

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON SEPTEMBER 17, 2012
FROM:	CATHY SAUNDERS CITY CLERK
SUBJECT	GOVERNANCE MODEL REVIEW

RECOMMENDATION

That, on the recommendation of the City Clerk, with the concurrence of the Senior Leadership Team, the following actions be taken with respect to the City of London's governance model and the 2013 Annual Meeting Schedule:

- a) the Civic Administration **BE DIRECTED** as to how the Municipal Council wishes to proceed with respect to the attached governance model option (Appendix "A"), for implementation on December 1, 2012;
- b) subject to the approval of a revised governance model, the attached proposed mandates of the standing committees (Appendix "B") **BE APPROVED** with any revisions necessitated by the direction given in a), above;
- c) subject to a) and b), above, the attached proposed reporting relationships (Appendix "C") for the Municipal Council's committees **BE APPROVED** with any revisions necessitated by the direction given in a) and b), above;
- d) subject to a), above, the attached proposed Annual Meeting Schedule for the period December 1, 2012 to December 31, 2013 Appendix "D") **BE APPROVED** with any revisions necessitated by the direction given in a), above; it being noted that future refinement to the timing of meetings may be possible as a result of the implementation of the video streaming of meetings and delegation of Council authority to staff on certain matters, as recommended in g), below;
- e) subject to a) and b), above, the City Clerk **BE DIRECTED** to bring forward the necessary by-laws to implement the changes noted above;
- f) the Civic Administration **BE AUTHORIZED** to take any other actions necessary to implement the changes noted above, including posting the Annual Meeting Schedule on the City of London's website;
- g) the Senior Leadership Team **BE DIRECTED** to report back with a list of routine matters that Council may wish to consider delegating its authority for to staff as a means of streamlining agendas by focusing Standing Committee and Council agendas on matters that are best dealt with by the Municipal Council;
- h) the City Clerk, in consultation with the Director of Corporate Communications, **BE DIRECTED** to develop a process which would result in the exclusion of information only items from public Standing Committee and Council agendas, unless they are required to be there due to Council direction, legislative/statutory requirements or at the direction of the Senior Leadership Team, and make them accessible to the Members of Council, staff and the public by other means, such as a repository for those items on the City's website and/or other reasonable means of distribution.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- Item #18 – Finance and Administration Committee – July 20, 2011
Item #13 – Finance and Administration Committee – June 15, 2011
Items #9 and #10 – Finance and Administration Committee – May 4, 2011
Items #15 and #16 – Finance and Administration Committee – March 30, 2011

BACKGROUND

The Municipal Council, at its meeting held on May 1, 2012, resolved:

“That the City Clerk, in consultation with the Senior Management Team, BE DIRECTED to review the current Standing Committee structure and current meeting schedule and provide possible options to address concerns with respect to the frequency and length of Council and Standing Committee meetings.”

In carrying out the Municipal Council’s direction, the following key considerations were taken into account:

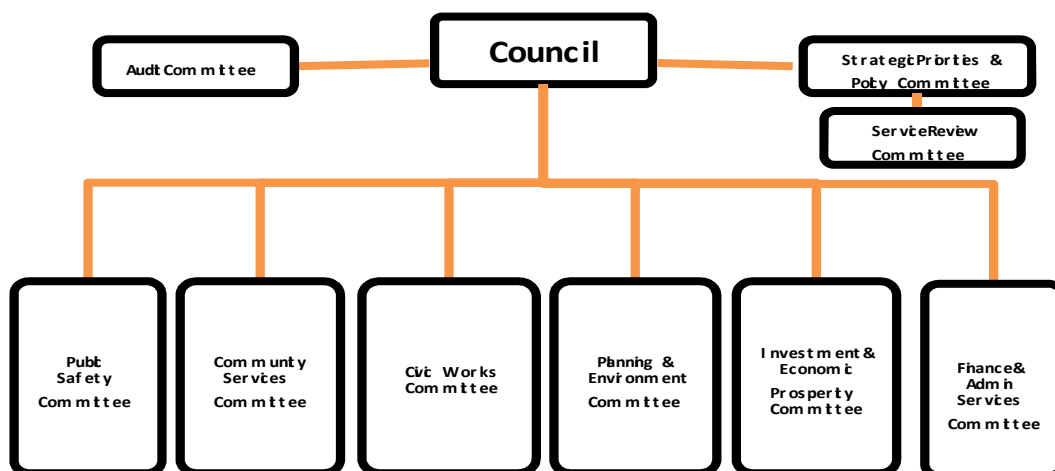
- Council meetings should be held every two weeks, wherever possible, with the exception of the months of July and August, during which Council meetings should only be held once per month;
- meetings should not run into the early hours of the morning as this does not make for sound decision making;
- no meetings should be held during March Break;
- meetings should be avoided during the Federation of Canadian Municipalities and the Association of Municipalities of Ontario annual conferences, as much as practical, in order to enable Council Members to attend those meetings without having to miss Standing Committee or Council meetings;
- Standing Committee mandates should include matters which have some relevance to each other and should also have relevance to the corporate organizational structure;
- Standing Committee names should be reflective of the general focus of the Committee;
- public participation matters should be held as late as possible within the regular business day and into the early evening, if required, for the convenience of members of the public wishing to appear as a delegation;
- there should be no duplication of mandates; and
- the Civic Administration should continue to explore opportunities for Council to delegate its authority in order to focus agendas on matters outside of the Civic Administration’s authority and requiring direction from the Municipal Council, and to avoid placing informational items on meeting agendas that could be communicated to the Council Members and the public by other means.

