

REPORT

REQUEST FOR COUNCIL DECISION

DATE: December 29, 2018
FROM: Administration Services, Division of CAO's Office
SUBJECT: City Committee Governance/Structure Proposed Review

FILE: 01-0360-01/18

RECOMMENDATION: THAT Council:

- A. Receive for information this report from the Manager of Administration Services (Corporate Officer) titled City Committee Governance/Structure Proposed Review, dated December 29, 2017; AND
- B. Approve the addition of this Late Decision Package titled "City Committee Governance/Structure Review – Establishment of an Overarching Policy to Create Protocols for Council Committees" (Attachment A) for consideration at the January 10, 2018 Special Council meeting for the purpose of Budget considerations; OR
- C. Other.

CHIEF ADMINISTRATIVE OFFICER COMMENT/RECOMMENDATION:



BACKGROUND

On December 12, 2017 Council approved a Community Engagement Policy together with a Civic Engagement Strategy and Framework. These documents discuss the purpose of, and principles for, governments engaging the public. Some of these principles (found on page 5) are:

- Broadening input by bringing new ideas and perspectives from a wider range of community members and stakeholders;
- Leveraging community resources in order to allow the municipal government to coordinate with outside networks and assets;
- Increasing trust in local government, which enables the local government to take effective action.

With these newly approved policies and principles in mind, Administration is recommending a renewed examination of the current City Committee governance processes. We suggest that a formal Protocol for Council Committees be developed and later presented to Council for consideration. The primary purposes for this recommendation are:

- Ensuring Committees properly align with the recently approved public engagement/participation principles;
- Ensuring consistency through a City Committee policy that would guide the procedures, naming, terms of reference, appointments, staffing and business protocols for all City Committees; and
- Ensuring clarity on roles, responsibilities and decision-making authority.

KEY ISSUE(S)/CONCEPT(S): As outlined in the the decision package included as Attachment A to this report, as part of the 2017 Business Plan, the Manager of Administration Services committed to assisting

administrative staff with streamlining Committee processes and clearly aligning Committees with City Council procedures.

Further, as committee activity has recently increased with the establishment of the Airport Advisory Committee in 2017, and with the possibility of new committees in 2018 (e.g. Official Community Plan Committee, Environmental Committee, Arts and Culture Committee, etc.) it is a good time to review our current committee processes and identify areas for improvement. A clear Committee policy and protocol will provide clarity to all parties regarding roles, responsibilities and authority. We can learn from this past years' experience and develop an overarching protocol for all Committees.

Because there are many different types of governance models used to structure a Committee system to ensure that it meets the City's immediate as well as long-term needs, Administration recommends that the City obtain expert assistance. A governance consultant will be able to guide staff with the appropriate information gathering, analysis and recommendation on the best type of Committee System to implement.

RELEVANT POLICY: The Council Procedure Bylaw identifies the duties of "Other Committees" and this is based on more generic rules embedded in legislation. For example, composition, notice and open meeting rules. There is not Council Policy per se regarding the establishment of the City's Committee Governance model. There is no overarching policy related to Committee protocols.

STRATEGIC ALIGNMENT:

Corporate Excellence –

- Engage stakeholders in meaningful dialogue;
- Ensure we are properly structured and resourced to meet the community's needs; and
- Be open, transparent & accountable in all our activities.

DESIRED OUTCOME: (a) That Council direct staff to initiate a review of the Council Committee System to further improve the function of Committees including their alignment with Council strategies and priorities; and (b) That Council approve the necessary resources to acquire the expertise of a governance consultant for guidance in designing the committee system, including the establishment of an overarching Council Committee Policy and Protocols.

RESPONSE OPTIONS: Continue using the general "Other Committees" section of the Council Procedure Bylaw as the dominant policy tool in shaping Committees and their activities (status quo).

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: This project has been one identified in the 2018 Business Plan for the Manager of Administration Services with the intent that it be augmented by the resource of a governance expert, and hence this report and recommendation.

