APPENDIX "A"

November 19, 2012

To: His Worship the Mayor
and Members of City Council

Re: Committee Structure Review

RECOMMENDATION OF THE EXECUTIVE COMMITTEE - NOVEMBER 14, 2012

That the Office of the City Clerk, under the direction of the Deputy City Clerk, be directed to complete a Committee Structure Review in 2013.

EXECUTIVE COMMITTEE – NOVEMBER 14, 2012

The Committee adopted a resolution to concur in the recommendation contained in the report.

Councillors: Sharron Bryce, John Findura, Jerry Flegel, Shawn Fraser, Bob Hawkins, Terry Hincks, Wade Murray, Mike O'Donnell and Barbara Young were present during consideration of this report by the Executive Committee.

The Executive Committee, at its meeting held on November 14, 2012, considered the following report from the City Clerk:

RECOMMENDATION

That the Office of the City Clerk, under the direction of the Deputy City Clerk, be directed to complete a Committee Structure Review in 2013.

CONCLUSION

Subsection 35 of City Council's Procedure Bylaw 9004 and the Committee Bylaw 2009-40 provides for the Executive Committee to facilitate a review of Council's Committee Structure in the year following each General Election. Options are provided in the report for conducting the review.

BACKGROUND

The last substantive review of the Committee Structure for conducting city business was done in 2009. At that time, an external consultant was engaged to conduct a comprehensive review of Council's structure and significant changes were made based on this advice. In addition, evaluation techniques were developed that has led to further changes in the structure throughout the last three years.

The delegated authority for the main committees of Council were changed to allow them to make decisions on behalf of City Council related to their assigned mandates and to have advisory committees report to Council through the main committees. The objective of the changes was to delegate City Council authority for dealing with general matters to the Administration and main committees and to have the main committees consider public input on matters that were delegated to the committee or prior to making recommendations to City Council for the disposition of matters. Further, all advisory committees were required to develop a work plan that supports Council's direction in the area of strategy, policy and major projects.

Over the years additions, deletions and changes to the structure, terms of reference and delegated authorities of the committees have been made as required.

Each year in November, the City Clerk facilitates a process for making appointments to boards, commissions and committees for the following year. The reports provided to the Executive Committee on appointments often include recommendations from the Administration or the committees of Council on changes to the structure, terms of reference or delegated authority for committees.

The current City Council Committee Structure (as referenced in the Boards, Commissions and Committees Book published annually by the City Clerk's Office) includes the following committees for conducting city business:

Main Committees (6)
Emergency Measures Committee
Executive Committee
Community & Protective Services Committee
Finance and Administration Committee
Public Works Committee
Regina Planning Commission

Quasi-Judicial Committees (3)

Board of Revision
Development Appeals Board
Regina Appeals Board

Advisory Committees (9)
Accessibility Advisory Committee
Arts Advisory Committee
Community Leaders' Advisory Committee
Community Services Advisory Committee
Crime Prevention Advisory Committee
Environment Advisory Committee
Municipal Heritage Advisory Committee
School Boards/City Council Liaison Committee
Youth Advisory Committee

City Council annually appoints members of Council and/or the Administration to an additional 27 committees in the community. The review of the Council Committee Structure will focus on the above committees created by City Council for conducting City business along with the Regina Downtown and Regina's Warehouse Business Improvement Districts, Regina Regional Opportunities Commission and the Regina Exhibition Association Limited. Administrative support to these committees is provided for by a combination of staff from the City Clerk's office and relevant operating divisions. Arms length Boards are supported by their own administrative staff.

The purpose of this report is to provide options to the Executive Committee for reviewing the Council Committee Structure as provided in under Subsection 35 of City Council's Procedure Bylaw No. 9004 and the Committee Bylaw 2009-40.

DISCUSSION

The annual reports from advisory committees and the annual report from the City Clerk on appointments as well as any amendments that may be raised in reports from the main committees to Council provide for an ongoing fine tuning of the Committee Structure for doing city business. The intent of the Committee Structure review in the year following each general election is to provide an opportunity to review the Committee Structure from an overall perspective to assess its effectiveness in conducting city business.

