

From: ["Mochrie, Paul" <Paul.Mochrie@vancouver.ca>](mailto:Paul.Mochrie@vancouver.ca)

To: ["Direct to Mayor and Council - DL"](#)

Date: 9/12/2022 4:44:01 PM

Subject: [CM: Council Memo - RTS 14453 - Enhancing Organizational Governance and Development](#)

Attachments: [Enhancing Organizational Governance and Development - RTS 14453 - final draft - v2.pdf](#)

Dear Mayor and Council,

Please find attached a memo from the City Clerk in response to the Council motion of April 13, 2021 regarding incoming Council orientation, roles and responsibilities (RTS 14453).

This memo reports on the two major areas related to the actions taken in response to the motion:

1. Review existing policy framework, research other municipalities' orientation practices and policies, and provide effective orientation to incoming Council
2. Ensure the orientation framework includes information primarily focused on governance versus administration roles and responsibilities, as well as opportunities for ongoing development for members of Council over the 4-year term

Using information gathered from other municipalities as well as policies, statutes, and legislation, staff have formed a steering committee to guide Council orientation planning. Staff have also established key priorities for training, which include education on the roles and responsibilities of those in governance positions and how they relate to the roles of administration. The training will be adjusted as required, according to the specific needs of the incoming Council.

Please contact Katrina Leckovic, City Clerk, at Katrina.leckovic@vancouver.ca with questions in regards to this memo.

Best,
Paul

Paul Mochrie (he/him)
City Manager
City of Vancouver
paul.mochrie@vancouver.ca



The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the xʷməθkʷəy̓əm (Musqueam), Snw̓x̓w̓ú7mesh (Squamish), and səliłwətaʔ (Tseil-Waututh) Nations.

MEMORANDUM

September 12, 2022

TO: Mayor and Council

CC: Paul Mochrie, City Manager
Karen Levitt, Deputy City Manager
Armin Amrolia, Deputy City Manager
Lynda Graves, Administration Services Manager, City Manager's Office
Maria Pontikis, Director, Civic Engagement and Communications
Neil Monckton, Chief of Staff, Mayor's Office
Rosemary Hagiwara, Chief Election Officer
Lesley Matthews, Chief, External Relations and Protocol
Tina Penney, Deputy City Clerk
Shoshana Ben David, Senior Associate, Business Planning & Project Support

FROM: Katrina Leckovic
City Clerk

SUBJECT: Enhancing Organizational Governance and Development

RTS #: RTS 14453

Purpose

This memo updates Council on the action taken in response to the Council motion of April 13, 2021 (below). This motion prioritizes (1) ensuring the incoming Council have an orientation with a focus on their roles as Governors and (2) ensuring there is clarity on the distinct roles and responsibilities attached to the art of Governance versus the art of Administration. This memo addresses the work done to respond to both aspects of the motion.

Because the motion and its objectives are in alignment with action currently underway for the incoming Mayor and Council orientation following the 2022 election, the work on the Council orientation plan has guided a good portion of staff's response to the motion. The orientation plan may also extend to providing opportunities for ongoing development to members of Council, should they wish to participate.

Background

On April 13, 2021, Council approved the following:

THEREFORE BE IT RESOLVED THAT Council direct staff to review the existing governance policy framework, including the *Board of Administration By-Law* and other governance-management linkages, with direction to staff to develop policy and procedures for the governance orientation and training of incoming Council members, including respective roles and responsibilities;

FURTHER THAT, in developing this framework it shall include, but not be limited to, the onboarding process for Council members as well as the ongoing development of Council members throughout a Council's 4-year term;

AND FURTHER THAT Council direct staff to report back on the aforementioned work in Q2 2022.

The entirety of the approved motion is provided in Appendix A.

DISCUSSION

This memo reports on the two major areas related to the actions taken in response to the motion:

1. Review existing policy framework, research other municipalities' orientation practices and policies, and provide effective orientation to incoming Council
2. Ensure the orientation framework includes information primarily focused on governance versus administration roles and responsibilities, as well as opportunities for ongoing development for members of Council over the 4-year term

Below is a summary of the actions taken and information gleaned to fulfill these two objectives:

a. Research into other municipalities' practices

Staff have conferred with a range of municipalities to gather information on their Council orientation practices, bylaws and policies, and policy management systems. This information has been summarized into key areas and used as a resource to inform our own preparations for the Incoming Council Orientation.

One central issue of importance raised by most of the municipalities was the risk of information overload for incoming members of the Council. This problem can compromise all levels of training and orientation, and therefore is one of the key issues for which to plan. The jurisdictions we surveyed emphasized the importance of managing information overload early on by prioritizing the more time-sensitive training for the first three weeks, and then including less urgent training in the following months. Most also recommended that a steering group be formed to guide and implement the orientation process.

Some examples of time-sensitive training that should take priority in an incoming Council orientation are:

- Logistical information (staffing provisions, assignment of offices, IT and computer set up, cell phones, access cards, etc.)

- Introduction to key people: City Manager, Corporate Leadership Team, Auditor General, Integrity Commissioner, Ethics Advisor, City Auditor, direct support staff, etc.
- Training on key Council activities: how to run public hearings and Council meetings; procedure bylaw training; legislative meetings and proceedings; introduction to committees and advisory bodies.
- High-level training on statutory and legislative responsibilities and specific training on governance versus administrative roles and responsibilities
- Groundwork in Code of Conduct and budget
- Initiate strategic planning in order to set direction, priorities, and corporate objectives for the term
- Guidance for Council's management of their assigned staff, the process for making appointments to committees and boards, and how to work with different levels of government

Accordingly, the first few weeks of the new Council's orientation will be focused on logistics, introductions, statutory and legislative responsibilities/processes, and the most critical Council decisions on the near horizon. We anticipate that this initial set of orientation sessions would include some content concerning Council's roles and responsibilities, and the distinction between governance and administration functions.

