

REPORT

on Council Governance

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Executive Summary:

On February 7th, 2002, Council passed a resolution adopting in principle the report entitled: "*City of Greater Sudbury - A Governance Model, Principles, Processes, and Operational Guidelines*" (January 2002), authored by George B. Cuff & Associates Ltd. (Cuff Report).

At this same meeting, Council also reviewed its *Mapping the Vision* document. This document, which was formally adopted by Council in 2001, served as a guide for the strategic planning and budgeting process for the first year of the City of Greater Sudbury.

As a result of Council's February 2002 review, Council by Resolution established a Working Group of Council and Senior Staff, consisting of Councillor Courtemanche, Councillor Kilgour and Councillor Portelance to amend the *Mapping the Vision* document to reflect the priorities established during the two day February visioning session. This revised document was formally adopted by Council Resolution on Thursday, February 28, 2002.

One of the Strategic Priorities included in the *Mapping the Vision* document stated that Council would adopt : "... a governance model appropriate to the City of Greater Sudbury and a policy approach to issues management."

Council therefore decided to make one of its immediate priorities the implementation of a new governance structure and, to develop a policy approach to both corporate and community issues.

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The recommendations set out in this Report seek to put this Strategic Priority into practice in the following manner:

① **ROLE STATEMENTS:**

(A written Covenant between Council and its Chief Administrative Officer that will set out a clear statement of the role of the Mayor, Chief Administrative Office and Council);

② A **CODE OF ETHICS** for Members of Council;

③ A new **COMMITTEE STRUCTURE** for Council that focuses on policy development with a process that will give to each Councillor a greater involvement and input in decision making and any resulting policy.

It is recommended that the new structure selected by Council be implemented by June 1st of this year.

The final issue dealt with in this report is that of ward boundaries.

As stated later in this Report, if Council wishes to have a new ward structure in place for the 2003 municipal election, then the process must be completed no later than December 31, 2002.

Any review of electoral boundaries should have clearly defined guiding principles, adequate public consultation, and use up-to-date population statistics. To proceed this year in order to meet the December 31, 2002 deadline, Council would be limiting the public and community participation process and, basing any result on data obtained from the 1996 Census.

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Moreover, Council should appreciate that it has been common in communities across Ontario for ward boundary changes to be appealed to the Ontario Municipal Board. There can be no guarantee that any appeal would be heard or a decision rendered in time for the 2003 municipal election.

In the alternative, a draft motion dealing with a review of the ward boundaries has been included in this Report for Council's consideration.

Implementing a governance structure with a clearly defined approach to policy decision making should be considered the first priority of any governing body.

Every municipal council needs to have in place a clearly defined structure to achieve reasoned policy decisions. Such a process should also be simple and easy to understand by Citizens as well as Members of Council. When successful, this process will always result in providing good governance. Achieving this goal is the cornerstone to good governance and must always be the first priority of a democratically elected municipal council.

The successful implementation of the strategy proposed in this Report will require a personal commitment of both Members of Council and all of Staff if it is to be successful.

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If implemented as proposed in this Report, then Council must be prepared to "stay the course" to give this new governance model sufficient time to jell; and, for Council, Staff and the Citizens of the City of Greater Sudbury, an ample opportunity to understand it, and fine tune it. To this end, training for both Council and staff, will be scheduled upon completion of the 2002 Budget. Once adopted by Council, the new governance model will be communicated to the public.

As the new structure is implemented, there will undoubtedly be some procedural and technical issues that will require refinement by both Council and Staff. At Council's semi-annual session by mid November, 2002, Council should again look at its "Governance Model" in order to see what has worked and what has not worked; and then, take corrective measures, if required.

For the convenience of Members of Council two calendars, for the months of June and July, 2002, are appended to this Report as Appendices "B1" and B2" which illustrate the agenda process under the new proposed model.

To implement the proposed model and to prepare the necessary by-law changes by June 1st, 2002, the following resolution is recommended for Council's consideration:

That the recommendations submitted in the Report on Council Governance, dated March 1, 2002, be adopted and that Staff be directed to implement the new Governance Model by June 1st, 2002.

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PART I- SUMMARY OF RECOMMENDATIONS:

1. ROLES, COVENANT, AND CODE OF ETHICS

- a.) That Council amend the Procedure By-law adopting the roles of Mayor, CAO, and Council.
- b.) That the Council/CAO Covenant be attached to the Procedure By-Law and that the Covenant be executed by all parties.
- c.) That Council adopt the Ethics Code as part of the Procedure By-Law of Council.

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PART I- SUMMARY OF RECOMMENDATIONS:

2. COUNCIL'S GOVERNANCE STRUCTURE

- a.) That the new Governance structure as outlined in this report be adopted.
- b.) That delegations be heard by the appropriate Sub-Committee of Council's Corporate Priorities Committee as decided by the Agenda and Priorities Committee.
- c.) That Council will only hear delegations referred to it by a Sub-Committee of the Corporate Priorities Committee or the Agenda and Priorities Committees.
- d.) That delegations be limited to three (3) per Council meeting, for a maximum of 1½ hours, and that the Council meeting start at 7:00 p.m.
- e.) That the Corporate Priorities Committee not meet in July and August and that any items of an urgent matter be placed directly on Council's Agenda during those months.
- f.) That the meetings of the Corporate Priorities Committee be chaired by a Deputy Mayor who is neither the Chair nor Vice-Chair of any of the Sub-Committees.

