

**District of Sechelt
Governance Audit
Appendices to Main Report
April-June 2024**

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Appendices

Appendix A: Mayor-CAO Covenant

As the Mayor of the District of Seheltd I will:

- ❖ carry out my responsibilities as set out in the Community Charter to the best of my abilities
- ❖ commit to doing everything in my power to establish a positive, respectful relationship with the CAO
- ❖ engage with members of the senior management team only after receiving the approval of our CAO and then only on matters of policy clarification or a request for information related to a current policy
- ❖ minimize my expectations of the CAO in terms of time availability so as to protect his considerable obligations in terms of managing the District
- ❖ refrain from offering any advice on his management practices unless specifically requested by the CAO
- ❖ review all reports from the CAO and management in light of the need for clear policies for Council's consideration
- ❖ respect the CAO's right to offer any observation or input in any meetings with others in which we are both present
- ❖ seek the advice of the CAO prior to any effort to engage other jurisdictions
- ❖ refrain from any public or private criticism of our CAO or his staff wherein individual employees are identified
- ❖ participate in an annual performance assessment of the CAO and offer unbiased, authentic inputs designed to enhance his performance and relationship to the Mayor and Councillors.

Signatures:

Mayor: _____

Date: _____

Appendix B: Council-CAO Covenant**WE, as Council Members of the District of Sechelt will:**

- ❖ carry out our responsibilities as set out in the applicable legislation to the best of our abilities
- ❖ make decisions which we believe to be in the best interests of the citizens of our District
- ❖ review the background information and advice made available to us by the administration prior to rendering a decision
- ❖ seek further input from our CAO when we are unsure of the issues or uncertain as to the recommended course of action
- ❖ refer any complaints, either written or verbal, about the decisions of the Council or the actions of administration, to the CAO for review, comment and follow-up (as appropriate)
- ❖ refrain from making any commitments on behalf of the Council to individual citizens or groups other than to take the request up with the Council or CAO and to respond appropriately
- ❖ seek to participate actively in the decision-making process as it occurs at the Council table; make decisions at the table and not away from the table
- ❖ refrain from any public or private criticism of our administration wherein individual employees are identified
- ❖ act as good stewards of the District and as public servants of our citizens through ethical conduct
- ❖ provide effective leadership through guiding the corporation of the District of Sechelt through annual or longer-term goals and priorities (the Council's Business Plan), through the budget approval process and by agreeing to reasonable policies which reflect, in our views, the best interests of a majority of our citizens
- ❖ ensure that we formally evaluate the performance of the CAO at least once annually and involve the CAO in this process so as to ensure a full understanding of the Council's candid assessment.

Signatures:

Mayor

DISTRICT OF SECHelt GOVERNANCE AUDIT

Councillor _____ Councillor _____

Councillor _____ Councillor _____

Councillor _____ Councillor _____

I, THE CHIEF ADMINISTRATIVE OFFICER WILL:

- ❖ conduct myself as your chief policy advisor in an honest and ethical manner
- ❖ ensure that the Mayor and Councillors are accorded respect in all of my personal and public comments
- ❖ provide advice (on all issues) which is professionally sound, ethical, legal and in accordance to the policies and objectives of Council
- ❖ guide the actions of the administration so that they are in accordance with the policies and objectives of Council
- ❖ act only on the will of Council as a whole as established by the resolutions, policies and bylaws of Council
- ❖ forward any complaints or concerns of Council to the appropriate department and individual so that reasonable and prompt follow-up is assured
- ❖ ensure that Council is made aware of the full picture with regard to each issue at least to the extent that the administration is aware of such information and ensure that Council has access to reasonable decision options as well as my recommendation as your CAO
- ❖ seek to ensure that Council is aware of any key issues as they arise and thus avoid the problems associated with surprises
- ❖ maintain a current understanding of the applicable legislation as well as relevant programs, policies and initiatives of other levels of government
- ❖ attend conferences and seminars which are designed for people at a CAO level
- ❖ admit to any mistakes of substance made by myself or my staff and take corrective action
- ❖ listen carefully to the concerns of Council vis-à-vis my performance and seek to improve any deficiencies on an ongoing basis
- ❖ ensure that all major issues are tracked in sufficient detail so as to advise Council of any progress, anticipated problems or decision points.

