



LEGISLATIVE ASSEMBLY ADMINISTRATION

# STRATEGIC PLAN

2025/26 - 2028/29





# MESSAGE FROM THE CLERK

In 2022, the Legislative Assembly Administration embarked on its first-ever Strategic Plan. That three-year plan introduced transformative change across the Administration — enhancing the services and supports that we provide to Members, building capacity and developing our people, and modernizing our workplace by investing in our physical and digital environments.

Building on that foundation, I am proud to introduce our 2025/26 – 2028/29 Strategic Plan, which will act as our north star as we continue to fulfill our shared purpose of supporting the Legislative Assembly and its Members in their work.

This plan is shaped by input gathered through an ongoing dialogue with staff. The Strategic Pillars established within this plan set the course for the future state that we aim to achieve. Much like the enduring architecture of our Parliament Buildings, these pillars provide structure to our aspirations — guiding our decision-making and focusing our resources. The objectives identified within each of these four Strategic Pillars describe our “how” and serve to focus our vision for the future. The Key Focus Areas that extend from these objectives describe the specific actions that we will take to translate this vision into reality. This structure is also reinforced by our organizational values of impartiality, integrity, openness, respect, and stewardship, as well as a shared commitment to reconciliation with Indigenous Peoples.

As a team, we will continue to innovate and improve the way we support Members in their parliamentary and representative roles that are at the heart of our constitutional framework. We will invest in our people to foster a workforce that feels connected and empowered. And we will work to ensure both our physical and digital spaces are not just safe and accessible, but that they encourage connection



**Kate Ryan-Lloyd**  
**Clerk of the  
Legislative Assembly**

and engagement with the work of the Legislative Assembly. This is important work, and I am grateful to be leading it with such a dedicated team.

**“Our work is about ensuring that our democratic processes remain vibrant and resilient for generations to come.”**

Our work is about ensuring that our democratic processes remain vibrant and resilient for generations to come — which is a shared endeavour. The Administration is a steward in the continuity and renewal of the Legislative Assembly of British Columbia, but the future belongs to all who believe in the power of democratic institutions to be resilient and drive lasting progress in an ever-changing world. We will move forward with purpose, and the shared conviction that every step we take together brings us closer to promoting understanding, trust, and transparency in the vital work of a healthy parliamentary institution.





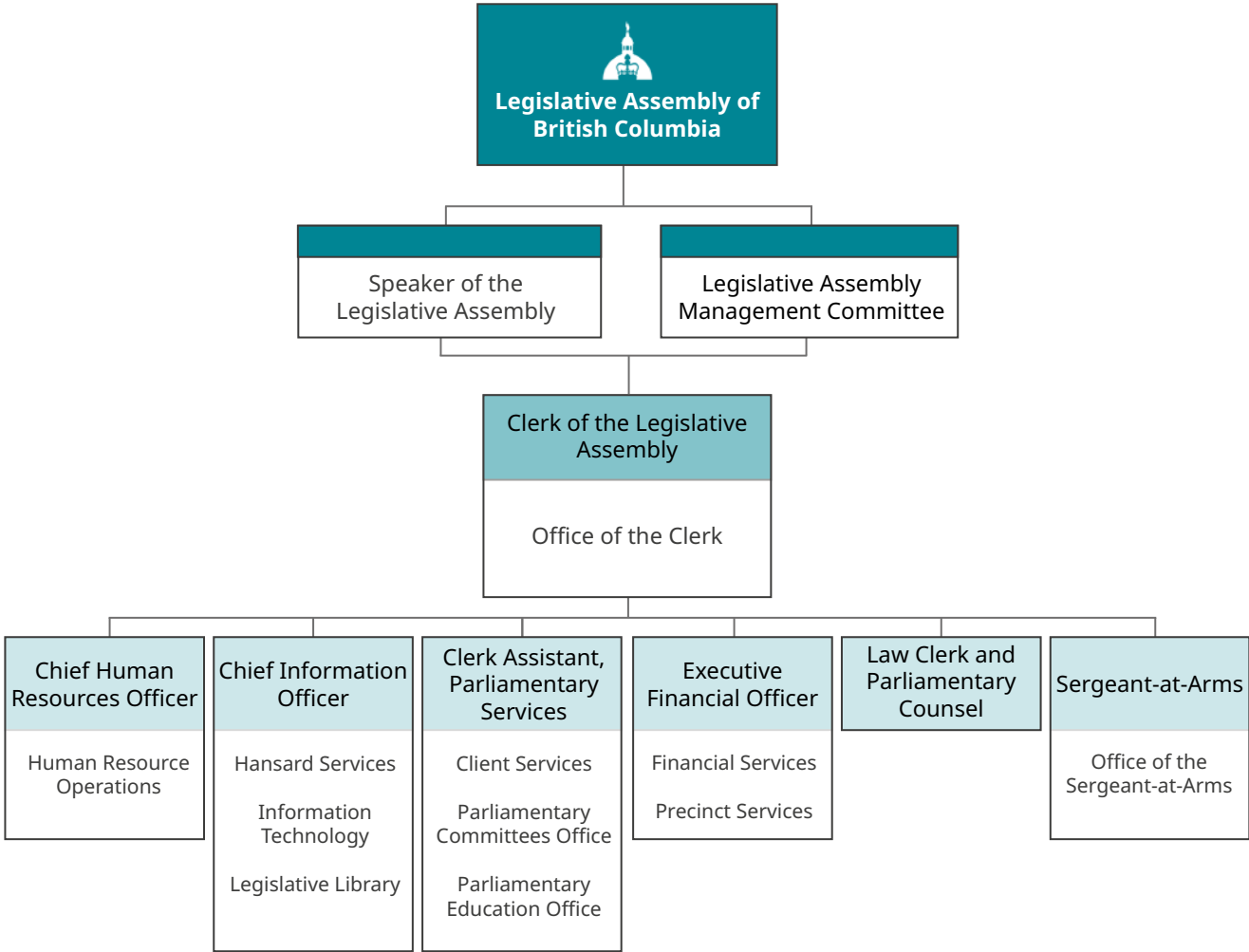
# ABOUT THE LEGISLATIVE ASSEMBLY ADMINISTRATION

