Protective Services Division) (2014/15) 	<p>2013 +</p> <ul style="list-style-type: none"> • Support the continued refinement of the delivery components of the Emergency Communications Plan (with Protective Services Division)
Internal Communication		<ul style="list-style-type: none"> • CRD Central (Intranet) • Inside CRD (staff newsletter) • Employee Hotline (Emergency Communications) 	<p>2013 +</p> <ul style="list-style-type: none"> • Working with the new Human Resources Manager, support the Development and Implementation of an Internal Communications Strategy 	<p>2013 +</p> <ul style="list-style-type: none"> • Working with the new Human Resources Manager, support the Development and Implementation of an Internal Communications Strategy
Strategic Planning		<ul style="list-style-type: none"> • Civic Engagement • Communications Planning • Community Based Social Marketing Campaign Development 	<p>2013 +</p> <ul style="list-style-type: none"> • Develop Community Relations and Civic Engagement Framework (2014/15) 	<p>2013 +</p> <ul style="list-style-type: none"> • Develop Community Relations and Civic Engagement Framework (2014/15)

2.3 Workforce Considerations

Service	Workforce (FTEs)			
	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020
Corporate Communications	5.0	6.0	6.0	6.0
Total	5.0	6.0	6.0	6.0

2.4 Customers and Governance

Service	External Customers	Internal Customers	Reviewing Commissions & Committees
Foundational Services	13 municipalities, 3 electoral areas, provincial and federal governments, First Nations (FN), public including institutional/commercial/industrial, media	All CRD staff	Board
Production	13 municipalities, 3 electoral areas, provincial and federal governments, First Nations (FN), public including institutional/commercial/industrial, media	All CRD staff	none
Web and Social Media	13 municipalities, 3 electoral areas, provincial and federal governments, First Nations (FN), public including institutional/commercial/industrial, media	All CRD staff	Board
Core Communication Services	13 municipalities, 3 electoral areas, provincial and federal governments, First Nations (FN), public including institutional/commercial/industrial, media	All CRD staff	Board
Internal Communications	none	All CRD staff, especially HR division	none
Strategic Planning	13 municipalities, 3 electoral areas, provincial and federal governments, First Nations (FN), public including institutional/commercial/industrial, media	All CRD staff	Board

2.5 Delivery Strategy

Service	Delivery Strategy	Funding	Legislative Authority
Foundational Services	CRD resources	Direct requisition 50%, internal allocation 17%, fee for service 33%	Board Authority, ELT authority, Local Government Act, consultation requirements in legislation
Production	CRD resources, Contract for Services	Direct requisition 50%, internal allocation 17%, fee for service 33%	Board Authority, ELT authority, Local Government Act, consultation requirements in legislation
Web and Social Media	CRD resources, Contract for Services	Direct requisition 50%, internal allocation 17%, fee for service 33%	Board Authority, ELT authority, Local Government Act, consultation requirements in legislation
Core Communication Services	CRD resources, Contract for Services	Direct requisition 50%, internal allocation 17%, fee for service 33%	Board Authority, ELT authority, Local Government Act, consultation requirements in legislation
Internal Communications	CRD resources	Direct requisition 50%, internal allocation 17%, fee for service 33%	Board Authority, ELT authority, Local Government Act, consultation requirements in legislation
Strategic Planning	CRD resources, Contract for Services	Direct requisition 50%, internal allocation 17%, fee for service 33%	Board Authority, ELT authority, Local Government Act, consultation requirements in legislation

2.6 Assumptions and Risks

Service	Key Assumptions	Risks
Foundational Services	Organizational commitment to a corporate approach in communications and brand strategy	Resistance against strategy means continued disjointed communication and brand
Production	Projected organizational needs and requirements are primarily led by other departments/division work plans	Time or change of scope delays Budget limitations of smaller programs or departments
Web and Social Media	Citizen focused web based and social media interaction with a continued trend towards social media and two-way communications	Focus may shift too far from traditional channels which still remain important tools of communications in information, consultation and citizen input Loss of public trust due to missed opportunities in response times (time intensive, lack of resources)

Core Communication Services	<p>Projected organizational needs and requirements are primarily led by other departments/division work plans</p> <p>Continued positive working relationship with media outlets</p>	<p>Time or change of scope delays</p> <p>Loss of public trust due to missed opportunities in response times (time intensive, lack of resources)</p> <p>Budget limitations of smaller programs or departments</p>
Internal Communications	<p>Reallocation of staff within Division in order to accommodate requirement</p>	<p>Time or change of scope delays</p>
Strategic Planning	<p>Best practice engagement in consultation</p>	<p>Lack of commitment to those standards</p>

3 Divisional Initiatives

This section highlights divisional Strategic Plan initiatives for 2013 – 2015 and CRD Strategic Plan priorities.

Corporate Communications Initiatives

Corporate Communications Initiatives	Description	Budget Implications
2013		
Update and Enhancement of CRD Website and Online Engagement	Moving our online presence to a leading edge for municipal government in terms of access to information that is timely and relevant. Strategic and end user focused approach to website enhancement and maintenance	Included in budget
Civic Engagement Strategy and Toolkit	Develop standards and best practices for resident engagement following the Board approved public participation framework	Included in budget
Continued Social Media Integration and Development	Assisting organization with appropriate use of social media tactics and tools as outlined in the social media strategy; continued building and support of social media presence	Included in budget
Support and Strategy for Major CRD Consultations	Appropriate consultation plans and support for major initiatives requiring and enhanced by citizen input i.e. integrated solid waste and resource management plan, RSS and transportation planning, wastewater treatment project	With departments
Significant Program Communications Support of Initiatives and/or Campaigns	Abandoned Waste, Kitchen Scraps and Green 365 (Outdoor Living, Indoor Living)	With departments
2014		
Implementation of Organization Level Communications and Brand Strategy with Governance	In late 2013 we began working on the development of an organization wide communication and brand strategy to set guidelines, provide direction and define governance relating to organizational communications and the use of our brand – timed to align with the launch of our new corporate website. In 2014 and 2015, we will implement this strategy by developing tools and templates, refreshing our standards documents, and creating a complementary training program. (Foundational Services)	

Corporate Communications Initiatives	Description	Budget Implications
Operation Migration to SharePoint	The Corporate Communications department works primarily in Adobe Creative Suite which is not compatible with SharePoint. As such, the team has not yet migrated most of its operations to the corporate standard (SharePoint). Working closely with the IT department, Corporate Communications will work to create parallel systems and migrate all other operations into SharePoint in order to align operations with organizational standards and increase efficiencies within operations where intersect points with other internal stakeholders are required. (Foundational Services)	Included in budget
Develop Tools to create efficiencies in repetitive production services (templates, resources etc.) to increase capacity	A number of production processes in the Corporate Communications department can be time consuming and somewhat inefficient. In an effort to do more with the same resources, we will work towards creating streamlined processes, and introducing templates (e.g. Legal Ads) that will help eliminate some repetitive steps and/or simplify processes (e.g. approvals). (Production Services)	
Continued Support of new Website Launch and Social Media Strategy	With the launch of our new corporate website in late 2013, Corporate Communications will continue to update and enhance the CRD website and online engagement; moving our online presence forward to better enhance access to information that is timely and relevant. We will continue to have an end user focused approach to website enhancement and maintenance. Corporate Communications will assist the organization with appropriate use of social media tactics and tools as outlined in the social media strategy and will continue building and support of Social Media presence and consistent message and "voice" for the CRD. (Web and Social Media Service)	Included in budget (master and project)
Review Online Reporting Tools (e.g. Clipping, Survey, Analytics, etc.)	Many online tools exist for the purpose of collecting, measuring, analyzing and reporting on communications initiatives and public interest. In 2014, Corporate Communications will undertake an evaluation of online tools and identify the best tools to fit the organization and its goals. (Web and Social Media, Foundational, Core Communications Services)	Included in budget (master and project)

<p>Develop Emergency Communications Plan (with Protective Services Division)</p>	<p>Working to support developments in the Protective Services division, Corporate Communications will work collaboratively with the Protective Services team to refine our organization's Emergency Communications Plan and better define the communications support processes that are activated in the case of an emergency situation. (Core Communication Services)</p>	
<p>Develop Internal Communications Strategy</p>	<p>In 2014, Corporate Communications will start to develop an internal communications strategy to set out best practices, provide direction and define governance relating to internal communications. Much focus will be spent on evaluating existing internal communications tools such as the intranet (CRD Central) and newsletter (InsideCRD). In 2015, we will set our work plan to include implementation of this strategy including developing tools and templates, refreshing standards documents, and creating a complimentary training program. (Internal Communications Services)</p>	
<p>Develop Community Relations and Civic Engagement Framework</p>	<p>Starting in 2014 and completing in 2015, Corporate Communications will develop a framework for Community Relations and Civic Engagement to set out best practices, identify key target audiences (such as First Nations), provide direction and define governance relating to Community Relations and Civic Engagement. Our focus will be on researching opportunities for creating efficient delivery of information and two-way communications, such as the maximizing the functionality of our new corporate website. As well, evaluation will be conducted on existing community relations activities such as reframing of the EcoStar Community Environmental Awards program. (Strategic Planning)</p>	

<p>Continued Support of Program Initiatives and Emerging Issues Management</p>	<p>While the development of the other Corporate Initiatives are going on in 2014, Corporate Communications will continue to deal with emerging issues management (2013 examples include: clean air bylaw, biosolids, kitchen scraps etc) that affect public trust, responding with timely information, resources and tools to support program areas. In addition, we will continue to support program and other department initiatives in the planning, development and delivery of their communication needs (2014 examples include: Green 365, RBC Blue Water, Hartland Happening, etc.) (Core Communication Services, Strategic Planning)</p>	
<p>Significant Program Communications Support of Initiatives and/or Campaigns</p>	<p>Hartland Happening, Clean Air Bylaw, IWM Blue Water Grant Project</p>	
<p>2015</p>		
<p>Implementation of Organization Level Communications and Brand Strategy with Governance</p>	<p>In late 2013 we began work on an organization wide communication and brand strategy to set guidelines, provide direction and define governance relating to organizational communications and the use of our brand – timed to align with the launch of our new corporate website. In 2014, we will continue refining this strategy with the senior leadership team in preparation for implementation. In 2015, we intend to implement this strategy by developing tools and templates, refreshing our standards documents, and creating a complementary training program. (Foundational Services)</p>	<p>All new corporate work in 2015 is with an incremental approach and priority setting as fee for service work for the organizational needs is balanced as well.</p> <p>This applies to all sections of the 2015 CC corporate initiatives descriptions.</p> <p>Is work planned with the CAO.</p>
<p>Develop Tools to create efficiencies in repetitive foundational services (project management etc.) to increase capacity</p>	<p>Some foundational processes in the Corporate Communications department can be time consuming and somewhat inefficient. In an effort to do more with the same resources, we will work towards creating streamlined processes, and introducing forms (e.g. project intake forms) that will help eliminate some repetitive steps and/or simplify processes (e.g. project tracking). (Foundational Services)</p>	
<p>Develop Tools to create efficiencies in repetitive production services (templates, resources etc.) to increase capacity</p>	<p>A number of production processes in the Corporate Communications department can be time consuming and somewhat inefficient. In an effort to do more with the same resources, we will work towards creating streamlined processes, and</p>	

	introducing templates (e.g. Legal Ads) that will help eliminate some repetitive steps and/or simplify processes (e.g. approvals). (Production Services)	
Create Training Plan for migration of some services to communications champions to increase divisional capacity (tools in the hands, with support)	In support of our tools creation (production services), an effective training and support plan needs to be created and implemented to prepare the field staff appropriately with the understanding of the implications, addition of skills and familiarization with the tools they need to work within the new processes. As well, it will be important to identify through this process the division of roles between Corporate Communications and the field staff as we introduce these new streamlined processes. (Foundational / Core Communications Services / Production Services)	
Review Online Reporting Tools (e.g. Clipping, Survey, Analytics, etc.)	Many online tools exist for the purpose of collecting, measuring, analyzing and reporting on communications initiatives and public interest. In 2014-2015, Corporate Communications will undertake an evaluation of online tools and identify the best tools to fit the organization and its goals. (Web and Social Media, Foundational, Core Communications Services)	
Develop Tools for web and social media to increase opportunity for increased two-way communications	We will continue to research and evaluate existing tools and/or develop tools to use in online communications (on the website and in social media) in an effort to increase opportunity for two-way communications. (Web and Social Media, Foundational, Core Communications Services)	
Support the continued refinement of the delivery components of the Emergency Communications Plan (with Protective Services Division)	Working to support developments in the Protective Services division, Corporate Communications will work collaboratively with the Protective Services team to refine our organization's Emergency Communications Plan and better define the communications support processes that are activated in the case of an emergency situation (2014/15). (Core Communication Services)	

Working with the new Human Resources Manager, support the Development and Implementation of an Internal Communications Strategy

In 2014/15, Corporate Communications will support and collaborate with the new Human Resources Manager (in recruitment for maternity leave backfill) to develop an internal communications strategy to set out best practices, provide direction and define governance relating to internal communications. Much focus will be spent on evaluating existing internal communications tools such as the intranet (CRD Central) and newsletter (InsideCRD). In 2016, we will set our work plan to include implementation of this strategy including developing tools and templates, refreshing standards documents, and creating a complimentary training program. (Internal Communications Services)

CRD Strategic Priorities 2013-2015

CRD Strategic Priority	Corporate Goal (per Strategic Plan)	Strategic Initiatives	Description	Budget Implications
Regional Cooperation	Make regional cooperation a priority, with more and better information available and allow for two way communication	<ul style="list-style-type: none"> • Organization Level Communications and Brand Strategy • Support of Website Launch and Social Media Strategy • Online Reporting Tools • Emergency Communications Plan • Internal Communications Strategy • Community Relations and Civic Engagement Framework • Support of Program Initiatives and Emerging Issues Management 	Two way communication of initiatives and engagement for increased transparency of services and information.	Included in budget (master and project)