Signature:

CAO _____

Appendix C: Council Communication Principles

In addition to any Bylaw or Code, it would be useful for Council to adopt a set of principles which it feels underscores its commitment to good governance. We have articulated the following series of principles which this Council would be wise to endorse:

1. Decisions of Council

- a. The decisions of the Council as stated in its resolutions/policies and bylaws constitute the will of Council.
- b. Any decision of a former Council as conveyed by resolutions/policies and bylaws stands as the decision of the Council until such time as it has been revoked by motion of Council.

2. The Mayor

- a. The Mayor, as chief elected official, is the senior spokesperson of the Council and the community.
- b. The office of Mayor is to be respected by all members of Council and administration. The title to be used by all in verbal or electronic communication with the Mayor is, in this instance, “Mr Mayor” or “Your Worship”.
- c. The Mayor, like all other members, is entitled to hold a view on any matter which may be contrary to the opinions of other members of Council. Such views on any agenda issue should be expressed during the run-up to a decision by Council. There is nothing in legislation to suggest that divergent views are to be suppressed.
- d. However, the Mayor will always respect the will of Council on any issue, regardless of how the Mayor voted on that issue(s). That is, in any subsequent communication regarding a subject which has been dealt with by Council through policy or bylaw, the Mayor will voice support for the approved policy or bylaw.
- e. The Mayor is NOT entitled to voice his personal opinions on a matter which has already been decided by a Council resolution if those opinions are contrary to what Council has decided. Such opinions should be expressed before any decision of Council, not afterwards.

3. Respect within Council

- a. The Mayor and members of Council will treat each other with respect. None will knowingly violate the Code of Conduct bylaw by speaking to each other in Chambers or out in a disrespectful manner.
- b. The Mayor and members of Council will support a decision of Council when in attendance at any agency, board or committee (ABC) and will not adopt the stance of the ABC if they know that to be contrary to a policy or bylaw of Council.

4. Respect to the Administration

- a. All members of Council agree that they will speak, text, email or otherwise communicate with the administration through the CAO, unless prior approval has been given to speak directly with a member of SMT (Senior Management Team).
- b. All such communication will be respectful and will not be crafted in such a way as to demean or undermine the CAO or members of SMT.

5. Respect to the Public

- a. All members of Council will treat the public with respect. Personally offensive/aggressive commentary must not be a part of the discourse of any member of Council. Explaining a Council decision is always acceptable providing that the tone of the Council member's remarks is appropriately respectful.
- b. Council members are not expected to accept threatening, aggressive language from the public and should report same to the next in camera portion of a committee of the whole or Council meeting or to the Mayor privately. The Mayor will discuss this with the CAO or Corporate Officer in terms of what next steps are appropriate.

Appendix D: Commitments by the Mayor**I as the Mayor of the District of Seheltd, will:**

1. Accept the constraints on the power as a Mayor and abide by the Community Charter in terms of what authority the Mayor has in relation to the rest of Council
2. Understand that the Mayor is “one of” Council albeit a position of considerable respect in the community and distinguished from that of Councillor by the Charter and by public expectations
3. Recognize that the citizens thought that they were electing a Mayor, not choosing a corporate CEO; and that they chose someone who they thought capable of working in harmony with others
4. Accept that my colleagues on Council strongly support their senior managers and the CAO and will not tolerate any further attempt to undermine their roles
5. Agree to meet weekly with the CAO in the presence of the Deputy Mayor to discuss current or pending District issues; to ask questions respectfully, and to avoid any suggestion as though a decision is being pushed that has not been endorsed by the Council
6. Work towards a Council-endorsed and driven set of strategic priorities and agree to place the priority of the Mayor’s priorities within that chosen by Council for the community
7. Refrain from any public pronouncements which have not received the prior endorsement of a Council resolution
8. Will not pursue individual project preferences which have not received the prior endorsement of Council (e.g., water wells)
9. Accept that only Council’s resolutions/bylaws will be acted upon by management
10. Refrain from any public criticism of the Regional District or individual Council member which has not received the prior endorsement of a Council resolution
11. Listen carefully to any concerns of colleagues on Council and respond after pausing to consider their concerns/intent
12. Appreciate that the Mayor is not entitled to, nor expected to, direct staff (including the CAO) but will be available for counsel and input as requested

13. Understand that as Mayor, that I will act as the leader of Council; will seek consensus on any policy matter(s) and Council resolutions and will recognize the validity of a democratic vote; and
14. That as Mayor I will be in the municipal office from time to time as my schedule and the needs of the office permit but will not “manage” the office (nor be expected to).