The Legislative Assembly as an institution refers to the body of 93 democratically elected Members. As an institution, the Legislative Assembly is the supreme law-making authority in and for British Columbia, and is the heart of parliamentary democracy in British Columbia, allowing its Members to undertake their responsibilities for legislating, approving provincial spending, scrutinizing the executive branch of government, and representing the interests of British Columbians.

The Legislative Assembly as an organization refers to the administrative structures that are in place to support the functioning of the Legislative Assembly as an institution. One of these support structures is the Legislative Assembly Administration, which operates under the direction and authority of the Legislative Assembly Management Committee and is subject to oversight by both the Committee and by the Speaker of the Legislative Assembly.

The Clerk of the Legislative Assembly is the head of the Legislative Assembly Administration. As the Legislative Assembly's chief executive, the Clerk is accountable for the propriety and effectiveness of the expenditure of public funds for Legislative Assembly operations, and the implementation and day-to-day administration of policies, programs, and services. The Clerk of the Legislative Assembly is supported by an executive leadership team, called the Clerk's Leadership Group, composed of individuals with different areas of professional expertise who ensure that the Administration meets its strategic objectives and organizational priorities in support of the Legislative Assembly and its Members.

Approximately 400 staff support the many facets of operations within our organization.



# TERRITORIAL ACKNOWLEDGEMENT



The Legislative Precinct, including the Parliament Buildings, other buildings, and the surrounding grounds used by Members of the Legislative Assembly and Legislative Assembly Administration employees, are in the heart of the traditional territory of the ləkʷəŋən Peoples, known today as the Songhees and Esquimalt Nations.

These nations have an enduring relationship with this land, existing from time immemorial. We are grateful for their enduring stewardship and for sharing their culture and homeland with us. Hay'sxw'qa si'em.



# COMMITMENT TO RECONCILIATION WITH INDIGENOUS PEOPLES

The Legislative Assembly Administration serves Members of the Legislative Assembly, and through them, all British Columbians, including First Nations, Métis, and Inuit individuals and communities.

In 2024, the Legislative Assembly released a four-year *Reconciliation Action Plan*. In developing and releasing the *Reconciliation Action Plan*, the Legislative Assembly committed to reconciliation as a core value to guide its multi-year planning. This included five thematic commitments that are the foundation of specific initial actions to advance reconciliation with Indigenous Peoples. All staff have opportunities to support, contribute to and participate in reconciliation activities and commitments within their own departments and in accordance with the *Reconciliation Action Plan*.

