



Governance Review

Municipality of Kincardine | Final Report

April 2023



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Executive Summary

StrategyCorp was engaged by the Municipality of Kincardine to conduct a review of the Municipality’s governance processes and structures. After completing the stakeholder engagement plan, analyzing the extensive data and documentation provided, and completing an environmental scan, StrategyCorp was able to develop a clear picture of Kincardine’s existing for Council’s review.

This understanding was initially presented to Council to gather feedback, and subsequently, was taken back to the Senior Leadership Team (SLT) and Mayor for validation and development of opportunities for improvement that informed this report. After completing the engagement and all the associated analysis, this report lays out a comprehensive set of recommendations to help address the current state findings and move Kincardine towards a more efficient governance process for their Council. The most significant recommendations are summarized below.



Streamline Council Meeting Administration

Eliminate Committee of the Whole, increase Council’s review time before meetings, and improve information sharing between staff and Council.



Continue Council Education & Relationship Building

Continue to develop the Council-staff relationship and focus on continuous and professional development.



Increase Public Transparency

Increase transparency with the public around committees, their membership, and the member selection process.



Project Context & Approach

Project Context & Objectives

The Municipality of Kincardine commissioned a review of its current governance structures, procedures, and policies in order to ensure that they are **effectively enabling Council and staff to meet the needs of the community and facilitate appropriate public engagement**.

The Municipality retained StrategyCorp to conduct the **governance review**. For a full overview of the project approach and timelines, please see Appendix A.

This document outlines the approach employed to evaluate the governance of the Municipality, summarizes the key findings from the assessment of the current state, and proposes a set of recommendations to achieve the desired future state.

GOVERNANCE REVIEW OBJECTIVES

1. Assess effectiveness of existing governance structures (including committees) as well as the effectiveness of decision-making processes;
2. Assess whether the existing committee structures are effectively and efficiently supporting Council on key decisions; and
3. Assess levels of public engagement with Council to understand whether governance structures are providing appropriate opportunities for residents and stakeholders to engage with Council.

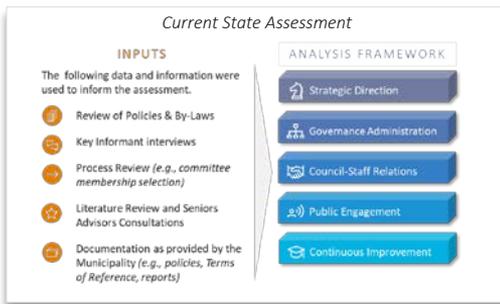
Governance Review Approach Overview

The governance review final report was informed by a number of inputs, which were analyzed using a set of guiding principles of good governance developed through jurisdictional research and in collaboration with StrategyCorp's Senior Advisors. The following provides an overview of approach employed to successfully complete this review.

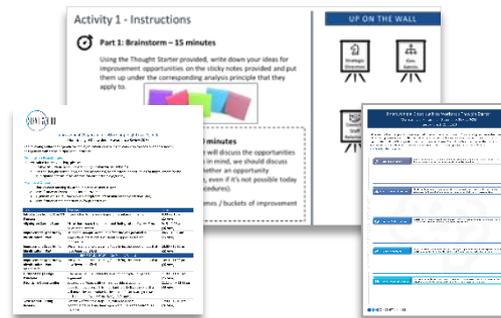
Project Initiation ~ 2 weeks



Current State Assessment ~ 3 weeks



Recommendations & Final Report ~ 4 weeks

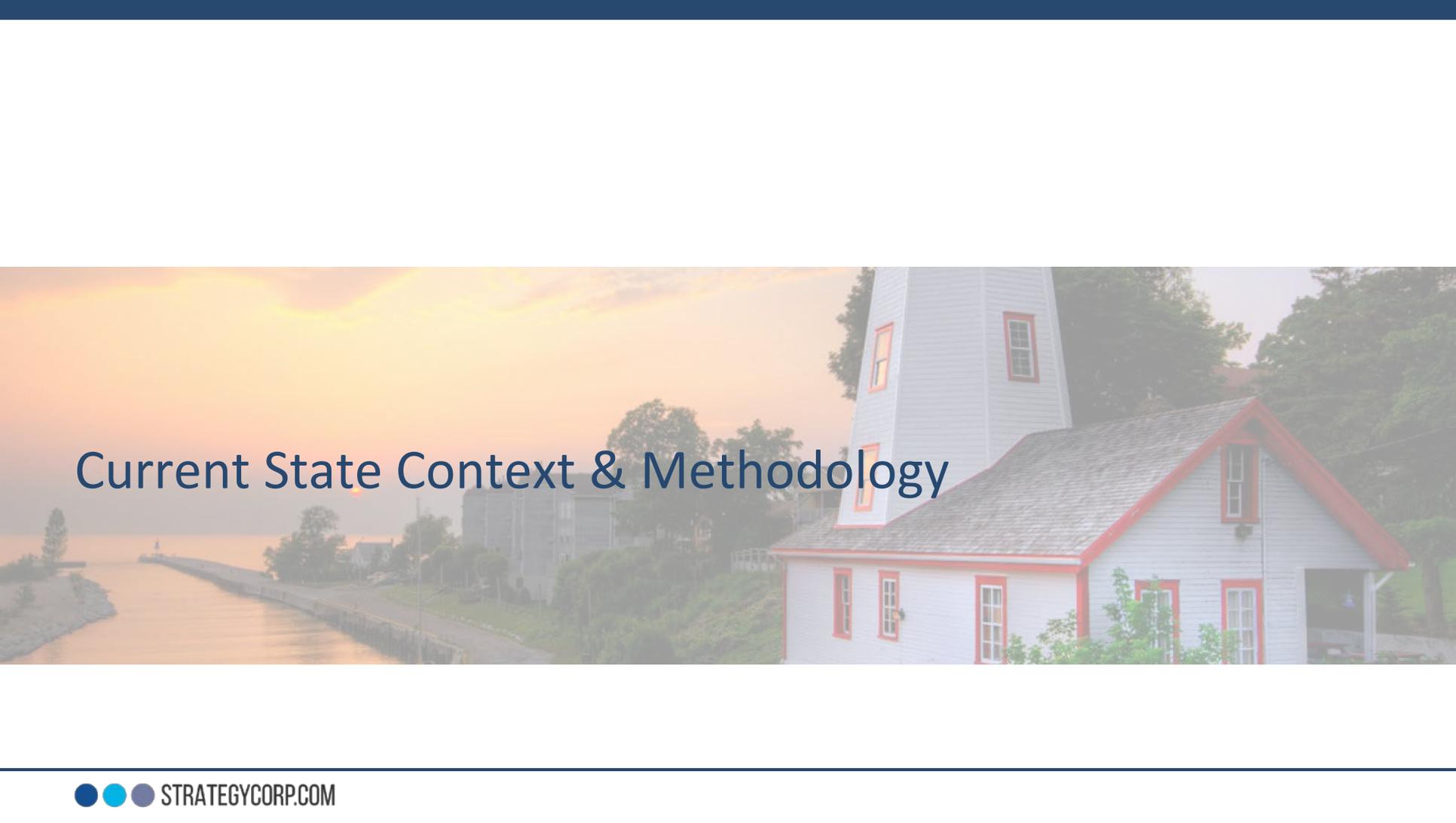


DELIVERABLES

- ✓ Kick-Off Meeting Summary Memorandum
- ✓ Stakeholder Engagement Plan

- ✓ Current State Assessment Report

- ✓ Improvement Opportunities Workshop
- ✓ Final Recommendations Report
- ✓ Draft Policies (based on recommendations)



Current State Context & Methodology

Current State Analysis | Summary Assessment

The current state analysis evaluated the maturity of the Municipality’s current state governance across five evaluation categories. Governance maturity was rated on a four-point scale using the rating criteria. The summary findings from the current state maturity analysis is presented below (see [Appendix B](#) for the full, detailed findings of the Current State Assessment Report):

-  Strategic Direction

The strategic direction of the Municipality and the goals therein should act as the “north star” for Council decisions and dictate where they, and staff, should focus their time and energy. To that end, all underlying layers of governance should be designed to support the execution of identified strategic priorities.
-  Governance Administration

The Municipality’s Procedural By-Laws needs to articulate more clearly define and streamline governance structure and enabling procedures. This is necessary to increase efficiency and transparency for all involved stakeholders.
-  Council-Staff Relations

Improving the spacing and pacing of the volume of Council meetings and materials will allow Councillors and staff the time needed to collaborate on the issues and matters before coming to Council for decision.
-  Public Engagement

Committees are a great tool for tapping into expertise and gathering insight from the public. However, more work needs to be done to strengthen the policy and procedures for soliciting, assessing, and selecting members of the public to serve on committees established by Council.
-  Continuous Improvement

There is an opportunity for the Municipality to adopt leading governance practice from the private and not-for-profit sectors by embracing **continuous training and educational opportunities** that assist Council and staff in maintaining/acquiring the skills and knowledge needed to effectively serve their community.