4 Performance Monitoring

Indicator	2013 Planned	(2013) (actual)	(2014) (actual)	(2015) (projected)
Public Surveys (Opinion) – Market Research				Conduct survey to update benchmark
Media Monitoring (Opinion)			Monitor tone and accuracy to set/update benchmark	≥5% overall improvement in citizen awareness and understanding
Social Media Monitoring (Opinion)		Monitor tone and accuracy to set/update benchmark	≥3% overall improvement in citizen awareness and understanding (random sampling, quarterly, compilation)	≥2% overall improvement in citizen awareness and understanding (over 2014) (random sampling, quarterly, compilation)
Public Consultation (Opinion, Process)		Increase emphasis on information balanced with opportunity – recognizing high issues recognition, moderate understanding, high opportunities (vehicles for participation), present disconnect around impact (shift to “how do you want to engage”)	Monitor tone and accuracy of feedback to update benchmark, particularly relating to process	≥5% overall improvement in participant sentiment
Website and Social Media Analytics – Reach & Retention (Value of Online Information and/or Resources)		Monitor bounce rates, initial views and followers to set benchmark	Improve bounce rates, initial views and followers by ≥15% over 2013	Improve bounce rates by ≥10%, initial views by ≥ 10%, and followers by ≥ 15% over 2014
Web Desk Queries and Feedback (Value of Online Information and/or Resources)			Monitor satisfaction of feedback to set benchmark	≥3% overall improvement in satisfaction (random sampling, quarterly, compilation)
Core Communications and Production Timelines (Interdepartmental Relations - Timeliness)			Monitor wait time to set benchmark	Number of request/average follow-up time; keep wait time to under 1 business day

Core Communications and Production Satisfaction (Interdepartmental Relations - Satisfaction)			Set follow up process to set benchmark for overall satisfaction in services provided	≥5% overall improvement in overall satisfaction
Metrics on Inside CRD (Employee Engagement – Value of Internal Communications Tool)		Monitor views/download of online InsideCRD to set benchmark	≥10% overall increase in views/downloads over 2013	≥10% overall increase in views/downloads over 2014
Web Desk Response Rate (Value of Online Information and/or Resources)		Monitor wait time to set benchmark	Number of request/average follow-up time; keep wait time to under 1 business day	Number of request/average follow-up time; keep wait time to under 1 business day
Media Response Time (Speed of Service, Reliability, Public Trust)	Commitment to 24/7 services, call returned within half an hour, answers within two hours (95% of the time)	Commitment to 24/7 services, call returned within half an hour, answers within two hours (95% of the time)	Commitment to 24/7 services, call returned within half an hour, answers within two hours (95% of the time)	Commitment to 24/7 services, call returned within half an hour, answers within two hours (95% of the time)
Social Media Response Time (Speed of Service, Reliability, Public Trust)		Monitor response to set benchmark	Response time to under 1 business day (95% of the time)	Response time to under 1 business day (95% of the time)

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SERVICE NAME: Human Resources

Changes in assumptions, trends, and other issues since 2014: (linked to section 1.4, 2.6 of the detailed service plan)

- Higher turnover rates, due to transition, are placing more demands on Human Resources, CRD Management and Leadership during periods of vacant positions.
- Human Resources is supporting clients with onboarding, orientation, training and development, mentorship and coaching.
- Job market continues to be competition within the Regional and Province. Human Resources more involved in negotiations and discussions about employment at the CRD.
- Human Resources is responding with emphasis on impactful recruitment and outreach strategies, and developing and promoting the CRD as an 'employer of choice'.
- Grant and other funding for specific positions and key capital and operating projects mean a higher focus on specialized skill sets and diverse employment relationships.
- Demographic trends continue to shape the workplace.
- Staffing needs are changing and Human Resources in ensuring the CRD is responsive. Human Resources continue to support staff through an increased number of workforce transitions.
- Increased leadership in corporate development and strategic planning.

Overall 2014 budget performance:

- 1) Requisition and internal allocations anticipated to cover budgeted costs.
- 2) Perform to budget - no surplus or deficit anticipated.

New division initiatives that impact the budget in 2015: (service plans have been updated accordingly. Linked to section 3 of the detailed service plan)

- 1) Additional focus to support key complex corporate programs and projects, including key capital projects. Focus to include significant recruitment, onboarding, training and engagement initiatives. Initiatives within core HR budget (no supplementary required).
- 2) Provide leadership and support to the redevelopment of the CRD Corporate and Strategic Plan. Initiative within core HR budget (no supplementary required).

Proposed changes to staffing levels: (linked to section 2.3 of the detailed service plan)

No changes.

KEY PERFORMANCE INDICATORS (linked to section 4 of the detailed service plan)

Indicator Name	2013 Planned	2013 Actual	2014 Planned	2014 Actual	2015
CRD Absenteeism (industry avg: 5-8%)	3-5%	3.2%	3-5%	3.3%	3-5%
CRD Staff Turnover (industry avg = 7.2%)	7%	7.8%	7%	7%	8%
HR-to-FTE Ratio (industry avg: 1:69, or 1 HR FTE for every 69 FTEs)	1:84 (1 HR FTE to 84 CRD FTEs)	1:84	1:83	1.83	1.83
# of Employment Competitions	160	178	170	175 (projected)	170

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Service Plan for Human Resources

2013-2015
Updated October 2014



Capital Regional District

Capital Regional District / Executive Services
Human Resources
625 Fisgard Street, Victoria, BC
T: 250.360.3069 www.crd.bc.ca



Table of Contents

1	Overview	1
1.1	Scope	1
1.2	Primary Contact	1
1.3	Organization Chart	2
1.4	Key Trends and Issues	2
1.5	Summary of 2014 Expenditures and Capital	3
2	Services	4
2.1	Core Services	4
2.2	Service Levels	5
2.3	Workforce Considerations	6
2.4	Customers and Governance	6
2.5	Delivery Strategy	6
2.6	Assumptions and Risks	6
3	Divisional Initiatives	7
4	Performance Monitoring	8

1 Overview

1.1 Scope

The Capital Regional District's success is in a large part dependent on talented and committed employees who have the knowledge, skills and resources to make a difference every day. With approximately 1,000 employees, two (2) unions and one (1) management association, ensuring the right people are in the right jobs with the right skills requires responsive and strategic Human Resources systems and support.

With a mission to *"lead and support the organization in creating and sustaining a vibrant, healthy, safe, and high performance workforce that provides excellent services and programs to the citizens of the Capital Region"*, Human Resources provides professional in-house services to all departments and divisions of the CRD. These services include: employment services; labour relations services; compensation services; benefits services; coaching and employee performance management; training and organizational development; occupational health, safety and wellness; workforce strategies and development; human resource information systems and records; and policy development and administration. The professionals in the department function as HR generalists to support strong relationships between employees and managers, to provide a one-stop HR shop with the information, tools, advice and support needed to align individual and organizational success, and to be proactive and responsive to the ongoing and changing needs of our vibrant organization.

Running approximately 150-180 job competitions per year means the CRD provides career growth opportunities for employees and brings in new talent as needed. Training and development is a key component of the Strategic Human Resources Plan so we ensure employees have the skills and competencies to support CRD success now and in the future. We want employees to value their employment at the CRD and willingly contribute their time, energy, creativity and hard work. The outcome is a safe, challenging; healthy and progressive workplace with rewarding work, strong leaders and a reputation for results.

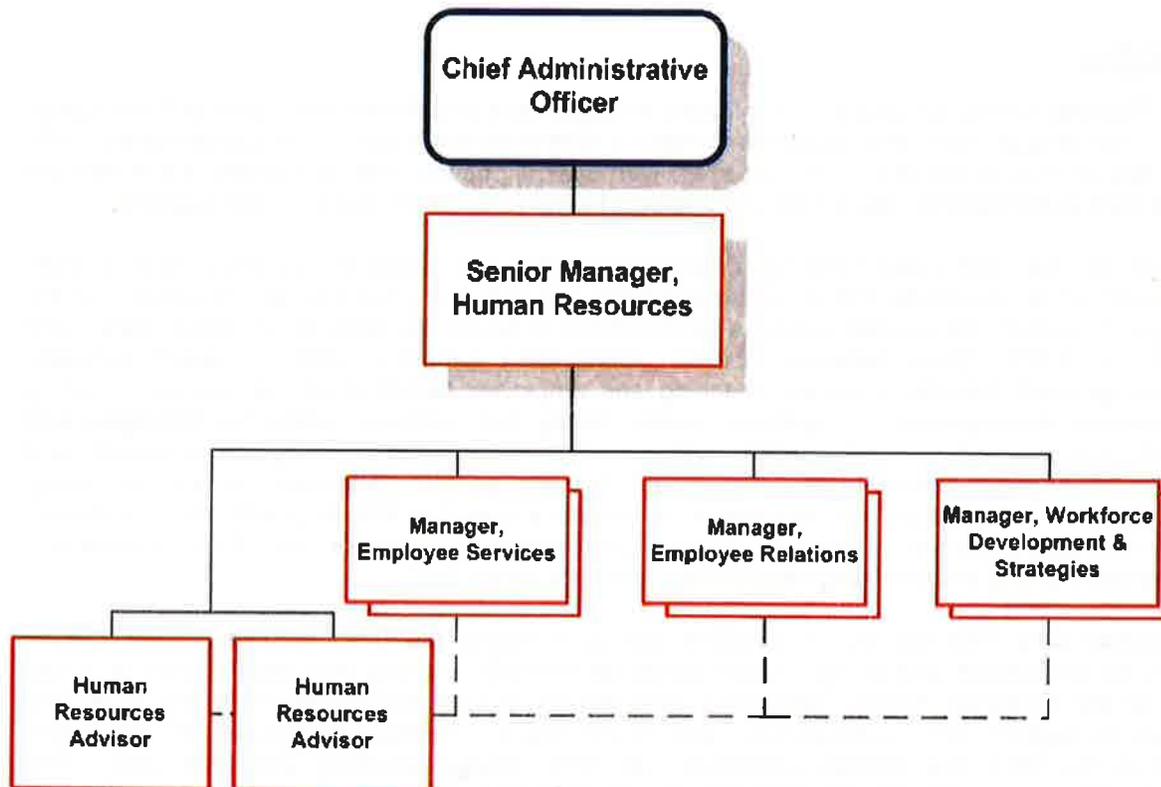
1.2 Primary Contact

Name: Chris Neilson

Title: Senior Manager, Human Resources

Contact information: 250.360.3282; cneilson@crd.bc.ca

1.3 Organization Chart

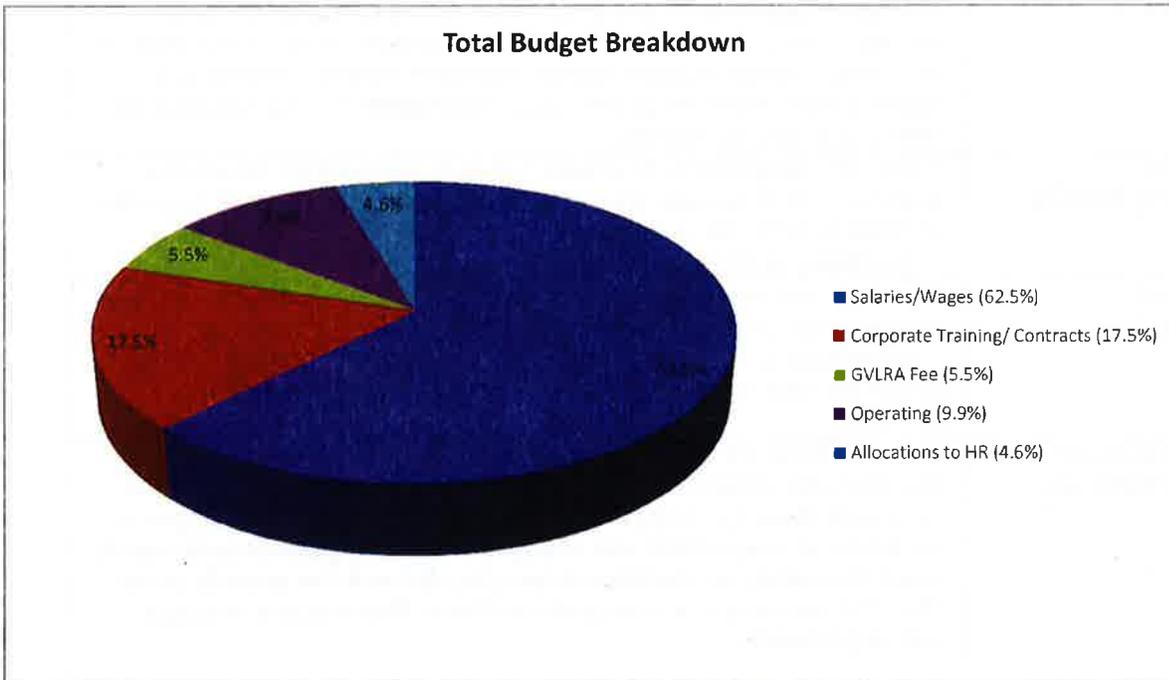
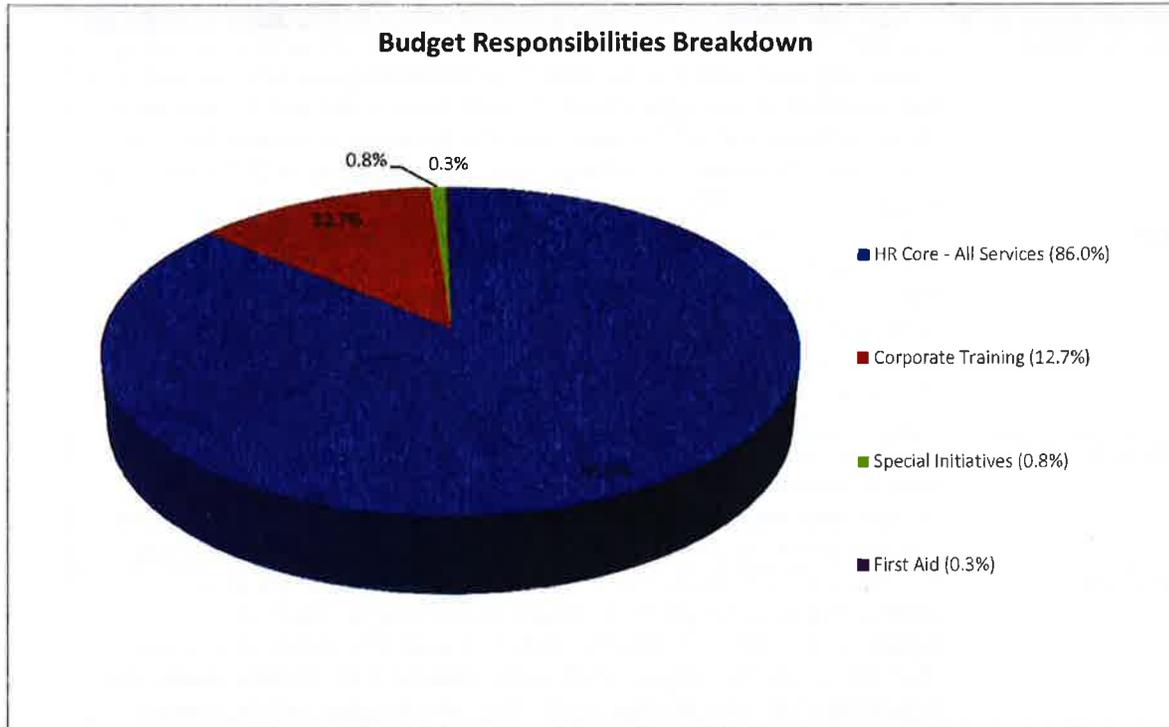


1.4 Key Trends and Issues

Changing workplace and society demographics have significant impact on the nature of Human Resource programs and focus. With significant workplace retirements in the near future, more employee transitional and family needs, the acceleration of workplace and technological change, shifting economic conditions, doing more with less, and an increased reliance on employee goodwill, recruitment, retention, workforce and succession planning, recognition, and learning and development initiatives are paramount to ensure the continued success of the organization. Successful organizations are required to continuously evaluate and often refocus how they do their business, including rationalizing resources, reorganizing work activities, and investing in employees to ensure viability and vibrancy for the future.