Appendix E: Governance Model

1) An Agendas Committee

While many municipalities overlook the importance of the agenda to good Council decision-making, the agenda is central to the process of local government and one of the key instruments by which Council controls the decisions which impact upon the District. Without a thoughtful approach to building an agenda, the decision-making process will quickly appear mechanistic and stale. It will also be dominated by the administration that, while central to the process, should not be the only players involved in determining what is or is not on the agenda.

The agenda should be seen as your instrument in making sound decisions and for ensuring that important issues are constantly kept in the forefront of Council. Although the physical preparation of the agenda should be the responsibility of the CAO and Corporate Officer/Clerk, the agenda itself should still be seen as Council's decision-making tool and that of its principal advisor, the CAO. Rather than solely being a list of issues derived by management based on its need for certain answers, or responses to correspondence from the public and others, the Council agenda should also contain any issues which arise which are of concern to members of Council.

- **Mandate and Guidelines for the Agendas Committee**

The proposed mandate of the Agendas Committee is:

- to ensure that the business of Council is being dealt with fairly and expeditiously
- to review potential agenda items and ensure that these are appropriate for inclusion on a Council and/or the Governance and Priorities Committee agenda
- to ensure that the voice of individual Council members is heard and reflected in the agenda
- to advise Council as to why any particular matter should not be brought forward for Council review at the present time.

The Agendas Committee should consist of two members of Council (Mayor, the Deputy Mayor)(If one of the foregoing is not available, a roster of alternates should be

established which the CO utilizes to determine who to call to fill in). Advising the Agendas Committee should be the responsibility of the CAO (or designate) and the Corporate Officer (or designate). This committee should meet about 3-4 days prior to a Governance & Priorities Committee meeting and review the agenda items as put forward by either the CAO, members of Council or by the CO. This committee should operate by consensus. Agenda items should include:

- those submitted by the administration (and which require Council’s policy review and approval)
- those which Council members agree by a resolution of Council to refer to either this Committee or to the GPC agenda for consideration
- those issues which an individual Council member might submit which the Committee believes warrants a report by the administration (and thus which the Committee places before Council in the form of a “notice of motion”)
- those which external boards/agencies believe require the guidance of Council before they can take a particular course of action.

The Agendas Committee is not intended to act as a censor for agenda items. Rather, it is to serve as a sounding board for both Council and the senior administration to ensure that issues are dealt with effectively and in the proper course of time. The Committee is charged with ensuring that the time a Council spends considering Council’s business is used wisely and that business is conducted as openly as possible so as to be transparent before the public.

The Committee will ensure that the focus of Council is placed on “higher order” issues that potentially can impact current Council direction and policy. These “higher order” issues, for the most part, will likely be those of a strategic policy nature dealing with those issues which we outline as being within the purview of a Council.

The Agendas Committee will not have authority to defer any proposed agenda matter for longer than one regularly scheduled meeting without the prior consent of Council (by resolution). The CO should be responsible for establishing a mechanism for tracking these issues and for advising the Council as to their eventual disposition.

Any staff report intended for Council should be directed through the appropriate administrative channels to the CAO and thus becomes “his” report. As noted earlier, the CAO is expected to sign off all reports that are tabled at a committee or Council meeting.

A further important role for the Agendas Committee is the determination of which items ought to be referred to the Governance and Priorities Committee (GPC) for its review. Such items should be those which are policy-oriented or are perceived to generate controversy in the community or which the administration believes will likely take more time for Council to fully digest and appreciate. The GPC is not intended to be a “dry run” for a Council meeting where the latter forum becomes simply an exercise in baptising. The items on a GPC should be viewed by the Agendas Committee as significant and a cause to ponder.

