



## **Committee of the Whole Report**

### **For the Meeting of April 1, 2021**

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**To:** Committee of the Whole

**Date:** March 16, 2021

**From:** Chris Coates and Curt Kingsley, City Clerk

**Subject:** Governance Review

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### **RECOMMENDATION**

That Council direct staff to initiate the procurement process for selecting consultant services for a Governance Review and report back to Council with the workplan once the consultant is selected.

### **EXECUTIVE SUMMARY**

Council's Strategic Plan includes Undertaking a Governance Review as an Action Item for 2021. In November 2020, Council approved the general scope for the governance review as outlined in Appendices A and B. Subsequently Council approved funding of up to \$75,000 in the 2021 Financial Plan to engage a consultant to conduct the governance review.

The purpose of this report is to bring forward the approach to initiating the project. The initial approach involves bringing the consultant on board and having them involved with the three stakeholder sessions, one involving Council members, one involving staff, and one involving members of the public. As such, the engagement approach will be refined and determined as part of the consultant services for the project. Likewise, the workplan will be fully developed based upon the feedback received from the three stakeholder sessions and brought back to Council for final approval.

Council also directed that staff report back on best practices to embed equity and anti-racism into the governance review. Council has endorsed principles for an equity framework that is currently under development. These considerations would be built into the terms of reference for the consultant services to ensure that the works aligns with evolving direction in these areas.

### **PURPOSE**

The purpose of this report is to bring forward the next steps required to move forward with the Governance Review process.

### **BACKGROUND**

The 2019-2022 Strategic Plan contains a 2021 Action "Undertake a Governance Review"

At the November 5, 2020 Meeting Council passed the following motion resulting from a report from Councillor Loveday attached as Appendix A.

- 1. That Council direct staff to report back with a proposed work plan and engagement strategy that includes a Council workshop, a separate workshop for staff, and a workshop for residents and stakeholders to provide input to further inform the scope and priorities of a Governance Review aligned to the scope outlined in this report;*

2. *And That Council directs staff to report back with a budget estimate for the Governance Review and include that estimate in the 2021 budget for Council's consideration;*
3. *And That Council appoints up 3 Councillors as a sub-committee to guide the Governance Review process;*
4. *That Council direct staff to include in their report back best practices regarding embedding equity and anti-racism mandate into the governance review.*

As part of the 2021 Financial Planning Process staff reported back on estimated costs for a Governance review. That report back is attached as Appendix B, and at the January 28, 2021 meeting, Council passed the following motion:

*That Council fund the governance review of up to \$75,000 from the Corporate Consulting Budget.*

## **ISSUES & ANALYSIS**

### *Project Scope*

The intention to the slight modification Council made to section 1 of the motion was to enable the Consultant to be engaged before undertaking the consultative pieces noted in the motion. That way, the Consultants will be there first-hand to lead the stakeholder sessions and best develop an overall engagement strategy for the process.

In terms of initial scoping for the procurement process, the attachments outline a broad scope of work and the initial engagement of stakeholders, with the consultant on-board could provide further scope refinements to the works based on that feedback. Rather than pre-determine this at this time the final workplan and engagement components could be brought to Council after the initial scoping occurs. The consultant will be hired for their demonstrated expertise. The final scope and budget would be brought back to Council for approval after the initial stakeholder workshops.

### *Embedding Equity into the Governance Review*

Equity and anti-racism considerations will be included in the terms of reference as a requirement for proponents to consider in both their proposed approach and methods to engage Council, staff and stakeholders, as well as demonstrate structural, procedural, distributional and transgenerational equity considerations in their final recommendations as described below.

- **Distributional** – fair distributions of benefits and burdens across all segments of a community, prioritizing those with highest need.
- **Procedural** – inclusive, accessible, authentic engagement and representation in processes to develop or implement programs and policies.
- **Structural** - decisions are made with a recognition of the historical, cultural, and institutional dynamics and structures that have routinely advantaged privileged groups in society and resulted in chronic, cumulative disadvantage for subordinated groups.
- **Intergenerational** - decisions consider generational impacts and do not result in unfair burdens on future generations.

It is expected that the various streams of work identified by Council for the governance review will consider the four dimensions of equity to different degrees. For example, distributional equity would be a key consideration related to the review of advisory bodies to Council, but not as applicable to the review of Council remuneration as defined above. Anti-racism considerations are expected to be a core component of all streams of the review, particularly as they relate to public input, engagement, and decision making.

## **OPTIONS AND IMPACTS**

**Option 1 – Direct staff to undertake the procurement process for Consultant Services for a Governance Review (*Recommended*)**

**Option 2 - Council provide alternate direction to staff.**

### *Impacts on Financial Plan*

Council has approved \$75,000 in funding for the project in the 2021 Financial Plan.

### *Accessibility Impact Statement*

Accessibility is included in the broader equity considerations noted in this report, specifically distributional and structural equity considerations.

## **CONCLUSIONS**

Moving forward with the governance review in an expeditious manner will be helpful to conclude it before the general local election in October 2022 and enable a fulsome analysis of the City's governance practices. The three stakeholder sessions at the outset of the project will better inform the final scope of the review and be subject to Council's approval, thus ensuring that the scope is acceptable and that the principles of equity and anti-racism are embedded as Council has directed.

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Respectfully submitted,

Chris Coates  
City Clerk

Curt Kingsley  
City Clerk

Susanne Thompson  
Deputy City Manager/Chief Financial Officer

**Report accepted and recommended by the City Manager.**

**List of Attachments:**

**Appendix A – Council Member Motion from October 20, 2020 COTW**

**Appendix B – Financial Plan Report Back on Governance Review Scope and Cost**