As noted above, at the present time there are 18 Council committees for conducting city business. Management and support for this many committees becomes costly. From past surveys of other cities of a similar size it has been found that Regina has improved, however in general has more ongoing committees than other cities. It is beneficial to review the Committee Structure to assess its effectiveness and to identify whether or not there may be other more effective options for promoting public engagement in conducting city business.

The following options have been identified for the Executive Committee to consider related to conducting a Committee Structure Review.

Option 1 - Recommended

Direct the City Clerk's Office to undertake a review of the Committee Structure and to provide a report with recommendations to the Executive Committee for consideration. The review would include the following elements:

- Conduct a survey of other cities of similar size to determine the following:
  - the number and types of committees being used by other cities for public engagement
  - whether or not limited terms, sunset mandates for committees or other approaches are being used as a method for managing the Council Committee Structure
  - Other methods being used for public engagement
- Interview members of Council
- Interview/survey the Administration
- Interview/survey Committee members

This approach will assess and compare what is being done for public engagement by other cities, seek input from the members of Council, the Administration and the Committee members on opportunities for improving the Committee Structure and public engagement practices for the City of Regina.

This approach is similar to the way in which previous Committee Structure Reviews have been conducted in past years. The disadvantage of this approach is staff would need to be reassigned to the project potentially causing a resource shortage in other areas of Council support.

Option 2

Engage a consultant to work with the City Manager and City Clerk to conduct the review of the Regina Committee Structure and to prepare a report with recommendations on opportunities for improving the structure and how the City manages public engagement. The review would include the following elements:

- Conduct a survey of other cities of similar size to determine the following:
  - the number and types of committees being used by other cities for public engagement
  - whether or not limited terms, sunset mandates for committees or other approaches are being used as a method for managing the Council Committee Structure
  - Other approaches being used for public engagement
- Interview members of Council
- Interview/survey the Administration
- Interview/survey Committee members

The advantage of this approach is that the engagement of a consultant with experience in the area of municipal governance models would contribute to frank and objective advice for the City of Regina on opportunities for improving the effectiveness of the Committee Structure and public engagement.

As a substantive review was recently conducted in 2009, it is anticipated that any recommended changes will be relatively minimal. As such, incurring up to $50,000 in consultant fees is not seen as a prudent use of resources.

Option 3

Recommend City Council that a Committee Structure Review not be done and that the Procedure and Committee Bylaw be amended to delete the requirement for periodic reviews of the Committee Structure.

This approach would result in the City of Regina relying on information provided in the annual advisory committee reports and other reports that may be brought forward from time to time to propose changes to the Council Committee Structure. This does not provide for a holistic review of the governance model for the City of Regina or whether it is effectively working in providing for public engagement.

RECOMMENDATION IMPLICATIONS

Financial Implications

Options 1 - Would be conducted by city staff and would not have an impact on the budget, aside from lost opportunity costs associated with staff from the Clerk's office being re-assigned from regular duties or other projects.

Option 2 - It is estimated that the engagement of a consultant to undertake the Committee Structure Review would cost between $25,000 and $50,000. If this option is selected a consultant will be engaged before the end of the year using 2012 funds.

Option 3 - No cost.

Environmental Implications

None with respect to this report.

Strategic Implications

We must operate effectively and efficiently, and adopt a culture of continuous improvement. Ensuring organizational capacity and effectiveness is a very clear priority of the City of Regina. Regular reviews of the committee structure supports good governance and potentially streamlines processes and create accountability in clear terms of reference, and offers measures to evaluate effectiveness annually.

Accessibility Implications

None with respect to this report.

Other Implications

None with respect to this report.

COMMUNICATION PLAN

None for this report.

DELEGATED AUTHORITY

The disposition of this report requires City Council approval.

Respectfully submitted,

EXECUTIVE COMMITTEE



Joni Swidnicki, Secretary