

Office of the City Clerk

CORPORATE SERVICES

Branch Manager:  
Alayne Sinclair

# 2016-2018 Business Plan



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## Message from the Manager



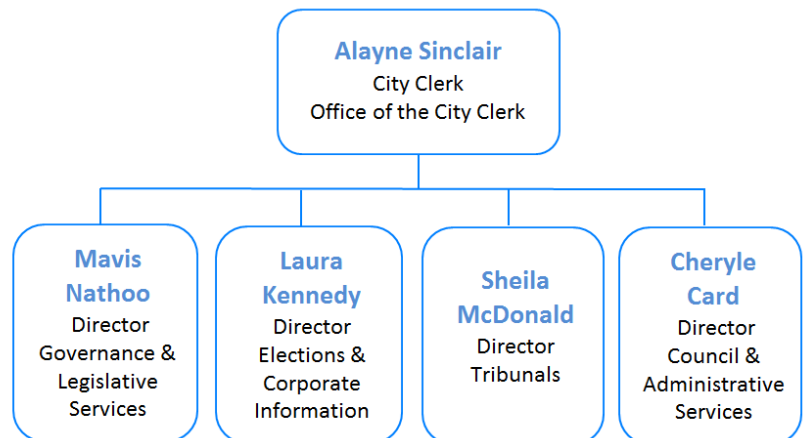
**“ ...the next three years call for continued modernization in our approach to our operations.”**

The Office of the City Clerk is committed to providing transparent, non-partisan support and resources to elected officials in their pursuit of effective governance, as expected by the citizens of Edmonton. Ensuring citizens have opportunities to engage in civic affairs and to exercise their democratic rights are pillars of our role.

In looking ahead, the next three years call for continued modernization in our approach to our core business operations. During this timeframe we will be conducting two civic censuses and a municipal election.

We support a well-managed City by meeting legislative requirements and enabling City staff to meet their reporting commitments to Council through effective processes. This is accomplished with an engaged team of employees who draw from a collective wisdom based on sound legislative processes, experience and dedication to customer service. I am proud of the professionalism of our staff members and their commitment to meeting the needs of our diverse publics. *We are one city. We are proud to serve the public.*

Alayne Sinclair, City Clerk



## Our Branch

The Office of the City Clerk is legislated to provide a variety of civic services, and must comply with and meet legislative requirements 100 per cent of the time. These services include conducting the election and census, governance and secretariat support for Council and Committee meetings and tribunals, access to information and protection of privacy, maintenance of records, administrative support and financial services to elected officials. The foundation of democratic societies, these services and their delivery strategically align with corporate objectives.

Citizens play a key role in building strong local governments. From providing input at meetings of Council to voting in a municipal election, citizens participate in civic affairs. The 2014 census reported a population of 877,926, an increase of 60,428 over the 2012 census. With this comes growing expectations for more participation, timely access to information, and transparency in operations. In turn, a positive citizen experience must be foremost in how services and processes are designed and delivered.



Initiatives include investment in meaningful learning experiences for citizens and corporate staff, optimizing technology to modernize business models that drive efficiency and effectiveness, continued legislative compliance, and records management practices that include a paper-reduction strategy are essential to Branch operations. In addition to these major initiatives, the Branch will continue to provide the following core services:

- Governance support to elected officials and procedural advice to administration
- Support some 60 civic agencies, boards and commissions
- Operate three civic tribunals
- Conduct a municipal election every four years and a civic census every two years
- Support corporate records management systems
- Maintain and protect the official corporate record of the municipality
- Facilitate access to information, as corporate FOIP lead
- Support management and operations of the Office of the Mayor and Office of the Councillors



FOCUS AREAS	OUTCOMES	METRIC CATEGORY
Building capacity and enabling success	Increased capacity for client groups to be more informed on governance processes	Efficiency/ Productivity measures
Core service delivery	Modernized processes, reduce barriers to citizen participation in civic affairs, and facilitate open and transparent government and decision making	Effectiveness measures (e.g., service levels, client satisfaction)
Facilitating and cultivating innovation	Technology has enhanced Branch operations to effectively support City administration and facilitate citizen engagement in civic affairs	Innovation and modernization measures (e.g., service improvements, cost savings, adoption of new business models)

## Contribution to the City's Vision

### THE WAY AHEAD

The Office of the City Clerk plays a pivotal role in the City's capacity to advance *The Way Ahead* by supporting excellence in the City's operational environment as part of the Conditions of Success. The Branch makes specific and direct contributions through the effective stewardship of municipal governance, and the corporate records and *Freedom of Information and Protection of Privacy* (FOIP) programs.



