

Staff Report to Council

Administrative Services

FILE: 01-0620-03/22

REPORT DATE: November 01, 2022 **MEETING DATE:** November 28, 2022
TO: Mayor and Council
FROM: Kate Barchard, Manager of Administrative Services
SUBJECT: **2023 Business Plan - Administrative Services**

CHIEF ADMINISTRATIVE OFFICER REVIEW/APPROVAL:



RECOMMENDATION(S):

THAT Council:

- A. Receive for information the Administrative Services 2023 Draft Business Plan and Staff Report as presented at the November 28, 2022 meeting of Council; OR
- B. Other.

PURPOSE

To present the 2023 Draft Business Plan for Administrative Services.

Information Report Decision Report Direction Report

DISCUSSION

DEPARTMENT OVERVIEW

The Administrative Services Department provides support to Council, City Committees, the Chief Administrative Officer, and the public through the administration of the City's governance model, the provision of friendly and responsive customer service, and the delivery of programs associated with local government administration.

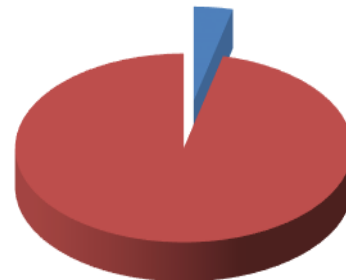
Our key responsibilities include:

- Customer Service/Reception at City Hall
- Administrative support for Mayor, Council and CAO
- Administration of all Council and City Committee meetings
- Administration of the City's Records Management and Privacy Programs
- Administration of the City's Risk Management Program
- Management of all requests for access to information through the Freedom of Information & Protection of Privacy Act
- Oversight and protection of the City's vital records including bylaws and policies

2023 Operating Budget: \$1,054,500

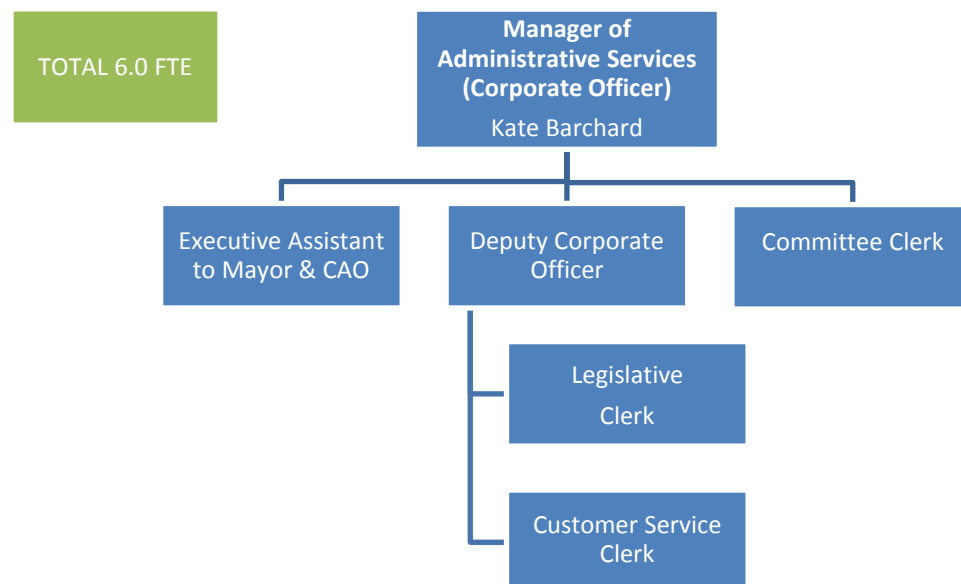
2023 Capital Budget: \$10,000

% Share of overall City Budget: 3.7%



- Administrative Services 3.7%
- Remaining City Budget 96.3%

Staff Complement



Forecasted position adjustments

The Privacy Program has seen a substantial increase in FOI requests and OIPC (Office of the Information and Privacy Commissioner) reviews over the past two years, since the beginning of the pandemic and more recently leading into the local government election. This seems to be a common trend across local governments and other public bodies. If this trend continues, the City may need to consider a dedicated resource for the Privacy Program (currently the Corporate Officer and Deputy Corporate Officer manage all FOI files and OIPC reviews). It is possible, however, that the uptick in files will lessen once the election year has concluded. Council will be kept apprised of the situation should additional staffing be required.

The City operates a robust governance model including nine City committees that advise and support Council and Staff in a variety of areas. The number of advisory committees has doubled in the past three years and is stretching the current resources available (1 FTE). Further, recently the Provincial Government enacted legislation that requires the City to form an Accessibility Committee by September 1, 2023. Currently staff are reviewing the legislation and contemplating how best to introduce the committee including consideration to implement the committee within the current staff resources. Staff will be sure to provide Council more information as it becomes better understood. As well, should Council wish to add to their advisory committees, an additional staffing resource will be required.

Deferred Projects

As a result of priorities that emerged throughout the year the following 2022 business plan initiatives were deferred:

- **POLICY/BYLAW UPDATES.** The following bylaws and policies were slated for review, updating, or creation in 2022; they have been carried forward to 2023:
 - Policy Administration and Evaluation Policy C065;
 - Risk Management Policy C048; and
 - Correspondence Addressed to Mayor & Council Policy C051.

