

AGENDA
GOVERNANCE STEERING COMMITTEE MEETING
BOARD ROOM, 411 DUNSMUIR STREET, NANAIMO, BC
WEDNESDAY, 2013-SEP-04, AT 9:00 A.M.

1. **CALL THE GOVERNANCE STEERING COMMITTEE MEETING TO ORDER:**
2. **ADOPTION OF AGENDA:**
3. **ADOPTION OF MINUTES:**
 - (a) Minutes of the Governance Steering Committee Meeting held Thursday 2013-MAR-07 at 9:00 a.m.; and *Pg. 2-3*
 - (b) Minutes of the Governance Steering Committee Meeting held Thursday 2013-JUL-04 at 9:03 a.m. *Pg. 4-5*
4. **OTHER BUSINESS:**
 - (a) Consideration of Watson Inc. Appendix A: Summary of Recommendations (Watson Inc. staff will be in attendance). *Pg. 6-11*
5. **ADJOURNMENT:**

MINUTES
GOVERNANCE STEERING COMMITTEE MEETING
CITY MANAGER'S MEETING ROOM, 238 FRANKLYN STREET, NANAIMO, BC
THURSDAY, 2013-MAR-07, AT 9:00 A.M.

PRESENT: Councillor G. E. Greves, Chair

Members: Councillor G. Anderson (Arrived 9:10 a.m.)
Councillor M. D. Brennan
Councillor D. K. Johnstone
Councillor W. B. McKay

Staff: D. W. Holmes, Assistant City Manager and General Manager of
Corporate Services
T. L. Hartley, Director of Human Resources and Organizational Planning
B. E. Clemens, Director of Finance
K. Felker, Manager of Purchasing and Stores
T. Samra, Manager of Legislative Services
K. King, Recording Secretary

1. CALL THE OPEN MEETING TO ORDER:

The Governance Steering Committee Meeting was called to order at 9:03 a.m.

2. ADOPTION OF AGENDA:

It was moved and seconded that the Agenda be adopted. The motion carried unanimously.

3. ADOPTION OF MINUTES:

It was moved and seconded that the Minutes of the Governance Steering Committee Meeting held Thursday, 2013-FEB-07 at 8:00 a.m. be adopted as circulated. The motion carried unanimously.

4. PROCEDURAL MOTION:

It was moved and seconded that the meeting be closed to the public in order to deal with agenda items under the *Community Charter* Section 90(1):

- (a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent.

The motion carried unanimously.

Council moved into "In Camera" at 9:05 a.m.

Council moved out of "In Camera" at 9:37 a.m.

16. ADJOURNMENT:

It was moved and seconded at 9:37 a.m. that the meeting terminate. The motion carried unanimously.

CHAIR

CERTIFIED CORRECT:

CORPORATE OFFICER

MINUTES
GOVERNANCE STEERING COMMITTEE MEETING
BOARD ROOM, 411 DUNSMUIR STREET, NANAIMO, BC
THURSDAY, 2013-JUL-04, AT 9:03 A.M.

PRESENT: Councillor G. E. Greves, Chair

Members: Councillor G. Anderson (Arrived 9:17 a.m.)
Councillor M. D. Brennan
Councillor D. K. Johnstone
Councillor W. B. McKay

Other Council Members: Mayor J. R. Ruttan
Councillor J. A. Kipp
Councillor J. F. K. Pattje

Staff: A. C. Kenning, City Manager
E. C. Swabey, General Manager of Community Safety and Development
T. L. Hartley, Director of Human Resources and Organizational Planning
B. E. Clemens, Director of Finance
K. King, Acting Manager of Legislative Services

1. **CALL THE OPEN MEETING TO ORDER:**

The Governance Steering Committee Meeting was called to order at 9:03 a.m.

2. **ADOPTION OF AGENDA:**

It was moved and seconded that the Agenda be adopted. The motion carried unanimously.

3. **PRESENTATION:**

Ms. Elizabeth Watson, Watson Inc., provided a presentation regarding the Watson Inc.'s Governance Framework: Summary Report and discussed the recommendations contained in the report with the Committee and the other Members of Council in attendance.

4. **PROCEDURAL MOTION:**

It was moved and seconded that the meeting be closed to the public in order to deal with agenda items under the *Community Charter* Section 90(1):

- (a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent.