UNDERSTANDING	We will foster understanding of the historical role and actions of the Legislative Assembly and its role in reconciliation.
EDUCATION	We will provide educational opportunities and resources to Members and staff to enhance understanding of Indigenous history and contemporary issues.
INCLUSION	We will review the rules, practices, and symbols of the Legislative Assembly to incorporate Indigenous cultures and participation.
REPRESENTATION	We will ensure Indigenous cultures are reflected in the Parliament Buildings and throughout the Legislative Precinct.
COMMEMORATION	We will design and construct a monument in recognition of Indian Residential School survivors and all the children who were lost to their families and communities.

We also recognize that reconciliation is a personal responsibility that extends beyond organizational plans. It requires each of us to learn about the history and legacy of colonialism, and in our own ways, to work towards reconciliation and the promotion of intercultural respect and understanding. Our collective efforts aim to serve as a catalyst for positive change in support of an inclusive and representative Legislative Assembly.



# BUILDING OUR STRATEGIC PLAN

Our 2025/26 – 2028/29 Strategic Plan was developed through a collaborative process, designed to reflect the needs, priorities, and aspirations of those we serve. At the core of this process was ongoing dialogue with Members of the Legislative Assembly and the Legislative Assembly Management Committee, whose needs and perspectives determine the scope and direction of our work.

The Clerk of the Legislative Assembly and Clerk's Leadership Group engaged leadership across departments to identify the outcomes (articulated through Strategic Pillars) and outputs (articulated through Key Focus Areas) that we will deliver on over the lifetime of this strategic plan. These were further refined with input from staff, whose experiences and insights provided the depth that we will need to be successful.

All of this work was also grounded in a comprehensive analysis, and understanding of organizational pressure points, as informed by audit findings and ongoing risk management — ensuring that the plan is considerate of any factors that may impact its success.





# OUR PURPOSE

Our purpose statement is the very core of the mandate of the Legislative Assembly Administration and what guides our work.

***We support the Legislative Assembly of British Columbia and its Members by providing services and infrastructure vital to an accessible democratic institution.***



# OUR VALUES

Our values ground our work and reflect the beliefs and principles that are important to how we work with others.



## IMPARTIALITY

We are non-partisan and objective in the performance of our duties.



## INTEGRITY

We build trust through responsible actions and respectful relationships.



## OPENNESS

We provide a welcoming and inclusive environment and promote public access and engagement.



## RESPECT

We work together collaboratively with mutual respect, trust, and kindness.



## STEWARDSHIP

We ensure institutional continuity and renewal.

# OUR PLAN

Our Plan is built around four Strategic Pillars, which are designed to address the specific needs of the Legislative Assembly and its Members — delivering meaningful outcomes, while keeping us responsive to the evolving challenges of our operational environment. The objectives articulated within each Strategic Pillar outline a path toward realizing these outcomes, while the Key Focus Areas identify the actions that will bring this vision to life.



**SUPPORT**  
OUR MEMBERS



**ENGAGE**  
OUR PEOPLE



**MODERNIZE**  
OUR WORKPLACE



**STRENGTHEN**  
PUBLIC  
ENGAGEMENT



# SUPPORT OUR MEMBERS

Members depend on a wide range of services and supports to fulfill their roles — including technology, procedural, research, legal, security, payroll, financial, facility, and food services, to name a few. Through our work, we ensure that Members are able to fulfill their parliamentary responsibilities on behalf of those they represent.



We strive for service excellence in supporting the Legislative Assembly and its Members to fulfill their roles in our parliamentary democracy.

Our **objective** is to enhance services and supports to Members by driving continuous improvement in the design and delivery of services for Members and their staff to meet their evolving needs.

## OUR KEY FOCUS AREAS ARE:



Completing the transformation of the Legislative Assembly’s security posture to support Members — both on the Legislative Precinct and in constituencies.



Improving access to services to achieve a client-focused and integrated service delivery model that is flexible, accessible, and inclusive for our clients.



Pursuing operational excellence and improving service delivery through innovation focused on streamlining work and increasing efficiencies.

## OUR KEY RESULTS (SUCCESS MEASURES) INCLUDE:



Members and their staff receive the services and supports that they need through a single window service delivery model.