RATING
CRITERIA



Related actions / initiatives **do not** or **only partially exist** and it is **unclear** if they are documented



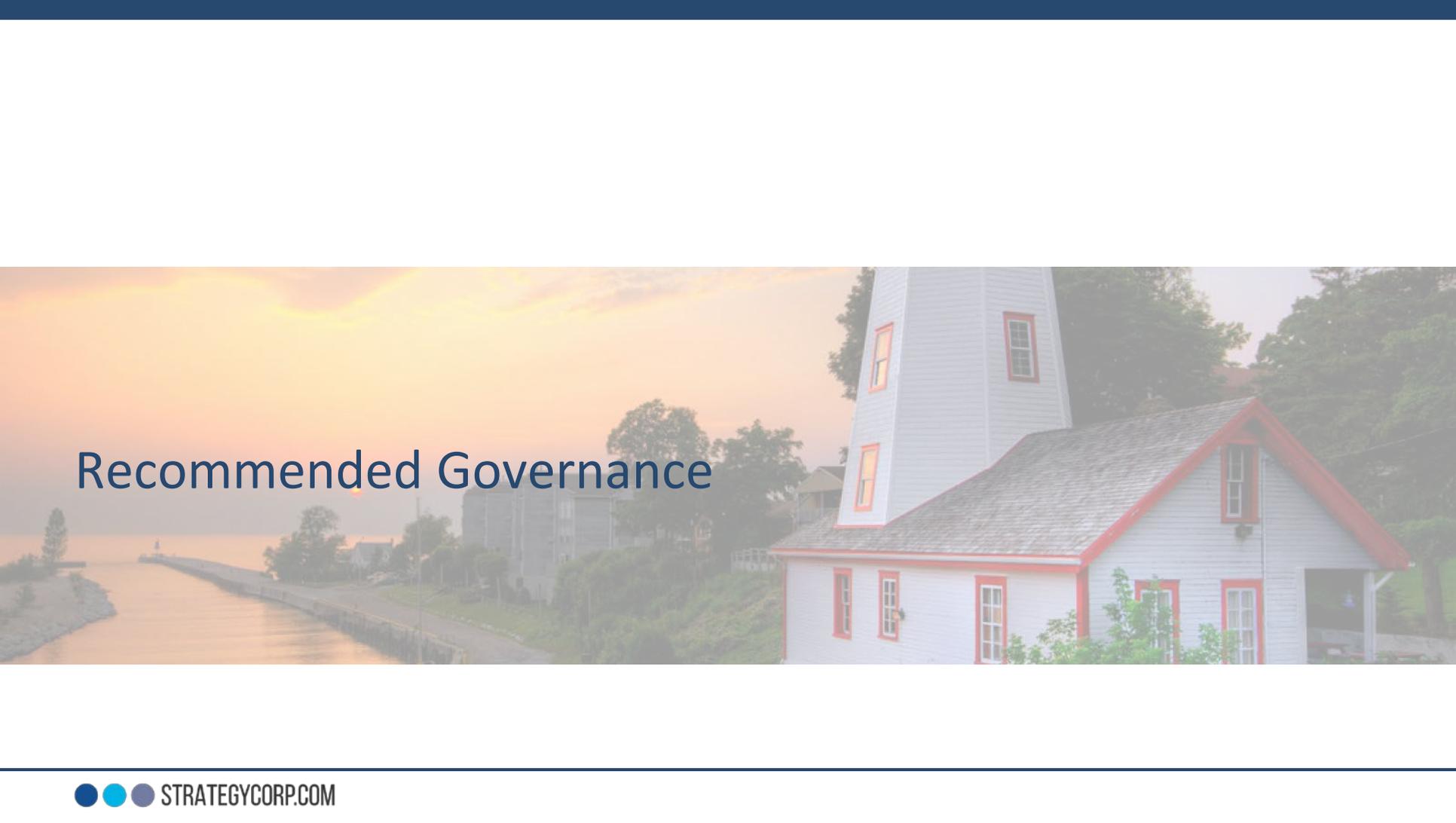
Related actions /initiatives are documented but are **not yet being implemented and /or require enhancement**



Related actions / initiatives are documented, and **are implemented / being implemented but require enhancement**



Related actions / initiatives are documented, are **in progress / complete and running effectively**, and include **evaluation methods**



Recommended Governance

Desired Future State | Design Principles

The current state maturity assessment revealed that there are considerable opportunities for the Municipality of Kincardine to strengthen its governance policies, procedures and practices. Efficient governance involves working towards a future state that is grounded by the following five design principles.

Focused direction

In order to foster harmony and teamwork among Council members, as well as between Council and staff, it is crucial for the Municipality to set strategic priorities that will prioritize Council decision-making and inform staff work plans.

Transparent and accountable decision-making

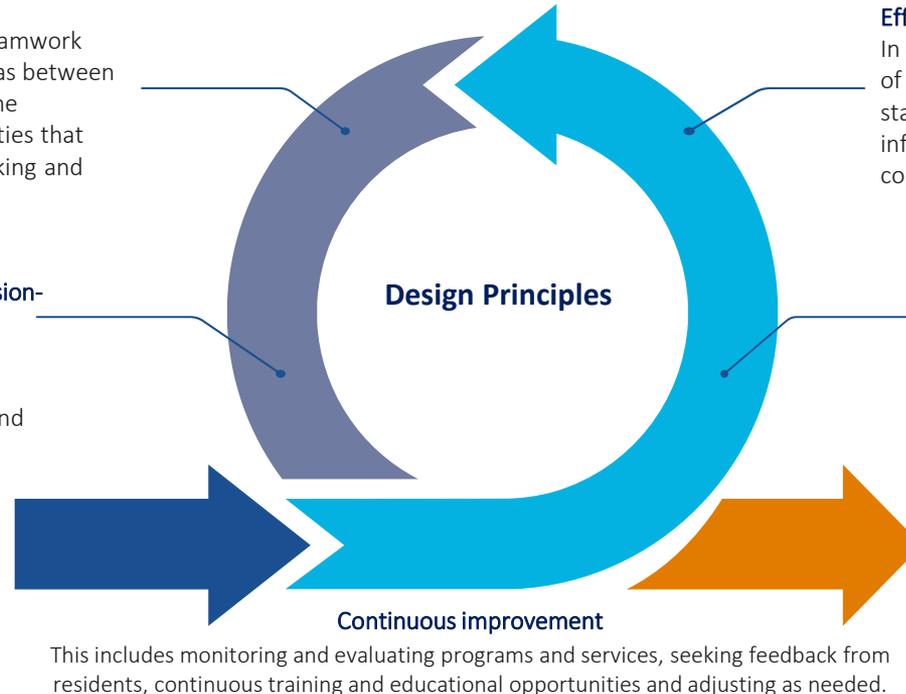
Transparent decision-making processes are accessible and understandable to Council, staff and residents in order to foster accountability, trust, and engagement.

Efficient use of resources

In order to achieve common goals, efficient use of resources is crucial including effective use of staff and Council time and governance infrastructure (i.e., Council meetings, Council committees, stakeholder engagement).

Collaborative approach

Governance structures provide the appropriate opportunity for input and collaboration for internal and external stakeholders to achieve best possible decision outcomes.



Recommended Governance | Strategic Direction

The timing around the implementation of any recommendations is Council's decision – the urgency we reference here is a *recommendation only*.

RECOMMENDATIONS

- R1** Council and staff should immediately **collaborate on a set of 3 to 5 focused priorities** that will guide resource allocation for the remainder of this year and are based on councillors' agendas, community needs, and Municipality needs (as identified by staff).
- R2** The CAO and Manager of Strategic Initiatives should immediately **redesign the strategic planning process** to be executed on a **4-year cycle with annual refreshes** that then inform annual priorities. See Appendix C for some tips for an effective strategic planning process.
- R3** The Manager of Strategic Initiatives (and team) should implement the new strategic planning process and support the co-creation of a **new term of council Strategic Plan as soon as possible**. The new plan should have a manageable, realistic and focused set of strategic goal or pillars.
- R4** Design and implement a **Strategic Performance Management Framework** that clearly articulates how Council will evaluate progress of the strategic plan and include a set of **Key Performance Indicators** (KPIs), the definition, owner, and target of each, and the frequency of reporting to Council.
- R5** Once finalized, the strategic plan and associated information should be communicated broadly and live on the website as a public engagement tool, **sharing the Municipality's plans and direction**.

IMPLEMENTATION CONSIDERATIONS

- By prioritizing redesigning the strategic planning process, the Municipality can establish committees that can support the implementation of specific projects and initiatives related to identified areas of focus. This will help ensure committees are aligned with the Municipality's overall goals and priorities.
- The strategic planning process should conclude prior to the commencement of the key business planning / budgeting activities for the following year (i.e., the strategic plan for 2024 should be finalized in Q3FY2023, with Q4FY2023 being dedicated to business planning / budget preparation activities. The Strategic Performance Management Framework should also be finalized in Q3.
- This sequencing ensures that resources are allocated in ways that will have strategic impact and towards activities that positively impact Key performance indicators (KPIs).



KEY CURRENT STATE FINDINGS

- The Municipality has various strategic, operational, and master plans, which has created some confusion on Council.
- The Integrated Strategic Plan brings multiple plans together; however, it lacks focus and a clear sense of priority.
- Despite having numerous plans, key performance measures for these plans are not established across the organization.
- Despite being responsible for the investment of Municipal resources, previous Council has not taken ownership over strategic plans.

RATIONALE FOR RECOMMENDATIONS

- Clear strategic direction is key to the Council's success, ensuring that the Municipality is focused on achieving its long-term goals and meeting the most significant needs of its residents.
- The newness of Council brings the opportunity to start fresh with a new process that requires minimal change management effort.
- You have new insights and perspectives to inform the process redesign as a result of this review.
- Because Council terms are 4 years, aligning the strategic planning cycle to that timeline will allow each Council to feel accountable for, and ownership of, the strategic plan in place during their term.
- Annual refreshes ensure that the strategic plan remains a relevant, *living document* that informs decisions and provides direction to operations while adjusting to emerging challenges and opportunities.

