CITY OF VICTORIA

AMENDED AGENDA
SPECIAL GOVERNANCE & PRIORITIES COMMITTEE
MEETING OF DECEMBER 11, 2014, AT 11:00 A.M.
COUNCIL CHAMBERS
CITY HALL, 1 CENTENNIAL SQUARE

Page

CALL TO ORDER

APPROVAL OF THE AGENDA

DECISION REQUESTS

MOTION TO CLOSE THE DECEMBER 11, 2014 GOVERNANCE & PRIORITIES
COMMITTEE MEETING TO THE PUBLIC
That Governance & Priorities Committee convene a closed meeting that excludes the
public under Section 12(6) of the Council Bylaw for the reason that the following
agenda items deal with matters specified in Sections 12(3) and/or (4) of the Council
Bylaw, namely:
*Section 12 (3) (a) - personal information about an identifiable individual who holds or is
being considered for a position as an officer, employee or agent of the City or another
position appointed by the City*

Section 12 (3) (e) - The acquisition, disposition or expropriation of land or improvements, if the Council considers that disclosure might reasonably be expected to harm the interests of the City.
Section 12 (3) (g) – litigation or potential litigation affecting the City
Section 12 (3) (i) - the receipt of advice that is subject to solicitor-client privilege including communications necessary for that purpose.

CLOSED MEETING

6.   **Late Item:**
            Legal Advice / Potential Litigation
            --D. Kalynchuk, Director of Engineering & Public Works

7.   Land
            --J. Jenkyns, General Manager
            Late Item: Report

8.   **Late Item:**
            Correspondence regarding Council Appointment

ADJOURNMENT

CITY OF VICTORIA

Mayor's Motion to the Governance and Priorities Committee
For the Meeting of December 11, 2014

To:	Governance and Priorities Committee	**Date:**	December 5, 2014
From:	Mayor Helps		
Subject:	Council Appointments to Boards and Committees		

Summary

Council makes Council member appointments to its own Committees, and to many external Boards and Committees. Table 1 outlines these appointments and is attached to this report. In some cases, there is discretion as to whether a Council member or a citizen is appointed to serve on the external body, and these cases are noted in Table 1.

Council members who are CRD Board Directors are also eligible to serve on a variety of CRD Board Committees and Commissions. These appointments are made by the CRD Board or the CRD Board Chair. Table 2 summarizes these appointments and is attached for reference.

To ensure the City of Victoria has representation on the Committees and Boards outlined in Table 1, the Committee should make recommendations to Council on suitable appointees. The Committee will also discuss the interest of Council members to serve on CRD Committees and Commissions.

Recommendation:

That the Committee make recommendations to the Council on appointees to the Boards and Committees set out in Table 1.

Respectfully submitted

Lisa Helps
Mayor

Table 1
Council Appointments to City Advisory Bodies and Other Boards

Standing Committee	Date Councillor Appointed	Councillor Term	Council Members	Committee Term Expires	# of Citizens Appointed by Council	Citizen Member Term	Maximum Number of Terms for Citizen Member
Governance and Priorities	December, 2014	Term of Office	**Mayor, Chair** plus 8 members of Council	December 2018	N/A	N/A	N/A
Planning and Land Use	December, 2014	Term of Office	**Mayor, Chair** plus 8 members of Council	December 2018	N/A	N/A	N/A
Community Services	December, 2014	2 consecutive 2 year terms	4 members of Council w/Mayor serving as alternate	June 30, 2016	3	2 years	2 consecutive terms (3 years)
Corporate and Strategic Services	December, 2014	2 consecutive 2 year terms	4 members of Council w/Mayor serving as alternate	June 30, 2016	3	2 years	2 consecutive terms (3 years)

NOTE: **There were 3 corrections made to this document:**

1. **Page 2 - Addition of Art in Public Places Committee**
2. **Page 5 - Tourism Victoria Sales and Marketing Committee – removed as City staff is appointed**
3. **Page 10 – Capital Regional Water Supply Commission & CRD Regional Housing Trust Fund Commission – duplicated, one version removed**

CITY COMMITTEES

City Committee or Board	Date Councillor Appointed	Councillor Term	Council Member (Alternate)	Committee Term Expires	# of Citizens Appointed by Council	Citizen Member Term	Maximum Number of Terms for Citizen Member
Honorary Citizens Committee	December, 2014	2 consecutive 2 year terms	1 member of Council	December, 2018	7	The year that the Honorary Citizens are selected	No maximum
Victoria Conference Centre Advisory Committee	December, 2014	2 consecutive 2 year terms	2 members of Council *The Mayor is a standing member of the Committee	December, 2018	N/A	N/A	N/A
City of Victoria Youth Council	December, 2014	2 consecutive 2 year terms	1 member of Council	December, 2018	N/A	N/A	N/A
David Foster Way Fundraising Committee	December, 2014	2 consecutive 2 year terms	1 member of Council	December, 2018	N/A	N/A	N/A
Victoria Harbour Aerodrome Community Committee	December, 2014	2 consecutive 2 year terms	1 member of Council plus Council member liaisons to James Bay, VicWest and Downtown	December, 2018	N/A	N/A	N/A
Art in Public Places Committee	December, 2014	2 consecutive 2 year terms	1 member of Council	December, 2018	N/A	N/A	N/A

Table 1
Council Appointments to City Advisory Bodies and Other Boards

STATUTORY COMMITTEES AND BOARDS							
Statutory Committee or Board	Date Councillor Appointed	Councillor Term	Council/Citizen Members (Alternate)	Committee Term Expires	# of Citizens Appointed by Council	Citizen Member Term	Maximum Number of Terms for Citizen Member
Board of Cemetery Trustees of Greater Victoria	December, 2014	3 year term Until reappointed	1 member of Council Chris Lawless Kathi Springer	December, 2018 January 31, 2015 June 30, 2017	2	Initial 3 year term	Renewed at the discretion of Council
★Capital Region Emergency Service Telecommunications Inc. (CREST)	December, 2014	1 year	1 member of Council or a Citizen appointee	December 31, 2015	N/A	N/A	N/A

★CREST Members Agreement section 4.2 references the option that "each member on the date of the agreement shall be entitled to nominate as a director one individual for each share in the Company held by it.". Accordingly, the City's appointee to CREST no longer has to be a Council member

Table 1
Council Appointments to City Advisory Bodies and Other Boards

COMMUNITY COMMITTEES, COMMISSION AND BOARDS (INCLUDING FOUNDATIONS, TRUSTS, AND SOCIETIES)							
Committee or Board	Date Councillor Appointed	Councillor Term	Council Member (Alternate)	Committee Term Expires	# of Citizens Appointed by Council	Citizen Member Term	Maximum Number of Terms for Citizen Members
Downtown Victoria Business Association	December, 2014	2 consecutive 2 year terms	1 member of Council	December, 2018	N/A	N/A	N/A
Greater Victoria Airport Authority – Airport Consultative Committee	December, 2014	2 consecutive 2 year terms	1 member of Council	December, 2018	None	N/A	N/A
Victoria Airport Authority Board	N/A	N/A	2 Citizen nominees 1 appointed by VAA Board (recruitment underway)	N/A December 31, 2016	2 Citizens nominated; VAA appoints 1	2 years	Up to 8 years
Greater Victoria Family Court and Youth Justice Committee	December, 2014	2 consecutive 2 year terms	1 member of Council 1 Citizen appointee (recruitment underway)	December 31, 2015 December 31, 2014	1 City Appointee	Annual	N/A
Greater Victoria Harbour Authority	December, 2014	1 year	1 member of Council or Citizen City nominates and GVHA appoints	December 31, 2015	N/A	N/A	N/A
Greater Victoria Harbour Authority Member Representative (Annual and Special General Meetings)	December, 2014	2 consecutive 2 year terms	1 member of Council	December, 2018	N/A	N/A	N/A
Greater Victoria Labour Relations Association Board	December, 2014	2 consecutive 2 year terms	Mayor and 1 member of Council	December, 2018	N/A	N/A	N/A