2022 Achievements

- **LOCAL GOVERNMENT ELECTIONS.** Successfully administered the local government elections for City Council and School Trustees. Initiatives included:
 - Comprehensive communications plan
 - 4 advance polls
 - 3 polling stations on General Voting Day
 - Mail ballot voting
 - Assisted voting opportunities for Wesbrooke residents and hospitalized residents
 - Swearing in ceremony and inaugural meeting
 - Robust orientation program

- **CITY COMMITTEES.** Implemented new meeting management software and web portal for the enhanced coordination of all City committee processes and information, including the annual recruitment and application process, agenda and minute management, and online access to committee records and information.
- **RECORDS MANAGEMENT & PRIVACY PROGRAM DEVELOPMENT.** Continued with the development of necessary tools and training to support a robust Records Management & Privacy Program. This year we:
 - developed and launched a new ‘Information Access & Privacy Protection’ onboarding tool for new employees;
 - developed and launched a new training manual for the City’s electronic document management system (“EDMS”); and
 - offered two staff training sessions on the City’s EDMS based on the materials in the new training manual.

Key Challenges for 2023

- **INFORMATION ACCESS REQUESTS.** Requests for access to City records (i.e. FOI requests) and the size of the particular requests has greatly increased over the last two years. The Privacy Department is currently challenged to meet the legislated timelines mandated through the Freedom of Information & Protection of Privacy Act (FIPPA). Historically, the City has managed to meet all requirements mandated through FIPPA without a dedicated Privacy position. Staff will now closely monitor this area of business to determine whether adjustments are required.
- **COMMITTEE PROGRAM.** A new Committee Clerk role was added to the Administrative Services team in 2020, with three core functions: administrative support of City committees; administrative support of the City’s records management program; and administrative support of the City’s privacy program. Since creation of the role, the number of City committees has doubled and the Clerk is now fully focused on committees. Any further growth in the committees program would require additional staffing unless structural changes (ex: less frequent committee meetings) are implemented. Growth in the records management and privacy programs is also limited as staffing support for these programs are challenged.

Key Initiatives 2023

Strategic Priority	Initiative
Principled Governance	COUNCIL ORIENTATION. Ensure completion of Council’s orientation/onboarding process as per Council Policy C062, including customized workshops, external training opportunities (e.g. Local Government Leadership Academy) and a bus tour of City assets, facilities and areas of significance.
Principled Governance	STRATEGIC PLANNING. Coordinate a strategic planning retreat for Council and Staff in Q1/Q2 to develop the 2023-2026 strategic direction for the City.
Corporate Excellence – Accountability	COUNCIL CODE OF CONDUCT POLICY REVIEW. Support Council with the review and potential amendment of their Code of Conduct as prescribed by the Community Charter following each local election.
Corporate Excellence – Accountability	<p>BYLAW & POLICY REVIEW. Conduct a review of City bylaws and policies that fall under the responsibility of the Administrative Services team and review for potential updates. Policies/bylaws currently flagged for updates include:</p> <ul style="list-style-type: none"> ○ Policy Administration and Evaluation Policy C065; ○ Risk Management Policy C048; and ○ Correspondence Addressed to Mayor & Council Policy C051.
Corporate Excellence – Accountability	<p>RECORDS MANAGEMENT. Continue with improvements to our Records Management (RM) Program through the implementation of recommendations highlighted during the 2019 RM Review. Projects include:</p> <ul style="list-style-type: none"> ● Procedures for digitization of City record sets ● Naming conventions for City records ● Email records management plan ● Improvements to City’s Records Classification & Retention Schedule ● Identification and resiliency plan for vital records (e.g. Council agendas and minutes; bylaws; policies; etc.) ● Assessment of longterm plan for microfiche records.
Corporate Excellence – Corporate Culture	Council Photo Display. Rethink and modernize the display of photos of current and past Mayors and Councils in City Hall foyer.

PROPOSED OPERATING BUDGET

	2022 Adopted Budget	2023 Proposed Budget	Proposed Changes for 2023		2024 Proposed Budget	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget
Expenses								
Administrative Services	\$ 1,017,100	\$ 1,054,500	\$ 37,400	3.7%	\$ 1,091,300	\$ 1,128,500	\$ 1,160,700	\$ 1,190,700
	1,017,100	1,054,500	37,400	3.7%	1,091,300	1,128,500	1,160,700	1,190,700
Net Operating Expenses	\$ 1,017,100	\$ 1,054,500	\$ 37,400	3.7%	\$ 1,091,300	\$ 1,128,500	\$ 1,160,700	\$ 1,190,700
Key Budget Changes for 2023:								
Salary and Benefits			8,500					
Insurance - Liability			9,000					
Legal Services			10,000					
Annual Contribution to Election Reserve			9,500					
Other			400					
Change in Net Operating Expenses			\$ 37,400					

PROPOSED CAPITAL BUDGET

Division	Project	2023	2024	2025	2026	2027	Total
DV112 - ADMINISTRATIVE SERVICES							
	230025 - COUNCIL LOBBY DISPLAY	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
DV112 - ADMINISTRATIVE SERVICES Total		\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000

DECISION PACKAGE(S)

None.

PUBLIC PARTICIPATION

Inform Consult Involve Collaborate Empower

KATZIE FIRST NATION CONSIDERATIONS

Referral Yes No

SIGN-OFFS

Written by:

Kate Barchard,
Manager of Administrative Services

Reviewed by:

Mark Roberts,
Chief Administrative Officer

ATTACHMENT(S):

None.