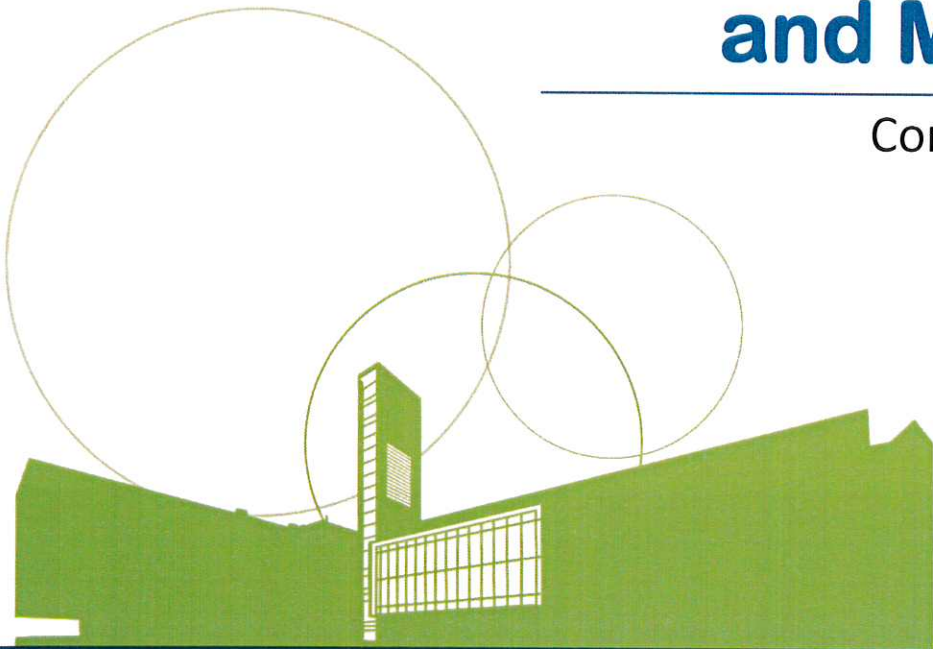


Corporate Policy Development and Modernization Update

Committee of the Whole (Working Session)

June 6, 2018



Overview

1. Policy Review and Modernization

- Background
- Accomplishments
- Approval authority framework
- Review and modernization Approach
 - Phase 1: Review

2. By-law Review

3. Next steps

- Workplan summary
- Ongoing review and assessment

Policy Review and Modernization

Background

Policy Committee

- Held inaugural meeting on January 26, 2017
- Co-Chairs; City Manager and City Clerk
- Comprised of CMT members
- Provides a venue for departments to present new or updated policies for either Administrative approval, or approval to proceed to Council
- Reviews existing policies to identify and prioritize gaps, inconsistencies and/or policies requiring review and update

Mandate: To improve the City's policy-making process, governance and standardization.

Accomplishments

COW(WS) Report and Presentation

Presented on February 21, 2018

Definitions of approval
authorities
(Council /
Administration) ✓

Revised policy on
Corporate Policy
Development
(03.C.01) ✓

Revised delegation of
authority by-law
(033-2018) ✓

New Corporate policy
and procedure
templates ✓

Approval Authority Framework

Council Approval

“Council policies are policies that set overall direction for administrative staff, set standards of performance, define a city position on public issues, have an external focus on the community or are required by provincial legislation. Due to the higher level and external orientation of these policies, these policies are approved by Council.”