Recommended Governance | Strategic Direction

RECOMMENDATIONS

- R6** The Municipality should **amend its procedural by-law** related to Ad-hoc Committees as well as Working Groups to:
- establish a set of criteria / guiding questions for staff and Council to use when determining whether an ad-hoc committee should be established;
 - Establish guidelines for the creation, operation, and dissolution of each group including a provision that the number of committees do not exceed staff capacity to support;
 - clearly articulate what responsibilities, if any, each group will have to Council;
 - define the role of individual Councillors as non-voting chairs on advisory responsible for ensuring that committees meet their Terms of Reference (ToR) as set by Council; and,
 - state that all the statutory and discretionary ad-hoc committees/working groups established by Council are advisory in nature and are to provide advice to Council based on a consensus-basis.
- See [Appendix D](#) for committee types and guidelines.
- See [Appendix E](#) for a decision tree to guide the striking of ad-doc committees.
- R7** The Municipality should also **eliminate the role of Policy Chair** from its procedural by-law. See [Appendix F](#) for a detailed list of recommended changes to policy documents.

IMPLEMENTATION CONSIDERATIONS

- The types and number of committees needed will depend heavily on what the Municipality prioritizes. Therefore, committees should not be re-established until that work has been completed to ensure that resources and community engagement are spent on activities that will deliver against priorities.



KEY CURRENT STATE FINDINGS

- The Municipality's committees have not recently reflected the strategic priorities set by Council. There is no clear criteria for when, or why, committees of Council should be established.
- Historically, Council committees often lacked direction and guidance from Council and often defined their own mandates.
- While the Municipality's Procedural By-Law provides direction for Policy Chairs, the role is not well defined and reduces collaboration while increasing complexity of decisions.

RATIONALE FOR RECOMMENDATIONS

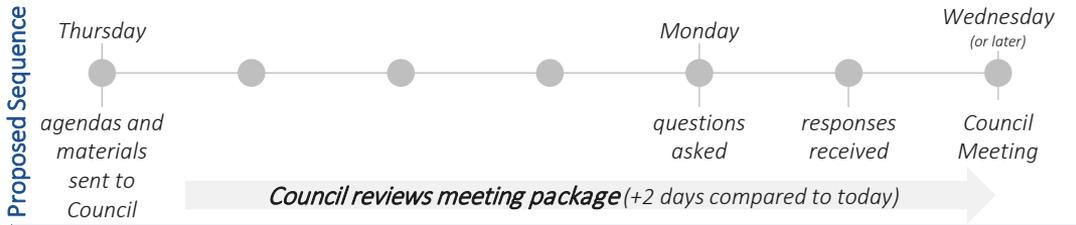
It is critical to define the purpose, mandate and scope of ad-hoc committees and working groups as well as to articulate that their role is to provide advice to Council based on consensus. Doing so allows Council to ensure that staff and community resources are being put towards matters that will have strategic impact and consensus across affected stakeholders.

Staff and Councillors are questioning the ongoing value of the Policy Chair system because it does not currently strengthen their oversight nor collaboration between Council and staff. Eliminating it will clarify decision-making authorities (i.e., that of individual Councillors versus that of Council as a governing body).

Recommended Governance | Governance Administration

RECOMMENDATIONS

- R8** The Municipality should **remove the Committee of the Whole (CoW)** and have only ad-hoc committees and working groups struck by Council for specific matters aligned with priority areas.
- R9** The Municipality should **reduce the frequency of Council meetings to twice per month** (i.e., on the 1st and 3rd week), allowing for ample review time for materials, which supports Council's ability to make informed decisions. This means **removing the Planning Meeting** and shifting agenda items to one of the two remaining council meetings.
- R10** The Municipality should **add a minimum of two business days for Council to review materials before meetings** (i.e., either move either Council meetings or the day materials are distributed). Then, require Council to submit all questions to staff by 12:00 pm, two business days before the Council meeting and require staff to provide all responses to the *entire Council* by 2:00 pm one business day before the Council meeting to provide Council enough time to review.



IMPLEMENTATION CONSIDERATIONS

- The Municipality should consider adding explicit time allocations for agenda items on Council agendas, with items requiring full discussion receiving more allocated time (e.g., the City of London allocates more time on the agenda for items that require full discussion, the Town of Oakville provides the mayor and Councillors with a speaking time limit for each agenda item, etc.)
- While implementing the new changes, the Municipality should also execute a communications plan around the changes, transparently outlining the new meetings structures and processes for the Public.



KEY CURRENT STATE FINDINGS

- Councillors and staff both question CoW - it is held on the same day, between Council meetings, and feels redundant / confusing.
- There are 3-4 major meetings per month with very full agendas and meetings for the various advisory committees of Council.
- There are numerous committees lack clear mandates, expected outcomes, and reporting accountabilities to Council.
- Matters are frequently pulled from the Consent Agenda for discussion in full because Councillors feel there's not enough time to prepare before Council meetings.

RATIONALE FOR RECOMMENDATIONS

- Eliminating the CoW allows the Municipality to simplify its governance structures and make it easier for residents to engage with, and understand, how decisions get made about their communities.
- More focused Council agendas, enabled by the regular CAO-Mayor meetings, will lead to more Council and staff workloads and drive more effective Council meeting.
- Moving Council meetings to Wednesdays adds two days to Council's review time, increasing flexibility for Councillors who have other obligations / commitments and decreasing the urgency around questions to staff, which will result in reducing stress on both sides.
- Sharing the answers to any questions with all of Council to drive transparency and informed-decision making so that decisions are not deferred as often.

Recommended Governance | Governance Administration

RECOMMENDATIONS

- R11** The Chief Administrative Officer (CAO) and Mayor **should include at their regular meetings Council meeting agenda management and development** in addition to strategic performance, operations challenges or risks, etc.
- R12** Council direct a Delegation of Authorities review to streamline decisions on routine and/or statutory matters. If more duties or powers can be delegated, Council should then consider revising the Delegation of Power & Duties Policy By-Law accordingly.
- R13** The Municipality should **standardize Terms of References (ToRs) for ad-hoc committees** and develop a template that will be then approved by Council. See [Appendix G](#) for an overview of the key elements that should be included the ToR *for all committees*.



IMPLEMENTATION CONSIDERATIONS

- The Municipality should also encourage regular lines of communication between Council, the CAO, Clerk and SLT. However, Council members must ensure that any informal communication does not undermine the transparency and integrity of the decision-making process and or create work expectation of staff that draw away from council approved priorities.
- It is important to communicate clearly to the public that Ad hoc Committees and working groups do not have the authority to direct the work of staff or make budgetary decisions. They need to be well-defined by Council and have approved ToRs.



KEY CURRENT STATE FINDINGS

- Agendas are very full and supporting materials are only sent out two business days in advance to Councillors.
- There are numerous committees lack clear mandates, expected outcomes, and reporting accountabilities to Council.

RATIONALE FOR RECOMMENDATIONS

Regular meetings between the CAO and Mayor serve to deepen collaboration and information sharing between staff and Council, allows the Municipality to course correct quickly if things get off track (on both Council and staff sides), and ensures ongoing alignment between staff and Council. This will also help to drive focused and efficient Council meetings that are responsive to the needs of the community.

Detailed, easy-to-understand terms of references for ad hoc committees and working groups will ensure clarity in the purposes of such committees and their accountabilities to Council. With this, resources will be used efficiently as committees conduct effective meetings and execute their mandates.

Recommended Governance | Council-Staff Relations

RECOMMENDATIONS

- R14** It is recommended that Council and staff work together to amend the Council-Staff Relations Policy to include best practices and principles for good Council-staff relations. See [Appendix H](#) for an overview of some leading practices related to the relationship between Council and staff.
- R15** The CAO/Clerk should review the existing templates to be more concise and consistent **when sharing information to Council**. The template shall ensure to provide the right level of information to Council to help them make informed and effective decisions. See [Appendix I](#) for an overview of the key elements of a best-practice report template.
- R16** **Councillors should receive more training**, more regularly, so they are fully aware of their roles and what “hats” they are playing as well as the roles of different staff. See [Appendix J](#) for a high-level overview of the roles Councillors play in the different facets of their service.

IMPLEMENTATION CONSIDERATIONS

- Improving the relationship between staff and Council is a complex and gradual process that requires long-term commitment. It is crucial to emphasize that efforts to improve Council-staff relations are long-term investments that may take several months before tangible changes can be observed.
- Ensure that Council is consulted on the updated staff report template to build trust and ensure reports will deliver what Councillors are looking for, thereby driving more efficient decision making.

Other
Impacted
Areas



KEY CURRENT STATE FINDINGS

- Difficulties in the Staff-Council relationship are resulting in the Municipality experiencing longer Council meetings, inefficient agendas, and longer staff reports.
- Councillors cannot always easily digest staff reports noting they are hard to follow and do not always clearly articulate the impact of the report on the Municipality’s strategic direction.
- Council members feel the pressure to understand all the information received in a short period of time and have expressed feeling unprepared for Council meetings, which impacts their ability to make informed and timely decisions.

RATIONALE FOR RECOMMENDATIONS

Having well-defined principles for good Council / staff relations is critical for effective governance in that they promote transparency, define professionalism, and mitigate legal risks. Annual affirmations will drive accountability.

More training will help new Councillors feel more comfortable in their roles so they can focus on building relationships with staff and representing their constituents effectively.

Standardizing the way in which information is reported to Council will drive more efficiencies for staff, increase trust, and increase the quality and efficiency of Council decisions.