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PART I- SUMMARY OF RECOMMENDATIONS:

2. COUNCIL'S GOVERNANCE STRUCTURE continued

- g.) It is recommended that the first Monday meeting of the Corporate Priorities Committee every second month be set aside for delegations, subject to adjustment on the number of requests.
- h.) That Delegations be heard in the following order:
 - i. Those requested by Council, the Mayor, or an individual Councillor;
 - ii. Those requested by the public (after appearing at the Committee and with the Committee's approval);
 - iii. Those requested by staff.
- i.) That the order of Sub-Committees on the Agenda at the Corporate Priorities Committee meeting be on a rotational basis.
- j.) That the Corporate Priorities Committee and its Sub-Committees will begin their respective meetings at 7:00 p.m.

REPORT on Council Governance

PART I- SUMMARY OF RECOMMENDATIONS:

2. COUNCIL'S GOVERNANCE STRUCTURE continued

- k.) That Council appoint Chairs and Vice-Chairs for the sub-committee on Community Viability and the sub-committee on Public and Intergovernmental Affairs at its meeting of March 21st, 2002, and that the current budget Chair, Deputy Mayor Eldon Gainer, be appointed the Chair of the Financial and Program Accountability sub-committee and Councillor Austin Davey be appointed as the Vice Chair of this Committee.
- l.) That Council adopt the Terms of Reference of these Sub-Committees as recommended.
- m.) That no decision be made by Council (to a request by a delegation) at the time the delegation is heard for the first time unless the delegation has provided a dossier in the Council agenda package on the issue as per the requirements of the Procedure By-law.
- n.) That the Minutes of the Agenda and Priorities Committee be circulated electronically to all members of Council for their information. Members can advise if they wish to be dropped from this circulation.

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PART I- SUMMARY OF RECOMMENDATIONS:

2. COUNCIL'S GOVERNANCE STRUCTURE continued

- o.) All current appointments of Deputy-Mayors and Chair of Planning will end on November 30, 2002, at which time Council will select the Deputy-Mayors, Committee Chairs and Vice-Chairs for the year 2003.

- p.) Issues of an emergency nature, as decided by the Chief Administrative Officer, would appear directly on Council, while any policy issue would first go to a Corporate Priorities meeting to be dealt with by a Sub-Committee.

PART I- SUMMARY OF RECOMMENDATIONS

3. PLANNING COMMITTEE

- a.) That the Planning Committee, in addition to its planning functions, deal with all Statutory and Public Hearings which Council is required to hold, including road closing, licensing, drainage, etc., and that the meeting start at 7:00 p.m.
- b.) That the Planning Committee be composed of five members to be appointed by Council at its meeting of March 21st, 2002 including the Chair.
- c.) That the Planning Committee meet the Tuesday following the meeting of the Corporate Priorities Committee.
- d.) That the current Chair of the Committee of the Whole (Planning), Councillor Dave Kilgour, be appointed as Chair of the Planning Committee for the term ending November 30th, 2002.

PART I- SUMMARY OF RECOMMENDATIONS

4. NOMINATING COMMITTEE

- a.) That Council establish a Nominating Committee to deal with numerous non-Councillor appointments that Council is required to make during the course of a year.
- b.) That this Committee consist of the Mayor, the Deputy Mayors, and the Chair of the Planning Committee.
- c.) That the Nominating Committee be chaired by the Mayor.

PART I- SUMMARY OF RECOMMENDATIONS

5. CONSOLIDATION OF COMMUNITY DEVELOPMENT CORPORATIONS

- a.) It is recommended that Council direct staff to take action to wind-up the Valley East Community Development Corporation and the Onaping Falls Community Development Corporation as these two bodies do not have any holdings or legal agreements requiring their continuation.
- b.) It is recommended that Council direct staff to take action to wind-up the Capreol Community Development Corporation once all of its outstanding legal responsibilities have been dealt with.
- c.) It is recommended that Council continue the operation of the City of Greater Sudbury Community Development Corporation, the Sudbury Community Development Corporation and the Sudbury Airport Community Development Corporation as these three bodies perform substantially different work and have many outstanding obligations and responsibilities.

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PART I- SUMMARY OF RECOMMENDATIONS

6. MISCELLANEOUS RECOMMENDATIONS

- a.) That the attached form Appendix A, *Request for a Decision*, be adopted in principle for the use by all Departments.
- b.) That all administrative reports being presented to Council be reviewed and signed off by the CAO with the notation "Recommended".
- c.) That following the necessary Notices and changes in procedure, that the new governance structure begin June, 2002.
- d.) That staff be directed to prepare a policy report detailing how city departments handle and follow-up on all inquiries however received and recommend actions to be taken by September 30th, 2002.

PART I- SUMMARY OF RECOMMENDATIONS

6. MISCELLANEOUS RECOMMENDATIONS continued

- e.) That the Clerk compile a Policy Manual listing all policies adopted by Council since January 1st, 2001, and that this manual be kept up-to-date and posted on the City's website.
- f.) That the Clerk, under the direction of the Chief Administrative Officer, be directed to prepare a policy report dealing with the consolidation of Advisory Panels, Task Forces, etc, by September, 2002.
- g.) That the Chief Administrative Officer be authorized to implement the recommendations in this report.
- h.) Issues of an emergency nature, as decided by the Chief Administrative Officer, would appear directly on Council, while any policy issue would first go to a Corporate Priorities meeting to be dealt with by a Sub-Committee.