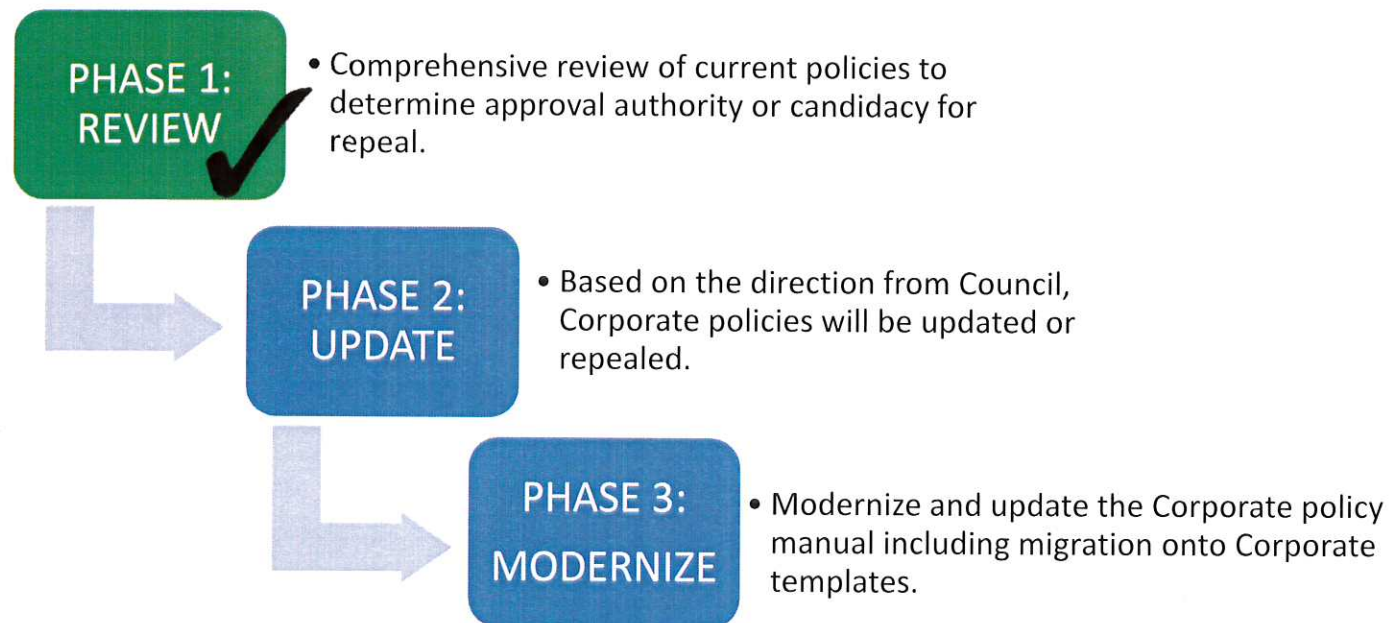
Approval Authority Framework

Administrative Approval

“Administrative policies are policies that are focused primarily on the internal operations and processes of the municipality. These policies direct staff by setting operational duties and expectations and guiding the administration’s decision-making processes and are approved by the City Manager. This authority may be delegated by the City Manager to another senior administrator (policy owner).”

Review and Modernization Approach

"3-Phase approach to reviewing, updating and modernizing Corporate policies".

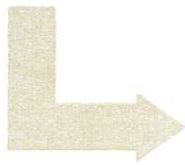


Phase 1- Review

PHASE 1: REVIEW



Comprehensive review of current policies to determine approval authority or candidacy for repeal.



Separate and
recommend
approval
authorities
(Council /
Administration)

Step 1

Review and
recommend
policies
suitable for
repeal

Step 2

Prioritize
Council-
approved
policies

Step 3

Step 1: Recommend Approval Authorities

“Policy categorization will comply with the revised Corporate Policy Development policy (03.C.01) and Delegation of Approval of Administrative policy by-law (033-2018)”.

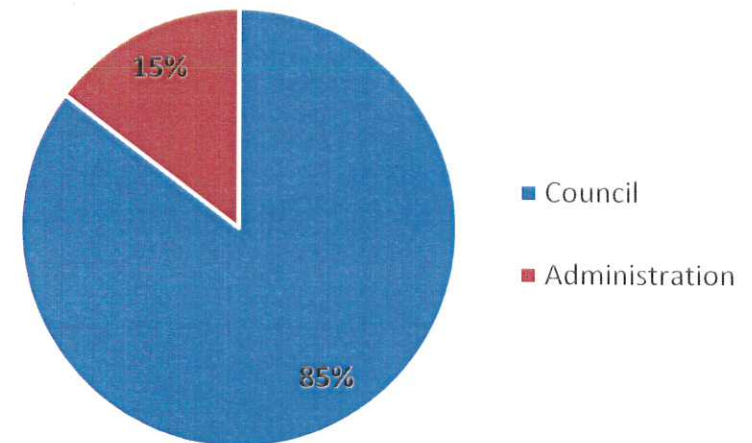
Approach:

- Reviewed the Corporations existing 148 policies
- Engaged the enacted approval authorities (Council / Administrative) in consideration of those recommended for repeal
- Jurisdictional comparison

Results:

- 58 Corporate policies are recommended to be approved by Council
- 10 Corporate policies are recommended to be approved by the Administration

Policy Categorization

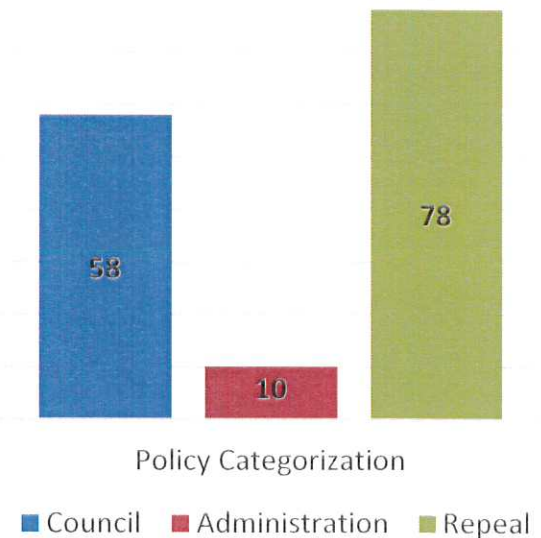


Step 2: Recommend Policies for Repeal

“Repealing outdated, duplicate and non-compliant policies supports a streamlined and accountable approach”.