The motion carried unanimously.

Council moved into "In Camera" at 9:05 a.m.

Council moved out of "In Camera" at 9:37 a.m.

16. ADJOURNMENT:

It was moved and seconded at 1:45 p.m. that the meeting terminate. The motion carried unanimously.

CHAIR

CERTIFIED CORRECT:

CORPORATE OFFICER

APPENDIX A: SUMMARY OF RECOMMENDATIONS

Roles and Responsibilities		Related Documents
	Create a charter that sets out explicitly the areas of Council responsibility. The charter should include Council responsibilities set out in the Charter together with Council's general responsibilities to ensure a sound, sustainable organization.	<i>Community Charter</i>
2	Create a position description for the Mayor's position that provides more detailed guidance on the Mayor's responsibilities.	<i>Community Charter ; Conflict of Interest Guid</i>
3	Create a position description for the Councillor position that provides guidance for individual Councillors on their individual roles and responsibilities.	<i>Community Charter ; Conflict of Interest Guid</i>
	Revise the City Manager performance evaluation process to include the creation of annual goals and objectives for the City Manager.	<i>Community Charter ; City Manager Job Descri</i> to draft: it appears Officers Appointment and Bylaw 2006 No. 7031 does not appear to be a
	Review the Committee structure with a view to determining whether current Committees remain relevant to the City's current activities and Strategic Plan. Sunset those Committees that are no longer relevant.	Strategic Plan; Advisory Committees Terms of Reference (Jan 2010); each Committee's Terms of Reference; individual Commission Bylaws
6	Reformat all Committee terms of reference to a standard format that addresses: purpose, composition and quorum, accountability, duties and responsibilities, meeting practices, reporting requirements and City staff support.	Advisory Committees Terms of Reference (Jan 2010); each Committee's Terms of Reference; individual Commission Bylaws; Council Procedure Bylaw 7060; Report to Council
	Within the overall governance framework for the City, include a Committee framework that identifies the various types of Committees that can be established by Council (along with Commissions and Boards) and how they relate to Council's decision-making authority.	<i>Community Charter ; Advisory Committees Terms of Reference (Jan 2010); each Committee's Terms of Reference; individual Commission Bylaws</i>
8	Develop a process to govern the appointment of Committee members.	Advisory Committees Terms of Reference (Jan 2010); each Committee's Terms of Reference; individual Commission Bylaws
	Ensure all Committee members receive orientation and training around their role and their Committee's role in the context of City-wide governance.	Orientation Material
Constructive relationships		Related Documents
10	Ensure the role descriptions for individual Councillors, the Mayor and the City Manager identify applicable working relationships and emphasize the importance of constructive relationships.	<i>Community Charter</i>

■ To be completed in 0-6 months

■ To be completed in 6-12 months

■ To be completed in 12+ months

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Constructive relationships		Related Documents
11	Prepare written guidelines that provide guidance on the appropriate level of interaction between Councillors and individual staff members. The guidelines should provide guidance on how Councillors should handle concerns about the City Manager or staff performance.	City Manager Job Description
12	Prepare written guidelines that set out the protocol for information requests by individual Councillors (e.g., through the Mayor and the City Manager, by request at a Council meeting).	
13	Consider hiring an employee of Council whose job is to process information requests from Councillors. While the employee works with the City Manager to process requests, the employee answers to Council, rather than the City Manager.	
Alignment on Vision and Goals		Related Documents
14	Revisit the Strategic Plan to ensure alignment between and among Councillors on key issues, and alignment between Council and City staff	Strategic Plan
15	To ensure progress against the Strategic Plan, ensure enough of Council's time is dedicated to discussing and making decisions relating to the priority issues in the Strategic Plan. Proactively schedule these items into future agendas (a "forward agenda") to ensure they receive the focus they deserve.	Strategic Plan; Council Procedure Bylaw 2007
16	Review and establish key performance measures for the Strategic Plan and ensure staff reports regularly on progress against those measures.	Strategic Plan; Council Procedure Bylaw 2007 Report to Council
Effective Decision - Making Process		Related Documents
17	Enhance the Council Procedure Bylaw (or establish another governance framework document) to outline more specifically the expected decorum of Councillors and the role of the Mayor in relation to presiding at meetings, including action to be taken when Councillors break the rules of decorum.	Council Procedure Bylaw 2007 No. 7060
18	For the annual agenda of topics, consider adopting a "forward agenda".	Council Procedure Bylaw 2007 No. 7060
19	For the regular agenda, ensure that the order of business corresponds with the most important topics, placing those that are most significant at the beginning when Councillors are fresh and leaving routine reports to later.	Council Procedure Bylaw 2007 No. 7060
20	Restrict the public question and answer period to interacting with media as contemplated by Section 20.1 of the Council Procedure Bylaw. In addition to the 10 minute limit for delegations to speak at Council meetings, develop guidelines for speakers at the public question and answer period.	Council Procedure Bylaw 2007 No. 7060