Table 1
Council Appointments to City Advisory Bodies and Other Boards

Greater Victoria Public Library Board	December, 2014	<mark>1 year</mark>	1 member of Council 4 Citizen appointees: (recruitment underway) David Alexander Roberta Burris Paul McNair Kathy Santini	December 31, 2015 December 31, 2015 December 31, 2014 December 31, 2015 December 31, 2015	4 City Appointees	2 years	4 consecutive terms (8 years)
Canadian Capital Cities Organization	December, 2014 April 2015	<mark>1 year</mark> (appointed annually) 1 year	Representative - Can be either Councillor or citizen Board Member – Can be either Councillor or citizen; can also be above representative	December 31, 2015 April 2016	N/A	N/A	N/A
Municipal Insurance Association of British Columbia (MIABC)	December, 2014	<mark>1 year</mark>	1 member of Council	December 31, 2015	N/A	N/A	N/A
Tourism Victoria Board of Directors (includes Tourism Victoria – Victoria Hospitality Awards)	December, 2014	<mark>1 year</mark>	1 member of Council	December 31, 2015	1 x City Rep (Elected Official, staff member or member of public residing in City of Victoria	N/A	N/A
Victoria Civic Heritage Trust	December, 2014	2 consecutive 2 year terms	Up to 2 members of Council	December, 2018	N/A	N/A	N/A
Victoria Heritage Foundation	December, 2014	2 consecutive 2 year terms	1 member of Council	December, 2018	N/A	N/A	N/A
Victoria Parks and Recreation Foundation	December, 2014	2 consecutive 2 year terms	1 member of Council	December, 2018	N/A	N/A	N/A

Table 1
Council Appointments to City Advisory Bodies and Other Boards

Victoria Regional Transit Commission	December, 2014	Mayor – 4 years Council member nominee may be up to 4 years	Mayor – Standing Member Provincial Appointee: 1 member of Council The City Nominates the Council member to the Commission	December, 2018	N/A	N/A	Mayor is standing member of Board Province appoints one Councillor
Community Action Plan on Discrimination (Not a City of Victoria Committee. The Councillors are Victoria City Council liaisons to the CAP on Discrimination)	December, 2014	2 consecutive 2 year terms	1 or 2 members of Council	December, 2018	N/A	N/A	N/A

Table 1
Council Appointments to City Advisory Bodies and Other Boards

OTHER "VOLUNTARY" COMMITTEES AND TASK FORCES							
Committee or Board	Date Councillor Appointed	Councillor Term	Council Member (Alternate)	Committee Term Expires	# of Citizens Appointed by Council	Citizen Member Term	Maximum Number of Terms for Citizen Members
FCM – Election to Board of Directors			1 member of Council	December 31, 2015	N/A	N/A	N/A
FCM Board: Standing Committee on Economic & Social Development			1 member of Council	December 31, 2015	N/A	N/A	N/A
FCM Board: Standing Committee on Economic & Social Development			1 member of Council	December 31, 2015	N/A	N/A	N/A
AVICC							
UBCM							

Table 1
Council Appointments to City Advisory Bodies and Other Boards

NEIGHBOURHOOD ASSOCIATIONS – COUNCILLOR LIAISONS							
Committee or Board	**Date Councillor Appointed**	**Councillor Term**	**Council Member (Alternate)**	**Committee Term Expires**	**# of Citizens Appointed by Council**	**Citizen Member Term**	**Maximum Number of Terms for Citizen Members**
Burnside Gorge Community Association	December, 2014	2 consecutive 2 year terms	1 member of Council	December 31, 2016	N/A	N/A	N/A
Downtown Blanshard Advisory Committee - including the Hillside/Quadra Neighbourhood Action Group	December, 2014	2 consecutive 2 year terms	1 member of Council	December 31, 2016	N/A	N/A	N/A
Downtown Residents Association	December, 2014	2 consecutive 2 year terms	1 member of Council	December 31, 2016	N/A	N/A	N/A
Fairfield Gonzales Community Association	December, 2014	2 consecutive 2 year terms	1 member of Council	December 31, 2016	N/A	N/A	N/A
Fernwood Community Association	December, 2014	2 consecutive 2 year terms	1 member of Council	December 31, 2016	N/A	N/A	N/A
James Bay Neighbourhood Association	December, 2014	2 consecutive 2 year terms	1 member of Council	December 31, 2016	N/A	N/A	N/A
North Jubilee Neighbourhood Association	December, 2014	2 consecutive 2 year terms	1 member of Council	December 31, 2016	N/A	N/A	N/A
North Park Neighbourhood Association	December, 2014	2 consecutive 2 year terms	1 member of Council	December 31, 2016	N/A	N/A	N/A
Oakland Community Association	December, 2014	2 consecutive 2 year terms	1 member of Council	December 31, 2016	N/A	N/A	N/A
Rockland Neighbourhood Association	December, 2014	2 consecutive	1 member of Council	December 31, 2016	N/A	N/A	N/A

Table 1
Council Appointments to City Advisory Bodies and Other Boards

		2 year terms					
South Jubilee Neighbourhood Association	December, 2014	2 consecutive 2 year terms	1 member of Council	December 31, 2016	N/A	N/A	N/A
Victoria West Community Association	December, 2014	2 consecutive 2 year terms	1 member of Council	December 31, 2016	N/A	N/A	N/A

COMMUNITY COMMITTEES, COMMISSION AND BOARDS - Capital Regional District							
Committee or Board	**Date Councillor Appointed**	**Councillor Term**	**Council Member (Alternate)**	**Committee Term Expires**	**# of Citizens Appointed by Council**	**Citizen Member Term**	**Maximum Number of Terms for Citizen Members**
Capital Regional District Board of Municipal Directors	December 4, 2014	4 years	Mayor and 3 members of Council – ranked Mayor 1. Councillor Isitt 2. Councillor Alto 3. Councillor Young **Alternates: 4 members of Council - ranked:** 1. Councillor Loveday 2. Councillor Coleman 3. Councillor Madoff 4. Councillor Thornton-Joe **5.** Councillor Lucas	December, 2018	N/A	N/A	N/A
Capital Regional District Arts Advisory Council	December, 2014	1 year	1 member of Council	December 31, 2015	N/A	N/A	N/A
Capital Regional District Hospital Board	December 4, 2014	4 years	Mayor and 3 members of Council – ranked Mayor 1. Councillor Isitt 2. Councillor Alto 3. Councillor Young	December, 2018	N/A	N/A	N/A

Table 1
Council Appointments to City Advisory Bodies and Other Boards

			Alternates: 4 members of Council - ranked: 1. Councillor Loveday 2. Councillor Coleman 3. Councillor Madoff 4. Councillor Thornton-Joe 5. Councillor Lucas				
Capital Regional Water Supply Commission	December, 2014	4 years – Ends immediately before the first Monday following Dec 1 in the year of the general municipal election **(Require Ad in paper for the general public before appointment)**	4 members of Council **Alternates: 4 members of Council – ranked** 1st 2nd 3rd 4th	December, 2018	N/A	N/A	N/A
Capital Regional District Regional Housing Trust Fund Commission	December, 2014	1 year	1 member of Council **City Nominates Candidate to** CRD Board Director appointed by the Board Chair	December 31, 2015	N/A	N/A	N/A
Capital Regional District Royal & McPherson Theatres Society Board	December, 2014	1 year	1 member of Council	December 31, 2015	N/A	N/A	N/A

