



COUNTY OF PERTH

Chief Administrative Officer

Clerk's Office

2017-2019 Business Plan

January 2017

This document is formatted for double-sided printing. The contents are premised for an internal, corporate audience to use as a basis on which to gauge the Clerk's Office of the Chief Administrative Officer's Department.

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Business Plan 2016-2018

Clerk's Office

January 2017

The contents of this document are premised for an internal, corporate audience. Any questions should be forwarded to the Clerk.

Preamble

The clerk is a statutory officer of the municipality and has legislated responsibilities and duties under various statutes, including the *Municipal Act, 2001*. The clerk's office provides administrative support to council and staff relating to the preparation of council and committee agendas and minutes. The clerk's office provides procedural and legislative advice and guidance to council and committees of council. The clerk directs records management and freedom of information requests. The clerk has been delegated as head for the purposes of the *Municipal Freedom of Information and Protection of Privacy Act*. The clerk's office assists in communicating with the public and implementing the council approved communications plan, as well as providing support to the community emergency management coordinator in the event of an emergency. The clerk is trained to undertake the role of emergency information officer and the administration support clerk is trained to undertake the role of duty officer.

Service Strategy

The long term outcome for the clerk's office is to foster public trust and confidence in Perth County government. Short and medium term outcomes include promoting open government by managing and storing records, and fostering an environment that supports corporate information stewardship and openness, ensuring that county council, the CAO and the senior management team have the necessary support on protocol and legislative and delegated requirements, as well as supporting an environment of decision-making process which allow Perth County government to *work*.

The clerk's office will support all county staff to assist in the management of information, in all forms, throughout its lifecycle, in an open, accountable, accessible, and transparent manner. The clerk's office will aim to ensure that records that can be made publicly available are done so, either online or upon request. The clerk's office aims to assist with effective communication, including the activities of county council. The

clerk's office will assist the senior management team to ensure up to date and effective policies are in place to undertake administrative activities, including delegation, communications, public notice, and accountability and transparency policies, as well as a public complaints system. The clerk's office will also work to ensure that council, staff, and the community are provided with relevant information during a Perth County emergency event.

The clerk's office will provide advice and services to county council, county departments/divisions in an effort to support the corporation in achieving legislative functions, strategic priorities and good governance.

To assist the public to access council decision-making through the provisions of meeting schedules, agendas and minutes, correspondence, delegation support, research and related activities.

Key Customers

- Council and committee representatives
- All departments/divisions and senior management team
- The public, including residents, businesses, and agencies of Perth County
- Representatives of provincial ministries and federal departments

Core Businesses/Services

- Provide statutory duties of the clerk, as well as secretariat services for county council and committees of council (coordinate agenda planner, prepare agenda, record minutes, track and follow-up on items resulting from council decisions with the CAO and senior management team);
- Provide updates to council and senior management team on legislative and regulatory changes which may have an impact on council requirements, governance, and reporting.
- Undertake research and provide advice and support to county council and committees of council;
- Provide advice and support to council, committees of council, senior management team and leadership team on matters of parliamentary procedure, including rules of order and the county's procedure by-law;
- Administrative support and participation at senior management team meetings;
- Research best practices and draft reports, prepare draft by-laws, agreements, policies and procedures;
- Coordinate records management for the corporation, including indexing and retention of corporate physical and electronic records;
- Process requests for information and protecting personal privacy under the

Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).

- Process access requests, appeals and privacy complaints and provide corporate access/privacy training;
- Signing authority on behalf of the county for legal agreements and documents;
- Serve as a Commissioner of Oaths under the *Commissioners for taking Affidavits Act* to county departments and the public;
- Coordinate public notices (with the exception of notices prepared under the *Planning Act*);
- Provide administrative support to the Perth County Municipal Association, including event planning and organization;
- Event planning for council sponsored events
- Liaise and undertake joint research and development of projects with member municipality clerks
- Assist in communicating directly with the public and developing corporate strategies related to communications for the county;
- Support of a corporate culture where internal communications is a priority for all county employees;
- Conduct annual warden's election;
- Provide support and assist the CAO and directors to effectively respond to complaints regarding administrative decisions, and track information for annual reporting to council;
- Serve as Emergency Management Information Officer and Duty Officer

