

<b>TO:</b>	<b>CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON MARCH 1, 2017</b>
<b>FROM:</b>	<b>MARTIN HAYWARD MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER &amp; ACTING CITY MANAGER</b>
<b>SUBJECT:</b>	<b>COUNCIL POLICY MANUAL REVIEW</b>

<b>RECOMMENDATION</b>
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That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer & Acting City Manager and with the concurrence of the Senior Leadership Team, the following actions be taken with respect to updating the Council Policy Manual:

- a) the process for completing a comprehensive update to the current Council Policy Manual, as detailed in this report, **BE ENDORSED**;
- b) subsequent to the completion of the comprehensive update to the current Council Policy Manual noted above, a Committee or Working Group of Council **BE REQUESTED** to undertake an evaluation of the Council Policy Manual and provide strategic direction to the Municipal Council on steps the Civic Administration should take to modernize the Council Policy Manual; and
- c) any reports related to a) and b) above, **BE SUBMITTED** through the Strategic Priorities and Policy Committee; it being understood that upon completion of the actions noted in a) and b), above, any future policy amendments will come forward through the Standing Committee that has jurisdiction over the subject area of the policy.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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- Item 12, Corporate Services Committee, May 25, 2015
- Item 7, Corporate Services Committee, December 5, 2016

<b>BACKGROUND</b>
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London’s Council Policy Manual (the “Manual”) is a compilation of policies that have been adopted (and in some cases, amended) by the Municipal Council of the City of London over a number of years. It is recognized that London’s Council Policy Manual is out of date and requires modernization.

On April 14, 2015 the Municipal Council resolved:

*That the following matters BE REFERRED to the Corporate Services Committee for consideration:*

- i.) a proposed process for reviewing Council policies in order to ensure that the policies continue to be relevant and are appropriately updated;*
- ii.) a process for reporting out on expenditures which the Civic Administration has been delegated authority to approve;*
- iii.) potential methods for enhancing public participation at Public Participation Meetings, including the use of social media; and,*
- iv.) the expanded utilization of the electronic agenda and voting system, including use of the data generated by the system.*

On May 26, 2015, the Municipal Council resolved:

*That the Municipal Council resolution dated April 15, 2015 regarding a process for reviewing Council policies; reporting of expenditures that the Civic Administration has been delegated authority to approve; potential methods for enhancing public participation at public participation meetings, including the use of social media; and expanded utilization of the electronic agenda and voting system, including use of the data generated by the system BE REFERRED to the appropriate members of the Civic Administration, for review and report back, with the understanding that Civic Administration’s review of these various matters will incorporate input from Members of Council who have raised these potential improvements, as well as input from other Members of Council who may also have input to offer on these matters.*

