

SUMA 2010 – Session B2
February 1, 2010



**LEARNING TO
GOVERN:
LEADING YOUR
MUNICIPALITY**

Common Issues & Challenges



- How to effectively delegate and oversee the work of Administration
- If not done, Council spends time in operational decisions and “putting out fires”
- Good governance can help
- Carver governance has helped Kindersley

CONTEXT – Council Before Carver Governance



- Council into the details of operation
- A great deal of time trying to understand the operation and municipal government
- 2 new Councillors elected in 2000
- Late & frequent meetings – Council started asking – “do we need to spend our time on this?”
- No time being spent on future planning
- No evaluations of Administrator/CAO – no criteria
- Frustration – there has to be a better way

Why a Governance Model?



- Local focus group – discussion on how to relate Council policy to what is actually happening in the community
- Some councillors became aware of Carver model – being used by local Health Board
- Feeling among Council that could do better planning; be more “big picture” focused; step back from operations; let Administration do that work (background, research, recommendations)

How Carver Was Chosen



- 2004 – Caroline Oliver brought in for a weekend (2 days); Council would listen and decide whether to adopt this model
- Started with:
 - 1) policy development – ENDS Policies
 - 2) working session – other policies
- Public Meeting – Council invited public to attend; wanted their views on the model; many people came and agreed it was a good idea (business)

Carver is Chosen – Next Steps



- Carver had a process for CAO monitoring – other models did not; Carver had criteria/method to evaluate CAO – monitoring reports
- Council invited School Board and Health Board representatives and public to review the chosen Mission Statement and to help develop ENDS policies
- Meeting also included review of the 2004 Community Plan (long and short-term community vision and goals)
- Implementation starts - local Carver coach attended and monitored Council meetings

A New Councillor's Perspective - 2006



- Believed in the Carver governance model – ran and entered Council in 2006
- Wanted to be part of the progress – even applied for CAO position
- Experienced the 2005-07 HR administration transition
- Progress since 2007 – how it has changed the way Council operates and works

Carver Model and the CAO/Administrator



- Council had adopted and was implementing the model
- HR admin transition between 2005-2007 made it difficult; but monitoring reports had started, something to work from
- Added a layer of reporting work, but has allowed the CAO, and thus, Council to uncover information and data that normally might not (Indicators & Data)
- Council and CAO know, respect and police each other's roles
- More responsibility to CAO, leads to more accountability and responsibility from all staff; have more input into how the organization runs (more pride); more efficient

Carver in Process – 2007 Forward



- **ENDS policies**
 - 5 policies – major reports
- **Governance Policies**
 - How Council behaves and how it governs - leads – HOW Council does the things it does
- **Council-CAO Delegation Policies**
 - Defines how Council can delegate to the CAO (except for sections of the Municipalities Act which cannot be delegated)
- **CAO Limitations Policies**
 - To help accomplish the ENDS policies, you can do everything except these things

Carver in Process – 2007 forward



- Annual reporting agenda
- Monthly policy review – working session (Carver facilitator often assists)
- Policy revisions – go to next Council public meeting for formal approval
- Monthly CAO monitoring report – submitted at monthly working session
- Discussion & feedback of report at next Council meeting (compliance updates may be required)
- Annual CAO performance evaluation (use monitoring reports)

Carver in Process – ENDS Policies



- The Community of Kindersley exists so that its' citizens enjoy a safe, attractive, vibrant, sustainable and environmentally friendly community for a reasonable investment. (MISSION STATEMENT – Strategic Plan)
 1. Citizens enjoy **a community which is free from unnecessary risk to their persons and property**
 2. Citizens enjoy **a community which is attractive to themselves and others**
 3. Citizens are assured that **the community's future prosperity is being safeguarded**
 4. Citizens demonstrate **civic pride.**
 5. The **combined cost of taxes, user fees and levies to citizens and visitors is comparable to like-size municipalities** providing similar benefits and essential services.

