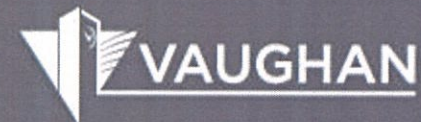
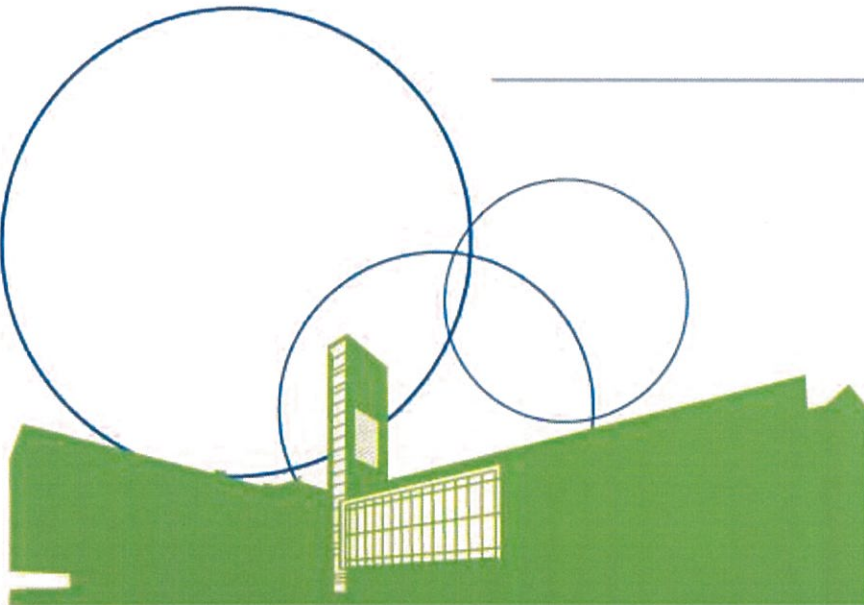


# Update on Leadership Alignment – Policy Review

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Finance, Administration and Audit  
Committee

June 19, 2017



# Overview

- Outline the role of the Policy Committee
- Provide context for Policy Capacity Review
- Discuss municipal governance tools – Council vs. Administrative Policies
- Overview of Policy Review Workplan and Next Steps.



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# Policy Committee

- Established in early 2017
- Co-chairs: City Manager and City Clerk
- Comprised of CMT Members
- Mandate: To improve the City's policy-making process, governance, and standardization.



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# Policy Capacity Review

- City has 148 corporate policies across 22 departments
- Last policy review in 2012 repealed unused policies
- Best practice to review policies every 5-7 years
- Opportunity to review broader policy development resources and processes





# Why Does Policy Matter?

## Governance

- Policies are instruments of governance

## Administration

- Policies facilitate consistent decisions

## Policy

## Accountability

- Policies outline expectations, responsibilities

## Transparency

- Policies are public statements of intent

## Term of Council Service Excellence Strategy Map (2014-2018)



### TERM OF COUNCIL PRIORITIES

- ☐ Improve municipal road network
- ☐ Continue to develop transit, cycling and pedestrian options to get around the City
- ☐ Facilitate the development of the VMC
- ☐ Support the development of the hospital
- ☐ Re-establish the urban tree canopy
- ☐ Invest, renew and manage infrastructure and assets
- ☐ Continue to ensure the safety and well-being of citizens
- ☐ Meet Council tax rate targets (no greater than 3%)
- ☐ Update the Official Plan and supporting studies
- ☐ Attract investment and create jobs
- ☐ Create and manage affordable housing options (secondary suites)
- ☐ Continue to cultivate an environmentally sustainable city
- ☐ Support and promote arts, culture, heritage and sports in the community
- ☒ Continue to advance a culture of excellence in governance
- ☐ Establish a lobbyist registry
- ☐ Enhance civic pride through a consistent city-wide approach to citizen engagement