Legislated Standards

- *Municipal Act, 2001* and associated regulations
- *Municipal Freedom of Information and Protection of Privacy Act*
- *Accessibility for Ontarians with Disabilities Act*
- *Municipal Affairs Act*
- *Municipal Conflict of Interest Act*
- *Ombudsman Act*
- *Emergency Management and Civil Protection Act*
- *Commissioner for taking Affidavits Act*
- Various Case Law associated with municipal government matters
- Other Provincial and Federal Legislation & Regulations
- Perth County Strategic Plan
- Perth County Procedure By-law
- Perth County Communication's Plan and Social Media Policy
- Perth County Corporate Policies
- Roberts Rules of Order

Main Functions

Council Services	Clerk's Office
Manage meetings for council, including agenda items, preparing reports, and providing support to elected officials	Responsible for recording, without note or comment, the proceedings and decisions of council and committees of council
Assist committees of council with meeting management	Records management and freedom of information and protection of privacy responsibilities and duties
Maintain schedules, draft correspondence, coordinate responses	Commissioner of Oaths and Affidavits
Undertake research and provide advice on Rules of Order, Parliamentary and Governance Issues	Research, Development and Assistance with Reports, Agreements, By-laws, Policies, Procedures
Provide council and committees with administrative support and advice (procedures, templates, meeting software, closed session advice, issues notes)	Emergency Management Information Officer & Duty Officer
Assist with the development of communications from Perth County Council	Assist with corporate communications to staff and the public

Key Linkages with Strategic Plan

The clerk's office is linked with every Department/Division Business Plan by providing council services and assistance to departments and divisions in a timely and accurate manner. The Strategic Plan and Implementation Plan/Schedule are key reference Plans which provide guidance in the development of the Clerk's Office Business Plan.

The clerk's office priorities are linked to council's adopted goal 1: *Ensure residents are being served by an efficient, cohesive, accessible and comprehensive service delivery model.*

Achievement of 2016 Program

2016 Goals / Objectives	Achieved	Comments
Escribe Meeting Software – Increased use within the corporation	Yes	In partnership with corporate services, additional modules of eScribe have been purchased. Staff training for regular contributors was held in July 2016. Additional training available on one-on-one basis, is being provided as needed
Records Management – Development of a three-year corporate plan for the management of electronic and physical records	Partially	<p>Information about the need for a well-crafted records management plan circulated to senior management team in November 2015 to assist in the consideration of appropriate allocation of resources within all departmental and divisional budgets to support records management.</p> <p>Meetings held with archives and each department located at the county administration building held Fall 2016 to discuss how the council-approved records retention program is being implemented.</p> <p>Records management RFP for needs assessment, gap identification, and development of three year plan to be issued October 2016.</p>
Records Management – Reorganization of the Basement Storage	Partially	Meetings held with facilities and archives staff to review options for using existing space and existing shelving which is currently being stored to house inactive records. Next steps and project plan to be clarified between clerk's office and facilities division.
FOI and Privacy – Staff Training	Yes	Freedom of information training completed March 2016, held in North Perth. Perth County member and partner municipalities and Huron County municipalities invited to participate.

Communications Plan Implementation	Partially	The county website is the focus for the implementation of the communications plan, as the site is a focal communications tool for the corporation. The project is in conjunction with corporate services.
Perth County Accountability and Transparency Framework	Yes	<p>Led the review and recommendations for updates to council policies related to accountability and transparency, hiring, procurement, sale and disposition of land, and public notice. New council policies passed in early 2016.</p> <p>Led the review and recommendation of council code of conduct and issued a request for proposals for an Integrity Commissioner. Evaluation of proposals to be reported to council with a recommendation for an integrity commissioner.</p> <p>Implemented a system of complaints related to administrative decisions and actions for the public.</p>

Comments:

In early 2015 and throughout the first part of 2016, the clerk's office focused on preparing the corporation for legislative changes to the municipal oversight as a result of provincial statute. The clerk's office undertook research to propose recommendations related to updating the accountability and transparency framework for Perth County. Council adopted updated policies required under section 270 of the *Municipal Act, 2001* and adopted an updated council code of conduct and the creation of an office of an integrity commissioner to hear complaints related to the code of conduct. The request for proposal for the services of an integrity commissioner was led by the clerk's office with the intent of allowing the cross-appointment of the council-approved integrity commissioner by the four member municipalities of Perth County, as well as the Town of St. Marys and the City of Stratford.