PART I- SUMMARY OF RECOMMENDATIONS

6. MISCELLANEOUS RECOMMENDATIONS continued

- i.) No decision will be made by Council to a request by a delegation at the time the delegation is heard for the first time unless the delegation has provided a dossier in the Council agenda package on the issue as per the requirements of the Procedure By-law.
- j.) It is also recommended that the Chairs of the Corporate Priorities Committee and its Sub-Committees receive the same annual remuneration as the Chair of Planning Committee; and that the Vice-chairs of the Committees receive the required compensation as stipulated in Council's Procedure By-law

PART I- SUMMARY OF RECOMMENDATIONS

7. Recommendation for Ward Boundary Review

WHEREAS every Citizen has the reasonable expectation that any local electoral arrangement should be simple and uniform;

AND WHEREAS clear, distinct and easily identifiable ward boundaries are essential to the municipal election process;

AND WHEREAS ward boundary design should also respect the democratic principle of “one person, one vote” by striving to keep ward populations substantially equal;

AND WHEREAS a main principle guiding a uniform local system of representation should be that every municipal ward be represented by only one member, in order to provide a strong link between an individual member of Council and his or her constituents;

NOW THEREFORE BE IT RESOLVED THAT the City Clerk, in consultation with the City Solicitor and other Officials be directed to prepare a Ward Boundary Review Policy for Council's consideration, the purpose of this policy to be:

- 1. Establish criteria to be used by the Returning Officer in developing proposals for Ward Boundary changes, based on the above guiding principles;*
- 2. Define the responsibilities in the Ward boundary review process;*
- 3. Provide a framework for the Ward boundary review process with regard to timing, involving stakeholders and establishing reporting procedures;*

AND FURTHER THAT the Ward Boundary Review Process contemplated by this motion be implemented effective January, 2004, following the general municipal election in order to implement any changes for the municipal election in 2006.

PART II.-REVIEW AND BACKGROUND

The current structure of Council's governance was established by the Transition Board during the amalgamation process in the earlier part of 2000. The governance model adopted by the Transition Board was based on a Committee of the Whole Structure, which was to be complemented by Ad-hoc Committees and Advisory Panels.

The current Council has been working under this structure since elected to office in November 2000. Three months after the election, on February 8th and 9th, 2001, Council held a special session to define the Vision, Mission and Priorities for the new City of Greater Sudbury. Council Vision reflected the objective of Councillors to focus on our community's needs and expectations as follows:

"The City of Greater Sudbury is a growing, world- class community bringing talent, technology and a great northern lifestyle together."

Simultaneously Council adopted four priorities to implement its Vision for the Community:

- *Focusing on the Information and Communication Technology Sector*
- *Ensuring our Citizens Have Access to Health Services in the Community*
- *Meeting our Infrastructure Needs for Today and Tomorrow*
- *Adopting and implementing the Principles of the Healthy Community Movement.*

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During 2001, Council and staff worked to implement Council's Vision and Priorities under the Transition Board's governance model. As with any new model, and after having worked with that model for more than a year, Council decided on a Governance review to better reflect the challenges and opportunities presented during the first year of the newly created City.

At a special meeting of Council on November 28th, Council retained George B. Cuff, a municipal consultant to review and present recommendations on a Governance Model for the City. Mr. Cuff presented his model at Council's Annual Vision and Priorities session on February 6th and 7th, 2002; Council adopted the report in principle and requested an implementation report from staff for March 7th.

At this session City Council also decided to emphasize a Governance and policy approach to the issues of the City. This priority was later approved by Council on February 28th, 2002, as part of the One Vision, One Community, One Direction - Mapping the Vision for the City of Greater Sudbury 2002; the report states:

**“Adopting a governance model appropriate
to the City of Greater Sudbury and a policy
approach to issues management”**

To implement both the Cuff report and the Vision and Priorities of Council, this Report includes recommendations on Council's committee structure and a process to review the current ward boundaries.

PART III - RECOMMENDATIONS

a. Statement of Roles of Council, Mayor, CAO

i) Roles

The new *Municipal Act* will come into effect on January 1st, 2003. This sets out the role of Council, the role of Head of Council and the role of the CAO. **It is recommended that the Procedure By-Law be amended to show the roles of Mayor, CAO, and Council.** If this report is adopted, all required Resolutions and By-Laws would be brought to Council's next meeting. This would set out the roles now, rather than waiting until next January.

ii) The Council/CAO Covenant

The Cuff Report recommended that Council accept the Council/CAO Covenant drafted in his material and that this Covenant be added as an appendix to the CAO By-Law. However, it is suggested that it would be more appropriate to make these changes in the Council Procedure By-Law.

That the Council/CAO Covenant be attached to the Procedure By-Law and that the Covenant be executed by all parties.

PART III - RECOMMENDATIONS

a. Statement of Roles of Council, Mayor, CAO continued

iii) Code of Ethics

The Cuff Report has recommended a proposed Code of Ethics and Conduct for the Members of Council. These guidelines are additional to legal requirements and thus are not in conflict with the *Criminal Code (Canada)* or the new *Municipal Act*.

The proposed Code includes a paragraph relating to the Corporate Business Plan. This section is better contained in Planning documents and Vision statements of Council and it is recommended that it be deleted from the Ethics Code.

**It is recommended that Council adopt the
Ethics Code with this change as an
amendment to the Procedure By-Law.**

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b. Council's Governance Structure

The Cuff Report introduces a new committee structure for Council to reflect a policy approach to decision making. Pursuant to the Cuff Report, Council would move to Monday night, except on statutory holidays, when Council will meet on Tuesday night.

