

1. Report

- a. We recommend that this Report be approved “in principle” by Council and referred to the CAO and management team for an implementation plan. **COMPLETE**
- b. We recommend that our Executive Summary (to be forwarded) be made available to the public through whatever means the District uses to publish notices including (but not limited to) placing this on the District’s website for a minimum of 30 days. **COMPLETE**

2. Commitment to Action

- a. We recommend that the Council and CAO/Senior Management undertake a “reset” relative to roles, responsibilities, style of leadership and governance. i. We recommend that Council approve the Mayor-CAO Covenant (Appendix A) and that it be referred to the Mayor and CAO for their signatures indicating their approval and commitment to following these principles. **ON HOLD**
- ii. We recommend that Council approve the Council-CAO Covenant (Appendix B) and that all be requested to sign indicating their approval and commitment to following these principles. **ON HOLD**
- b. We recommend that Council direct the CAO/SMT to begin now to develop a fresh approach to the orientation of the subsequent Council(s), including the provision within ten days of the next municipal election of an orientation for all members of the new Council (i.e., whether a returning member or not). **ORIENTATION GUIDE TO BE COMPLETE BY OCTOBER 2025**
- c. We recommend that the Council direct the CAO/SMT to develop a “So You’re Thinking of Running for Office” briefing to be delivered about 30 days prior to the next municipal election. This function should be delegated to the Director of Corporate & Community Services and Corporate Officer. **TO BE COMPLETE BY OCTOBER 2025**
- d. We recommend that Council endorse the “Council Communication Principles” (Report 9.16) (Appendix C). **TO BE COMPLETE BY OCTOBER 2024**

3. The Mayor

- a. We recommend that the Mayor issue a public apology for his role in the dysfunction within Council and include in his statement his commitment to a renewed effort in becoming a more effective team player. **DENIED**
- b. We recommend that his statement be publicized via the District’s website, social media and local newspaper. **DENIED**
- c. We recommend that the Mayor establish a regular meeting schedule with the CAO including an agreement to act in a supportive, respectful manner such that the administration can once again function as a professional and respected body. **ON HOLD**
- d. We recommend that the Mayor provide a verbal and written statement to Council at a regular meeting indicating his acceptance of the need for changes in how he perceives and delivers his important role; his willingness to work with all members of his Council; his willingness to develop respect for the role of CAO and his willingness to expect a reasonable working relationship with the CAO. (While this may never be the ideal, considerable improvement in respect and relationship building ought to be the mutual goal). **ON HOLD**

e. We recommend that the Mayor (and Councillors) endorse the “Commitments by the Mayor” (Appendix D). **ON HOLD**

f. We recommend that the Mayor accept that his role requires him to support the approved policy decisions of the Council and that any comment which he makes or writes will indicate his support for the position of Council. **ON HOLD**

g. We recommend that the Mayor request the approval of Council to visit any Cabinet Minister (or senior official) and that another member of Council be asked to accompany the Mayor, as well as the CAO. **ON HOLD**

4. Approach to Governance

a. We recommend that Council adopt a revised Governance Model and begin immediately to employ a Governance & Priorities Committee model (GPC) (see purpose & terms of reference attached) (Appendix E). **FOR COUNCIL DISCUSSION (SEE APPENDIX E AND CORRESPONDING RFD RECOMMENDATION)**

b. We recommend that the Mayor and Councillors request the CAO to develop appropriate guidelines (including the agenda for the first meeting of the GPC) for how the Model will be implemented. **TO BE COMPLETED BY DECEMBER 31st 2024**

c. We recommend that the Mayor create a “Standing Committee on Governance Policy Review” for the purpose of reviewing any current governance policies and recommending new policies to the full Council. Their report should be circulated through the GPC to Council. **FOR COUNCIL DISCUSSION**

d. We recommend that the CAO and his management team provide assistance to the Standing Committee by reassessing the current “governance policies” and by providing draft policies for its review. (Once reviewed and approved by the Standing Committee, these should then be forwarded to Council for their approval). **ON HOLD**

e. We recommend that the CAO and his management create a new manual of “Managerial Directives” for circulation to the administration. This should be targeted for completion in 60 days. **TO BE COMPLETED BY DECEMBER 31st 2024**

f. We recommend that the CAO and management utilize an RFD (request for decision) (Appendix F) on all request for Council’s decision (see attached format). **FOR COUNCIL DISCUSSION. STAFF ARE SATISFIED WITH CURRENT RFD TEMPLATE**

g. We recommend that the Council-Administration Protocols (Report 10.3) (Appendix G) be endorsed “in principle” and referred to the CAO for additional draft Protocol Statements. **FOR ENDORSEMENT (SEE APPENDIX G AND CORRESPONDING RFD RECOMMENDATION)**

h. We recommend that Council review and approve the role statement for a Councillor serving on one of the District’s ABCs (Report 9.10); and that the Corporate Officer review each ABC of Council and prepare a Committee Charter for each for circulation to Council (Appendix H). **TO BE COMPLETED BY DECEMBER 31, 2024**

5. Strategic Priorities

a. We recommend that the Council annually set aside time (prior to October of each year) to establish its strategic priorities such that the administration can then ensure that the proposed capital and operating budgets are in alignment. **TO BE ADDED TO SEPTEMBER AGENDAS BEGINNING IN 2025**

b. We recommend that the CAO recommend to Council the names of 1-2 experienced municipal strategic planning facilitators for their consideration as the independent voice to appropriately steer this process.