Major Initiatives for 2017, 2018, 2019

2017 Goals / Objectives		Comments
<p>Records Management – Development of a three to five-year corporate plan for the management of electronic and physical records</p>		<p>This effort is planned to be a significant focus for the clerk’s office over the next three years. Using information from the records management needs assessment will assist in the development of a road map to move the corporation forward to ensure that policies and practices are up to date, and that standard operating procedures are available to all staff, and that they are being followed.</p> <p>This initiative requires financial support of council and support of the senior management team to ensure that objectives of the entire records management program meet the needs of all departments and the overall corporation.</p> <p>Directors will also be responsible for ensuring that they have allocated appropriate resources to the records management program within their own budgets, in terms of both staff resources to implement the plan and financial resources for any capital purchases (e.g. records management electronic software – corporate services; racking systems – public works).</p> <p>In 2017, the clerk’s office is proposing a summer internship placement to assist with specific, targeted plan development and implementation identified in the needs assessment (e.g. ensuring the records retention by-law is up to date, drafting standard operating procedures to ensure records are being properly retained).</p> <p>Provide training to council on recent orders of the Information and Privacy Commissioner related to councillor records.</p>

Governance Manual Research & Development		Research and proposal to be completed in 2017. The information is expected to be used to ensure that members of council, county staff and the public have an understanding of Perth County's governance model and processes, which will demonstrate how good governance is achieved by the county.
Communications Plan Implementation		<p>Continue with implementation schedule, with a primary focus on utilizing updated website to communicate information to the public.</p> <p>Continue to support the CAO in implementing appropriate internal communications.</p> <p>Provide input and recommendation with respect to any draft council-staff and staff-council communications' protocol.</p> <p>Provide council with update on progress of implementation schedule, outlining next steps and options for future consideration, including future resource needs.</p>
Procedure By-law Review		Initiate review of county procedure by-law and investigate potential for joint review with member municipalities.
Council and Corporate Policy Review		An inventory of council and corporate policies was developed in 2016 by the clerk's office, and this inventory has been shared with the senior management team. The inventory helps to identify what policies need to be reviewed and updated and provides proposed timelines on when draft policy updates can be brought before council to help ensure council's schedule of policy review is balanced.
2018 Goals / Objectives		Comments

<p>Governance Manual Research & Development</p>		<p>Develop a draft governance manual prior to the end of county council term of office to help identify the framework and governance approach to fulfilling service requirements in Perth County. It is expected that such a manual will lay out the roles and responsibilities of those involved in governance processes, clarify the principles and processes which ensure that duties and obligations are discharged in a manner that maximizes results; and provide the public with an understanding of how Perth County Council governs, and how the community can be involved in governance.</p>
<p>Records Management – Development of a three to five-year corporate plan for the management of electronic and physical records</p>		<p>Work with senior management and leadership team to outline scope of work and needs associated with electronic document management.</p> <p>Initiate work on the request for proposals for electronic document management software through corporate services information technology division. This initiative requires financial support (outlined in the corporate services IT budget) and support of senior management team to ensure that objectives meet the needs of all departments and the overall corporation.</p> <p>Provide training to staff on needs and obligations to increase of corporate records with respect to the creation, maintenance and use, and disposition of records to achieve corporate objectives.</p>
<p>Council & Corporate Policy Review</p>		<p>Continue to work with senior management team to review and update the inventory of council and corporate policies to help ensure draft policies are brought before council to as part of a balanced schedule.</p>