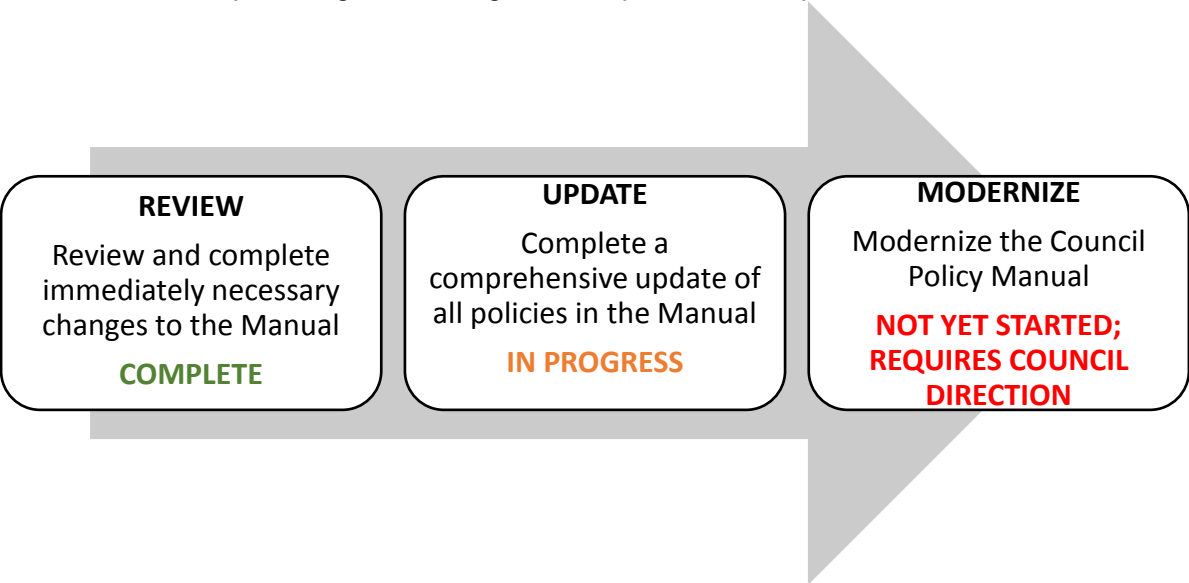
In response to this direction, the Civic Administration initiated the process of reviewing, categorizing, and updating policies contained in the Manual. The Operations Management Team lead the work of reviewing and then categorizing each policy contained in the Manual according to the type of policy change required. Once completed, policy updates were to be brought forward to the appropriate Standing Committee by individual Service Areas and in some cases Service Areas have already brought forward recommendations to various Standing Committees for policy updates.

On December 6, 2016, the Municipal Council resolved:

*That the following actions be taken with respect to Council Policies:*

- a) the report dated November 29, 2016, from the City Manager, entitled “Section 18(17)”, BE RECEIVED; it being noted that the Corporate Services Committee received a verbal overview from the City Manager with respect to this matter;*
- b) the Civic Administration BE DIRECTED to report back at the December 13, 2016 meeting of the Corporate Services Committee with the necessary by-law to repeal Council Policy 18(14) “Benefits for Common-Law Spouses” as this Policy does not reflect application legislation; and,*
- c) the Civic Administration BE DIRECTED to report back at the earliest possible date with proposed changes to the Council Policy Manual in order to ensure that all policies are updated, with priority given to any policies that do not reflect applicable legislation and current administrative practices.*

With the aim of building on the work that has already been completed and expediting the update process, this report recommends two additional steps to continue to implement the Municipal Council’s direction. Step #1 involved a review of policies that required immediate changes and action to have those changes made. Step #2, which is in progress, would involve a comprehensive update to all policies in the manual such that a complete and updated Manual is available to the public by the end of 2017. Step #3, which has yet to be started, would involve modernizing the Manual, based on strategic direction from Council about what should be included in the manual and how it should be structured. Step #1 is now complete. Step #2 is underway, targeting completion by the end of August 2017. This report recommends Step #3 begin following the completion of Step #2.



## **Step #1 – Review (Complete)**

As noted above, the Civic Administration has reviewed and categorized the policies currently included in the Manual according to the type of change required and several Service Areas have brought forward recommendations to various Standing Committees for policy updates. In December 2016, the Civic Administration took steps to make changes that were immediately necessary including recommendations revoke and repeal section 18(14) of the Manual. This step is now complete.

## **Step #2 - Comprehensive Update to the Manual**

This report recommends a coordinated approach to make all necessary updates to policies currently included in the Manual as well as recommendations for new policies that have been deemed necessary by the Civic Administration. This approach would involve presenting all updates to the Strategic Priorities and Policy Committee chapter by chapter, with, in most cases, multiple chapters being presented at a time. Some policy changes may come forward on an individual basis, based upon the business requirements of the Corporation. Policy updates and recommendations would fall under the following general categories:

- a) policies that have become redundant in that they no longer reflect applicable legislation, do not reflect the current practices of the City of London, or no longer meet the needs of the Corporation and therefore should be removed from the Manual;
- b) policies that require housekeeping amendments to reflect such things as current legislative references, current committee references or current job titles, etc.;
- c) policies that require extensive amendment to reflect the current practices and needs of the Corporation; and
- d) new policies required to meet the business needs of the Corporation.

