

ADMINISTRATIVE RESPONSE TO CIVIC AGENCIES GOVERNANCE AUDIT

Recommendation

That the November 30, 2023, Office of the City Clerk report OCC02137, be received for information.

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| Requested Action | Information only | | |
| ConnectEdmonton's Guiding Principle | ConnectEdmonton Strategic Goals | | |
| CONNECTED This unifies our work to achieve our strategic goals. | Healthy City | | |
| City Plan Values | CREATE. | | |
| City Plan Big City Move(s) | N/A | Relationship to Council's Strategic Priorities | Conditions for service success |
| Corporate Business Plan | Managing the corporation | | |
| Council Policy, Program or Project Relationships | <ul style="list-style-type: none"> Council Policy/Procedure C575D - Agencies, Boards, Committees and Commissions | | |
| Related Council Discussions | <ul style="list-style-type: none"> June 13, 2023, OCC00580, Advisory Committees of Council (Policy Review) - Governance Review October 24, 2023, OCC02113, Bylaw 20669 - Council Committees Bylaw Amendment No. 9 | | |

Executive Summary

- Administration accepts the recommendations in the Civic Agencies Governance Audit and this report provides additional information.

REPORT

Definitions and Legislative Context

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The following information is provided to help explain terms and references used in the audit and in Administration's responses to the recommendations.

Definitions:

Civic agencies is a collective term used in the City of Edmonton to mean: all agencies, boards, committees, commissions and task forces to which City Council makes an appointment of Edmontonians, Council members or representatives of external organizations.

Civic agencies can be further categorized into:

- City agency means a civic agency established by Council under the authority of the *Municipal Government Act*, or as required by other statutes.
 - Commonly referenced City Agencies include: Advisory Committees, Decision-Making Boards and Statutory agencies.
- External agency means a civic agency not established by or controlled by Council including, but not limited to, entities with corporate existence separate from the municipality.

Legislative Context:

City agencies are a part of City Council's extended governance model. That means that City Agencies are a part of the structures, decision-making and policy-setting that support Council in fulfilling its roles and responsibilities. The following are a part of the legislative framework for city agencies.

Bylaw 18156 - Council Committees Bylaw

The purpose of Bylaw 18156 is to prescribe the general powers, duties and functions of Council Committees (which includes Advisory Committees and Decision-Making Boards).

Council Policy/Procedure C575D - Agencies, Boards, Committees and Commissions

This is the policy and procedure referenced in the audit. Council Policy and Council-approved Procedure C575D provides guidelines for creation, powers and duties of Council, duties of members and Chairs, City Manager responsibilities, general appointment and recruitment and selection process guidelines, a member evaluation summary and classification structure.

This Council Policy/Procedure C575D guided Administration's responses to questions that were a part of the audit.

Audit Recommendations and Administration's Response

Administration accepts the recommendations. Administration will begin implementing the recommendations with the following actions and timelines.

Recommendation 1: Provide City Council with updated roles and responsibilities of City staff involved with city agencies.

- Response: The City Clerk will review both the Policy and Council approved procedure to determine what improvements can be made to provide additional clarity, and will work with

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Administration to create the appropriate documentation that articulates roles and responsibility for those under the accountability of the City Manager.

- Implementation timeline: June 30, 2024.
- Implementation details:
 - As part of the Governance Review of Advisory Committees (see Additional Context below), Administrative Liaisons to Advisory Committees were surveyed to gather feedback on the current state of Advisory Committees and options to enhance governance.
 - Implementation of the Governance Review includes reviewing and updating Council Policy/Procedure C575D to reflect the feedback from Administrative Liaisons (and other stakeholders).
 - Recommendation 1 will be a part of that implementation.

Recommendation 2: Provide Council the support it requires to regularly review the mandates of Advisory Committees.

- Response: As part of the Governance Review of Advisory Committees, Council passed a motion directing a review of the mandates of advisory committees.
- Implementation timeline: December 31, 2024.
- Implementation details:
 - At the June 13, 2023, City Council meeting, the following direction was provided on the Governance Review:
 - That Administration review the mandates of each Advisory Committee and in discussions with each Advisory Committee develop recommendations as to the permanency of each and return to Council.
 - Further, Governance Review implementation includes the following additional direction that will provide Council additional support. The timeline of this work is Q1 2025:
 - That Administration prepare amendments to Council Policy/Procedure C575D - Agencies, Boards, Committees and Commissions to include a process for Council to issue mandate letters.
 - That Administration draft amendments to Bylaw 18156 - Council Committees and Council Policy/Procedure C575D - Agencies, Boards, Committees and Commissions to include a process for Advisory Committees to submit a multi year work plan once a Council term.