#### THE WAY WE LIVE - EDMONTONIANS ARE CONNECTED TO THE CITY IN WHICH THEY LIVE, WORK AND PLAY



*The Way We Live* further defines how the Branch contributes to a liveable city by promoting innovative methods to reduce barriers to participation and engage citizens in local government by providing:

- access to municipal political leaders and the civic administration
- opportunities to participate on boards and agencies that advise City Council and administration

#### CONDITIONS OF SUCCESS - ADVANCE SOUND MANAGEMENT PRACTICES AND PROCESSES

The Branch provides effective service delivery through ongoing assessment and enhancement of operations to serve its client groups (Council, citizens and administration).

## COUNCIL INITIATIVES

Council Initiatives include a number of key projects for the City of Edmonton. The Branch contributes to these projects through day-to-day operations by supporting the corporate areas which are charged with leading this work. Specifically, the Branch improves process related to public engagement (City Hall Academy and seniors' voting), supports the arts through the *Art of Living*, and promotes women's initiatives by administering the *Opening the Potential Mentoring for Women* program.



## CORPORATE LEADERSHIP TEAM - STRATEGIC FOCUS AREAS

To support the City's *Vision* and Council Priorities, the Corporate Leadership Team has developed strategic focus areas to ensure that the organization has the operational capacity to deliver on the projects, initiatives and tactics that support the focus areas. The following is a sample of the initiatives the Branch supports.

<b>CITY COUNCIL INTERFACE</b>	Through the agenda and report optimization initiative, provide more effective processes and workflow for the presentation of timely information to Council. Enhance civic governance training for citizens, staff and board members.
<b>CORPORATE OVERSIGHT - PERFORMANCE OF ORGANIZATION</b>	Provide regular Branch-related data and performance measures to assist in decision-making, and increase awareness and accountability of core operations.
<b>MAJOR CITY INITIATIVES</b>	Participate in the development of the Big City Charter and other legislation reviews, ensuring the City's position is reflected and the City is prepared to respond to changes.

As part of Council's *Art of Living* Initiative, in partnership with Edmonton Arts Council, the Branch hosted an artist-in-residence in 2014/15. Jennie Vegt collaborated with staff on art projects, interacted with City Hall School grade six students, and produced work in the public spaces of City Hall, all of which led to a greater appreciation of both the arts and a unique perspective of the work of the Office of the City Clerk.



## BRANCH INITIATIVES

### BUILDING CAPACITY AND ENABLING SUCCESS

*Increased capacity for client groups to be more informed and engaged on governance processes from a One City approach*

Innovative civic governance learning opportunities will aid Council in its decision-making role and build staff capacity to better understand governance processes.



### Highlight Projects

#### Training Initiatives:

Ensuring that Councillors and staff have a strong understanding of governance and legislative processes strengthens the decision making processes.

- Develop alternatives to traditional classroom training by designing self service learning tools and toolkits
- Enhance current classroom training and learning materials to accommodate different learning styles and changing workforce and community needs
- Develop training for
  - Staff supporting civic agency and tribunal boards
  - Council and staff on Council orientation
  - Staff on FOIP and records management
  - Staff on governance and report writing
  - Staff and temporary workers on elections and census

#### Records Management Initiatives:

A strong foundation for Open City through a robust corporate records that ensures information and data are open by default and private where appropriate.

