

Town of Okotoks

Governance Review



Final Report: September 2013

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1.0 Background Information

The Town of Okotoks (“the Town or Municipality”) Council fulfils the legislative function of the Town’s municipal government. Council is responsible for establishing corporate policy and setting the strategic priorities for Town staff on an annual basis. The Town Council is comprised of a Mayor and six Councillors, who are elected by the citizens of Okotoks every four years. The Mayor is the chief elected official of the municipality and has duties of both Councillor and Chief Elected Official.

The Town, like other progressive organizations, wishes to continue in the spirit of “Best Practices” to conduct a governance review that focuses on the senior levels of the organization (Council, Chief Administrative Officer (CAO) and Business Team (BT)). The review is intended to assess whether Council and senior administration are making decisions, communicating with key stakeholders and providing leadership in the best way possible.

Council and senior administration is committed to building a focused, responsive, resource-conscious and results-oriented organization that engages in effective and appropriate governance practices. As a result administration has initiated this Governance Review as part of the overall culture of continuous improvement and ensuring governance practices in place are sound, effective and in accordance with leading practices.

1.1 Objective and Scope of the Review

The overarching goal for the Municipality is ensuring that their governance structures and relationships are delivering the highest quality of leadership and service to the citizens of Okotoks. The key elements of this project were to undertake a governance health-check, compare the current structure and supporting activities to leading practices, and address the following:

Table 1: Work Streams

Main Work Streams	Review Considerations
Current Situation Assessment	<ul style="list-style-type: none">• Assess how Council has been governing to date and what style has evolved.• Assess present legislative decision-making processes of Council.• Assess the Council’s reporting and reporting requirements.• Assess Council’s commitment to strategic planning and review the process that Council has taken to date in establishing its own sense of priorities with regards to the future vision of the community.• Assess the reporting relationship, roles and responsibilities of the Mayor and Council.• Assess the powers of the Mayor and Councillors and how these powers are currently being discharged.• Assess the team dynamics of Council.• Assess Council’s understanding of basic governance concepts.• Assess Council’s orientation process subsequent to the last election.• Identify those areas which are felt to be strengths of the present day system and how these might best be retained and enhanced.• Conduct interviews and consultations to obtain feedback and input regarding how Council makes decisions, communicates with stakeholders and provides leadership.

Main Work Streams	Review Considerations
Review of Other Jurisdictions	<ul style="list-style-type: none"> • Review the administrative structures of other Municipalities similar to the Town. • Perform a comparative analysis of the administrative structures similar to the Town. • Assess the legislative framework and the operations and reporting structures in place within the Town; as compared other similar Municipalities.
Identify the Improvement Opportunities	<ul style="list-style-type: none"> • Consolidate the information and findings gathered during Work Stream 1 and 2 above. • Based on the results of Work Stream 1 and 2 above, identify strengths, barriers and ways to improve overall governance practices including the overall decision making processes, communication strategies and leadership structure. • Prepare recommendations for improvement based on leading governance practices and results from the jurisdictional review of Municipalities of a similar size and complexity. • All recommendations will be pragmatic, relevant with respect to the culture of the Town and taking into account the anticipated future growth of the community and organization.

1.2 Summary of Findings and Recommendations

The governance environment within which Council and Administration operates is strong and built on management competency, dedication and commitment supported by a positive and constructive relationship with Council. Some of the strengths identified were that Council direction is provided through the development of a comprehensive strategic plan which is reviewed for relevancy on an annual basis. Communication from Council to Administration and from Council to external stakeholders is sufficient and timely which allows for good decision making. Leadership, both within Council and the Business Team, is effective with an enormous amount of knowledge and experience residing within members of senior management. This strength, at the same time, also poses a risk to the Municipality with respect to knowledge retention and succession planning.

Last, but not certainly not least, is the significant number of volunteers that provide the Town with their tireless and continuing commitment to serve on the myriad of committees within the Municipality. Without the dedicated effort of these volunteers the Town would not be the thriving and growing Municipality it is today.

A number of opportunities for the Town to enhance its current governance practices and processes have also been identified. The recommendations within this report do not suggest a significant change in governance practices, but rather a refinement and improvement in processes and supporting policies and procedures to continue to align with leading practices.

A number of the recommendations highlighted relate to the way Council meetings are conducted and provide for ways in which these meetings can be streamlined and become more efficient and timely. An example of this is the introduction of consent agendas. Another area of governance that can be enhanced is the manner in which committees are constituted and operating. There are a significant number of Council committees that meet on a regular basis and have a large number of Council representatives allocated. The upcoming Council elections in October provide for an opportune time for Council to consider the recommendations proposed.

The review also highlighted that administration, supporting Council in the implementation of strategic directions, is too lean. It is not only the significant population growth which has resulted in increased workloads for management. The complexities of projects, growing infrastructure and services, and demands of a rising and educated population have all added resource and operational challenges for administration. As the number and complexity of workload demands continue to increase without a commensurate increase in staff, more members of senior administration find they must perform dual roles and work excessive hours to fulfill their responsibilities. With the recent change in strategic direction towards growth, this discrepancy will widen in the future.

Based on the findings and recommendations highlighted within this report, we have provided management with specific suggestions for enhancement which are intended to be used as an opportunity for continuously improving the governance structure of the organization, the way decisions are being made and leadership is provided. We believe adoption of the recommendations articulated within this report will enable the Town to continue to make sound decisions and enable it to remain flexible and focussed on continued growth in an increasingly challenging and complex environment.

MNP wishes to thank all individuals involved for their time, cooperation and patience in answering questions and providing supporting documentation and information. Without the participation and thoughtful contributions of all involved, this report would not be possible. It is clear that the strength of the Town of Okotoks lies in the individual Council members, Senior Management, staff and volunteers and their desire to make a valuable contribution to the municipality in which they work, live and play.

1.3 Structure of the Report

Throughout this document an assessment will be conducted for each of the three work streams highlighted in Table 1.1 and the structure of the report is as follows:

Chapter 2 will provide a Current Situation Assessment of the Town of Okotoks in the following areas:

- Section 2.1 Background and Legislative Framework.
- Section 2.2 Does Council have the skills and competencies to fulfill its mandate effectively?
- Section 2.3 Are the roles and responsibilities of Council and Senior Administration defined?
- Section 2.4 Are Mayor and Council members compensated appropriately?
- Section 2.5 Does Council have an appropriate Code of Conduct?
- Section 2.6 Does the current model support effective decision making and delegation of authority?
- Section 2.7 Are processes in place to review the effectiveness of the Mayor and Council?
- Section 2.8 Is Council receiving appropriate administrative support?
- Section 2.9 Are Council meetings effective?
- Section 2.10 What are the respective powers and responsibilities of Council and Administration?
- Section 2.11 Are committee responsibilities appropriately defined?
- Section 2.12 Is the role of the Chairperson of each committee appropriately defined?
- Section 2.13 Do responsibilities of Committees align with good practices for the type of committee?

Chapter 3 will outline an assessment of Administration and administrative processes including the following areas:

- Section 3.1 Is the current organizational structure effective to implement and support Council directives?
- Section 3.2 Are reporting relationships of Administration defined and effective?
- Section 3.3 Are communication and reporting processes in place and effective?
- Section 3.4 Is the strategic planning process providing sufficient direction to Administration?
- Section 3.5 Is the CAO's performance evaluated on an annual basis?

Chapter 4 will provide an overview and comparison of jurisdictions of a similar size and with comparable challenges as the Town of Okotoks.

Chapter 5 summarizes and prioritizes all recommendations made throughout the report.

Each section will outline the key criteria that will be used in the assessment followed by discussions to describe the current situation and any opportunities that are identified for enhancement.

Throughout the document, the assessment and findings are based on interviews and consultations conducted with a wide variety of representatives including: the Mayor, members of Council, Senior Administrative staff, Council support staff and Council Committee Chairs. Please refer to Appendix B for a list of individuals interviewed.

The criteria used as the foundation for our assessment are based on leading governance practices and a full list of such references can be found in Appendix F.

2.0 Town of Okotoks

Within this chapter, we have assessed the governance of the Town of Okotoks and provided recommendations to enhance various aspects of its governance model. In doing so, we have evaluated the legislative framework, the administrative structure and operations of the Town of Okotoks. The following leading practice criteria have been used to determine the strength of current governance practices, and where identified, recommendations for improvement:

- Does Council collectively have the skills and competencies required to fulfill its mandate?
- Are roles and responsibilities defined, effective and followed?
- Are the Mayor and Council compensated appropriately?
- Does Council have an appropriate Code of Conduct?
- Does the current model support effective decision making and delegation of authority?
- Are processes in place to review the effectiveness of the Mayor and Council?
- Is Council receiving appropriate administrative support?
- Are Council meetings effective?
- Are committee responsibilities appropriately defined?
- Is the role of the Chairperson of each committee appropriately defined?
- Do responsibilities of Committees align with good practices for the type of committee?

For each of the above criterion, we have developed a separate section within this chapter to provide both an overview and assessment of the particular criterion against which the Town is being evaluated and, where appropriate, provided recommendations for improvement.

2.1 Background and Legislative Framework

According to Alberta's Municipal Government Act ("MGA"), the purpose of a municipality is to: *provide good government, provide services, facilities or other things that, in the opinion of Council are necessary or desirable for all or part of the municipality and to develop and maintain safe and viable communities*¹.

According to the MGA, Councillors have the following duties²:

- (a) to consider the welfare and interests of the municipality as a whole and to bring to Council's attention anything that would promote the welfare or interests of the municipality;*
- (b) to participate generally in developing and evaluating the policies and programs of the municipality;*
- (c) to participate in Council meetings and Council committee meetings and meetings of other bodies to which they are appointed by the Council;*
- (d) to obtain information about the operation or administration of the municipality from the chief administrative officer or a person designated by the chief administrative officer;*
- (e) to keep in confidence matters discussed in private at a Council or Council committee meeting until discussed at a meeting held in public; and*
- (f) to perform any other duty or function imposed on Councillors by this or any other enactment or by the Council.*

¹ Municipal Government Act, Revised statutes of Alberta 2000 Chapter M-26 Current as of June 17, 2013", Section 3

² Municipal Government Act, Revised statutes of Alberta 2000 Chapter M-26 Current as of June 17, 2013", Section 153

The chief elected official, the Mayor, in addition to performing the duties of a Councillor, must also³:

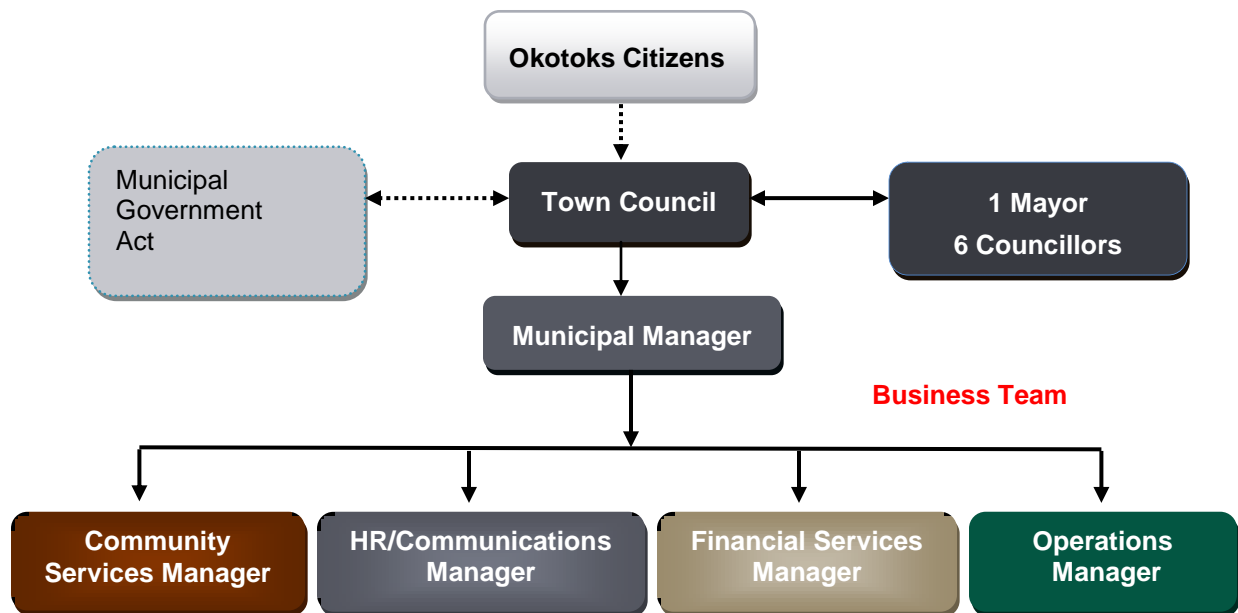
- (a) *preside when in attendance at a Council meeting unless a bylaw provides that another Councillor or other person is to preside, and*
- (b) *perform any other duty imposed on a chief elected official by this or any other enactment or bylaw.*

The chief elected official is a member of all Council committees and all bodies to which Council has the right to appoint members under the MGA, unless Council provides otherwise.

The primary responsibility of Council is to establish the policies and guidance necessary to carry out these policies. The Council is the legislative body; its members are the community's decision makers. The CAO (for the Town of Okotoks this is the Municipal Manager) is hired to serve the Council and the community in carrying out policies and overseeing the delivery of municipal services. The CAO or Municipal Manager serves as the professional administrator of the municipality and is responsible for coordinating all day-to-day operations and administration. These duties include personnel and labour relations, preparation and administration of the municipal budget, intergovernmental relations and organizing the implementation of the Council's policy. The CAO also serves as the chief advisor to the Council.

The governance structure for the Town of Okotoks is as follows:

Figure 1: Governance Structure



The Town of Okotoks Council fulfills the legislative function of the Town's municipal government. Council is responsible for establishing organizational policy and setting the strategic priorities for Town staff on an annual basis through the establishment of a strategic plan. Please refer to *Section 3.3 Strategic Planning* for a discussion of the strategic planning process.

³ Municipal Government Act, Revised statutes of Alberta 2000 Chapter M-26 Current as of June 17, 2013", Section 154

Town Council is comprised of a Mayor and six Councillors, with appointment dates, terms and term expiration dates as noted in Table 2. Due to Bill 7 passed on December 5, 2012 by the Alberta Legislative Assembly, the Local Authorities Election Act has been amended so that commencing with the 2013 elections, Town Council will be elected by the citizens of Okotoks for a term of four years⁴.

Table 2: Town Council Composition and Terms⁵

Position	Name	Appointment Date	Term (three years)	Term End Date
Mayor	Bill Robertson	October 2010	First term*	October 22, 2013
Councillor	Florence Christophers	October 2010	First term	October 22, 2013
Councillor	Stephen Clark	October 2007	Second term	October 22, 2013
Councillor	Laurie Hodson	October 1992	Sixth term**	October 22, 2013
Councillor	Matt Rockley	October 2010	First term	October 22, 2013
Councillor	Ed Sands	October 1995	Sixth term	October 22, 2013
Councillor	Ray Watrin	October 2010	First term	October 22, 2013

*Mayor Bill Robertson also served five terms as a Councillor between 1995 – 2007. This is his first term as Mayor.

**Councillor Laurie Hodson was first appointed in 1992, however did not serve between 2007 – 2010. This is his sixth term.

2.2 Council Composition

Council Elections

Taking effect in 2013, general municipal elections in Alberta will be held every four years for Mayors, Councillors and School Board Trustees pursuant to the Alberta Local Authorities Election Act (previously the terms was three years). General voting day is the third Monday in October Okotoks citizens will be electing one Mayor and 6 Councillors.

