

ADMINISTRATIVE REPORT TO COUNCIL
ON
CORPORATE SERVICES DEPARTMENT 2021 YEAR IN REVIEW

PURPOSE

The purpose of this report is to provide Council with the Corporate Services Department's 2021 Year in Review.

COUNCIL STRATEGIC PLAN

This report supports Council's strategic priorities and areas of focus regarding:

- **Governance and Accountability**
 - Asset Management: We proactively plan for the repair and replacement of our infrastructure.
 - External Relationships: We understand the importance of maintaining and improving key relationships.
 - Fiscal Responsibility: We are fiscally responsible and accountable.
- **Livability**
 - Inclusivity: We are committed to supporting inclusivity, diversity, and accessibility in our community.
 - Safety: We recognize the importance of a safe and secure community.
- **Vibrant Economy**
 - Business Health: We cultivate a positive business environment and maintain a framework that facilitates jobs, economic sustainability, and growth.
 - Partnerships: We continue to nurture partnerships with key agencies and organizations.
- **Environmental Leadership**
 - Sustainability: We implement strategies that reduce our impact on the environment.

SUMMARY

The Corporate Services team's activities are primarily focused on supporting the activities of the other departments and Council. Under the guidance of the Corporate Services Director, the department provides financial, information technology (IT), risk management, and legislative services. The past two years have accelerated the pace of both process and technology changes as the COVID-19 pandemic forced all divisions to adapt to ongoing remote and electronic options for their activities. As a result, projects were reprioritized with new and innovative processes introduced to adapt to the changing landscape.

The Finance team comprises the Financial Services Division, which is primarily focused on reporting and transactional accounting (specific sections include payroll, general accounting, accounts payable, and revenue and taxation), and the Financial Planning and Procurement

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Division, which is responsible for capital and financial planning and procurement (specific sections include budget, asset management, procurement, and inventory).

The Risk Management Division provides oversight and support for the City's insurance and claims process as well as risk mitigation strategies in all areas.

The Legislative Services Division provides direct support for Council and committee meetings along with other legislative requirements, including records management and Freedom of Information (FOI) requests.

The IT Division provides overall guidance and support for the City's technology systems and processes. This includes creating and maintaining geographic information systems (GIS) (mapping), process and business systems analysis, and technology maintenance and support (network, database, and security services) as well as day-to-day troubleshooting and user support.

Over the past year, the teams have adapted to the ongoing requirements of the COVID-19 pandemic and have embraced the new technologies and processes. Meeting the ongoing needs and expectations of the organization and the public while improving and changing the systems and processes has been a challenge but one that the team met head on with much success. This memo summarizes the highlights and challenges of 2021 and looking forward.

RECOMMENDATION:

For Council information only.

DISCUSSION

Legislative Services Division

2021 was a year of changes, improvements, and enhancements related to Council meetings, privacy, and records management. Legislative Services experienced staffing changes by transitioning the Corporate Officer role at the beginning of 2021 to cover an extended parental leave and welcoming a new Legislative Services Supervisor midway through the year along with some new staff.

One of the key activities in addition to the regular meeting support for Legislative Services was a comprehensive update of the Council Procedure Bylaw to better reflect the manner and flow with which Council conducts its business and keeps current with recent changes in legislation. Most notably, the bylaw modernized Council and committee meetings and Public Hearings by enabling electronic participation by Council and members of the public at any given time or by holding meetings entirely by electronic means if necessary.

By providing for ongoing electronic participation, the Council Procedure Bylaw also demonstrates Council's commitment to improving accessibility and inclusion as all open meetings that are livestreamed via YouTube and Zoom, have closed captioning enabled. Recordings of these meetings are available online for after-the-fact viewing for a period of one year.

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As part of its commitment to records retention, the Records Management Section scanned and indexed 480 Council reports and 72 committee reports, and added a total of 1,695 high-value (permanent) records to the City's database. More than 400 boxes of permanent records were transferred to environmentally-secure storage.

The Privacy Section continuously reviews new programs and software used by all City departments and conducts privacy impact assessments to ensure compliance with legislation. A significant undertaking in 2021 involved reviewing the use of cameras throughout the community and ensuring each one adheres to Council Policy No. GGA-28, Video Surveillance of Civic Property, and the *Freedom of Information and Protection of Privacy Act*.

