

Introduction

MNP LLP has been engaged by the City of Victoria (City) to complete an independent review of the City's current governance structures. The results of the review will be shared publicly.

Project Goals and Objectives

The goal of the review is to provide the City with recommendations for changes to any key by-laws, policies, guidelines and practices required to support leading practices for efficient, effective and inclusive governance.

The scope of work is to be confirmed through initial engagement with internal and external stakeholders, and is currently outlined to consider the following key areas:

- Improving transparency and ensuring accountability.
- Appropriate, consistent and highly functioning advisory committee structures.
- Length, frequency and scheduling of council meetings.
- Technology and the changing nature of work.
- Respecting public input and building public trust.
- Defining the role of Mayor and Councillors.

Specific topics have also been referred by Council to the governance review, including:

- Holding public hearing-only council meetings
- Allowing members of the public to make video submissions to public hearings and requests to address Council.
- Consideration of live video submissions from members of the public.
- Measures to ensure community members with disabilities can serve on all boards, task forces and advisory committees.
- Procedures for Late Items to Council and Committee of the Whole agendas.
- Council remuneration by law, expense policy and constituency fund

The review will be informed by stakeholder expectations, best practices, diversity and inclusion, reconciliation, efficiency and effectiveness and modern governance principles.

Work Plan

Scope and workplan for Phase 2 determined and approved following Phase 1

	Phase 1 – Project Initiation and Scope Definition	Phase 2 – Governance Review	Phase 2 – Public Engagement
Activities	<ul style="list-style-type: none"> Project initiation meeting Prepare selection criteria for participants for Phase 1 external stakeholder focus group for Council approval. <ul style="list-style-type: none"> Council approval at Committee of the Whole Schedule and conduct internal engagement <ul style="list-style-type: none"> Individual interviews with Mayor and Council (9) Group interview with Senior Management Schedule and conduct focus group with public representatives Prepare summary of engagement findings, report and recommendations to Council regarding scope of review 	<ul style="list-style-type: none"> Update Project Charter for Approved Scope Gather information on current structure and processes. Conduct interviews with Mayor, Council, and Senior Management (est. 20) Leading practice research Cross jurisdictional scan of comparable cities Develop public engagement strategy Document results and prepare draft report City review and feedback; finalize report 	<ul style="list-style-type: none"> Subject to the direction of the City Initially estimated to include a public survey, written submissions and two public meetings.
Output	<ul style="list-style-type: none"> Project Charter Report and recommendations on scope of review 	<ul style="list-style-type: none"> Public Engagement Strategy Draft and Final Reports 	<ul style="list-style-type: none"> Public Engagement Report Updated Draft Report
Timing	August 2021 to December 2021	Approximately five months following approval of scope and workplan	

Phase 1 Engagement

Objective: to determine the final scope of the Governance Review.

All engagement in Phase 1 will be conducted virtually

Council and Senior Administration - Individual interviews with Mayor and Council (9), and 1 group interview with Senior Administration.

Stakeholder Representatives – 1 Focus group with group of stakeholder representatives – selection criteria to be approved by Council at a meeting of Committee of the Whole.

Phase 1 Draft Discussion Topics

- Goals for review, expectations of governance systems and processes
- Identified elements of the review
 - Why identified
 - Relative value of an objective assessment, degree of change required
 - Information required
 - Stakeholders impacted, degree of concern

Phase 2 Engagement

Objective: to identify and gather insight on current governance systems and structures

In-person or virtual to be determined, pending public health orders and available budget.

Council and Senior Administration – Individual or small group interviews with Council and Senior Administration (estimate 20 interviews)

Stakeholder / Public Engagement - Public Engagement Strategy developed to identify purpose and goals of public engagement, timing, how information will be used, key stakeholders and population sub-sets, options for public participation suited to purpose and goals, and available budget.

- Tools developed to support in-person and online feedback, including communication and background information to enable informed participation.

Initial proposed methods for Phase 2 public engagement (to be confirmed)

- Open invitation to stakeholder organizations for written submissions
- Survey (online) to enable input from all members of key stakeholders
- Public meetings (2)

Next Steps

Internal Interviews

The City Manager's office will be contacting internal participants to schedule interviews. Interviews are planned to be conducted October / November.

City of Victoria Participants

- Mayor and Council (9 individual interviews)
- Senior Administration (1 group interview) – Senior Leadership Team as per below

City Manager

Deputy City Manager/CFO

City Clerk

City Solicitor

Director, Engineering and Public Works

Director, Parks, Recreation and Facilities

Director, Sustainable Planning and Community Development

Deputy Fire Chief-Operations (Acting Fire Chief)

Head of Engagement

Director, People and Culture

Deputy Director of Finance

Head of Strategic Real Estate

Head of Business and Community Relations

Manager of Executive Operations

Confirm Stakeholder Selection Criteria

MNP will submit recommended stakeholder selection criteria for Council consideration at Committee of the Whole meeting.