Table 1
Council Appointments to City Advisory Bodies and Other Boards

Standing Committee	Date Councillor Appointed	Councillor Term	Council Members	Committee Term Expires	# of Citizens Appointed by Council	Citizen Member Term	Maximum Number of Terms for Citizen Member
Governance and Priorities	December, 2014	Term of Office	**Mayor, Chair** plus 8 members of Council	December 2018	N/A	N/A	N/A
Planning and Land Use	December, 2014	Term of Office	**Mayor, Chair** plus 8 members of Council	December 2018	N/A	N/A	N/A
Community Services	December, 2014	18 months*	4 members of Council w/Mayor serving as alternate	June 30, 2016	3	18 months*	2 consecutive terms (3 years)
Corporate and Strategic Services	December, 2014	18 months*	4 members of Council w/Mayor serving as alternate	June 30, 2016	3	18 months*	2 consecutive terms (3 years)

* New Council will consider 24 month terms – half of 4 year term of Council

Table 1
Council Appointments to City Advisory Bodies and Other Boards

CITY COMMITTEES							
City Committee or Board	**Date Councillor Appointed**	**Councillor Term**	**Council Member (Alternate)**	**Committee Term Expires**	**# of Citizens Appointed by Council**	**Citizen Member Term**	**Maximum Number of Terms for Citizen Member**
Honorary Citizens Committee	December, 2014	4 years	1 member of Council	December, 2018	7	The year that the Honorary Citizens are selected	No maximum
Victoria Conference Centre Advisory Committee	December, 2014	4 years	2 members of Council *The Mayor is a standing member of the Committee	December, 2018	N/A	N/A	N/A
City of Victoria Youth Council	December, 2014	4 years	1 member of Council	December, 2018	N/A	N/A	N/A
David Foster Way Fundraising Committee	December, 2014	4 years	1 member of Council	December, 2018	N/A	N/A	N/A
Victoria Harbour Aerodrome Community Committee	December, 2014	4 years	1 member of Council plus Council member liaisons to James Bay, VicWest and Downtown	December, 2018	N/A	N/A	N/A

Table 1
Council Appointments to City Advisory Bodies and Other Boards

STATUTORY COMMITTEES AND BOARDS							
Statutory Committee or Board	Date Councillor Appointed	Councillor Term	Council/Citizen Members (Alternate)	Committee Term Expires	# of Citizens Appointed by Council	Citizen Member Term	Maximum Number of Terms for Citizen Member
Board of Cemetery Trustees of Greater Victoria	December, 2014	4 years Until reappointed	1 member of Council Chris Lawless Kathi Springer	December, 2018 January 31, 2015 June 30, 2017	2	Initial 3 year term	Renewed at the discretion of Council
★Capital Region Emergency Service Telecommunications Inc. (CREST)	December, 2014	1 year	1 member of Council or a Citizen appointee	December 31, 2015	N/A	N/A	N/A

★CREST Members Agreement section 4.2 references the option that "each member on the date of the agreement shall be entitled to nominate as a director one individual for each share in the Company held by it.". Accordingly, the City's appointee to CREST no longer has to be a Council member

Table 1
Council Appointments to City Advisory Bodies and Other Boards

COMMUNITY COMMITTEES, COMMISSION AND BOARDS (INCLUDING FOUNDATIONS, TRUSTS, AND SOCIETIES)							
Committee or Board	**Date Councillor Appointed**	**Councillor Term**	**Council Member (Alternate)**	**Committee Term Expires**	**# of Citizens Appointed by Council**	**Citizen Member Term**	**Maximum Number of Terms for Citizen Members**
Downtown Victoria Business Association	December, 2014	Up to 4 years	1 member of Council	December, 2018	N/A	N/A	N/A
Greater Victoria Airport Authority – Airport Consultative Committee	December, 2014	Up to 4 years	1 member of Council	December, 2018	None	N/A	N/A
Victoria Airport Authority Board	N/A	N/A	2 Citizen nominees 1 appointed by VAA Board (recruitment underway)	N/A December 31, 2016	2 Citizens nominated; VAA appoints 1	2 years	Up to 8 years
Greater Victoria Family Court and Youth Justice Committee	December, 2014	1 year	1 member of Council 1 Citizen appointee (recruitment underway)	December 31, 2015 December 31, 2014	1 City Appointee	Annual	N/A
Greater Victoria Harbour Authority	December, 2014	1 year	1 member of Council or Citizen City nominates and GVHA appoints	December 31, 2015	N/A	N/A	N/A
Greater Victoria Harbour Authority Member Representative (Annual and Special General Meetings)	December, 2014	Up to 4 years	1 member of Council	December, 2018	N/A	N/A	N/A
Greater Victoria Labour Relations Association Board	December, 2014	Up to 4 years	Mayor and 1 member of Council	December, 2018	N/A	N/A	N/A

Table 1
Council Appointments to City Advisory Bodies and Other Boards

Greater Victoria Public Library Board	December, 2014	1 year	1 member of Council 4 Citizen appointees: (recruitment underway) David Alexander Roberta Burris Paul McNair Kathy Santini	December 31, 2015 December 31, 2015 December 31, 2015 December 31, 2014 December 31, 2015 December 31, 2015	4 City Appointees	2 years	4 consecutive terms (8 years)
Canadian Capital Cities Organization	December, 2014 April 2015	1 year 1 year	Representative - Can be either Councillor or citizen Board Member – Can be either Councillor or citizen; can also be above representative	December 31, 2015 April 2016	N/A	N/A	N/A
Municipal Insurance Association of British Columbia (MIABC)	December, 2014	1 year	1 member of Council	December 31, 2015	N/A	N/A	N/A
Tourism Victoria Board of Directors (includes Tourism Victoria – Victoria Hospitality Awards)	December, 2014	1 year	1 member of Council	December 31, 2015	1 x City Rep (Elected Official, staff member or member of public residing in City of Victoria	N/A	N/A
Tourism Victoria Sales and Marketing Committee	December, 2014	1 year	1 member of Council	December 31, 2015	Required: 1 x elected official (Mayor or Councillor) 1 x City Staff	1 Year	N/A
Victoria Civic Heritage Trust	December, 2014	Up to 4 years	1 member of Council	December, 2018	N/A	N/A	N/A
Victoria Heritage Foundation	December, 2014	Up to 4 years	1 member of Council	December, 2018	N/A	N/A	N/A
Victoria Parks and Recreation Foundation	December, 2014	Up to 4 years	1 member of Council	December, 2018	N/A	N/A	N/A

Table 1
Council Appointments to City Advisory Bodies and Other Boards

Victoria Regional Transit Commission	December, 2014	Up to 4 years	Mayor – Standing Member Provincial Appointee: 1 member of Council The City Nominates the Council member to the Commission	December, 2018	N/A	N/A	Mayor is standing member of Board Province appoints one Councillor
Community Action Plan on Discrimination (Not a City of Victoria Committee. The Councillors are Victoria City Council liaisons to the CAP on Discrimination)	December, 2014	Up to 4 years	1 or 2 members of Council	December, 2018	N/A	N/A	N/A