- Conduct annual records cleanup and awareness campaigns
- Modernize records retention schedules
- Leading by example, demonstrate innovative paper reduction strategies through effective records management practices
- Reduce corporate reliance on paper in the governance processes through modernization and optimization of technology and processes
- Monitor utilization and evaluate expansion needs of the Corporate Records Centre
- Develop creative online messaging to remind and educate staff of records maintenance



## CORE SERVICE DELIVERY

*Modernized democratic processes reduce barriers to citizen participation in civic affairs, offer self-service options, and facilitate open and transparent government and decision making*

### Highlight Projects

#### Learning Initiatives:

Citizens expect effective and transparent processes, and the Branch is committed to reducing barriers and providing opportunities for citizen participation in civic affairs.

- Develop training opportunities, including self service, for civic agency and tribunal boards
- Provide learning opportunities for citizens and high school students on governance and meeting processes through City Hall Academy
- Collaborate with citizen groups on improving the voting experience

#### Technology Initiatives:

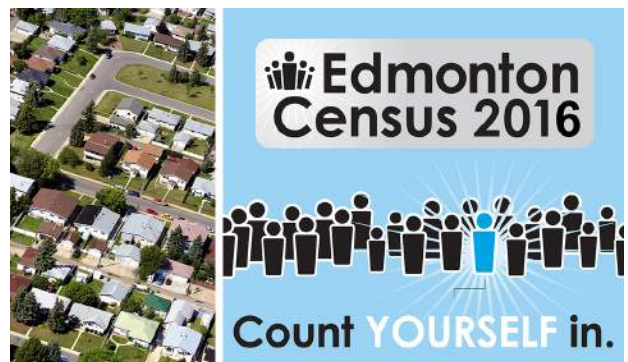
In order to meet the expectations of client groups, the Branch will continue to call on technology to modernize and support operations.

- Review technology in Council and Tribunal meeting rooms, including Chamber, River Valley Room, Heritage Room, and the emergency alternative meeting location at Elections office
- Streamline the approach to Council agenda and report optimization to maximize productivity, enhance collaboration and improve decision-making processes
- Develop technology automation for management of information within the Branch for the operations of civic agencies, bylaws, contracts, policies; then design and implement new processes and technologies
- Explore alternative technologies for census and municipal election

#### Democracy-based Initiatives:

The Branch is involved in legislative reviews and modernization of census and election processes to ensure they meet the governance needs of the municipality and effectively serve citizens

- Participate in the development and implementation of new or amended legislation (*Big City Charter, Municipal Government Act, Local Authorities Election Act, and Freedom of Information and Protection of Privacy Act*)
- Ensure any legislative changes reflect workable governance aspects, and that appropriate measures are taken in response
- Conduct the 2016 and 2018 civic census
- Conduct the 2017 municipal election
- Conduct a Ward Boundary review following the 2017 municipal election







## BUILDING A GREAT CITY

### FACILITATING AND CULTIVATING INNOVATION

*Technology has led to modernized Branch operations that effectively support City administration, are citizen-centric, and facilitate citizen engagement in civic affairs*

The Office of the City Clerk has a solid base of evolving processes and systems on which to build and

improve. As the population grows, and with it the expectations of citizens, technology will increasingly be called upon to meet those expectations. Below are some of the continuous improvement opportunities the Branch is pursuing to serve its client groups.



### PAPERLESS COUNCIL AGENDA (2017)

Potential Cost Savings - Reduce corporate reliance on paper in governance processes through effective modernization and optimization of technology and processes.

### SETTING THE RECORD STRAIGHT (2018)

Better Utilization of Resources - A corporate-wide annual records awareness and cleanup campaign will be implemented, which will modernize records management activities, resulting in reduced corporate risk and demands for records storage.

<b>TRIBUNALS TECHNOLOGY (2016)</b>	Potential Cost Reduction - The online training and citizen self-assessment appeal tools will be launched for Tribunals. Meeting room technology will also be optimized to provide interactive paperless agendas and materials.
<b>ONLINE CIVIC CENSUS (2018)</b>	Potential Cost Reduction - A paperless census will be advanced for the 2016 census through the use of tablet devices for door-to-door census collection, together with the online option (introduced in 2014) for citizens to enter their own census data. For the 2018 census, promotion of the online component will be increased with the intent of phasing out of door-to-door collection in the future.
<b>CITY HALL INTERFACE (2017)</b>	Service Improvement - Existing educational materials will be utilized to expand and modernize governance training opportunities for citizens and staff. Opportunities for training include online modules and tools, interactive classrooms and off-site locations.