The Privacy Officer also worked extensively with the Financial Planning and Procurement Division to develop guidance for vendors and individuals requesting information and records during a competitive bid process. The document provides a description of the timelines and restrictions around information that may be released during or after a procurement process. The document is [available here](#) for viewing.

In previous years, reporting on the number of FOI requests included statistics related to Kamloops Fire Rescue (KFR). KFR now processes requests for information independently from the City's Privacy Officer as the information they hold is of a very consistent nature. This shift in process has proven to be efficient for staff and the requestors. Data for the last five years is as follows:

FOI	2017	2018	2019	2020	2021
Requests received	58	53	83	61	73
No. of response pages	3,808	7,005	3,558	8,361	7,933
Total staff hours (excluding FOI staff)	311	725	314	551	227

Legislation provides guidance on which costs can be recovered for all requests. As noted in the table below, of the over 600 hours of staff time, the City only recovered approximately \$1,600.

No. of Files	No. of Files 3 Hours or Less	No. of Files Over 3 Hours	Staff Hours	FOI Staff Hours	Total Staff Hours	\$ Collected	No. of Files fees collected for	No. of Responsive Pages
73	55	18	227	396	623	\$1,689	10	7,933

The specific nature of the FOI requests is confidential, but as noted in the table below, the request impact all areas of the City operations. Generally, the 2021 FOI requests can be summarized in the following topics:

- bylaw infraction or complaint files
- records to support insurance claims and/or legal processes
- invoices and receipts related to City purchases and/or contracts
- historical property information including permits, applications, and reports
- correspondence involving City Council and/or City staff
- personnel records

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Department	No. of Files	Staff Hours
Administration	2	1.25
Civic Operations	14	38.75
Community and Protective Services	27	67.25
Corporate Services	11	38.25
Development, Engineering, and Sustainability	22	54.50
Human Resources and Safety	5	20.00
Mayor and Council	3	7.50
Total	84	227.50

As the internal labour cost of FOI requests can be quite high, the team strives to work with applicants to provide the most relevant records in an efficient and cost-effective manner. Costs incurred by the applicant also result in a cost to the taxpayers for associated staff time. Additionally, the Privacy team watches for trends in FOI request topics to identify areas where proactive release of information may be possible. For example, in recent years, multiple FOI requests were received for details pertaining to dog bite incidents. Incident summaries that do not include any personal information are now included in the Community Services Division's quarterly report to the Community Services Committee to proactively provide the information and reduce the need for formal FOI requests. Over the past year, the Privacy team continued reviewing and identifying alternate methods to provide access to specific types of City records that do not necessarily need to be processed as a formal FOI, such as KFR incident report requests and building information requests.