Governance Model

Governance models are, by nature, dynamic in order to meet the evolving needs of a municipality. It is vital that a municipality’s governance model allows the Municipal Council to conduct its business in an efficient and effective manner. London’s Municipal Council has, over the past few years, continued to refine its own governance model. In December 2010, the Municipal Council implemented a governance model recommended by the Governance Task Force, which was comprised of both Council Members and members of the public. That model provided for the following standing committees, as well as the Committee of the Whole:

- Built and Natural Environment Committee
- Community and Neighbourhoods Committee
- Finance and Civic Administration Committee

In December 2011 another governance model was implemented by the Municipal Council, as part of a number of changes recommended by the former City Manager related to service-based budgeting. That model is depicted in the following diagram. The only subsequent change to the model implemented in December 2011 occurred very recently when, in June 2012, the Municipal Council approved a change to the terms of reference for the Services Review Committee so that it reported directly to the Municipal Council, rather than through the Strategic Priorities and Policy Committee. The necessary by-law has not come forward to implement that change, but rather will be done in a coordinated way with any other changes that may be requested as a result of the recommendations contained in this report.



Proposed Governance Model

Over recent months it has become apparent that the governance model implemented in December 2011 needs some adjustment to address such things as a request for more frequent Council meetings, addressing the number of special meetings of certain standing committees because their regular meeting frequency is insufficient, overly lengthy meetings and clarity of standing committee mandates. For example, two of the standing committees—the Public Safety Committee and the Investment and Economic Prosperity Committee—were originally set to meet on a quarterly basis. In reality, the business they deal with has required much more frequent attention. Additionally, Council meetings have repeatedly extended well into the early hours of the morning. While there are often lengthy debates, which has extended meeting times, longer meetings are also symptomatic of agendas that have business on them that could be delegated to staff or information items that could be communicated by other means. Also, while some confusion as to what standing committee a matter should go to is the product of changing the committee structure, there are also opportunities to improve upon the integration of committee mandates.

In considering how to improve the current governance model, thought was also given to the Municipal Council’s Strategic Plan and its recently-approved organizational structure. The attached Appendix “A” depicts the proposed governance model to come into effect on December 1, 2012. It brings together many of the positives from recent governance models in order to help to address some of the Council’s concerns about the current model.

Summary of Proposed Model and Rationale

1. Elimination of Services Review Committee

It is proposed that the Services Review Committee be eliminated as this work can be conducted internally by staff, following guidelines established by the Municipal Council, and summary analyses would be prepared to inform and assist the Municipal Council in its decision-making process. Some of the key benefits of this change are:

- a) all Municipal Council Members would be involved throughout the entire budget decision-making process;
- b) duplication of committee work between the Services Review Committee and the Strategic Priorities and Policy Committee would be eliminated;
- c) timing issues in bringing forward information from the Services Review Committee to the Strategic Priorities and Policy Committee would no longer be an issue;
- d) scheduling and attendance issues for the Services Review Committee would no longer be an issue; and
- e) the process of developing business plans would be maintained and staff would review the business plans to ensure consistency with strategic plans and annual budgets; service reviews would be undertaken in select areas on a periodic basis based upon

changes in industry standards, significant changes in the service area or in keeping with a rotation established by the Senior Leadership Team.

2. Amalgamation of Public Safety Committee and Community Services Committee

It is proposed that the Public Safety Committee and the Community Services Committee be merged to form one new Committee called the “Community and Protective Services Committee”, which is a format utilized not only by previous London City Councils, but also other Ontario municipalities. Some of the key benefits of this change are:

- a) it addresses the fact that the existing model did not provide for sufficient frequency of meetings in order for the Public Safety Committee to address the matters within its mandate in an adequately timely manner;
- b) the amalgamation of Fire Services with the Community Services portfolio mirrors recent organizational changes; and
- c) the workload of the existing two Committees is such that it is a more efficient use of the Council Members’ and the staff’s time if they were to be amalgamated.