Nomination Day will be September 23, 2013 and the next Municipal Election will be held on October 21, 2013 with an advance vote to be held on October 5, 2013 and October 16, 2013. Many of the Town's practices regarding the election have already been established by bylaw, and are in accordance with the Local Authorities Election Act. The 2013 Municipal Election Procedures can be found on the Town of Okotoks website. Some key items to note from the procedures have been included below⁶.

List of Electors – Section 50 of the Local Authorities Election Act includes provisions for a Council to pass a bylaw to compile a list of electors who are eligible to vote. The common practise is to use the Voting Register form and each elector must sign a declaration that they are eligible to vote to receive a ballot. Okotoks administration recommends that a Voting Register continues to be used in the 2013 election.

Elector Identification – Section 53 of the Local Authorities Election Act has been revised to require that elector identification will be required when a list of electors is not prepared.

⁴ "Election Accountability Amendment Act, 2012 - Section 105". *2012 Bill 7, First Session, 28th Legislature*. Legislative Assembly of Alberta. December 5, 2012.

⁵ Town of Okotoks (2009). Council Members. www.okotoks.ca

⁶ Town of Okotoks. (2013). Municipal Election Procedures. February 19, 2013.

Election/Appointment of Chief Elected Official (Mayor) – MGA Section 151 states that the Mayor is to be elected by a vote of the electors of the municipality unless the Council passes a bylaw requiring Council to appoint the chief elected official from among the Councillors. Administration recommends that the current procedure of the election/appointment of the Mayor remains unchanged as it has been a long-standing practice in Okotoks that residents have a chance to elect their Mayor.

The Local Authorities Election Act was amended earlier this year to address new rules for dealing with campaign financing and disclosure. The new legislation is binding on all candidates running for municipal elections in Alberta.

Information for Potential Candidates – To encourage potential candidates to come forward and educate themselves on Council's roles and responsibilities and election procedures, Potential Candidate Information Sessions are offered prior to the Election in June and September.

Additional information including nomination procedures, voting station and procedures, voting hours, advance votes, posting of campaign literature and election signs can all be found on the Town of Okotoks' website "Municipal Election 2013" information page.

Council Orientation

Council orientation is an important governance practice to ensure Council members are provided with the tools and knowledge to be effective in the role. When new Council members are elected, a three day orientation session is organized by the HR and Communications Manager. This session is facilitated by various individuals depending on the orientation topic. The agenda consists of the following topics:

- Principals of Effective Governance
- Council and Administrative Roles and Responsibilities
- Strategic Direction Framework and Business Plan
- Organizational Design
- Regional Partnerships & Senior Government Organizations

Legal counsel is also engaged to provide an overview of and discuss legal issues and the MGA. In addition to these orientation training topics, Councillors are also provided with a Town of Okotoks facilities tour and introduction of key staff. Based on interviews conducted, the majority of Council members were somewhat satisfied with the content of the orientation received. Especially for new Councillors, there appears to be a lack of understanding of parliamentary protocols specifically in the first year of their term.

Some Council members noted that more emphasis could be focussed on:

- Applicable legislation such as the MGA.
- Roles and responsibilities of Councillors and practical items on how to be or become an effective Councillor.
- Parliamentary and other procedural protocols including the manner in which motions are to be brought forward.
- How to advocate effectively for constituents.
- Reading and understanding the Financial Statements and the Budget.
- Understanding key bylaws such as:
 - Council Procedures bylaw
 - Land Use bylaw
 - Policy Manual

- Municipal Manager bylaw
- Teambuilding
- Discussing expectations between the Councillors and the Mayor.

A Council handbook is available to Councillors which contains the majority of topics outlined above however additional focus within the Orientation may be beneficial. Overall, Council orientation was considered more helpful than not. However, based on interviews conducted, several areas for improvement have been identified to assist Councillors in preparing effectively for their new role and accompanying responsibilities.

Recommendations:

1. Council orientation should place more emphasis on:
 - Understanding applicable legislation.
 - Councillor roles and responsibilities.
 - Parliamentary and other Council procedures including the process of how to put forward a motion.
 - Reading and understanding Financial Statements and Budgets.
 - Understanding key governance documents such as Council procedures, Land Use, and Municipal Manager bylaw and the Policy Manual
 - Teambuilding
 - Discussion around expectations of Councillors and the Mayor.

Council Training

Council members should have the opportunity to attend training and other education opportunities to ensure they remain current on governance leading practices to fulfill their responsibilities to the best of their abilities. In addition, Council members should attend conferences, conventions, seminars and other meetings related to good governance and the maintenance of safe and viable communities. Attending municipal related seminars and conferences also provide Councillors with an important opportunity to network and establish relationships with peers from other municipalities and across public sector organizations.

Based on interviews with Council members, there are sufficient conferences, seminars and other meetings related to good government which are available for Councillors to attend. Those who have attended seminars and conferences in the past found them beneficial in the fulfillment of their role. As opportunities are available, it is up to the individual Council members to take advantage of these resources and opportunities.

One of the key functions for Town Councillors is the annual Alberta Urban Municipalities Association (“AUMA”) Convention; which for 2013 will be held in November in Calgary. AUMA provides for a variety of training opportunities all geared towards the effective governance and management of municipalities. In addition, the Federation of Canadian Municipalities (FCM) holds a conference for municipal leaders and officials. This is attended by all Council members at least once every three years, providing them with additional training.

There are sufficient funds allocated within the Town’s budget for Council training and other education opportunities beyond the AUMA and FCM conferences; should Town Council choose to take advantage of them.

2.3 Are Roles and Responsibilities of Council and Mayor Well Defined and Effective?

Duties of Council Members

The MGA provides that every municipality shall have a Council, the members of which shall be elected in accordance with the Local Authorities Election Act. The MGA provides for a broad spectrum of powers and duties for a Council and individual Councillors including:

Councillors have the following duties⁷:

- (a) *to consider the welfare and interests of the municipality as a whole and to bring to Council's attention anything that would promote the welfare or interests of the municipality;*
- (b) *to participate generally in developing and evaluating the policies and programs of the municipality;*
- (c) *to participate in Council meetings and Council committee meetings and meetings of other bodies to which they are appointed by the Council;*
- (d) *to obtain information about the operation or administration of the municipality from the chief administrative officer or a person designated by the chief administrative officer;*
- (e) *to keep in confidence matters discussed in private at a Council or Council committee meeting until discussed at a meeting held in public;*
- (f) *to perform any other duty or function imposed on Councillors by this or any other enactment or by the Council.*

A Council is responsible for⁸:

- (a) *developing and evaluating the policies and programs of the municipality;*
- (b) *making sure that the powers, duties and functions of the municipality are appropriately carried out;*
- (a) *carrying out the powers, duties and functions expressly given to it under this or any other enactment.*

A Council must not exercise a power or function or perform a duty that is by this or another enactment or bylaw specifically assigned to the chief administrative officer or a designated officer⁹.

In addition to the MGA, Council has several bylaws and policies that outline the roles and responsibilities of Council and Senior Administration. These can be found within the Town of Okotoks' "Policies, Administration Guidelines and Procedures" approved on October 27, 1997. This document outlines over 100 of the Town's policies, procedures, administration guidelines and community initiatives plans. It also outlines the responsibilities of Town Council, Boards, Commissions and Committees, Senior Management Team, Business Centre Leaders, HR & Communications Manager and Staff. Position descriptions also exist within the Terms of Reference and bylaws for Council Committees. However, the majority of bylaws or policies are dated (15 to 20 years old) and do not appear to be reviewed on a regular basis. It is important that key governing documents are current and reflect leading practices and policies.

Recommendations:

2. For Administration to undertake a comprehensive review of bylaws and to update bylaws that are considered critical for the effective functioning of the Town and to submit to Council for review and approval.

⁷ Municipal Government Act, Revised statutes of Alberta 2000 Chapter M-26 Current as of June 17, 2013", Section 153

⁸ Municipal Government Act, Revised statutes of Alberta 2000 Chapter M-26 Current as of June 17, 2013", Section 154

⁹ Ibid.

Duties of the Mayor

As discussed in *Section 2.1 Background and Legislative Framework*, the Mayor is the chief elected official of the municipality and has duties that encompass those of both Councillor and chief elected official.

In addition to the Councillor duties described above, a chief elected official, must¹⁰:

- (a) *preside when in attendance at a Council meeting unless a bylaw provides that another Councillor or other person is to preside, and*
- (b) *perform any other duty imposed on a chief elected official by this or any other enactment or bylaw.*

In addition to the above duties and responsibilities, the traditional role of Mayor also includes¹¹:

- Represent the Town of Okotoks at public functions/ceremonies.
- Be the primary spokesperson for Council when communicating Council's decisions, policies to the media and the public.
- Be the primary liaison with all other provincially elected officials.
- Be the primary link between Council and Administration (through CAO/Municipal Manager).

Based on interviews conducted and review of Council minutes of meetings, the Mayor, Council and Administration have a clear understanding of their roles and accompanying responsibilities.

2.4 Are the Mayor and Council Members Compensated Appropriately?

An important aspect of good governance involves the review and analysis of compensation of elected officials to ensure Mayor and Councillors are being compensated appropriately and fairly for their responsibilities. The compensation for the Mayor and Councillors is shown in Tables 3 and 4. A review and comparison of total remuneration and benefits for seven (7) other municipalities is depicted in Table 5.

Table 3: Town of Okotoks Mayor Remuneration and Benefits

Compensation Type	Description
Remuneration:	\$62,492 per annum for regular duties. One-third is non-taxable
Allowances:	Extraordinary meetings = \$10,000 per annum (paid quarterly) Loss of Regular Wages - Up to a maximum of \$200/full day and \$100/half day for attendance at certain eligible functions
Benefits:	Optional Group Benefit Plan (includes life insurance, dependents life insurance, accidental death and dismemberment, extended health care, dental care and health spending account)
Expenses:	Reimbursement of reasonable expenses while traveling outside of Okotoks to conduct official Town business (most commonly is mileage reimbursement for private vehicle use)
Office:	Office space is provided to the Mayor with administrative assistance provided by the Council Assistant and Municipal Secretary. A laptop computer is provided to conduct Council business.

¹⁰ Municipal Government Act, Revised statutes of Alberta 2000 Chapter M-26 Current as of June 17, 2013", Section 154

¹¹ Town of Okotoks. (2010). 2010-2013 Information for Prospective Candidates. For the offices of Mayor and Councillor. Election Candidate Book.

Table 4: Town of Okotoks Councillor Remuneration and Benefits

Compensation Type	Description
Remuneration:	\$34,213 per annum for regular duties. One-third is non-taxable.
Allowances:	Extraordinary meetings = \$4,000 per annum (paid on a quarterly basis) Loss of Regular Wages - Up to a maximum of \$200/day and \$100/half day for attendance at certain eligible functions
Benefits:	Optional Group Benefit Plan (includes life insurance, dependents life insurance, accidental death and dismemberment, extended health care, dental care and health spending account)
Expenses:	Reimbursement of reasonable expenses while traveling out of Okotoks on official Town business (most commonly is mileage reimbursement for private vehicle use)
Office:	Shared office space is provided to Councillors next to the Mayor's office. Administrative assistance is provided by the Council Assistant and Municipal Secretary. A laptop computer is provided to conduct Council business.

Table 5: Municipality Compensation Comparison

Municipality	Mayor Remuneration (Base per annum)	Council Remuneration (Base per annum)	2013 Population	Mayor Salary per Capita	Councillor Salary per Capita
Okotoks¹²	\$72,492	\$38,213	26,319	\$2.75	\$1.45
Airdrie ¹³	\$70,000	\$27,000	49,560	\$1.41	\$0.54
Camrose ¹⁴	\$52,174	\$17,549	17,286	\$3.02	\$1.02
Canmore ¹⁵	\$72,412	\$21,930	12,317	\$5.88	\$1.78
Cochrane ¹⁶	\$65,000	\$25,073	18,750	\$3.47	\$1.34
Leduc ¹⁷	\$71,172	\$33,540	27,241	\$2.61	\$1.23
Sherwood Park (Strathcona County ¹⁸)	\$114,216	\$63,528	92,490	\$1.23	\$0.69

¹² The Town of Okotoks. (2011). Elected Officials Remuneration and Expenses, Policy 3.01.03. Effective July 1, 2011

¹³ The City of Airdrie Policy Manual P-07/2001. Council Remuneration, Approved on May 22, 2001. Revised on July 5, 2010. Effective October 25, 2010. Resolution #: 2010-C-210.

¹⁴ City of Camrose, Council Support and Remuneration Review Policy. Effective Date: March 18, 2013.

¹⁵ Ellis, C. (2012, April 26). Canmore Mayor earns twice what Sorensen Makes. *Rocky Mountain Outlook*.

<http://www.rmoutlook.com/article/20120426/RMO0801/304269981>

¹⁶ Town of Cochrane Policy No 1105-07, Council Remuneration Package. Effective October 19, 2010.

¹⁷ Dubois, S. (2012, February 9). Leduc administration salaries comparable to other municipalities. *Leducprep.com*.

<http://www.leducprep.com/2012/02/09/leduc-administration-salaries-comparable-to-other-municipalities>

¹⁸ Strathcona County Municipal Policy Handbook "Elected Officials' Remuneration", Effective July 1, 2012

Municipality	Mayor Remuneration (Base per annum)	Council Remuneration (Base per annum)	2013 Population	Mayor Salary per Capita	Councillor Salary per Capita
St Albert ¹⁹	\$97,340	\$34,069	61,466	\$1.58	\$0.55
Median	\$71,172	\$27,000	27,241	\$2.61	\$1.02
Average	\$77,473	\$31,813	39,873	\$2.74	\$1.02
Difference* (\$)	-\$4,981	\$6,400	13,554	\$0.01	\$0.43
Difference* (%)	-6.9%	16.8%	51.5%	0.4%	29.6%

*Difference calculated between average and Okotoks figures

The Town of Okotoks' Mayor and Council annual remuneration noted above became effective July 1, 2011; but remains unchanged as at July 2013. Based on the findings outlined in Tables 3, 4 and 5, the Town of Okotoks' Mayor is compensated commensurate with other municipalities; while the Town's Councillors are compensated higher than average.

The average salary of Mayor and Councillors are \$77,473 and \$31,813 respectively in other municipalities of comparable size. As a result the Mayor's salary is slightly lower than average (6.9%) while Councillors are higher by an average of 16.8% or \$6,400. The salary per capita for both Mayor and Council in the Town of Okotoks as compared to the other seven municipalities are above average, with the Mayor's salary being a minor 0.4% higher and the Councillor Salary being 29.6% higher than other municipalities. It is recommended that Council reassesses compensation levels for Councillors and decide whether they should be more in line with other municipalities, especially in light of the upcoming 2013 elections.

The Mayor and Councillors' total remuneration and benefits are currently being reviewed by the Town's Administration and external consultants through their *Total Compensation Program Review Project*. It should be noted that the Town of Okotoks in their comparison is using a different combination of municipalities as those used within this report and as outlined in Table 5. Compensation is closely monitored by the Town in line with good governance and any differences arising from the *Total Compensation Program Review Project* will be modified for the coming 2013 – 2016 elections. It is recommended that this project focus on Councillor remuneration specifically and appropriate adjustments are made accordingly.

Recommendations:

- Council to review current compensation levels for Town Councillors to ensure their remuneration is in line with other comparable municipalities.

2.5 Does Council have an Appropriate Code of Conduct?

A Code of Conduct is an important tool which can positively shape the culture of an organization. A Code of Conduct sets out the standards of behaviour expected of Town Council members and should help solve ethical or conflict of interest dilemmas they may face. A Code of Conduct is an important element in setting standards aimed at preventing conflict of interest and unacceptable behaviour and, as such, is a necessary ingredient in the governance of any Council, Board or Commission.

¹⁹ City of St. Albert. (2013). City Council Remuneration and Expense Reimbursement City Council Policy. Effective April 1, 2013.