1.5 Summary of 2014 Expenditures and Capital

The total 2014 Budget is \$1,281,705 in four budget areas: Human Resources Core; Corporate Training; Special Initiatives; and First Aid.



2 Services

2.1 Core Services

Service	Scope
Employment Services	Responsible for a variety of activities to assist in attracting, selecting, promoting and retaining the best qualified employees who will enhance the potential of the organization to meet the current and future needs of our citizens and other customers. On average, approximately 150 job competitions are run through Human Resources; in 2013, HR is on pace to manage 190 competitions.
Labour Relations Services	Provide advice and information on Legislative and Collective Agreement matters to enable departments to meet their objectives in delivering high quality service at a reasonable cost with an understanding of all involved: Board, Management, Union, employees and the public at large. There are two (2) unions at the CRD – Canadian Union of Public Employees and United Steelworkers – and one (1) Professional Management Association.
Compensation Services	Develop, monitor and enhance defined compensation programs to ensure that employees are compensated and rewarded for their productivity and accomplishments in a fair, equitable and competitive manner while also balancing fiscal accountability and responsibility.
Benefits Services	Provide quality management and administration services to all employees for a range of employee benefit plans, meeting organizational and individual needs in a cost-effective and efficient manner. Over 500 regular staff participate on CRD benefit plans, plus additional staff who access mandatory pension plan arrangements.
Coaching & Employee Performance Management	Provide quality advice and professional consultative services to managers, supervisors and employees on the CRD Performance Management program. High internal succession, more difficult external recruitment and a younger overall workforce means more leadership development, mentorship and coaching support is being provided for new and emerging leaders.
Organization Development Services	Work with departments to ensure optimum organization structures, systems and processes are in place that continues cohesive alignment of Departmental Service, Operating and Workforce Plans with the Organizational Strategic Plan and Corporate Plan.
Learning and Development	Develop, coordinate and deliver cost-effective training programs which enable employees to acquire and maintain the skills necessary to meet/exceed current and future District needs. On average, 50 key corporate-wide learning and development programs are offered annually.
Occupational Health & Safety and Wellness Services	Lead the District's corporate safety initiatives and programming and monitor CRD department safety programs. The CRD's safety record continues to be a strong part of our corporate culture, but changes in workforce demographics and changes in safety legislation continues to mean that safety will continue to be a key focus in the years to come. The CRD remains in a merit position (better than industry average) with WorkSafeBC

Service	Scope
Human Resources Information Systems	Maintain all employee records for approximately 1,000 employees and contractors. Maintain Human Resources management information system to facilitate the work of the department and the District (approximately 2,000 HRIS transactions are processed annually).
Workforce Strategies and Development Services	Develop, lead, implement, manage and monitor multi-faceted projects and programs relating to integrated human resource strategies, talent management, quality improvement, and learning and development initiatives.
Policy & Administration	To develop, provide and administer HR and District policies, which foster the achievement of the CRD's Strategic Plan, priorities, goals and objectives, inclusive of legislation and statutes.

2.2 Service Levels

Service	Service Level Adjustments			
	2013 Actual	Year 1 (2013)	Year 2 (2014)	Year 3 (2015)
Employment Services	Postings completed within 2 business days and closed within 1 business day 100% of time	≥ 98%	≥ 98%	≥ 98%
Occupational Health and Safety	Claims administered within 2 business days	No change	No change	No change
Human Resource Information System/ Records	Changes processed in ≤ 5 business days	≤ 7 business days	≤ 5 business days	≤ 5 business days
Labour Relations	Full participation on grievance and labour relations administration (includes collective bargaining)	No change	No change	No change
	Grievances acknowledged within 2 business days and ≥95% of grievances appropriately resolved before arbitration	No change	No change	No change
Compensation Services	Completion of employer review of compensation reviews within 30 days	No change	No change	No change
Corporate Training and Organizational Development	97% of corporate training programs run as scheduled	≥ 95%	≥ 95%	≥ 95%
HR Inquiry Response	Inquiries responded to within 4 hours as available	No change	No change	No change

2.3 Workforce Considerations

Service	Workforce (FTEs)			
	2013 Planned	Year 1 (2013)	Year 2 (2014)	Year 3 (2015)
Human Resources	6.0	6.0	7.0	7.0

2.4 Customers and Governance

Service	External Customers	Internal Customers	Reviewing Commissions & Committees
Human Resources (all current services)	All municipalities and electoral areas; Songhees & Tsawout Bands; Greater Victoria Labour Relations Association participants and Trust participants.	All CRD departments and divisions; CRD/CRHC/CRHD Boards, Committees and Commissions	Finance and Corporate Services Committee; Greater Victoria Labour Relations Association Board

2.5 Delivery Strategy

Service	Delivery Strategy	Funding	Legislative Authority
Human Resources (all current services)	CRD resources; External sources (eg. for training); Greater Victoria Labour Relations Association	Direct requisition (15%) and internal allocations (85%)	Local Government Act; Letters Patent; Provincial employment, labour and related acts, statutes, policies and regulations

2.6 Assumptions and Risks

Service	Key Assumptions	Risks
Human Resources (all current services)	Service delivery partners will remain a viable source of ensuring highly effective, professional human resource services; Economy and workforce demographics will continue along projected path; CRD Board's focus of strategic plan provides significant opportunity to attract employees who are focused and engaged with this value system	Changes in legislative requirements may change approaches to various aspects of service delivery strategy; Economy changes can impacts and shift labour climate; Aging workforce and regional demographics has impact on recruitment and retention costs and strategies.

3 Divisional Initiatives

This section highlights divisional Strategic Plan initiatives for 2013 – 2015 and CRD Strategic Plan priorities.

Human Resources Initiatives	Description	Budget Implications
Collective Bargaining	To bargain new collective agreements with USW Local 1-1937 (expired December 31, 2010) and CUPE Local 1978 (expires December 31, 2013).	Within current core budget
Employee Survey and Action Plan	Development and implementation of a three-year CRD Employee Survey Action Plan from 2012 Employee Survey. Action plan to focus on ensuring a high performance organization. Deliver 2015 Employee Survey.	Within current core budget
Competency Alignment Program	Design and implement a core competency alignment program for all CRD employees, with focus on labouring core competencies, administrative core competencies, and professional/technical core competencies, building upon the success of other alignment programs such as iLead (leadership core competencies).	Within current core budget
Human Resources Development Program Implementation and Update	Finalize implementation of Human Resources Development Program, including: total rewards strategies; employment branding and identity; recruitment process realignment; wellness; recognition; internal systems alignment; and internal communication strategies. Undertake a refresh of the Corporate Human Resources Development Program in 2014.	Within current core budget
Learning and Development	Review of corporate learning and development to align with 2012-14 corporate strategic plan initiatives and survey action plans.	Within current core budget

4 Performance Monitoring

Indicator	2013 Planned	(2013) (actual)	(2014) (actual)	(2015) (projected)
Financial				
Cost of delivering full HR services (current industry avg = \$576/FTE)	\$417/FTE = better than industry average by 38%	Better than industry average	Better than industry average	Better than industry average
HR staff per FTE (current industry avg = 1:69)	1:89 (1 HR staff to 89 FTEs) = better than industry avg. by 23%	1:84	1:83	1:83
Customers				
Corporate orientation of new regular employees	Orientation session 2 times per year; benefits sign-on within 1 month of hire; confirmation within 2 business days of receipt = 97% of time	≥95%	≥95%	≥95%
Corporate training satisfaction	Satisfaction from participant evaluation ratings = 86%	≥85%	≥85%	≥85%
Business Processes				
BC Human Resource Corporate Performance Metrics Program	Data completion and submission 4 times annually = 100%	100%	100%	100%
Occupational Health and Safety	Production reports on time; claims processed within 2 business days = 100% of time	100%	100%	100%
People				
Productivity: Absenteeism rate (industry average = 5-8%)	3.2%	2.5 - 3.5%	2.5 - 3.5%	2.5 - 3.5%
Compensation: Labour Cost Expense (industry avg = 53.1%; 25 th percentile = 38.8%)	25.2% (less than industry average and within lower 25 th percentile of industry)	within lower 25 th percentile of industry	within lower 25 th percentile of industry	within lower 25 th percentile of industry
Retention: Turnover (industry avg = 7.2%)	7.8%	6%	7%	8%
Workforce Demographics: Management Span of Control (industry avg = 1:10)	1:16 (better than industry average)	at or better than average	at or better than average	at or better than average

SERVICE NAME: Salt Spring Island Electoral Area

Changes in assumptions, trends, and other issues since 2014: (linked to section 1.4, 2.6 of the detailed service plan).

Governance: The current governance structure with multiple commissions and jurisdictional entities creates challenges in coordinating services delivery. One opportunity is to explore an integrated framework for local infrastructure services to move from a single entity focus to an island wide stewardship of infrastructure and services under one commission structure.

Rainbow Road Pool: The pool budget is at maximum requisition and with continuing decreases in assessments is dependent upon supplementary funding from 1.459 [SSI Parks, Land Recreation Services] to maintain the pool's debt charges and operating costs. The Commission will need to consider a referendum to seek funding increase.

Saturday Market: Conducted a survey with community stakeholder groups to evaluate the Saturday Market. Report recommended operational and infrastructure improvements. Test piloting an expansion of hours on the three long weekends (July/August/September). Will conduct an evaluation of pilot; and bring forward business plan for operational and infrastructure improvements.

Trails and Parks: Considering funding models to support trail maintenance and development such as a legacy program for infrastructure, develop partnerships with agencies, land owners, stakeholders, and increase tourism linkages and compatible economic opportunities. Trail counters added to two trails to monitor visitor use.

Recreational Programming: Changing model for delivering recreation programs from providing grants-in-aid to fee for service contracts with community organizations. Increasing need for recreation programs not currently offered in the community. A community needs analysis will be conducted with the public through focus groups, surveys and meetings targeting various demographic groups in the community such as preschool, youth, adults and seniors.

Burgoyne Bay Septage Receiving Station and Storage Tank Project: Initially anticipated to start construction April 2014; however revisions to the designs now anticipate tendering to start November/December 2014 with contract award in January 2015.

Local Area Water, Sewer and Liquid Waste: Commissions conceded in September 2013 to developing Strategic Asset Management Plans for each system. Project work initiated along with developing long term financial plans.

Transit: Ridership reached over 100,000 riders in 2014. Service review is currently underway with substantial public engagement and an analysis of existing system performance. The review will outline further service, infrastructure, fares, marketing, and improvements.

Overall 2014 budget performance:

Parks and Recreation: Facing challenges with increasing operating costs and leveling of revenue, and decrease in prior year surpluses.

Economic Development: Delayed implementation of strategic plan resulted in surplus \$60,430 in 2013. Reduced requisition by \$10,000 in 2014 budget. As of June 2014 strategic plan has not been finalized.

Staffing: Funding challenges for the SSI Engineer position may impact the Electora Area Administration budget.

Transit: Preliminary consideration is given to the service hour expansion of 660 hours (\$28,300) towards extending the evening service year round (until 10:00 pm Friday to Saturday, until past 8:00 pm Sunday); including summer service to Ruckle Park if it can be operated without an additional vehicle.

New division initiatives: (service plans have been updated accordingly; linked to section 3 of the detailed service plan)

- Parkland acquisition for multi-use playfields. Sufficient funds available in capital reserves for acquisition and initial pre-development costs. Development will require borrowing and possible fundraising efforts from island sports groups.

ELT SERVICE PLAN UPDATE SUMMARY- 2013-2014

- Completion of three of seven local service strategic asset management plans. Funding provided for in individual capital budgets with supplementary gas tax funding.
- Reviewing engineering design scope and options for future phases of North Ganges Transportation Plan, and update engineering and construction cost estimates which may provide an opportunity to proceed with Rainbow Road Phase in 2015 if sufficient capital reserves and requisition increase is approved. Completion of drainage study on south side of Rainbow Road.
- Two pathway projects were added to the 2014 Transportation capital plan. Not anticipated in work plans. Funding through grant and capital reserves.
- Exploring space requirements for increasing service delivery and consolidation of services to a central location. Funding to be determined and local partnerships.