- **Governance and Priorities Committee (GPC)**

The GPC is expected to become a very important component of Council’s decision-making as Council gains familiarity with its usage. The GPC is **NOT** intended to be an extension of a Council meeting. It will have a distinctly **different agenda** which may feature only one or two priority business items which will also appear on the regular Council meeting agenda. In addition, it may include a reporting process for any external committees to report on matters which they believe ought to be considered by Council for a decision.

The GPC could be utilized as well for dealing with an initial review of issues which individual Councillors have asked to be placed on the Council agenda.

The GPC should also be used by Council as an opportunity to hear from potentially a wide array of speakers on topics of some concern locally but on which the Council has yet to take a strong policy position. In such instances the GPC may decide to simply recommend the matter forward to Council “for information” or that it be referred back for further consideration by the GPC prior to a formal policy recommendation being presented to Council.

Advantages of a GPC

A GPC model makes a lot of sense from a number of perspectives:

- it brings all of Council together at the same time and venue to discuss “larger order” policy issues which will then be moved forward to a Council agenda. Council is afforded time to ponder.
- The GPC is primarily a discussion, information-seeking forum; that is, it is not intended as a dry run for the next Council meeting. Its agenda ought to be very different in that it might normally only have a few items which have been identified by the Agendas Committee (see terms of reference) as most likely to generate the more significant discussions.
- Council and its administration can determine how best to seek community input on significant issues but certainly the GPC is one useful mechanism. The GPC is open to the public although the GPC members could decide to move in camera on legitimate confidential matters. Council can use this committee in innovative ways through structuring of the agenda; through inviting specific individuals or groups to make presentations; etc.
- The GPC should be seen as more of a working committee where there will be less formality but still procedures being followed. It could take place in a boardroom (if one exists which is large enough) and Council and management might be seated at the same table (whereas they would be at separate tables in a more formal Council meeting).
- The GPC is not a decision-making committee. All issues discussed at GPC go forward to a regular or special meeting of Council and will be accompanied by a management report which has been signed off by the CAO.
- The GPC should eliminate the need for any or most standing committees and will assure all members of Council that regardless of what ABCs (agencies, boards and committees) they serve on as a liaison of Council, such agenda matters requiring Council’s attention would first be addressed at the GPC as necessary.

- **Terms of Reference**

The following are proposed as the appropriate terms of reference for the Governance & Priorities Committee. **The GPC** may:

- Hear from delegations and/or refer these on to Council
- Review matters forwarded to it by the Agendas Committee or by Council
- Require that all agenda matters on the agenda be supported by a draft report from the CAO or as delegated
- Recommend that a new policy be approved by Council in order to deal with the matter under discussion
- Review reports or minutes containing action items from external boards and committees so that there is some degree of consistency as to how each is treated by the Council
- Invite guest speakers to attend and present on the topic(s) or stage a debate between two organizations or speakers known to hold varying views on the topic at hand
- Meet publicly at least monthly at a time which is deemed by a majority of Council to enable any interested public to attend
- May determine to meet in-camera on a vote of the committee at the conclusion of a meeting; in-camera matters are limited as per the legislation
- Meet principally as a forum for discussion rather than as a decision-making arena (enables all of Council to review and discuss key issues without the requirement to decide)
- May refer an item to the CAO for more information or clarification but must move the issue forward to Council for its consideration and decision upon receipt of the clarifying information (in other words, the referral process if used is intended to be limited on a normal basis to two weeks).

Administrative Review of Agenda Issues

While the agenda and tone of a GPC meeting is not as formal as that of a regular meeting, the quality of any debate will depend on the quality of the input. This requires that the CAO and his department heads as appropriate establish their own timeline such that a meeting of the SMT occurs several days prior to the Mayor, CAO and CO who will review any agenda for the GPC and Council.

The key for the CAO and his SMT is to keep the focus on the broader and more strategic issues. The key determinants of whether or not an issue goes forward to the GPC meeting should incorporate consideration of:

- Is this a matter that we require Council's endorsement of?
- Is this a matter of a new or a revised policy?
- Does the issue have broad community significance?
- Is this an issue that it can be reasonably argued that Council would expect to see and provide direction to even though it may be within the parameters given to the CAO to act?

