

Staff Report to Council

Administrative Services

FILE: 01-0540-01/19

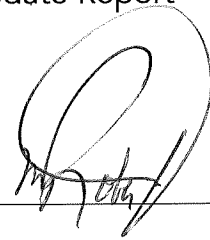
REPORT DATE: December 03, 2019 MEETING DATE: December 10, 2019

TO: Mayor and Council

FROM: Kate Barchard, Corporate Officer

SUBJECT: Governance and Committee Restructure – Update Report

CHIEF ADMINISTRATIVE OFFICER REVIEW/APPROVAL:



RECOMMENDATION(S): THAT Council:

- A. Receive for information the Governance and Committee Restructure Update Report as presented at the December 10, 2019 special (public) meeting of Council; OR
- B. Other.

PURPOSE

To provide Council with a status update on the implementation of the City's new governance and committee structure.

☒ Information Report

☐ Direction Report

☐ Decision Report

DISCUSSION

Background:

In January 2019, Council adopted their new governance and committee structure, including the establishment of the Engagement and Priorities Committee (EPC). As part of that process, Council approved a multi-part implementation process which is now nearing completion. This report provides a high level update for Council on the status of this project and the remaining pieces to be completed in 2020.

An updated version of the original Implementation Plan has been included as Attachment A. Staff have added a new column showing completion of the various items. 18 of the 22 tasks (over 80%) have now been completed. This includes: the creation of the Engagement and Priorities Committee; a rewrite of Council's Procedure Bylaw; communication with all City committee members regarding changes; the coordination of committee presentations at EPC meetings as appropriate; the amendment/creation of several Council policies (e.g. Council Liaisons, Delegations Before Council, City Committees, Distribution of Agendas and Minutes); creation of a new template for all City committee Terms of Reference; and the incorporation of committee work into the annual business planning and budgeting process.

The remaining components are as follows:

- Update the Terms of Reference (TOR) for any committees that were transitioned to staff committees. The TOR for the Green Leadership Team is currently under review and is expected to be completed by the end of the year for CAO approval.
- Update the TOR for all advisory bodies using the new TOR template. The TOR for the Active Transportation Advisory Committee is nearly complete. Staff will then update the remaining TOR's in Q1 2020.
- Implement a training program for all committee members using the new Committee Orientation Manual. The Committee Training Manual has been written and was used this fall for the onboarding and training of the City's new Awards Task Force. In-person training for the City's remaining committees, including distribution of the Training Manual, will begin in Q1 2020.
- After one full year of implementation, the City will review the new governance and committee model to determine its successful execution as originally intended. A review of the new governance and committee model will occur in Q4 2020 to ensure that we 'hit the mark' and to make any adjustments necessary to optimize the structure.

Relevant Policy, Bylaw or Legislation:

None.

COUNCIL STRATEGIC PLAN ALIGNMENT

☒ Principled Governance ☐ Balanced Economic Prosperity ☒ Corporate Excellence
☐ Community Spirit & Wellbeing ☐ Transportation & Infrastructure Initiatives
☐ Not Applicable

FINANCIAL IMPLICATIONS

☒ None ☐ Budget Previously Approved ☐ Referral to Business Planning
☐ Other

None.

PUBLIC PARTICIPATION

☐ Inform ☒ Consult ☐ Involve ☐ Collaborate ☐ Empower

The public has been engaged throughout the restructure process, including: initial interviews with George Cuff; special council meetings with the public and committee members to discuss questions and concerns; input on the naming of Council's new committee (EPC); and input on the new City Committees Policy C102.

KATZIE FIRST NATION CONSIDERATIONS

Referral ☐ Yes ☒ No

SIGN-OFFS

Written by:

Kate Barchard, Corporate Officer

Reviewed by:

Mark Roberts CAO

ATTACHMENT(S):