Proposed changes to staffing levels: *(linked to section 2.3 of the detailed service plan)*

Increase of one support staff position from regular part time (28 hours) to full-time (35 hours)

TOP 3 KEY PERFORMANCE INDICATORS – CHANGES FROM 2014

Indicator Name	2013 Planned	2013 Actual	2014 Planned	2014 Actual	2015
Parks and Trail Development and Improvement	<ul style="list-style-type: none"> • Development of 3 new trails • Centennial Park electrical upgrade 	<ul style="list-style-type: none"> • Completed • Completed 	<ul style="list-style-type: none"> • Development of three trails (Mouat, Duck Creek, Old Goat Trail) • Acquire lands for sports field development 	<ul style="list-style-type: none"> • Old Goat trail and Mouat trail underway; Duck Creek complete • In progress 	<ul style="list-style-type: none"> • Develop western portion of Mouat trail; scope/plan Trincomali trail and Harbour House trail
Improve project delivery for local water and sewer services	<ul style="list-style-type: none"> • Beddis Treatment Plant • Septage Receiving Station • Fulford Utility Mapping 	<ul style="list-style-type: none"> • Completed • Not Completed • Completed 	<ul style="list-style-type: none"> • Burgoyne Bay Septage Receiving Station/Storage Tank tendering and construction • Maliview Sewer • Highland/Fernwood • Beddis 	<ul style="list-style-type: none"> • Burgoyne Bay Septage Receiving Station / Storage Tank tendering anticipated in November and December • Maliview draft complete, long-term financial matrix being developed 	<ul style="list-style-type: none"> • Burgoyne Bay Septage Receiving Station/Storage Tank Construction Completion • Complete strategic asset management plans
Transportation Pathway Projects	Ganges Village Transp Plan: <ul style="list-style-type: none"> • Walkway LGR from Crofton to Blain • Bikelanes LGR, Crofton to LGR/UGR • LGR/UGR sidewalk to Crofton • Bikelanes Crofton to Atkins 	<ul style="list-style-type: none"> • Completed • Completed • Completed • Completed 	<ul style="list-style-type: none"> • Upper Ganges Road between Leisure Lane to Churchill • Corner of LGR and UGR to Moby's 	<ul style="list-style-type: none"> • Tendering complete • Design work still underway 	Construction of Rainbow Road pedestrian and cycling pathway; and additional pathways

Service Plan for Salt Spring Island

2013-2015

Updated 2015



Capital Regional District

Capital Regional District / Executive Services
Salt Spring Island Administration
145 Vesuvius Bay Road, Salt Spring Island
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CRD
Making a difference...together

Table of Contents

1	Overview	1
1.1	Scope	1
1.2	Primary Contact	1
1.3	Organization Chart	2
1.4	Key Trends and Issues	3
1.5	Summary of 2014 Expenditures and Capital	3
2	Services	4
2.1	Core Services	4
2.2	Service Levels	4
2.3	Workforce Considerations	6
2.4	Customers and Governance	7
2.5	Delivery Strategy	7
2.6	Assumptions and Risks	8
3	Divisional Initiatives	9
4	Performance Monitoring	10

1 Overview

1.1 Scope

Salt Spring Island (SSI) is an unincorporated rural Electoral District under the jurisdiction of the Capital Regional District (CRD). The Salt Spring Island Electoral Area Administration is responsible for the administration and management of the Salt Spring Island Parks and Recreation Commission, Transportation and Transit Commission, Community Economic Development Commission, seven local water and sewer service areas, and Liquid Waste Management Commission, in collaboration with other CRD functions. The SSI division is responsible for planning, organizing, and delivering services for SSI and support to the Electoral Area Director through these various service Commissions and Committees. These services are managed through the following team members:

- Senior Manager, SSI
- Manager, SSI Parks and Recreation
- Manager, SSI Engineering

Senior Manager

Reporting to the CRD's Chief Administrative Officer, the Senior Manager, in collaboration with other CRD departments deliver services include local utilities, transportation, economic development, parks and recreation, and oversee project management and engineering services of various capital projects on island.

SSI Parks and Recreation

Administers and develops park and recreation services for SSI. This position oversees the operation and maintenance of parks, trails, athletic fields, waterfront recreation areas, Rainbow Road indoor pool, recreation programs, public tennis courts, and Market in the Park.

SSI Engineering

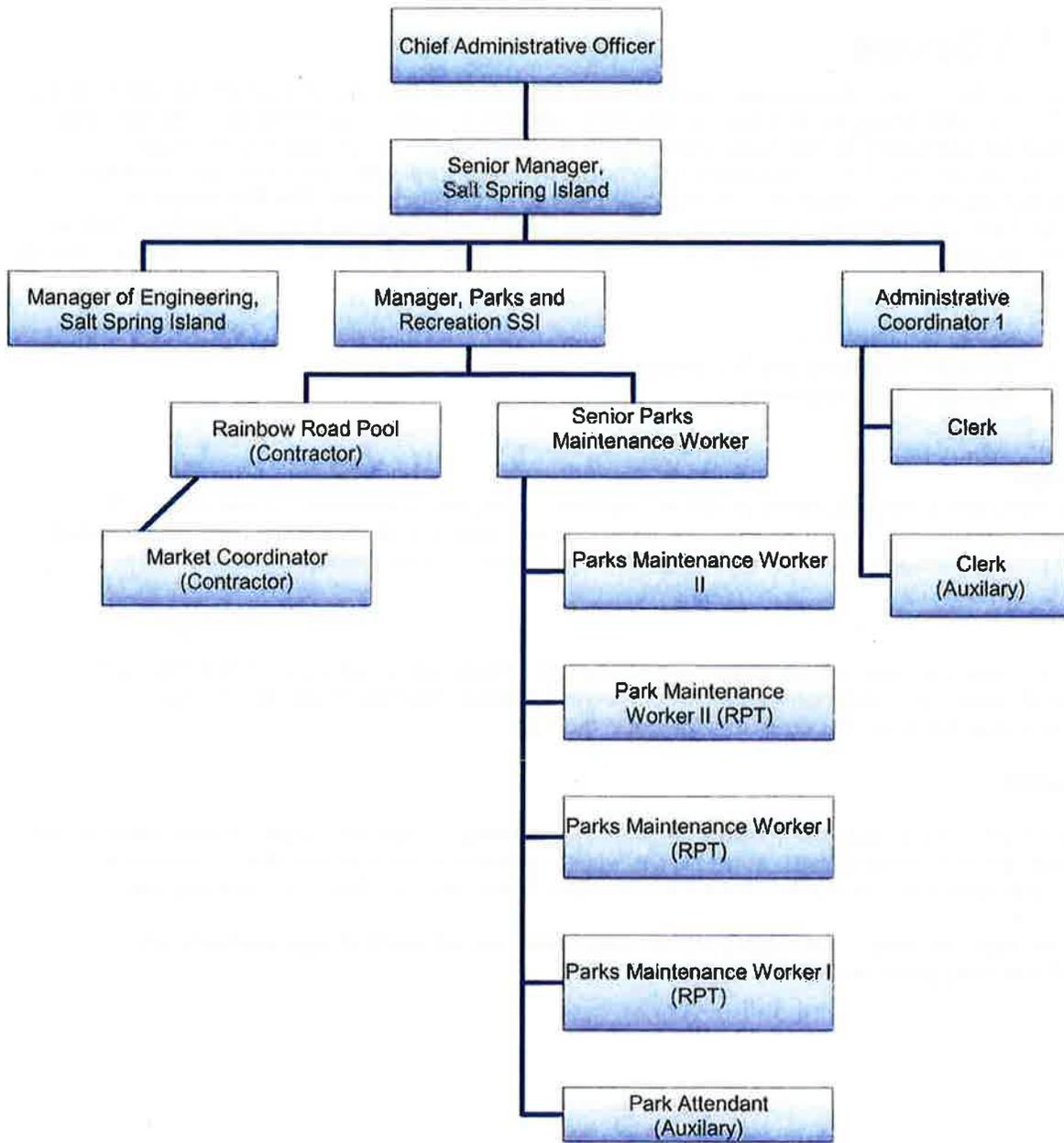
Responsible for providing project management, engineering, planning, design and construction functions specific to SSI services, projects and initiatives, which include water, wastewater, and transportation initiatives in collaboration with other CRD service functions (i.e. Integrated Water Services, Environmental Engineering).

Note: The services operating on Salt Spring not included in this plan include building inspection, bylaw enforcement, and emergency services.

1.2 Primary Contact

Name: Karla Campbell
Title: Senior Manager, Salt Spring Island Electoral Area,
Contact information: 250-537-4448

1.3 Organization Chart



1.4 Key Trends and Issues

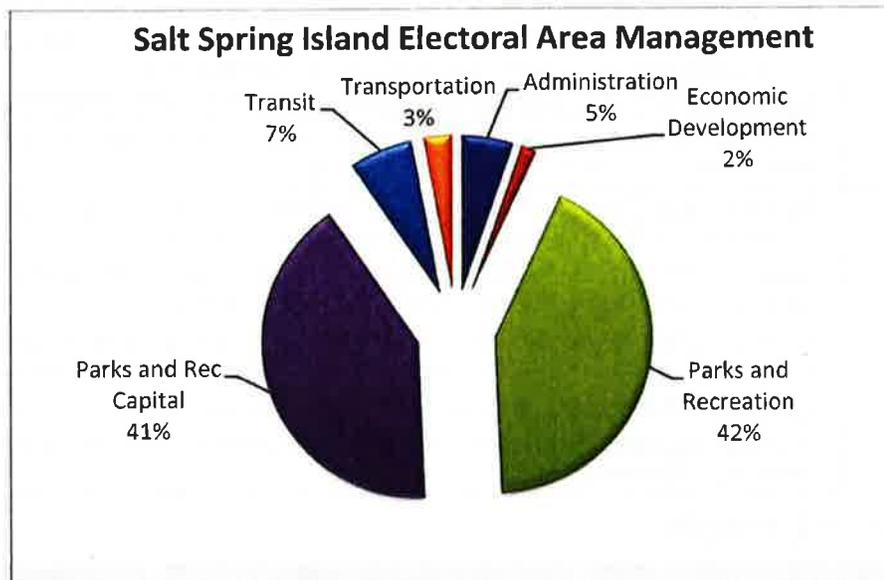
The Salt Spring Island Electoral Area Administration was created in early 2012 and took responsibility for some functions the CRD provides on the island. It is anticipated that over time additional functions and services will be brought under the new administration. Subject to efficiencies and community needs, any changes in the service delivery methods and required level of service will likely require changes in the funding structure.

A key governance study was undertaken in 2013 to review Salt Spring Island's current governance structure, identifying the main differences between rural governance (currently under the Regional District, Island's Trust, and Ministry of Transportation and Infrastructure) and municipal governance, and engage Island residents and property owners in a discussion about the community issues. Based on all the public feedback and level of interest the study recommended to the provincial government to proceed with a more detailed study on the impacts of municipal incorporation. If a municipal incorporation study is undertaken further public consultation is to take place. The current governance structure with multiple commissions and jurisdictional entities creates challenges in coordinating services delivery. One opportunity is to explore an integrated framework for local infrastructure services to move from a single entity focus to an island wide stewardship of infrastructure and services under one commission structure.

It is anticipated that with the possible transition of more local services to Salt Spring Island additional support resources will be required to handle these functions. With the development of local services and possible incorporation, budget pressures will have an impact with the delivery of services.

1.5 Summary of 2014 Expenditures and Capital

The total 2014 Budget is \$4,995,820



2 Services

2.1 Core Services

Service	Scope
Administration	Responsible for administration and delivering services for Salt Spring Island providing support to the Electoral Area Director and across the various service Commissions and Committees representing the individual SSI CRD services. Manage various SSI projects and collaborate with other CRD service areas in managing and delivering services to local utility operations and engineering, transportation, economic development, and parks and recreation.
Local Water, Sewer, and Liquid Waste Local Services	Assists and coordinates with internal CRD contracted services for delivery of service outcomes and capital infrastructure planning, project design; procurement and project management for water, sewer, and liquid waste.
Transportation Services	Responsible for developing and implementing transportation initiatives and services such as studies, construction, maintenance, and regulation of parking, pedestrian and cycling arrangements, implementation of transportation infrastructure projects such as the North Ganges Transportation plan through internal contract arrangements with other CRD service areas and outside agencies such as the Ministry of Transportation, Island's Trust, BC Ferries, BC Transit. Closely monitors these agreement arrangements, and ensures that services and outcomes are appropriately achieved.
Transit Services	Provide public transit system on the island to an optimal level of service; construct and maintain bus stops and bus shelters; set fare structure. Transit service is provided in accordance with an annual operating agreement between the CRD, BC Transit and local contractor. A new agreement is entered into on April 1 of each year and a three year expansion memorandum of understanding.
Economic Development Commission	Develop a comprehensive profile of commercial, industrial and other business activity including the development of economic strategic plan and marketing program for the encouragement of new and existing investors.
Parks and Recreation	<p><u>Rainbow Road Pool</u>: Operate and manage the indoor swimming pool contract for services for to the operation and pool programming activities</p> <p><u>Trails</u>: Coordinate land acquisition strategy, right-of-ways, and easements to develop, operate, and maintain community trail networks.</p> <p><u>Active and Passive Parks</u>: Acquire land through acquisition and/or lease for athletic and passive parks. Develop new sports fields. Operate and maintain parks.</p> <p><u>Community Recreation</u>: Provide community recreational programs and services.</p> <p><u>Market in the Park</u>: Operate and manage the Market in the Park event on an annual basis (April-October).</p>

2.2 Service Levels

Service	Service Level Adjustments			
	2013 Planned	Year 1 (2013)	Year 2 (2014)	Year 3 (2015)
Water and Sewer Service	Manage capital project – Beddis Water \$430,600	Completed	Develop Strategic Asset Management Plans Regular budget updates with Commission	Continue strategic asset management planning Demolish Beddis Lautman Tank Demolish Highland water treatment

Service Level Adjustments				
Service	2013 Planned	Year 1 (2013)	Year 2 (2014)	Year 3 (2015)
				plant Ganges sewer infrastructure improvement Maliview sewer infrastructure improvements Regular budget and operating updates with Commission
Liquid Waste	Regular and ongoing	Issue engineering contract for design	Implementing engineering contract	Tender construction of septage receiving and storage tanks; optional analysis of treatment and disposal; road upgrade, lagoon closure
Transportation Services	Ganges Village Phase One Design options - next phases of Ganges Village Transportation Plan Rainbow Road pathway \$27,000	Completed Completed Completed	Review feasibility of next phases of Ganges Transportation Plan; amending plan scope to reduce costs. Consulting with stakeholders and property owners. Development of two new pathway \$85,000 Wayfinding signage Construction of bus shelter Lower Ganges Road	Manage capital project of Ganges Village Transportation Plan \$800,000 – contingent upon funding successful referendum Development new pathway \$20,000 Rainbow Road CIPP grant for pedestrian cycling pathway (to be included in total Rainbow Road improvements)
Transit		2012/2013 AOA	2013/2014 AOA	2014/2015 AOA
	Hours	5,892	6,333	6,426
	Revenue	\$169,600	180,398	194,375
	Passengers	93,013	100,860	103,566
	Average Fare	\$1.82	\$1.79	\$1.88
	Operating cost per hour	\$63.96	\$68.40	\$64.18
	Operating cost per ride	\$4.05	\$4.29	\$3.98
Economic Development	Develop economic strategic plan	Not complete	Launch strategic plan	Implementation of strategic plan
Rainbow Road Swimming Pool	Operates 64 hours per week	Changes will depend on requisition	Review programing schedule and increase attendance during public sessions and lessons	Changes will depend on requisition; consider increasing requisition by either a referendum or by legislative process for increasing requisition up to 25% quinquennial
	Sunday – Friday	No Change	No Change	No Change

Service Level Adjustments				
Service	2013 Planned	Year 1 (2013)	Year 2 (2014)	Year 3 (2015)
	No. of Public Drop in Programs: Summer 11 Winter 14	Changes will depend on requisition	Changes will depend on requisition	Changes will depend on requisition
	No. of Swim Lessons: 400 Red Cross 211 Private	Changes will depend on requisition	Changes will depend on requisition	Changes will depend on requisition
Community Trails	36 km of developed trails	2-5 km of trail development	2-5 km of trail development; Installed trail counters on two trails to monitor visitor use	2-5 km of trail development
Active and Passive Parks	No. of Active Parks: 3	No. of Active Parks: 4	No change	No change
	No. of User Groups: 30	Encourage park permitting process and booking	Encourage park permitting process and booking	Encourage park permitting process and booking
	No. of Passive Parks: 58	No change	No change	No change
Community Recreation	Distribution of Leisure Guides: 5000/2 times per year	No change	No change	No change
	No. of programs: 5	No. of programs: 7	No. of programs: 10	No. of programs: 12
	No. of participants for Camp Colossal:	1% increase	2% increase	2% increase
	No. of funding assistance applications: 7 (Spring)	No change	No change	No change
Market in the Park	No. of LEAP users: 100	20% increase	5% increase	5% increase
	No. of Vendors: 165	No change	Completed a survey with community stakeholder groups to evaluate the Saturday Market; Expanded market operations on 3 long weekends; Total additional vendors: 296	Bring forward business plan for operational and infrastructure improvements based on market evaluation recommendation.