Appendix F: Request for Decision Format

Request for Decision (RFD)

<p>Meeting:</p> <p>Meeting Date:</p> <p>RFD Originated By:</p> <p>Topic/Issue:</p>
--

A) The Proposal:

What is the essence of what is being proposed? Why is this important for the senior management team (SMT) to review; for the CAO to agree; for the Council to approve?

What would justify this being beyond the authority of the CAO to respond?

B) Governance Implications:

What are the policy consequences or impacts of this decision? What new policy is being recommended? What current policy is being set aside if we go in this direction?

C) Background To The Proposal:

What are the key preceding events? Has Council seen the issue previously? What gives rise to this being placed before Council?

D) Discussion / Options / Benefits / Disadvantages:

What are the key options in terms of action? The District can stay with the status quo (option a) which is...? The District can proceed with option b, c, d...which are and which result in...

The advantages and disadvantages from the perspective of senior management are???

E) Costs / Source Of Funding (If Applicable):

F) Impact on Citizens, Local Businesses

G) Impact On Staff Resources:

H) Impact On Approved Business Plan:

I) Recommended Action:

That the Council accepts the proposal of the CAO/senior management team (SMT). This proposed course of action has been identified as Option XXX which succinctly stated is as follows:

J) Additional Background Information:

There is a file of background information which Council members have access to relative to this report. The executive summary of that information is attached hereto. Additional information can be accessed by following this link:

K) ADDED COMMENTS BY CAO (as applicable):

Initials show support -	Initiator: _____
Approved by:	Department Head: _____
	CAO: _____
	Date: _____

Appendix G: Council-Administration Protocols

- **Protocol: Council Treatment of the CAO**

Background

We as a Council recognize that the relationship of Council with its CAO as being critical to the success of both parties. We are keen to ensure that this relationship is solid, continuous and, where possible, enhanced.

Statement of Protocol

We agree to respect the apolitical nature of the office of the CAO and to receive their advice as being in the perceived best interests of the municipality and/or organization. We will respectfully listen to comments in response to questions posed at Council meetings and will ensure that the CAO is accorded a respectful audience. We will not bypass the CAO in our search for information and will coordinate any questions/concerns relative to the jurisdiction of the administration through the office of the CAO.

Application

This protocol will apply to the Council and CAO.

Effective Date

This protocol is effective immediately upon approval by resolution of Council.

Date: _____

Protocol: Treatment of the senior administration

Background

The relationship of Council to its management team is of critical importance to this Council. As a result, Council will expect the treatment of any and all members of senior staff to be respectful at all times.

Statement of Protocol

We agree to respect the apolitical nature of our senior staff and will treat their advice and reports with respect. We will not knowingly or wilfully interfere with their work but will coordinate any of our concerns as a Council through the office of the CAO.

Application

This protocol will apply to the Council, CAO and senior management.

Effective Date

This protocol is effective immediately upon approval by resolution of Council.

Date: _____

Protocol: Access to staff information**Background**

We as a Council recognize that we need information to support all of our decisions. We also recognize that the information we request needs to be properly vetted by senior management so that it is comprehensive and clear. We also accept that all such information ought to be made available to all members of Council.

Statement of Protocol

We will agree to access information developed and or possessed by our administration by requesting such information through a motion of Council or by direct request to the office of the CAO. We agree that we will not demand reports from individual staff nor expect that any report being sent to us is being sent in confidence (i.e. to one member of Council and not to all others).

Application

This protocol will apply to the Council, CAO and senior management.

Effective Date

This protocol is effective immediately upon approval by resolution of Council.

Date: _____

Appendix H: Committee Charter

Committee Charter (External Agency)

Name of Committee: XYZ Agency/Board/Committee

Mission: The mission of this ABC is to ...

Mandate/Terms of Reference: The mandate of this ABC is stated in its charter/constitution asincluding: provide advice to the Council on matters pertaining to its mandate

Authority: This ABC has its own powers as stated in its constitution/charter which includes that of advising the Council relative to matters related to...

