

## **DISTRICT OF SEHELDT**

### **Officers and Employees Bylaw No. 562, 2017**

#### **A bylaw to establish Officer Positions of the District of Sechelt and to establish the Powers, Duties and Responsibilities of such Officers.**

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**WHEREAS** the Community Charter, SBC 2003 Chapter 26, s.146 provides that Council must, by bylaw, establish officer positions in relation to the powers, duties and functions of corporate officer and financial officer, and may establish other officer positions and may assign powers, duties and functions to its officer positions;

**NOW THEREFORE** the Council of the District of Sechelt in open meeting assembled enacts as follows:

#### **1. Citation**

- 1.1 This bylaw may be cited as “District of Sechelt Officers and Employees Bylaw No. 562, 2017”.

#### **2. Officer Positions**

2.1 The following positions are hereby established as officer positions of the District of Sechelt:

- a) Chief Administrative Officer
- b) Director of Corporate and Financial Services
- c) Director of Engineering and Operations
- d) Director of Planning and Development
- e) Corporate Officer

2.2 Nothing in this bylaw shall prevent the appointment of the same person to two or more officer positions.

#### **3. Powers, Duties and Responsibilities**

- a) The powers, duties and responsibilities of the Chief Administrative Officer are as set out in Schedule 1.
- b) The powers, duties and responsibilities of the Director of Corporate and Financial Services are as set out in Schedule 2.

- c) The powers, duties and responsibilities of the Director of Engineering and Operations are as set out in Schedule 3.
- d) The powers, duties and responsibilities of the Director of Planning and Development are as set out in Schedule 4.
- e) The powers, duties and responsibilities of the Corporate Officer are as set out in Schedule 5.

#### 4. Other Powers, Duties and Responsibilities

4.1 In addition to the powers, duties and function set out in Section 3 and the associated Schedules, each Officer may exercise and discharge such additional, powers, duties and functions:

- a) as the Chief Administrative Officer may from time to time direct, and
- b) without limiting section 4.1 (a), as Council may delegate to an Officer by way of a delegation bylaw, subject to the limitations on that delegated authority as set out in the *Community Charter*.

#### 5. Repeal

5.1 "Officers and Employees Bylaw No. 358, 2000" is hereby repealed.

READ A FIRST TIME THIS 1<sup>st</sup> DAY OF November, 2017

READ A SECOND TIME THIS 1<sup>st</sup> DAY OF November, 2017

READ A THIRD TIME THIS 1<sup>st</sup> DAY OF November, 2017

ADOPTED THIS 15<sup>th</sup> DAY OF November, 2017

  
\_\_\_\_\_  
Mayor

  
\_\_\_\_\_  
Corporate Officer

## SCHEDULE 1

### Chief Administrative Officer

#### Position Summary

The Chief Administrative Officer (CAO) is appointed pursuant to the *Community Charter* and is an officer of the municipality. As senior municipal administrator, the CAO is required to work within the legislated mandate of the District and provides organizational leadership to municipal staff. The CAO is responsible for implementing the policies of the District Council including assisting Council and community members to define and implement the vision and strategic plan for the community. As such, the CAO is the principal advisor to Council in the development of public policy. This position is responsible for the administration and delivery of services to the municipality's citizens through effective and efficient use of municipal resources.

#### Key Accountabilities

*Without limiting the generality of the foregoing, the Chief Administrative Officer's duties shall include the following:*

#### Council

- To ensure, in accordance with the *Local Government Act* and the *Community Charter*, the policies, practices, and procedures specified by Council are being observed and carried out.
- To consistently and fully inform the Mayor and Council regarding all-important municipal matters including status of programs, initiatives, and financial position.
- To maintain a thorough working knowledge of provincial legislation and regulations which affect the policy decisions of Council.
- To advise and assist in developing municipal policy and a strategic plan.
- To attend meetings of Council and Committees, as required; provide advice to Mayor and Council on agenda items, as required.
- To see that Council action resolutions are carried out and to report thereon.
- To assist in the preparation of appropriate business cases and other documents needed to enable Council members to fulfill their functions; ensure that Council receives staff reports on agenda items to provide background information, technical analysis, costs, alternatives, and a recommendation sufficient for Council to make informed decisions.
- To submit proposed contracts and leases to the Council for approval.