Table 1
Council Appointments to City Advisory Bodies and Other Boards

OTHER "VOLUNTARY" COMMITTEES AND TASK FORCES							
Committee or Board	**Date Councillor Appointed**	**Councillor Term**	**Council Member (Alternate)**	**Committee Term Expires**	**# of Citizens Appointed by Council**	**Citizen Member Term**	**Maximum Number of Terms for Citizen Members**
FCM – Election to Board of Directors			1 member of Council	December 31, 2015	N/A	N/A	N/A
FCM Board: Standing Committee on Economic & Social Development			1 member of Council	December 31, 2015	N/A	N/A	N/A
FCM Board: Standing Committee on Economic & Social Development			1 member of Council	December 31, 2015	N/A	N/A	N/A
AVICC							
UBCM							

Table 1
Council Appointments to City Advisory Bodies and Other Boards

NEIGHBOURHOOD ASSOCIATIONS – COUNCILLOR LIAISONS							
Committee or Board	**Date Councillor Appointed**	**Councillor Term**	**Council Member (Alternate)**	**Committee Term Expires**	**# of Citizens Appointed by Council**	**Citizen Member Term**	**Maximum Number of Terms for Citizen Members**
Burnside Gorge Community Association	December, 2014	24 Months	1 member of Council	December 31, 2016	N/A	N/A	N/A
Downtown Blanshard Advisory Committee - including the Hillside/Quadra Neighbourhood Action Group	December, 2014	24 Months	1 member of Council	December 31, 2016	N/A	N/A	N/A
Downtown Residents Association	December, 2014	24 Months	1 member of Council	December 31, 2016	N/A	N/A	N/A
Fairfield Gonzales Community Association	December, 2014	24 Months	1 member of Council	December 31, 2016	N/A	N/A	N/A
Fernwood Community Association	December, 2014	24 Months	1 member of Council	December 31, 2016	N/A	N/A	N/A
James Bay Neighbourhood Association	December, 2014	24 Months	1 member of Council	December 31, 2016	N/A	N/A	N/A
North Jubilee Neighbourhood Association	December, 2014	24 Months	1 member of Council	December 31, 2016	N/A	N/A	N/A
North Park Neighbourhood Association	December, 2014	24 Months	1 member of Council	December 31, 2016	N/A	N/A	N/A
Oakland Community Association	December, 2014	24 Months	1 member of Council	December 31, 2016	N/A	N/A	N/A
Rockland Neighbourhood Association	December, 2014	24 Months	1 member of Council	December 31, 2016	N/A	N/A	N/A
South Jubilee Neighbourhood Association	December, 2014	24 Months	1 member of Council	December 31, 2016	N/A	N/A	N/A
Victoria West Community Association	December, 2014	24 Months	1 member of Council	December 31, 2016	N/A	N/A	N/A

Table 1
Council Appointments to City Advisory Bodies and Other Boards

COMMUNITY COMMITTEES, COMMISSION AND BOARDS - Capital Regional District							
Committee or Board	**Date Councillor Appointed**	**Councillor Term**	**Council Member (Alternate)**	**Committee Term Expires**	**# of Citizens Appointed by Council**	**Citizen Member Term**	**Maximum Number of Terms for Citizen Members**
Capital Regional District Board of Municipal Directors	December 4, 2014	4 years	Mayor and 3 members of Council – ranked Mayor 1. Councillor Isitt 2. Councillor Alto 3. Councillor Young **Alternates: 4 members of Council - ranked:** 1. Councillor Loveday 2. Councillor Coleman 3. Councillor Madoff 4. Councillor Thornton-Joe **5.** Councillor Lucas	December, 2018	N/A	N/A	N/A
Capital Regional District Arts Advisory Council	December, 2014	1 year	1 member of Council	December 31, 2015	N/A	N/A	N/A
Capital Regional District Hospital Board	December 4, 2014	4 years	Mayor and 3 members of Council – ranked Mayor 1. Councillor Isitt 2. Councillor Alto 3. Councillor Young **Alternates: 4 members of Council - ranked:** 1. Councillor Loveday 2. Councillor Coleman 3. Councillor Madoff 4. Councillor Thornton-Joe 5. Councillor Lucas	December, 2018	N/A	N/A	N/A

Table 1
Council Appointments to City Advisory Bodies and Other Boards

Capital Regional Water Supply Commission	December, 2014	4 years – Ends immediately before the first Monday following Dec 1 in the year of the general municipal election **(Require Ad in paper for the general public before appointment)**	4 members of Council **Alternates: 4 members of Council – ranked** 1st 2nd 3rd 4th	December, 2018	N/A	N/A	N/A
Capital Regional District Regional Housing Trust Fund Commission	December, 2014	1 year	1 member of Council **City Nominates Candidate to** CRD Board Director appointed by the Board Chair	December 31, 2015	N/A	N/A	N/A
Capital Regional Water Supply Commission	December, 2014	4 years – Ends immediately before the first Monday following Dec 1 in the year of the general municipal election **(Require Ad in paper for the general public before appointment)**	4 members of Council **Alternates: 4 members of Council – ranked** 1st 2nd 3rd 4th	December, 2018	N/A	N/A	N/A
Capital Regional District Regional Housing Trust Fund Commission	December, 2014	1 year	1 member of Council **City Nominates Candidate to** CRD Board Director appointed by the Board Chair	December 31, 2015	N/A	N/A	N/A
Capital Regional District Royal & McPherson Theatres Society Board	December, 2014	1 year	1 member of Council	December 31, 2015	N/A	N/A	N/A

Table 2
Council Member Appointments made by the Capital Regional District to CRD Committees

COMMITTEE OR BOARD							

Committee or Board	Date Councillor Appointed	Councillor Term	Council Member (Alternate)	Committee Term Expires	# of Citizens Appointed by Council	Citizen Member Term	Maximum Number of Terms for Citizen Members
Capital Regional District Solid Waste Advisory Committee	**Appointments are on hold until 2016 when it is expected that the new CRD Solid Waste Management Plan will be finalized**				N/A	N/A	N/A
Capital Regional District Core Area Liquid Waste Management Committee (Standing Committee)	January 2015	1 year	CRD Board Appointment 4 Directors are appointed by the Board Chair	December 31, 2015	N/A	N/A	N/A
Capital Regional District Finance & Corporate Services Committee (Standing Committee)	January 2015	1 year	CRD Board Appointment Directors are appointed by the Board Chair	December 31, 2015	N/A	N/A	N/A
Capital Regional District Governance Committee (Standing Committee)	January 2015	1 year	CRD Board Appointment Directors are appointed by the Board Chair	December 31, 2015	N/A	N/A	N/A
Capital Regional District Transportation Select Committee	January 2015	1 year	CRD Board Appointment Directors are appointed by the Board Chair	December 31, 2015	N/A	N/A	N/A
Capital Regional District Planning, Transportation and Protective Services Committee (Standing Committee)	January 2015	1 year	CRD Board Appointment Directors are appointed by the Board Chair	December 31, 2015	N/A	N/A	N/A
Capital Regional District Arts Advisory Committee	January 2015	1 year	CRD Board Appointment Directors are appointed by the Board Chair or Board	December 31, 2015	N/A	N/A	N/A
Capital Regional District Regional Parks Committee (Standing Committee)	January 2015	1 year	CRD Board Appointment Directors are appointed by the Board Chair	December 31, 2015	N/A	N/A	N/A

Header of table: COMMUNITY COMMITTEES, COMMISSION AND BOARDS - Capital Regional District

Table 2
Council Member Appointments made by the Capital Regional District to CRD Committees

