

DATE OF MEETING APRIL 8, 2019

AUTHORED BY SHEILA GURRIE, CITY CLERK AND CORPORATE OFFICER

SUBJECT COUNCIL COMMITTEES

OVERVIEW

Purpose of Report

To provide the Governance and Priorities Committee with an overview of Council's current and previous Committees, and to provide recommendations for moving forward.

Recommendation

That the Governance and Priorities Committee recommend that Council:

1. dissolve the following Committees of Council that are currently on hold:
 - Community Planning and Development;
 - Community Vitality;
 - Public Safety;
 - Public Works and Engineering;
 - Parks Recreation and Wellness; and,
2. Continue with the Finance & Audit Committee to carry-out the work on financial and budgetary matters for Council and appoint a Chair based on the Acting Mayor rotating schedule.

BACKGROUND

The previous Council struck six Committees of Council in July of 2016 to align with their Strategic Plan and to assist in the implementation of working towards the goals or "pillars" of that plan. These committees (Finance and Audit, Community Planning and Development, Community Vitality, Public Safety, Public Works and Engineering and Parks Recreation and Wellness), worked to develop their terms of reference and were guided by annual strategic directions provided by Council. The operations of these committees are in accordance with the "Council Procedure Bylaw 2018 No. 7272" and the Committee Operating Guidelines. These resources are a helpful tools that assists Staff in delivering consistent meeting logistics and assist committee members in the structure and processes of being a member.

Most of the six committees were scheduled to meet monthly, with the exception of the Public Works and Engineering Committee that met on a quarterly basis. The committees had between one and three members of Council sitting on the Committee, with the exception of the Finance & Audit Committee which has all members of Council sitting on the committee. The Chair under the previous Council was appointed by Council with a re-appointment scheduled every two years.

In September of 2018, with the upcoming October General Election, the Committees were placed on hold in order to facilitate the transition process from the previous Council to the current Council. In late November of 2018, the Finance and Audit Committee was taken off hold as the Election was completed and the new Council was under way. It made good governance sense for financial and budget matters to go through the committee process before decisions were made at the Council level, and allowed Council to workshop through, and learn the budgeting process, at these Finance & Audit Committee Meetings. As a mostly newly elected Council, the budget was the first major priority of this Council and it was important to have committee meetings to work through the very large amount of information placed before this Council in order to make the best decisions possible for the 2019 budget.

Council also went through an intensive period of orientation sessions after the Inauguration. One of these sessions, with Mr. George Cuff, provided an orientation session on Governance and Council's role. Mr. Cuff reviewed governance models with Council and in one of the models he provided the Governance and Priorities Committee (GPC) as a "parent" type committee of Council. This model of good governance allows for other committees to be born from the GPC and to align with Council's Strategic Plan.

Council made a motion during the 2019-JAN-14 Special Council Meeting directing Staff to develop a Terms of Reference by 2019-MAR-01 for a Governance and Priorities Committee, based on the governance model outlined by Mr. Cuff. Staff carried out this direction and Council adopted the Terms of Reference and struck the GPC at the 2019-MAR-04 Regular Council Meeting.

Moving forward and using Mr. Cuff's governance model as a guide, Staff have undertaken a review of the Committees of Council that are currently on hold, as well as the Finance and Audit Committee that was reactivated in late November 2018. The purpose of this review was to provide Council background information and recommendations for consideration based on the governance model Council has determined it prefers.

The review was based on previous Council's purpose for striking these committees, the committee Terms of Reference (attached) and the current Council's work completed to-date on their Strategic Plan. The summary of the review and observations by Staff is that Council should strike their own committees, as required from the GPC and in alignment with their Strategic Plan. The exception to this Staff recommendation is that the Finance and Audit Committee not be dissolved with the other committees struck by the previous Council. Additionally, Staff recommend that should Council continue with the Finance & Audit Committee, the Chair be appointed on a rotating basis, using the Acting Mayor Schedule as the Chair schedule. This would allow Councillors to gain Chair experience and help to evenly distribute the work load of Council.