A. Governance & Committee Restructure Implementation Plan Update

Governance & Committee Restructure Implementation Plan			
Action ID	Action Description	Expected Completion	Completion
1.1 2019 Council Meeting Calendar	Develop 2019 Council Meeting Calendar	February 5	✓
2.3 Dissolved Committees	If Council chooses to dissolve any committees, Staff will inform committee members through written correspondence	February	✓
2.7 Staff Committees	The following steps will be implemented if an advisory committee is transitioned to a Staff Committee: <ul style="list-style-type: none"> o Inform committee members through written correspondence of the committee restructure 	February	✓
2.1 Technical Advisory Committees	The following steps will be implemented if an advisory committee is transitioned to a Technical Advisory Committee (TAC): <ul style="list-style-type: none"> o Inform committee members through written correspondence of the committee restructure, including a summary of the practical changes to committee meetings, reporting structure with Council, new business planning elements, the committee's role within the GPC model, and next steps in the implementation of the new structure; 	February	✓
	<ul style="list-style-type: none"> o Establish/confirm annual schedule of meetings; 	Feb/Mar	✓
	<ul style="list-style-type: none"> o Review and confirm staff liaisons/advisors and committee secretaries for each committee 	Feb/Mar	✓
3.1 Council Decision to Continue with External Committee/ Board Involvement	Staff to research external boards and committees as directed by Council to determine appropriateness/value of Council Liaison appointments.	Feb/Mar	✓

Governance & Committee Restructure Implementation Plan			
Action ID	Action Description	Expected Completion	Completion
3.3 Informing External Boards/Committees	If the Mayor chooses to retire some of external Council Liaison appointments, staff will inform the respective community organizations of the change, update the Council Liaison Appointment list, and update the Council Liaison Policy (C009).	Feb/Mar	✓
1.2 Procedure Bylaw	Amend the Council Procedure Bylaw to reflect the new governance model and committee structure, for Council's adoption in March/April.	Mar/Apr	✓
2.2 Council Liaison Policy	Amend Council Policy C009 'Council Liaison Policy'	May/June	✓
1.3 Committee Council Policy	Create new committee council policy outlining the various advisory tools available to Council (e.g. Advisory Committees, Community Round Tables, Task Forces). Outline the operational aspects and protocol associated with each advisory component.	June/July	✓
1.4 Council Committee Recruitment Procedures Policy	Rescind Council Policy C071 'Council Committee Recruitment Procedures Policy' and amalgamate procedures for the recruitment and appointment of committee members into the new committee policy.	June/July	✓
1.5 Standardized Terms of Reference	Develop standardized Terms of Reference to bring consistency to the creation of, appointment to, and functioning of various advisory bodies and assemblies employed by the City.	June/July	✓
2.7 Staff Committees	<p>The following steps will be implemented if an advisory committee is transitioned to a Staff Committee:</p> <ul style="list-style-type: none"> Update the committee's terms of reference (TOR) once the standardized TOR have been finalized. 	June/July	TOR for Green Leadership Team is currently being amended to reflect new committee

Governance & Committee Restructure Implementation Plan			
Action ID	Action Description	Expected Completion	Completion
			type.
1.6 "Delegations and Presentations Before Regular Council and Council in Committee" Policy	Amend Council Policy C010 'Delegations and Presentations Before Council'	June/July	✓
2.1 Technical Advisory Committees	<p>The following steps will be implemented if an advisory committee is transitioned to a Technical Advisory Committee (TAC):</p> <ul style="list-style-type: none"> o Update the committee's terms of reference (TOR) once the standardized TOR has been finalized. o Affirm the annual reporting responsibilities of each TAC: <ul style="list-style-type: none"> i. build process into the budgeting and business planning annual cycle; ii. include process in the new committee policy (see action 1.3) 	<p>June/July</p> <p>June/July</p> <p>June/July</p>	<p>In process</p> <p>✓</p> <p>✓</p>
1.7 Committee Orientation Manual	Create a Committee Orientation Manual to support and standardize the orientation and training of all committee members.	Sept/Oct	✓
1.8 Training	Implement a training program for all committee members using the new Committee Orientation Manual.	Oct/Nov	Delayed; anticipated roll out in spring 2020
4.1 Strategy	<p>The Communications Department, in consultation with Admin Services, will:</p> <ul style="list-style-type: none"> o communicate changes as implemented regarding the new governance structure; o enhance dialogue and inform the community about committee activity using the City's existing Civic Engagement Framework and 	2019	✓ ongoing

Governance & Committee Restructure Implementation Plan			
Action ID	Action Description	Expected Completion	Completion
	Policy; and <ul style="list-style-type: none"> o utilize the City's existing communication channels to raise awareness and engage the community. 		
5.1 Governance Restructure Review	<p>After one full year of implementation, the City will review the new governance and committee model to determine its successful execution as originally intended.</p> <p>Staff will identify measures of success against which the new system will be assessed. Examples include:</p> <ul style="list-style-type: none"> o Positive feedback from Council, Staff, community members and committee members; o Improved/enriched Council decision-making process due to enhanced community engagement; o Operational efficiencies resulting from streamlined Council agendas o Enhanced interactions between Council and committees. 	Dec 2020	Dec 2020