Capital Regional District Housing Corporation Board	January 2015	1 year	CRD Board Appointment Directors are appointed by Board Chair City Alternate Directors ranked as per CRD Alternate Directors	December 31, 2015	N/A	N/A	N/A
Capital Regional District Environmental Sustainability Committee	December, 2014	1 year	CRD Board Appointment Directors are appointed by the Board Chair	December 31, 2015	N/A	N/A	N/A
Capital Regional District Greater Victoria Coalition to End Homelessness	January 2015	1 year	CRD Board Appointment Directors are appointed by the Board Chair	December 31, 2015	N/A	N/A	N/A
Capital Regional District Greater Victoria Labour Relations Association	January 2015	1 year	CRD Board Appointment Directors are appointed by the Board	December 31, 2015	N/A	N/A	N/A
Capital Regional District Harbour Authority Board	January 2015	1 year	Nominated by Board Chair	December 31, 2015	N/A	N/A	N/A
Capital Regional District Island Corridor Foundation	January 2015	1 year	Appointment/Nomination made by Board	December 31, 2015	N/A	N/A	N/A
Capital Regional District Municipal Finance Authority of BC	January 2015	1 year	CRD makes 2 annual appointments (with alternates) to the MFA.	December 31, 2015	N/A	N/A	N/A
Capital Regional District Traffic Safety Commission	January 2015	1 year	CRD Board Appointment Directors are appointed by the Board Chair	December 31, 2015	N/A	N/A	N/A

<u>Acting Mayor - Revised</u>

December 2014   Councillor Thornton-Joe

<u>2015</u>		**<u>2016</u>**	
January	Councillor Alto	**January**	Councillor Lucas
February	Councillor Coleman	**February**	Councillor Madoff
March	Councillor Isitt	**March**	Councillor Thornton-Joe
April	Councillor Loveday	**April**	Councillor Young
May	Councillor Lucas	**May**	Councillor Alto
June	Councillor Madoff	**June**	Councillor Coleman
July	Councillor Thornton-Joe	**July**	Councillor Isitt
August	Councillor Young	**August**	Councillor Loveday
September	Councillor Alto	**September**	Councillor Lucas
October	Councillor Coleman	**October**	Councillor Madoff
November	Councillor Isitt	**November**	Councillor Thornton-Joe
December	Councillor Loveday	**December**	Councillor Young

<u>2017</u>		**<u>2018</u>**	
January	Councillor Alto	**January**	Councillor Lucas
February	Councillor Coleman	**February**	Councillor Madoff
March	Councillor Isitt	**March**	Councillor Thornton-Joe
April	Councillor Loveday	**April**	Councillor Young
May	Councillor Lucas	**May**	Councillor Alto
June	Councillor Madoff	**June**	Councillor Coleman
July	Councillor Thornton-Joe	**July**	Councillor Isitt
August	Councillor Young	**August**	Councillor Loveday
September	Councillor Alto	**September**	Councillor Lucas
October	Councillor Coleman	**October**	Councillor Madoff
November	Councillor Isitt	**November**	Councillor Thornton-Joe
December	Councillor Loveday		

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CITY OF
VICTORIA

Mayor's Motion to the Governance and Priorities Committee
For the Meeting of December 11, 2014

To:	Governance and Priorities Committee	**Date:**	December 5, 2014
From:	Mayor Helps		
Subject:	Acting Mayor Schedule – December 2014 to November 2018		

Summary

Council must appoint an Acting Mayor to serve as Mayor when the Mayor is absent or otherwise unable to act, or when the office of mayor is vacant. When serving in this capacity, the Acting Mayor assumes the authority of the Mayor's Office for the duration of the absence or incapacity. This ensures the continuity of the Mayor's authority in office.

The Acting Mayor may also represent the Mayor at ceremonial events when the Mayor's schedule does not permit attendance. In these situations, the Acting Mayor's role is strictly limited to a protocol role to ensure there is no conflict of authority.

To formalize the authority of the Acting Mayor the Council must authorize a schedule of appointments to the Acting Mayor position. The proposed schedule provides each Council member an equal opportunity to serve in the Acting Mayor role for a total of six months over the course of the four-year term of Council.

Recommendation:

That the Committee recommends that Council approve the proposed Acting Mayor schedule for December 2014 through November 2018.

Respectfully submitted

Lisa Helps
Mayor

Acting Mayor

December 2014	Councillor Alto

2015		**2016**	
January	Councillor Coleman	January	Councillor Madoff
February	Councillor Isitt	February	Councillor Thornton-Joe
March	Councillor Loveday	March	Councillor Young
April	Councillor Lucas	April	Councillor Alto
May	Councillor Madoff	May	Councillor Coleman
June	Councillor Thornton-Joe	June	Councillor Isitt
July	Councillor Young	July	Councillor Loveday
August	Councillor Alto	August	Councillor Lucas
September	Councillor Coleman	September	Councillor Madoff
October	Councillor Isitt	October	Councillor Thornton-Joe
November	Councillor Loveday	November	Councillor Young
December	Councillor Lucas	December	Councillor Alto

2017		**2018**	
January	Councillor Coleman	January	Councillor Madoff
February	Councillor Isitt	February	Councillor Thornton-Joe
March	Councillor Loveday	March	Councillor Young
April	Councillor Lucas	April	Councillor Alto
May	Councillor Madoff	May	Councillor Coleman
June	Councillor Thornton-Joe	June	Councillor Isitt
July	Councillor Young	July	Councillor Loveday
August	Councillor Alto	August	Councillor Lucas
September	Councillor Coleman	September	Councillor Madoff
October	Councillor Isitt	October	Councillor Thornton-Joe
November	Councillor Loveday	November	Councillor Young
December	Councillor Lucas		

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CITY OF VICTORIA

MOTION and REPORT
Governance and Priorities Committee

_____

DATE: December 10 2014

SUBJECT: Motion to direct the City Manager to develop an internal strategic planning process.

FROM: Mayor Lisa Helps

Introduction

My goal as Mayor is to build trust and good working relationships among Council members. As such, I come to all decisions with an open mind and a willingness to respond to feedback from Council and the public.

The initial proposal put forward for Strategic Planning (still attached for information and in the interests of transparency) was meant to bring an innovative approach to strategic planning in the City. The sole source proposal was meant to speed the process along so Council could set to work in a timely manner to complete a strategic plan by the end of February.

Having consulted with councillors, and, again, in the interests of timing, I propose that council direct the City Manager and his team to develop a strategic planning process for Council. I have spoken with the City Manager and he is confident that there are adequate in-house resources to accomplish a strategic plan that will meet the needs of Council and of the public.

Motion

That Council direct staff to develop and implement a strategic planning process that will result in a completed four-year Strategic Plan by the end of February 2014 with clear goals and deliverables.

Respectfully submitted

Mayor Helps

CITY OF VICTORIA

MOTION and REPORT
Governance and Priorities Committee

DATE: December 5, 2014

SUBJECT: Motion to engage strategic planning consultant for 2015-2018 Strategic Plan

FROM: Mayor Lisa Helps

Introduction
Attached please find a proposal from Intelligent Management to guide Council and Senior Management in a comprehensive strategic planning process.

Intelligent Management Inc. (IM) works with organizations to create robust and systemically sound strategies and action plans. IM works with the expertise and intuition already present in an organization, and guides that competence through a structured, systemic thought process. This process leverages existing knowledge and know-how to craft an innovative, powerful, solution to move the organization forward towards its desired goal.

The method adopts the Thinking Process Tools from the Theory of Constraints, a world-class best practice methodology for management. Dr. Domenico Lepore, founder of Intelligent Management, has been leading strategy and implementations with a wide range of organizations internationally for almost two decades. He developed The Decalogue methodology as a powerful synergy of the Theory of Constraints with the management philosophy of W. Edwards Deming. This methodology enables an organizational design based on projects for increased stability, capacity and continuous improvement.