Membership: The membership of the XYZ Agency is as follows:

- Two members of Council appointed by _____ Council
- Two members of Council appointed by _____ Council
- Two members of Council appointed by _____ Council
- Three members of the public appointed by Council

Chair: The chair will be chosen by its members and will be a member of the public and not a member of a Council; in the absence of the chair, an acting chair will be appointed from the remaining two members of the public.

Role of a Council Member: The representatives of Council will be expected to voice the view of their Council (where that is known by resolution of the sending Council) before the issue is decided by the Agency. The member of Council is then expected to decide any issue based on what the member feels is in the best interests of the Agency.

Membership and Rotation: All members of Council appointed to such an agency accept that their term shall not exceed two years without the consent of the sending Council. No member of Council will serve continuously on any such ABC for longer than a four year term but may be re-

appointed by the next Council public committee members will be appointed for a 3 year term with the exception of the Council representative who is subject to an annual appointment.

Tenure: This Agency is an independent body and as such will be deemed to be continuous subject to any legislative change impacting this Agency.

Reporting: The XYZ Agency will provide its minutes to the Clerk of each Council within 48 hours of any regular or special meeting of the Agency. Where the Agency feels it is necessary, the Agency chair may be asked to meet with the Council(s) and brief the Council(s) on any issue(s) within its purview.

Contact with the Media: Any contact with the media shall be handled by the Agency on issues where it votes to make the matter available to the media through a media opportunity (i.e. press conference, media briefing, etc.). Such a briefing will be conducted by the chair unless delegated to another member of the Agency board.

Public Meetings: Unless otherwise provided for in the Agency constitution/bylaw, its meetings shall be deemed to be open to the public.

Appendix I: Council Principles**1) Clarity of mandate and authority (Roles)**

- a) Is there a clear understanding of what the legislation says the District is to deliver and what the Council and management therefore must do to ensure that these things occur?
- b) Are Council and management acting within the parameters set by the law?
- c) Does our Governance Model ensure respect for these distinct roles?

2) Effective orientation

- a) Was this new Council (every Council is new as a consequence of the most recent election) properly oriented to its roles, duties and obligations?
- b) Do Councillors understand what is required versus what might be permissible?
- c) Did the primary roles receive sufficient attention (i.e., Mayor, Councillor, Council, CAO)?
- d) Does everyone understand our Model?

3) Clear decision-making (governance) processes

- a) Has this Council been made aware of how decisions evolve and are eventually decided?
Has the Model been properly explained?
- b) Is Council able to discern the roles of the CAO and the senior managers who report to the CAO?
- c) Is the Council clear that it is to receive advice and then act as the conscience of the community in carrying out its decision-making functions?

4) Full disclosure by CAO/administration to Council

- a) Is the CAO committed to ensuring that this Council receives the information it needs to make a clear decision to guide the delivery of services or the handling of a community issue?
- b) Has the relevant information been made available to this Council in a timely manner?

5) Independence of the governing body

- a) Do the community and the administration respect the fact that this Council acts as it should not as it is told?

- b) Do Councillors understand that the decisions Council makes are the ones rightly ascribed to this Council and not to any other body? Does our Governance Model support the independence of our Council?

6) Primacy of the Council table

- a) Are Council's decisions made at the Council table?
- b) Are they unfettered by any advice received or any discussion held in advance?

7) Intentional leadership on the key issues

- a) Is Council made aware of the key issues in the community domain which require the guidance and decision-making of the governing body?
- b) Has this Council communicated its principal priorities for the year and/or term?

8) Open to the public

- a) Are all Council and committee meetings (except as may be restricted by law) open to the public?
- b) Is the public made aware of the time and place of a Council meeting?
- c) Is the public aware of how it can have an impact on the Council's decisions?

9) Apolitical administration

- a) Is Council served by a professional administrative body which is separate and apart from the political Council?
- b) Is it clear that the Council answers to the public for its decisions?
- c) Is it clear that the administration's advice is always presented as being the best apolitical advice it can make available based on its training, academic preparation and experience?

