

Role and Mandate of Edmonton Salutes Committee

Recommendation

That the June 22, 2020, Communications and Engagement report CR_7848, be received for information.

Previous Council/Committee Action

At the December 10, 2019, City Council meeting, the following motion was passed:

1. That Administration review the role and mandate of the Edmonton Salutes Committee and return with recommendations to modernize the Committee.
2. That the work of Edmonton Salutes be suspended until the report in Part 1 returns to Executive Committee, or until a revised Bylaw is passed.

Executive Summary

Administration engaged the services of the consulting firm Strategic Steps Inc. to conduct a review of the Edmonton Salutes Committee. The Consultant's review is attached for information.

Report

Edmonton Salutes was first established as an Administrative Committee in 1997 and became a Committee of Council on July 3, 2007. The Edmonton Salutes Committee promotes and recognizes the contributions of our local military community, both at home and abroad, toward world peace, security and stability. It further reinforces the message that military personnel and their families are valued members of the Edmonton Metro Region.

Committee membership consists of both voting and non-voting members from interested parties, community stakeholders, and surrounding communities in the region. The Chair is elected by the Committee and serves as a conduit between the military and municipalities. Historically, an appointee from City Council has assumed the role of Committee Vice-Chair.

The Committee's current annual budget is approximately \$75,000 and supports established annual activities aimed at enhancing relationships between the City and the military community. A portion of this budget also supports other activities that are brought forward through a grant application process and approved by the Committee as relevant to ongoing relationship building with the military.

In follow up to the City Council motion on December 10, 2019, Administration engaged the services of the consulting firm, Strategic Steps Inc, via a competitive Request for Quotation process, to conduct a review of the Committee. The consultant was responsible for:

1. Reviewing the current effectiveness of the Edmonton Salutes Committee, as well as its organization and roles, responsibilities, and bylaws.
2. Engaging key stakeholders in the review, including City employees (Protocol Office), a minimum of three (current and former) Councillors who served as Vice-Chairs, the current and past Committee Chair, a representative sample of current Committee members, and external stakeholders such as members of the military community who do not serve on the Committee but are impacted by its work.
3. Developing recommendations for the governance model and organizational structure, bylaw updates and budget practices for the Edmonton Salutes Committee. This includes:
 - a. A governance model that includes formal governance tools (bylaws etc.), clear functions and well-understood committee procedures.
 - b. Roles and responsibilities for key leaders and branch/section objectives in line with best committee governance practices within the City of Edmonton.

Strategic Steps Inc. conducted an environmental scan, document review, interviews and a survey, culminating in their final report and recommendations. Edmonton Salutes Committee Governance Review Spring 2020 (Attachment 1) outlines a number of leading practice recommendations to modernize the Committee and also presents two options for the structure of the Committee long term.

Strategic Steps Inc. will be available to present their review and discuss the recommendations and options, including pros and cons, at the June 22, 2020, Council meeting.

Corporate Outcomes and Performance Management

Corporate Outcome(s): Edmontonians are connected to the City in which they live, work and play.			
Outcome(s)	Measure(s)	Result(s)	Target(s)
The Edmonton Salutes Committee's role and mandate is modernized as per administrative review and Council's direction.	Role, mandate and governance model reflects current leading practice in public management.	Edmonton Salutes Committee's governance model (i.e., Terms of Reference) is updated.	No target at this time.

Risk Assessment

Risk Element	Risk Description	Likelihood	Impact	Risk Score (with current mitigations)	Current Mitigations	Potential Future Mitigations
Public Perception	Risks related to public and stakeholder perception of the City's ability to set and effectively meet the mandate of the Committee.	3 - possible	2 - moderate	1 - low	Review the role and mandate of the Committee and recommendations to modernize the Committee.	Review of the recommendations report by Council and make a decision for its future governance.

Attachments

1. Edmonton Salutes Committee Governance Review Spring 2020

Others Reviewing this Report

- M. Persson, Chief Financial Officer and Deputy City Manager, Financial and Corporate Services
- B. Andriachuk, City Solicitor