Budget and Rationale for Council Approval
In the last term, Council had little say in the development of the strategic planning process. And, Council's strategic planning process was not completed until September, 11 months after the election. The former process cost $15,000 for external consultants but also, countless hours of in-house staff time.

In consultation with staff, there is a $105,000 unallocated Corporate Consulting Budget; this motion is not a request for new monies. The proposed budget in the attached proposal is $55,000, including the provision of materials and books required. I am bringing this to Council to:

a.) Increase transparency
b.) Give Council a say in the process
c.) Ask for Council's approval of the process and the proposed consultant so that Council and staff can set to work immediately in the New Year with the objective of having a four-year strategic plan in place by the end of February.

Once Council and senior management have completed the first phase / high level strategic plan (the 'Future Reality Tree' – see proposal), the City Manager may wish to engage Intelligent Management further to develop the more detailed work plan (the 'Prerequisite Trees' and the 'Transition Trees' – see proposal) at his discretion.

Conclusion
The proposed approach has had beneficial impacts on organizations moving from 'silos to systems'. As such, it is a complement to the 'One City' approach that the City's senior management team already has been working hard to implement. Provided within the attached proposal are links to a multitude of supplementary resources that will help Council, staff and the public become more familiar with the proposed methodology.

Motion
That Council direct staff to direct award the 2015-2018 Strategic Planning Process to Intelligent for $55,000 plus applicable taxes.

Respectfully submitted

Mayor Helps

Proposal for Strategy Sessions with the City of Victoria

Intelligent Management Inc.

Intelligent Management Inc. 703-399 Tyee Rd., Victoria, BC V9A 0A8 Tel: 250 580 1783

Methodology

Intelligent Management Inc. (IM) works with organizations to create robust and systemically sound strategies, action plans and implementations. IM works with the expertise and intuition already present in an organization, and guides that competence through a structured, systemic thought process. This process leverages existing knowledge and know-how to craft an innovative, powerful, solution to move the organization forward towards their desired goal.

The method adopts the Thinking Process Tools from the Theory of Constraints, a world-class best practice methodology for management. Dr. Domenico Lepore, founder of Intelligent Management, has been leading strategy and implementations with a wide range of organizations internationally for almost two decades. He developed The Decalogue methodology as a powerful synergy of the Theory of Constraints with the management philosophy of W. Edwards Deming. This methodology enables an organizational design based on projects for increased stability, capacity and continuous improvement.

The Pattern for Creating A Systemic Strategy

Strategy is about identifying a direction and creating robust solutions to move coherently in that direction. It involves identifying the changes that need to be created.

 There are three main phases for this:

- what to change
- what to change to
- how to make the change happen

For each of these phases, there is a powerful Thinking Process Tool from the Theory of Constraints (TOC).

What to change

In the first phase of creating a strategy, we have *intuition* about the current state of reality that requires change. This intuition can be effectively captured by listing the Undesirable Effects in our current reality. Once identified, these Undesirable Effects can be summarized into a generic Undesirable Effect. This becomes the starting point for building a Core Conflict Cloud diagram. The building of a Core Conflict leads us to identify the profound needs that drive an organization, and these needs are connected with vision and control. Once these needs are precisely verbalized, we can then derive organically the common goal that satisfies those needs. This provides us with a direction upon which to build a coherent strategy, rather than artificially imposing a goal. We then systematically surface all the underlying assumptions (mental models) that connect the statements we have made. Once completed, the Core Conflict Cloud provides us with a root cause analysis of what is keeping us stuck and a clear verbalization of the goal we desire to accomplish with the organization.

What to change to

In this second phase of creating a strategy we identify precise solutions (known as 'injections' in TOC) to move us forward towards the goal. We derive these solutions organically by invalidating the assumptions, or mental models, that underlie the Core Conflict we have already verbalized. These injections point in the right direction and make us see where we want to go more clearly. They are the road signs to the future.

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Now we need to connect these injections together into a full-blown road map. This is achieved through *understanding (analysis/development)*. Understanding is the human ability to imagine and plan beyond the contingencies of the present and towards a meaningful future. The Thinking Process Tool called the Future Reality Tree (FRT) supports and enhances our understanding. Using a logic of sufficiency, this tool maps out the solutions in a progressive and integrated pattern towards the goal previously identified in the Core Conflict Cloud.

How to make the change happen

At this stage, the Future Reality we desire and the solutions required to achieve it have been meticulously mapped out. We now need to break the solutions down into actionable steps. This is done in two stages. The first stage is completed by building a Prerequisite Tree for every injection in the Future Reality Tree. This Tree is generated by listing all the obstacles that stand between our current situation and the achievement of the injection. These obstacles are then transformed into Intermediate Objectives, and the Intermediate Objectives are mapped out on the basis of which are prerequisites in order to accomplish the Injection.

We can now zoom in further to create steps that can be scheduled as a project for every Intermediate Objective. The tool for this is called the Transition Tree (TRT), and it maps out the precise actions to take, as well as the logic behind them. This makes it the ideal tool not just for individuals but for groups to share. It provides a protocol with detailed instructions, and all the elements that allow a project to be built and scheduled.

Why we need the Thinking Process Tools

Change is cognitively challenging and inertia can quickly become the constraint of an organization. Sometimes, when change is required, the pace at which knowledge is being generated is challenging, both mentally and emotionally.

The Thinking Process Tools allow us to identify the changes we need to make and plan those changes in a robust and systematic way. They also help us learn how to see change as not simply something to be feared, but a natural, intrinsic part of our life. When we learn how to use our intuition and intellect to implement consistent action, change is no longer a threat and a hazard; it is a continuous source of new opportunities.

The Thinking Process tools can be learned and applied with great success. Intelligent Management Inc. has been training individuals and organizations with these tools for over 15 years. The diagram below illustrates the cycle of Thinking Process Tools as they are applied to the creation and implementation of a strategy.

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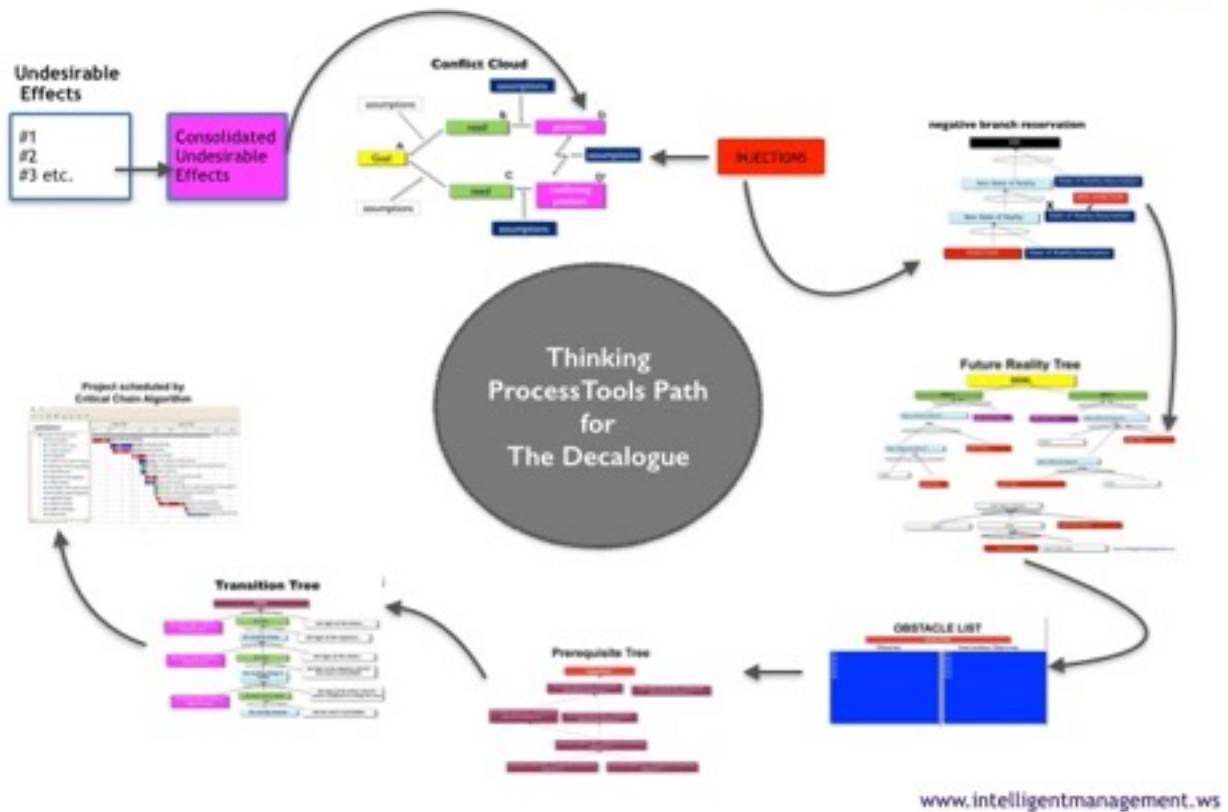
In the above diagram, we illustrate the complete cycle of Thinking Process Tools used to create a strategy and implementation of that strategy.