Recommended Governance | Public Engagement

RECOMMENDATIONS

- R17** Council, with the advice of staff, should **adopt transparent criteria** to guide the identification, evaluation, and appointment of public applicants on Council ad hoc committees. See [Appendix K](#) for a high-level process map for our proposed committee member selection process.
- R18** As detailed in [Appendix G](#), which is first referenced in R12, committee ToRs should be standardized and include a section called ‘*Committee Membership*’ that, among other things, **outlines the process and criteria for selecting members** for that committee.* Each ToR will also include a section called ‘*Reporting & Communications*’ that will **outline the committees’ accountabilities to the Council** in terms of governance.
- R19** The Municipality should **ensure the Municipality’s website page on committees has** only two purposes; to share information about, and drive engagement with, ad hoc committees and working groups.
- R20** The Municipality should provide **annual training to ad hoc committee chairs** including elements on effective leadership skills, meeting facilitation, conflict management, delegating tasks and driving accountability, and fostering a positive and inclusive committee culture.

IMPLEMENTATION CONSIDERATIONS

- The committee-dedicated webpage, and all the information provided on it should be written in plain language and meet accessibility standards. The page should include :
 - A list of all existing committees, their ToRs, list of active members, and copies of any materials presented to Council (i.e., reports or presentations).
 - A process map outlining each step in the process for selecting committee members.
 - Any calls for new membership as well as an always-open general application form.
- It is important to balance committee member criteria between technical skills and lived experience in order to capture more diverse backgrounds and perspectives while encouraging more applications.

Other
Impacted
Areas



KEY CURRENT STATE FINDINGS

- The public has no insight into how, or why, individuals are chosen for committees – there are no defined criteria nor is there a defined, transparent process.
- Committee Terms of References are inconsistent in what they contain and how they are used.
 - Existing mandates only provide “general guidance” as opposed to outlining deliverables and accountabilities to Council.
 - Membership information does not stipulate necessary skills and competencies of members nor the selection process or criteria.

RATIONALE FOR RECOMMENDATIONS

Creating a dedicated, easy-to-read webpage for committees and their membership will increase transparency and accessibility, build trust, and reduce the day-to-day administrative burden on staff.

Providing communications training to Council and staff will ensure that those sharing information have the necessary skills to communicate complex information in a clear, concise manner that effectively informs the public about important municipal matters.

Detailed, easy-to-understand ToRs for ad-hoc committees and working groups will drive clarity in their purpose and accountabilities to Council. With this, resources will be used more efficiently as committees conduct effective meetings and execute their mandates.

Well-prepared committee chairs will help to ensure the committee’s mandate is achieved.

Recommended Governance | Public Engagement

RECOMMENDATIONS

- R21 The Municipality should **employ a range of outreach strategies** to recruit public volunteers from more diverse backgrounds, communities, and demographics. This is important to ensuring that different perspectives are being captured on key issues being studied by committee on behalf of Council.
- R22 The Municipality must ensure that all information and documentation published (both online and in print) or otherwise shared with the public in a way that is **user-friendly and meets accessibility standards** to drive public engagement.
- R23 Council should receive **formal communications training around how, when, and where to share information** related to Council proceedings, including best practices around informing the public on the Municipality's decisions.
- R24 The Municipality should either amend its policy on the use of social networks or revise its code of conduct to provide **explicit direction on the appropriate use of social media** for communicating with the public as a municipal representative and specify the limitations and cautions for Council, staff, and committee members when engaging with social media, even through personal accounts.

IMPLEMENTATION CONSIDERATIONS

- The Municipality can also consider improving its search functionality in its website to improve the public experience with the pages and allow more people to self serve.
- Provide the right training to Council members and staff is critical and should be prioritized to ensure that the Municipality speaks as one voice to protect its reputation and build trust with the public. This training could be provided to Council by the Municipality's new Communications staff.



KEY CURRENT STATE FINDINGS

- Public Engagement is recognized as critical to the governance process and committees are seen as an important mechanism to engage the public and debate ideas.
- The Municipality is using new public engagement tools and has a new Communications Team to drive the effectiveness of public engagement and outreach activities.

RATIONALE FOR RECOMMENDATIONS

Having a well-defined framework provides a clear and consistent process for identifying and selecting volunteers who can contribute positively to the Municipality's decision-making processes. This can help ensure that the selected individuals have the necessary skills and expertise to serve effectively on the committees and promote greater public participation. Additionally, it can improve transparency and establish trust in the process.

The Municipality should ensure that their documents and information are user-friendly and easily accessible, as it is an easy way to increase transparency, accountability, and efficient governance.

Recommended Governance | Continuous Improvement

RECOMMENDATIONS

- R25** The Clerk and CAO should collaborate with Council to **redesign the Council onboarding process**. This training should be **required at the beginning of a new term, with a mid-term refresher**. The training approach should include **more diverse learning mediums** to better suit the different learning styles of Councillors today and in the future (e.g., online learning module, in-person sessions, virtual sessions).
- R26** Council should work set an **annual learning and development plan** for itself that sets out key issues/matters on which staff or outside experts will be brought in to present and answer Councillor questions. This will help to establish a culture of continuous improvement and growth for Council.
- R27** Introduce more formal **performance management processes for Council** and councillors should receive annual refreshers on good municipal governance, roles on Council, etc. See [Appendix L](#) for more on the elements of Council performance management.

IMPLEMENTATION CONSIDERATIONS

- Budget considerations must be given to professional development activities including costs such as registration fees, travel expenses, accommodation, and materials. However, there are a number of local government associations and networks in Ontario that provide training and educational opportunities for Councillors such as Association of Municipalities of Ontario, Ontario Good Governance Fund and the Rural Ontario Municipal Association.



KEY CURRENT STATE FINDINGS

- Six Councillors are newly elected with limited experience in municipal governance and were not previously familiar with the scope and responsibilities of their offices, nor the procedures and purposes of the Council's governance structures and procedural by-law.
- Council's onboarding process was extensive. However, many Councillors did not feel that the onboarding process helped them understand their roles and responsibilities as Councillors.

RATIONALE FOR RECOMMENDATIONS

A robust onboarding process will allow the new Council each term to hit the ground running sooner and more quickly while an ongoing education program ensures that Councillors are frequently reviewing their roles and responsibilities and the Municipality's operating environment.

Continuous training will facilitate productive meetings, help manage conflicts, and improve the quality of the Council experience for Councillors and staff. This will also help to reduce any stress or job dissatisfaction among staff as they can maintain / improve their skills while improving the quality of municipal services.



High-Level Implementation Plan

High-Level Implementation Plan and Next Steps

To ensure the successful implementation of the recommendations outlined in this report, the Municipality of Kincardine should prioritize areas for improvement across short-, medium-, and long-term horizons to ensure any changes are implemented efficiently, effectively, and most importantly, sustainably. The following next steps are recommended to mobilize implementation.



Prioritize recommendations and identify resources for implementation

- Prioritize the recommendations by assessing the implications of implementation (*i.e., required effort*).
- Determine the Municipality's capacity to implement recommendations over short, medium and long-term horizons (*i.e., how many resources do you have and when will they have capacity?*).



Develop and execute an Implementation Plan around key initiatives

- Determine which initiatives will be required to implement the prioritized recommendations.
- Develop a detailed Implementation Plan outlining what the key initiatives are, who will be responsible for them, and the implementation timelines.



Establish and execute a clear Communication Plan to build stakeholder buy-in

- Build a Communication Plan that articulates what stakeholder groups need to be informed of each change and what the key messages for each group should be (*e.g., Councillors, staff, public, committee members*).
- Execute the Communications Plan to emphasize the purpose and added value of each change to drive transparency and build trust.



Monitor and evaluate impacts of changes and adjust as needed

- Continuously assess the impacts made at regular intervals; course correct quickly when / if things veer off track.

Appendices

Appendix A	Detailed Project Approach & Project Timeline
Appendix B	Current State Assessment Report: Detailed Findings
Appendix C	Tips for Effective Strategic Planning
Appendix D	Definition of Committee Types
Appendix E	Creating Ad-hoc Committees
Appendix F	Suggested Policy Document Changes
Appendix G	Standard Committee Terms of Reference Elements
Appendix H	Best Practices for a Strong Council-Staff Relationship
Appendix I	Staff Report Template Elements & Guidelines
Appendix J	The Different Roles that Councillors Play
Appendix K	Committee Membership Selection Process Map
Appendix L	Council Education and Performance Management



Appendix A | Detailed Project Approach & Project Timeline

The following is an overview of the project methodology and high-level timelines. Project status reports were provided on a bi-weekly basis to project team. Meetings were scheduled on a need basis.

	<i>Phase 1 Project Initiation</i> Jan 31 to Feb 7	<i>Phase 2 Current State Assessment</i> Jan 31 to Mar 10	<i>Phase 3 Recommendations & Final Report</i> Mar 10 to Apr 14
KEY ACTIVITIES	<ul style="list-style-type: none"> • Host kick-off meeting. • Establish project management cadence. • Develop detailed data request. • Map stakeholders and create engagement plan. • Schedule interviews and workshops. 	<ul style="list-style-type: none"> • Audit and assess effectiveness of existing governance structure, policies and procedures along with Council decisions. • Execute Stakeholder engagement plan. • Review leading practices in other jurisdictions and other sectors that may support enhanced municipal governance. • Review Current State Report with project team and iterate. • Begin to source potential areas for improvement. 	<ul style="list-style-type: none"> • Facilitate a 3-hour Improvement Opportunities Workshop with relevant stakeholders. • Analyze options and assess them based on pre-define criteria developed in conjunction with the Municipality 's project team. • Develop recommendations informed by the Current State Assessment Report, stakeholder input, the jurisdictional scan, and insights from the Improvement Opportunities Workshop. • Refine final report with Municipality's project team. • Present the final report to the Council for adoption.
DELIVERABLES	<ul style="list-style-type: none"> ✓ Kick-off Summary Memorandum ✓ Stakeholder Engagement Plan 	<ul style="list-style-type: none"> ✓ Current State Assessment Report 	<ul style="list-style-type: none"> ✓ Final Recommendations Report ✓ Draft Policies (based on recommendations)



Appendix B | Current State Assessment Report: Detailed findings

Current State Assessment Framework Overview

The current state assessment was informed by a number of inputs, which were then analyzed using a set of principles of good governance developed through jurisdictional research and in collaboration with StrategyCorp's Senior Advisors. The following provides an overview of the methodology used to complete this assessment.

