

1.0 Recommendations

1. Handling of Report

- a. We recommend that this Report be released to staff of the City and to the public.

Complete.

- b. We recommend that this Report be considered carefully by Council and that these recommendations be implemented as early as possible; if the recommendations are not fully considered or implemented by this Council that they be recommended forward to the 2017-21 Council.

Council recommended to bring back in Q4 with staff review of recommendations.

2. Strategic Planning

- a. We recommend that Council and the City Manager review the current approach to strategic planning with the objective of developing an approach that is strategic and Council-led.

Part of Council orientation process. Council use the pillars as guiding documents to determine plan/priorities. The pillars are consistent with other communities and were developed with community and stakeholder input.

- b. We recommend that an external facilitator be utilized by Council in the development of its Plan; and that senior management be invited to any Council retreats where the Plan is the main item on the agenda.

There is no budget for an external facilitator (which will be at a considerable cost). Administration can accommodate and supports an external facilitator. In the past it has been successfully done internally.

- c. We further recommend that the Council Policy (C-CG-02) be revised to clearly indicate that the Strategic Plan will reflect Council's responsibility for providing its direction to the organization and City.

Council develops and validates the Strategic Plan on an annual basis.

3. Policy Development

- a. We recommend that all Council policies be reviewed by a Council sub-committee with access to an external facilitator; that a timeline be established for a prompt review of current policies; and that revisions be brought back to Council for its approval.

This review is within the purview of the new Council. Administration can arrange for external facilitator (at considerable cost) if required.

- b. We recommend that any policy review ensure that Council's policies are indeed reflective of the governance mandate of the Council.

Administration will review and make recommendations to Council the governance policies that require review by Council.

- c. We recommend that managerial directives be the purview of the City Manager but that they reflect and be directly tied to a Council policy framework.

Any council policy needs to be accompanied by or be developed in accordance with the City Manager Directives.

4. Council Relationships

- a. We recommend that the 2017-21 Council meet as a body within 14 days of the October 2017 election to discuss their leadership/governance style so as to maximize their ability to function as an effective governance team.

Administration will have a preliminary review/discussion with the new Council to determine needs and receive information on how Council would like to scope this going forward.

- b. We recommend that all Council members ensure that their comments publicly and privately are respectful of each other.
 - i. We further recommend that all members show respect both publicly and privately for the Mayor as the chosen leader of the City and assist where possible the Mayor in his/her duties as the leader of the Council.

The Council Code of Conduct is available for Council to review/discuss.

- c. We recommend that Council agree to a planned schedule of “governance updates” be scheduled wherein one or more governance experts be invited to share a “governance moment” (i.e. based on an accepted governance principle) on a quarterly basis.

The City Manager will identify examples from Council meetings for Council’s self review every quarter as part of City Manager scheduled dialogues.

5. Governance Model

- a. We recommend that the Agenda Committee ensure that the issues on its agenda be those which are beyond the purview of the CM's authority and of significance on a policy level which would result in the matter being referred to the standing committee of Council to review.

This item is contingent on the outcome of recommendation 3(a).

- b. We recommend that Council rename the SCOW the Governance and Priorities Committee; and that the proposed terms of reference for this committee be reviewed by Council and approved. The GPC should take effect immediately following the October 2017 election (see Appendix A).

Complete – coming to Council for approval.

6. Council Procedures

- a. We recommend that the Mayor be briefed by Legislative Services relative to the agenda and what issues might be anticipated or encountered so as to ensure that the Mayor is as well-briefed as possible.

The Chief Legislative Officer (CLO) and City Manager currently discuss the agenda with the Mayor. Proposed changes to the Procedure Bylaw (e.g. delegations) would assist with this.

- b. We recommend that those in attendance at a Council or committee meeting be provided access to the “rules of delegation” as noted in Section 16.

The City Manager, Senior Leadership Team and the Chief Legislative Officer will ensure that the process is followed.

- c. We recommend that the Procedure Bylaw be reviewed and revised based on any adjustments/changes required as a result of the adoption of this Report.

Administration supports a review of the Procedure Bylaw.

- d. We recommend that the Mayor not allow any debate to begin unless there is a motion on the floor. This will improve the focus and relevance of the debate.

This is already in the Procedure Bylaw under s. 12.1

- e. We recommend that any items on the “consent agenda” should only be removed by a majority vote of Council and not at the request of a Councillor.

This is within Council’s purview.

- f. We recommend that questions asked by members of Council directly to members of staff other than the CM should immediately be ruled out of order by the chair.

Once the City Manager’s light is on to speak, the question is to the City Manager. This will be part of the Orientation training (mock meeting).

- g. We recommend that questions which come to the mind of a member of Council as they read the agenda package in the days leading up to a Council meeting should be communicated to the CM (or as designated) so as to provide the administration with a “heads up” and the time to prepare a response which will enlighten the person asking as well as the audience. We recommend that the Mayor or chair of the standing committee exercise

increased discretion relative to any proposed motions or requests for additional administrative detail from the CM or his designates. We recommend that a day be set aside early in each new year wherein departments will be asked to present their annual reports to Council, the public and any members of staff eligible/available to attend. This will be an optional day for Council members as this information will also be available electronically.

Administration appreciates the “heads up” questions from Councillors to prepare. Administration will review the timing of when the Council Agenda is available to the public. Administration supports presentations of annual reports and/or alternate methods including memos/reports through the information package to Council.

- h. We recommend that Council members identify their “information requests” at the conclusion of a regular Council meeting; that these be assembled by the CM and brought back to the next committee meeting of Council for a decision as to which ones Council wishes to task the CM with in terms of gathering a response. Such responses will be sent out to all members of Council.

The process for Information Requests is in the Procedure Bylaw. Administration agrees with this recommendation. During the Council orientation this will be reviewed.

- i. We recommend that the CM (with the input of the Auditor) recommend to Council the extent to which it should be involved in any detailed budget issues. We further recommend that the CM review the current approach to the development of the capital plan so as to ensure that the administration’s recommendations as to priorities are clearly enunciated, are factual and briefly described.

- ii. We further recommend that, as with the recommended approach to other matters on the agenda, that Council focus at a governance/policy level in their discussions and decisions.

7. Review of Agendas

- a. We recommend that the CM do a serious review of agenda packages for committee and Council meetings to ensure that these are clearly written, policy-oriented and succinct.

A new report review process was instituted (June) that will ensure the Senior Leadership Team and authors of reports have reviewed the agenda reports in a timely manner.

8. Council-City Manager Relationship

- a. We recommend that Council retain external expert assistance in conducting its performance reviews of the City Manager.
- b. We recommend that Council and the City Manager adopt a semi-annual review process so that the focus becomes more strategic and less tactical.

The General Manager of Corporate Services will bring an amendment to the CAO Evaluation Policy to Council for review/approval.

9. Audit Services

- a. We recommend that Council meet at least annually on a confidential basis with its auditor to ensure appropriate governance oversight of this critical function.

This has been a past practise and opportunity will be given at the annual review for Council to ask questions of the auditor in a confidential forum.