It is recommended that the new Governance structure as outlined in this report be adopted; and,

That Council will only hear delegations referred to it by a Sub-Committee of the Corporate Priorities or the Agenda and Priorities Committees; and further,

That delegations be limited to three (3) in number per Council meeting for a maximum of 1½ hours, and that the Council meeting start at 7:00 p.m.

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b. Council's Governance Structure continued

i.) Committees

This report expands on the Cuff model adding more details and reflecting some of the comments of Council.

ii.) Corporate Priorities Committee

This Committee will be broken into three Sub-Committees and will meet as a Committee of the Whole on Monday nights on the off week from City Council.

It is recommended that the Corporate Priorities Committee not meet in July and August and that any items of an urgent matter be placed directly on Council's Agenda during those months.

It is recommended that the meetings of the Corporate Priorities Committee be chaired by a Deputy Mayor who is neither the Chair nor Vice-Chair of any of the Sub-Committees.

It is recommended that the Corporate Priorities Committee and its Sub-Committees begin their respective meetings at 7:00 p.m.

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ii.) Corporate Priorities Committee continued

The Corporate Priorities Committee would pass few resolutions, and would deal with only a few procedural items. These would relate to moving items on the agenda for the evening to be dealt with in other than their prescribed order etc. As there would generally not be such items, the Chair of the Committee would immediately hand the items over to the Sub-Committee chairs.

It is recommended that the first Monday meeting of the Corporate Priorities Committee every second month be set aside for delegations, subject to adjustment on the number of requests.

It is recommended that delegations be heard in the following order:

- 1. Those requested by Council, the Mayor, or an individual Councillor.**
- 2. Those requested by the public (after appearing at the Committee and with the Committee's approval).**
- 3. Those requested by staff.**

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ii.) Corporate Priorities Committee continued

All delegations to Council will first be placed on the agendas for these Sub-Committees. If the committee agrees, the delegation will be placed on the Council agenda.

It is recommended that the order of Sub-Committees at the Corporate Priorities Committee agenda be on a rotational basis. In this way, the Community Viability sub-committee would meet first one evening followed by the Public and Intergovernmental Affairs Sub-Committee and then the Financial and Program Accountability Sub-Committee. The next evening, the Public and Intergovernmental Affairs Sub-Committee would be first followed by the Financial and Program Accountability Sub-Committee second and the Community Viability Sub-Committee last. On the third meeting, the Financial and Program Accountability Sub-Committee would be first followed by the Community Viability Sub-Committee and then the Public and Intergovernmental Affairs Sub-Committee.

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iii.) Sub-Committees' Terms of Reference

The Terms of Reference of these Sub-Committees are recommended as follows:

1.) Community Viability Sub-Committee:

This Sub-Committee will deal with:

- safety issues
- fire services policies
- ambulance service policies
- emergency measure policies
- transportation planning policies
- economic development policies
- Social Housing Policies and,
- Infrastructure policies.

REPORT on Council Governance

iii.) Sub-Committees' Terms of Reference continued

2.) Public and Intergovernmental Affairs Sub-Committee:

This Sub-Committee will deal with:

- Council's relationship with the public on policy issues
- Council's relationship with community groups on policy issues
- Council's relationship with other Northern communities
- Council's relationship with the Provincial Government, agencies, boards and commissions
- Council's relationship with the Federal Government, agencies, boards and commissions
- Council's relationship with AMO, FCM, AMMO, FONOM and other municipal groups
- Citizens and Leisure Services policies; and,
- Health and Social Services policies.

REPORT on Council Governance

iii.) Sub-Committees' Terms of Reference continued

3.) Financial and Program Accountability Sub-Committee:

This Sub-Committee will deal with:

- business planning policies
- budget development policies
- the review of the budget
- internal and external audit policies
- economic efficiency policies and,
- Human Resources policies.

This Sub-Committee would replace both the Committee of the Whole - Budget Committee and the Finances and Efficiencies Committee.

REPORT on Council Governance

iii.) Sub-Committees' Terms of Reference continued:

It is recommended that Council adopt the Terms of Reference for the Sub-Committees.

It is recommended that Council appoint Chairs and Vice-Chairs for the Sub-Committee on Community Viability and the Sub-Committee on Public and Intergovernmental Affairs at its meeting of March 21st, 2002, and that the current budget Chair, Deputy Mayor Eldon Gainer, be appointed the Chair of the Financial and Program Accountability Sub-Committee and Councillor Austin Davey be appointed as Vice-Chair of this Committee.

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IV.) The Agenda and Priorities Committee

The Cuff Report called for the creation of a new Committee consisting of the Mayor, the Clerk, and the CAO, or their respective designates, to review Council Agenda items prior to the formation of the Agenda. This Committee already meets in conjunction with senior staff at a Monday morning Committee and it is recommended that this procedure continue. This is not a Committee of Council and cannot become one. This Committee would prioritize items for the Council and Committee agendas.

It is recommended that the Minutes of the Agenda and Priorities Committee be circulated electronically to all members of Council for their information. Members can advise if they wish to be dropped from this circulation.

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v.) Committee of the Whole - Budget, Finance
and Efficiencies Committee

These Committees would disappear under these proposals, and become the Sub-Committee on Financial and Program Accountability. The Budget Chair should become the Chair of this Sub-Committee.

vi.) Committee of the Whole - Planning

This Committee would become the Planning Committee. The workload for this Committee should be reduced as many policy issues would be dealt with by other Committees.