Approach:

- Current Corporate policies were reviewed and assessed for repeal eligibility in consideration of the following characteristics:
 1. Program or program funding no longer exists
 2. Regulation or legislation is already in place
 3. Policy has been replaced with another policy or by-law
 4. Policy conflicts with another policy or by-law
 5. Policy is outdated or dysfunctional
 6. Policy is a procedure



Results:

- 78 policies were identified as policies which are no longer required/suitable for repeal by meeting at least one of the above mentioned characteristics.

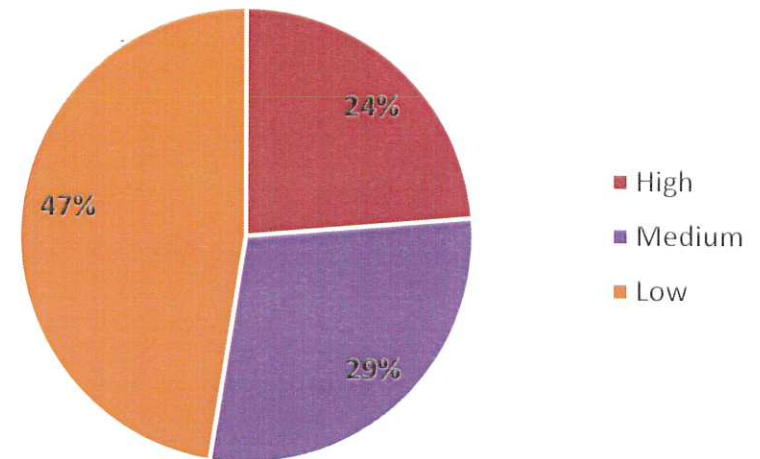
Step 3: Prioritizing Council-approved Policies

“Each recommended Council-approved policy has been assessed for priority review”.

Approach:

- Council-approved policies were reviewed and assessed for priority review in consideration of the following characteristics:
 1. Currency – Corporate approaches are upheld and the policy supports organizational standards, expectations and performance
 2. Sensitivity – identified gaps, potential risk to organization, financial/legal vulnerability
 3. Legislative Compliance – not reflective of current regulatory or legislative requirements

Results



Comprehensive review of certain City by-laws

City by-law review

“Comprehensive review of certain City by-laws to assess for conformity, ensure consistency and compliance while identifying opportunities to consolidate”.

Why

- Identify gaps
- Assess for legislative compliance
- Opportunities for consolidation

Approach

- Comprehensive document review in consideration of legislative requirements
- Jurisdictional scan of other Canadian Municipal by-laws
- Consultation with staff

For Consideration

- Review of the City's Procedural by-law (7-2011)
- Development of a Committee of Adjustment Procedural by-law
- Delegation by-laws

Results

- Support the modernization of the City's policy development, legislative frameworks and compliance
- Streamline decision-making, administration and governance

Next steps

Policy Review Workplan Summary

1. Separation of policies ✓

Q1-2018

- Applying the revised approval authorities, policies will be separated by these definitions and will be submitted for review

2. Council Policy Review and Prioritization ✓

Q2-2018

- Review Council-approved policies and identify review prioritization
- Submit prioritized list to Policy Committee for approval
- Submit prioritized list for Council approval

Policy Review Workplan Summary

3. Delegation of Authority/By-law Review

Q2-2019

- Conduct a comprehensive review of current delegation by-laws
- Consolidate where possible
- Confirm regulatory compliance in tandem with Corporate alignment
- Review with Policy Committee/City Manager
- Submit to Council for approval

4. Online Policy Manual (internal and external)

~~Q3-2019~~ Q3-2018

- Design an Administrative policy manual available internally
- Design a Council policy manual available externally/publicly
- Execute a Corporate-wide launch with appropriate training (*completion in 2019*)

Ongoing Review and Assessment

Inventory Council and Administrative policies Corporate-wide

Format policies to confirm to new Corporate templates

Flag policies requiring a further detailed review

Conduct a gap analysis to support the need for policy development

Questions and Discussion