The Code should set out at a minimum the expected behaviour by Town Council members and, as such, it is important for all members to live not only by the letter of the Code, but also by its spirit. The Town of Okotoks has a separate Code of Conduct for Municipal Councillors which was reviewed (but not approved) in July 2013. It describes the guiding principles for the Town Council as follows:

Municipal Councillors shall:

1. *Not use their position to secure special privileges, favours, or exemptions, for themselves, their relatives, or any other person, but shall at all times serve the public interest.*
2. *Discharge their powers, duties and functions honourably, faithfully, and conscientiously.*
3. *Have respect for and endeavour to conduct all of the municipality's business in accordance with applicable legislation, legal requirements, bylaws, regulations and policies.*
4. *Become familiar with any procedural bylaws or general policies applicable to Council or Councillors, and endeavour to become knowledgeable about legal and policy issues applicable to municipalities.*
5. *Respect the powers, duties, and functions of other Councillors, administration and employees.*
6. *Treat fellow Councillors, committee members, employees, and members of the public with respect, honesty and fairness.*
7. ***Declare any pecuniary interest when it is appropriate to do so.***
8. ***Safeguard confidential information, including that of the municipality, Council, and employees, and in that regard, respect the requirements of both the Municipal Government Act, R.S.A. 2000, c. M-26, and the Freedom of Information and Protection of Privacy Act, R.S.A. 2000, c. F-25.***

Based on interviews conducted with Councillors, all members were familiar with the Code of Conduct. Each Councillor must sign the Code of Conduct upon being sworn into their role. Leading practice would recommend that members sign an annual declaration as evidence that they continue to read and understand the content of the Code of Conduct.

There are certain minimum provisions that a Code of Conduct should contain. These provisions are listed below with an assessment of whether Town Council has appropriately incorporated these aspects into their Code of Conduct.

- Objectives and scope of the Code of Conduct – ***included***
- Conflict of interest – ***included (see “Conflict of Interest” below)***
- Responsibilities for dealing with stakeholders – ***included***
- Improper use of information – ***included (see “Confidentiality” below)***
- Gifts and entertainment – ***not included***
- Confidentiality – ***included (see “Confidentiality” below)***
- Compliance with Laws and Regulations – ***included***
- Consequences of non-compliance – ***not included***

Please refer to Appendix A for an example Code of Conduct and refer to Confidentiality and Conflict of Interest sections below for further details.

Confidentiality

Confidentiality is of the utmost importance to the effective functioning of any Council. There is guidance within the Code of Conduct as to the principles and minimum standards with respect to confidentiality. The Code of Conduct addresses the types of information which is considered confidential and the situations in which information may or may not be passed on. It is recommended however that the Code of Conduct includes provisions to manage potential instances of non-compliance.

Conflict of Interest

Of equal importance for the effective functioning of Town Council is the requirement to have comprehensive conflict of interest rules. Within Town Council's Code of Conduct, it is stated that anyone with a pecuniary interest should declare it, when it is appropriate to do so. The Code of Conduct also gives reference to the Municipal Government Act, which contains provisions outlining clear procedures for Council members to use in avoiding conflict of interest situations. However, it is recommended that the Code of Conduct specifically defines and clarifies pecuniary interest, procedures for disclosing pecuniary interest, exceptions of pecuniary interest and consequences if conflict of interest rules are not observed.

Whistleblower Policy

A whistleblower protection program is an important element in preventing and detecting corrupt, illegal or other undesirable conduct within an organization, and as such, is a necessary ingredient in achieving good corporate governance.

As effective whistleblower program can result in²⁰:

- More effective compliance with relevant laws.
- More efficient fiscal management of the entity through, for example, the reporting of waste and improper tendering practices.
- A healthier and safer work environment through the reporting of unsafe practices.
- More effective management.
- Improved morale within the organization.
- An enhanced perception and the reality that the entity is taking its governance obligations seriously.

In addition, Alberta's *Public Interest Disclosure Act* effective June 1, 2013, was introduced to facilitate the disclosure and investigation of significant matters injurious to the public interest, to protect employees who make those disclosures, and to promote public confidence in the administration of government departments and public entities – including municipal Councils. All municipalities in Alberta, including the Town of Okotoks, received a letter from the Alberta Municipal Affairs dated June 28, 2013 in regards to the new *Public Interest Disclosure Act (PIDA)*. This Act is a cornerstone in the Government of Alberta's commitment to providing a more accountable and transparent government. The Act will require public entities to establish and maintain written procedures to: receive disclosures, review and investigate disclosures and other wrongdoings, protect the confidentiality of the information collected and the individuals involved, and report the outcomes of investigations. Insufficient procedures and documentation will result in the newly-created office of the Public Interest Commissioner assuming control of the whistleblower process at the relevant organization.

The Town currently does not have a whistleblower policy. Although municipalities of Alberta are not entities under PIDA, it is recommended by the Alberta Municipal Affairs Office of the Minister to opt-in and

²⁰ Australian Standard AS 8004-2003 Whistleblower Protection Program for Entities

be listed as an entity. As a result, it is recommended that the Town create a Whistleblower Policy which aligns with the new Public Interest Disclosure Act.

One of the key changes will be enforcement strategies. The PIDA establishes strong enforcement mechanisms for making a reprisal, obstructing an investigation, destroying records or making false or misleading statements to an investigator. Penalties as a result of prosecution for an offence include:

- \$25,000 fine for first conviction.
- \$100,000 fine for subsequent convictions.

The PIDA does not replace other remedies and, where appropriate, wrongdoings must be referred to the appropriate authority. For example, investigations that confirm fraudulent use of public funds would be referred to law enforcement for prosecution.

In addition, there are many benefits to be gained from the establishment of a whistleblower/ethics alert hotline. It is estimated that organizations with a whistleblower hotline report 50% fewer losses compared to those without such a service. In 71% of cases, a hotline report was the first indication of a potential problem²¹.

The aforementioned study also indicated that:

- Occupational frauds are much more likely to be detected by tips than by any other means.
- Whistleblower hotlines address misconduct and breaches of trust which impact your organization. Setting up these hotlines demonstrates your integrity to the public and your employees.
- The whistleblower is no longer frowned upon. They are an integral part of everyday business in ensuring an open and transparent organization. The growth of whistle blowing websites and establishment of protective legislation legitimizes the operation of whistleblower hotlines.

A whistleblower hotline is an anonymous and confidential service (1-800 number) often managed by a third-party service provider. This hotline, contrary to common belief, is a cost-effective and confidential solution that does not start incurring costs for an organization until the time that a complaint has been received. Complaints received are provided to a designated officer who will then take appropriate action in accordance with the Whistleblower Policy.

Recommendations:

4. Council members should sign an annual declaration that they have read and understood the Code of Conduct.
5. Council to consider updating the Code of Conduct and include provisions with respect to consequences of non-compliance with Confidentiality and Conflict of Interest rules. In addition, the Code of Conduct could define in greater detail what defines a pecuniary interest, procedures for disclosing pecuniary interests, exceptions of pecuniary interest and consequences if conflict of interest rules are not observed.
6. The Town create a Whistleblower Policy which is to be reviewed and updated where required to be in line with the Public Interest Disclosure Act
7. The Town create a Whistleblower Hotline in connection with the Whistleblower Policy as a communication channel for employees and members of the community to report potential wrongdoing in a confidential manner.

²¹ MNP LLP (2013). MNP's Ethics Alert Services.

2.6 Does the Current Model Support Effective Decision Making and Delegation of Authority?

Town Council and the CAO delegation of authority are outlined in the MGA. In addition, the Town has developed several bylaws for its Council Boards, Committees and Commissions which outline decision-making authority and delegations within these committees.

According to the MGA:

(203) Delegation by Council:

(1) A Council may by bylaw delegate any of its powers, duties or functions under this or any other enactment or a bylaw to a Council committee, the chief administrative officer or a designated officer, unless this or any other enactment or bylaw provides otherwise.

(2) A Council may not delegate

- (a) its power or duty to pass bylaws,*
- (b) its power to make, suspend or revoke the appointment of a person to the position of chief administrative officer,*
- (c) its power to adopt budgets under Part 8,*
- (d) its power with respect to taxes under section 347, and*
- (e) a duty to decide appeals imposed on it by this or another enactment or bylaw, whether generally or on a case by case basis, unless the delegation is to a Council committee and authorized by bylaw.*

(3) The Council when delegating a matter to a Council committee, the chief administrative officer or a designated officer may authorize the committee or officer to further delegate the matter.

1994 cM-26.1 s203

(209) Delegation by chief administrative officer

A chief administrative officer may delegate any of the chief administrative officer's powers, duties or functions under this or any other enactment or bylaw to a designated officer or an employee of the municipality.

(602) Delegation

(1) A board may delegate any of its or the commission's powers, duties or functions under this or any other enactment.

(2) A board may not delegate

- (a) the power or duty to pass bylaws;*
- (b) the power to expropriate;*
- (c) the power to authorize a borrowing;*
- (d) the power to adopt budgets;*
- (e) the power to approve financial statements*

In addition to the MGA, the Town of Okotoks has created a bylaw to define the duties and powers of the Municipal Manager. The bylaw indicates the role, responsibilities and authority of the Municipal Manager to act as the CAO and Principal Advisor to Council. There are also further delegations of authority of the CAO in other specific policies, bylaw, administrative guidelines created by the Town. For example, the water bylaw would give the CAO authority to shut water off in certain circumstances and to make expenditure in the event of a disaster.

The Municipality also has two designated officers in addition to the CAO. They are: the Financial Services Manager (Treasurer) and the Municipal Secretary (Clerk) who are the signatories along with the CAO or Mayor. The Town also has various appointments for duties such as an Assessor, Peace Officers, Development Officers, etc. that provide them with the appropriate authority to carry out bylaws and other legislative orders.

Council decisions are made based on a majority vote by a show of hands if a quorum is present. A quorum is present if the majority of Council members are in attendance. The Mayor, in running Council meetings aims to reach consensus (which does not mean unanimity).

Based on interviews and review of Council minutes of meetings held, the current delegation of authority, and decision making authority in the current model is appropriate and in accordance with the MGA.

2.7 Are Processes in Place to Assess the Effectiveness of the Council?

To assess its effectiveness Town Council should conduct an annual review of its performance, both of individual members as well as the Council as a whole. From this review, discussion of desirable steps to improve its effectiveness should be undertaken.

Currently, there is a performance management system in place for the Municipal Manager, however there is no such performance management system in place for members of Council or Council as a whole. Council may consider evaluating Council members and Town Council performance to identify strengths, barriers and opportunities for improvement.

The evaluation process will ensure a spirit of continuous improvement is adopted and will increase the overall effectiveness of Town Council. In addition, this process may identify specific skills and competencies that Council members may wish to pursue which can serve as input into the Council's ongoing training requirements.

Assessments of individual Council members, initiated by the Mayor, could consist of self-assessments, peer reviews or a process facilitated by an external party. Areas for specific focus of Council member evaluations could consist of the number of Council and committee meetings attended, preparedness, skills, capabilities and overall contribution.

Recommendations:

8. Conduct annual performance review of Council as a whole and individual Council members to encourage a process of continuous improvement.

2.8 Is Administrative Support Provided to Council Effective?

Town Council currently receives support from Senior Administration. Town Administration consists of five teams: Operational Services, Corporate Support Services, Community Services, Development Services and Protective Services (refer to *Section 3.1 Organizational Structure*).

According to the MGA Section 208, major administrative duties include ensuring that:

- (a) *all minutes of Council meetings are recorded in the English language, without note or comment;*
- (b) *the names of the Councillors present at Council meetings are recorded;*
- (c) *the minutes of each Council meeting are given to Council for adoption at a subsequent Council meeting;*
- (d) *the bylaws and minutes of Council meetings and all other records and documents of the municipality are kept safe;*
- (e) *the Minister is sent a list of the Councillors and any other information the Minister requires within 5 days after the term of the Councillors begins;*
- (f) *the corporate seal, if any, is kept in the custody of the chief administrative officer;*

- (g) *the revenues of the municipality are collected and controlled and receipts are issued in the manner directed by Council;*
- (h) *all money belonging to or held by the municipality is deposited in a bank, credit union, loan corporation, treasury branch or trust corporation designated by Council;*
- (i) *the accounts for authorized expenditures are paid;*
- (j) *accurate records and accounts are kept of the financial affairs of the municipality, including the things on which a municipality's debt limit is based and the things included in the definition of debt for that municipality;*
- (k) *the actual revenues and expenditures of the municipality compared with the estimates in the operating or capital budget approved by Council are reported to Council as often as Council directs;*
- (l) *money invested by the municipality is invested in accordance with section 250;*

Based on discussions with Council members, the administrative support provided is generally considered to be appropriate with administrative staff being responsive and adhering to deadlines. Many Councillors applauded the hard work of Senior Administration and felt the support received was exceptional.

Although administrative support is strong, the main support system provided to Council is sustained through two positions, the Municipal Secretary and the Council Assistant; with the Council Assistant being a part time role. This represents a very lean structure to effectively maintain the number of administrative tasks to ensure Council needs are being met. Administration has recently hired an Assistant Municipal Secretary which should assist in providing support to the Municipal Secretary and this position should also assist in providing effective back-up relief should this be required.

Councillors have indicated that additional assistance is required to research specific areas of interest or concern. The newly added position of Assistant Municipal Secretary may be able to assist in fulfilling this role as well as support the Municipal Secretary in responding to Councillor Inquiries. Please also refer to *Section 2.9 Are Council Meetings Effective* and to *Section 3.1 Organizational Structure* for more analysis and recommendations regarding the current administrative structure.

2.9 Are Council Meetings Effective?

Based on jurisdictional research of seven (7) municipalities similar in size to the Town of Okotoks, it was identified that Town of Okotoks' Council meetings run longer on average than those of other municipalities. Based on a preliminary review of several Town Council meeting agendas selected randomly over the past fiscal year, other municipalities had an average meeting length of roughly three hours while the Town of Okotoks averaged seven and a half hours per meeting.

The reasons for this extended length may be due to several factors. The number of inquiries, delegations and presentations are on average slightly higher and much lengthier in the Town's meetings as compared to other municipalities. Other municipalities typically discussed between one to three delegations, presentations and proclamations and between zero and four administrative inquiries. Based on a review of meeting agendas for the Town of Okotoks, the Town had approximately three to four delegations, correspondence and presentation items; and six to seven Councillor Inquiries per meeting.

Based on a review of the structure of the Town Council Meeting Agendas, there were multiple sections within the agenda for inquiries, questions and suggestions. The current agenda has the following topics of similar nature:

- D. Councillor Inquiries
- O.1 Councillor Inquiries
- O.2 Councillor Suggestions

Councillor Inquiries occur twice during a regular Council meeting. This practice resulted from the fact that Councillors wanted to state their inquiries early in the meeting in order for the local press to take note. A second agenda item was then added in case additional inquiries resulted from the remainder of the meeting. It is also practice that each Councillor is only permitted two inquiries per meeting. It is recommended that agenda items D, O1 and O2, Councillor Inquiries and Suggestions are combined into one section with Councillors being provided with the opportunity to address further questions to Administration following the meeting.

Correspondence items are also included on the Council Agenda. However, Council should consider making Correspondence items optional for inclusion within the agenda. These items could be received by Council as information outside of formal meetings. Alternatively, correspondence items could be included in a Consent Agenda and dealt with collectively with other required agenda items (see below).

An important aspect of meeting efficiency and timeliness is an effective Chair that takes active leadership of meetings and ensures Councillors operate within established meeting protocols. While it is important to encourage participation, discussions should remain relevant and to the point.

Council meeting protocols can be found on the Town's website as well as in the approved bylaws. However, based on interviews held and research performed, it does not appear as though Council adheres to these rules at each and every Council meeting.