INPUTS

The following data and information were used to inform the assessment.

-  Review of Policies & By-Laws
-  Key Informant interviews
-  Process Review (e.g., committee membership selection)
-  Literature Review and Seniors Advisors Consultations
-  Documentation as provided by the Municipality (e.g., policies, Terms of Reference, reports)

ANALYSIS FRAMEWORK



OUTPUTS

Using the framework to assess the current state of the Municipality's governance, StrategyCorp identified *initial* opportunities for improvement across all principles.

Assessment Result Snapshot | Strategic Direction



Strategic Direction

FINDINGS

Numerous Strategic Plans and Goals

- The Municipality has developed various strategic, operational, and master plans over the past few years, which has created some confusion on Council.
- The Integrated Strategic Plan attempts to bring multiple disparate plans together; however, it lacks focus and a clear sense of priority (i.e., 23 strategic goals are listed).

Lack of clear performance measures

- Despite having numerous plans, key performance measures for these plans are not established across the organization.

IMPLICATIONS

- With many plans and goals, it is difficult for stakeholders to understand what the actual priorities of the Council and corporation are and/or should be.
- Having numerous plans and goals opens the door to competing priorities and seems to be creating confusion amongst Councillors around what they should be focusing on.
- Numerous goals can also spread resources thin, making it difficult to make meaningful progress in any one area.
- Lack of focus has historically contributed to the creation of numerous committees and driving staff / Council member involvement in matters that may not be priorities.
- With no clearly defined key performance measures, the Municipality cannot objectively determine whether it is making progress towards achieving its strategic goals and does not have clear accountability to deliver on those goals.
- Without performance measures, it is difficult to understand whether the activities that Council and staff undertake will actually contribute to strategic objectives and this also limits their ability to identify when things get off track and course correct.

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Assessment Result Snapshot | Strategic Direction



Strategic Direction *(continued)*

FINDINGS

Misalignment of Governance Structure and Related Processes with Strategic Priorities

- Historically, the Municipality has not aligned its committee structure (e.g., Council agendas, committees) to reflect the strategic priorities set by Council.
- There is no clear criteria for when, or why, Committees of Council should be established.
- Historically, Council committees usually lacked strategic direction and guidance from Council and often defined their own mandates.

Minimal Involvement from Council in Setting the Strategic Direction of the Municipality

- Historically, despite being responsible for the investment of Municipal resources to achieve the goals set out in the strategic plan, previous Councils have not taken ownership over strategic plans.

IMPLICATIONS

- The absence of criteria or a framework to guide Council in deciding why, when, and how to strike committees can lead to too many committees doing too many things that creates confusion amongst Council, staff, and the public.
- Recommendations put forward by committees have been rejected and / or deferred due to capacity constraints and this diminishes public engagement.
- Given capacity constraints, resources are being used to administer committees that are not aligned to the strategy and therefore may have no positive impact on the advancement of strategic goals, even if / when they are “good” for the community.
- With no clear strategic direction, committees easily go beyond their mandate or try and take on work that is out of their scope creating more of a burden on the assigned staff member and fostering disengagement with volunteers when their work is not embraced by staff or Council.
- If Council is not invested in a strategic plan and the priorities set out therein, it becomes difficult for Council to focus their own efforts, to align resources with priorities, and for staff to develop work plans that deliver on priorities.

Assessment Result Snapshot | Governance Administration



Governance Administration

FINDINGS

Consent Agenda

- Matters are frequently being pulled from the Consent Agenda for discussion in full Council. This is happening because Councillors are generally feeling that they do not have enough time to prepare between the time materials are received and when Council meetings are held.
- A consent agenda deals with items of routine business that are unlikely to be subject to debate by Council. Items are considered with one motion and without amendment or debate.

Committee of the Whole is Creating Confusion Among Stakeholders

- Both Councillors and staff question the approach to, and value of, the Committee of the Whole (CoW). In many instances, CoW is held on the same day and sandwiched in between Council meetings. Many feel the approach is confusing and redundant.

IMPLICATIONS

- Councillors have a right to call items off the Consent Agenda for discussion in a Council meeting; however, when this is done, it adds to the length of meetings that are already viewed as too long, potentially delaying decisions and related actions.
- The purpose of a CoW is to allow Council to engage in more open and less time constrained discussion / debate of issues. It is also a forum that allows for public participation that is typically provided for at a formal Council meeting. Typically, issues discussed and recommended by CoW then go to Council for review and approval one to two weeks later to allow for sober second thought or additional analysis by staff. However, in Kincardine's case, CoW is often immediately followed by a Council meeting where the same subject matter is discussed and voted upon.
- The lack of differentiation between CoW and Council processes is impacting Council's ability to make quality decisions.

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Assessment Result Snapshot | Governance Administration



Governance Administration *(continued)*

FINDINGS

Meeting Volume and Agenda Management

- Councillors are participating in, and staff are administering, three to four major meetings per month (CoW and Council Meetings). In addition to servicing this volume of major Council meetings, both Councillors and staff are also expected to participate in, and coordinate and administer, the various advisory committees of Council.
- In addition to the volume of meetings, the agendas are very full and supporting materials are only sent out two business days in advance to Councillors.

Advisory Committees of Council

- Historically, there have been many committees in existence, not all with clear mandates, performance expectations, and reporting accountabilities to Council.

IMPLICATIONS

- With the short time between material distribution and CoW and / or Council meetings, many Councillors are struggling to juggle their full-time employment and family roles with their part-time Councillor role. Councillors are rushing to review meeting agendas and materials, which is creating a spike in the administrative burden on the day of meetings as questions and concerns are coming in hours before a meeting.
- With respect to committees, each committee requires a participating Councillor and staff support resources. Historically, staff have struggled to support the number of committees established by Council.
- Further, historically the role of Councillors on advisory committees has not been well defined. Typically, the role that Councillors are to play on advisory committees is set out by Council or the procedural by-law. The roles are typically one of chair, general member, or liaison with Council.
- Whenever a structure that is meant to support governance works inefficiently, staff have struggled to support them with limited capacity and resources, leading to Council, staff, and committee members feeling that committees have not been as efficient or impactful as desired.

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Assessment Result Snapshot | Governance Administration



Governance Administration *(continued)*

FINDINGS

Policy Chairs

- Currently, the Municipality's Procedural By-Law provides for Council to appoint Policy Chairs. The role of a Policy Chair is to be the "advocate" on Council for an assigned area as set out in the Municipality's Procedural By-Law (e.g., corporate services, arts, culture, and Heritage, planning). Historically, the role has not been well defined and created some confusion related to roles and responsibilities for staff and Councillors.

IMPLICATIONS

- Staff and Councillors are questioning the ongoing value of the Policy Chair system. A key question is whether it strengthens oversight and Council-staff collaboration or serves to create information silos and confusion around decision-making authorities (individual Councillors v. Council as a whole).
- In the last term of Council, it was noted by interviewees that the Policy Chair system was not fostering collaboration amongst Councillors, delaying decisions, creating administrative burden, and extending Council meetings.

Assessment Result Snapshot | Council-Staff Relations



Council-Staff Relations

FINDINGS

Working Relationship Between Staff and Council Need to be Strengthened

- Difficulties in the relationship between Councillors and staff from previous administrations looms over the relationship between the current Council and staff.

Information is not Always Provided in a Manner that Facilitates Decision-making

- Reports are made available and shared with Council, but formats of those reports can vary. Council also perceives staff reports to be too long.
- Given the amount of information that is required to be reviewed and the eagerness of Councillors to affect change, sharing of information is not as timely as needed in all cases and Council members find themselves unable to always sufficiently review supporting materials and ask questions between review and decision.
- Council members feel the pressure to understand all the information received and have expressed feeling unprepared for Council meetings, which impacts their ability to make informed, timely decisions.
- There is also a view that reports are inconsistent in explaining the relationship / impact of issues and initiatives on the Municipality's strategic direction.

IMPLICATIONS

- A strained working relationship may result in a lack of cooperation and communication, which could impact the corporation's overall productivity as well as the Council's ability to make informed decisions in a timely manner.
- Tensions may also lead to erosion of trust between staff and Council members making it further difficult to build effective collaboration.
- Without much review time before meetings, Council may delay decisions and / or provide staff with urgent requests for information, which could feed frustrations and add to everyone's workloads.
- Important information can be buried and / or accidentally omitted in lengthy reports or other documents without a standard template, which creates the risk that key information is being missed.

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Assessment Result Snapshot | Public Engagement



Public Engagement

FINDINGS

Importance of Public engagement is Recognized

- Council and staff recognize the critical role that public engagement plays in governance and decision-making processes.
- Committees are seen as an important mechanism to engage the public and debate ideas.
- The Municipality is using a number of various new public engagement tools (i.e., Bang the Table product, surveys, and newsletters) to increase the effectiveness of public engagement and outreach activities.
- Kincardine has established a new communications team and there is opportunity to leverage this team to drive more public engagement.