This approach would streamline the update process and reduce the number of reports presented to Standing Committees. The Civic Administration would aim to have this work completed by the end of August 2017, noting that some policy updates may require more time to accommodate necessary consultation. The Civic Administration intends to start fresh and appropriately reinstate any policy recommended as requiring no change so that the legislative history for each policy is clear.

The planned timeline for the completion of Step #2 is provided in Appendix 'A'. Although the review order is generally sequential, some Manual chapters will occur later in the cycle due to the number of policies and/or the level of detailed analysis required for the review.

## **Step #3 - Modernization of the Manual**

It has been determined that modernization work above and beyond updates to current policies may be required. Modernization work could include but is not limited to: restructuring the Manual entirely, identifying policy gaps, reviewing the current policies for consistency, as well as reviewing policies with a gender and diversity lens to reflect best practices of the Corporation.

In order to accomplish this work, this report recommends engaging a Committee or Working Group of Council (to be determined by Council) to provide strategic direction and make recommendations to Council on the development of a new, modernized Council Policy Manual. Should this recommendation be approved, the Committee or Working Group would be responsible for making recommendations to the Municipal Council with respect to defining the purpose of the Manual, identifying the scope of modernization required, and creating a new Table of Contents. The Committee or Working Group would also provide input into a proposed process for reviewing Council policies in order to ensure that policies continue to be relevant and are appropriately updated. The Civic Administration would then carry out the Municipal Council's direction regarding modernization of the Manual. The Committee or Working Group could begin developing its recommendations for modernization of the Manual after the comprehensive update described above is complete. A coordinated approach to modernizing the Manual will assist with policy consistency and the development of a more user-friendly document that meets the current needs of the Corporation.

<b>CONCLUSION</b>
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Administration continues to review the Council Policy Manual for suggested changes to existing policies. This report outlines a recommended approach for the completion of the review and next steps for the modernization of the Manual.

In the coming months, groups of chapters will be submitted for Council review and consideration, with an anticipated completion of Step #2 of the Council Policy Manual Review by the end of August 2017.

<b>PREPARED BY:</b>	<b>REVIEWED BY:</b>
<b>KRISTEN PAWELEC SPECIALIST, COMMUNITY REPORTING AND PLANNING</b>	<b>KATE GRAHAM DIRECTOR, COMMUNITY AND ECONOMIC INNOVATION</b>
<b>RECOMMENDED BY:</b>	
<b>MARTIN HAYWARD MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER &amp; ACTING CITY MANAGER</b>	

**CC:   Senior Leadership Team  
         Operations Management Team  
         C. Saunders, City Clerk**

**Appendix ‘A’:** Timeline for Completion of Step #2 of the Council Policy Manual Review

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Policy Manual Chapters	Targeted SPPC Meeting
1. Awards and Recognition 2. Building and Regulations 3. City Hall and Other Municipal Buildings 4. Centennial Hall 6. Dearness Home 8. Financial Services	May 15, 2017
5. Council and Committees 9. Fire Services 10. Flood Plain, Control & Thames 11. Housing 12. Insurance 13. Legal Services 14. Licences	May 29, 2017
7. Engineering Services 15. Local Improvements 16. Miscellaneous 17. Parks and Recreation	June 12, 2017
18. Personnel 19. Planning and Development 20. Property 21. Purchasing and Materials Management	July 24, 2017
22. Publicity and Promotion 23. Sewers and Water 24. Social Services 25. Streets and Highways 26. Taxes 27. Traffic and Transportation 28. Travel and Convention	August 21, 2017

Note: Although the review order is generally sequential, some Manual chapters will occur later in the cycle due to the number of policies and/or the level of detailed analysis required for the review.