The Town's bylaw 2-02, which deals with procedural matters and transactions of business in Council meetings, states the following²²:

74. Each Councillor may speak for only five minutes;

- (a) By asking questions on a motion;*
- (b) In debate on a motion;*
- (c) By asking questions on an amendment;*
- (d) In debate on an amendment; and*
- (e) In reply when the Councillor is the mover of the motion,*

Unless Council gives permission, by a two-thirds vote, to speak for an additional five minutes.

Similarly, the Town's "*Procedures for Delegation to Present to Council*" outlined on the Town of Okotoks website also states time limits for presentations. The Town stipulates that anyone wishing to speak to or ask a question of Council shall be permitted to speak during a regular Council meeting at the Delegation/Question Period portion of the Agenda. The subject is to be in the form of a question and the question is to be presented in five (5) minutes or less, unless otherwise approved by a two-thirds vote of all Councillors.

With respect to delegations, the Town stipulates that no person shall address Council upon any matter for more than five (5) minutes, exclusive of the time required to answer the questions put by Council; and in questioning delegations, Councillors will ask only those questions which are relevant to the subject of the hearing and will avoid repetition. Delegations speaking to the subject will be restricted to the subject matter only.

It is recommended that Council adhere strictly to the rules set forth on the Town of Okotoks' website and ensure all citizens abide by the five (5) minute presentation and delegation timing rules.

Another item for consideration which may assist to increase meeting efficiency is the introduction of "a seconder" for motions that are put forward. In accordance with Section 8 – "*Motions*" within bylaw 2-02:

²² "Town of Okotoks. (2002). *A Bylaw to Deal with Procedure and the Transaction of Business by the Municipal Council of the Town of Okotoks in the Province of Alberta*.

24. A Councillor may make a motion introducing any new matter only if:

- (a) Notice is given at a Council meeting held at least seven days before the meeting and a legible copy of the content of the notice is made available to the Municipal Secretary; or
- (b) Council passes a Special Resolution waiving the notice.
- (c) A notice of motion must give sufficient detail so that the subject of the motion and any proposed action can be determined, and it must state the date of the meeting at which the notice of motion was made. A notice must be given without discussion of the matter, but any written copies distributed may include explanatory paragraphs.

25: (a) All motions must be concise and unambiguous

- (b) No motion bringing a new matter before Council may be made while any other motion is in the possession of Council.
- (c) A motion must be made on any Agenda item before it is debated. A recommendation in a report does not constitute a motion until a Councillor has expressly moved it.

The Town should consider implementing the practice of seconders for motions (i.e., minimum support of two Councillors to put forward a motion). This will ensure any frivolous motions, or motions which are only supported by one Councillor, are kept to a minimum during meetings.

Also, meeting agendas and all attachments should be sent to all Council members as early as possible. Currently meeting packages are being delivered to Councillors on Friday afternoon prior to the meeting on Monday. As the packages can be up to 300 pages and Councillors are only given one weekend to read and prepare; this has led to some Council members glossing over items and coming to meetings ill-prepared. It is recommended that packages are sent out on the Wednesday or Thursday in order to resolve this issue. In return, all Council members should read the materials thoroughly, come prepared to the meeting and be ready to participate. Refer to *Reporting in Section 2.10 Respective Powers and Responsibilities of Council and Administration* below for further recommendations.

In addition, no reports should be read verbatim to Council. This is an inefficient use of time and should not be necessary if Council members are given adequate time to read the reports prior to meeting. All administrative staff should summarize reports when presenting to Council during meetings. Similarly, presentations should focus on the highlights and assume that Councillors have read the package. This will allow Council to focus on questions arising from the presentation and other perspectives on the issue.

Another means of streamlining Council meetings is to adopt the concept of a "Consent Agenda." A consent agenda groups together the routine, procedural, self-explanatory and non-controversial items typically found within an agenda.

Consent agendas adopted within the City of Calgary and City of Lethbridge were obtained from the respective City's website and have been include for information purposes in Appendix D. Typical items found on a consent agenda are:

- ✓ Approval of board and committee minutes
- ✓ Correspondence requiring no action
- ✓ Committee and staff reports
- ✓ Updates or background reports provided for informational purposes only
- ✓ Appointments requiring Council confirmation
- ✓ Approval of contracts that fall within the organization's policy guidelines
- ✓ Final approval of proposals that have been thoroughly discussed previously, where Council is comfortable with the implications
- ✓ Confirmation of pro forma items or actions that need no discussion but are required by the bylaws
- ✓ Dates of future meetings.

Consent agenda items are then presented to Town Council in a single motion for an up or down vote after allowing anyone to request that a specific item be moved to the full agenda for individual attention. Consent agendas do not make it easier to push through a decision since decision items are not placed on the consent portion of the agenda, and all items on the consent portion of the agenda are still open to discussion and debate if someone requests they be moved. The consent agenda does allow meetings to be streamlined and to focus on the important issues which require strategic thought and decision making. As such, it is recommended that the Town consider this practice to increase meeting efficiency and reduce overall meeting length. Please refer to Appendix D for additional information regarding the process for adopting a consent agenda.

Based on interviews conducted, reviews of Council meeting minutes and research conducted on municipalities of a similar size, it is considered most effective for meetings to be conducted in a formalized manner; whereby Council members, members of Administration, Delegates and Presenters are addressed by their formal name, being either their surname or position title.

Recommendations:

9. The Town should adopt a consent agenda in order to move meetings along more efficiently.
10. Council should consider combining sections D “Councillor Inquiries, O1 “Councillor Inquiries” and O2 “Councillor Suggestions”
11. Council Chair should enforce adherence to time guidelines for Council meetings and individual agenda items such as presentations and discussions.
12. Council should consider the practice whereby motions require a second person to support a motion for it to move forward. This would limit frivolous motions and motions which do not have support from other Councillors.
13. Council meetings are conducted in a more formalized manner; whereby each person, whether they are members of Council, members of Administration, Presenters or Delegates, is addressed by their formal name, being either their surname or position title.

2.10 Respective powers and responsibilities of Council and Administration

Relationship between the Council and Senior Administration

It is important for any governing body to develop an effective working relationship with senior management of the organization. It is equally important to ensure there is a clear delineation between oversight (governance) and management.

Based on discussions with Council and members of the Business Team, Council is considered to be operating at the right level and not involved in the day-to-day management of the organization. In addition, Council members represented that the working relationship with Administration is positive, constructive and based on mutual respect.

However, although the overall relationship is generally positive, Administration would benefit from receiving the full support from Council with respect to the lack of sufficient senior resources. The organizational structure of Administration is lean with the members of the Business Team having too many oversight responsibilities. Based on a review of the organization structure it was identified that the number of full time employees or administrative management has not increased commensurate with the population growth of Okotoks. Please refer to Section 3.0 "Administration" for a more detailed discussion.

In addition, based on interviews conducted, many staff members noted that the number of requests and demands placed on Administration by Council has increased, while the number of staff to address these requests has remained the same. This has resulted in members of the Business Team working a significant number of additional hours on a continuous basis which, in the longer term, is not sustainable. Council members have acknowledged the significant demands placed on administration and appreciate how lean the organization has been run for quite some time. Please refer to *Section 3.0 Administration* for further discussion.

Currently, if the Town of Okotoks is dealing with a contentious issue that requires a legal opinion, the process of engaging (external) legal counsel is managed through the CAO (and Administration). It is good governance practice that Council can retain their own legal counsel as it provides them with the opportunity for independent and unbiased advice.

Recommendations:

14. Council to retain legal counsel directly where an independent and unbiased legal opinion is required.

Succession Planning

Succession planning is an important aspect of good governance; as it ensures retention of organizational knowledge and allows staff to carry out the missions and long-term goals of an organization. Effective succession planning will support sustainability of an organization by ensuring there is an established process to meet staffing needs in the future.

The Town of Okotoks should develop a succession plan to ensure that knowledge retention processes and skilled management will be available for the ongoing and longer-term fulfilment of the Town's mandate. Turnover of senior management is a key risk to the Town due to several members of management being long-term employees who may retire or seek alternative working arrangements in the next few years. In addition, and as discussed above, many administrative staff members are working a significant number of hours in excess of their contracted hours which is not sustainable in the longer term. If this issue is not addressed, it could result in increasing turnover within administrative staff. Council should also consider backfilling current positions in case a member of management must unexpectedly take a leave of absence due to health or other personal reasons.

A significant amount of knowledge resides with these long-term management positions and specific action plans need to be put in place to ensure this is not lost to the Town. Currently, there is no such succession plan in place.

Reporting

Reporting should be timely, relevant, accurate, and comprehensive and provide information that would affect the Town's financial viability and ability to fulfil its mandate. Based on discussions held with Senior Administration and Council, interviewees felt current reporting to Council is adequate, timely and appropriate. Many respondents indicated reports prepared by Administration are very helpful and go above and beyond expectations.

However, as discussed previously, many interviewees felt the reporting packages are lengthy, with some meeting packages exceeding 300 pages. As the meeting package is received on Friday for discussion on Monday, interviewees have indicated there may not be sufficient time for Council to read and review the entire package. In order to increase efficiencies in the meetings, it is recommended that reporting packages are sent out on Wednesday or Thursday so that Councillors have sufficient time to read through all materials and come to meetings well prepared. The packages should be sent electronically with good use of document linkages so Council members are able to navigate through the report easily and efficiently.

In addition, Council and Administration report externally to stakeholders in a variety of ways, one being the issuance of the Annual Report, a discussion of the financial situation of the Town of Okotoks, and the other being the Community Services Report. Both reports are accessible to all interested parties and present stakeholders with a detailed and comprehensive overview of the activities undertaken by Council in furtherance of the strategic objectives.

Recommendations:

15. The Town should develop a succession plan for Senior Administration, with a specific focus on the members of the Business Team to ensure corporate knowledge is retained and plans are put in place to deal with short and long term absences.
16. Meeting packages should be sent to Council members on Wednesday or Thursday prior to the Monday afternoon Council meeting.

2.11 Committee’s Responsibilities are Defined and Documented Including Type of Committee, Purpose, Authority and Reporting Requirements

The use of committees is regarded as good practice where committees examine issues and provide recommendations for approval to the full Council. The Town is no different and has established a total of 16 Committees; nine (9) Council initiated, and seven (7) ad-hoc committees. In addition, Council members are also represented on 21 Regional and Other committees such as Regional Partnership Committees, the Foothills Foundation and the Foothills Regional Services Commission. For an overview of all committees, both Council Committees and Regional Committees please refer to Appendix G. Please note that the regional and other committees and commissions were outside the scope of this review. The 16 Council Committees, their Council representative and the staff liaison person are outlined in Table 6. Please also refer to Appendix G.

Table 6: Municipal Committees

Council Committees	Council Representative	Staff Liaison
Culture, Parks & Recreation	Ray Watrin	Community Services Manager
Economic Development	Stephen Clark Matt Rockley	Economic Development Team Leader
Family Community Support Services Advisory	Laurie Hodson	FCSS Team Leader
Finance and Budget	Florence Christophers Laurie Hodson Ed Sands	Financial Services Manager
Municipal Planning Commission	Matt Rockley Ray Watrin	Development Planner
Okotoks Library Board	Matt Rockley	N/A
Public Safety & Security	Stephen Clark Matt Rockley	Municipal Enforcement Team Leader
River Valley	Florence Christophers	Community Services Manager
United Way/Okotoks Partnership	Stephen Clark	FCSS Team Leader
Ad-hoc Committees	Council Representative	Staff Liaison
Corporate Compensation	Laurie Hodson Matt Rockley Ed Sands	Human Resources & Communications Manager
Emergency Services Management & practices Ad Hoc Committee	Bill Robertson	Municipal Manager
House (Public Relationship & Protocol Committee)	Florence Christophers Bill Robertson Ray Watrin	Varies on subject

Ad-hoc Committees	Council Representative	Staff Liaison
Names Advisory	Ed Sands Bill Robertson Ray Watrin	Varies on subject
Okotoks Active Transportation Ad Hoc Committee	Matt Rockley	Community Services Manager
Post Secondary Education	Bill Robertson Matt Rockley	Economic Development Team Leader
Subdivision and Development Appeal Board	Stephen Clark Bill Robertson	Development Planner

Each Council committee should have a specific mandate outlined in the committee's Terms of Reference (TOR) or Town of Okotoks bylaws. Within these documents, each committee should set out, at a minimum: roles and responsibilities, number of members and composition, appointments, voting, quorum requirements, and frequency of meetings. Based on a review of committees' TORs, less than half of the 16 committees within the Town of Okotoks have a formalized bylaw or TOR.

Of the committees that do have a bylaw or TOR, the majority were not current with some dating back to as far as 1995. Among these were the following committees and associated bylaw approval/ review dates:

- **Municipal Planning Commission bylaw – 1996**
- Subdivision and Development Appeal Board bylaw – 2010
- Economic Development Committee – 2009
- **Okotoks Library Board bylaw – 2003**
- **Family and Community Support Services Advisory Committee bylaw – 1997**
- Public Safety and Security Committee – 2009
- **House (Public relations and Protocol) Committee – 1988**
- United Way/Okotoks Partnership Committee – 2008
- Names Advisory Committee – 1995
- **Corporate Compensation Committee – 2002**

Bylaws and/or TOR are essential documents for good governance as they provide a formal basis for making future decisions and for confirming or developing a common understanding of the scope and purpose of a committee amongst its members. As such, it is recommended that each committee, (including ad-hoc and regional committees that the Town controls) adopt a bylaw or TOR. These documents should be amended and updated every few years as necessary in order to ensure the current needs of citizens are being met and to continually assess its overall effectiveness.

Bylaws should be stand-alone documents and include at a minimum:

- Membership (currently included in the bylaws)
- Reference to application of conflict of interest and code of conduct policies
- Number of meetings (minimum of four times per year – standard practice but not included)
- Review of bylaw and skills matrix every few years
- One standard format for each bylaw

- Annual assessment (currently not done for committees)
- Accountability (reporting by the committees is currently not addressed)

Based on a review of committee structures at other municipalities, it was identified that other municipalities of similar size to the Town of Okotoks have on average 10 committees (including regional committees); less than the 16 committees within the Town of Okotoks. Please refer to Table 8: “Municipal Committee Comparison” below. Currently Councillors within the Town are allocated to approximately four (4) to five (5) committees so that each committee has between one (1) and three (3) Council representatives. As Councillors are expected to attend all meetings, each additional committee has led to significant time commitments for Councillors.

Based on interviews with committee chairs and Councillors, all committees appear to have a valid mandate and interviewees represented they would not support the elimination of committees. It may however be worthwhile to combine certain committees that have a similar mandate. An example of this may be the amalgamation of the Culture, Parks and Recreation Committee with the River Valley Committee as their mandates appear to overlap to a great extent.

Another area of consideration is the reduction of sub-committees. For example, the Okotoks Active Transportation Ad Hoc Committee as well as the Hall of Fame Awards Committee are both sub-committees of the Culture, Parks and Recreation Committee. As the mandates and tasks of these sub-committees are not cumbersome, they could be addressed more effectively within the main committee. Introducing multiple sub-committees that require Councillor representation may not be an effective use of Councillors time.

Similarly, to increase efficiencies of these committees, Council should consider reviewing the minimum meeting requirements of committees and reducing the frequency with which committee meetings are held from monthly to bi-monthly or quarterly. Based on interviews conducted with committee chairs, this practice is supported and is already implemented for certain committees.

A comparison of Town of Okotoks Committees and committees in place at other municipalities is described in Table 7. Please also refer to Appendix H.