IMPLICATIONS

- Engaging with residents and stakeholders supports Council members' ability to better understand the needs and priorities of their communities, informing the development of by-laws, policies, and services that better meet those needs.
- Engaging with the public provides Council members with a broader range of perspectives and feedback, which can improve decision-making. Since most public engagement happens through committees, the mismanagement of them has a negative impact on engagement and therefore, Council's ability to serve its communities effectively.
- While committees do engage people, it is very important to balance them with other tools of public engagement to ensure broader outreach.

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Assessment Result Snapshot | Public Engagement



Public Engagement *(continued)*

FINDINGS

Committee Member Selection Process Lacks Well-defined Policy and Procedure

- There is a lack of policy and procedure around the committee member selection process. The public has little to no insight on how, or why, specific individuals are chosen, nor are there defined criteria. In addition, they are not notified when they are not selected and what the reason for that may be.
 - In a recent survey of committee members, 54% of respondents referenced the selection process as needing improvement; 31% cited poor advertising of opportunities; and 23% cited the lack of information/transparency of the role responsibilities, purpose of committee, etc.
- Direction for committees is inconsistent and unclear in many cases – Terms of References are inconsistent in what they contain and how they are used.
 - Where there are mandates, they serve more as “general guidance” to committee activities as opposed to outlining clear deliverables and accountabilities of the committee to Council.
 - Where they outline membership, they do not clearly stipulate necessary skills and competencies of members nor the selection process or criteria.

IMPLICATIONS

- With no strategic direction, instances of committees going beyond their “mandate” or “focus” have been observed.
- This absence of more robust policy and procedure for the selection of committee members has created public perceptions of favoritism in who Council selects to serve on committees. This has also led in some cases to a lack of diversity among committee members which can limit the range of perspectives and experiences represented on committees.
- The terms of reference for committees generally do not set out the types of skills, competencies and experiences needed. This can result in less effective committees as committee members may not have the necessary skills, experience, or perspectives to make well-informed recommendations to Council. The IDEA committee was mentioned multiple times as an example of how the process has broken down because skills and competency requirements were not articulated.

Assessment Result Snapshot | Continuous Improvement



Continuous Improvement

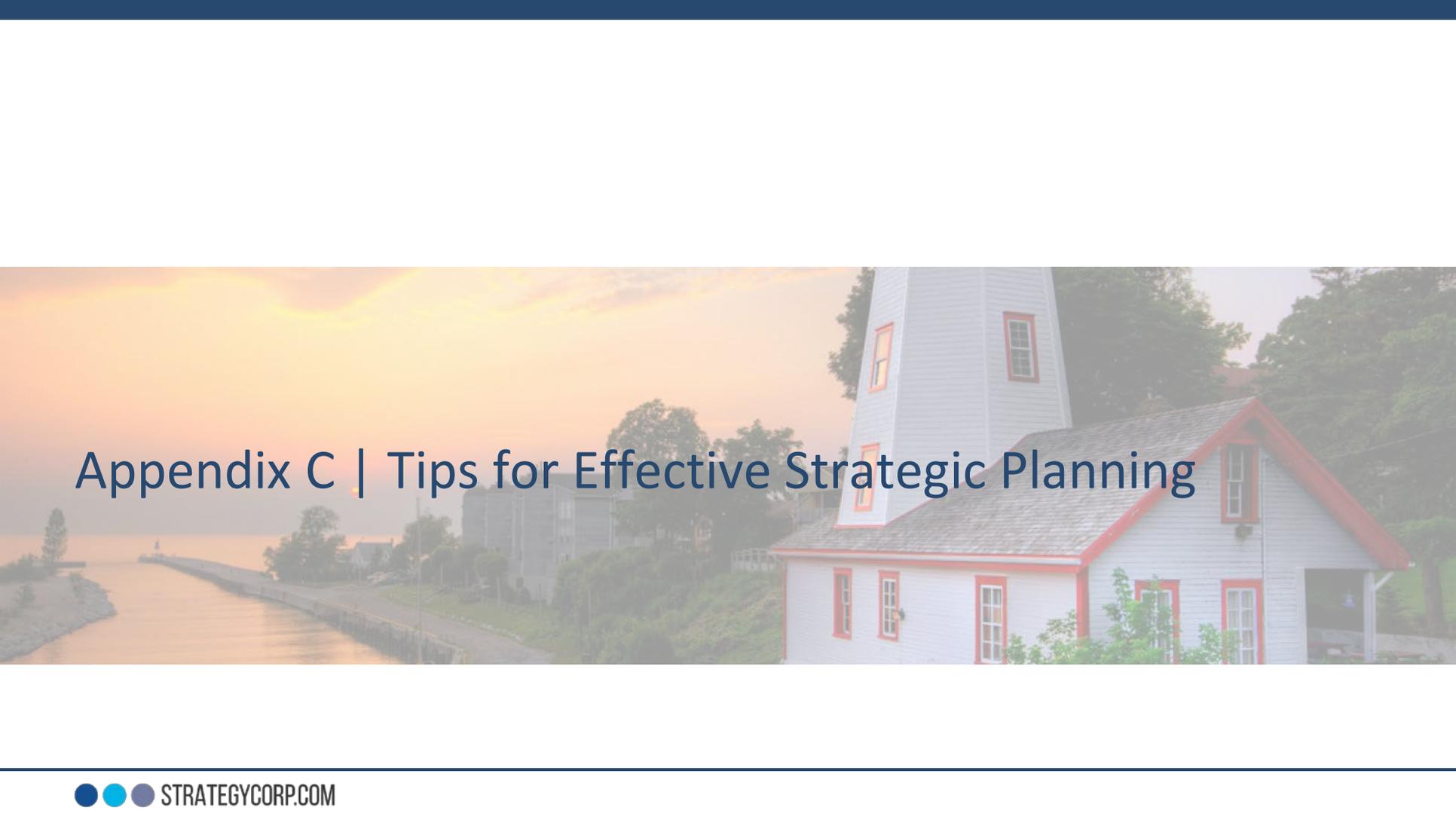
FINDINGS

Governance as a Journey

- Six of the Councillors are newly elected officials with extensive professional experience but limited experience in municipal governance. They were not previously familiar with the scope and responsibilities of their offices, nor the procedures and purposes of the Council's governance structures and procedural by-law.
- Council's onboarding process was extensive. However, many Councillors did not feel that the onboarding process helped them understand their roles and responsibilities as Councillors.

IMPLICATIONS

- It takes time for a new governor, regardless of sector, to learn their role and further develop the skills and knowledge they need to be impactful in their role.
- The role of a Councillor should be seen the same as any other career – requiring ongoing professional development and learning.
- Ongoing professional development and learning is important to ensure that governance and management are each optimally playing their role (and respecting each others' role) in the effectiveness of the municipal organization and its ability to deliver high-quality services to residents and stakeholders.
- This professional development and learning does not stop with the orientation and onboarding provided at the beginning of a term of Council. Council, working with staff, need to continually address the development and learning requirements of both Council as a whole and Councillors individually. This includes providing regular refreshers of material provided at orientation and introducing new material as Council sees the range of issues that it needs to address grow.



Appendix C | Tips for Effective Strategic Planning

Coming Together on Priorities for the Term

There are no political parties at the local level - individual Councillors are elected. However, once elected, the Council is expected to **collaborate and work as one cohesive team with a set of common priorities**. The challenge lies in establishing a culture that fosters **stewardship and direction** without any **inherent structural conflict**. Given the intense scrutiny from the political and media landscape, it can be tempting to emphasize divisions and conflicts, but it is crucial to remain focused on making informed decisions as a united Council.

Councils should meet at the outset of a new term in order to discuss the elements outlined here. It is important that new Councils regardless of Councilor's turnover, are setting a strong foundation by discussing the individual agendas they have and how those can add value to the strategic direction that the Municipality should take as a whole. This will then make decisions related to vision, strategy, and budgets easier and more clearly outline opportunities for performance monitoring.



Council's Role in Strategic Planning

Strategic planning is a disciplined effort that produces focus areas and objectives that guide what an organization does and why, who it serves, and how it serves them with a focus on the future. The two key responsibilities of a Council when it comes to strategic planning are **to establish and support the Municipality's vision** and to work with staff to **shape and oversee the strategic direction of the corporation**.

The role of the Council in strategic planning is to:

- ✓ Provide insight and guidance on the Municipality's strategic environment from the perspective of its constituents.
- ✓ Evaluate strategic opportunities from the perspectives of the corporate mission and risk management practices.
- ✓ Challenge information and data where they want to stress-test the thinking.
- ✓ Encourage and engage in proactive, generative discussions on a regular basis to "stay a step ahead".
- ✓ Provide oversight and direction to staff on achieving strategic goals.

QUESTIONS TO CONSIDER

1. What is "inevitable" and not really the subject of a "choice" (whether due to legislation or practice)?
2. Of what remains, what are the "real choices" on which we need guidance from Council?
3. Are there any elements we should consider doing differently?

Council should be continuously managing strategy execution and should **embed a standing item in Council's agenda** to review progress against strategic goals.

Policy on Strategic Planning

Council with the collaboration of the CAO office could also develop a policy on strategic planning that sets out **the role of Council and senior leadership team** in the oversight and guidance of the planning, development and implementation of the organization's strategic plan. In addition to the policy, municipalities have established processes and procedures for community engagement and consultation, to ensure that the strategic planning process is **inclusive, transparent, and reflects the diverse needs** and perspectives of the community.