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■ To be completed in 6-12 months

■ To be completed in 12+ months

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Effective Decision - Making Process		Related Documents
21	Review forms of City staff reports and consider revising the standardized form of reporting to Council.	Report to Council
22	Ensure that materials are provided sufficiently in advance in order for Councillors to prepare.	
23	For lengthier materials, ensure there is an executive summary that outlines the key items referenced above.	
24	If Councillors have seen previous copies of materials, provide Councillors with black lined copies so they can easily find the revisions to the materials.	
25	Review the use of <i>in camera</i> meetings to ensure compliance with applicable legislation and guidance from the Ombudsperson.	Community Charter; "Open Meetings: Best Practices" Guide for Local Governments", Special Report September 2012, Ombudsperson, Province of Columbia
26	Discuss as a group and decide on how Council wants to approach <i>in camera</i> meetings and then create a written policy relating to <i>in camera</i> meetings.	Community Charter; "Open Meetings: Best Practices" Guide for Local Governments", Special Report September 2012, Ombudsperson, Province of Columbia
27	Review the use of agenda reviews to ensure compliance with applicable legislation and guidance from the Ombudsperson.	Community Charter; "Open Meetings: Best Practices" Guide for Local Governments", Special Report September 2012, Ombudsperson, Province of Columbia
28	Consider whether the seating arrangements in the Shaw Auditorium can be changed so that Councillors are not perceived to be debating with City staff. Alternatively, consider an alternate venue for Council meetings.	
29	Review delegated authorities and ensure they are consistent with Council's overall governance framework.	Bylaw No. 7148 A Bylaw to provide for the Delegation of Council Executive and Administrative Powers; Appointment and Delegation Bylaw 2006 No. 7060
30	Ensure that those having delegated authority report regularly to Council so Council can effectively monitor their performance.	Council Procedure Bylaw 2007 No. 7060; Report to Council

■ To be completed in 0-6 months

■ To be completed in 6-12 months

■ To be completed in 12+ months

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Effective Decision - Making Process		Related Documents
31	Consider creating separate Committee Operating Guidelines.	Advisory Committees Terms of Reference (Jan 2007); each Committee's Terms of Reference; individual Commission Bylaws; Council Procedure Bylaw 2007 No. 7060
32	Ensure there is written guidance on the preparation and timing of delivery of pre-reading materials for Committees.	
33	Consider adopting a standard template for minute-taking at Committee meetings and a standard protocol for approving minutes and providing them to Council.	Advisory Committees Terms of Reference (Jan 2007); Council Procedure Bylaw 2007 No. 7060
34	For advisory Committees, consider implementing a standardized form of Committee reporting to Council, including: a) a summary of Committee meeting dates; b) issues addressed by the Committee since the last Committee report; c) submission to Council, if any; and d) issues to be addressed by the Committee in the future.	Advisory Committees Terms of Reference (Jan 2007); Council Procedure Bylaw 2007 No. 7060; Report to Council; individual Commission Bylaws
35	For Committees who have been delegated responsibility to make decisions, consider implementing a standardized form of Committee reporting to Council, including: a) a summary of Committee meeting dates; b) statistics appropriate to its mandate c) items of note - i.e., issues that may require Council attention from a strategic perspective; and d) policy recommendations - any policy recommendations arising from its decisions.	Individual Commission Bylaws; Council Procedure Bylaw 2007 No. 7060; Report to Council
36	Where Committees are bringing forward items for decision by Council, ensure the information provided is in accordance with Council requirements.	Council Procedure Bylaw 2007 No. 7060; Report to Council
Ethical Conduct and Conflict of Interest		Related Documents
37	Adopt a Code of Conduct that incorporates the responsibilities regarding ethical conduct set out in the <i>Charter</i> and clearly articulates: a) the conduct expected of individual Councillors; b) confidentiality provisions; c) conflict of interest guidelines; and d) the consequences of failing to abide by the Code of Conduct.	Community Charter; Conflict of Interest Guidelines
38	Ensure that each Councillor reads and signs an annual declaration acknowledging that he/she understands the content of the Code of Conduct and agrees to abide by it.	