Other categories of training, which are separate from those listed above, tend to be less time-sensitive and therefore can be spread over the initial months of the incoming Council's term. For example, department-based or issue-specific training, while very important to the overall role of Council, is not necessary in the first weeks of the Council term. These types of training also provide examples of the COV's values and organizational priorities. Such training could be delivered part-time on an ongoing basis, such as in a once-weekly deep dive session or lunchtime gatherings, rather than the full-time intensive training required for the initial orientation.

A formal policy governing the development of Council orientation is optional but not required for a successful orientation program. The vast majority of municipalities surveyed did not have a formal policy in place, opting instead for the incoming Council to have optimum flexibility and discretion to proceed while being guided by best practices and the pre-planned structure developed by professional staff. This approach of running the orientation using best practices and a guiding structure is also flexible enough to pivot based on the incoming elected officials' preferences and experience.

b. Soliciting feedback from current Council members to inform orientation planning

Research conducted on other municipalities demonstrates the value of using input from current elected officials to guide the orientation of the newly elected Council. This input showed how Council members' own skills, knowledge, and experiences affect what they need during the orientation process.

Staff have therefore conferred with current Council members regarding their perspective on the key issues to be reviewed with the incoming Council post-election. There were several common ideas that interviewees emphasized in these discussions:

- triaging training so the most time-sensitive education is provided early, with additional training spaced out in the following months
- training in understanding the roles and responsibilities that elected officials have in their governance positions
- easily accessible and organized information to accompany the trainings
- providing experiential or hands-on kinds of training, such as mock Council meetings and field visits

c. Formation of a steering committee

Our survey of other jurisdictions indicated that a steering committee is a key element of orientation planning. The COV is therefore using this as a model of best practice and including it in our process. Our steering committee is comprised of a subset of City Leadership Team members and the City Clerk and works cross-departmentally to develop and implement the Council orientation.

d. Review and application of governance frameworks

As per the direction of the Council motion, staff reviewed various legislative and policy documents that are relevant to Council orientation and training, including the BC Auditor General Public Sector Governance Guide and the COV Board of Administration Bylaw. These frameworks provide guidance on understanding the principles of governance and elected officials' specific roles and responsibilities in the organization.

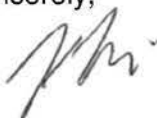
Given these governance frameworks and the best practices already in place, there is no need to create new regulation or policy for the Council orientation process. Using the guidance already available in these documents, staff are working cross-departmentally to plan and implement the orientation and opportunities for continuous learning.

CONCLUSION

This memo outlines staff's response to Council's direction regarding research and planning into Council orientation and training. Using information gathered from other municipalities as well as policies, statutes, and legislation, staff have formed a steering committee to guide orientation planning. Staff have also established key priorities for training, which include education on the roles and responsibilities of those in governance positions and how they relate to the roles of administration. The training will be adjusted as required, according to the specific needs of the incoming Council.

Please contact me should you have any questions regarding this memo.

Sincerely,



Katrina Leckovic
City Clerk
604.873.7998 | katrina.leckovic@vancouver.ca

Enhancing Organizational Governance and Development

WHEREAS

1. The *Community Charter* states municipalities serve to:
 - (a) provide for good government of its community;
 - (b) provide for services, laws and other matters for community benefit;
 - (c) provide for stewardship of the public assets of its community; and
 - (d) foster the economic, social and environmental well-being of its community;
2. The *Vancouver Charter* is the principal statute setting out the powers of the City of Vancouver and provides that Council may provide for good rule and government (Sec 189);
3. The *Vancouver Charter* (Sec 162A) also provides that Council may appoint a Board of Administration and delegate to such Board any of the executive or administrative powers exercisable by the Council;
4. The current *Board of Administration By-Law No. 4017* defines the Board's powers and duties, consists of one person bearing the title of City Manager, and has not been updated since 1992;
5. Vancouver City Council is on the cusp of hiring a new City Manager and a successful governance-management relationship is critical to the organization's success;
6. Leadership-Focused Governance views "organizational governance" – the combined roles of governing and managing – as a partnership between the Board [Council] and the Chief Executive, in which the Board focusses on governing, and the Chief Executive on management and operations;
7. Several guidance documents point to the importance of good governance in the public sector, including the *Auditor General of British Columbia's Public Sector Governance: A Guide to the Principles of Good Governance (2008)*, which identifies five underpinning principles: accountability, leadership, integrity, stewardship, and transparency; and
8. Council is committed to good governance in both word and action.

THEREFORE BE IT RESOLVED THAT Council direct staff to review the existing governance policy framework, including the *Board of Administration By-Law* and other governance-management linkages, with direction to staff to develop policy and procedures for the governance orientation and training of incoming Council members, including respective roles and responsibilities; FURTHER THAT, in developing this framework it shall include, but not be limited to, the onboarding process for Council members as well as the ongoing development of Council members throughout a Council's 4-year term; AND FURTHER THAT Council direct staff to report back on the aforementioned work in Q2 2022.