Although the Cuff Report calls for this Committee to deal only with Planning Act matters, it is recommended that this Committee, in addition to its planning functions, deal with all Statutory and Public Hearings which Council is required to hold, including road closings, licensing, drainage, etc., and that the meeting start at 7:00 p.m.

It is recommended that the Committee of the Whole (Planning), in addition to its planning functions, deal with all Statutory and Public Hearings which Council is required to hold, including road closing, licensing, drainage, etc., and that the meeting start at 7:00 p.m.

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vi.) Committee of the Whole - Planning

It is recommended that this Committee be composed of five (5) members to be appointed by Council and that they be selected by Council at its meeting of March 21st, 2002 along with a Chair and Vice-Chair. It is recommended that the current Chair of the Committee of the Whole - Planning, Councillor David Kilgour, be appointed as Chair of the Planning Committee.

This Committee would meet on Tuesday of the same week as the Corporate Priorities Committee.

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vii) Nominating Committee

Although not mentioned in the Cuff Report, it is recommended that Council establish a small Nominating Committee to deal with numerous appointments that Council is required to make during the course of a year. This Committee would not make appointments of Councillors to any body, but would make recommendations to Council of all non-Councillor appointments. These are especially time-consuming and much time could be saved in this manner.

It is recommended that Council establish a Nominating Committee consisting of the Mayor, the Deputy Mayors and the Chair of the Planning Committee, with the meetings to be chaired by the Mayor, to recommend to Council all non-Councillor appointments.

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viii) Consolidation of Advisory Committees, Task Forces, etc.

The Cuff Report recommends that Council examine the Advisory Committees, Task Forces and related bodies with an eye to reducing their numbers.

ix) Community Development Corporations

At the present time, the City has six Development Corporations. These are:

- City of Greater Sudbury Community Development Corporation
- Sudbury Community Development Corporation
- Capreol Community Development Corporation
- Onaping Falls Community Development Corporation
- Valley East Community Development Corporation
- Sudbury Airport Community Development Corporation

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ix) Community Development Corporations continued:

It is recommended that Council direct staff to take action to wind-up the Valley East Community Development Corporation and the Onaping Falls Community Development Corporation as these two bodies do not have any holdings or legal agreements requiring their continuation.

It is recommended that Council direct staff to take action to wind-up the Capreol Community Development Corporation once all of its outstanding legal responsibilities have been dealt with.

Its is recommended that Council continue the operation of the City of Greater Sudbury Community Development Corporation, the Sudbury Community Development Corporation and the Sudbury Airport Community Development Corporation as these three bodies perform substantially different work and have many outstanding obligations and responsibilities.

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Council may wish to consider merging these three remaining community development corporations at some point in the future.

x) Advisory Panels

At the present time, the City has approximately seventeen Advisory Panels. These are:

- Access to Emergency Shelter Advisory Panel
- Agricultural Advisory Panel
- Animal Control By-Law Advisory Panel
- Arts and Culture Advisory Panel
- Bell Park Stewardship Advisory Panel
- Cemetery Advisory Panel
- Coat of Arms Advisory Panel.
- Development Liaison Advisory Panel
- Greater Sudbury Heritage Museum Advisory Panel
- Lake Improvement Advisory Panel
- Lake Ramsey Advisory Panel
- Older Adults Advisory Panel
- Parking Advisory Panel
- Taxi Advisory Panel
- Transportation for the Physically Disabled Advisory Panel
- Vegetation Enhancement Technical Advisory Panel
- Volunteers Advisory Panel

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x) Advisory Panels continued:

Council should consider whether it wishes to continue with these Panels. It should be borne in mind that there is no requirement for Council to be appointed to these Panels. Given that the reports of these Panels will be brought forward to all of Council at the Corporate Priorities Committee, Council may wish to consider removing themselves from the Advisory Panels.

xi) Task Forces

Members of Council sit on a number of task-specific Task Forces, some of which go under slightly different names.

The City has approximately ten (10) current Task Forces. These are:

- The Earthcare Sudbury Steering Committee
- The Sudbury Land Fill Site Liaison Committee
- The Mayor's Task Force on Community Involvement and Volunteerism
- The Mayor's Roundtable on Physician and Allied Health Care Recruitment and Retention
- The Mayor's "Children First" Roundtable

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xi) Task Forces continued:

- The Mayor and Council Committee on Seniors issues
- The Mayor and Council Civic Award Committee
- The Northern Medical School Implementation and Management Committee
- The Topsoil Preservation Committee
- Convention Centre Task Force.

These Task Forces can be joined with some of the Advisory Panels. Given that many of them are task-specific, they should be wound-up once their final reports are produced.

The Topsoil Preservation Committee and the Agricultural Advisory Panel should become one body, as should the two Volunteerism bodies and the Seniors bodies.

It is recommended that the Clerk, under the direction of the Chief Administrative Officer, be directed to prepare a Policy report dealing with the consolidation of Advisory Panels, Task Forces, etc. by September 2002.

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C. Other Procedural Issues

There are a number of related procedural issues that must be addressed. The following items have not been dealt with in this report and require special comment.

1. No decision will be made by Council to a request by a delegation at the time the delegation is heard for the first time unless the delegation has provided a dossier in the Council agenda package on the issue as per the requirements of the Procedure By-law.