#### Community

- To develop and maintain liaison with community leaders, officials, business community, stakeholder groups, agencies, and government departments to assist Council and promote the interests of the District.
- To ensure that effective public relations are maintained by communicating information on the actions and decisions of Council to the general public through appropriate communication methods.
- To ensure the effective utilization of the District's resources: financial, physical, and human.
- To determine that all practical economics are being adhered to throughout the District consistent with best use of the facilities being achieved.
- To administer superior delivery of public services to the citizens in the District of Sechelt.
- Ensure that enquiries, compliments or complaints, excluding Freedom of Information requests, from the public regarding the work of the District services are addressed in a timely and effective manner.

### **Employees**

- To lead the organization to achieve its vision and strategic goals in line with the core values and business plans that define the municipal organization.
- To recommend to Council an organizational structure for efficient and improved service delivery to the public and changes thereto and, when approved, to ensure that they are implemented.
- To direct the work of Directors to ensure the implementation and execution of Council policies and public service delivery in accordance with Council's budget and business plan.
- To ensure that employees under the Chief Administrative Officer's jurisdiction, as per the organizational chart, are delegated adequate authority but that the appropriate limitations on such authority are explained and are clearly understood.
- To exercise management responsibilities over all Municipal Employees, including the exercise of the powers to employ, discipline, or dismiss employees where so provided with this power by District bylaw. In the case of unionized employees the responsibilities will be carried out in accordance with the procedures outlined in the relevant Collective Agreement.
- Participates in the overall planning, administration, and management of the District as the lead member of the Senior Management Team (SMT).
- Oversees the hiring, firing, and disciplining of all employees of the municipality with the exception of designated Officers of the corporation whom will only be terminated by Council in accordance with the *Community Charter*.
- Ensures that an Annual Performance Appraisal process is in place and that Annual Performance Reviews are completed for all employees (including for him or herself).

### **Responsibility**

- Within the parameters of the *Community Charter*, the Chief Administrative Officer may delegate portions of his/her authority and responsibility to appropriate officers of the District but he/she may not delegate or relinquish overall responsibility for results nor accountability to the Council for the performance of the Chief Administrative Officer's duties.
- The Chief Administrative Officer shall be authorized to take any reasonable action necessary to carry out the responsibility delegated to him/her so long as such action does not deviate from established District policy or exceed the specific limitations placed on his authority by the Council.
- Notwithstanding the above, it is recognized that certain Municipal Employees have Statutory duties and it is recognized that those specific employees shall be directly responsible to Council for statutory duties only.

## SCHEDULE 2

### Director of Corporate and Financial Services

#### Nature and Scope of Work

The Director of Corporate and Financial Services plays a key leadership role at the District of Sechelt. Reporting to the Chief Administrative Officer and working closely with other Directors, this position leads the Corporate and Financial Services team to achieve the overall vision of the organization and the community.

#### Key Accountabilities

*Without limiting the generality of the foregoing, the Director of Corporate and Financial Services duties shall include the following:*

#### Leadership

- Provides innovative leadership by encouraging an inspired and engaged team of people to deliver outstanding service.
- Demonstrates effective strategic leadership skills by setting Corporate and Financial visions and goals and communicating them effectively across the organization.
- Advises and consults with other departments, agencies, community groups, property owners, the business community, associations, clubs, and the public to ensure that the Corporate and Financial activities of the District are managed in an effective, efficient and ethical way and in accordance with the Corporate Plan and the Official Community Plan and related legislation and regulation.
- Engages, inspires and motivates others by demonstrating enthusiasm and commitment.
- Possesses the ability to analyze, assess, and make appropriate recommendations both internally and externally. Exercises signing and expenditure authority on behalf of the District.
- Leads special projects or assignments designated by the Chief Administrative Officer.
- Embraces and implements change when appropriate to ensure continuous improvement and efficient delivery of service.
- Adjusts rapidly to new situations warranting attention and resolution in order to ensure the District is leading or matching local government best practices in delivery of community development.

#### Responsibilities

- Maintains courteous and positive public relations with customers including residents of the community, representatives of organizations, and other District staff by delivering quality customer service.
- Responsible for the overall delivery of the Corporate Officer and Chief Financial Officer functions as assigned and designated under the *Community Charter*.
- Through the Corporate and Financial services team, plans, organizes, and directs the financial planning, revenue generation, expense payments; the collection, review and analysis of related data; research and application of legislation related to District activities; development and monitoring and, where necessary, amendment of programs that establish and fulfill short and long term Corporate and Financial objectives and meets or exceeds legislative requirements of the District.
- Is responsible for identifying and researching Corporate and Financial issues and for developing and administering comprehensive Corporate and Financial plans, programs, policies, and regulations for the growth and social, cultural, and economic development of the community.
- Liaises with other Directors in the development of the capital and financial strategies for the District.