**CULTURE IN THE WORKPLACE**

*To be successful, our organization needs engaged employees, effective leadership, collaborative workplaces, high performance and a citizen-centric focus.*



The Branch is dedicated and passionate about public service. High levels of professionalism, integrity and ethical behaviour characterize relationships, both internally and externally. Collaboration and teamwork are valued through a shared corporate vision and common goals. The Branch strives for a vibrant organizational culture where employees feel appreciated, recognized and affirmed.

**OFFICE OF THE CITY CLERK CULTURE ACTION PLAN**

The Office of the City Clerk is dedicated and passionate about public service. High levels of professionalism, integrity and ethical behavior characterize relationships, both internally and externally. Collaboration and teamwork are valued through a shared corporate vision and common goals.

<p><b>Areas of Focus</b></p> <p>(based on results from the Employee Engagement and Diversity Survey)</p>	<ul style="list-style-type: none"> <li>● I see a clear linkage between my work and the City's long-term vision</li> <li>● I have trust and confidence in my Department's leadership team's ability to achieve the City's goals</li> <li>● In the last six months, my immediate supervisor has talked to me formally about my performance</li> <li>● My career aspirations can be achieved at the City</li> <li>● Most of my work is rewarding</li> </ul>		
<p><b>Actions to be Taken</b></p>	<ul style="list-style-type: none"> <li>● Branch and Department Strategic Coordinators to work together to create and deliver presentations on linkages between day-to-day Branch operations and The Ways Implementation Plans</li> <li>● Conduct a talent review of all Branch staff</li> <li>● Review all Branch position descriptions</li> <li>● Ensure all Branch staff know of City job opportunities</li> <li>● Utilize job shadow, special projects, and cross-training</li> </ul>		
<p><b>Measures</b> (% favourable survey response)</p>	<p><b>2012</b> (Actual)</p>	<p><b>2014</b> (Actual)</p>	<p><b>2016</b> (Target)</p>
<ul style="list-style-type: none"> <li>● Overall Engagement</li> <li>● Overall Culture</li> <li>● Overall Workplace</li> <li>● Overall Immediate Supervisor</li> </ul>	<p>82.1</p> <p>79.4</p> <p>78.9</p> <p>83.1</p>	<p>74.7</p> <p>76.8</p> <p>77.4</p> <p>82.7</p>	<p>80%</p> <p>80%</p> <p>80%</p> <p>maintain</p>

# Risk Identification and Emerging Opportunities

## RISK IDENTIFICATION

The following table identifies the operational risks associated with the Branch. The Likelihood score is from 1-Rare to 5-Almost Certain. The Impact score is from 1-Minor to 5-Worst Case.

Risk Factor	Likelihood (1 to 5)	Impact (1 to 5)	Mitigation Strategy	Risk Owner
Knowledge drain due to changing workforce and internal staff movements	4	3	Funding identified to develop and deliver ongoing training	Branch Manager
Changes in legislation requiring realignment of models of governance structure with other orders of government	4	3	Participate in review of MGA, FOIP, Big City Charter and plan for appropriate response	Branch Manager

## EMERGING OPPORTUNITIES

Citizens expect seamless, timely and transparent access to information and services. With the emphasis on doing more with less, the Branch is challenged to modernize its operations and processes to respond to a growing population and changes in legislation. The following emerging issues may impact budget and resources during 2016-18:

Changes in legislation impacting the City’s governance structure and processes, and transition to reflect new governance models Adapting to the changing demographics and expectations of a growing population to provide for continued interaction with Council and democratic process (e.g., alternative voting methods)





## BRANCH STRUCTURE AND PROGRAMS

Governance	Elections and Census
Provide secretariat services and ensure all aspects of Council and Council Committee meetings, statutory Public Hearings and Tribunals are legally and fairly conducted	Conduct the municipal election
Manage the support, recruitment and training for some 60 civic agencies	Conduct the biennial civic census
Establish and maintain corporate records policies and procedures and operate the FOIP program	Validate legal petitions
Support the management and operations of the Office of the Mayor and 12 Councillors' offices	Conduct ward boundary reviews

### PROGRAM 1: GOVERNANCE

Functions of the program support democratic governance by managing Council and Committee meetings, facilitating public input and access to decisions, managing tribunals bodies, supporting civic agencies, overseeing an effective corporate records program, Freedom of Information and Protection of Privacy program, and providing support to elected officials.