2.3 Workforce Considerations

Service	Workforce (FTEs)			
	2013 Planned	Year 1 (2013)	Year 2 (2014)	Year 3 (2015)
Division Managers	3	3	3	3
Administrative Support	2	2	2.5	2.5
Pool	0	0	0	0
Parks Maintenance	2.5	2.5	3	3
Total	7.5	7.5	8.5	8.5

- Increase one administrative support staff from regular part-time to full-time
- Two park employees converted to regular part-time
- Depending up service delivery requirements of capital and operation of utilities additional engineering technician hours be required.

2.4 Customers and Governance

Service	External Customers	Internal Customers	Reviewing Commissions & Committees
Water and Sewer	Local Water and Sewer users	IWS, Environmental Services, Finance, Planning and Protective Services	Specific Water and Sewer Commissions, developers, builders, contractors, Island's Trust, provincial agencies, Fire Improvement District
Transportation	SSI residents	Finance	SSI Transportation Commission, developers, builders, contractors, Island's Trust, provincial agencies; MainRoad
Transit	SSI residents, BC Transit, contractor	N/A, Financial	SSI Transportation Commission
Economic Development	SSI residents, Chamber of Commerce	Finance	SSI Economic Development Commission
Parks and Recreation:			
• Rainbow Road Swimming Pool	SSI residents School District 64 SS Stingrays Swim Team SsplashH ² O	Finance, Contractor	Salt Spring Island Parks and Recreation Commission
• Community Trails	SSI residents Trail and Nature Club Back Country Horsemen Mountain Biking Group School District 64 Federal, provincial and regional governments Partners for Pathways Volunteers	Regional Parks, Finance, Real Estate	Salt Spring Island Parks and Recreation Commission Trails Advisory Group developers, builders, contractors, Island's Trust, provincial agencies.
• Passive and Active Parks	SSI residents, School District 64, user groups, Federal, provincial, and volunteers	Finance, Real Estate	Salt Spring Island Parks and Recreation Commission, developers, builders, contractors, Island's Trust, provincial agencies.
• Community Recreation	SSI residents, Community Interest Groups, Salt Spring Island Foundation	Finance	Salt Spring Island Parks and Recreation Commission
• Market in the Park	Market Vendors, Tourists, Chamber of Commerce SSI residents		Salt Spring Island Parks and Recreation Commission Market Advisory Group

2.5 Delivery Strategy

Service	Delivery Strategy	Funding	Legislative Authority
Water and Sewer	CRD resources, some operated by contractor for maintenance of treatment and delivery systems	Parcel tax and user charges	Various establishing Bylaws
Liquid Waste and Disposal	CRD resources, capital infrastructure planning and capital project management	Tax requisition and tipping fees	Bylaw
Transportation	CRD resources, volunteer, contracted services	Tax requisition and government grants	Bylaw
Transit	Operating agreement with BC Transit and bus operator	Fare revenue 50% Tax requisition 50%	Bylaw
Economic Development	CRD resources	Tax requisition	Bylaw

Service	Delivery Strategy	Funding	Legislative Authority
Rainbow Road Swimming Pool	CRD resources, contract services, volunteers	Funded through tax requisition and user fees and charges	Bylaw
Community Parks and Trails	CRD resources, contract services, volunteers	Tax requisition	Bylaw
Active and Passive Parks	CRD resources, volunteers	Tax requisition and government grants	Bylaw
Community Recreation	CRD resources, contract services	Tax requisition and user fees and charges	Bylaw
Market in the Park	CRD resources, contract services	User fees and charges	

2.6 Assumptions and Risks

Service	Key Assumptions	Risks
Water and Sewer	<p>Developing organizational structure and agreements to take on management of operations of water and sewer operations on island.</p> <p>Financial impacts of required infrastructure upgrades to water distribution and sewer collection and disposal systems may not be sustainable for the limited number of users.</p>	<p>Staffing requirements and the divisional organizational structure and capacity requirements necessary to operate, manage and deliver capital projects</p> <p>Aging systems, non-compliance issues, affordability, infrastructure upgrades funding source dependent solely upon debt.</p>
Liquid Waste and Disposal	Complete construction of receiving station and storage tanks; on island treatment and disposal is achievable	Keep capital project costs contained within budget and on schedule; on island treatment and disposal is not achievable and affordable and subject to external transportation and disposal costs.
Transportation	Complete further capital plan projects; current Ganges Village Transportation plan is achievable and affordable.	Funding capital works plan contingent upon successful referendum for an increase in requisition levy; Ganges Village Transportation plan is not achievable and plan and budget revision is required.
Transit	Bus service continues to run at desired service level; fuel costs will not exceed budget; implement increase in operating hours and service change initiatives; improvements made to scheduling; completion of service review and analysis of existing system performance; review of fair and marketing improvements; construct new bus shelter.	Keeping operating cost recovery closely aligned with cost recovery; maintaining adequate funding to provide level of service; ability for service changes to meet community user needs; and contingent upon Transportation Commission approval and support garnered through wide public consultation; future new transit routes contingent upon ferry schedule; containing construction costs of bus shelter within budget.
Economic Development	Launch and implement economic development strategic plan	Solely dependent upon volunteer participants applying discretionary effort in completing components of the plan
Parks and Recreation	Continue demand for new trail development and maintain existing trail network; maintaining pool delivery model with sustain revenue generation; develop new beach access; acquisition and development of available lands for ball fields; asses community recreation programming needs	<p><u>Pool</u>: Declining revenue, increasing operating costs, significant pool infrastructure replacement and repairs; limited resources; declining assessments impacting requisition; <u>Parks and Trails</u>: costly infrastructure replacement and repairs (tennis courts, washrooms); increasing trail maintenance costs with additional trail inventory and increasing trail and park use.</p>

3 Divisional Initiatives

This section highlights divisional Strategic Plan initiatives for 2013 – 2015 and CRD Strategic Plan priorities.

Salt Spring Island Initiatives	Description	Budget Implications
2015		
Electoral Area Administration	<p>Business planning for amalgamating services under one center on island;</p> <p>Assess collective operating and administrative budgetary savings to support the new SSI store-front services; explore longer term objectives for space requirements.</p> <p>Boardwalk project planning and eventual feasibility analysis with Island's Trust and community stakeholders.</p>	Feasibility funding and collective operating cost savings
Water and Sewer	<p>Complete strategic asset management plans</p> <p>Implement infrastructure capital projects: Ganges Sewer, Beddis Water, Maliview Sewer.</p> <p>Channel Ridge sewer request for conversion</p>	<p>Gas tax funding and matching budget reserve funds</p> <p>Debt servicing and reserve funds.</p>
Liquid Waste and Disposal	Construct septage receiving station and storage tanks; initiate option analysis of treatment options; install test reed bed site and monitor; complete lagoon closure plan; complete road design improvements.	Capital reserves
Transportation	Construct Rainbow Road pedestrian and cycling pathway, additional new pathways.	Capital reserves, grants, donations and third party funding
Transit	Implement service expansion hours to Ruckle Park June 2015	Budget based on estimated operating costs per service hour and vehicle lease fees. Hours are only estimated.
Economic Development	Implement strategic plan	Budget \$46,000
Parks and Recreation	Develop western portion of Mouat trail; scoping Trincomali trail and complete loop; scope and plan Harbour House / Crofton Brook trail; implement new revenue and cash handling procedures at pool and install registration program; complete and implement business plan for operational and infrastructure improvements to Saturday Market, i.e. online booking/stall reservation and payments; acquisition of land for playing fields and project planning development and land use approvals; conduct community needs assessment for recreational programming.	Capital reserves and operating budgets

CRD Strategic Priorities 2013-2015

CRD Strategic Priority	Corporate Goal (per Strategic Plan)	Strategic Initiatives	Description	Budget Implications
Regional Cooperation	Develop stronger relationships with First Nations	Engage First Nations communities in major regional plans and strategies (e.g. Regional Sustainability Strategy, Integrated Solid Waste and Resource Management Plan, etc.) and regionally-specific interests	Worked with First Nations liaison and several local elders to construct a retaining wall and protect an ancestral burial site at Beddis Beach	\$10,000 - \$15,000
Healthy Region	Increase support for healthier communities	Promote the physical and mental health benefits of parks and trails	Developed a model for interpretive signage through a community engagement process and implemented signs for Mouat Park and Duck Creek. Completed three new trail systems and	\$25,370 (budget \$11,379 plus \$14,000 grant funding)
Regional Infrastructure	Sustain a high quality long-term drinking water supply	Adopt Strategic Asset Management Plans (SAMP) for electoral areas including approval of financing plans, innovation and appropriate technology solutions	Launched the development of SAMP's and long term financial plans to support sustainable infrastructure repair and replacement program (37% completed)	Gas tax funding and matching budget reserve funds

4 Performance Monitoring

Indicator	(2013) (actual)	(2014) (actual)	(2015) (projected)
Financial			
- SSI EA Administration	\$36.88	\$41.67	\$46.51
- SSI Parks and Recreation	\$253.06	\$264.81	\$269.51
- SSI Transportation	\$22.45	\$22.11	\$59.91
- SSI Transit	\$11.67	\$17.39	\$26.16
- SSI Economic Development	\$4.40	\$3.02	\$3.33

Customer Service	(2013) (planned)	(2013) (actual)	(2014) (planned)	(2014) (est. actual)	(2015) (projected)
Rainbow Road Pool					
- Youth Revenue	\$26,000	\$26,591	\$27,000	\$27,000	\$27,000
- Adult Revenue	\$164,000	\$179,239	\$166,000	\$148,970	\$166,000
Park Permits	30	33	35	45	55
Trail Visitor Use	n/a	n/a	n/a	Trail counters installed in 2014 - TBA	TBA
Transit Fare Revenue	\$165,000	\$172,390	\$194,440	On target	\$194,380
Transit Ridership	n/a	93,013	n/a	100,860	103,566
Park and Trail Development	Development of 3 new trails	Completed	Upgrade / develop three trails (Mouat, Duck Creek, Old Gold Trail)	Old Goat and Mouat trails underway; Duck Creek complete	Develop western portion of Mouat trail network
	Centennial Park electrical upgrade	Completed	Acquire lands for sports field development	In progress	Scope/plan Trincomali and Harbour House trails
Improve project delivery for local water and sewer services	Beddis Treatment Plant	Completed			
	Burgoyne Septage Receiving Station	Not Completed	Burgoyne Bay Septage Receiving Station / Storage Tank tendering and construction	Burgoyne Bay Septage Receiving Station/Storage Tank tendering anticipated in November and December	Burgoyne Bay Septage Receiving Station/Storage Tank Construction Completion
	Fulford Utility Mapping	Completed			
			Maliview Sewer SAMP	Maliview draft complete, long-term financial matrix being developed	Complete strategic asset management plans
			Highland/Fernwood SAMP		
			Beddis SAMP		
Transportation Pathway Projects	Ganges Village Transp Plan: Walkway LGR from Crofton to Blain	Completed	Upper Ganges Road between Leisure Lane to Churchill	Completed	Construction of Rainbow Road pedestrian and cycling pathway; and additional pathways
	Bikelanes LGR, Crofton to LGR/UGR	Completed	Corner of LGR and UGR to Moby's	Design work underway	
	LGR/UGR sidewalk to Crofton	Completed			

	Bikelanes Crofton to Atkins	Completed			
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Business Processes	Current year	Year 1	Year 2	Year 3
Increase pool attendance (Toonie Swim/Friday Night Madness)	n/a	n/a	Make presentations to community user groups	
Improve scheduling hours for swim club usage	n/a	n/a	Review schedule with swim club needs	
Develop social media marketing for aqua and recreational programs	n/a	n/a	Connect with inter-municipal marketing committee	Develop proposal
Develop trail maintenance and improvements based on visitor use		n/a	Based on data collected from trail counters	Based on data collected from trail counters
Improve pool and market revenue collection process	n/a	n/a	Review business process	Implement business process improvements and efficiencies
Expand Saturday Market hours of operation and business operation improvements			Extended hours on three long weekends	Online registration and vendor booth reservation and payments
Community Economic Development program	n/a	n/a	3 fee for service agreements to build local economic capacity	Project 6 fee for service agreements to build local economic capacity
Transit – future metrics	Currently no service standards and performance guidelines		Service review currently underway to develop service standards and performance guidelines: Examples - Ridership per route - Service reliability - % of passengers passed up - Service productivity	



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**REPORT TO GOVERNANCE COMMITTEE
MEETING OF WEDNESDAY, APRIL 1, 2015**

SUBJECT **Special Task Force on First Nations Engagement - Update**

ISSUE

To provide the Governance Committee with an update report on the status of the Special Task Force on First Nations Engagement (Task Force).

BACKGROUND

The Task Force held its inaugural meeting on Wednesday, February 25, 2015. Members discussed their expectations of the Task Force, possible engagement opportunities and received binders with background information on each of the Nations from the Aboriginal Initiatives office. This information is in the process of being uploaded to the Aboriginal Initiatives webpage which will be located at www.crd.bc.ca/aboriginal

The Terms of Reference for the Task Force will be approved at the next Task Force meeting and will be referred to the Governance Committee for approval.

Next steps for the Task Force are for the Aboriginal Initiatives office to hand deliver letters to the Nations introducing the Task Force and to begin scheduling meetings to speak with Chief and Councils of the regional First Nations.

The Aboriginal Initiatives office has already received a request from Chief Jacks of Tseycum First Nation to begin these discussions.