- Determines and identifies staffing resources, succession planning, and training needs for the organization.
- Oversees projects and assists subordinate employees to ensure completion.
- Negotiates contracts and agreements associated with Corporate and Financial matters in the District.
- Through the Corporate and Financial team, directs the development of processes and compliance policies and guidelines to assist with Corporate and Financial administration to ensure best practices are applied in a consistent manner and meet or exceed the legislative requirements of the District.
- Provides information, direction, and advice to the Council and CAO and other District directors and employees, and, as appropriate, to members of the public, the business community, and the media.
- Liaises with other District departments, including, Planning and Development and Engineering and Operations to ensure a coordinated implementation of the organization's strategy and council priorities, and consistent application of the District's bylaws, regulations, and processes.
- Provides guidance in the development of short and long term economic development plans, as well as the gathering of information and preparation of studies, reports, and recommendations to achieve such goals.
- Manages District investments. Networks with colleagues in other jurisdictions to gain information on trends and opportunities.
- Ensures that the Department's work, policies, procedures, practices, and priorities are conducted and carried out within Council's vision for the community and in accordance with the *Local Government Act*, *Community Charter*, and other regulations.
- Ensures that enquiries or complaints from the public regarding the work of the Corporate and Financial Services Department are addressed in a timely and effective manner. Addresses all inquiries related to Freedom of Information.
- Participates in the overall planning, administration, and management of the District as a member of the District's Senior Management Team (SMT).

#### **Employee Development and Management**

- Manages the Corporate and Financial Services team comprised of exempt and union staff including leading the planning and execution of work.
- Continually develops the Corporate and Financial Services team to inspire commitment, high quality work and the desire to stay with the organization for the long term.
- Supports employees' growth and development through coaching, employee development reviews, training opportunities, and mentoring.
- Unifies a team of diverse individuals behind the goal of delivering exceptional public service.
- Provides direction to staff in the resolution of problems and complaints related to the Corporate and Financial Services Department and monitors results.

## **SCHEDULE 3**

### **Director of Engineering and Operations**

#### **Nature and Scope of Work**

The Director of Engineering and Operations plays a key leadership role at the District of Sechelt. Reporting to the Chief Administrative Officer and working closely with other Directors, this position leads the Engineering and Operations team to achieve the overall vision of the organization and the community.

#### **Key Accountabilities**

*Without limiting the generality of the foregoing, the Director of Engineering and Operations Services duties shall include the following:*

#### **Leadership**

- Provides effective management of construction and maintenance programs in accordance with District policies and sound engineering practices; managing the review and approval process for underground and overhead utilities, road service connection applications, plus all related District permits.
- Prepares engineering and administrative reports and cost estimates for projects and programs for review by the Chief Administrative Officer and Council committees as appropriate, before submission to Council.
- Reviews and recommends tenders and contracts for District services, public works projects, coordinates schedules and oversees the work and related matters
- Provides innovative leadership by encouraging an inspired and engaged team of people to deliver outstanding service
- Demonstrates effective strategic leadership skills by setting visions and goals and communicating them effectively across the organization.
- Advises and consults with other departments, agencies, community groups, property owners, the business community, associations, clubs, and the public to ensure that Engineering and Operations services occur in accordance with the Corporate Plan and the Official Community Plan.
- Ensures enquiries, compliments and complaints from the public regarding Department's activities and responsibilities are handled promptly, effectively, efficiently and with courtesy.
- Engages, inspires and motivates others by demonstrating enthusiasm and commitment.
- Possesses the ability to analyze, assess, and make appropriate recommendations both internally and externally.
- Embraces and implements change when appropriate to ensure continuous improvement and efficient delivery of service.
- Adjusts rapidly to new situations warranting attention and resolution in order to ensure the District is leading or matching local government best practices in delivery of community development.