10) Oversight to policy decisions

- a) Is the role of this Council in providing oversight clear to all?
- b) Is it expected to review the impact of its decisions as seen in terms of how these were implemented by the CAO and administration?

11) Stakeholder (citizen) values and concerns

- a) Does our Model ensure that the decisions of Council have taken into account the perceived values of the residents and stakeholders?
- b) Is public input sought on what the Council views as key issues?

12) Effective advocacy to other levels of government and to neighbours

- a) Does this Council understand that one of its roles is to act in the best interests of the District in any discussion with both levels of government, neighbouring municipalities (e.g., Regional District), and other agencies)?

13) Ongoing and effective fiduciary monitoring

- a) Does Council have access to the applicable information as to how the District is being managed from a fiscal perspective?
- b) Can and does Council seek external professional advice from an independent auditor?
Does our Model support the fact that the Auditor works for Council?

14) Continual reporting on results; accountability

- a) Does Council make an effort to report back to its citizens as to how its decisions are impacting the functioning of the municipality?
- b) Does Council act in such a manner which communicates that it is accountable to the public?

15) Succession planning

- a) Is Council made aware that one of its inherent obligations is to ensure that it has a policy and plan in place to ensure that if its CAO is no longer available to fulfill their duties, that someone else has been designated to step in during the interim period until a replacement CAO has been chosen?

CAO Principles

- **Principle: One Employee**
- What does this mean??
 - Reports to all of Council as the administrative head of the corporation; acts as Council's primary linkage to the administration
 - Questions at Council meetings are directed to the CAO
 - Questions from the public are passed along to the CAO and through the CAO to department heads
 - The Council's authority to recruit or assess is limited to the CAO
 - The Council establishes the framework for the compensation plan and the CAO determines where each department head fits and what movement they make on an annual basis within the parameters established by the Council
- **Principle: Ensures a Healthy Council-CAO Relationship**
- What does this mean??
 - The relationship of the Council to its chief officer (CAO) is one of the most significant keys to any system hoping to reflect good governance. Such a relationship must be founded on trust, respect, understanding of roles, open communication, transparency of decision-making, and no surprises.
- **Principle: Respectful Relations**
- What does this mean??
 - Maintains an open, fair, collegial and respectful relationship with the Mayor and Councillors
 - Stays in regular contact; shows no favouritism to individual Councillors; acts in a respectful manner
- **Principle: Implement Decisions**
- What does this mean??
 - Ensures Council's directions are being followed and implemented regardless of any individual feedback/input to the contrary, unless that input has been provided

by authorized legal counsel (in that case, the CAO will bring the matter back to Council with a full report)

- **Principle: Concurrent Information**

- What does this mean??

- Any request to a department head or to the CAO by a member of the Council will be concurrently sent out to all Council members unless otherwise directed by the CAO
- Council members will be encouraged to forward their requests for background information related to key policy matters to the CAO
- The agenda package will be made available to all members concurrently

- **Principle: Personal Relationship to the CAO**

- What does this mean??

- All Council members are encouraged to develop a positive relationship to the incumbent CAO as the principal employee of the Council
- Where convenient to both parties, a Council member should feel free to drop by and visit the CAO in their office
- The CAO will regularly advise the Mayor of all “out of office” contacts with Council members to the Mayor
- The CAO will not encourage anything other than a professional relationship by a member of Council to the CAO

- **Principle: Complaints about the Behaviour of a Council Member**

- What does this mean??

- Where the CAO becomes aware of any complaint by a member of staff or by a member of the public with a member of the Council, this will be communicated to the Mayor on an immediate basis; if the matter pertains to the Mayor, the CAO must report the matter to the Deputy Mayor or full Council
- The Mayor is required to brief the Council member involved as soon as possible and preferably face-to-face; where the matter is significant the Mayor (or Deputy Mayor) should brief all Council members in an in-camera session of the Council