This cycle starts by identifying the Undesirable Effects that characterize the current reality of an organization. We summarize those into one, generic Undesirable Effect (top pink box), that becomes position D in the Core Conflict cloud. This allows us to verbalize a Desired Reality, that becomes position D' (bottom pink box). We then verbalize the needs (green boxes) that underlie positions D and D'. From these needs we are able to derive a common goal (yellow box.)

We can move forward from the situation of blockage depicted in the Core Conflict Cloud by invalidating the assumptions between positions D and D' with a set of Injections (solutions) - see the red box. We can then connect all the injections with a logic of sufficiency towards the goal identified using the tool called the Future Reality Tree, that maps out all the injections towards the goal. We can check the injections for negative implications with a tool called 'Negative Branch Reservation'.

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In order to create actionable steps for the Future Reality Tree, we first build Prerequisite Trees for each injection, starting with a list of obstacles. Obstacles are transformed into Intermediate Objectives and these are mapped out based on prerequisites. We break these down into further detail, creating step-by-step actions with the Transition Tree. This level of detail allows us to create a scheduled project for every Injection. The method used for projects is the Critical Chain Project Management method, based on finite capacity scheduling.

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Working with City Hall to Build a Strategy

Phase One: What to Change / What to Change To

Sessions with Mayor, Council and senior executives to gather Undesirable Effects in the current reality of City Hall to create a systemic, cognitive 'snapshot' of what is causing a blockage in the organization. The tool used for this is the Core Conflict Cloud, with which we identify the real needs of the organization, and identify any limiting beliefs. IM then supports the organization in generating a breakthrough solution. Once the solution is agreed on, a complete map of the strategy for the new solution is built using the Future Reality Tree.

- **One-on-one sessions between Dr. Lepore and individual Councillors**
- **Plenary session to introduce the methodology**
- **Approx. 50 hours of plenary sessions with the Mayor, Council and senior executives of City Hall to:**
    - **build the Core Conflict (Current Reality Tree) of City Hall**
    - **develop all the 'Injections' (solutions) that address the Core Conflict**
    - **develop a full Future Reality Tree (IM team)**
    - **plenary sessions to present, discuss, and modify as necessary the Future Reality Tree.**

Fee for Phase One: CAD 55,000 + 5% GST
50% of fee due on acceptance, and the balance on completion, subject to discussion.

Intelligent Management provides materials and books. Sessions will be led by Dr. Domenico Lepore and Dr. Angela Montgomery.

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Reference material for further information on the methodology

The Decalogue methodology was first published by North River Press in the USA as 'Deming and Goldratt: The Decalogue' by Domenico Lepore and Oded Cohen in 1999. It has been translated into several languages and is recommended reading in universities around the world.

Further publications by Dr. Domenico Lepore and Intelligent Management:

'Sechel: Logic, Language and Tools to Manage Any Organization as a Network.' Intelligent Management Inc., 2011.

G. Maci, D. Lepore, S. Pagano and G. Siepe. "Systemic Approach to Management: a case study". (Poster presented at 5th European Conference on Complex Systems, Hebrew University, Givat Ram Campus, Jerusalem, Israel, September 14-19, 2008).

G. Maci, D. Lepore, S. Pagano and G. Siepe. "Managing organizations as a system: the Novamerican case study". (Poster presented at International Workshop and Conference on Network Science, Norwich Research Park, UK, June 23-27 2008).

D. Lepore, G. Siepe, and A. Montgomery. "Managing Complexity in Organizations through a Systemic Network of Projects". Chapter to be published in 2015 in the volume *From Problem Framing to Problem Solving: Applications of Systems Thinking and Soft Operations Research in managing complexity.* Publisher: Springer

WEBSITE

Intelligent Management has a very rich website filled with explanations of different aspects of the methodology. We also blog regularly on implementing systemic solutions to complex problems. Our blog can be found here:

http://www.intelligentmanagement.ws/blog-2/

For the Decalogue methodology see:

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http://www.intelligentmanagement.ws/about-us/introduction-to-the-decalogue/

For the Core Conflict cloud see:

http://www.intelligentmanagement.ws/learningcentre/what-are-the-thinking-process-tools/build-ing-the-core-conflict-cloud/

For the Thinking Process Tools see:

http://www.intelligentmanagement.ws/learningcentre/what-are-the-thinking-process-tools/

For a bio of Dr. Domenico Lepore see:

http://www.intelligentmanagement.ws/about-us/dr-domenico-lepore/

Intelligent Management has recently released a *business novel* and accompanying website using narrative to explore a systemic approach to sustainable prosperity with highlights of the methodology in the online Knowledge Base for the book. See:

www.thehumanconstraint.ca

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APPENDIX

SUMMARY OF CONTENTS OF *Sechel: Logic, Language and Tools to Manage Any Organization as a Network*

- The work of an organization and the way it interacts with its environment is systemic in nature. In other words, the organization viewed as a system is not an 'invention' but rather a 'discovery': it is the unveiling of something that is structurally inherent to the life of any organization. Organizations are, and must be, considered as systems. The conventional Hierarchical/functional organizational chart is far from adequate to portray what an organization should do and how it should work.

- The most fundamental feature of any system is the way its components (its processes) interact and are interdependent with each other in the pursuit of a stated and agreed upon goal. Such a network of interdependencies shapes and determines the possibilities of the system towards its goal.

- The most effective way to manage the performances of a system is through the understanding of the variation of its processes. Such understanding must be statistical. Hence, managing a system means, in essence, managing its variations. Any meaningful leadership can only be originated by a profound understanding of the nature of process variation and its impact on the system and its environment. A leader must strive to ensure statistical predictability everywhere in their organization in order to allow meaningful managerial decisions.

- The performances of a system made up of processes with well understood variations can be greatly enhanced if we determine one element to be its "physical" constraint. In such a variation-managed, constrained-based system the performances of the whole are essentially linked to the performances of the constraint. A new measurement system is required based on Throughput, Inventory and Operating Expense and their basic interrelations. The Decalogue provides a simple algorithm and a guideline to guide the management of such a system.

