

Attachment #1

Report from the Office of the CAO

MEMO
Office of the Chief Administrative Officer

To: Mayor Johnstone and Members of Council
Date: February 27, 2023

From: Lisa Spitale
Chief Administrative Officer
File:

Subject: Office of the CAO - Work Reductions Due to Staffing Shortage

The Office of the CAO includes these divisional departments and portfolios, with managers providing oversight and direction:

Arts + Technology (New Media Gallery)	Indigenous Relations
Communications	Inter-governmental Relations (under the Mayor's Office)
Community Arts and Theatre Services	Legislative Services and Legal
Conference Services	Museum and Heritage Services
Economic Development and Business Licensing	Public Engagement

Managers were asked if staff vacancies are affecting their current workplans. Three groups have provided a response.

Legislative Services

Legislative Services is coping with two extraordinary circumstances at the present time: one, the department's staff complement is down 40% (this includes three key staff positions currently vacant); and two, an increase in the workload.

Some of the reasons for the increased workload include:

- The change to hybrid meetings: while increasing transparency, they have also increased the workload on staff (i.e., ensuring that the added technical details of the meetings are addressed correctly, especially when IT staff are not in the building);
- Staffing challenges from other City departments has had a trickle-down effect, impacting Legislative Services (administrative issues with committee agendas, committee meetings, minutes, follow up, etc.); and

- The schedule related to publishing Council agenda packages 5 business days in advance of a Council meeting has added (in some cases, doubled) the work for the Clerks given the need to “circulate separately” various agenda items after the 5 day cut off.

Work that has slowed down includes:

- Responding to staff and public requests on numerous topics; and
- FOI requests, Privacy Impact Assessments and statements, and the City’s records management system.

To help manage the workload, Legislative Services is employing three strategies:

1. The use of additional auxiliary staff and outsourcing;
2. Prioritizing work in order to meet deadlines; and
3. Not working on non-essential work.

Work that is currently outsourced includes:

- Minutes taking, which has increased in its complexity, is currently outsourced in the absence of an Assistant Corporate Officer.
- Staff is also exploring options to outsource the complex work of creating certain Privacy Impact Assessments.

Work that is not being completed at this time includes:

- Timely distribution of Council resolutions to City staff;
- Recruitment for vacant positions on Advisory Committees;
- Approval process for minutes and bylaws;
- Indexing the minutes;
- Maintaining the e-agenda system;
- Filing; and
- Consolidation of bylaws.

Public Engagement

The Staff *Community of Practice for Public Engagement* is currently on hold, given staff vacancies and high level of staff turnover. There is a lack of capacity among departmental staff to participate in the group, given vacancies and current workload, and we need staffing levels and new hires to stabilize before we can recruit members for the Community of Practice and re-launch the group. Not convening the Community of Practice impacts the ability to deliver training and capacity building across the organization for the important work of public engagement.

Economic Development and Business Licensing

With timing of Council meetings and the rescheduling of the February 13 Council Workshop, it is now anticipated that the Retail Strategy will not be complete until May. This constrains staff’s ability to work on the Business License Bylaw, which must take

place prior to addressing e-Apply as it outlines the classification of business license types and other critical information that must be included in the e-Apply initiative. This may result in implementation of the e-Apply initiative being pushed to Q4-2023/Q1-2024.

Thank you,

Lisa Spitale
City Administrative Officer