FINANCIAL: The cost of the consultant is estimated at \$6,000. The work of the consultant will be supported and augmented by staff.

IMPLEMENTATION/COMMUNICATION: Should the budget be approved, work will begin immediately to secure a governance expert to assist/guide staff in developing the committee protocol required to meet the specific short-term and long-term needs of the City.

KATZIE FIRST NATION CONSIDERATIONS: none identified.

OTHER: none identified.

Submitted by: Tina Penney, Manager of Administration Services (Corporate Officer)

Approved by: Mark Roberts, CAO

ATTACHMENT:

- A. Decision Package – City Committee Governance/Structure Review – Establishment of an Overarching Policy to Create Protocols for Council Committees

Administration Services

ATTACHMENT

A

DECISION PACKAGE:

City Committee Governance/Structure Review – Establishment of an Overarching Policy to Create Protocols for Council Committees

Department/Division:	Administration Services – Division of CAO's Office	
Submitted by:	Tina Penney, Manager of Administration Services	
Estimated Capital Cost:	\$ none	
Estimated Annual Operating Costs:	One time: \$ 6,000.	Ongoing: \$ none

Description

City Committees can assist Council with its many responsibilities by acting as a mechanism to access valuable resources and expertise available within the community, thus obtaining first-hand engagement and input from the citizenry. In order to be effective, a proper committee system (model) and committee protocols are required for, among other things, clarity on roles, responsibilities and authorities.

This decision package is to augment staff work in the review and refresh of the City's Committee System with the assistance of a consultant well versed in governance with the end product of an overarching policy that outlines consistent protocols for Council Committees.

Recommendation

THAT Council:

- A. Approve the hiring of a governance consultant to augment staff's work to review the City's Committee Governance/Structure and establish an overarching policy that outlines protocols for council committees, at a cost up to \$6,000 to be funded from the operating reserve. A report on this review and draft policy and protocols will be presented to Council for consideration at a future Council Meeting.

Discussion

As a part of the 2017 Business Plan the Manager of Administration Services committed to assisting administrative staff, who support the Council Committees, with enhancing committee protocols. To date we have accomplished consistency among City Committees related to:

- public notification of meetings;
- making copies of the agendas more readily available to Council and the public; and
- clarifying open meeting legislation.

Although these minor, yet effective, enhancements were received well by all and have increased coordination between Council and its Committees, much work to establish Committee protocols remains to be done. For example, an overarching Council policy would ensure consistency and would prescribe detailed protocols for committees, such as meeting procedures, naming, terms of reference, appointments, staffing/resourcing and governance structures. This overarching policy work can set the foundation for the establishment of possible new Committees (e.g. Official Community Plan Advisory Committee; an Environment Advisory Committee and possibly an Arts and Culture Advisory Committee) and for taking a fresh look at some existing Committees, such as the Airport Advisory Committee. An examination of the City's Committee structure and governance can enhance the alignment between Council and its Committees and set the framework for optimal use of committees as public engagement mechanisms to better assist Council in its roles and responsibilities.

With the recent approval of the Civic Engagement Policy and Framework, a review of committees is considered timely because it can optimize the use of Committees to not only assist Council with its many responsibilities but also utilize the committee system to access valuable resources and expertise available within the community, thus obtaining first hand engagement and input from the citizenry. In order to do this, an effective well-working committee model and structure is needed for success. Staff, therefore, is advocating that there be a review of the Committee structure to advance this important initiative.

Alternatives

1. Maintain status quo; no further change to the City Committee System.
2. Maintain Status quo but also have staff make minor changes to develop consistency among committees in terms of minutes, rules and procedures.

Summary

In summary, Staff is suggesting that a review and refresh of the City's Committee system will not only aid Council in their work by leveraging community resources, but will also help the City to optimally engage the Community and contribute to our overall civic engagement strategy.