- What is the most logical and practical way to coordinate the work of a constraint-based system? In other words, how can we proficiently organize the network of interdependencies making up our organization? What is the organizational structure most suitable to sustain the systemic endeavour?

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- Such a structure is a multi-project environment. Any organization that accepts the idea of system will find in the 'network of projects' the organizational structure that most naturally leverages the power of a system.

- Leading and managing an organization as a network of projects certainly requires a precise algorithm but, just as importantly, it requires from the members of the organization the development of a new way of thinking, faster learning and a much greater ability to act coherently with the new learning. We call this 'enhanced intelligence' *sechel*.

- Tapping into this exclusively human kind of higher intelligence becomes possible when we learn how to connect three basic faculties of the human mind: the ability to generate new ideas (intuition); the ability to analyze the full spectrum of implication of the newly generated ideas and plan accordingly (understanding); the ability to execute coherently and proficiently upon the plan (knowledge).

- These faculties preside over the ability to accomplish change and, more precisely: a) the ability to identify what has to be changed; b) the ability to identify the direction of the change (what to change to); c) the ability to cater for the concerted actions needed to bring about the change.

- The Theory of Constraints (TOC) provides a set of logical tools to address and govern these three phases of change. These tools, allegedly simple and easy to learn, if used properly and methodically affect our ability to connect the above-mentioned faculties of the mind: intuition, understanding and knowledge. They help acquire a better *sechel*.

- The pillars of the conscious and connected organization of the 21st century are then: an increased intelligence (*sechel*), a statistical understanding of the systemic nature of the work of the organization, an organizational structure based on a 'network of projects' that replaces the obsolete hierarchical/functional structure.

- A new leadership is needed to manage in this new scenario. Such a leadership will drive the transformation from the present state to one of optimization: cooperation NOT competition; win-win NOT win-lose; statistical understanding NOT forecast; people development NOT performance appraisal; sustainability NOT short term gains; long term planning and careful execution NOT quarterly results.

- Part Three contains several examples on the application of the knowledge and method described in Parts One and Two. Such examples will be illumi-

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nating for those who understand the underpinning theory and of no use to the hasty and unfocused reader.

- Part Four tackles the new frontier of network theory as a basis for managing organizations. This can be achieved on a practical level by designing the organization as a network of projects with a strategic constraint, and by using statistical methods for continuous improvement.

The diagram (see above) maps out the complete implementation cycle using the Thinking Process Tools. This cycle can be used both on a macro and micro scale, to transform an entire organization into a thinking system, or more simply to transform a situation of blockage within an organization into a systemic project for increased Throughput.

This cycle begins with the collection of Undesirable Effects (UDEs), which allows the core conflict, i.e., the cognitive constraint preventing an organization from achieving its full potential, to be verbalized in the form of the conflict cloud. This conflict cloud includes the goal of the organization and the two fundamental needs underpinning the vision and structure of the organization.

Once the underlying assumptions that create the core conflict are surfaced, a breakthrough solution(s) can be devised, known as 'injection'. The Future Reality Tree (FRT) uses a logic of sufficiency to connect the injections with statements of reality ensuring the achievement of the goal while satisfying the two fundamental needs identified in the conflict cloud. Any negative implications identified during the building of the FRT are verbalized and addressed using the Negative Branch Reservation (NBR).

In order to implement the injections/solutions, all obstacles are identified and reverbalized in terms of Intermediate Objectives to be achieved. These Intermediate Objectives are mapped using the Prerequisite Tree. Each intermediate Objective is further broken down into actions using the Transition Tree which reveals the logic, need and resulting change in reality of each action to be taken. Once the actions have been specified, they can be scheduled into a project using the Critical Chain algorithm based on finite capacity.

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CITY OF VICTORIA

Governance and Priorities Committee Report
For the Meeting of December 11, 2014

To:	Governance and Priorities Committee	**Date:**	November 6, 2014
From:	Janet Hawkins, Council Secretary		
Subject:	2015 Committee and Council Meeting Schedule		

Executive Summary

The purpose of this report is to seek Council approval for the 2015 Governance and Priorities Committee, Planning and Land Use Committee, Standing Committees and Council meeting schedule. In preparation of the schedule, the following events have been taken into account:

➢ 2015 Elected Officials Seminar Series (Richmond) – January 14-16, 2015
➢ AVICC Annual Conference (Courtenay) – April 10 – 12, 2015
➢ FCM Annual Conference (Edmonton) – June 5 – 8, 2015
➢ UBCM Annual Conference (Vancouver) – September 21 – 25, 2015

Recommendation:

That Council approve:

1. The 2015 Governance and Priorities Committee, Planning and Land Use Committee, Standing Committees and Council meeting schedule attached and make available to the public as required under the Section 127 of the *Community Charter,* and;
2. That Council forward this motion to the Council meeting of December 18, 2014.

Respectfully submitted

Janet Hawkins
Council Secretary

Robert G. Woodland
Corporate Administrator

Report accepted and recommended by the City Manager:
Date: _December 3, 2014_

CITY OF VICTORIA

2015 COMMITTEE AND COUNCIL MEETING SCHEDULE

2015	Planning & Land Use Committee @ 9:00 a.m.	Governance & Priorities Committee @ 9:00 a.m.	Corporate & Strategic Services Standing Committee @ 1:00 p.m.	Community Services Standing Committee @ 1:00 p.m.	Council @ 7:00 p.m.
January	8th and 29th	22nd	No meeting	No meeting	22nd and 29th
February	5th and 19th	12th and 26th	5th	19th	12th and 26th
March	5th and 19th	12th and 26th	5th	19th	12th and 26th
April	2nd and 23rd	16th and 30th	2nd	23rd	16th and 30th
May	7th and 21st	14th and 28th	7th	21st	14th and 28th
June	4th and 18th	11th and 25th	4th	18th	11th and 25th
July	2nd and 16th	9th and 23rd	2nd	16th	9th and 23rd
August	20th	27th	No meeting	No meeting	27th
September	3rd and 17th	10th	3rd	17th	10th
October	8th and 22nd	1st, 15th and 29th	8th	22nd	1st, 15th and 29th
November	5th and 19th	12th and 26th	5th	19th	12th and 26th
December	3rd	10th	No meeting	No meeting	10th

CITY OF
VICTORIA

Governance and Priorities Committee Report
For the Meeting of December 11, 2014

To:	Governance and Priorities Committee	**Date:**	December 5, 2014
From:	Robert Woodland, Director of Legislative & Regulatory Services		
Subject:	City of Victoria New Year's Day Event		

Summary

Victoria City Council has traditionally held a New Year's Day event known as the New Year's Levee on January 1, 2014. The Levee is open to the public and provides an opportunity for attendees to meet the Council on the first day of the New Year. Light refreshments are served over the course of the event, which is typically 1.5 hours in duration.

The City's costs for hosting the Levee are about $5,500, which includes catering for 200 people, security and building services staffing and advertising. These event costs are higher than usual as the event occurs on a statutory holiday.

Council may wish to provide direction to staff as to whether the City will continue with the New Year's Levee or host another event that Council finds more appropriate for the community. Other area municipalities have chosen to provide for other events in lieu of the traditional Levee, such as free family swimming (District of Saanich, 2014). There is currently an expected expense of $5500 for a City-hosted New Year's Day event.

Recommendation:

That the Governance & Priorities Committee provide a recommendation to Council regarding a New Year's Day event hosted by the City of Victoria.

Respectfully submitted

Robert Woodland
Director, Legislative & Regulatory Services

Report accepted and recommended by the City Manager: _____

Date: _____ December 5, 2014