Table 7: Municipal Committee Comparison

Municipality	Number of Council Committees	Number of Ad-hoc Committees	Total Committees
Okotoks	9	7	16
Cochrane	9	-	9
Canmore	9	-	9
Airdrie	8	-	8
Leduc	7	-	7
Sherwood Park (Strathcona County)	17	1	18
St. Albert	6	-	6
Camrose	13	1	14
Median	9	-	9
Average	10	0.3	10

In addition, many Committees have two (2) or three (3) Council representatives. This is certainly good practice for committees such as the Finance and Budget Committee and the Municipal Planning Committee, however, it may not be an efficient use of time for other committees. Based on a review of committee mandates, Council member appointments, and interviews held, it is recommended the following committees with multiple Councillor representation are reduced to single or dual participation:

- Post Secondary Education Committee (2)
- Economic Development Committee (2)

It is also important to adhere to the committee bylaws and terms of reference and ensure that members at large do not serve more terms than stipulated. Upon review of the TORs there were no committees which were not in compliance with membership term rules. However, the majority of current bylaws indicate that the number of citizens eligible to sit on a committee is “for such term as Council shall deem proper”. In more than one occasion this has resulted in a few citizens being committee members for up to 12 years. It is good practice to have a limit on the number of terms committee members can serve in order to gain fresh perspectives and ensure the Town meets the changing needs of its citizens.

It is best practice to ensure committees have the appropriate balance of skills and capabilities (ideally through the establishment of a skills matrix). However, as committees rely upon volunteers it is inherently difficult to selectively choose qualified citizens with the right skills as determined by a skills matrix. Nonetheless, wherever possible, Council should aim to allocate citizens with particular backgrounds and skills to maximize the competencies of members and committees. Council adopted the leading practice two years ago of interviewing candidates to ensure their skills and capabilities would be a fit for the proposed committee. All appointments to Committees are the responsibility of the Mayor within the first few weeks of the new term of Council.

Recommendations:

17. Council should consider reducing the number of committees by combining committees that cover similar mandates.
18. Council should review committee membership to ensure the workload is evenly distributed and wherever possible, maximize the skills and competencies of non-public members.
19. Council should ensure each committee, including ad-hoc committees, has a bylaw or TOR. Council should ensure each bylaw is a standardized document for consistency purposes. Bylaws and TORs should be subject to review every three to five years. At the time of reviewing the bylaw or TOR, the frequency of meetings should be reviewed and reduced where possible in line with the work load and mandate.
20. Council should consider reducing the number of Council representatives on each committee to one (1) or two (2) Councillors as opposed to the current two (2) or three (3), to reduce the time commitment for each Councillor and create efficiencies.

Finance and Budget Committee

The Town of Okotoks Policy 3.01.07 established the Finance and Budget Committee and the TOR for the Committee. The Finance and Budget Committee was established to provide a policy leadership role in setting the financial direction of the organization.

The scope of the Finance and Budget Committee is to²³:

1. *Review, report and make recommendations on the current and long range fiscal planning for the Town, including those general financial and budget items or issues that Council wishes to be reviewed by the Committee.*
2. *Receive and review quarterly reports from the Municipal Treasurer/Finance Director on the actual revenues and expenditures of the Town compared with the estimates in the operating or capital budget approved by Council.*
3. *In order to increase the independence, credibility and accountability of the Town's financial statements, the Committee is delegated the following monitoring and due diligence role to:*
 - a. *Coordinate the selection of the External Auditor and recommend appointment and fees to Council.*
 - b. *Receive, review and report to Council, the annual financial statement and financial information return prepared by the Municipal Treasurer, and, the External Auditor's Report on the annual financial statements and financial information return of the Town.*
 - c. *Receive, review and report to Council, the External Auditor's annual management letter and the Municipal Treasurer's response to such letter.*
 - d. *Receive, review and report to Council any separate report from the External Auditor to Council, regarding any improper or unauthorized transaction of noncompliance with provincial statutes or bylaws of the Town that are noted during the undertaking of an audit.*

The TOR includes Sections 276 through 283 inclusive of the MGA regarding Annual Financial Statements and Auditor's Report in a Scheduled Attachment.

Similar to an Audit Committee, the existence of a Finance and Budget Committee is one of the most important aspects of good governance. Good practice would recommend that the Committee²⁴:

- Consists of a minimum of three members.
- Members are financially literate.
- Has a specific mandate that consists of the delegation of authority to deal with Financial Reporting, Internal Controls, Statutory Auditor, Internal Audit, and Risk Management.

Based on a detailed review of the Finance and Budget Committee's TOR, it was concluded that the TOR addresses Financial Reporting, Internal Controls, Statutory Auditor, Internal Audit and Risk Management in adequate detail. In addition, the Town also has a separate Risk Management Policy (1998), which addresses protection and safeguarding of the Town's assets. While it is best practice to have such an additional policy, Council should review and update the policy on a more regular basis to ensure current risks facing the town are being mitigated and the most up-to-date risk management concepts and best practices are being applied.

Based on a review of the Finance and Budget Committee membership information, the Committee consists of five (5) members, two citizens and three Council members. One of the Council representatives on the committee has a background in finance and would be considered financially literate. The other two citizens on the committee both have an accounting designation and extensive experience in accounting and finance.

²³ Town of Okotoks. (1995). Budget and Finance Committee Terms of Reference.

²⁴ National Instrument 52-110 Audit Committees

One citizen was the Towns Financial Services Manager from 2003 – 2008 and the other held the same position in 1992 – 1993.

Best practices are being observed with respect to mandate and citizen representation; however it is recommended that Council members either leverage the skills of those Councillors with relevant financial backgrounds or alternatively that Council members pursue training in finance and budget matters.

Recommendations:

21. Ensure, wherever possible, that Council representatives on the Finance and Budget Committee are financially literate. If current Council members do not have an accounting or finance background then Council members should undertake the necessary training to ensure they are proficient in reading and understanding the Town's financial statements and budget.

2.12 Role of the Chairperson of each Committee is Defined

The role of the Chair and the Vice Chair of each of the committees is defined within the majority of bylaws. This includes a brief discussion of the responsibilities of the committee Chair and Vice Chair as follows:

- The Board shall at its first regular meeting in each year, elect by a majority vote of its members present, one member for the office of Chairman and one member for the office of Vice Chairman.
- The Chairman shall preside over any business before the Board.
- The Vice Chairman shall preside over any business before the Board in the event of the absence or inability to act of the Chairman.
- In the event of the absence or inability of the Chairman and Vice Chairman to act at a meeting of the Board, the members present shall elect, by a majority vote, a member to act as Chairman at that meeting.
- A retiring Chairman or Vice Chairman may be re-elected for successive terms of office.

However, many committee bylaws did not include specific responsibilities of the Chair such as:

- Apply the Committee's bylaws as they relate to the committee.
- Conduct committee work in accordance with the committee's terms of reference or bylaw as approved by Council. Ensure the committee reviews its terms of reference or bylaw every three years, at minimum, and reports any findings and recommendations to the Council.
- Call meetings and set or approve committee meeting agendas in consultation with the Committee Chair, Secretary and Town Council.
- Preside over all committee meetings ensuring they are conducted in an efficient, effective and focused manner.
- Foster responsible decision making by the committee and its individual members.
- Ensure committee members have the appropriate skills and knowledge to effectively carry out their duties and responsibilities. Ensure that all new committee members receive an orientation.
- Report to the Council on a regular basis on the committee's activities, approvals and recommendations.
- Ensure appropriate records and minutes of committee meetings are kept.

- Carryout any other duties and responsibilities assigned by the Council or delegated by the committee.

Based on interviews held, interviewees consider the Chairs of the Committees to be effective in the fulfillment of their responsibilities. However, it is recommended that Council ensures each Committee has a current bylaw or TOR, in which the Chair's role and responsibilities are included. All bylaws should include the specific responsibilities listed above in addition to the general responsibilities currently observed. Conducting annual performance evaluations of committees would assist with defining roles and responsibilities for the Chair in addition to identifying opportunities for improvement.

2.13 Responsibilities of Committees Align with Good Practices for the Type of Committee

Based on a review of all committees and their respective bylaws, the responsibilities are in line with practices adopted by the Town of Okotoks.

3.0 Administration

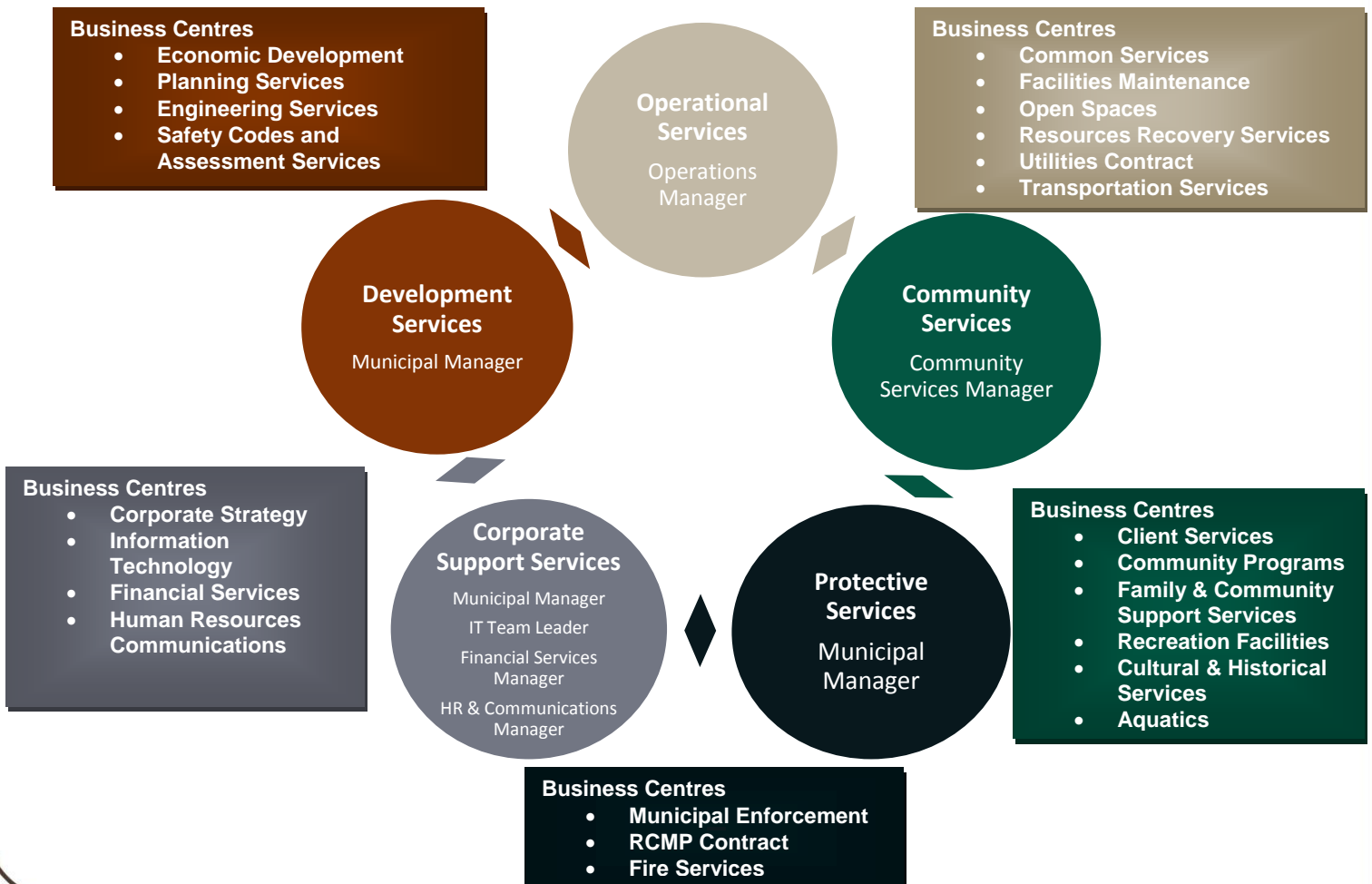
Within this chapter, we have assessed the administrative structure of the Town and provided recommendations to enhance various aspects of its operating model as it relates to governance and interaction with Council. In doing so, we have evaluated the legislative framework, the administrative structure and operations of the Town of Okotoks. The following leading practice questions have been used to determine the strength of current practices, and where identified, recommendations for improvement:

- Is the current organizational structure effective to implement and support Council directives?
- Are reporting relationships of Administration defined and effective?
- Are communication and reporting processes in place and effective?
- Is the strategic planning process providing sufficient direction to Administration?
- Is the CAO's performance evaluated on an annual basis?

For each of the above criteria, we have developed a separate section within this chapter to provide both an overview and assessment of the particular criterion against which the Town is being evaluated and, where appropriate, provided recommendations for improvement.

3.1 Is the Organizational Structure Effective?

Figure 2: Administrative Organizational Chart



Based on the organizational chart illustrated above, administration is grouped into 5 larger teams:

1. Corporate Support Services
2. Community Services
3. Development Services
4. Operational Services
5. Protective Services

Within these teams, there are 21 semi-autonomous business centres that are staffed by over 100 employees delivering diverse and complex services. These Business Centres operate like a small business and are charged with the delivery of core services, under the policy direction of Council.

The Business Centres have relative independence, recognizing they operate under the corporate umbrella, take their direction from the Corporate Business Plan, and are also interdependent in order to be successful.

A description of the core services as approved by Council within each Business Centre can be found within the Appendix of the Town's *2011-2013 Business Plan*. The core services are:

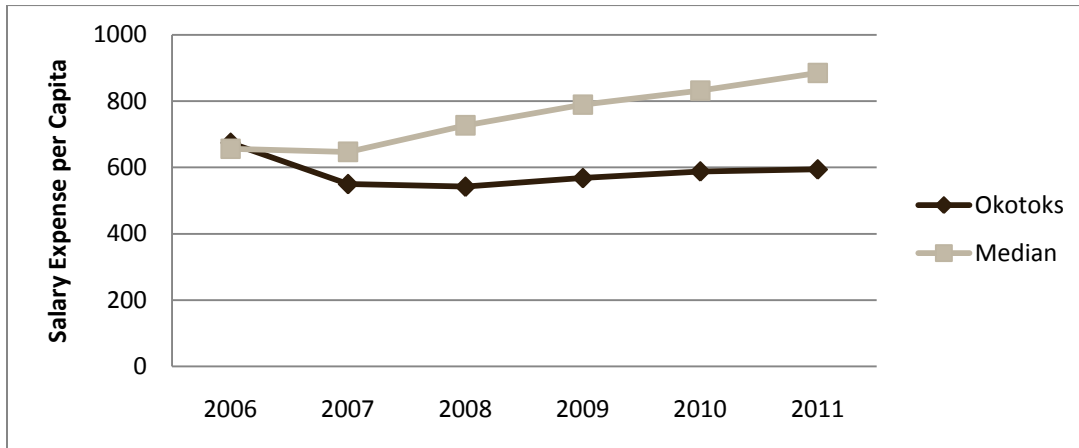
- | | |
|--|--|
| 1. Transportation | 11. Client Services |
| 2. Resource Recovery Services | 12. Planning Services |
| 3. Open Spaces | 13. Engineering Services |
| 4. Building Maintenance | 14. Safety Codes Services and Assessment |
| 5. Common Services | 15. Economic Development |
| 6. Aquatic Services | 16. Municipal Enforcement Services |
| 7. Recreation Facilities | 17. Financial Services |
| 8. Community Programs | 18. Fire Services |
| 9. Cultural & Historical Services | 19. Information Technology (IT) |
| 10. Family and Community Support Services (FCSS) | 20. Human Resources & Communications |
| | 21. Corporate Strategy |

Based on interviews conducted and review of organization structures at other municipalities, the current structure of Senior Administration is too lean.

According to Statistics Canada the population of Okotoks has increased from 17,150 in 2006 to 24,511 in 2011 representing a 43% increase in 5 years. It is expected, therefore, that a commensurate trend in the number of full time employees and associated salary expense would be observed. This does not hold true for the Town of Okotoks.