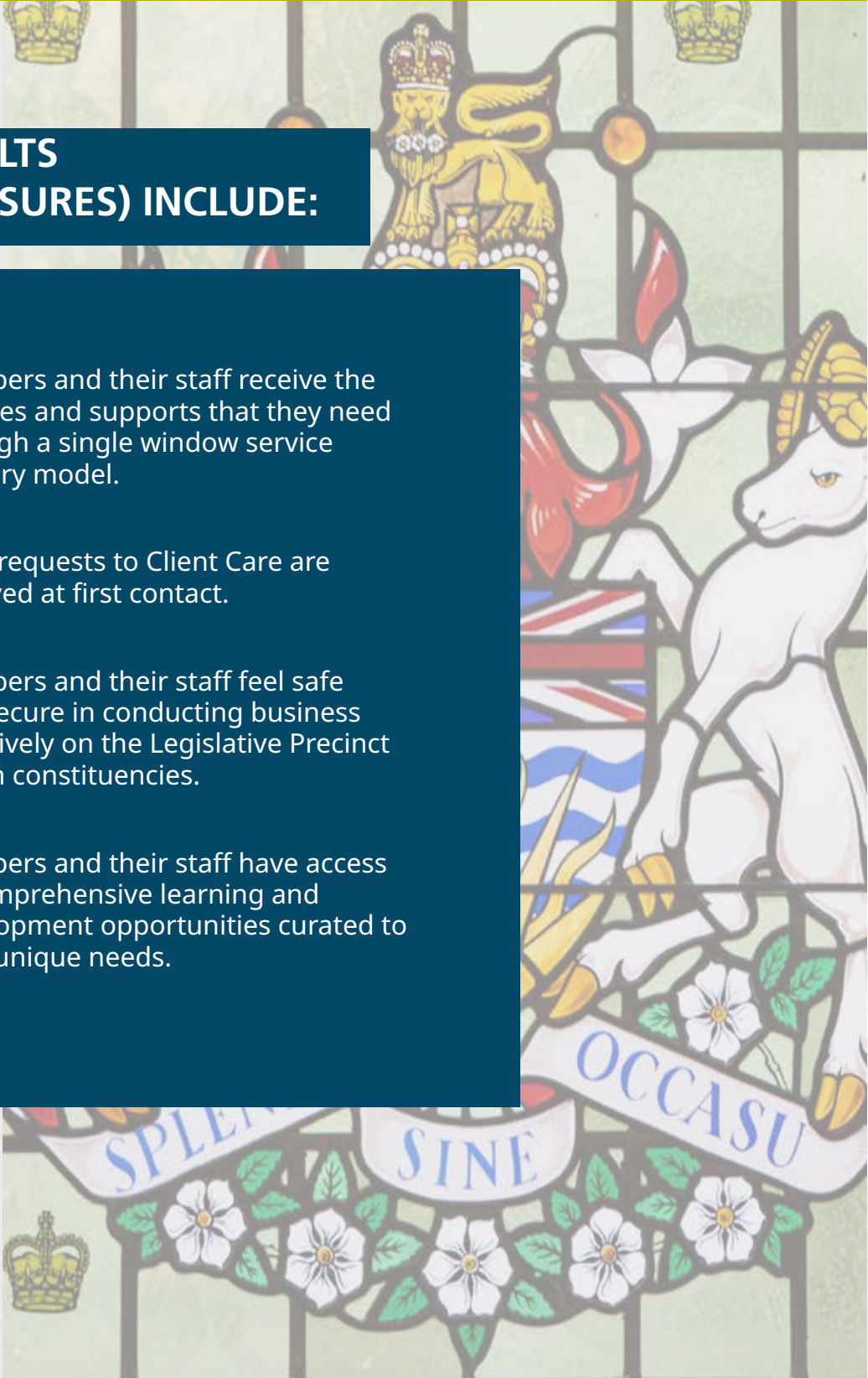
Most requests to Client Care are resolved at first contact.



Members and their staff feel safe and secure in conducting business effectively on the Legislative Precinct and in constituencies.



Members and their staff have access to comprehensive learning and development opportunities curated to their unique needs.



# ENGAGE OUR PEOPLE




We recognize that our success as an Administration depends on the success of our people. An engaged and dedicated workforce fosters collaboration, drives innovation, and boosts achievement. And so, we are focused on engaging and empowering our people. By enhancing our organizational culture, investing in our employees, and providing meaningful development opportunities, we are building a more dynamic and forward-thinking Administration.