#### **Community Development**

- Maintains courteous and positive public relations with customers including residents, representatives of organizations, and other District staff by delivering quality public service.
- Through the Engineering and Operations team, the Director plans, organizes, and directs the monitoring of District operations, assesses need for action, plans, implements and oversees and then evaluates the conduct of engineering and operational initiatives to fulfill short and long term District objectives in support of an exceptional quality of life within the community.

- Is responsible for identifying and researching issues and for developing and administering comprehensive plans, programs, policies, and regulations for the physical growth and the social, cultural, and economic development of the community.
- Develops the capital and financial plan for the department.
- Negotiates contracts and agreements associated with engineering processes.
- Through adherence to the Sustainability Plan and effective operation of the Water Resource Centre supports the environmental well-being of the community.
- Provides information, direction, and advice concerning engineering and operational issues to other District departments, and, as appropriate, to members of the public, the business community, and the media.
- Liaises with other District departments, including Corporate and Financial Services and Planning and Development to ensure a coordinated implementation of the organizations strategy and Council priorities, and consistent application of the District's bylaws, regulations, and processes.
- Provides guidance in the development of short and long term engineering and operational plans, as well as the gathering of information and preparation of studies, reports, and recommendations to achieve such goals.
- Maintains a liaison with various external agencies to coordinate projects within the District.
- Ensures that the department's work, policies, procedures, practices and priorities are conducted and carried out within Council's vision for the community and in accordance with the *Local Government Act*, *Community Charter*, *BC Building Code* and other regulations.
- Participates in the overall planning, administration, and management of the District as a member of the Senior Management Team (SMT).

#### **Employee Development and Management**

- Manages the Engineering and Operations team comprised of exempt and union staff, including leading the planning and execution of work.
- Continually develops the Engineering and Operations team to inspire commitment, high quality work and the desire to stay with the organization for the long term.
- Supports employees' growth and development through coaching, employee development reviews, training, and mentoring.
- Unifies a team of diverse individuals behind the goal of delivering exceptional public service.
- In conjunction with other Directors, determines and identifies staffing resources, succession planning, and training needs for the organization.
- Oversees projects and assists subordinate employees to ensure completion.
- Provides direction to staff in the resolution of problems and complaints related to the Engineering and Operations Department and monitors results.



## **SCHEDULE 4**

### **Director of Planning and Development**

#### **Nature and Scope of Work**

The Director of Planning and Development plays a key leadership role at the District of Sechelt. Reporting to the Chief Administrative Officer and working closely with other Directors, this position leads the Planning, Development, Bylaw Enforcement, and Building Teams to achieve the overall vision of the organization and the community.

#### **Key Accountabilities**

*Without limiting the generality of the foregoing, the Director of Planning and Development duties shall include the following:*

#### **Leadership**

- Provides innovative leadership by encouraging an inspired and engaged team of people to deliver outstanding service.
- Demonstrates effective strategic leadership skills by setting visions and goals and communicating them effectively across the organization.
- Advises and consults with other departments, agencies, community groups, property owners, the business community, associations, clubs, and the public to ensure that Development occurs in accordance with the Official Community Plan.
- Engages, inspires and motivates others by demonstrating enthusiasm and commitment.
- Possesses the ability to analyze, assess, and make appropriate recommendations both internally and externally.
- Embraces and implements change when appropriate to ensure continuous improvement and efficient delivery of service.
- Adjusts rapidly to new situations warranting attention and resolution in order to ensure the District is leading or matching local government best practices in delivery of community development.

#### **Community Development**

- Maintains courteous and positive public relations with customers including residents, representatives of organizations, and other District staff by delivering quality customer service.
- Through the Development Services Team, the Director plans, organizes, and directs the examination, review, and approval of land development projects from Official Community Plan level to building occupancy, and programs that establish and fulfill short and long term objectives.
- Is responsible for identifying and researching planning issues and for developing and administering comprehensive plans, programs, policies, and regulations for the physical growth and social, cultural, and economic development of the community.
- Develops the capital and financial plan for the department.
- Negotiates contracts and agreements associated with the land development process.
- Through the Bylaw Enforcement Team, directs the development of bylaw compliance policies and guidelines to assist with the administration and enforcement to ensure best practices are applied in a consistent manner.
- Provides information, direction, and advice to other District departments and, as appropriate, to members of the public, the business community, and the media.
- Liaises with other District departments, including Corporate and Financial Services and Engineering and Operations to ensure a coordinated implementation of the organization's strategy and council priorities, and consistent application of the District's bylaws, regulations, and processes.