In 2012 the Province of Alberta's Financial Advisory Services Department compiled a series of financial indicator graphs to be used as a tool for Council and Administration to make operational decisions. In their study, each municipality was compared to a group of similar size urban municipalities, or to rural municipalities with a similar tax base. A graph illustrating the salaries expenditures per capita for the Town as compared to similar municipalities is reproduced below.

Figure 3: Salary Expenditures per Capita



Based on Figure 3 (produced by the Province of Alberta), salary expenditures have not increased proportionally with population growth in the Town of Okotoks. In 2011, total salaries expense was \$594 per capita in Okotoks versus \$885 per capita in other municipalities. Therefore in 2011, other municipalities were spending 49% more on salaries, wages and benefits per capita than Okotoks. Based on the trend, this gap continues to widen.

A similar trend was observed in a comparison of population growth and number of full time employees (see Figure 4: “Town of Okotoks Population per FTE”). Based on discussions with the Human Resources and Communications Manager, staff growth over the past decade has solely been in front line staff to serve the growing Town and surrounding areas. The number of total FTEs has increased from 182 in 2008 to 197 in 2013, representing an 8% increase. However, the population within the Town of Okotoks has increased from 19,996 in 2008 to 26,300 in 2013, representing a 31.5% increase. In terms of management, the Business Team and Business Centre Leader group currently consists of 21 staff which has remained flat since 1997.

During this period there have been minor adjustments to the composition of staff, with some new positions added and other positions combined; however overall the number of senior management positions has not grown commensurate with the growth in population (see Figure 5: “Town of Okotoks Population per Management Position” below).

Figure 4: Town of Okotoks Population per Total FTE (Overall Staff Members)

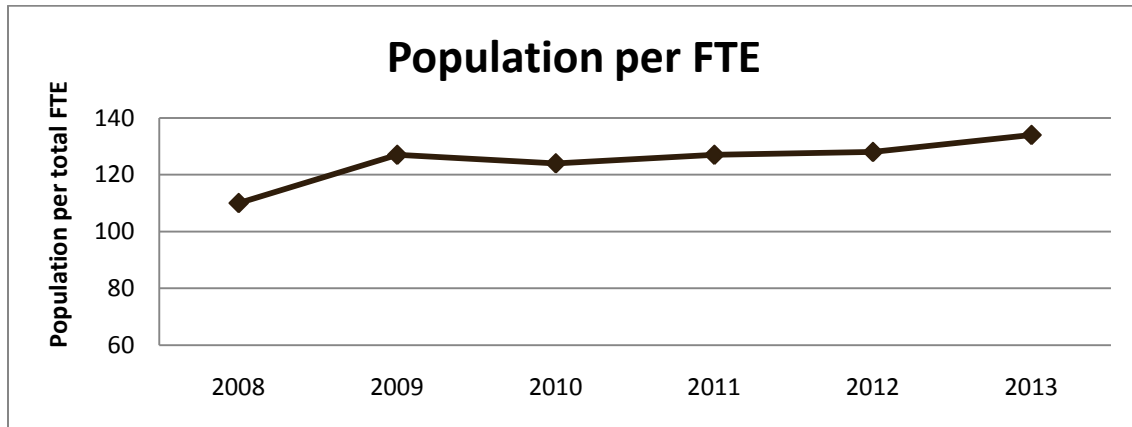
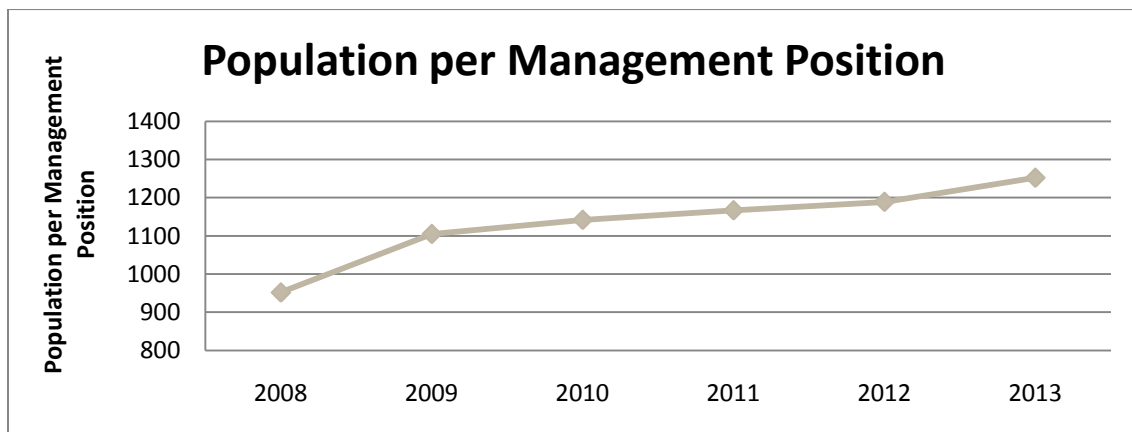


Figure 5: Town of Okotoks Population per Senior Management Position



The greatest disparity is with respect to Senior Administration as the population demands placed on each management position has continued to increase within the last five (5) years, as illustrated in Figure 5 above. The graph illustrates that as population has increased significantly in the last five year (31.5% between 2008 and 2013), the number of management staff has remained the same (0% between 2008 and 2013), placing increasing strain on each position.

It is not only the significant population growth which has resulted in increased workloads for management. The complexities of projects, growing infrastructure and services, and demands of a rising and educated population have all added to operational challenges and work-related stress for administration. For example, interviewees have noted in the last few years they have observed an increased number of large and complex development appeals, bylaw revisions through municipal enforcements, additional infrastructure needs and large expansions of operations centres, the demands of the Town's large water project, and a significant increase in communications with the public, including public consultations, surveys and open houses. As the number and complexity of workload demands continues to increase without a commensurate increase in staff, more members of Senior Administration find they must perform dual roles and work excessive hours to fulfill added responsibilities. With the recent change in strategic direction to one of growth, this discrepancy will worsen in the future.

It is recommended that the Town review the current organizational structure of administration and allocate more employees to those business centres facing workload challenges. Additionally, the Town should consider the distribution of work, cross-training opportunities, increasing efficiencies through elimination of non-value-added tasks, and address matters such as succession planning. Please also refer to recommendations in *Section 2.9 “Are Council Meetings Effective?”* with respect to administrative inquiries during Council meetings and *Section 2.10 Respective powers and responsibilities of Council and Administration* regarding succession planning.

Recommendations:

22. The Municipality undertake a detailed organizational review including organizational structure, position profiles, workload, and policies and procedures and address key organizational risks and related internal controls.

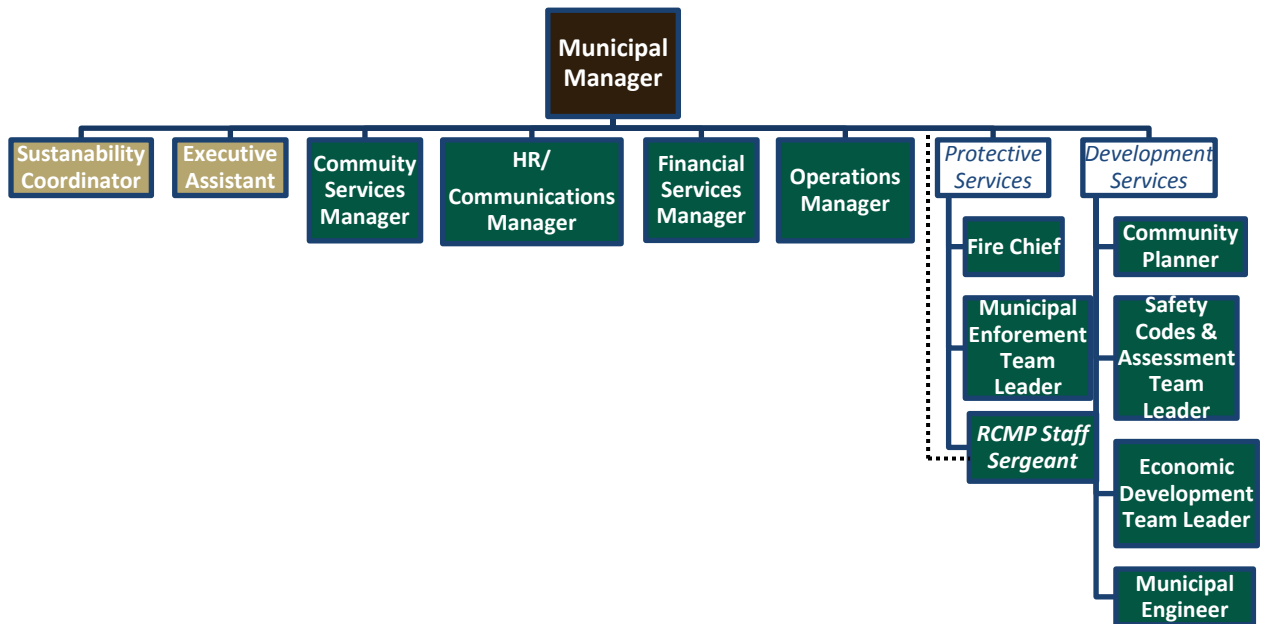
3.2 Are Reporting Relationships of Administration Effective?

The Business Team consists of five (5) positions: The Municipal Manager and four (4) Senior Managers as follows:

- Financial Services Manager
- Operations Manager
- Community Services Manager
- HR & Communications Manager
-

The Municipal Manager has 12 direct reports, including Senior Managers, as shown below:

Figure 6: Municipal Manager Direct Reports



The Business Team, consisting of the Municipal Manager and four Senior Managers, meet each Tuesday after the regular Council meeting to discuss and allocate queries, inquiries and other matters which resulted from the meeting.

Based on interviews conducted, the reporting relationships between the Municipal Manager and Business Teams are strong. Please refer to the Administration organization chart in Appendix C for a detailed illustration of all administration reporting relationships.

3.3 Communication

Based on interviews conducted communication between the Municipal Manager and Business Teams are effective as well as between Council and Senior Administration. Clear direction is provided between individuals and groups.

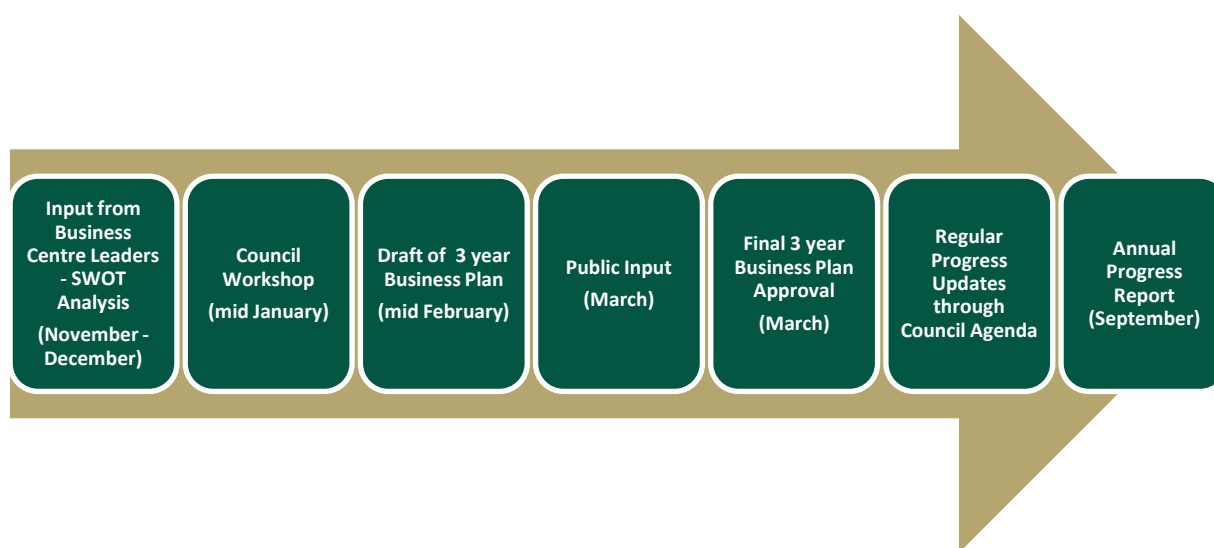
In addition, Council and Administration report externally to stakeholders in a variety of ways; one is the issuance of the Community Report. The Community Report contains a detailed discussion of the vision, strategic priorities, and major initiatives underway or planned within the Town of Okotoks. This report is accessible to all interested parties and present stakeholders with a detailed and comprehensive overview of the activities undertaken by Council in furtherance of the strategic objectives. Additional information is communicated through the Town of Okotoks' website and includes key information such as the Operational Budget, Financial Statements, and results of the Community Survey etc. Summaries of Council proceedings and discussions of major initiatives and decisions are also covered by the local newspaper, the Western Wheel.

3.4 Strategic Planning

The Town's current Strategic Priorities are included within the 2011-2013 Corporate Business Plan. The Town's Corporate Business Plan is based on strategic priorities established by Council in reflecting the input of citizens through surveys, the electoral process, and other means. The Business Plan cites the priority actions necessary to move towards the community vision.

The current Strategic Plan is for a three year term; which is in line with the current term of Council. The process flow for creating the Town's Strategic Priorities is depicted and summarized in Figure 7 below. Due to the amendment of the Local Authorities Election Act commencing with the 2013 elections, preparation of the new strategic plan should be aligned and extended over four years (2013-2016).

Figure 7: Strategic Planning Process Flow



The process begins with gathering internal input from the Town’s Business Centre Leaders. The Business Centre Leaders perform a SWOT analysis which considers and documents the current and future strengths, weaknesses, opportunities and threats of the Town. Following this is a two day facilitated workshop attended by all Councillors and members of the Business Team, whereby a brainstorming session takes place between all Councillors and incorporates the internal feedback received from Business Centre Leaders. The outcome of the workshop is the development of a Draft Business Plan which is then open to the public for comment and feedback. The final stage is the approval of the Final Business Plan. Once approved, there are periodic progress updates and milestone achievements reported to Council during the year. This is communicated through the Municipal Manager Report at the regular Council meeting or through separate agenda items. However, not each strategic objective will be discussed at length during each meeting; only those which are directly affected by other matters of business or when significant change or progress has been made. Refer to section 3.4 *Council Information* below for more on this topic.

An annual Progress Report is provided to Council prior to the start of the annual operating budget cycle which reports on achievements towards the Business Plan outcomes. Council meets annually in the fall to review corporate progress, provide direction on following year priorities within the context of the Business Plan, direct necessary updates reflecting current community expectation, and set budget guidelines for the coming fiscal cycle.

In the current term (2011-2013), Council has identified and broadly defined seven (7) key strategic directions which are described below:

Figure 8: Strategic Priorities

Strategy 1	•Manage Community Growth
Strategy 2	•Nurture Economic Vitality
Strategy 3	•Provide Quality Community Infrastructure
Strategy 4	•Provide Environmental Stewardship
Strategy 5	•Provide Strong Governance
Strategy 6	•Facilitate Healthy and Safe Community
Strategy 7	•Maintain Organizational Excellence

Strategy 1: Manage Community Growth

Okotoks will continue to be a recognized leader in building a sustainable community, including its social, environmental and economic viability. The focus will remain on sustainable growth that is reliant on securing adequate water supply to meet community needs.

Strategy 2: Nurture Economic Vitality

Okotoks has strong residential and commercial growth, although there is a need to attract light industrial businesses to diversify the property assessment base and create additional quality local employment opportunities.

Strategy 3: Provide Quality Community Infrastructure

The rapidly growing population is placing demands on our infrastructure and facilities, resulting in a need for substantial upgrades.