3. Renaming the Strategic Priorities and Policy Committee and Refining Its Mandate

It is proposed that the Strategic Priorities and Policy Committee revert to a name which not only remains familiar to the public, but also concisely reflects the composition of the Committee...the “Committee of the Whole”. Its mandate is broad enough that it would be virtually impossible to reflect the various subject areas that may come before it in another name, so in this instance, it is suggested that the Committee name be one which is recognizable and has worked well in the past.

As for mandate, it has proven effective to use the Committee of the Whole as a venue for confidential reports from standing committees when held as part of the proceedings at a Council meeting, annual budget deliberations, annual general meetings of London Hydro and the London-Middlesex Housing Corporation, training sessions, significant matters which benefit from debate amongst all Council Members from the initial stages of the decision-making process, either as expressly identified within the Committee’s mandate, or as Council may, from time to time, choose to refer to the Committee of the Whole. The proposed mandate for the “new” Committee of the Whole, is reflective of what has proven to work well in assisting Council in its decision-making process.

4. Renaming of Finance and Administrative Services Committee

Given recent changes to the organizational model, it is proposed that the name of the Finance and Administrative Services Committee be changed to the “Corporate Services Committee” to mirror recent organizational changes and service references.

5. Planning and Environment Committee

Given recent changes to the organizational model, it is proposed that the name of the Planning and Environment Committee be changed to the “Planning and Development Services Committee” to better reflect the focus of the Committee and better align with the organizational model. While the term “Environment” has been dropped from the Committee name, it is the Administration’s firm belief that sustainability and environmental responsibility should be seen as inherent to the work of all Committees and should not be perceived as being unique to the work of one Committee by virtue of the reference to “Environment” in one Committee’s name. The word “Services” has also been incorporated into the Committee’s name to reflect the City’s commitment to service in accordance with our Mission Statement.

6. Renaming of Civic Works Committee

In order to provide better clarity as to the focus of the Committee’s mandate, it is proposed that the name of the Civic Works Committee be changed to the Municipal Infrastructure Services Committee to better reflect the focus of the Committee. The word “Services” has also been incorporated into this Committee’s name to reflect the City’s commitment to service in accordance with our Mission Statement.

7. Audit Committee

No change is proposed to the name, structure, reporting relationship or mandate of this Committee at this time as it is effectively fulfilling the purpose for which it was established by the

Municipal Council.

8. Investment and Economic Prosperity Committee

In order to allow the Investment and Economic Prosperity Committee to place greater focus on new and continuing economic strategies, initiatives and emerging issues, it is proposed that the mandate of the Committee be revised to redirect culture matters to the Community and Protective Services Committee and asset management matters to the Corporate Services Committee.

Committee Mandates

The attached Appendix “B” outlines the proposed mandates for the Committees under the new governance structure. The suggested mandates endeavor to enable a more holistic approach to related matters and also provide more clarity as to what Committee’s jurisdiction a matter falls within.

Advisory Committee Reporting Relationships

In the event that the proposed changes to the governance model are adopted, it will also be necessary to ensure that the reporting relationships of the various advisory committees are updated accordingly. The attached Appendix “C” identifies which standing committee each of the advisory committees will report to under the new governance model. The reporting relationships are based upon which standing committee mandates the advisory committees’ mandates most closely relate to.

Annual Meeting Schedule – December 1, 2012 to December 31, 2013

The City Clerk is required to submit an Annual Meeting Schedule by September 30, for consideration by the Municipal Council. The attached Appendix “D” fulfills that requirement and is based upon the governance model proposed in this report. The proposed Annual Meeting Schedule provides for the following:

- Council meetings will be held every two weeks to the extent possible, except during the condensed summer meeting schedule;
- Council meetings will continue to be held on Tuesdays, which has proven to work well, but will commence at 4:00 PM instead of 5 PM to provide for confidential matters to be considered at the beginning of the meeting;
- meetings will be avoided to the extent possible during March Break and during the Federation of Canadian Municipalities’, the Association of Municipalities of Ontario’s annual conferences and following long weekends; and,
- Standing Committees will continue to meet on Mondays and Tuesdays with staggered meeting times to provide for Council Members to sit on more than one Committee and to provide accessibility to members of the public.

It should be noted that future refinement to the timing of meetings may be possible as a result of the implementation of the video streaming of meetings and delegation of Council authority to staff on certain matters.

RECOMMENDED BY:	CONCURRED BY:
CATHY SAUNDERS CITY CLERK	ART ZUIDEMA CITY MANAGER, ON BEHALF OF THE SENIOR LEADERSHIP TEAM