We maintain a healthy workplace culture to enable our employees to contribute, innovate, and collaborate using their diverse skills and perspectives.

Our **objective** is to inspire a diverse and healthy workforce by prioritizing employee development and wellbeing so that people and performance thrive.

## OUR KEY FOCUS AREAS ARE:

-  Delivering on our People and Culture Plan — focused on workplace modernization, the employee experience, workforce management, and organizational culture.
-  Recruiting, developing, and retaining a high-performing and diverse workforce, including through continued investments in professional development.
-  Fostering a culture of empowerment where employees contribute and collaborate and where all people and ideas are treated with respect.

## OUR KEY RESULTS (SUCCESS MEASURES) INCLUDE:

-  Strong organizational culture and increased cross-team collaboration.
-  Employees are encouraged and supported to pursue learning and career development opportunities.
-  Employees of all backgrounds are respected and valued.



# MODERNIZE OUR WORKPLACE




As our physical infrastructure ages, and technology around us evolves, we must continue to adapt. This involves enhancements to our security systems, upgrades to our physical infrastructure, and ongoing digital transformation. In doing so, we create a safe, connected, and modern work environment that enables Members and staff to be equipped to face the challenges of tomorrow.





We sustain and renew our physical and digital environments to enable an efficient and effective organization.

Our **objective** is to enhance our infrastructure by continuing investments in technology and our physical environment for a safe, connected, and accessible workplace.

## OUR KEY FOCUS AREAS ARE:

-  Delivering on our Digital Strategy — focused on efficiency and modernization, adaptability, the user experience, strengthened connections, sustainable growth, and ethical practices.
-  Maintaining and renewing physical infrastructure on the Legislative Precinct to enhance the environment for Members, staff, and visitors.
-  Strengthening our physical and cyber security environments to enhance safety and resiliency.

## OUR KEY RESULTS (SUCCESS MEASURES) INCLUDE:

-  Reduction in the number of manual tasks and processes, leading to resource optimization and efficiencies.
-  Mitigation of cyber security risks to ensure that Members and staff undertake their work without interruption.
-  Mitigation of physical infrastructure risks on the Legislative Precinct to improve access by Members, staff, and visitors.
-  Members and staff have the tools — both physical and digital — needed to do their work in an environment that contributes to their ability to be safe and successful.



# STRENGTHEN PUBLIC ENGAGEMENT




The Legislative Assembly serves the people of British Columbia, and public participation in the work of this institution is vital to a healthy democracy. As stewards, we want to strengthen the connection between the Legislative Assembly and British Columbians — making it easier for people to engage with parliamentary processes, enhancing our visitor and educational programs, and creating more accessible physical and digital spaces.



We enable inclusive and welcoming access to the work of the Legislative Assembly and its buildings and grounds.

Our **objective** is to connect people to the Legislative Assembly by reducing barriers and creating opportunities for people to engage in, observe, and learn about the work of the Legislative Assembly.

## OUR KEY FOCUS AREAS ARE:

-  Developing and delivering a Public Engagement Strategy focused on improving access to, and understanding of, the work of the Legislative Assembly.
-  Delivering on elements of the Reconciliation Action Plan — focused on understanding, education, inclusion, representation, and commemoration.
-  Improving accessibility to physical and digital spaces to promote better public access.

## OUR KEY RESULTS (SUCCESS MEASURES) INCLUDE:

-  Visitors access the Parliament Buildings through guided, self-guided, or online tours and programs to learn about the work of the Legislative Assembly.
-  Individuals and organizations participating in parliamentary committee proceedings feel well-supported and effectively informed on how to prepare and participate in committee work.
-  Visitors participating in events and public programming hosted by the Legislative Assembly rate high satisfaction.



# WORKING TOGETHER TO MOVE FORWARD

As we implement this Strategic Plan, we recognize that its success will depend upon our collective commitment to collaboration — not just within the Administration, but with those we serve. We must continue to work together, as a team, and do our part to create a better democratic institution for Members of the Legislative Assembly and for all British Columbians.

Progress will be regularly reported to the Legislative Assembly Management Committee, which oversees the administration and operations of the Legislative Assembly, and through the public release of our annual Year in Review.







LEGISLATIVE ASSEMBLY  
*of* BRITISH COLUMBIA