- **Principle: Complaints about the Behaviour of a Staff Member**
- What does this mean??
 - Where a member of the Council becomes aware of any complaint by a member of the public vis-à-vis a member of the staff, they must report that instance to the CAO on an immediate basis; if the matter pertains to the CAO, the member must report the matter to the Mayor or full Council
 - The Mayor is required to discuss the matter with the CAO as soon as possible and preferably face-to-face; where the matter is significant, the Mayor should brief all Council members in an in-camera session of the Council
 - Council members will not criticize members of the administration to the public or at public meetings but will defer any such criticism to either a private meeting with the CAO or an in-camera meeting with the Council
- **Principle: “No Surprises”**
- What does this mean??
 - The CAO agrees to ensure that all members of Council are made aware of emerging issues that are deemed by the CAO to have potential significance
 - The CAO will to the extent they are capable, address this matter, and ensure that the Council is not confronted by a surprise release to any media of information on a policy matter
- **Principle: Treatment of the Public**
- What does this mean??
 - The CAO agrees to treat all members of the public alike and will not show any favouritism in their response to requests for service from the public
 - The CAO will be cordial and helpful in their approach to requests for service by outside agents, land developers, consultants, and those advocating for both residents and non-residents
 - The CAO will draft a “public engagement strategy” for review and approval of Council

- **Principle: Regular Briefing of Mayor, Council Members**
- What does this mean??
 - The CAO will ensure that the Mayor is provided with a briefing of upcoming and current projects and policy issues at regularly scheduled meetings with the Mayor
 - Similarly, the CAO will ensure that all members of Council receive an adequate briefing on all key emerging policy issues on a concurrent basis
 - The CAO will ensure that Council has the best apolitical advice in all reports and recommendations being considered by Council for its approval; signs off on all reports going forward to indicate that the CAO believes these reports to be sufficient in summarizing the issues under review and that the recommendation is supportable; is available at all Council regular and committee meetings to fulfill his role as the primary policy advisor to Council
- **Principle: Mayor's Primary Linkage to Organization**
- What does this mean??
 - Acts as the Mayor's primary linkage to the organization and as the person who is regularly in touch providing updates on what is happening on issues about which, in the opinion of the CAO, the Mayor needs to be kept abreast
- **Principle: Monitoring/Updating the Council "Agenda"**
- What does this mean??
 - The CAO will assist the Council in establishing its "agenda" of priorities for each year and term
 - The CAO will ensure that these priorities are viewed as significant guideposts for all the senior staff and will provide the Council with regular briefings on progress relative to these priorities
- **Principle: Organization Structure**
- What does this mean??
 - The CAO will develop an organization structure (based on policy) which allocates staff to the required functions and service areas

- The CAO is obliged to recommend to Council the position titles and number of key functions reporting directly to the CAO
- The CAO continually reviews the structure and the quality of senior management members and understands that as CAO he is accountable for their performance
- **Principle: Management of All**
- What does this mean??
 - The CAO ensures that “managerial directives” have been created which empower supervisory staff to take action within their areas of responsibility; oversees department heads in the performance of their duties; ensures departmental collaboration/cohesion
 - The CAO ensures that the services of the organization are clearly defined and are in concert with the expectations of Council (and thus the residents)
 - The CAO coordinates the efforts of the administration through regular meetings with the department heads; ensures that management are meeting regularly with their own staff in order to communicate issues/plans & discuss/resolve problems
 - The CAO defends the work and responsiveness of senior management to Council whenever and wherever that is necessary
 - The CAO provides performance feedback on a regular basis to direct reports; grooms possible successors at the next reporting level in the organization
- **Principle: Promotes a Healthy Environment**
- What does this mean??
 - The CAO ensures that the District has appropriate human resource policies and procedures which reflect it as a fair employer interested in the well-being of its employees; ensures that all positions have updated position descriptions
 - The CAO ensures that the District’s compensation plan and personnel policies are current, appropriate, and fair for all employees.

- **Principle: Current Skill Development**
- What does this mean??
 - The CAO agrees to continue their progress as a senior civil servant through attendance at courses and conferences that are suitable to the role of a CAO
 - The CAO will advise the Council annually of the courses they plan to undertake and will ensure that adequate funding has been set aside in the CAO's professional development budget
- **Principle: Adhere to the Legislation**
- What does this mean??
 - The CAO will follow the applicable legislation in applying all of the foregoing principles and will, if in any doubt, seek appropriately experienced municipal legal counsel.