



The Corporation of the Town of Tecumseh

Legislative & Clerk Services

To: Mayor and Members of Council

From: Robert Auger, Director Legislative Services & Clerk

Date to Council: March 19, 2024

Report Number: LCS-2024-05

Subject: Corporate Records and Information Management -
Implementation

Recommendations

It is recommended:

That Report LCS-2024-05 entitled “Corporate Records and Information Management – Implementation” **be received**;

And that the implementation framework arising from the Corporate Records and Information Management Review **be approved**.

Background

In 2022, the Clerks Service Delivery Review (SDR) was approved and supported by Council. The SDR, relating to records management, made the following comments as part of its Recommendation 1.4. at pages 18-19:

“There also appears to be issues with Laserfiche, the Town’s records management system. There are two ‘Laserfiche’ repositories – County (minutes) and Town creating complete duplication of effort and lost time for no value. Further, there are 50 licenses and few people have access requiring departments to request Clerk’s Office staff to search files on their behalf. Much work has been done in the area of records management, but it seems to have stalled. The Town recently received funding for a records management/digitization study slated for 2022...”

In September 2022 the Town, supported by funding under the Municipal Modernization Program (MMP), engaged the services of a third party to undertake an independent comprehensive assessment of the Town's physical and electronic records and provide a framework for improving service delivery and cost efficiencies.

Imerge Consulting (Imerge) presented their findings and recommendations in a Final Report and Presentation at the February 28, 2023 Regular Council Meeting, under [Report LCS-2023-03](#).

The presentation highlighted the Town's current state assessment, including a strengths, weakness, opportunities and threat analysis and provided an overview of the recommended priorities for improved information management with estimated costs of implementation.

Following the presentation, Council passed resolution RCM – 39/23:

That Report LCS-2023-03 entitled "Corporate Records and Information Management Review" together with the presentation by Paula Lederman of Imerge Consulting **be received**;

And that the independent third party review final report entitled, "Corporate Records and Information Management Review - Information Management Strategy, February 2023", as prepared by Imerge Consulting **be endorsed** in principle;

And further that Administration report back to Council with its recommendations and implementation framework arising from the Corporate Records and Information Management Review;

And furthermore that the independent third party review final report entitled "Corporate Records and Information Management Review - Information Management Strategy, February 2023", as prepared by Imerge Consulting **be posted** to the Town of Tecumseh website in accordance with the requirements of the funding received from the Municipal Modernization Program – Intake 3.

The purpose of this report is to provide Council with a framework for the implementation of recommendations from Imerge's Corporate Records and Information Management Review (Review).

Comments

Following the comprehensive Review of the Town's records, Imerge determined in its Review that the Town finds itself with inconsistent records and information management across all departments.

Efficient, information-driven business processes are the core of effective and cost-efficient government. Compliance with legislative obligations require the Town's information in all formats to be maintained, secure, accessible and preserved, which is critical to the democratic concepts of accountability and transparency. Currently, as the Town's volume of records continues to grow, the inconsistent use of paper and electronic documents, ability to locate the right document, time for staff to sort, file and dispose of records, etc. raises significant records management challenges.

Accordingly, the implementation of the existing electronic information management infrastructure does not adequately manage the life cycle (creation to disposition) required of electronic records. After almost twenty years of use, dispositions of electronic records and more comprehensive coverage of content (i.e. inclusion of most emails and electronic files now on network drives) adversely affects the Town's operations and compromises compliance with legislative obligations for all records to be maintained, accessible, secure, and preserved.

As a result, the Review provides a detailed implementation plan to manage and improve the current volume of both electronic and paper records, focusing on the following five key strategic areas:

1. Information Governance

This strategic area focuses on:

- Formalizing roles and responsibilities of key records management stakeholders to ensure a successful implementation of a Records and Information Management Program (Program)
- Planning and oversight to execute policy and align the Program with the Town's strategic goals
- Audit and monitoring to maximize compliance with Program policies and procedures.

2. Information Management Corporate Practices

Under the principles of transparency, the Electronic Document and Records Management System (EDRMS) supports systematic availability, retention and disposition of records. This approach concentrates on policy and procedure development, adherence to the records retention schedule to improve the findability of information regardless of the format it is stored in and reduced risk through timely disposition.

3. Storage and Security

Storage and security encompass security of access, email management, security of physical records in inactive storage, as well as long term digital preservation of records.

4. Information Management Technology

The Program will identify and encompass management of information to ensure content services (software) bring a systematic, streamlined, and controlled process to the Town's records to meet audit, regulatory and legislative mandates.

5. Communication and Training

Staff training on records, new policies and procedures, and software tools to help staff understand the 'why and how' of the Program will be undertaken along with change management techniques to support compliance and acceptance of these changes.

Next Steps

A fully implemented information management program will enable access to all formats and types of records through a single search using consistent rules and controls that only allow access to those who are entitled to view records. It will facilitate sharing between departments in a way that protects the information and provides an audit trail of all operations on versions or copies of a record.

Recognizing this will be a significant undertaking for the municipality, the Review provides an implementation roadmap of the recommended tasks over a three-year period and how to use the five key strategies to guide the preparation for, implementation of, and maintenance of an enhanced records management strategy. Implementation will commence in early 2024 in accordance with the roadmap.

During 2024 Budget deliberations, Council approved the recommended staff enhancement for a full-time Records Management Coordinator to support the records management program. The anticipated hiring of a Records Management Coordinator in early Q2 of this year, together with participation and leadership from all departments, will ensure the successful implementation and ongoing maintenance of the Program.

Successful implementation of an information management program does not end after three years. Monitoring and managing compliance with records management policies/procedures and best practices is a continual evolving process. To ensure the Town's due diligence and mitigation of the risks associated with poor records management (i.e. public embarrassment, litigation or liability exposure etc.) requires the Town to regularly assess the effectiveness and efficiency of its Program and processes to align with best practices, legislative requirements and user needs.

Consultations

All Departments
Corporate Records and Information Management Steering Committee

Financial Implications

The recommended staff enhancement of a full-time Records Management Coordinator was approved during the 2024 Budget deliberations.

Additional implementation costs anticipated in Years 2 and 3, as outlined in the Review, will be brought forward for Council's budgetary consideration at the appropriate time.

Link to Strategic Priorities

Applicable	2023-2026 Strategic Priorities
<input type="checkbox"/>	Sustainable Growth: Achieve prosperity and a livable community through sustainable growth.
<input type="checkbox"/>	Community Health and Inclusion: Integrate community health and inclusion into our places and spaces and everything we do.
<input checked="" type="checkbox"/>	Service Experience: Enhance the experience of Team Tecumseh and our citizens through responsive and respectful service.

Communications

Not applicable ☒

Website ☐ Social Media ☐ News Release ☐ Local Newspaper ☐

This report has been reviewed by Senior Administration as indicated below and recommended for submission by the Chief Administrative Officer.

Prepared by:

Christina Hebert, BA (Hons), MA, Dipl. M.A.
Deputy Clerk – Clerks Services & Policy Advisor

Reviewed by:

Robert Auger, LL.B.
Director Legislative Services & Clerk

Recommended by:

Margaret Misek-Evans, MCIP, RPP
Chief Administrative Officer

Attachment Number	Attachment Name
None	None