Recommendation 3: Provide City Council with reporting requirements for Advisory Committees and Decision-Making Boards to report enough information for Council to assess progress against their mandates.

- Response: In advance of the annual reports the City Clerk will provide additional guidelines for Council's review.
- Implementation timeline: March 31, 2024.
- Implementation details:
 - As a part of Governance Review implementation, recent changes have been made to Bylaw 18156 (see the October 24, 2023, Office of the City Clerk report OCC02113 Bylaw 20669 - Council Committees Bylaw Amendment No. 9).

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- Some of these changes clarify annual reporting requirements.
- To prepare for the annual reporting in March 2024 from Council Committees (which includes Advisory Committees and Decision-Making Boards), the Office of the City Clerk is providing tools and additional guidelines. These tools for Advisory Committees and Decision-Making Boards clarify the information and reporting required to support Council's review of the annual reports and work plans.
- Bylaw 18156 includes annual reporting requirements as follows for Council Committees:
 - At least annually, a Council Committee must approve a work plan that aligns with Council's strategic objectives and the Council Committee's mandate, including a reporting of what resources were provided in the previous year and the anticipated resource requirements for the upcoming year.
 - During its annual report to Council required by section 4(2), a Council Committee must present the work plan required...as well as a summary of the status of the previous year's work plan.

Recommendation 4: Update the training requirements, including who is responsible for conducting the training, for Advisory Committees and Decision-Making Board members to provide the information and tools they need to be prepared for their role with an agency.

- Response: As part of the policy and procedure review, the City Clerk will review the training requirements as well as provide additional clarity required as per Recommendation 1 of this audit.
- Implementation timeline: September 30, 2024.
- Implementation details: based on feedback from the Governance Review of Advisory Committees, the Office of the City Clerk is exploring additional tools, such as a reference manual/handbook, to support Advisory Committees and Decision-Making Board members with the information and tools needed to serve on these civic agencies.

Additional Context - Governance Review of Advisory Committees

In April 2021, a Governance Review was initiated following a motion passed at the April 6, 2021, City Council meeting:

That Administration reviews the governance structure for creating Advisory Committees of Council, including a scan of terms of reference, mandate and accountability mechanisms of Advisory Committees, and agencies, boards and commissions of Council, and recommend potential policy development, and provide a report to Committee.

Four methodologies were used to inform the Governance Review:

1. Interviews/surveys with Council, Administration, Advisory Committee chairs and members and community stakeholders to gather firsthand perspectives and feedback.

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2. Environmental/jurisdictional scan to explore how other Canadian cities manage Advisory Committees.
3. Document review of establishing bylaws and other guiding documents.
4. Research scan to identify leading governance practices.

At the June 13, 2023, City Council meeting, six areas of improvement were presented based on the analysis of the four methodologies:

- Advisory Committees should be aligned with Council priorities and not duplicate work done by Administration or another agency/organization.
- Implement measures to enable continued alignment and effectiveness of Advisory Committees.
- Clarify roles and responsibilities for Advisory Committees.
- Streamline the recruitment and appointment process for Advisory Committees.
- Strengthen the Council Committee Code of Conduct by establishing a third party to manage the complaints/investigation process and enhancing the process for managing conflicts of interests on Advisory Committees.
- Simplify and standardize Advisory Committee meetings and operational procedures.

To address these six key areas of improvement, Council provided direction at the June 13, 2023, City Council meeting and implementation has started. The first phase of the implementation work was presented to City Council at its October 24, 2023 meeting. Links to the key materials are provided below.

Office of the City Clerk report OCC02113 Bylaw 20669 - Council Committees Bylaw Amendment No. 9 includes:

- [Additional information on the Governance Review: Report OCC02113.](#)
- [Governance Review changes and implementation timeline: Attachment 3 OCC02113.](#)

The second phase of the implementation will start in the first quarter, 2024.