■ To be completed in 0-6 months

■ To be completed in 6-12 months

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39	Develop a communications strategy that articulates guidelines for communications between Councillors and the media and Councillors and staff.	[Communication Plan]
Stewardship of Community Assets		Related Documents
40	As part of the overall governance framework, articulate a strategic planning framework that outlines Council's long-term approach to strategic planning.	Strategic Plan; planNanaimo; Nanaimo Culture Communication Plan; Transportation Master
41	As part of the overall governance framework, articulate Council's responsibility for financial and operational stewardship and outline how Council exercises this responsibility.	
42	Consider introducing quarterly reporting to Council on financial and operational matters, using the balanced scorecard format.	Council Procedure Bylaw 2007 No. 7060
43	Create a framework for risk oversight that can be used at the Council level to support an annual review of the City's risk profile and risk mitigation strategies.	
44	Ensure that the City's Code of Conduct addresses conduct that may cause potential reputational damage to the City.	
45	As part of the governance framework, establish a Council policy on stewardship of the City's human resources, including Council's role in ensuring the City has an appropriate approach to managing human resources, planning for leadership succession and ensuring potential future leaders are identified and developed.	
Positive Culture and Dynamic		Related Documents
46	Create a comprehensive governance framework, incorporating the various recommendations set out in this report.	
47	Engage in a process to establish agreed-upon values and behaviours for Council and senior staff, together with a process to review and evaluate progress towards better functioning.	
Accountability		Related Documents
48	Incorporate in the City's governance framework a formal requirement for quarterly reporting to the Council on key performance measures.	Report to Council
49	Confirm the organizational performance measures (in both the Balanced Scorecard and Taking Responsibility) to ensure they are agreed to be the salient measures.	Strategic Plan
50	Consider a dashboard for reporting – so Councillors can see 'at a glance' what initiatives are on track and which are at risk.	

■ To be completed in 0-6 months

■ To be completed in 6-12 months

■ To be completed in 12+ months

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Accountability		Related Documents
51	Ensure that reports on progress include recommendations for adjustments, or at least a discussion point, if key targets are not being met.	Report to Council
52	Consider revising the City Manager performance evaluation process to include annual goals and objectives and an annual feedback and review process. Enhancements to the current process should be developed and agreed to by both Council and the City Manager.	City Manager Job Description
53	Ensure that the City Manager performance management process incorporates the following elements: a) An outline of the process, including clarity around the roles and responsibilities of parties involved in the process b) A timeline outlining when key steps in the process are completed c) An opportunity for Council and the City Manager to set the City Manager's goals and objectives at the beginning of the period d) A process to obtain objective feedback on the City Manager's performance against the agreed-upon goals e) A process for Councillors as a group to review the feedback and determine key messages to be delivered to the City Manager d) A process for the City Manager to receive and respond to the evaluation feedback	City Manager Job Description; Officers Appointment Delegation Bylaw 2006 No.7031
54	If there is any concern about the process being managed internally (i.e., by the Human Resources Director), consider having the process managed externally.	
55	Consider establishing an internal audit function within the City.	
56	Set out in writing Council's involvement with the external and internal audit functions.	
57	Adopt a Consultation Policy, outlining Council's commitment to consultation as part of its accountability to stakeholders.	
58	Adopt a Communications Policy as part of Council's governance framework.	[Communication Plan]
59	Ensure the Councillor's Code of Conduct includes specific reference to the handling of confidential information.	Conflict of Interest Guidelines

■ To be completed in 0-6 months

■ To be completed in 6-12 months

■ To be completed in 12+ months