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## MEMO

<b>To:</b>	Mayor and Member of Council
<b>From:</b>	Stephen E. Peacock, P.Eng, Chief Administrative Officer
<b>Date:</b>	November 11, 2015
<b>Subject:</b>	<b>Governance Model Review Ad Hoc Committee Recommendations</b>

On May 25, 2015 the Council of the Town of Cobourg struck an Ad Hoc committee to review of municipal governance in the Town of Cobourg. Specifically, this review was to include consideration of the Council Coordinator system in comparison to a Committee of the Whole system exemplified by the Town of Blue Mountain.

Numerous meetings were held throughout the summer of 2015 culminating in review and consensus of recommendations at a meeting held on Monday, November 9, 2015.

Below are recommendations from the Governance Model Review Committee which are placed in the following Categories:

- 1) Governance model recommendations
- 2) Committee of the Whole and Council meeting recommendations
- 3) Coordinator meeting recommendations
- 4) Municipal Advisory Committee review recommendations
- 5) Reports to Council

### 1) **Governance Model Recommendations**

It is recommended that the Coordinator system be retained with adjustments to improve communications and transparency. This recommendation is based on a detailed review of the Town of Blue Mountains model. It was agreed that the existing system allows for greater input and understanding of issues facing Council. To optimize the effectiveness of the existing system and ensure that all of Council receives information in a timely manner adjustments were considered and are detailed in the sections outlined below.



A review of Coordinator responsibilities was also carried out with recommendation(s) included in this report as summarized and attached hereto as "Appendix B".

## 2) **Committee of the Whole and Council Meeting Recommendations**

It is recommended that:

- i) The pilot initiative of a 3 week Council cycle has been deemed to be successful and it is recommended that this schedule be continued;
- ii) broadcasting of all Council and Committee of the Whole meetings occur;
- iii) all persons requesting delegation status at Council meetings will be requested to provide written submissions to Municipal Clerk outlining their topic and issues including a recommendation if requesting an action from Council for inclusion in Council agenda packages in advance of the printing of the agenda;
- iv) at the Committee of the Whole meeting, each Council Coordinator will remain in their Council seat while assuming the role of Chair for the portion of the meeting for items under their area of responsibility including; placing motions on the floor, leading the debate and calling for the vote in accordance with the established rules of procedure;
- v) each Coordinator have an assigned a Councillor as back up that will assume his/her duties in the event of an absence from a Committee of the Whole or Regular Council meeting;
- vi) the Committee of the Whole meetings will continue to be held at 7:00 p.m. as is the present practice and with Public meetings to be held 6:00 p.m. as required with a recommendation that Regular Council meetings be held at 4:00 p.m. on Mondays unless it falls on a Statutory Holiday. Summer meetings will continue to be held at 4:00 p.m. in July and August as scheduled;
- vii) if a Member of Council wishes to have an item or motion placed on the agenda (within the scope of Council) for discussion at a Committee of the Whole meeting, the member shall notify the Municipal Clerk in writing and shall provide an outline of the issue outlining their issue or recommended motion at least 10 full working days prior to the meeting to incorporate within the meeting Agenda package. This recommendation will dispense with the requirement for a 'Notice of Motion' and would be removed from the Council Procedural By-law.
- viii) 'Announcements' heading to be added to Council meeting agendas to highlight important community events to be articulated at Regular Council and Committee of the Whole meetings.



### 3) **Coordinator Meeting Recommendations**

The following adjustments are recommended for Coordinator meetings:

- i) In general, Coordinator and staff meetings in general will be held on a monthly basis, but may be reduced to a minimum of bi-monthly meetings by mutual consent of the Coordinator and staff representative;
- ii) all Coordinator and staff meeting agendas are to be produced and circulated to Council in confidence a minimum of three (3) days in advance of each meeting;
- iii) Councillors interested in attending other Councillor/Coordinator meetings are invited to do so with a maximum of two (2) additional Councillor attendees at any one meeting. Attendance will be on a first come basis and Councillor Members must advise the respective Council/Coordinator or staff representative of their intention to attend in advance of the scheduled meeting;
- iv) Coordinator and municipal staff meeting notes are to be prepared and distributed as a 'Confidential' document to the Mayor, Council Members and Division Directors a maximum of 10 days following the meeting;
- v) Annual schedules of all Coordinator meetings are to be prepared and circulated by the Municipal Clerk.

### 4. **Municipal Advisory Committee Review Recommendations**

It is recommended that:

- i) Due to the fact that Council passed a motion regarding freezing expansion plans at the marina during this term of Council, it is recognized, that the terms of reference for the Waterfront Advisory Committee are no longer applicable. It is recommended that this committee be dissolved and that the three (3) appointed members be asked if they wish to join the Parks and Recreation Committee. The size of the Parks and Recreation Committee will be expanded to accommodate these transfers with the provision that as members leave the committee no replacement shall occur until membership reaches the original mandated numbers of 6 + 1 council appointment. It is further recommended that the Terms of Reference of the Parks and Recreation Committee be reviewed to remove reference to the review of operations;



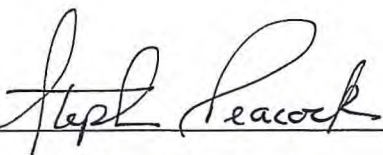
- ii) it is assumed that an Arts and Culture Advisory Committee be established once a Cultural Master Plan is conducted. It is recommended that CAPS be dissolved and that its mandate be included in this anticipated committee. In the interim, it is recommended that Cobourg Heritage Advisory Committee assume this role;
- iii) the Senior Advisory Committee be dissolved, the Community Services Coordinator will be the Council Seniors Activity Center liaison;
- iv) the Environmental Committee be dissolved and be consolidated with the Active Transportation Committee under Public Works with a new name and terms of reference;
- iv) a Public Works Committee will be established with an appropriate name for this new committee for example: healthy communities committee. The new committee will be formed to include the terms of reference associated with Active Transportation Committee. Additional duties are to include sustainability and environmental issues associated with public works activities. This committee is to be made up of present members of the Active Transportation Committee. Up to three (3) existing appointed members of the Environmental committee are to be asked to join the newly established committee. The size of the Public Works Committee will be expanded to accommodate these transfers with the provision that as members leave the committee no replacement shall occur until membership reaches the original mandated numbers of 6 + 1 council appointment;
- v) the Planning Advisory Committee be re-named "Planning and Sustainability Advisory Committee". Additions to this committee's mandate will include environmental planning issues and assistance with completion of the Community Sustainability Plan. This committee is to be made up of present members of the Planning Committee. Up to three (3) existing appointed members of the Environmental Committee are to be asked to join the newly established committee. The size of the Planning and Sustainability Committee will be expanded to accommodate these transfers with the provision that as members leave the committee no replacement shall occur until membership reaches the original mandated numbers of 6 + 1 council appointment.

## 5. Reports to Council Recommendations

It is recognized that the use of a standard Council Report format would be beneficial for Councils consideration of Staff report(s). A report content template will also be provided to staff to provide consistency with regard to the information to be provided. This new format will be initiated in January 2016 in order to provide context to the recommendations in this report.

Once Council has arrived at a consensus for adjustments, direction of Council will be required for revisions to be made to the Procedural By-law No. 004-2005, the Policy and Procedures for Local Boards and Advisory Committee and the Terms of Reference By-law No. 10-2013 for Council Committee, Local Boards and Advisory Committees.

In conclusion, it recommended that these adjustments and any further adjustments be considered during the Strategic Plan review to be held in January or February 2017.



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Stephen E. Peacock, P.Eng.  
Chief Administrative Officer