RECOMMENDATION

That the Governance Committee receive this report for information

Submitted by:	Sue Hallatt, MCIP, RPP, Manager Aboriginal Initiatives
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

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**REPORT TO THE GOVERNANCE COMMITTEE
MEETING OF WEDNESDAY, APRIL 1, 2015**

SUBJECT ***Freedom of Information and Protection of Privacy Act (FOIPPA)***
2014 Overview

ISSUE

The purpose of this report is to provide an update on the number of Freedom of Information (FOI) requests received in 2014 along with some general statistics.

BACKGROUND

The *Freedom of Information & Protection of Privacy Act* (the Act) legislates all public bodies to be open, transparent and accountable. Access to information requests are deemed necessary when an applicant has requested documents outside the scope of routinely available information.

The Capital Regional District (CRD) received 113 requests for the 2014 calendar year. The number of requests and documentation released has increased from previous years. In 2013, the CRD received 116 requests, with 60 in 2012 and 60 in 2011. The amount of documentation that was released in 2014 was 5369 pages compared to 2925 pages in 2013, 688 pages in 2012 and 1700 pages in 2011. The minimum amount of time for processing a request was 1 hour and the maximum amount of time spent was 140 hours. This includes time for retrieving files; discussion with applicants, CRD staff or Solicitors; reviewing records, severing and photocopying records.

Records were retrieved across various departments but primarily the following were the most common themes:

- Core Area Wastewater Treatment Program/Seatterra Commission
- Bylaw issues/matters – specifically animal control
- Island View Beach
- Salt Spring Island Rod & Gun Club

The table noted outlines the type of requestors and the number of requests made to the CRD.

Type of Requestor	Number of Requests
Individual	79
Media	10
Other Government	13 (Includes consultations)
Law Firm	7
Law Enforcement Agency	4

ALTERNATIVES

1. That the Governance Committee recommends to the Capital Regional District Board:
That this report be received for information.
2. That the report be referred back to staff for further review.

IMPLICATIONS

For each response to access requests, the CRD advises the applicant that they may request a review in accordance with the Act from the Office of the Information & Privacy Commissioner (OIPC). In 2014, the OIPC reviewed four requests pertaining to the CRD. Staff mediates on behalf of the CRD once a request has been deemed for review. In some cases, outside legal counsel needs to be obtained usually when a review proceeds to an inquiry. Additional time is spent on files that are under appeal to the Information and Privacy Commissioners Office as well as incurring legal costs that may be associated.

CONCLUSION

As the number of requests for access to information increases, staff continue to respond in the legislated timeframes. The CRD has also taken on the initiative in establishing mandatory training for all staff in regards to FOI.

The role of FOI has been transferred into the Legislative & Information Services department. The transition will allow a review for open government policy aligned with best practices of records management.

RECOMMENDATION

That the Governance Committee recommends to the Capital Regional District Board:

That this report be received for information.

Submitted by:	Angila Bains, BA, CMC, Manager Information Services
Concurrence:	Sonia Santarossa, MA, Senior Manager Legislative & Information Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

AB



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**REPORT TO GOVERNANCE COMMITTEE
MEETING OF WEDNESDAY, APRIL 1, 2015**

SUBJECT **Meeting Procedures – Delegations, Presentations and Intergovernmental Relations**

ISSUE

To review meetings procedures at Capital Regional District (CRD) Board and committee meetings in relation to delegations and presentations that support relationship-building with neighbouring First Nations and other governments.

BACKGROUND

Bylaw No. 3828, "Capital Regional District Board Procedures Bylaw, 2012" regulates the proceedings of the CRD Board, its committees and commissions. Staff has been asked to review delegation procedures for First Nations Chiefs and Elders and, federal, provincial and local government elected officials at Board and committee meetings.

At its meeting held October 15, 2014, the Governance Committee considered a staff report that addressed meeting procedures for delegations that reflect First Nations cultural expectations. The report, attached for your information as Appendix A, also looked at how delegation requests from federal, provincial and local government officials should be processed.

The Committee discussed whether First Nation Chiefs and Elders and government officials should be listed in a separate category, such as a presentation versus a delegation. The Board Procedures Bylaw allows for the CRD, "with the Chair's approval, to invite a person, persons or organization(s) to make a presentation to the board. Time permitting, the Corporate Officer shall include the subject of the presentation and the designated speaker on the meeting agenda." There is no time limit for a presenter however in practice, staff ask presenters to limit their time to approximately five minutes. This is distinct from the procedures set out for delegations.

The report was referred back to staff to provide further clarification between a presentation and delegation and their associated procedures.

ALTERNATIVES

Alternative 1:

That the Governance Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4024 "Capital Regional District Board Procedures Bylaw, 2012, Amendment Bylaw No. 3, 2015" amending the procedures relating to presentations, be introduced and read a first and second time;
2. That Bylaw No. 4024 be read a third time; and
3. That Bylaw No. 4024 be adopted.

Alternative 2:

That the staff report be referred back to staff for further review.

Alternative 3:

That the report be received for information.

IMPLICATIONS

Alternative 1:

Engagement with First Nations leaders and citizens is new, and knowledge of local government procedures is unfamiliar. It is customary in First Nations' tradition to allow elders to speak before all others, followed by hereditary and elected chiefs.

On occasion other government officials such as a Federal or Provincial minister or elected official, or other local government elected officials may wish to address the Board. The Board may wish to give these government officials an opportunity to address the Board before others. The current Procedures Bylaw does not allow for the flexibility to amend the order in which delegations will address the Board unless the rules of procedure are suspended at the meeting.

In addition, government officials such as those noted above are not always aware of the individual procedural requirements of local government. The restriction of the submission cut-off time may hinder the Board's goal of increasing engagement with First Nations neighbours and other governments to build better government-to-government relationships.

Presentations, however, are typically listed before delegations. Categorizing a request from a First Nations Chief or Elder, a federal or provincial government official or a local government elected official as a presentation would resolve this issue.

The proposed amendment to the Procedures Bylaw includes a new definition of a "presenter" and sets a 10 minute time limit for a presenter unless 2/3 of the members present wish to extend the time. When a request to address the Board or committee is received by a presenter, the Corporate Officer will add the presentation to the agenda following approval by the Chair.

Alternative 3:

The Board Procedures Bylaw currently includes a number of mechanisms to accommodate a delegation request to speak to the Board or Committee from a First Nations Elder or Chief or a government official. They include the following:

- Late delegation request – unanimous consent
- Suspend the rules to change order of speakers – 2/3 vote
- Add an item to the agenda - request of Chair (majority) or by member (2/3 vote)
- Grant a delegation additional time to speak – 2/3 vote

These additional procedural steps could take up valuable meeting time and would not demonstrate recognition by the Board of protocol or of the cultural expectations of First Nations.

CONCLUSION

Bylaw No. 3828, "Capital Regional District Board Procedures Bylaw, 2012", was adopted in November 2012. Since that time, there has been a marked increase in engagement by First Nations and other government officials within the region. The proposed change to the Procedures Bylaw sends a welcoming message of recognition, reconciliation and respect to neighbouring First Nations and other governments.

RECOMMENDATION

That the Governance Committee recommend to the Capital Regional District Board:

1. That Bylaw No. 4024 “Capital Regional District Board Procedures Bylaw, 2012, Amendment Bylaw No. 3, 2015” amending the procedures relating to presentations, be introduced and read a first and second time;
2. That Bylaw No. 4024 be read a third time; and
3. That Bylaw No. 4024 be adopted.

Submitted by:	Sonia Santarossa, MA, Senior Manager Legislative & Information Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

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Attachments – Appendix A – October 15, 2014 Staff Report to Governance Committee
Appendix B – Bylaw No. 4024

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**REPORT TO GOVERNANCE COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 15, 2014**

**SUBJECT MEETING PROCEDURES IN CONSIDERATION OF INTERGOVERNMENTAL
RELATIONS**

ISSUE

To address Capital Regional District (CRD) Board and committee meeting procedures that support relationship-building with neighbouring First Nations and other governments.

BACKGROUND

Bylaw No. 3828, "Capital Regional District Board Procedures Bylaw, 2012", adopted by the Board in November 14, 2012, regulates the proceedings of the CRD Board, its committees and commissions. Over the past 6 months, a number of delegations from First Nations communities have addressed the Board and it has come to the attention of staff that the meeting procedure for delegations does not reflect First Nations cultural expectations. In addition, elected officials from the Federal and Provincial levels of government as well as other local governments have also requested to address the Board or a committee in the past and these requests are processed by staff in accordance with the CRD Board Procedures Bylaw (Procedures Bylaw).

Section 12 of the Procedures Bylaw states that the Board "may, by resolution, allow a delegation to address the meeting in person on the subject of an agenda item...The order of speakers will be based on the order in which the request was received...."

The deadline to register to speak is two days prior to the meeting at 4:30 pm. Staff will typically develop a speakers list, on a "first come first served" basis in accordance with the Procedures Bylaw.

ALTERNATIVES

That the Governance Committee recommend to the Capital Regional District Board:

1. That staff be directed to prepare an amendment to Bylaw No. 3828, "CRD Board Procedures Bylaw, 2012" as follows:
 - a. To allow the Chair to re-arrange the order of the speakers to address the Board or Committee in favour of government officials such as but not limited to: First Nations elders and chiefs; Federal and Provincial ministers and elected officials; and local government elected officials;
 - b. To allow the Chair to accommodate additions to the speakers list, after the deadline, if the speaker is a government official.
2. That the report be received for information.
3. That the staff report be referred back to staff for further review.

IMPLICATIONS

Alternative 1:

Engagement with First Nations leaders and citizens is new, and knowledge of local government procedures is unfamiliar. It is customary in First Nations' tradition to allow elders to speak before all others, followed by hereditary and elected chiefs.

On occasion other government officials such as a Federal or Provincial minister or elected official, or other local government elected officials may wish to address the Board. The Board may wish to give these government officials an opportunity to address the Board before others. The current Procedures Bylaw does not allow for the flexibility to amend the order in which they will address the Board unless the rules of procedure are suspended at the meeting.

In addition, government officials such as those noted above are not always aware of the individual procedural requirements of local government. The restriction of the submission cut-off time may hinder the Board's goal of increasing engagement with First Nations neighbours and other governments to build better government-to-government relationships.

The amendment to the Procedures Bylaw to accommodate greater flexibility in the order of the speaker's list and the delegation registration deadline would be permissive and implemented at the will of, and under the direction of, the Chair.

Alternative 2:

Section 3 of the Procedures Bylaw allows the Board to suspend the rules of procedure. The Board could resolve to change the order of speakers when required. This added procedural step could take up valuable Board time and would not demonstrate recognition by the Board of protocol or of the cultural expectations of First Nations.

CONCLUSION

Bylaw No. 3828, "Capital Regional District Board Procedures Bylaw, 2012", was adopted in November 2012. Since that time, there has been a marked increase in engagement by First Nations and other government officials with the region. A number of changes to the Procedures Bylaw have been identified that are flexible and permissive, and send a welcoming message of recognition, reconciliation and respect to neighbouring First Nations and other governments.

RECOMMENDATIONS

That the Governance Committee recommend to the Capital Regional District Board:

That staff be directed to prepare an amendment to Bylaw No. 3828, "CRD Board Procedures Bylaw, 2012" as follows:

- a. To allow the Chair to re-arrange the order of the speakers to address the Board or Committee in favour of government officials such as but not limited to: First Nations elders and chiefs; Federal and Provincial ministers and elected officials; and local government elected officials; and
- b. To allow the Chair to accommodate additions to the speakers list, after the cut-off date, if the speaker is a government official.

Sonia Santarossa, MA
Senior Manager
Legislative & Information Services

Sue Hallatt, MCIP, RPP
Manager, Aboriginal Initiatives

Robert Lapham, MCIP, RPP
Chief Administrative Officer
Concurrence

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4024

A BYLAW TO AMEND BYLAW 3828, "CAPITAL REGIONAL DISTRICT BOARD
PROCEDURES BYLAW, 2012"

WHEREAS, Bylaw 3828, regulates the proceedings of the Capital Regional District Board;

The Board of the Capital Regional District in open meeting assembled enacts as follows:

1. Bylaw No. 3828, "Capital Regional District Board Procedures Bylaw, 2012" is amended as follows:
 - a) By adding the following definition:

"Presenter" means a person(s) or organization(s) invited by the CRD to make a presentation to the Board. It also includes a request to speak by a First Nations Elder or Chief and a federal, provincial or local government elected official.
 - b) By amending the heading "Invited Presentations" to "Presentations".
 - c) By renumbering section 14 as 14.1 and adding the following:
 - 14.2 With the Chair's approval, the Corporate Officer shall include a request to speak by a presenter on the meeting agenda.
 - 14.3 All presentations shall be limited to 10 minutes unless a longer period is agreed to by 2/3 vote of those Members present.
2. This Bylaw may be cited as "Capital Regional District Board Procedures Bylaw, 2012, Amendment Bylaw No. 3, 2015".

READ A FIRST TIME THIS	day of	2015
READ A SECOND TIME THIS	day of	2015
READ A THIRD TIME THIS	day of	2015
ADOPTED THIS	day of	2015

CHAIR

CORPORATE OFFICER



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**REPORT TO GOVERNANCE COMMITTEE
MEETING OF WEDNESDAY, APRIL 1, 2015**

SUBJECT **Email Policy for CRD Directors and Alternate Directors**

ISSUE

To address the use of personal email accounts by Capital Regional District (CRD) Directors and Alternate Directors when conducting CRD business.

BACKGROUND

The CRD does not currently provide CRD email addresses (@crd.bc.ca) for all Board members and their alternates with the exception of the three Electoral Area Directors. In some cases, Board members conduct CRD business through an email account provided by their municipality or their own personal account such as Gmail or Hotmail.

There are implications under the *Freedom of Information and Protection of Privacy Act* (FOIPPA) for use of personal email accounts for CRD business purposes. The attached document from the Office of the Information and Privacy Commissioner (Appendix A) outlines the implications for employees of public bodies however similar implications apply to elected officials.

FOIPPA applies to all records in the custody or under the control of a public body. Emails are considered records under FOIPPA. While an email may not reside on the CRD server but in a personal email elsewhere, the issue is whether a personal email could be considered to be under the control of the public body. The Supreme Court of Canada has said that a record could be considered to be under the control of a public body if the following two questions apply:

1. Do the contents of the document relate to a departmental matter?
2. Could the government institution reasonably expect to obtain a copy of the document upon request?

FOIPPA requires a public body to make a reasonable effort to respond to a request for information and do an adequate search of records. Even if a personal email address is used, the public body is still obligated to search and produce those records that respond to the request.

ALTERNATIVES

Alternative 1:

That the Governance Committee recommends to the Capital Regional District Board:

That the attached policy recommending the use of a CRD email address by all Board Directors and Alternates when conducting CRD business, be approved.