Communications Plan Implementation		Continue with implementation schedule and provide council with update on progress, outlining next steps and options for future consideration.
2019 Goals / Objectives		Comments
Records Management – Implementation and ongoing development of a three to five-year corporate plan for the management of electronic and physical records		<p>Continue to work with senior management and leadership team to initiate implementation of electronic document management system for the corporation.</p> <p>Establish standard operating procedures (SOP) for electronic document management for the corporation. Seek approvals from CAO and Directors on SOPs.</p> <p>Work with senior management and leadership teams to provide training to appropriate staff on electronic document management system.</p> <p>This initiative requires financial support (appropriate resource allocations, e.g. training, staff resources) and support of senior management team to ensure that objectives meet the needs of all departments and the overall corporation.</p>
Council & Corporate Policy Review		Continue to work with senior management team to review and update the inventory of council and corporate policies to help ensure draft policies are brought before council to as part of a balanced schedule.
Communications Plan Implementation		Continue with implementation schedule and provide council with update on progress, outlining next steps and options for future consideration.
Council Orientation		Work with member municipal clerks and partner municipal clerks, to develop orientation materials for new council term.

Program Delivery Plan

How will the program be delivered and at what level?

- 2017 – 2.64 FTE County Clerk, Administrative Support Clerk, Summer Intern
- 2018 and 2019 – 2.8 FTE County Clerk, Administrative Support Clerk, Communications Assistant (30%), Records Management Assistant (2 year part-time contract)
- Office hours 8:30 a.m. to 4:30 p.m., Monday to Friday

What changes will impact program delivery in the future?

- State of readiness for corporation to adopt new records management policies and practices
- Recruitment of Economic Development/Communications Advisor
- Schedule and pace of projects undertaken jointly with member municipal clerks
- Service demands from other departments
- Joint Service Delivery Review decisions
- Operating budget allocations
- Availability of training and professional development resources
- Direction received from the CAO and County Council
- Changes to Provincial or Federal statutes impacting municipal governance or introduction of new legislation or regulations

Financial Allocation/Deployment Plan

Service	FTE Requirements by Year			
	2016	2017	2018	2019
Clerk's Office				
Total Program FTE Requirements	2.0	2.64	2.8	2.8

FTE Variances

- A summer student for 2017 is identified to assist with the management of records for the CAO's department, including reviewing existing records and providing research for the development of policies and procedures.
- In an effort to implement the economic development strategic priorities and the communication's plan for the County, staff are recommending a new position to be shared between Economic Development and the Clerk's Office. The role of will focus primarily on economic development projects across the County, with a 25% focus dedicated to assisting with the implementation of the approved Communication's Plan and 5% focus on grant writing for all departments. Communication efforts will initially be focused on improvements to the County website and social media to assist with planning, developing and implementing integrated communications programs for the County.
- In 2018, staff are identifying to potential for part-time staff to assist and support the implementation of records management program, including the development of standard operating procedures, identification

Training and Development

- County Clerk
 - Escribe Updates as required
 - AMCTO Annual Conference
 - AMCTO Zone Meetings – spring & fall
 - Ontario West Municipal Conference – fall
 - University of Western Ontario – Local Government Program Alumni Conference
 - Additional FOI training – Recommending attendance at the Ontario Access, Privacy, Security and Records Management Forum (annually in Toronto)
 - Parliamentary Procedures Course
- Administrative Assistant
 - Records Management training – continues
 - AMCTO Zone Meetings – spring & fall
- Communications Assistant
 - AMCTO Zone Meetings
 - AMCTO Special Training Sessions focussed on Municipal Communications

Comments

Records management is anticipated to be a focus for the upcoming three to five years for the Clerk's Office. Legislative changes that came into effect in 2016 as a result of the *Public Sector and MPP Accountability and Transparency Act, 2014* (Bill 8) introduced amendments to the *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)*. Additions to *MFIPPA* increase the responsibility to the head of an institution and sets out consequences for individuals for the maintenance and management of corporate records. The legislative changes add obligations to ensure that corporate records are maintained according to statute, by-laws and policies. Prior to the changes under Bill 8, only the organization responsible for the records could be held liable for offences under the *Act*. The amendments expand the liability to those individuals who handle records regulated by *MFIPPA*.

The development and implementation of a records management plan for both electronic and physical files will require resources from the county's department. There is an opportunity for the Clerk's Office to work with the staff from the Archives Division to assist in the development of a long-term plan. Staff input and resources from public works, planning, corporate services, information and technology, emergency services, human resources, as well as the CAO, will be necessary in order to successfully implement an integrated records management plan.