FOR COUNCIL DISCUSSION

6. Council Members' Approach to Itself and its Administration

a. We recommend that all Council members abide by a protocol to treat each other with respect. This includes:

i. Not speaking disparagingly of any member either directly or by innuendo

ii. Properly addressing each other in public and particularly in Chambers (i.e., Mr. Mayor, Councillor XYZ, CAO Yeates, etc.)

iii. Refraining from criticizing the author of any report as opposed to focusing solely on the report's findings/recommendations

FOR ENDORSEMENT (SEE RFD RECOMMENDATION)

b. We recommend that all members of Council review and agree to the "Statement of Council Principles" (Appendix I) which have been drafted for this instance. While these Principles may not add much to the legal envelope within which Council must function, they would be useful to be held up should they be purposely violated by one or more Councillors or the Mayor. **FOR ENDORSEMENT (SEE RFD RECOMMENDATION)**

c. We recommend that Council review their Code of Conduct Bylaw to ensure that all members are made aware of their expectations in the context of the bylaw and also of the consequences of breaching the bylaw. **COMPLETE**

d. We recommend that an experienced "code advisor" or legal counsel be engaged as soon as practical and that clear sanctions for any violations be incorporated into the Code. **COMPLETE**

e. We (reluctantly) recommend that Council members utilize the Code of Conduct to single out the Mayor or any Councillor in terms of behaviour which is deemed counter-productive, disrespectful, contrary to its principles. **ONGOING**

f. We recommend that Council members share whatever information which they have received from residents on Council issues with the Mayor, other members of Council and the CAO, on a concurrent basis. **ONGOING**

7. Meeting Procedures

a. We recommend that the Council members and Administration (Director of Corporate & Community Services & Corporate Officer) discuss and review the matters contained herein with respect to the Procedure Bylaw and recommend forward to Council those changes which will enable Council to focus most of its meeting time on significant policy/bylaw matters. **FOR COUNCIL DISCUSSION**

b. We recommend that Council request the assistance of experienced legal counsel in determining “the rules of procedures” governing in camera meetings. The District’s experienced legal counsel will be able to ensure that all Council members are fully conversant with what issues are legitimate for an in-camera meeting, who is entitled to be present and whether or not Council has the authority to exclude any or everyone from such a meeting, and how and when the subject matters discussed in camera are to be made available publicly. **FOR COUNCIL DISCUSSION**

c. We recommend that reports from any ABC be circulated first to the CAO/SMT for their review and comments prior to being placed on the next Council agenda. **COMPLETE**

8. Correspondence

a. We recommend that any correspondence directed to the attention of the Mayor and Council should immediately be forwarded to them. If simply an informational request, the CAO/administration can draft a response for the signature of the Mayor. If the matter should be subject to a decision of Council, the matter should be concurrently forwarded to the CAO & Corporate Officer (together with a recommended course of action) for inclusion on the Council agenda. **COMPLETE**

b. We recommend that questions on other matters being received from members of the public and addressed to Council should have the courtesy of a response by Council (i.e., under the signature of the Mayor). Unless members of Council feel that questions posed to the administration are frivolous, then resident inquiries should be answered to the best of the administration’s abilities and resources. We would expect the Mayor to support such requests unless the Mayor is convinced that such questions are a matter of “gotcha” and are not serious. **COMPLETE**

9. CAO/Administration

a. We recommend that Council pursue a CAO Performance Review (see 10.1) within the next 60 days; that the format be as attached to this Report or as sent separately by this consultant; that an independent advisor be retained to assist in coordinating this work. **ON HOLD**

b. We recommend that the CAO endorse all “requests for decision” and any other business items going to Council by including his signature on each item. **ON HOLD**

c. We recommend that the generic roles (Report 7.3) of the CAO be endorsed by Council and the CAO; that these be utilized during any subsequent performance assessment of the CAO by Council. **FOR ENDORSEMENT (SEE ATTACHED)**

d. We recommend that the CAO and his administration undertake to endorse the “Roles of the Senior Management Team” (Report 7.6) **ON HOLD?**

e. We recommend that the series of “Senior Management Operating Principles” (Report 10.5) should be reviewed by the CAO and his management team and subsequently recommended to Council for formal endorsement (with or without amendments). **ON HOLD?**

f. We recommend that any report prepared by the administration for Council, or any report prepared by an external agent or considered to be of interest to Council be made to all members of Council on a concurrent basis. **COMPLETE**

g. We recommend that the CAO and Corporate Officer brief the Mayor with respect to the items on the subsequent Council agenda a day or two prior to such meetings, as a courtesy to the Mayor in lieu of his requirement to chair meetings. Such meetings will not be used by the Mayor to make any changes to the agenda. **FOR COUNCIL DISCUSSION**

h. We recommend that the CAO orchestrate an “Administration Culture” Survey by June 30th 2025 with a summary of the results provided to Council. **SURVEY IN PROCESS, TO BE REPORTED TO COUNCIL BY JUNE 30TH 2025**

Summary

The overall goal is to re-establish respectful dialogue both in and outside of Council Chambers and the District Office and to build relationships which reflect a higher standard of behaviour than witnessed in recent months. This will take an adjustment by both Council and the administration (not either or) or these recommendations (and this Report) will be, unfortunately, without much lasting value.

Thank you for the opportunity to provide our advice to both the Council and administration of District of Sechelt. This has been written in our usual style of clarity, cohesion and comprehension. The recommendations are interdependent, that is, it would not be wise to try to “cherry-pick” these as each one presumes that all are being accepted.