LEADING PRACTICE

Council policy on strategic planning sets out the:

- Purpose and scope of the strategic plan, outlining goals, objectives, and key focus areas that will be addressed in the plan.
- Guiding principles and general considerations that Council will use in focusing its oversight of the organization's strategy.
- Strategic planning process with respect to:
 - timeframe for the coverage of any one strategic plan (e.g., 4 years);
 - who does what between Council and staff;
 - who is to be engaged, and how, to inform the development of and report on the progress of strategic directions / priorities;
 - key milestones in the lifecycle of a strategic plan; and,
 - expectations for reporting on the progress in implementing the strategic plan, including frequency of reports and information to be reported (e.g., performance measures and performance dashboard).

Strategy development and implementation is a **shared team effort** - strategies die at the hands of misalignment between individual Councillors and/or staff.

Appendix D | Definition of Committee Types

Committee Type	Definition / Purpose	Creation Considerations	Membership Guidelines
Statutory Committees	Permanent committees established by law and are mandated to perform specific functions or responsibilities within the governance structure of a municipality. These committees are typically created through municipal by-laws or provincial legislation, and their composition, powers, and duties are defined by these legal provisions.	<ul style="list-style-type: none"> Committee is required by legislation/regulation. 	<ul style="list-style-type: none"> Made up of elected officials, municipal staff and in some cases members of the public or stakeholders with relevant expertise.
Ad-Hoc Committees	Temporary committees of members appointed by Council with the sole mandate of providing advice to Council on a specific topic with clearly define questions. Ad-hoc committees do not have decision-making authority and Council is not bound by their advice. These committees also have clearly defined timelines and are disbanded via a final staff report that presents the committee’s advice to Council.	<ul style="list-style-type: none"> Council is required to make a decision around subject matter that they/staff do not have sufficient expertise in and would like to better understand the experts’ and/or public’s opinions to inform their decisions. There is a defined, relevant mandate that is bound by time and leads to a clear output. The subject is of sufficient public interest to merit the use of staff resources and there are sufficient staff resources available. 	<ul style="list-style-type: none"> Members are appointed through the Striking Committee and are selected based on specific criteria that is comprehensively and transparently defined in the ToR. Council member is appointed as Chair and is a non-voting member. General membership consists of a mix of SMEs, general community members, a Councillor for general oversight, and representatives from key stakeholder groups.
Working Groups	<p>Temporary group of individuals empowered by Council to execute work too granular for Council. Working groups are informal but have clearly defined terms and are disbanded when the work has been completed. They should be required to make a post-event report to Council outlining how any funds were spent, what activities were completed, and what outcomes were achieved. These groups should have a staff liaison who can answer questions and provide guidance, but staff / Council oversight is not required.</p> <p>For example, The Canada Day Committee should be a working group moving forward.</p>	<ul style="list-style-type: none"> The community requires support with a very tactical subject, issue, or event that requires Council support but not oversight or involvement. 	<ul style="list-style-type: none"> The Chair (a community member) and community volunteers with specialized skills if/when necessary are selected by the Striking Committee. General membership consists of volunteers with general interests and skills, as selected by the Chair. No Councillors or staff are required to be on the working group.

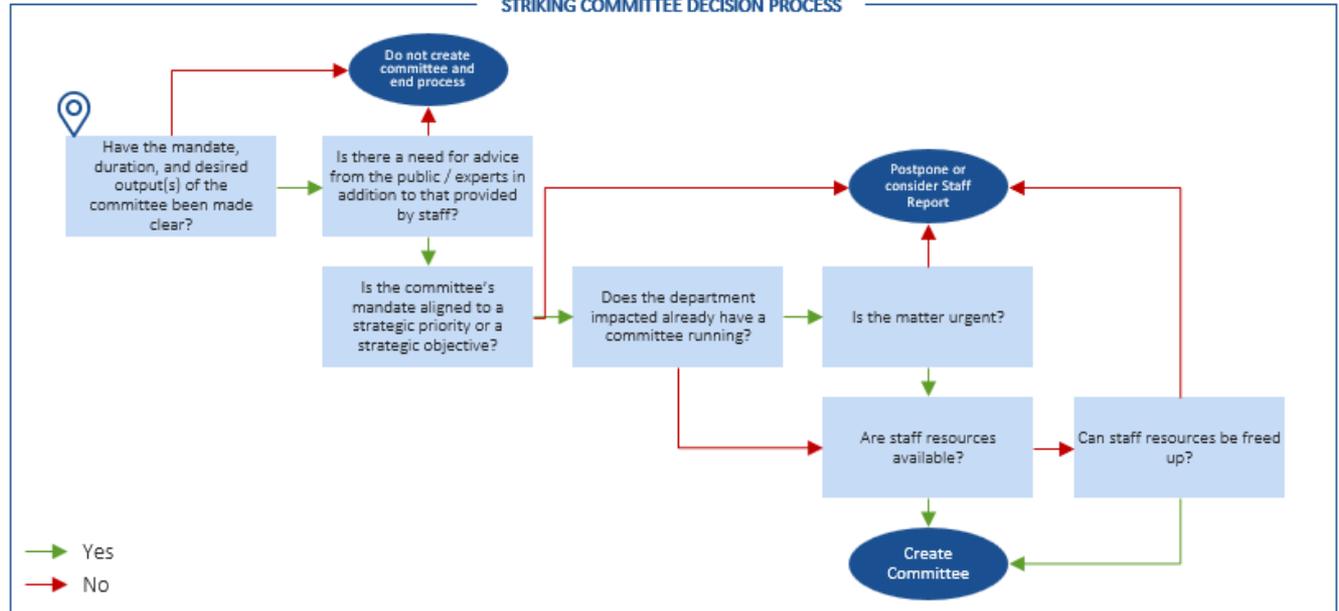
Appendix E | Creating Ad-Hoc Committees

SUGGESTED COMMITTEE CREATION PROCESS



When a motion is made at Council to create a new ad-hoc committee, the following criteria must be met in order for it to pass. Then, staff have the responsibility to create the Terms of Reference (ToR) using the standardized form, which will be then presented to Council and approved. Finally, the Striking Committee will be responsible of selecting committee members following the process outlined in Appendix K.

STRIKING COMMITTEE DECISION PROCESS



Appendix F | Suggested Policy Document Changes

This slide provides an overview of the proposed changes to three main policy documents based on the aforementioned recommendations– the Procedural By-Law, the Code of Conduct and the Council-Staff Relations Policy.

Procedural By-Laws

- Delete section B “Committee of Whole.”
- Amend section C “Committees and Boards” to include definitions of ad hoc committees, working groups and local boards.
- Amend section A5 to change date for Council meetings.
- Amend A13.3 to recommended timeline for answering questions prior Council meetings.
- Amend Section 3 to include types of committees and their definitions.
- Amend A2.1.7 “to carry out the duties of Council under the Municipal Act *and Code of Conduct for Council, Local Board and Committee Members* or any other act.”
- Amend the procedures by-laws to define the procedures and rules around the creation of committees and Councillors’ roles on them.

Code of Conduct

- Amend name to “Code of Conduct for Council, Local Board and Committee Members.”
- Add clauses around: 1. staff not undermine or work against Council’s decisions; and 2. a requirement for training and regular refreshers on the code of conduct.
- Detail the processes for reporting incidences when the Code is violated, the processes for how any allegations will be handled, and the potential consequences of anyone found to have violated the Code (i.e., review by the Integrity Commissioner).

Council-Staff Relations Policy

- Amend Section 3.0 to clarify its application to all Members of Council and all Municipality staff and that it is intended to complement the Procedural By-Law and Code of Conduct.
- Amend Section 5.0 to ensure all roles are clarified and include the CAO and Mayor’s roles.
- Amend Section 6.0 to remove any mention of Policy Chairs.
- Add additional leading practices related to Council / staff relations (see [Appendix G](#)).
- Ensure the Policy and/or Code of Conduct for Councillors, staff, and between the two (i.e., in Council meetings) is clearly defined for each group and situation.

Appendix G | Standard Terms of Reference Elements

Committee Terms of Reference

Municipality of Kincardine

Standard sections to include in ToRs for all committees:

- 1 Committee Mandate & Responsibilities
- 2 Committee Membership
- 3 Member Roles & Responsibilities
- 4 Reporting & Communications
- 5 General Administration

1

Committee Mandate & Responsibilities

Clearly details the specific mandate of the committee, including the scope, and outlines the responsibilities of the committee to advise Council on a specific matter.

2

Committee Membership

Transparently details the skills and knowledge that are required for the committee, composition, and outlines the process and criteria for selecting members.

3

Member Roles & Responsibilities

Defines each member's role on the committee (i.e., chair, general member, etc.) and clearly articulates the responsibilities and other relevant information of each.

4

Reporting & Communications

Here the ToR should clearly outline the advisory nature of the committee and its responsibilities to Council and permissions/prohibition on communicating with the public.

5

General Administration

This section covers administrative matters for the committee such as the frequency of meetings, required quorum, approved staff support levels, the process for minutes, etc.

Appendix H | Best Practices for a Strong Council-Staff Relationship

There can be an imbalance in the power-dynamics of the Council-staff relationship because municipal employees tend to have longer tenures than Council members. As a result, both sides will experience a period of adjustment as newly elected representatives learn their roles and responsibilities, and staff members acquaint themselves with their new political leaders who bring different agendas.