Strategy 4: Promote Environmental Stewardship

The Town of Okotoks will continue to be a recognized leader in environmental stewardship.

Strategy 5: Provide Strong Governance

Sound municipal governance includes open communication with residents and a commitment to enhancing inter-municipal and inter-governmental working relationships.

Strategy 6: Facilitate a Healthy and Safe Community

A holistic approach to maintaining a healthy and safe community that enhances citizen quality of life, including facilitating community connectivity, nurturing partnerships to provide social services to those in need and providing services that maintain public safety and security.

Strategy 7: Maintain Organizational Excellence

The high quality of services that are delivered to residents are a direct result of the efforts of the employees of the Town of Okotoks. Building organizational capacity and maintaining a quality work environment will ensure the Town continues to attract and retain highly skilled employees.

The majority of Council members were somewhat satisfied with the Strategic Planning process. However many noted there is room for improvement. Participants enjoyed having the workshop at a separate location and noted the timing and organization of the workshop was satisfactory. Interview feedback indicates that more emphasis and time is required to be placed on the bigger issues facing the Town; as well as more room for new ideas and changes from previous Strategic Plans. In addition, monitoring and reporting on progress of strategic priorities could be done more frequently. The current annual update does not allow for regular monitoring of strategic objectives. It is recommended that strategic priorities are tracked and reported more frequently, either bi-monthly or quarterly. Please refer to *Section 3.5 Council Information* below for recommendations.

3.5 Council Information

The “Municipal Manager’s Report” is prepared and presented at the regular Council meeting. The report is prepared by the CAO and contains several topics for discussion which are organized by business unit. This includes but is not limited to the following:

- Corporate Strategies
- Finance
- Corporate Communications
- Planning Services
- Community Services
- Engineering
- Operations
- Protective Services
- Cultural/Historical Services
- Safety Codes Services

As discussed above in *Section 3.3 Strategic Planning*, a Progress Report on the seven (7) strategic objectives is provided to Council once a year, prior to the start of the annual operating budget cycle. In the interest of timely tracking of progress against strategic objectives, it may be worthwhile to review the Municipal Manager’s Report and change reporting progress by business unit to reporting by strategic objective. This shift will provide Council and the public with current updates on the achievement of strategic objectives, as well as the opportunity to make timely changes if and when required.

Recommendation:

23. Consider amending the Municipal Manager’s Report to focus on the strategic priorities and achievement towards those priorities rather than providing an update by business unit.

3.6 CAO Performance Assessment

One of the main responsibilities of Council is to evaluate the performance of its one employee, the CAO. The current performance assessment process is two-pronged. The first step is a facilitated discussion with Council members which is led by the HR and Communications Manager. Feedback and comments provided by Councillors, based on the objectives set for the Municipal Manager at the start of the year, are collected and summarized. In addition, a performance appraisal process is conducted, whereby Senior Management provides feedback on the CAO's performance as part of a 360 Review. The results are provided, analyzed and summarized by the HR and Communications Manager. The Mayor is the person tasked with providing the summarized performance comments and corresponding salary adjustment to the Municipal Manager. Best practice would suggest that a performance review process commences with a self-assessment, followed by the process as outlined above.

Recommendation:

24. Consider the amendment of the performance evaluation process of the CAO whereby the CAO is to conduct a self assessment based on the performance objectives set at the start of the year and to provide this to Council prior to Council having their facilitated discussion on the CAO's performance.

4.0 Jurisdictional Research

Other jurisdictions formed part of the focus of this review to inform the Town of Okotoks' practices and processes, and compare them with those employed by municipalities of a similar size and facing comparable challenges. Seven municipalities were considered as part of this jurisdictional research:

- Cochrane
- Canmore
- Airdrie
- Leduc
- Sherwood Park
- St Albert
- Camrose

Criteria considered within each municipality included, but were not limited to the following:

- Council Meetings, including length of meetings and number of delegations, proclamations, presentations and administrative inquiries.
- Type and Format of Council Meeting Agendas.
- Number and Type of Committees, including terms of reference, composition of members and frequency of meetings.
- Strategic Planning Process.
- Delegation of Authority.
- Code of Conduct.
- Rules regarding confidentiality and Conflict of Interest.
- Compensation of Councillors and the Mayor, including salary per capita information.
- Population growth.












The jurisdictional research and comparison to other municipalities has been included throughout this report. Please refer to individual sections for relevant comparisons.

5.0 High Level Implementation Plan

In the following section, we have developed a proposed roadmap to guide the implementation of the recommendations contained within this report. Within the table below, we have captured the key steps in implementing the recommendations along with corresponding timelines. These key steps are described in further detail over the next three pages. For the purposes of this implementation plan we have assumed that certain activities can commence in October 2013.

However, it should be noted that, even though certain recommendations are straightforward and relatively simple to implement, others will require resources that, as discussed within this report, are currently not available. As such the success and feasibility of the implementation of the recommendations outlined in Table 8 will be dependent on the availability of additional resources which is unlikely to occur until the budget for the next four year Council term has been finalized.

Table 8: Recommendations and Implementation Plan

	RECOMMENDATION	OCT 2013 TO JUNE 2014	JULY TO DECEMBER 2014	JANUARY TO JUNE 2015
1	Update Council orientation.			
2	Undertake a comprehensive review of critical bylaws.			
3	Review current compensation levels for Town Councillors.			
4	Council members sign an annual declaration that they have read and understood the Code of Conduct.			
5	Code of Conduct to contain provisions with respect to consequences of non-compliance with Confidentiality and Conflict of Interest rules.			
6	Create a Whistleblower Policy in line with the Public Interest Disclosure Act.			
7	Set up a Whistleblower Hotline in line with the Whistleblower Policy.			
8	Conduct an annual performance review of Town Council as a whole and individual Council members.			
9	Council to adopt a Consent Agenda.			
10	Combine Sections D "Councillor Inquiries", O1 "Councillor Inquiries" and O2 "Councillor Suggestions"			
11	Adhere to time guidelines for agenda items such as presentations and discussions. The Chair should enforce meeting procedures.			

	RECOMMENDATION	OCT 2013 TO JUNE 2014	JULY TO DECEMBER 2014	JANUARY TO JUNE 2015
12	Require a second person to support a motion for it to move forward.			
13	Council meetings are conducted in a more formalized manner.			
14	Council to retain legal counsel directly where an independent and unbiased legal opinion is required.			
15	Develop a succession plan with specific focus on members of the Business Team.			
16	Meeting packages sent to Council on Wednesday or Thursday prior to the Monday afternoon Council meeting.			
17	Council should consider reducing the number of committees.			
18	Council to review committee membership.			
19	Council should ensure each committee, including ad-hoc committees, has a bylaw or TOR.			
20	Reduce the number of Council representatives on committees.			
21	Members of the Finance and Budget Committee to be financially literate. If Council members do not have an accounting or finance background then members should undertake the necessary training to ensure they are proficient in reading and understanding the Town's financial statements and budget.			
22	Undertake a detailed organizational review.			
23	Change focus of the Municipal Manager's Report to strategic priorities.			
24	Update performance evaluation process for the CAO.			

Short Term Activities – October 2013 to June 2014

1. Update Council orientation and include more emphasis on:
 - Understanding applicable legislation
 - Councillor roles and responsibilities
 - Council procedures including the process of how to put forward a motion
 - Reading and understanding Financial Statements and Budgets
 - Understanding key governance documents such as Council Procedures, Land Use, and Municipal Manager bylaws and the Policy Manual
 - Teambuilding
 - Discussion of expectations of Councillors and the Mayor.
3. Council to review current compensation levels for Town Councillors to ensure their remuneration is in line with other comparable municipalities.
4. Council members should sign an annual declaration that they have read and understood the Code of Conduct.
6. The Town to create a Whistleblower Policy in line with the Public Interest Disclosure Act.
7. The Town to create a Whistleblower Hotline in connection with the Whistleblower Policy, as a communication channel for employees and members of the community to report potential wrongdoing in a confidential manner.
9. The Town should adopt a consent agenda in order to move meetings along more efficiently.
10. Council should consider combining sections D “Councillor Inquiries”, O1 “Councillor Inquiries” and O2 “Councillor Suggestions”
11. Council Chair should enforce adherence to time guidelines for Council meetings and agenda items such as presentations and discussions.
12. Council should consider the practice whereby motions require a second person to support a motion in order to limit frivolous motions and motions that have no support other than the person putting forward the motion.
13. Council meetings are conducted in a more formalized manner; whereby each person, whether they are Council members, members of Administration, Presenters or Delegates, is addressed by their surname or position title.
14. Council to retain legal counsel directly where an independent and unbiased legal opinion is required.
16. Meeting packages should be sent to Council on Wednesday or Thursday prior to the Monday afternoon Council meeting.
17. Council should consider reducing the number of committees by combining committees with a similar mandate
18. Council should review committee membership to ensure the workload is evenly distributed and wherever possible, maximize the skills and competencies of non-public members.

19. Council should ensure each committee, including ad-hoc committees, has a bylaw or TOR. Council should ensure each bylaw is a standardized document for consistency purposes. Bylaws and TORs should be subject to review every three to five years. At the time of reviewing the bylaw or TOR, the frequency of meetings should be reviewed and reduced where possible in line with the work load and mandate.
20. Council should consider reducing the number of Council representatives on each committee to one (1) or two (2) Councillors as opposed to the current two (2) or three (3) representation to reduce the time commitment of each Councillor and create efficiencies.
21. Ensure, wherever possible, that Council representatives on the Finance and Budget Committee are financially literate. If current Council members do not have an accounting or finance background then Council members should undertake the necessary training to ensure they are proficient in reading and understanding the Town's financial statements and budget.
22. Administration to undertake a detailed organizational review including organizational structure, position profiles, workload, and policies and procedures and address key organizational risks and related internal controls.

Medium to Long Term Activities – July 2014 to June 2015

2. For Administration to undertake a comprehensive review of all critical bylaws and to update bylaws where required and to submit to Council for review and approval.
5. Council to consider updating the Code of Conduct and include provisions with respect to consequences of non-compliance with Confidentiality and Conflict of Interest rules. In addition, the Code of Conduct could define in greater detail what defines a pecuniary interest, procedures for disclosing pecuniary interests, exceptions of pecuniary interest and consequences if conflict of interest rules are not observed.
8. Conduct an annual performance review of Council as a whole and individual Council members to encourage a process of continuous improvement.
15. The Town should create a succession plan for Senior Administration, with a specific focus on the members of the Business Team to ensure corporate knowledge is retained and plans are put in place to deal with short and long term absences.
23. Consider amending the Municipal Manager's Report to focus on the strategic priorities and achievement towards those priorities rather than providing an update by business unit.
24. Amend the performance evaluation process for the CAO to commence with a self-assessment.

Conclusion

Within this report, we have identified a number of opportunities for the Town of Okotoks to enhance its current governance practices and processes. While we have prioritized these recommendations based on our initial assessment of the level of priority of each finding, the Town of Okotoks should confirm whether this prioritization is accurate and make changes where required.

A number of the recommendations highlighted relate to the manner by which Council meetings are conducted and committee membership is defined and allocated. The upcoming Council elections in October provides an opportune time for Council to consider these enhancements.

The governance environment within Council and Administration is strong and built on management competency, dedication and commitment, supported by a positive and constructive relationship with Council. The recommendations within this report do not suggest a significant change in governance practices but rather a refinement and improvement in processes and supporting policies and procedures to continue to align with leading practices.

Based on the findings and recommendations highlighted within this report, we have provided management with specific suggestions for enhancement which are intended to be used as an opportunity for continuously improving the governance structure of the organization and the way in which decisions are being made and leadership is provided. We believe adoption of the recommendations articulated within this report will enable the Town of Okotoks to continue to make sound decisions and enable it to remain flexible and focussed on continued growth for the municipality and its citizens in an increasingly challenging and complex environment.

Once again, MNP wishes to thank all individuals involved for their time, cooperation and patience in answering the myriad of questions and providing supporting documentation and information. Without the participation and thoughtful contributions of all involved, this report would not be possible. It is clear that the strength of the Town of Okotoks lies in the individual Council members, Senior Management, staff and volunteers and their desire to make a valuable contribution to the municipality in which they work, live and play.

Appendix A – Example Outline for a Code of Conduct

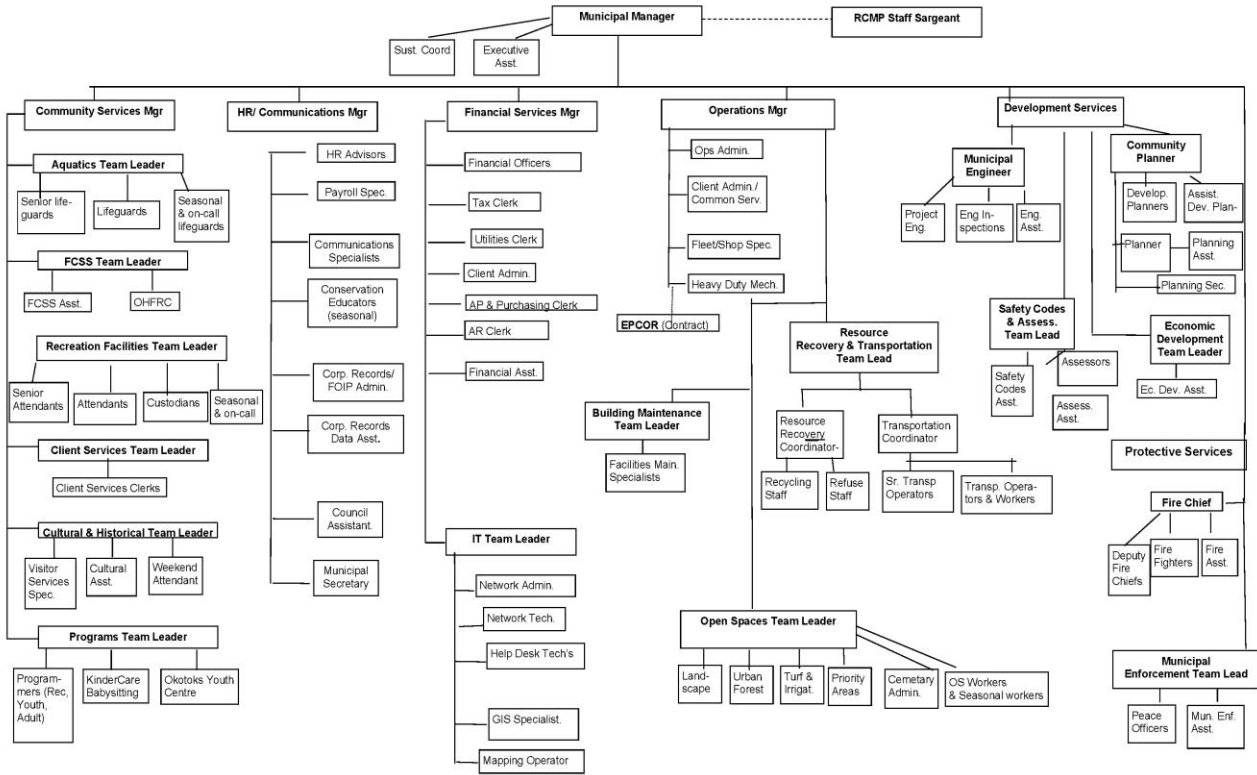
Code of Conduct	
Leading Practice Code of Conduct²⁵	
	Introduction
1	Statement of Support from Chair
2	Underlying values
3	Objectives
4	Scope and application
5	Definitions
6	Policy date
	Code Rules
7	Conflict of interest
8	Responsibilities for dealing with stakeholders
9	Improper use of information
10	Gifts and entertainment
11	Confidentiality
12	Compliance with laws
13	Treatment of colleagues
14	Consequences of non-compliance
	Administrative
15	Mandatory attendance at Code of Conduct training