Carver in Process – Governance Policies



- GP. 0. General Governance Commitment
- GP. 1. Governing Style
- GP. 2. Council Job Description
- GP. 3. Agenda Planning and Meetings
- GP. 4. Mayor's Role
- GP. 5. Council Members' Code of Conduct
- GP. 6. Committee Involvement
- GP. 7. Ownership Linkage
- GP. 8. Governance Investment
- GP. 9. External Auditor
- GP.10. Council/Mayor Remuneration

Carver in Process – Council- CAO Delegation Policies



- CAD.0. General Council - Administration Connection
- CAD.1. Unity of Control
- CAD.2. Accountability of the Chief Administrative Officer
- CAD.3. Delegation to the Chief Administrative Office
- CAD.4. Monitoring Chief Administrative Officer Performance
- CAD.5. Reimbursement of CAO Expense Claims

Carver in Process – CAO Limitation Policies



- AL.0. General Administrative Constraint
- AL.1. Treatment of Customers
- AL.2. Treatment of Staff
- AL.3. Financial Condition and Activities
- AL.4. Financial Planning and Budgeting
- AL.5. Emergency Chief Administrative Officer Succession
- AL.6. Asset Protection
- AL.7. Compensation and Benefits
- AL.8. Community Involvement
- AL.9. Communication and Support to the Council
- AL.10. Point of Contact
- AL.11. Town Procedures and Programs
- AL.12. Green Space Development & Protection

Ensuring Good Governance Stays



- Work with Carver facilitator (local resource; access whenever needed)
- In 2009 -2014 Strategic Plan
 - (KRA 1)
- Council retreat/orientation – November 2009
 - 1 day reviewing Carver model and policies
 - 1 day overview of operations and 2009-2014 Strategic Plan

Ensuring Good Governance Stays



- 2009-2014 Strategic Plan (KRA 1)

A dynamic and progressive organization

GOAL: To be the employer of choice for west-central Saskatchewan

Key Strategies:

• *Encourage and create a dynamic and forward-thinking organization that attracts and retains high quality employees*

Focus Areas:

- Carver governance
- Human Resource Operational Plan
- Health & Safety Program

Ensuring Good Governance Stays



- 2009-2014 Strategic Plan (KRA1)

A dynamic and progressive organization

GOAL: To be the employer of choice for west-central Saskatchewan

Key Strategies:

• Use a variety of communication methods to educate the community about the benefits of the Carver governance model so that subsequent Councils continue the practice of good governance and planning.

Focus Areas:

- Council orientation and training
- Link Carver to strategic plan

Ensuring Good Governance Stays



- **Council Retreat & Orientation – November 2009**
- Facilitated by CAO and Carver facilitator
- Reviewed Carver Governance model and how it works
- Reviewed ENDS policies and all other policies (new Councillors started suggesting changes)
- Distributed updated Policy Binders
- Reviewed operations of municipality
- Reviewed 2009-2014 Strategic Plan

Benefits for New Councillors



- Model led to Council do an orientation (Fall 2009)
- Orientation/retreat allowed new councillors to come up to speed quickly
- Got overview of what's happening; and direction already established
- More confident about what's happening; getting engaged or speaking up in the first Council meeting
- Good team-building exercise

Challenges & Benefits – Lessons Learned



- Clarifies roles of Council and Administration - keeps each in their own area – more discipline – (Council has “noses in and hand out” of operations) – more efficient
- Previously, Administration and staff had 7 different “bosses” intervening in operations
- Challenge – explaining to the public, why handing over operational decision-making to CAO – “isn’t that why we elected you?”
- Public & complaints – if an operational question asked – told to talk to CAO; if not answered, then come back to see Council – public behavior starts to change

Challenges & Benefits – Lessons Learned



- Council used to develop the budget (line by line); Administration called it their “wish list”;
 - Council would decide; equipment, fleet end up breaking down; no long term replacement plan for assets
- Infrastructure failing – went ahead with paving levy (backed up by ENDS policy); then started to see how policy could affect Town operations – were starting forward thinking, long-term planning
- Tax incentive policy (renewal)
- Council now spends time on planning and monitoring; not putting out fires

Benefits – for Council & Administration



- **Council now focused on:**
- Results and outcomes
- Policy development
- Long-term strategic planning
- Regional partnership building (other municipal partners)
- Economic and community development
- All within the context of requirements of the Municipalities Act (policy & legislation)
- **Administration :** more accountability and responsibility creates greater buy-in; more efficient

Key Success Requirements



- Council to recognize role of Administrator-CAO as Leader-Manager AND to see themselves as Governors
- Need buy-in from Council and Administration
 - Difficult - went through 2 administrators and staff resistance during initial implementation; some community pushback
- Be prepared to commit time and resources
- Need a facilitator (available, committed, thorough) – can't do this on your own
- Don't expect immediate changes, it takes time, it evolves – practice patience
- Change of mindset and culture is not easy; Council needs to set a plan and follow it – it is worth it!

Good Governance Helps You Lead



THANK YOU!

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