### SERVICE EXCELLENCE STRATEGIC INITIATIVES

CITIZEN EXPERIENCE			
<b>Citizen Experience and Service Delivery</b>		<b>End-to-End Citizen-Centred Services</b>	
Citizens Engaged in Decision Making <ul style="list-style-type: none"><li>• Develop a meaningful and inclusive citizen engagement framework</li></ul>		Improvement Through Technology <ul style="list-style-type: none"><li>• Develop and implement a digital service strategy that defines how the City will deliver services through multiple channels (phone, web, mobile)</li></ul>	
Consistent Service Delivery <ul style="list-style-type: none"><li>• Improve the use of tools and resources</li><li>• Develop service level standards to enhance satisfaction through consistent service experience</li></ul>			
OPERATIONAL PERFORMANCE			
<b>Service Delivery Options</b>		<b>Financial Sustainability</b>	
Effective Service Delivery <ul style="list-style-type: none"><li>• Review service delivery options and shared services to match resources to the desired level of service</li></ul>		Sustainable Fiscal Framework <ul style="list-style-type: none"><li>• Create a Financial Master Plan to ensure sustainable fiscal policies and management of assets</li></ul>	
Continuous Improvement <ul style="list-style-type: none"><li>• Implement continuous improvement initiatives to improve our service and business processes</li></ul>		Demonstrate Value for Money <ul style="list-style-type: none"><li>• Continue to refine our performance measures and benchmark for service delivery</li></ul>	
STAFF ENGAGEMENT			
<b>Employee Engagement</b>		<b>Corporate Governance and Accountability Framework</b>	
Invest in Our People <ul style="list-style-type: none"><li>• Establish a People Plan to support employees through change:<ul style="list-style-type: none"><li>• Succession plan</li><li>• Learning and development</li><li>• Workforce planning and talent management</li></ul></li></ul>		Leadership Alignment <ul style="list-style-type: none"><li>• Develop and implement a leadership alignment process that aligns people, process and technology to foster a culture of service excellence</li></ul>	
Communication Strategy <ul style="list-style-type: none"><li>• Develop communications to frame the journey of service excellence and transformation</li></ul>		Governance and Accountability <ul style="list-style-type: none"><li>• Review the organizational structure with defined roles and responsibilities to ensure it is positioned to deliver on Council priorities</li><li>• Develop an Enterprise Risk Management Framework to better support governance and accountability</li></ul>	

### DEPARTMENTAL BUSINESS PLANS



# Current State/Identified Gaps

## Policy Template

- Only header and footer
- New template should include requires sections

## Policy on Policy Development

- More detail for consistency
- Roles and responsibilities, policy review mechanism

## Policy Capacity Resources

## Policy Manual

- Organized by outdated department names
- Simplify categories

## Policy Staff

- Can be valuable resources throughout policy development and review





# Policy Capacity and Governance

- Policy capacity is one dimension of governance capacity
- Municipal governance instruments: by-laws, policies, and procedures
- Each has a different purpose, function, and format
- Governance instruments must be well-defined to work effectively in concert



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# Municipal Governance Instruments

<b>By-law</b> <i>Council Approval</i>	<ul style="list-style-type: none"><li>• Legislation that applies to all persons</li><li>• Directly influences public behavior</li><li>• Strong enforcement mechanism</li></ul>
<b>Council Policy</b> <i>Council Approval</i>	<ul style="list-style-type: none"><li>• Sets direction and standards for administration</li><li>• Defines City position on an issue</li><li>• External focus</li></ul>
<b>Admin. Policy</b> <i>City Manager Approval</i>	<ul style="list-style-type: none"><li>• Directs staff in making consistent decisions</li><li>• Sets operational duties and expectations</li><li>• Internal focus</li></ul>
<b>Procedure</b> <i>City Manager Approval</i>	<ul style="list-style-type: none"><li>• Step-by-step guidance on implementation of an administrative policy</li></ul>





# Council/Administrative Spheres of Authority

Council Sphere		
Determine purpose, scope of services, tax level, and constitutional issues	MISSION	Advice (what municipality can do), analyze conditions and trends
Pass ordinances, approve new projects and programs, ratify budget	POLICY	Make recommendations on all decisions, formulate budget, and determine service distribution formulas
Make implementing decisions (e.g., Site selections, handling complaints, and overseeing administration	ADMINISTRATION	Establish practices and procedures, and make decisions for implementing policy
Suggest management changes to manager, review organizational performance	MANAGEMENT	Control the human, material and informational resources of the organization to support policy and administrative functions

**Traditional model:** distinct spheres of authorities between Council and administration

- Municipalities have evolved; professionalization of administration

**Modern model:** complementary spheres of authority (left)

- Demands for efficient governance require agile decision-making

Svara, James H. "Dichotomy and Duality: Reconceptualizing the Relationship between Policy and Administration in Council-Manager Cities." *Public Administration Review* 45.1 (1985): Corporate ResourceNet. Web. 4 June 2015



# Comprehensive Policy Review Work Plan

## 1. Revise policy template

- Required sections should be added to increase consistency

## 2. Update Policy on Corporate Policy Development

- Roles and responsibilities, policy review provision, more detail

## 3. Conduct policy review

- Last review in 2012, but did not focus on formatting or consistency

## 4. Separate policies and procedures

- Separation reflects their different purposes, functions, and approval





# Policy Review Work Plan

## 5. Separate Council policies from administrative policies

- Identify which policies need Council approval vs. administrative

## 6. Bring forward recommended changes to Council policies.

- As Council policies are reviewed, staff will bring forward recommendations to Council as required.

## 7. Restructure policy manual and publish policy manual for public access

- Generic categories are easier to navigate, endure through re-organization
- Online access promotes transparency and accountability





# Questions and Discussion



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