²⁵ Organizational Codes of Conduct, Standards Australia 2003 – Code of Conduct and Ethics for the Public Sector of Alberta 2005 – Values and Ethics Code for the Public Service, Treasury Board of Canada

Appendix B – Interviews Conducted

Names	Position Titles
Mr. Bill Robertson	Mayor
Florence Christophers	Councillor
Stephen Clark	Councillor
Laurie Hodson	Councillor
Matt Rockley	Councillor
Edward Sands	Councillor
Ray Watrin	Councillor
Rick Quail	Municipal Manager
Wayne Braun	Financial Services Manager
Susan Laurin	Community Services Manager
Dave Robertson	Operations Manager
Nancy Weigel	HR/Communications Manager
Peter Fermor	Committee Chair, Culture, Parks and Recreation Committee
Wayne Leikle	Committee Chair, River Valley Committee
Tannis Andrejcin	Committee Chair, Economic Development Committee
Terry Pavka	Committee Chair, Family and Community Support Services
Kary Troyer	Committee Chair, Municipal Planning Commission
Gary Duchak	Committee Chair, Public Safety & Security Committee
Mary Willis	Committee Chair, Library Committee
Rosanna Matheson	Council Assistant
Linda Turnbull	Municipal Secretary

Appendix C – Administration Organizational Chart



Appendix D – Examples and Process for Consent Agenda²⁶

For information purposes two examples of Consent Agendas are included:

City of Calgary ²⁷	City of Lethbridge ²⁸
Annual Update on the Calgary Police Service	Approval of the Minutes of the Regular City Council Meeting and Public Hearing held on DDMMYYYY
Update on Calgary 201X	First Reading: Bylaw 5723 – Local Improvement – 201X Lane Paving
Update on Arts Development Strategy for Calgary	Tender Summary Report for MMYYYY

City of Calgary ²⁹	City of Lethbridge ³⁰
Seniors Age-Friendly Strategy	City Council Referral List
Business Revitalization Zones (BRZS) update – Deferral Request	<i>End of Consent Agenda</i>
Urban Forestry Education and Partnership initiatives – Update Report	
201X Annual Reports for Community Services & Protective Services	
The Calgary Exhibition and Stampede LTD. – 2012 Credit Facility Update	
Assessment and Tax Circumstance Report	
Council Innovation Fund Application – Calgary Poverty Reduction Initiative – Transition Funding for Implementation	
Council Innovation Fund Application – Neighbourhood Pace Car	
Taxi Limousine Advisory Committee (TLAC) Membership Update	
<i>End of Consent Agenda</i>	

²⁶ CoreStrategies for Nonprofits, Inc. 2008 The Consent Agenda

²⁷ City of Calgary. (2013). Agenda Minutes. www.agendaminutes.calgary.ca

²⁸ City of Lethbridge. (2013). City Council Meetings. www.meetings.lethbridge.ca

²⁹ City of Calgary. (2013). Agenda Minutes. www.agendaminutes.calgary.ca

³⁰ City of Lethbridge. (2013). City Council Meetings. www.meetings.lethbridge.ca

What is the process for using a Consent Agenda?

- Council must begin by approving a motion to adopt the consent agenda for its meetings.
- Council should then craft a policy about what may and may not be included in the consent portion of the agenda.
- The full agenda, including the consent items should be disseminated prior to the Council meeting along with copies of reports and back up materials so that Council members can do their due diligence prior to voting.
- As the first item of business the Mayor should ask if anyone wishes to remove an item from the consent portion of the agenda.
- The Mayor then asks for a motion to accept the consent agenda.
- Once the motion has been received, the Mayor opens the floor for any questions or discussion on the items remaining on the consent agenda. The understanding, though, is that the Councillors have come prepared and, other than a quick point or question, they are comfortable voting for the items or they would have asked to have them removed.
- If any items were removed from the consent portion of the agenda the Mayor may determine where on the agenda those items will be discussed, e.g. immediately after the consent agenda has been accepted or later on the agenda.
- Quickly reviewing the remaining items, the Mayor asks for any objections to the adoption of those remaining items. If none are offered all items on the consent agenda are considered to be passed.

Appendix E – Council and Regional Committees

Organization – Council Initiated	Ad-hoc Committees	Regional Committees and Commissions
Culture, Parks & Recreation	Corporate Compensation	Alberta Foothills Industrial Corridor Association
Economic Development	Emergency Services Management & practices Ad Hoc Committee	Bow River Basin Water Council
Family Community Support Services Advisory	House (Public Relationship & Protocol Committee)	Calgary Regional Partnership Economic Prosperity Committee
Finance & Budget	Names Advisory	Calgary Regional Partnership Executive Committee
Municipal Planning Commission	Okotoks Active Transportation Ad Hoc Committee	Calgary Regional Partnership General Assembly
Okotoks Library Board	Post Secondary Education	Calgary Regional Partnership GIS Steering Committee
Public Safety & Security	Subdivision and Development Appeal Board	Calgary Regional Partnership Regional Servicing Steering Committee
River Valley		Calgary Regional Partnership Transition Committee
United Way/Okotoks Partnership		Calgary Regional Partnership Transportation Steering Committee
		Community Futures Highwood
		Community Physician Attraction and Retention Committee
		FCCF Board of Directors
		Foothills Foundation
		Foothills-Okotoks Recreation Society

Organization – Council Initiated	Ad-hoc	Regional and Others
		Foothills Regional Emergency Services Commission
		Foothills Regional Field House Steering Committee
		Foothills Regional Services Commission
		Legacy Community Foundation
		Okotoks/M.D. of Foothills Intermunicipal Committee
		Sheep River Health Trust
		Sheep River Watershed Project Team

Each committee should have a specific mandate outlined in the committee's Terms of Reference (TOR) or Town of Okotoks bylaws. Within these documents, each committee should set out, at a minimum: roles and responsibilities, number of members and composition, appointments, voting, quorum requirements, and frequency of meetings. Based on a review of committees' TORs, less than half of the 37 committees within the Town of Okotoks have a formalized bylaw or TOR.

Appendix F – References

List of References used throughout the Report
Australian Standard AS 8000 – 2003 <i>Good Governance Principles</i>
Australian Standard AS 8002 – 2003 <i>Organizational Codes of Conduct</i>
City of Airdrie – 2010 <i>Council Remuneration</i>
City of Airdrie (2013). www.airdrie.ca . Retrieved July – August 2013.
City of Camrose – 2013 <i>Council Support and Remuneration Review Policy</i>
City of Camrose Alberta (2013). www.camrose.ca . Retrieved July – August 2013.
City of Leduc (2013). www.leduc.ca . Retrieved July – August 2013.
City of St Albert – 2013 <i>City Council Remuneration and Expense Reimbursement</i>
City of St. Albert (2013). www.stalbert.ca . Retrieved July – August 2013.
Core Strategies for Nonprofits – 2008 <i>The Consent Agenda</i>
Dubois, S. (2012) <i>Leduc administration salaries comparable to other municipalities</i> . Leducprep.
Ellis, C. (2012). <i>Canmore Mayor earns twice what Sorensen Makes</i> . Rocky Mountain Outlook.
MNP LLP – 2013 <i>Ethics Alert Services</i>
Municipal Government Act, Revised statues of Alberta 2000 Chapter M-26 – 2000 (revised 2013)
Public Service of Alberta – <i>Code of Conduct and Ethics</i>
Province of Alberta – Orders in Council 159/2011, 407/2011 and 038/2012
Province of Alberta – 2011 <i>Financial Indicator Graphs</i>
Saskatchewan Ministry of Government Relations – 2010 <i>Municipal Council Meeting Guide</i>
Statistics Canada (2011). Population and dwelling counts, for Canada, provinces and territories, and census subdivisions (municipalities), 2011 and 2006 censuses.
Strathcona County – 2012 <i>Elected Officials' Remuneration</i>
Strathcona County (2013). www.strathcona.ca . Retrieved July – August 2013.
Town of Canmore (2013). www.canmore.ca . Retrieved July – August 2013.
Town of Cochrane – 2010 <i>Council Remuneration Package</i>

List of References used throughout the Report

Town of Cochrane (2010). www.cochrane.ca. Retrieved July – August 2013.

Town of Okotoks – 2013 *Code of Conduct for Municipal Councillors*

Town of Okotoks – 2013 *Municipal Election Procedures*

Town of Okotoks – 2010 *2010-2013 Information for Prospective Candidates*

Town of Okotoks – 2011 *Elected Officials Remuneration and Expenses*

Town of Okotoks – 2010 *Council Orientation & Meeting Schedule*

Town of Okotoks – 1995 *Budget and Finance Committee Terms of Reference*

Town of Okotoks – 2005 *Corporate Values*

Town of Okotoks – 2012 *Council Appointments to Boards, Commissions and Committees*

Town of Okotoks – 2011 *Town of Okotoks Strategic Priorities*

Town of Okotoks – 1989 *A bylaw of the Town of Okotoks in the Province of Alberta to Define the Duties and Powers of the Municipal Manager of the Town*

Town of Okotoks – 2011 *The 2011-2013 Corporate Business Plan*

Town of Okotoks – 2002 (Amended 2010). *A Bylaw to Deal with Procedure and the Transaction of Business by the Municipal Council of the Town of Okotoks, in the Province of Alberta.*

Appendix G – Town of Okotoks 2012/2013 Committee List

Organization – Council Initiated:	Council Member(s)	Alternate(s)	Town Staff Liaison
Culture, Parks & Recreation Committee (1)	Ray Watrin	Matt Rockley	Community Services Manager
Economic Development Committee (2)	Stephen Clark Matt Rockley	Florence Christophers	Economic Development Team Leader
Family Community Support Services Advisory Committee (1)	Laurie Hodson	Matt Rockley	FCSS Team Leader
Finance & Budget Committee (3)	Florence Christophers Laurie Hodson Ed Sands (C)		Financial Services Manager
Municipal Planning Commission (2)	Matt Rockley Ray Watrin	Laurie Hodson Bill Robertson	Development Planner
Okotoks Library Board (1)	Matt Rockley	Florence Christophers	
Public Safety and Security Committee (2)	Stephen Clark Matt Rockley	Ray Watrin	Municipal Enforcement Team Leader
River Valley Committee (1)	Florence Christophers	Matt Rockley	Community Services Manager
United Way / Okotoks Partnership Committee (1)	Stephen Clark		FCSS Team Leader
Ad Hoc Committees:			
Corporate Compensation Committee (3)	Laurie Hodson Matt Rockley (C) Ed Sands		Human Resources & Communications Manager
Emergency Services Management & Practices Ad Hoc Committee (1)	Bill Robertson		Municipal Manager
House (Public Relations & Protocol Committee) (3)	Florence Christophers Bill Robertson (C) Ray Watrin		Varies on subject
Names Advisory Committee (3)	Ed Sands (C) Bill Robertson Ray Watrin		Varies on subject
Okotoks Active Transportation Ad Hoc Committee (1)	Matt Rockley	Florence Christophers	Community Services Manager
Post Secondary Education Committee (2)	Bill Robertson Matt Rockley	Florence Christophers	Economic Development Team Leader
Foothills Regional Water Collaborative (2)	Matt Rockley Ed Sands		Municipal Manager
Subdivision and Development Appeal Board (2)	Stephen Clark Bill Robertson	Laurie Hodson Ed Sands	Development Planner

Organization – Regional & Other:			
Alberta Foothills Industrial Corridor Association (3) (also known as Tri-Municipal Industrial Lands)	Stephen Clark Bill Robertson Matt Rockley		Economic Development Team Leader
Bow River Basin Water Council (1)	Laurie Hodson	Florence Christophers	Sustainability Coordinator
Calgary Regional Partnership Economic Prosperity Committee (1)	Ray Watrin		Economic Development Team Leader
Calgary Regional Partnership Executive Committee (1)	Bill Robertson	Ed Sands	Municipal Manager
Calgary Regional Partnership General Assembly (3)	Bill Robertson Ed Sands Ray Watrin	*	Municipal Manager
Calgary Regional Partnership GIS Steering Committee (1)	Ed Sands		GIS Specialist
Calgary Regional Partnership Regional Servicing Steering Committee (1)	Florence Christophers		Municipal Engineer
Calgary Regional Partnership Transition Committee (1)	Bill Robertson		
Calgary Regional Partnership Transportation Steering Committee (1)	Stephen Clark	Ray Watrin	Sustainability Coordinator
Community Futures Highwood (1)	Stephen Clark	Bill Robertson	
Community Physician Attraction and Retention Committee (1)	Bill Robertson	Florence Christophers - 1 st alternate; Other Members of Council alternates as the need may arise	Economic Development Team Leader
FCCF Board of Directors (2)	Stephen Clark Bill Robertson		Community Services Manager
Foothills Foundation – 3-year appointment (1)	Laurie Hodson	Ed Sands	
Foothills-Okotoks Recreation Society (2)	Bill Robertson Ed Sands		Community Services Manager
Foothills Regional Emergency Services Commission (1)	Ed Sands	*	
Foothills Regional Field House Steering Committee (3)	Stephen Clark Bill Robertson Ed Sands	*	Community Services Manager
Foothills Regional Services Commission (Landfill) 3-Year Appointment (1)	Laurie Hodson	Ray Watrin	Resource Recovery Team Leader
Legacy Community Foundation (1)	Bill Robertson	Ray Watrin	
Okotoks/M.D. of Foothills Intermunicipal Committee (3)	Florence Christophers Bill Robertson Ed Sands	*	Municipal Manager
Sheep River Health Trust (1)	Ray Watrin		
Sheep River Watershed Project Team (1)	Bill Robertson	*	Operations Manager

*Alternate member(s) as determined by the Mayor

Appendix H – Municipality Committee Comparison

Municipality	Committees
Cochrane	Assessment Review Board Environmental Committee Library Board Planning Commission Protective Services Advisory Committee Family & Community Support Services Advisory Board Mayor's Youth Council Emergency Management Committee Subdivision & Development Appeal Board
Canmore	Assessment Review Board Environmental Advisory Review Committee Planning Commission Policing Committee Community Services Advisory Committee Subdivision & Development Appeal Board Budget Committee Heliport Monitoring Committee Community Public Art Committee
Airdrie	Assessment Review Board Environmental Advisory Board Municipal Library Board Municipal Planning Commission Municipal Policing Board Community Services Advisory Board Subdivision & Development Appeal Board Finance Advisory Committee
Leduc	Assessment Review Board Environmental Advisory Board Library Board Family & Community Support Services Board Subdivision & Development Appeal Board Park, Recreation and Culture Advisory Board Community Drug Action Committee

Municipality	Committees
Sherwood Park (Strathcona County)	Environmental Advisory Committee Youth Advisory Committee Emergency Advisory Committee Subdivision Authority Finance Advisory Committee Economic Development & Tourism Advisory Committee Celebrations Committee (Ad-hoc) Accessibility Advisory Committee Agricultural Service Board Boards and Committees Selection Committee Energy Exploration Committee Festival Place Advisory Committee Heritage Advisory Committee Pride of Strathcona Awards Selection Committee Resolutions Committee Seniors Advisory Committee Subdivision Authority Mayor's Executive Committee
St. Albert	Assessment Review Board Environmental Advisory Committee Library Board Community Services Advisory Board Subdivision & Development Appeal Board Standing Committee on Finance (formerly Finance & Audit Committee)
Camrose	Assessment Review Board Municipal Sustainability Initiative Grant Committee Public Library Board Planning Advisory Committee Police Commission Emergency Management Committee Subdivision & Development Appeal Board Performing Arts Centre Board of Governors Airport Commission Green Action Committee City Centre Camrose City Cost Sharing Agreement (Recreational Facilities) Community Transportation Advisory Committee (Ad-hoc) Social Development Committee



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