**It is recommended that this be listed in the
Procedure By-law.**

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C. Other Procedural Issues continued:

2. It is the responsibility of the CAO to ensure that all administrative reports being presented to Council are reviewed and signed off by the CAO with the notation "Recommended". In addition the Cuff report recommends the preparation of a Policy Manual.

It is recommended that the attached form Appendix "A" (*Request for a Decision*) be adopted in principle for the use by all departments;

That all administrative reports being presented to Council be reviewed and signed off by the CAO with the notation "Recommended";and,

That the Clerk compile a Policy Manual listing all policies adopted by Council since January 1st, 2001, and that this manual be kept up-to-date and posted on the City's website.

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C. Other Procedural Issues continued:

3. The Cuff Report recommended that all correspondence directed to the City or one of its officers will be responded to within a maximum of ten days regardless of whether or not the administration has the answer to the issue; if necessary, the response will be that the City needs more time to formulate a proper answer to the inquiry and an approximate time that such an answer will be forthcoming.

That staff be directed to prepare a policy report detailing how City Departments handle and follow-up all inquiries however received and recommended actions to be taken by September 30th, 2002.

REPORT on Council Governance

d. Resource Impact

The Cuff Report recommended that Council consider the impact this new system would have on staff resources. It is recommended that there be a reallocation of existing resources to meet the staffing needs to support the proposed Committee Structure.

**It is recommended that the CAO be authorized to
implement the recommendations in this report.**

It is also recommended that the Chairs of the Corporate Priorities Committee and its Sub-Committees receive the same annual remuneration as the Chair of Planning Committee; and that the Vice-chairs of the Committees receive the required compensation as stipulated in Council's Procedure By-law.

REPORT on Council Governance

e. Time frame for Implementation

It is recommended that Council appoint Chairs, Vice-Chairs, and all members of the Planning Committee at its meeting of March 21st.

It is recommended that all required Resolutions and By-Law amendments be presented to Council at its meeting of March 21st, 2002.

It is recommended that following the necessary Notices and changes in procedure and that the new governance structure begin as of June 1st.

PART IV.- WARD BOUNDARY REVIEW

The Cuff Report (at pages 71-73) recommended that the matter of wards and Councillor representation should be referred within 60 days to a:

“select Committee of Greater Sudbury Citizens” be appointed by Council on the recommendation of the Mayor, and consisting of a cross-section of the community, with the office of the Clerk appointed to act in an advisory. The committee should be given the mandate to review this matter over a 3 month time frame and report to Council that:

- (a) the 6 wards should remain, with or without any minor adjustments; or*
- (b) the City should be re-distributed into a 12 ward system; or*
- (c) the public should be consulted by the way of a least one public meeting (and any other requirements of the Municipal Act) sufficiently prior to the next municipal election (2003) so as to permit this matter to be placed before the electorate for their decision at the time of that election.”*

The existing legislation requires that, if any new ward structure is to be in place for the November 2003 municipal election, then it must be completed no later than December 31st, 2002. While it maybe possible to “re-jig” the ward boundaries prior to the December 31st deadline, the results would unlikely be either satisfactory or acceptable to the community at large.

PART IV.- WARD BOUNDARY REVIEW continued:

It is necessary that Council take the time to define terms of reference for such a review that are satisfactory and acceptable to the community at large; and that all sectors of the community are identified and given sufficient opportunity to respond and have input into the final results.

Ward boundaries can be a contentious and emotional issue in a community, and as such, any resulting ward boundaries should not exacerbate those conflicts. Council should consider first informing its electorate on the need for ward boundary changes and then implement a strategy to communicate to them on the new wards. It is not a process that should be rushed through.

Council should appreciate that it has been common in communities across Ontario for Ward boundary changes to be appealed to the Ontario Municipal Board. There can be no guarantee that any appeal would be heard or a decision rendered in time for the 2003 municipal election. Moreover, in the event of an appeal, the Board's discretion would extend to directing Council to repeal all or part of a by-law or to amend the by-law. In other words, the Board has the power to "design" the wards on Council's behalf. The likelihood of this increases where a council has not adequately consulted with its Citizens or where, in the Board's opinion, the resulting ward boundaries reflect more needs of the incumbents and less the needs of the community, as perceived by the Board.

PART IV.- WARD BOUNDARY REVIEW continued:

From a technical standpoint, the only current population data available for use is from the 1996 Census; data that is now more than six years out of date. Complete and meaningful data from the 2001 Census will not be available until mid-2003. Ward Boundaries should be expected to last at a minimum of two but not more than three elections before they require a review. Thus any structure that Council decides upon could be in place for approximately 10 years.

In light of the above it is recommended that immediately following the November 2003 municipal election that the City Clerk, in consultation with the City Solicitor, be directed to prepare a Ward Boundary Review Policy for Council's consideration, the purpose of this policy to be:

1. Establish criteria to be used by the Returning Officer in developing proposals for Ward Boundary changes, based on the above guiding principles;
2. Define the responsibilities in the Ward boundary review process;
3. Provide a framework for the Ward boundary review process with regard to timing, involving stakeholders and establishing reporting procedures.