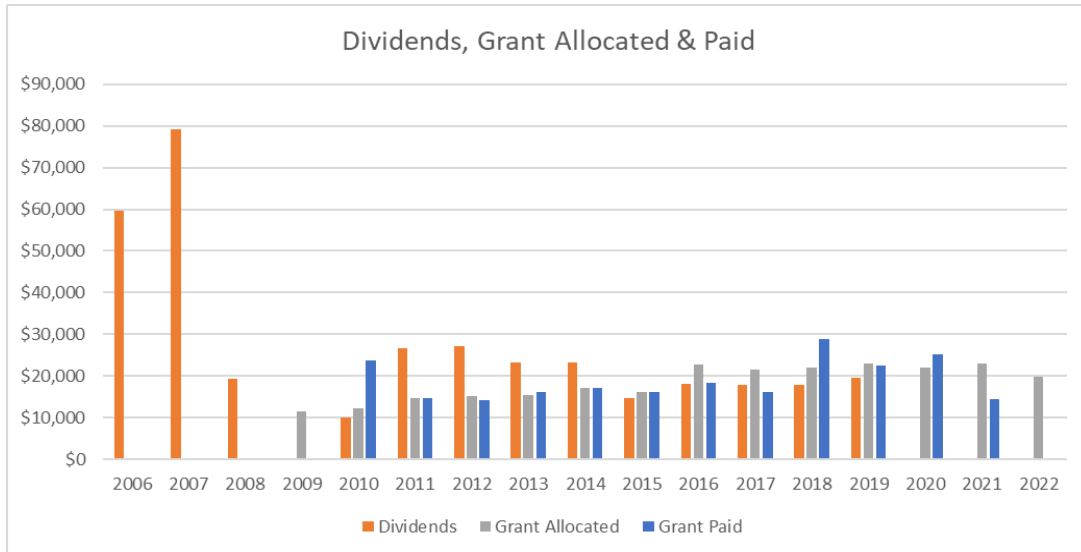
Risk Management Division

The Risk Management Division's main role is to oversee the City's insurance and claim management activities. The cost of liability and property insurance has significantly increased due to a very challenging insurance market worldwide. On the property insurance side, natural disaster in BC and around the world have a direct impact on the insurance premiums the City pays. For liability insurance, the City is a member of the Municipal Insurance Association of BC (MIABC), which provides insurance and claim support to many municipalities across BC. Through this affiliation, the City benefits by sharing dividends and sharing experience in preventing claims. In addition to dividends, the MIABC provides risk management grants to support hazard and risk reduction activities within the city.

Over the years, the City has been allocated \$357,143 in dividends and \$255,968 in risk management grant funding. The City has spent \$227,681 in risk management grant money, with \$28,287 still available.

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The small Risk Management Team works closely with all City divisions to provide support for claims and, more importantly, reduce the risk of harm within the community.

Sadly, in 2021, Terry Pile, the City’s long-serving Risk Manager, passed away unexpectedly, which has left a large hole to fill within the team. Terry’s contributions and commitment to risk management have been recognized by the MIABC with an award in his honor to be presented in April at the MIABC conference.

Information Technology Division

It has been a busy year for the IT Division. This team consists of four groups that work closely with one another and with all City departments. The IT Division manages and administers the following:

- 750 laptops, desktops, and tablets
- over 400 mobile devices
- over 900 user accounts
- 250 servers
- 70 corporate applications
- 700 geographic datasets stored in the corporate GIS

In 2021, the IT Division completed a major milestone in the City’s Digital Strategy when it upgraded the aging back office systems to Microsoft 365. This critical foundational work started two years ago and concluded with an organization-wide rollout over the Christmas weekend. While there are many benefits to staff productivity and collaboration, the biggest is that the organization’s operational risk has been reduced. The previous legacy systems were susceptible to failure, data loss, and potential cyber attacks. The new modern system has much better security measures and data protection.

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The major Digital Strategy deliverables included the following:

- designing an organizational structure and implementing Active Directory
- migrating corporate and personal file shares to Windows File Services and OneDrive
 - over 4 million files and 8 TB of data migrated
- migrating all corporate email, calendars, and resources to Microsoft 365
 - includes 925 individual and shared email accounts and 1.5 TB of data
- replacing all out-of-date corporate desktops and updating all desktops and laptops to use Microsoft Endpoint Manager
 - 500 desktops and laptops replaced or updated
 - all desktops and laptops equipped with webcams and headsets to enable participation in remote meetings
- updating all corporate IT policies
- launching an IT Portal with a searchable internal knowledge base and easier submission of IT Helpdesk and work requests
 - over 6,000 site visits and viewing of over 14,000 pages since launching, which indicates users are comfortable with searching for and browsing content on an internal Intranet
 - reduced the number of requests submitted to IT as users can now serve themselves
- offering training to the entire organization on the new policies, IT Portal, and new Microsoft tools
 - over 2,500 hours of instruction provided to users across the organization

Phase 1 of the Digital Strategy will be completed once the remaining legacy back office systems are decommissioned in spring 2022.

As we move through the Digital Strategy phases, additional functional and technical capabilities will be realized, which will result in benefits such as improved automation, efficiencies, and collaboration and seamless access to data and documents by the City's employees, Council, and citizens.

This past year was not without challenges in IT. The need to balance modernizing our IT systems and making progress on the Digital Strategy with delivering existing IT services to the organization resulted in several projects being reprioritized with ongoing assessment. To address this need, we improved our internal service level definitions and implemented an internal governance initiative to ensure we balanced requests for service with foundational IT activities. As the technology changes and the services were upgraded, the division had to ensure it had the correct level of technical skills and experience. This was accomplished by leveraging our external partners to provide resources in key areas and continuing to train our internal teams.

The Business Analysis Services team acts as the bridge between the business units and the IT Division. By providing project management and technical implementation expertise, the Business Analysis Services team assists IT and other departments with developing and evaluating requests for proposals, analyzing processes, and implementing business solutions to create operational efficiencies.