### SERVICE STANDARDS

The program builds public trust and confidence in local government. By making processes and information accessible, it creates meaningful citizen engagement opportunities. The Branch ensures the City meets its legislative requirements 100% of the time.

### BUSINESS / COST DRIVERS

- Numbers of Councillors, committees, agencies/boards, tribunal meetings, agendas, reports, speakers
- board recruitment, records, bylaws, contracts, requests for information,
- changes in economic conditions in the City (drives development and land assessments).

## PROGRAM 2: ELECTIONS AND CENSUS

This program conducts the local authorities elections in Edmonton, the municipal census every two years, and validates legal petitions made to the City. The goal of the program is to remove barriers for eligible voters, ensure that all residents of the city are located and counted, and that petition requirements are in compliance.



### SERVICE STANDARDS

As a cornerstone of democracy, citizens expect to vote in an election and be counted in a census. By ensuring potential barriers to participation are removed, at least 90% citizens report that they have opportunities to find out information about how to participate in voting in elections and census.

### BUSINESS / COST DRIVERS

- Population growth in the city, demographics, adoption of online technologies .

## Planned Changes 2016 - 2018

### Financial Impact

The following Branch Summary Table includes the planned changes, as summarized on the following pages, to deliver the services described in the Business Plan.

#### Office of the City Clerk 2016-2018 Plan - Branch Summary

(\$000)	2015 Budget	2016 Plan	2017 Plan	2018 Plan
<b>Revenue &amp; Transfers</b>				
User Fees, Fines, and Permits	700	700	700	700
Grants	-	-	-	-
Transfer from Reserves	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$700</b>	<b>\$700</b>	<b>\$700</b>	<b>\$700</b>
<b>Expenditure &amp; Transfers</b>				
Personnel	7,200	7,400	7,600	7,700
Non-Personnel	4,000	4,000	4,000	4,000
Intra-municipal Recoveries	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<b>\$11,200</b>	<b>\$11,400</b>	<b>\$11,600</b>	<b>\$11,700</b>
<b>Net Operating Requirement</b>	<b>\$10,500</b>	<b>\$10,700</b>	<b>\$10,900</b>	<b>\$11,000</b>
<b>Full-time Equivalents</b>	<b>70.1</b>	<b>70.1</b>	<b>70.1</b>	<b>70.1</b>

#### CHANGES TO MAINTAIN CURRENT SERVICE LEVELS

##### Personnel Inflation

*Personnel inflation includes settlements of union contracts, benefit adjustments, and step/merit increases.*

**APPENDIX I -SUMMARY ALIGNMENT OF OUTCOMES & PERFORMANCE MEASURES**

The following table is a summary of how the work of the Branch aligns to a Corporate Outcome and/or to a Corporate Leadership Team (CLT) Strategic Focus Area as well as the associated performance measures.