Chart #1 - Proposed Committee Structure

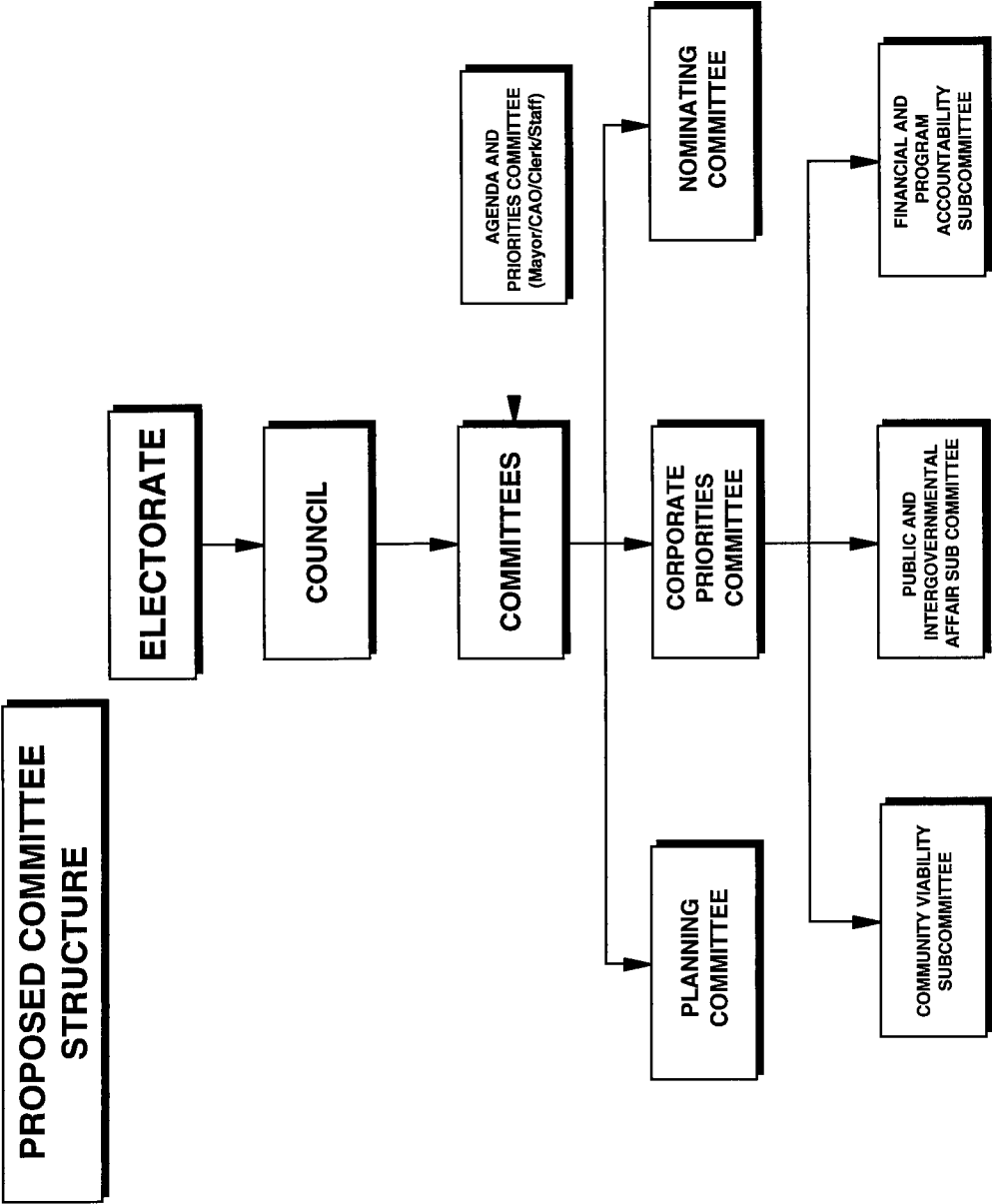
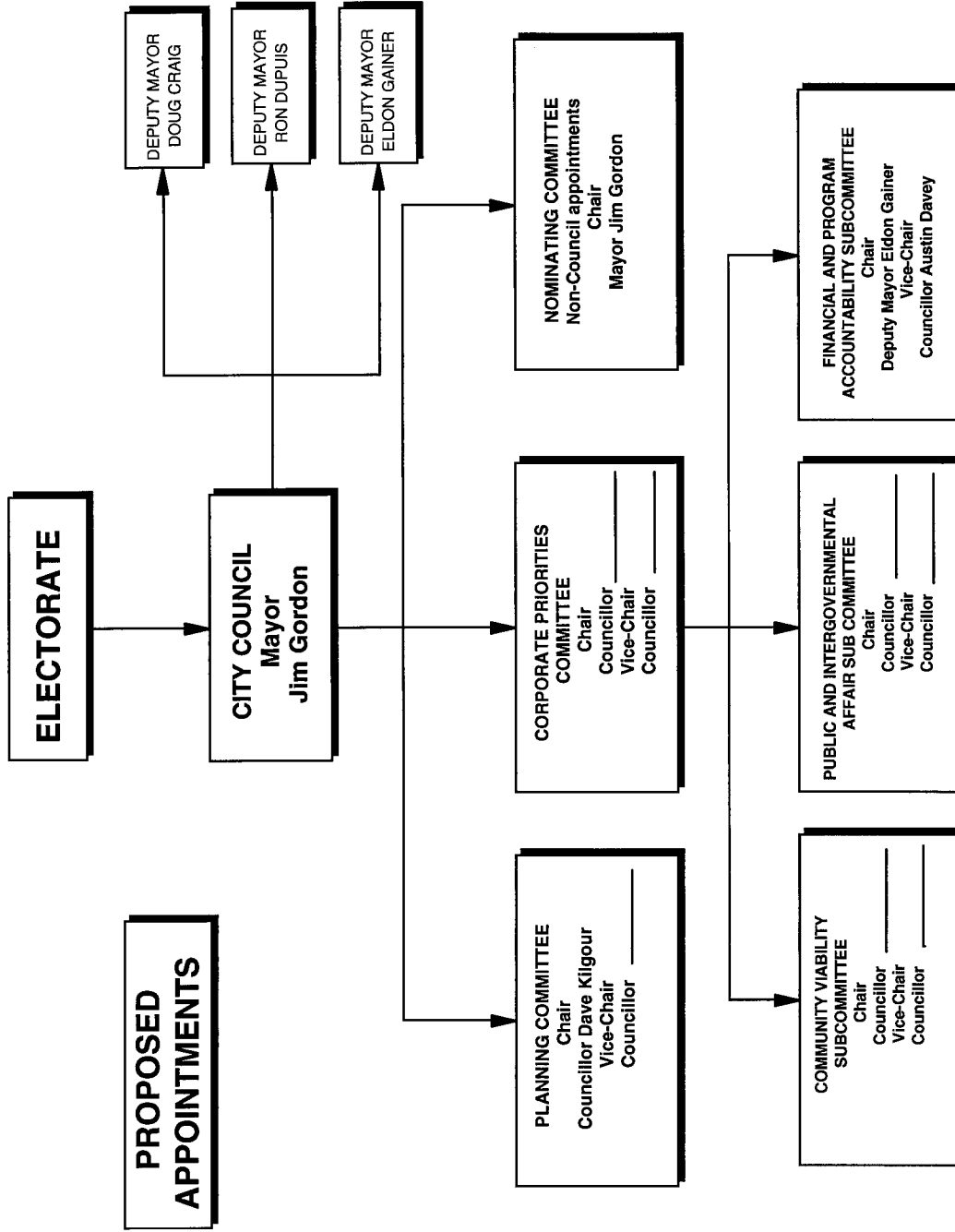