The Database and Security team is responsible for managing IT infrastructure and development, including wired and wireless connectivity services, servers, storage, databases,

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developed applications, and integration between systems. The team enables electronic communications and access to systems for City staff and customers who interface with the City electronically. This group also participates in securing systems, data, and personal information.

The Client Services team provides helpdesk services to all City employees and departments. It fields over 9,000 requests per year and handles all aspects of employee hardware, including computer workstations, laptops, printers, desktop applications, and cell phones. The helpdesk services for hardware and software include assistance with set-up, administration, support, and replacement of the equipment in addition to providing technical and operation support to virtual Council sessions.

The GIS team is responsible for geographic data mapping and analysis as a service to the entire organization. Services include the following:

- supporting homeowner and business access to online property information
- developing and delivering web apps to support field crews/City operations
- providing a city-wide asset data repository
- providing data and software services to support Next Generation 911 and 911 fire dispatch
- supporting public access to the myKamloops issue-reporting app and the online Report an Issue web service
- creating, maintaining, and supporting several dozen online maps, apps, and dashboards for internal and public use
- supporting City departments' projects and plans with mapping, geographic data, and related software needs

Financial Services Division

The Financial Services Division is responsible for the regular accounting and cash flow activities for the City, and throughout the pandemic, it has continued to ensure that the financial aspects of the City's operations have continued to function without interruption.

Over the past year, Council has received updates from the Finance teams on numerous occasions through regular updates to the Finance Committee and ongoing interaction throughout the budget process.

The Revenue and Taxation team facilitates the collection of millions of dollars in City revenues each year through property taxes, utilities, and various other revenue sources. While the management of the over 30,000 property and utilities folios and accounts seems like a routine activity, 2021 saw the successful collaboration and transition of the Home Owner Grant to the Province. This shift to a provincially centralized website and reporting for Home Owner Grants required significant input and communication prior to going live in the spring. Introducing credit cards as a method of payment for property taxes was well received by the public as was the inclusion of new tax payment drop-off locations.

As one of the Corporate Services Department's public-facing teams, the Revenue and Taxation team continues to look for ways to provide alternative information and services to meet the community's ever-changing needs.

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After a difficult start to 2021 with some significant challenges with the older technology behind the payroll system, the Payroll team was able to focus on enhancing the payroll processes and adapt to ever-changing requirements. While the Payroll team was challenged with the several staffing changes throughout the year, they continued to ensure that staff were paid each week. As part of the IT Digital Strategy, we have embarked on a project to update the payroll system. This significant undertaking will be complete in 2022 and is a collaborative effort across various parts of the organization, which will modernize the payroll activities and integrate the human resources and payroll functions to provide better reporting and access to information.

The Accounts Payable team continued to make process improvements to streamline the monthly and annual reporting cycles. Compliance reviews with internal controls and policies were strengthened to ensure continuing strong accountability across the organization. The team is also working closely with the Financial Planning and Procurement team to streamline the procure to pay process and introduce more electronic options for vendors.

Financial Planning and Procurement Division

In 2021, the Purchasing and Inventory Control team continued to refine and standardize current procurement and inventory practices, looked for innovative ways to support the organization, provided additional support to assist the local vendor community, and developed a key performance indicator scorecard.

As it related to inventory controls, the COVID-19 pandemic posed significant challenges for supply chains globally. Raw material shortages disrupted manufacturing and reduced finished goods availability. This created a negative impact on some of the City's activities, and these impacts are affecting schedules and costs.

The Purchasing and Inventory Control team worked closely with operations teams to identify additional suppliers, investigate similar products, switch products and/or suppliers, and carry additional inventory to continue to support civic operations.

The City's Purchasing and Inventory Control team continues to look for cost-saving efficiencies by leveraging the group purchasing power through a variety of co-operative purchasing initiatives, including the Province's Corporate Supply Arrangement and public sector-based purchasing co-ops. The City became a new member of [Canoe Procurement Group](#) and [Kinetic Group Purchasing Organization](#). These co-operative buying groups have national partnerships through various public sector agencies across Canada that provide member organizations access to preferential pricing on trade-compliant purchasing programs that leverage the collective buying power of all involved.