Corporate Outcome or Conditions of Success	Branch Outcomes	Branch Performance Measures	Branch Target				Branch Strategies, Tactics or Actions
			2014 / Baseline	2016	2017	2018	
The Way Ahead							
<b>Edmontonians are connected to the city in which they live, work and play</b>	Citizens are engaged in local government	<ul style="list-style-type: none"> <li>% of citizens aware they can provide input into the city’s decision making process through various means</li> <li>% of citizens who are aware of opportunities to engage in local government elections</li> <li>% of Perception Survey respondents who report feeling connected to their community</li> </ul>	88%	88%	90%	90%	<ul style="list-style-type: none"> <li>Better manage information and processes, including meetings of Council, civic agency recruitment, corporate contracts, bylaws, City policies and official corporate records</li> <li>Provide more online services for citizens</li> <li>Provide citizens learning opportunities</li> <li>Provide more and varied ways for citizens to be aware of opportunities to engage</li> </ul>
CLT Focus Area							
<b>City Council Interface</b>	Modernized processes facilitate open and transparent government and decision making	<ul style="list-style-type: none"> <li># of late reports</li> <li>Council satisfaction with processes                             <ul style="list-style-type: none"> <li>agenda/minutes timeliness</li> <li>meeting support</li> <li>pre-meeting procedural advice</li> <li>Quality of response regarding research</li> </ul> </li> </ul>	183/14.2%	trending down	trending down	trending down	<ul style="list-style-type: none"> <li>Optimize the Council agenda and report process over three years (2015-2017) to maximize productivity, improve integration and collaboration, enhance reports and presentations, and review the Agenda Review Committee role</li> <li>Provide increased assistance and support to Councillors staff for research</li> </ul>
<b>Corporate Oversight - Performance of Organization</b>	Effective Freedom of Information and Protection of Privacy program	<ul style="list-style-type: none"> <li># of corporate-wide privacy breaches</li> <li># of FOIP requests</li> <li>% of FOIP requests responded to within legislated timelines:                             <ul style="list-style-type: none"> <li>30 days</li> <li>60 days</li> <li>over 60 days</li> </ul> </li> </ul>	6 416	trending down	trending down	trending down	<ul style="list-style-type: none"> <li>Improve and expand education on FOIP</li> <li>Ensure information is accessible by default, and protected by design</li> <li>Review practices to ensure effective oversight of the FOIP program</li> </ul>



Corporate Outcome or Conditions of Success	Branch Outcomes	Branch Performance Measures	Branch Target				Branch Strategies, Tactics or Actions
			2014 / Baseline	2016	2017	2018	
Conditions of Success							
<b>Sound management practices and processes</b>	Strong foundation for paper-reduction strategies based on a robust corporate records program and technology solutions	<ul style="list-style-type: none"> <li>• # of Council/Committee agenda pages printed</li> <li>• # of attendances for training on civic governance</li> <li>• Volume reduction (cu. ft) of records sent to Corporate Records Centre</li> <li>• % of citizens using online census option</li> <li>• % of Tribunals complaints and appeals filed online</li> </ul>	<p>14,455</p> <p>15,355</p> <p>28%</p> <p>51.9%</p>	<p>Trending down</p> <p>Trending down</p> <p>35%</p> <p>trending up</p>	<p>Trending down</p> <p>Trending down</p> <p>n/a</p> <p>trending up</p>	<p>0</p> <p>Trending down</p> <p>40%</p> <p>trending up</p>	<ul style="list-style-type: none"> <li>• Review office practices to develop more paperless processes and practices</li> <li>• Reduce paper usage for elections and census, Council agendas, filing appeals, agency recruitment</li> <li>• Evaluate utilization and expansion needs for the Corporate Records Centre</li> <li>• Modernize records retention schedules</li> <li>• Update meeting room technology for Council and Committee meetings, and Tribunal hearings</li> </ul>
<b>Organizational capacity</b>	Increased capacity for employees to be more informed on governance processes	<ul style="list-style-type: none"> <li>• # of training opportunities offered staff (FOIP, Records, Report Writing, Governance, SIRE)</li> <li>• # of staff taking training</li> <li>• % staff indicating increased knowledge</li> </ul>	<p>29</p> <p>241</p> <p>n/a</p>	<p>trending up</p> <p>trending up</p> <p>70%</p>	<p>trending up</p> <p>trending up</p> <p>trending up</p>	<p>trending up</p> <p>trending up</p> <p>trending up</p>	<ul style="list-style-type: none"> <li>• Review and develop business requirements in all aspects of operations on governance training for FOIP, records management, report writing, policies, bylaws</li> <li>• Prepare for training if major changes to provincial legislation are introduced</li> <li>• Develop training programs using a variety of modalities, including online, video and classroom techniques</li> </ul>