Chart #2 - Proposed Committee Make-Up



APPENDIX "A"



Request for Decision

Meeting Date: _____ Agenda Item No. _____
Council Decision Requested: Yes ☐ No ☐ Information Only ☐ In Camera Session ☐
(Confidential Report)
Type of Decision: Procedural ☐ Policy ☐ Other ☐ _____
Priority: 1 - ☐ 2 - ☐ 3 - ☐
(high to low)

Item Title: _____

RECOMMENDATION:

SUMMARY:

POLICY IMPLICATION & BUDGET IMPACT

ATTACHMENTS: ☐

☐ This Report and recommendation(s) have been reviewed by the Finance Division
and the funding sources have been identified.

Recommended:

J.L. (Jim) Rule, Chief Administrative Officer

Printing and filing instructions

*These instructions and the Print Now button
will NOT appear on the final printed form.*

Print Now!

APPENDIX "B1"

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<h1>June 2002</h1>						
2	3. Clerks forward Council Index Pgs. to translator - 12 pm • Corporate Priorities Committee 7:00 p.m.	4 • Planning Committee 7:00 p.m.	5 • Deadline for Submission of Council Reports - 12 pm	6 • Council Agenda Completed by Clerks and Approved by CAO	7 • Council Agendas Printed, Distributed and Delivered • Council Agendas Posted to Web • Draft CPC & PC Agenda Items - 12 p.m. • Motions & Delegations Deadline - 12 p.m.	8 • Deadline for receipt of Agendas by Council
9	10 • City Council 7:00 p.m.	11	12 • Deadline for Submission of Corporate Priorities and Planning Reports - 12 pm	13 • Corporate Priorities and Planning Agendas Completed by Clerks and Approved by CAO	14 CPC and PC Agendas Printed, Distributed and Delivered • Agendas Posted to Web - 4:30 pm • Draft CPC & PC Agenda Items - 12 p.m. • Motions & Delegations Deadline - 12 p.m.	15 • Deadline for receipt of Agendas by Council
16	17. Clerks forward Council Index Pgs. to translator - 12pm • Corporate Priorities Committee 7:00 p.m.	18 • Planning Committee 7:00 p.m.	19 • Deadline for Submission of Council Reports - 12 pm	20 • Council Agenda Completed by Clerks and Approved by CAO	21 • Council Agendas Printed, Distributed and Delivered • Council Agendas Posted to Web by 4:30 pm	22 • Deadline for receipt of Agendas by Council
23	24 • City Council 7:00 p.m.	25	26. Deadline for Submission of Planning and Council Reports - 12 pm	27	28 • Depts. submit draft Council & Planning agenda items - 12 pm • Notices of Motion & Delegations Deadline - 12 pm	29 • Deadline for receipt of Agendas by Council
30						

APPENDIX "B2"

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<h1>July 2002</h1>						
	1 Canada Day	2 • Clerks forward Council Index Pgs. to translator - 12 pm	3 • Deadline for Submission of Staff Reports - 12 noon	4 • Agendas Completed by Clerks and Approved by CAO	5 • Agendas Printed, Distributed and Delivered • Agendas Posted to Web by 4:30 pm	6 • Deadline for receipt of Agendas by Council
7	8	9 • Planning Committee - Time to be Determined • City Council Time to be Determined	10	11	12	13
14	15	16	17	18 • Planning & Council Minutes Posted to the Web	19	20
21	22	23	24	25	26	27
28	29	30	31			