Alternative 2:

That the policy be referred back to staff for further review.

IMPLICATIONS

It is recognized that Directors may already use multiple email addresses to conduct business relating to the CRD, their own municipality as well as personal use. The use of an email address other than a CRD email address may make it more difficult for the public body to search for records. The attached policy recommends the use of a CRD email address for all CRD Directors and Alternate Directors when conducting CRD business.

The CRD is also responsible to take all reasonable security measures to guard against unauthorized access, collection, use, disclosure or disposal of personal information. A personal email account is much less likely to comply with this requirement than the CRD email system.

FIPPA prohibits the CRD from storing personal information outside Canada or allowing it to be accessed from outside Canada, unless consent has been obtained from the person the information is about in a prescribed manner. Many computing services are offered through the internet, and may be hosted in the United States or other foreign jurisdictions. Examples of commonly used services where information is stored outside of Canada are Dropbox, Gmail, Hotmail, Yahoo, Survey Monkey and Google Docs.

CONCLUSION

The approval of a policy for Director and Alternate Directors emails will ensure accountability, promote openness and transparency and good governance. The use of the CRD email system will ensure compliance with the CRD privacy and security requirements.

If the policy is approved, staff will send all emails through the newly assigned email addresses.

RECOMMENDATIONS

That the Governance Committee recommends to the Capital Regional District Board:

That the attached policy recommending the use of a CRD email address by all Board Directors and Alternates when conducting CRD business, be approved.

Submitted by:	Angila Bains, BA, CMC, Manager Information Services
Concurrence:	Sonia Santarossa, MA, Senior Manager Legislative & Information Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

AB

Attachments: Appendix A - OIPC – Use of Personal Email Accounts for Public Business
Appendix B - Board Policy – Email Addresses



OFFICE OF THE
INFORMATION & PRIVACY
COMMISSIONER
for British Columbia

Protecting privacy. Promoting transparency

USE OF PERSONAL EMAIL ACCOUNTS FOR PUBLIC BUSINESS

INTRODUCTION

This document explains the implications under the *Freedom of Information and Protection of Privacy Act* (“FIPPA”) for use of personal email accounts for work purposes by employees of public bodies. It conveys two key messages. First, FIPPA applies to the use of personal email accounts for work purposes. Second, public bodies should not, for FIPPA purposes, allow the use of personal email accounts for work.

APPLICATION OF FIPPA TO PERSONAL EMAIL ACCOUNTS

FIPPA applies to all records in the custody or under the control of a public body. Email are records under FIPPA.¹ Records are in the custody of a public body if it has “charge and control” of the records, “including some legal responsibility for their safekeeping, care, protection or preservation.”² While the public body would have custody of email residing on its server, it would not have custody for personal email residing elsewhere. The issue in such cases would be whether personal email is under the control of a public body.

The Supreme Court of Canada has said that where a record is not in the physical possession of a government institution, it will still be under its control if these two questions are answered in the affirmative:

The use of personal email accounts for work purposes can give the perception that public body employees are seeking to evade the freedom of information process.

¹ See s. 3(1) of FIPPA.

² See para. 23 of Order 02-30, [2002] B.C.I.P.C.D. No. 30 and p. 9 of Order No. 308-1999, [1999] B.C.I.P.C.D. No. 21.

- (1) Do the contents of the document relate to a departmental matter?
- (2) Could the government institution reasonably expect to obtain a copy of the document upon request?³

The facts of each case will determine whether personal email are under the control of a public body. As a general rule, any email that an employee sends or receives as part of her or his employment duties will be a record under the public body's control, even if a personal account is used.

ADEQUATE SEARCH (S. 6(1) OF FIPPA)

FIPPA requires public bodies to make every reasonable effort to assist applicants and to respond without delay to each applicant openly, accurately and completely. This includes a duty to perform an adequate search for records that respond to an access request. A public body must be able to prove that its search efforts have been thorough and comprehensive and that it has explored all reasonable avenues to locate records.⁴ The Information and Privacy Commissioner has the authority to compel the production of records in the custody or under the control of a person⁵, including those in personal email accounts.

The use of personal email accounts by employees does not remove or reduce the duty of a public body to search for records and produce those that are responsive to an access request.

The use of personal email accounts does not relieve public bodies of their duty to comprehensively search for requested records and to produce them. While nothing in FIPPA directly prohibits public body employees from using personal email accounts, doing so may make it more difficult for their employer to search for records. Employees may be unwilling to produce records from their personal account or to allow access to their accounts for that purpose.

To address this risk, public bodies should create policy on the use of personal email accounts for work purposes. A preferred solution is for public bodies to require the use of its email system for work purposes. If that is truly not practicable, the policy should be that employees must copy their work email account on any work-related email they send from a personal account.⁶ This policy should be part of each employee's conditions of employment.

³ See *Canada (Information Commissioner) v. Canada (Minister of National Defence)*, 2011 SCC 25.

⁴ See, for example, Order F07-12, [2007] B.C.I.P.C.D. No. 17, Order 00-32, [2000] B.C.I.P.C.D. No. 35 and Order 00-26, [2000] B.C.I.P.C.D. No. 29.

⁵ See s. 44(1)(b) of FIPPA.

⁶ This policy should also apply where there is a ban on use of personal email accounts for work purposes, to deal with cases where an employee failed to comply with the policy and possesses personal email that might be responsive to an access to information request.

REASONABLE SECURITY MEASURES (s. 30 OF FIPPA)

Another risk relates to security of personal information. FIPPA requires public bodies to take reasonable security measures to guard against unauthorized access, collection, use, disclosure or disposal of personal information. A personal email account, which is often web-based, is much less likely to comply with this requirement than a public body's email system. First, the terms of service for personal accounts may allow third-party access to content in a way that is in contravention of FIPPA. Second, security features for webmail services may not be adequate for FIPPA purposes. Any public body that allows use of personal email accounts to send or receive personal information is therefore risking non-compliance with FIPPA.

Storage and Access must be in Canada (s. 30.1 of FIPPA)

Although there are exceptions, including consent by affected individuals,⁷ FIPPA requires public bodies to store and access personal information only in Canada. Public bodies have to assume that webmail resides on servers outside Canada, at least some of the time. This presents a serious risk of non-compliance for public bodies that allow use of personal email that contains personal information.

Disclosure Outside of Canada (s. 33.1 of FIPPA)

FIPPA prohibits the disclosure of personal information outside of Canada unless authorised by s. 33.1. The use of a webmail service that has servers outside of Canada will almost certainly result in public bodies disclosing personal information outside of Canada. Unless s. 33.1 authorizes the disclosure, use of webmail to send or receive personal information would violate FIPPA.

RESPONSIBLE INFORMATION MANAGEMENT

The citizens of British Columbia expect accountability from public bodies in their actions as well as their information practices. One important way for public bodies to demonstrate this accountability is to create an accurate record of actions in a manner that preserves records of enduring value. When employees of public bodies conduct business through their personal email accounts, accountability is easily lost.

⁷ See s. 11(2)(b) of the Freedom of Information and Protection of Privacy Regulation. The rules for obtaining consent mean that public bodies will rarely be authorized to use personal email accounts.

CONCLUSION

FIPPA applies to work-related email sent to or received from the personal email accounts of public body employees. This document shows how use of personal email accounts for work purposes presents several challenges for public bodies under FIPPA. As indicated above, for FIPPA purposes, public bodies should not allow use of personal email accounts to conduct public business. They should ensure that clear policy is in place in this area and that all employees agree to comply with the policy.

If you have any questions about this document, please contact us at:

Office of the Information and Privacy Commissioner for BC

Tel: (250) 387-5629 (in Vancouver call (604) 660-2421)

Elsewhere in BC call 1-800-663-7867

Email: info@oipc.bc.ca



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CAPITAL REGIONAL DISTRICT

BOARD POLICY

Section	Board	
Subsection	Policies, Procedures, Manuals	
Title	EMAIL POLICY FOR CRD DIRECTORS AND ALTERNATE DIRECTORS	

POLICY:

Email Policy for CRD Directors and Alternate Directors.

PURPOSE:

To provide an email policy for CRD Directors and Alternate Directors to address the use of personal email accounts for CRD business and to ensure compliance with the *Freedom of Information & Protection of Privacy Act* (FIPPA).

RESPONSIBILITIES:

FIPPA applies to all records under the custody or control of the CRD. FIPPA allows members of the public to request access to records held by the CRD, subject to limited exceptions. This includes work-related emails sent to or received from the personal email accounts of elected officials. The use of personal email accounts for any communications involving CRD business could jeopardize the security, integrity and recoverability of information.

FIPPA also requires the CRD to take reasonable security measures to guard against unauthorized access, collection, use, disclosure or disposal of personal information. A personal email account is much less likely to comply with this requirement.

Legislative and Information Services, in consultation with Information Technology, is responsible for the control, coordination, and implementation of the policy. Modifications to the overall policy are to be approved by the CRD Board.

SCOPE:

The policy applies to all of the CRD Directors and Alternate Directors.

PROCEDURE:

Legislative & Information Services and Information Technology departments will be responsible for issuance of CRD emails to Directors and Alternate Directors and to provide access to the CRD Webmail (webmail.crd.bc.ca).

Directors and Alternate Directors will make every effort to ensure that CRD business is conducted via issued email addresses and in compliance with FIPPA, as well as CRD privacy and security requirements.

Any email that an elected official sends or receives as part of their duties will be a record under the CRD.

Staff will send all emails through the assigned email addresses.

Approval Date:		Approved By:	
1. Amendment Date:		Approved By:	
2. Amendment Date:		Approved By:	
3. Amendment Date:		Approved By:	
Next Review Date:		Reviewed By:	
Supersedes:			

Related Policy, Procedure or Guideline: *Freedom of Information & Protection of Privacy Act*
IT Security Policy

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**REPORT TO GOVERNANCE COMMITTEE
MEETING OF WEDNESDAY, APRIL 1, 2015**

SUBJECT CRD Meeting Procedures – Sharing of Closed Meeting Information and Alternate Directors

ISSUE

To enable the sharing of closed meeting (in camera) information with member municipal councils and the participation of Alternate Directors at CRD Board and committee meetings.

BACKGROUND

Sharing of Closed Meeting (In Camera) Information:

Over the past number of months, Board members have expressed a desire to be able to share more easily, information discussed at a closed session of CRD Board or committee meetings at a closed meeting with their respective councils. Currently, each request is considered on a case by case basis and a resolution of the Board is required. This process was confirmed as being correct following a request by the Board in 2012 to consider a change to the CRD Board Procedures Bylaw that would allow all closed information to be shared with the respective councils at a closed meeting.

Section 117 of the *Community Charter* states that a council member or former council member must, unless specifically authorized by the council, keep in confidence any records or information belonging to the municipality that were provided in confidence. This section applies to regional districts.

Statutory Duties of Alternate Directors:

There has been an increase in the level of participation of alternate directors at Board and committee meetings when the appointed director is also present. Alternate directors have attended meetings, both open and closed sessions, as observers or participants at the meetings.

Directors and Alternate Directors are appointed in accordance with the *Local Government Act* (the "Act"). The *Local Government Act* defines a "director" as a member of the board and does not include alternate directors appointed under sections 786 and 787 of the Act. Sections 786 and 787, which set out the powers, duties and responsibilities of alternate directors, provide that an alternate director may take the place of, vote and generally act in all matters for an absent electoral area or municipal director, including a matter delegated to that director by the board.

To perform their duties, following each election, an oath of office is administered to both directors and alternate directors. The oath includes the following statement "I will faithfully perform the duties of my office....." The duties of office include maintaining confidentiality as required. Section 117 of the *Community Charter* as outlined above applies to alternate directors when acting in the capacity as a director although it is not clear whether the legislation also applies to alternate directors when not performing their duties as a director.

Alternate Director Participation at Committee Meetings:

Over the past year, Board members who have not been appointed to a Standing Committee expressed a desire to be able to participate, but not vote, at a committee meeting where an item of local significance was being discussed resulting in the following amendment to the terms of reference (TOR) for all Board Standing Committees:

“All Board members are permitted to participate in standing committee meetings, but not vote, where an item of local significance is on the agenda (Board resolution Nov. 12, 2014).”

The Finance Committee and Planning, Transportation & Protective Services Committees proposed the following amendment that has been referred to the Governance Committee for consideration:

“All Board members or alternates are permitted to attend standing committee meetings and participate in discussion, but not vote, where an item of local significance is on the agenda...”

Board discussion included the need to clarify whether the amendment meant that alternates, in the absence of their director, could attend committee meetings in these circumstances. Other directors felt it meant that alternate directors could attend and participate along with the director present.

Access to Closed Meeting Agendas:

In addition to the above, the CRD has moved to an electronic agenda system for the Board and Standing Committee agendas. This also includes agendas for closed meetings. According to Board Policy (Appendix A), an alternate director who wishes to receive their agendas electronically are given access to the system provided they have signed their oath of office. Access to the system includes access to all agendas noted above.

Alternate Director Attendance at Closed Meetings:

In the past, Alternate Directors have attended closed Board or Standing Committee meetings as an observer only. In addition to receiving closed meeting materials, alternate directors have indicated that being able to attend the meetings assists them in remaining fully informed of the issue being discussed in the event they are required to act in the absence of the director. Section 91 of the *Community Charter* states that a council may allow one or more municipal officers, employees or another person who the council considers necessary and has knowledge of the confidential information to attend a closed meeting. This section applies to regional districts. In each instance, the Board adopts a resolution to allow alternate directors or other guests to attend a closed meeting session. Staff has been requested to look into a mechanism that would allow alternates to attend closed meetings without requiring a resolution in each instance.

ALTERNATIVES

Alternative 1:

That the Governance Committee recommends to the Capital Regional District Board:
That Alternate Directors be required to sign the attached Non-disclosure/Confidentiality Agreement.

Alternative 2:

That the staff report be referred back to staff for further review.

IMPLICATIONS

Sharing of Closed Meeting (In Camera) Information:

There are a number of factors that the Board should consider before making a resolution to share closed meeting materials or information with a member municipality at a closed meeting. They are summarized as follows:

- *Privilege* - Information received under solicitor/client or litigation privilege, is at risk of no longer be considered privileged information if it is released to a third party such as a council;
- *Information that must not be disclosed to the public* – Section 90(2) of the *Community Charter* is a mandatory statutory requirement that a meeting must be closed to the public if it is considering a

request made under the *Freedom of Information and Protection of Privacy Act* (FIPPA); information relating to negotiations between a municipality and a provincial government or federal government or both or between a provincial and federal government or both and a third party; a matter under investigation under the *Ombudsperson Act*; and a matter that would require the public to be excluded under another enactment;

- *Matters for which a Council may close the meeting to the public* - the information to be shared with a municipality may not necessarily fit into one of the categories outlined in section 90 of the *Community Charter*. An example would be preliminary discussions about a regional district service. The service belongs to the regional district and the issue could not be discussed at a closed council meeting because the service does not belong to the municipality; and
- *FIPPA* – there are some instances under FIPPA that the information should not be released. Even if the information is considered at a closed council meeting, the council could be considered a third party under FIPPA and the protection of personal information or business information of a third party could be jeopardized.