The 10 Principles, by Michael Fenn, outlines a range of experience-based practices that can be adopted for the Municipality of Kincardine. It is recommended that the Municipality share the principles with Councillors as part of their onboarding and ongoing education. Outlined below are the principles that are most topical for Kincardine as a result of this review.

- ✓ It is important for Councils to **use staff resources efficiently**. Every staff report costs the taxpayers money and redirects staff time away from other important issues / projects. Where possible, Council members should **avoid deferring decisions based on staff reports** and should not request a staff report unless absolutely necessary (i.e., the report serves to answer).
- ✓ The public expects both elected representatives and municipal staff to do the jobs for which they are being paid by the municipal taxpayer. That can only be assured when **goals and objectives are set and periodically reviewed**: by Council for the CAO and through the CAO, for department heads; and by the CAO and management, for the rest of the staff establishment.
- ✓ Respect of the Chain of Command – **Council members should be aware of “who’s in charge of what”**, so that they can deal with the appropriate member of senior management on anything of significance.
- ✓ Since staff are not generally in a position to comment publicly, **elected officials should avoid commenting publicly on staff**. In fact, among the practices to be avoided are extensive political and/or accusatory public questioning of senior staff. The ‘gotcha’ approach to questioning only serves to undermine the professionalism of staff and councillors.

Remember, “generally, Council has its ‘noses in’ but its ‘hands off’ of operations.”*

Appendix I | Staff Report Template Elements & Guidelines

Report Headings	Length of Section	Overview of information for each section
Formal Report Details	-	Report date, author, and recipients.
Report Topic & Recommendation(s)	300 – 500 words	<ul style="list-style-type: none"> • One sentence summary of each recommendation. • Options and alternatives along with pros and cons, costs and any relevant considerations. • How it aligns with the budget and strategic priorities/plan.
Executive Summary of Report	½ page - 1 page	Summary of key takeaways from the report including key background information/evidence, the other options that were considered that supports the conclusion and / or recommendation(s).
Context & Background Information	¾ page - 1 page	<ul style="list-style-type: none"> • Brief introduction of the Issue / Proposal / Topic. • Legal requirements for this specific topic. • Short biographies of any report authors if subject experts/external parties. • State the issue / proposal in clear terms – and explain why it is important, define key concepts. • Provide relevant background on the issue / proposal, answering questions like: <ul style="list-style-type: none"> ◦ What are the known factors driving the issue – what quantitative and qualitative data do we have to support the fact base? What research do we have to inform this issue? ◦ What is the need for action? ◦ What is the Municipality being asked to do and by whom (i.e., stakeholders)? ◦ What is the Municipality currently doing on the issue / proposal? What are best practices?
Stakeholder Identification & Consultation Overview	~ ½ page	<ul style="list-style-type: none"> • Identify the key stakeholders (i.e., stakeholder map) and what their interest in the matter is. • Describe and summarize any consultations that were completed with the different stakeholder groups identified involvement and the reaction(s) to Kincardine undertaking the reports recommendations. • Note any risk of negative stakeholder reaction and mitigation plan.
Implementation Considerations	~ ½ page	<ul style="list-style-type: none"> • Highlight implementation implications including resource capacity, success factors, and anticipated timelines. • Articulate how Council will be kept informed of the progress and frequency of updates. • Attach all additional reports / documents as applicable.
Financial Considerations	~ ¼ page	<ul style="list-style-type: none"> • Cost, whether the cost is within budget, if not within budget, the impacts to budget, etc.
Risk Analysis	~ ½ page	<ul style="list-style-type: none"> • Description of the risks on a strategic, operational, reputational and financial levels as well the approach to mitigate those risks.

Appendix J | The Different Roles that Councillors Play

Councillors serve the Municipality in a few different ways. It is important that they maintain a clear understanding of their role in each situation and what “hat” they should be wearing as they work with staff and/or the community.

CLARIFYING

role



Challenge Hat

Council members are required to critically assess the options put in front of them and make decisions that uphold the Municipality’s strategy and its communities’ needs. When doing so they are supposed to be asking *clarifying* questions to ensure they adequately understand the impacts and implications of their decision.

STRATEGIC

role



Oversight Hat

Council is aware of staff activities so that it can support staff with key initiatives required to execute on the strategy. Council is responsible for setting the overall direction and priorities for the municipality to ensure that community needs are being met and can help course correct if / when things don’t go according to plan.

ENABLING

role

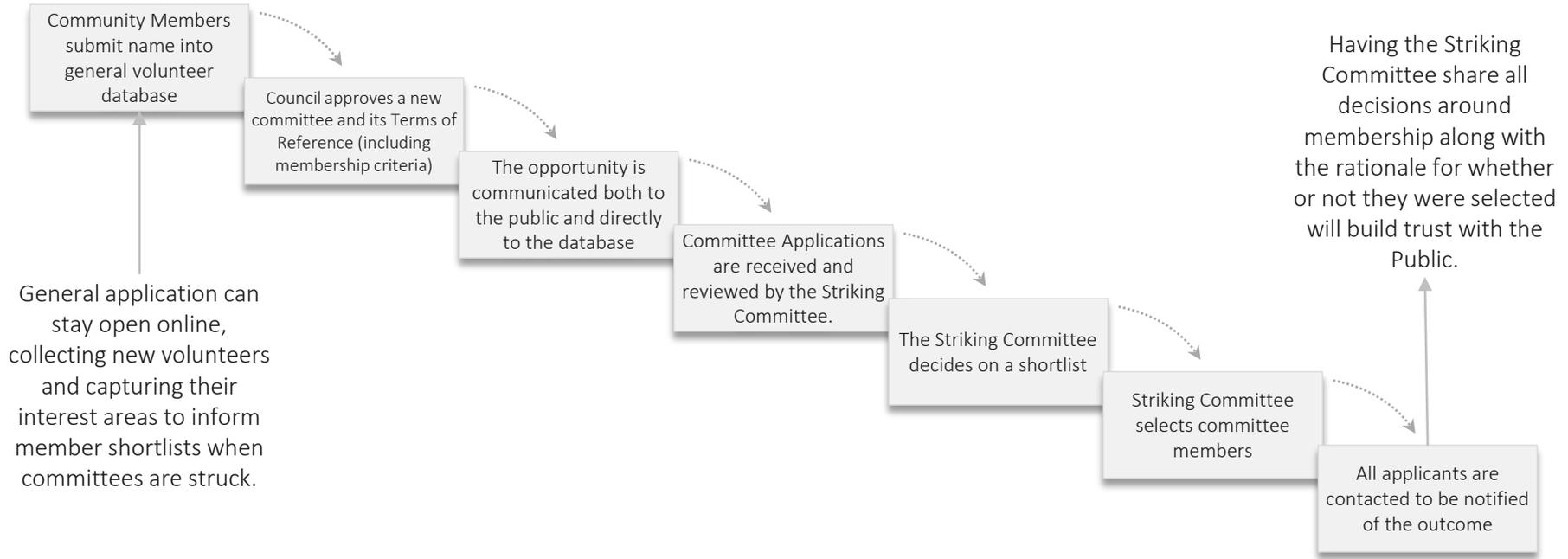


Champion Hat

While Council is responsible for overseeing the direction of staff initiatives, it must also remember that it’s job is to *enable* that direction. This means Council also acts as champions for staff, facilitating access to the relationships and resources needed for success.

Appendix K | Committee Member Selection Process Map

The following outlines the high-level process for the selection of committee or sub-committee membership.* As noted in the current state, community members are not well aware of the process for application and selection. As such, it is recommended that a more detailed, visual version of the process live on the Municipality's website along with other relevant committee information (i.e., Terms of References, Membership Lists, etc.).



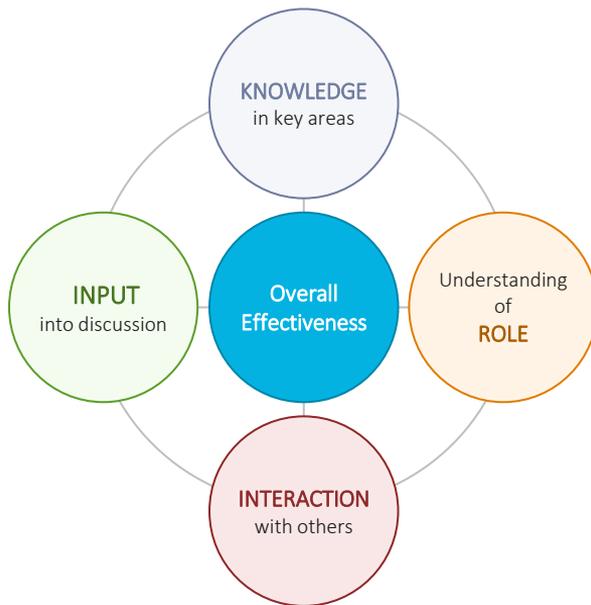
Appendix L | Council Education and Performance Management

There are two equally important elements to building an effective Council that is focused on continuous improvement – **the measurement of individual and collective performance**. Each requires assessment processes and ongoing education opportunities that help to achieve performance goals. This helps enhance Council effectiveness and enables efficient governance.

Individual

Individual Council performance assessment and support should:

- Provide an opportunity for self-assessment.
- Provide an opportunity for peer assessment.
- Bring together individual and peer assessments through one-on-one dialogue with the Chair.
- Identify educational and developmental needs to better support individual Councillors.



Collective

Council collective performance assessment and support should:

- Include an annual process to set specific objectives against which the overall Council will be assessed.
- Identify educational needs to help shape the ongoing Council education agenda, work planning, and strategic discussions.
- As a collective can be evaluated based on their decision-making and policy development, governance and leadership, and community engagement efforts.



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