Historically there has always been, or there was always intended to be, a Finance Committee of Council. At one time there was the "Finance/Policy Committee of the Whole". However, in 2012 the Finance/Policy was dropped from the title. This Committee of the Whole's original intent was to be as the Finance and Audit Committee is currently but with powers delegated to it by Council. It evolved into another Council Meeting. Since the Finance and Audit Committee was formed, it has evolved into a "business-type" meeting of Council where all matters of a financial nature flow through the committee before going to Council. This also includes delegations that wish to request funds from Council. The delegation forms have been modified

so that any monetary requests to Council must be declared and are referred to the Finance and Audit Committee. This follows a good governance model and allows a committee and finance staff to review requests, and understand all of the potential implications, prior to these requests going to a Council Meeting.

The next steps for Council moving forward with both Committees and/or other engagement models would be for Council to contemplate what is needed and what would align with the Strategic Plan Theme “Governance Excellence” and the Focus Areas for “Engagement” and “Structured for Decision Making” (engaging with the community in a deliberate and disciplined way, ensure we are structured and resourced for expeditious, high quality decision making and action within our risk framework). Committees; Task Forces; Round Tables, etc., should be thoughtfully considered in unison with the Strategic Plan, as well as the governance model the GPC represents. Staff will support Council’s direction by creating Terms of References and other supports necessary in the creation of these. Council should also be informed of resourcing and the costs associated with committees and/or other engagement models and Staff will supply this information as required.

During her review of committees in 2016 Lisa Zwarn noted that: “for every one hour that a committee meets, the administrative support staff person will typically spend between two to three hours before the meeting in preparation and two to three hours after the meeting in follow-up”. This is a rough estimate, but it must be taken into consideration. Staff will come back to Council during a Governance and Priorities Committee Meeting in May, to provide further information on the next stages of this process (Committee of the Whole, Council Procedure Bylaw, Engagement) and will continue ongoing support of Council should they choose to move ahead with engagement models such as Committees, Task Forces, Round Tables, etc. |

OPTIONS

1. That the Governance and Priorities Committee recommend that Council:
 1. dissolve the following Committees of Council that are currently on hold:
 - Community Planning and Development;
 - Community Vitality;
 - Public Safety;
 - Public Works and Engineering;
 - Parks Recreation and Wellness; and,
 2. Continue with the Finance & Audit Committee to carry-out the work on financial and budgetary matters for Council and appoint a Chair based on the Acting Mayor rotating schedule.
 - **Budget Implication:** Budget neutral. There could be initial savings with the committees on hold no longer meeting; however, the creation of the Governance and Priorities Committee is a new committee with new costs. If Council chooses to strike more committees, there will be costs associated with them as well.
 - **Legal Implication:** The *Community Charter* allows for Council to strike committees.
 - **Engagement Implication:** Opportunities for engagement still exist with delegations and public participation at other Council committees and public meetings of Council.

- **Political Implication:** Good governance and clear direction on committees moving forward may have a positive political impact.
 - **Strategic Priorities Implication:** Striking committees that align with the current strategic plan will allow for the goals of the strategic themes and initiatives to be carried out and falls under the Good Governance and Management Excellence theme of Council's Draft Strategic Plan.
2. That the Governance and Priorities Committee provide alternate direction based on another governance model.
- **Budget Implication:** None as status quo. If Council chooses to strike additional committees, costs will increase as there could be resource issues as a result of meeting preparation and other related logistics.
 - **Legal Implication:** The *Community Charter* allows for Council to strike committees.
 - **Engagement Implication:** Opportunities for engagement are currently on hold; however, Committees of Council provide additional opportunities for public engagement.
 - **Strategic Priorities Implication:** The existing committees on hold are not aligned with the current Council's Strategic Plan and do not serve Council in furthering the Plan's initiatives and action items. |

SUMMARY POINTS

- |The 2014-2018 Council struck six committees in 2016 and there are currently five of these committees "on hold".
- The current Council has taken steps to move toward a Governance Model that includes the Governance and Priorities Committee as a "parent committee" where other Committees of Council can be born from.
- The Finance and Audit Committee is one of the six committees that Staff recommends continuing as it serves as a good governance tool bringing forward matters of a financial nature to a committee, prior to going before Council.
- Staff will be coming back to Council with more information about next steps during a GPC meeting in May. |

ATTACHMENTS

Attachment A - Committees Review PowerPoint
Attachment B – Six Committees of Council Terms of Reference |

Submitted by: |

Sheila Gurrie
City Clerk and Corporate Officer|