Based on the above considerations, staff is recommending that the Board continue its current practice of considering each request on a case by case basis. It is also recommended that staff be advised in advance of the meeting of this request so that a proper analysis of the closed meeting material can take place.

Statutory Duties of Alternate Directors and Attendance at Closed Meetings:

The powers, duties and functions of alternate directors are tied to a specific circumstance, i.e. absence of the director. The threshold for the ability to act is in the *absence* of the director. It cannot be assumed that the statutory duties apply to the alternate director when not acting in the capacity as a director.

The oath of office that all directors and alternate directors must sign, may not bind the alternate director except when actually acting in the capacity of a director. This may also extend to circumstances where the alternate director is observing at a meeting where the director is also present. As noted earlier, the Board, or committee, must consider whether additional persons should be present at closed meetings. This includes alternate directors who are observing the meeting while the appointed director participates at the meeting. While alternate directors have indicated that being able to attend the meetings assists them in remaining fully informed of the issue being discussed in the event they are required to act in the absence of the director, the appropriate course of action to ensure the statutory requirements are met, would be for the Board or committee to adopt a resolution demonstrating that consideration has been given to allow the person to attend the closed meeting. This would prevent any future challenges regarding the presence of an alternate director at a closed meeting when the appointed director is present.

Alternate Director Participation at Committee Meetings:

The terms of reference, as currently amended, allow for all Board members to participate in standing committee meetings, but not vote, where an item of local significance is on the agenda. In keeping with the duties of an alternate as outlined in the legislation, it is implied that an alternate could attend in the absence of the director. As a result, staff do not feel a further amendment to the terms of reference is required.

Whether or not an alternate director could also participate, but not vote, alongside the appointed director at a committee meeting raises additional questions around the purpose of committee meetings. The Board Procedures Bylaw indicates that standing committees are established by the Board Chair and whose mandate is in relation to a CRD service or potential service. With some exceptions, as noted in the Procedures Bylaw, members of standing committees are members of the Board. Alternate Directors could participate at a committee meeting in the absence of the appointed

director. Select committees are established to inquire into a specific matter or subject referred to it by the Board and can include members others than Board members.

Committees are typically a subset of a larger group that assist the larger group in achieving its objectives by having a limited focus on a particular subject or area of the organization's operation. The membership of a committee typically includes representatives that reflect a particular area of interest or in some cases, a service. The size of the committee is an important factor in ensuring the effectiveness of the committee. If the committee is too large, there may not be ample time to give an item proper consideration as all members may wish to provide comment and feedback. This may occur if alternate directors are permitted to participate at a meeting where their director is also present. There may be a circumstance where the alternate director may be invited to participate, even when the director is present, because they may hold a particular area of expertise that is pertinent to the item being discussed. In this case, the Board or committee could decide, by way of resolution, to allow for the alternate director to participate.

Non-disclosure/Confidentiality Agreement:

It is not clear from the legislation as to whether or not the statutory duties of a director apply to an alternate director when they are not performing the duties of a director. In addition, in accordance with Board policy, alternate directors who have signed their oath of office have access to all open and closed agenda material through the electronic agenda system if requested. As such, and to ensure clarity of this statutory gap, it is recommended that alternate directors sign a non-disclosure/confidentiality agreement (Appendix B) in addition to the required oath of office.

CONCLUSION

Staff has been asked to review a number of meeting procedures relating to the attendance of alternate directors at committee meetings and closed meetings when the appointed director is also present, access to closed meeting information by alternate directors and the sharing of closed meeting information with member municipalities. The legislation is not clear as to whether the statutory duties apply to an alternate director when they are not performing the duties of a director. To address this statutory gap, it is recommended that alternate directors be required to sign a Non-disclosure/Confidentiality agreement along with the required oath of office.

RECOMMENDATION

That the Governance Committee recommends to the Capital Regional District Board:

That Alternate Directors be required to sign the attached Non-disclosure/Confidentiality Agreement.

Submitted by:	Sonia Santarossa, MA, Senior Manager Legislative & Information Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

SS

Attachments: Appendix A – Board Policy – Electronic Agendas
Appendix B – Non-disclosure/Confidentiality Agreement



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CAPITAL REGIONAL DISTRICT

BOARD POLICY

Section	<i>Administration and Information Technology</i>	
Subsection	Policies, Procedures, Manuals	<i>(policy #)</i>
Title	Governance of Electronic Agenda Systems and Devices	

POLICY:

To provide electronic agendas for Board and Standing Committee meetings and govern the terms of use and management of electronic devices.

PURPOSE:

To govern the efficiency and security as well as records management, financial and technological implications of providing Board and Standing Committee documents like agenda, minutes and staff reports to CRD Board Directors and Alternate Directors electronically through either a CRD-provided electronic device or one that the Director or Alternate Director provides.

RESPONSIBILITIES:

Legislative and Information Services has responsibility for the control, coordination, implementation and modification of the policy after it has been through the formal approval process.

SCOPE:

Directors and Alternate Directors of the Capital Regional District Board; General Managers

DEFINITIONS:

“Device” means an Apple iPad or other electronic device purchased and supplied by the CRD.

PROCEDURE:

The CRD Board (Board) has moved from paper agendas and packages for Board and Committee meetings to electronic versions. To fully implement electronic agendas, a device will be provided to CRD Board members as required.

The following policy is meant to cover the use and management of devices purchased by the CRD for the Board.

1. Each CRD Director and Alternate Director will be provided with a username and be required to supply a secure password to access a secure site to retrieve agenda documents.
 - usernames will only be provided once the CRD Oath of Office has been administered
2. As a CRD Board member, a device will be provided to each CRD Board member when appointed to the Board.
3. Alternate Directors will not be provided with a device and will be required to use their own personal device or other device to access materials and for use at meetings.

4. Each device will be configured with:
 - a) 32 gigabytes of storage.
 - b) Two years of AppleCare warranty service.
 - c) Wireless networking capability (Wi-Fi). Wi-Fi communications access is provided in the Boardroom as well as throughout the 625 Fisgard Street office and is also available at most municipal halls.
 - d) Cellular communication capability.
 - e) Cellular service is not required for general use of the device. However, should a Board member desire cellular communications, a data services plan, for a monthly fee, can be purchased from a cellular carrier of their choice. This monthly operating cost will be paid for by the CRD upon request.
 - f) iAnnotate and Shredit Applications: The iAnnotate application is used to review each electronic agenda package, making notes and annotations as required. The Shredit application is used to permanently delete each agenda package from the device.
5. CRD Board members may purchase additional applications at their own cost from the Apple store. No other applications other than those from the Apple store should be installed.
6. It is expected that each device will have a normal life of approximately 36 months from date of purchase. Legislative Services will contact the CRD Board member regarding the availability of a replacement device.
7. When the CRD Board member receives a replacement device after 36 months, the CRD Board member will have the option to:
 - a) keep the original device for their own personal use; or
 - b) return the device to the CRD so it can be reset and prepared for donation to a local non-profit organization.
8. In the event a CRD Board member leaves the Board prior to the end of the 36 month lifecycle of the device, the CRD Board member will have the option of keeping the device by purchasing it. The cost to purchase is based on a depreciated value of the initial purchase price to be determined by the Finance and Technology Department:
9. Devices which are no longer functioning should be returned to the CRD Information Technology division, whose staff will manage the repair of the device.
10. If at any time the device is damaged due to abuse, misuse, neglect and/or the warranty is voided during the normal lifecycle of the device, the CRD Board member will be responsible for the repair or replacement of the device.
11. Initial training and use will be provided to the CRD Board members as needed. New CRD Board members will be provided with basic device training as part of their orientation to the Board. In most cases, the training will be provided on a group basis.
12. Training will include an introduction to *Freedom of Information and Protection of Privacy* (FOIPOP) legislation as it pertains to the use of the device and retention and disposition of records in accordance with CRD policies.
13. Printed agenda material will be provided upon request.

14. All CRD data shall be deleted from the device by the Director or by IT staff when a Member's term ends or a personal or municipally-owned device is lost or stolen.

15. Directors may be required from time to time to temporarily return their CRD device to the CRD if data collection is required in association with a FOIPOP request or a legal hold order.

Approval Date:	March 12, 2014	Approved By:	CRD Board
1. Amendment Date:		Approved By:	
2. Amendment Date:		Approved By:	
3. Amendment Date:		Approved By:	
Next Review Date:		Reviewed By:	
Supersedes:			

Related Policy, Procedure or Guideline:

- Wireless Communication Devices Policy
- Internet Policy
- Electronic Mail Usage Policy
- Email Attachments Policy
- Freedom of Information and Protection of Privacy Policy
- Records Management – Records Creation, Capture and Classification
- Records Management – Framework Policy

- (v) any other information held in confidence by the CRD except to the extent that the information is released to the public as lawfully authorized or required by an enactment.
 - (b) “**enactment**” has the same meaning as in the *Interpretation Act* (British Columbia).
- 2. The Alternate Director acknowledges that, in the course of performing his or her duties or functions under the *Local Government Act* or of providing support to the CRD Board or a committee, the Alternate Director will receive confidential information.
- 3. The Alternate Director acknowledges and agrees that he or she must:
 - (a) keep in confidence any confidential information, until the record containing the confidential information is released to the public as lawfully authorized by the Board of the CRD or as required under an enactment;
 - (b) keep in confidence information considered in any part of a meeting of the Board of the CRD, or a committee, that was lawfully closed to the public, until the Board of the CRD discusses the information at a meeting that is open to the public or releases the information to the public;
 - (c) ensure that any records or information containing personal information received by the Consultant connected, directly or indirectly, to his or her work with the Committee is stored in Canada in compliance with the *Freedom of Information and Protection of Privacy Act* (British Columbia);
 - (d) use confidential information solely in connection with the purposes of the CRD Board or a committee and the CRD and for no other purpose.
- 4. The Alternate Director will advise the Corporate Officer of the CRD immediately if he or she becomes aware of an unauthorized use or disclosure of confidential information contrary to this Agreement or the provisions of an enactment.
- 5. Wherever the singular, masculine and neuter are used throughout this Agreement, the same is to be construed as meaning the plural or the feminine or the body corporate or politic as the context so requires.
- 6. This Agreement is to be construed in accordance with and governed by the laws applicable in the Province of British Columbia.
- 7. This Agreement may be executed in counterpart with the same effect as if both parties had signed the same document. Each counterpart shall be deemed to be an original. All counterparts shall be construed together and shall constitute one and the same Agreement.

IN WITNESS WHEREOF the parties hereto have executed this Agreement as of the day, month and year first above written.

CAPITAL REGIONAL DISTRICT)

by its authorized signatories)

)

_____)

Name:)

_____)

Name:)

SIGNED, SEALED and DELIVERED)

in the presence of:)

)

_____)

Signature)

_____)

Name)

_____)

Address)

_____)

Alternate Director

Received

JAN 08 2015

From: amalgamateyes@gmail.com
Sent: Wednesday, January 07, 2015 8:01 PM
To: CRDBoard
Subject: Contact Us - Submission

The following message was received through the form at 'https://www.crd.bc.ca/contact-us?r=crd-board'. Neither the name nor the e-mail address can be confirmed as accurate.

Your Name: Amalgamation Yes

Your Email Address: amalgamateyes@gmail.com

Message: Chair and Board of the Capital Region District, 625 Fisgard St., Victoria, BC, V8W 1R7 January 7, 2015

Form with checkboxes: Chair, CAO, GM, Board, Communications, For action / resp. by, Corresp. for Board / Committee meeting, For Information Only, Copies to.

Dear Board Members,

We were very pleased to see the results of the November municipal referendum questions across the region where the electorate approved the concept of a Provincially funded study to investigate the issue of amalgamation. 75% of Greater Victorians voted in favour despite the varied questions, and provided clear direction that they want a governance review.

The Premier and the Minister of Community Development, Sport and Culture have committed to such a study in news releases and announcements.

The CRD Board Chair recently noted that you are community leaders involved in the many areas of service delivery to the region. Knowing the benefits of cooperative, cost-effective regional approaches, you are therefore perfectly positioned to champion major issues and to act in the best interests of the region. And as a democratic institution, we are anticipating your commitment to the regional greater good.

It is timely that you now communicate with the Province as the process begins to fulfill the mandate provided by CRD citizens.

In anticipation of the work to be undertaken, our Board has developed a draft set of guidelines (attached) for the Provincially-led study. The overarching framework of the guidelines is that it must be unbiased, inclusive and timely.

These guidelines have been submitted to the Province and we invite your comments.

We look forward to hearing of your actions in this regard and request notification of when the Board will be discussing this action item.

Yours truly,

Tony Heemsker

Chair, Amalgamation Yes www.amalgamationyes.ca amalgamateyes@gmail.com

cc: Premier Christie Clark

Coralee Oakes, Minister of Community Development, Sport and Culture

Becky Denlinger, Deputy Minister of Community Development, Sport and Culture

Attachment: Study Guidelines

CAPITAL REGION AMALGAMATION STUDY GUIDELINES

- 1) The study team must report to the Minister and must be instructed to carry out its task in a timely manner.
- 2) The study must be inclusive and engage all the municipal agencies in the Capital Region and the First Nations.
- 3) The study must examine the existing municipal structure (including the CRD) in the Capital Region and recommend changes to achieve good municipal governance across the region, including efficiency, effectiveness and accountability.
- 4) The study process must include opportunities for the public to interface with the study team during the preparation of the report.
- 5) The study must consider at least three options for municipal boundaries in the Capital Region.
- 6) When evaluating each option, consideration must be given to providing consideration of commercial, urban, residential and rural interests.
- 7) The study must evaluate the economic, social and environmental merits of each option.
- 8) The study must include a plan for public meetings to discuss the recommendations of the report.
- 9) The study must prescribe timelines for implementation of the study.
- 10) The study must identify implementation issues that need to be resolved.

Submitted at: 1/7/2015 8:00:54 PM

Submitted via: <https://www.crd.bc.ca/contact-us?r=crd-board>

User Agent: Mozilla/5.0 (Macintosh; Intel Mac OS X 10.8; rv:34.0) Gecko/20100101 Firefox/34.0

User Host Address: 216.232.158.112