One of the successful collaboration projects this year was the work with the Communications and Community Engagement team to enhance the purchasing presence on the City's website by adding some additional information on the following:

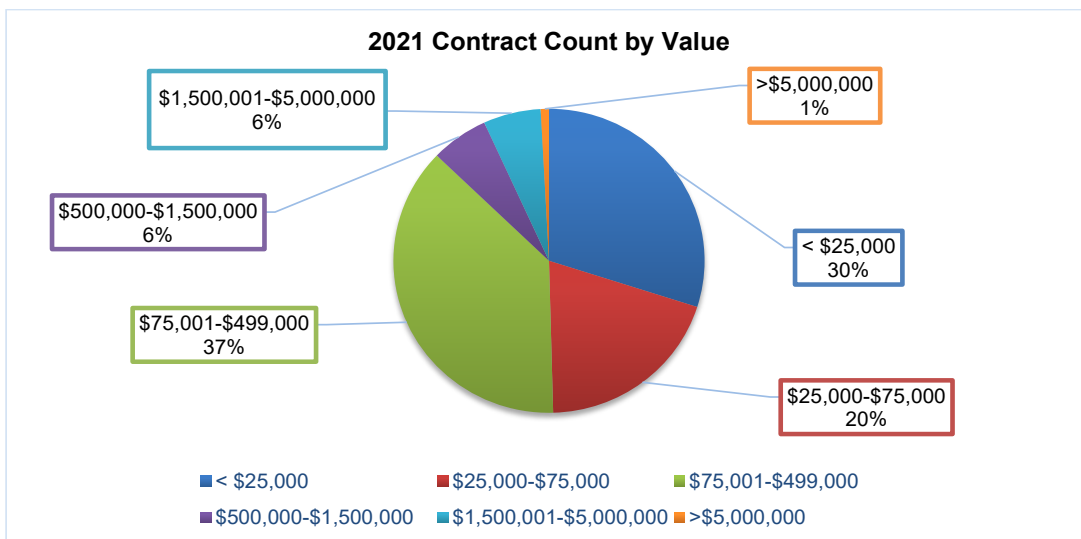
- [guidance for requesting Information and records during the procurement process](#)
- [COVID-19 vaccination supplier declaration](#)
- [ethics and environmental statement](#)

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The Purchasing and Inventory Control team provides a mix of traditional activities and strategically sourcing the various goods and services that are required to support the City's day-to-day activities. Throughout 2021, the Procurement Working Group provided a quarterly report that highlighting procurement activities to Council through the Finance Committee. The tables and chart summarize some of this information and provide an indication of the scope and scale of the activities performed by the group.

2021 Procurement Activities		
Category	Count	Value
Requests for proposal (RFP) and negotiated RFP	37	\$ 36.5 Million
Requests for quote	17	\$ 5.3 Million
Notices of intent	10	\$ 16.7 Million
Asset disposal	97	\$ 633 Thousand
Requests for information	1	\$ -
Contracts	117	\$ 48.3 Million
Purchase orders	2776	\$ 73.5 Million



Metric	Score	Comments
Average number of days to evaluate proposals	33	Average period of time between close of submission to completion of evaluation and identifying selected vendor.
Average number of days from close to release	3	Average number of days from close of submission to engaging an evaluation team.
Paper not used	50,220	Using an e-platform greatly reduces the number of printed hard copies, which aligns with Council's goals regarding sustainability.

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The Financial Planning team (capital and operating budget) spent much the year refining the budget process to develop benchmarks and metrics to assist with variance and sensitivity analysis within the various budgets. In collaboration with the operations teams, the process for creating detailed, longer-term capital plans began and is being included in the five-year financial planning process. The team continues to develop monitoring processes to identify budget variances earlier in the year so that funds can be allocated in the most effective way through out the year.

Office Services - On Call Clerical

The Office Services team continues to support the City by providing on call clerical support for numerous departments throughout the City to provide support during vacations, medical leaves, project work, and departmental peak times. The on call team saw fluctuations in staffing over 2021, beginning the year with one staff and finishing with three. The demand for on call services is trending higher. We will continue to evaluate staffing levels in 2022 and adjust accordingly.

CONCLUSION

Overall, the Corporate Services team was busy in 2021 as it continued to monitor and adjust to the impacts of the COVID-19 pandemic while purposefully progressing various efficiency and innovative projects. For 2022, we will continue to work through many technology upgrades throughout the City and enhance the processes and systems to enable data-driven decision making throughout the City.



K. Humphrey, CPA, CA
Corporate Services Director



Approved for Council

KH/kjm

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