- Provides guidance in the development of short and long term economic development plans, as well as the gathering of information and preparation of studies, reports, and recommendations to achieve such goals.
- Maintains a liaison with various external agencies, including coordinating projects and promoting business within the District.
- Ensures that the Division's work, policies, procedures, practices and priorities are conducted and carried out within Council's vision for the community and in accordance with the *Local Government Act*, *Community Charter*, *BC Building Code* and other regulations.
- Ensures that enquiries, compliments or complaints from the public regarding the work of the Planning and Development Department are addressed in a timely and effective manner.
- Participates in the overall planning, administration, and management of the District as a member of the Senior Management Team (SMT).

#### **Employee Development and Management**

- Manages the Planning and Development team comprised of exempt and union staff, including leading the planning and execution of work.
- Continually develops the Planning and Development team to inspire commitment, high quality work and the desire to stay with the organization for the long term.
- Supports employees' growth and development through coaching, employee development reviews, training, and mentoring.
- Unifies a team of diverse individuals behind the goal of delivering exceptional customer service.
- Determines and identifies staffing resources, succession planning, and training needs for the organization.
- Oversees projects and assists subordinate employees to ensure completion.
- Provides direction to staff in the resolution of problems and complaints related to the Planning and Development Department and monitors results.

## SCHEDULE 5

### Corporate Officer

#### Nature and Scope of Work

The Corporate Officer plays a key leadership role at the District of Sechelt. Reporting to the Director of Corporate and Financial Services, or other manager as determined by the District of Sechelt and working closely with other Managers and Directors, this leadership role is responsible for Corporate Administration as set out in the Community Charter.

#### Key Accountabilities

*Without limiting the generality of the foregoing, the Corporate Officer duties shall include the following:*

#### Corporate Administration

- Directs and administers clerical and legal affairs and related activities to support Council.
- Administers bylaw processes including the drafting, amendment, adoption and maintenance of records for bylaws.
- Administers the drafting and registration of agreements and contracts.
- Maintains records of endorsed agreements and key dates for their review.
- Develops, maintains, supervises and oversees the District's records management system.
- Responds to information requests under the Freedom of Information and Protection of Privacy Act as the FOI Head.
- May serve as the Chief Election Officer for municipal elections and all other voting opportunities.
- Supervises the preparation of advertisements, documents, resolutions and staff for voting opportunities.
- Ensures that statutory functions of Corporate Administration are carried out, including:
  - Attends meetings of Council and its committees as necessary .
  - Directs and holds responsibility for the accurate transcription and retention of minutes and other records of the District Council and its committees .
  - Prepares letters and reports in response to decisions of Council .
  - Receives documents from Departments and supervises the preparation of agendas .
- Plans, directs and supervises the clerical and legal affairs of the District including:
  - Completes legal processes for bylaws, contracts, land transactions and road closures .
  - Oversees the drafting of agreements and contracts .
  - Oversees the drafting, amendment and adoption of bylaws, including the consolidation of bylaws, and policy resolutions, ensuring that legal procedural requirements are followed .
  - Provides input into engineering and planning documents .

#### Leadership

- Provides effective management of contracts in accordance with District policies and procedures.
- Prepares reports for review by the Director of Corporate and Financial Services and the Senior Management Team as appropriate, before submission to Committees and Council.
- Reviews contracts for District services.
- Provides innovative leadership by encouraging an inspired and engaged team of people to deliver outstanding service, both internal and external.
- Demonstrates effective strategic leadership skills by setting visions and goals and communicating them effectively across the operational departments.

- Ensures enquiries, compliments and complaints from the public regarding departmental activities and responsibilities are handled promptly, effectively, efficiently and with diplomacy.
- Engages, inspires and motivates others by demonstrating enthusiasm and commitment.
- Embraces and implements change, when appropriate, to ensure continuous improvement and efficient delivery of service.
- Adjusts rapidly to new situations warranting attention and resolution in order to ensure the District is leading or matching local government best practices in delivery of all operational programs.

**Employee Development and Management**

- Supports employees' growth and development through coaching, employee development reviews, training, and mentoring.
- Unifies a team of diverse individuals behind the goal of delivering exceptional public service.
- Oversees projects and programs, and assists subordinate employees to ensure completion.
- Provides direction to staff in the resolution of problems and complaints related to corporate services and monitors results.