



## NOTICE OF SPECIAL COUNCIL MEETING

Pursuant to Sections 126, 127 and 128 of the Community Charter (BC) public notice is hereby given that the District of Wells Council will hold a Special Council Meeting (which may include Council member/s participation by teleconference) on Wednesday June 22, 2022 at 1:00PM.

The purpose of the Special Council Meeting is to discuss Strategic Priorities, Goals, Governance and Best Practices for the District of Wells. Guest Presenter, Gary Nason, consulting on behalf of the province will be leading this session.

**MEETING PLACE:** Online meeting via Zoom

**Meeting On:** Wednesday, June 22, 2022

**Meeting Time:** 1:00 PM

For more information, please contact the District of Wells Municipal Office at (250) 994-3330.

A handwritten signature in blue ink, appearing to read "D. Forseille", is positioned above a horizontal line.

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**Donna Forseille, Chief Administrative Officer**  
District of Wells, June 16, 2022



## District of Wells

### Strategic Objectives/Goals/Special Projects

#### Priority Setting Session

June 21<sup>st</sup>, 2022 at 1:00pm

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#### Agenda

##### 1:00pm to 1:30pm

- Introduction/Objectives of Today's Session
- High Level Overview of List of Current 2022 Strategic Objectives/Goals/Special Projects (Refer to Summary List Attached – Also as Background Refer to “District of Wells 2021 to 2024 Goals and Objectives” Document)
  - Any Other Proposed 2022 Initiatives or Actions which Council Members Wish to Raise at the Session (“Last Call”)
  - Any Deletions to the List
  - Input/Comments from Staff

##### 1:30pm to 2:15 pm

- Round-table – Each Member of Council Discusses Those Strategic Objectives/Goals/Special Projects Which He/She Considers to be Highest Priority for Completion, and/or Commencing in 2022
- Input/Comments from Staff

### **2:15pm to 3:00pm**

- Attempt to Reach Consensus on Three Categories of Work Items/Special Projects:
  - Category 1 – **“Complete Prior to the End of the Current Council’s Mandate – Highest Priority Deliverables”**
  - Category 2 – **“Important to Commence and Have Underway Prior to the End of the Current Council’s Mandate”**
  - Category 3 – **“Defer to New Council – Remainder of 2022 and Beyond”**

### **3:00pm -3:30pm**

- Any Files in Particular Which Council Expects the Municipal Advisor to Provide “Hands-on” Management and Give Particular Attention to During his Term?
- Highest Priority “Deliverables” Expected from Municipal Advisor?
- Any Particularly Sensitive Files Which the Municipal Advisor Should be Made Aware of?

# **COUNCIL MEMBER AND STAFF - ROLES AND RESPONSIBILITIES**

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*[Acknowledgement: The materials in this section have been included with the kind permission of Mr. Gordon McIntosh and the Local Government Leadership Academy from materials originally produced for a 2011 Council Orientation session for newly elected Mayors and Councillors from the various Capital Region municipalities.]*

## **Council Roles (Mayor and Councillors)**

The **role of Council** can be summarized as:

- **Making policy** - Council makes decisions that fall within its delegated powers. These decisions range from informal practices to regulatory bylaws such as service levels, regulatory conditions and resource allocations.
- **Setting direction** - Council determines the strategies that will be pursued and the services that will be delivered. These directions provide day-to-day guidance to staff and a road map for the community.
- **Representing the public interest** - while individual Councillors may advocate specific interests at any given time, it is the responsibility of Council as a whole to represent the broad interests of the community.

Council's **policy making** responsibility involves:

- **Ensuring adequate information** is available for good decision-making. This means that when Council makes a decision it is fact-based.
- **Having a good debate** so that all views are heard in a respectful manner. All members should have an open mind to hear the views of their colleagues.
- **Establishing policy** that is clear and understandable by staff and the public. Administration clearly understands it and so do citizens.
- **Monitoring the impact** and unintended consequences of policy implementation. Targeted dates to evaluate the actual results of implementing the policy.
- **Adjusting policies** as required based on new information, emerging conditions or changing resource conditions

Council's **direction setting role** includes responsibilities such as:

- **Examining trends and conditions** to determine how external and community factors are impacting the community and municipality.
- **Soliciting a wide range of community views** and /or feedback to strategic directions for the community.
- **Creating a shared vision** that articulates a community direction through vision, mission, goal and objective statements.
- **Establishing action strategies** that translate the vision and objectives into action plans with target dates to monitor progress and results.
- **Ensuring funding is in place** to align strategies, legislated powers and available fiscal and human resources.

Representing the **public interest** role involves responsibilities such as:

- **Responding to inquiries** - listen and to convey citizen concerns without getting too involved in day-to-day operations.
- **Advocating constituent concerns** - speak on behalf of specific citizen, group or community interests and concerns to Council.
- **Representing the community** - reflect the broad interests of the community in making decisions.
- **Scrutinizing (monitoring) operations** - oversee operations to ensure they are effective and efficient.
- **Ensuring transparency** - adhere to high ethical and accountability standards that are open to public scrutiny.

The **Councillor's** responsibilities take on different characteristics across each of Council's three core roles of making policy, setting direction and representing the public:

- **Represent** - reflecting the community's interests. Each Councillor will define their constituents differently.
  - **Advocate** - no single Councillor should expect to satisfy individual citizen requests. Council as a whole can advocate or address community concerns.
  - **Strategist** - participate in processes to set strategic directions to guide what staff does and how the money is spent to achieve community goals and objectives.
  - **Monitor**- oversee operations, strategy and policy. Elected officials are collectively accountable to the public for the performance of the municipality.
  - **Leader** - assume a leadership role by keeping touch with the people. Councillors are essentially, on the front line for all levels of government.
- Decision-maker** - make good decisions. Councillors are required to be well informed in order to contribute to the good debate of council.

The **Mayor** has the same responsibilities as Councillors. However, by virtue of their position they have considerable influence on how Council conducts its business:

- **Chairperson** - presides over meetings to ensure they follow proper rules of order, must be well informed and invite good debate.
- **Facilitator** - oversees processes and efforts to help generate ideas, develop solutions and pursue partnerships to achieve Council goals.
- **Spokesperson** - represent Council to the public and other agencies with decisions and strategies that have been approved by Council.
- **Intermediary** - liaises with the CAO to provide him or her with political advices and keep informed on operational matters that may be of Council interest.
- **Mentor** - guide Council members to fulfil their roles and provide feedback on behaviours that reduce personal or the organization's effectiveness.

## ***Administrative Role***

Staff or 'administration' helps Council to be effective in its three key roles of **making policy, setting direction and representing the public** by:

- **Giving policy advice** - assembles information and options for Council to make decisions that fall within its delegated powers.
- **Implementing directions** - resources are organized to implement strategies, perform tasks and deliver services in accordance with Council's expectations.
- **Reflecting a body of knowledge** - staff are recruited and trained to be knowledgeable for a specific civic function or service.

Administration's **giving policy advice** role involves:

- **Providing information** for Council to make decisions and create policies. Provide any internal data and conduct research for further information for Council.
- **Clarifying expectations** so that research is focused. Both Council and CAO need to describe the information required in staff report.
- **Providing options** so that Council can consider and debate alternatives. Providing only one option affects Council's confidence in staff.
- **Ensuring compliance** with legislation, policies and municipal case law. Council relies on administration to review legislative implications of pending decisions.
- **Indicating implementation requirements** by determining the funds and staff required. Council should know the longer-term impact of the decision

The **implementing direction's role** of administration includes responsibilities such as:

- **Providing data and information** so that Council can understand external and internal factors rather than just sentiment to develop strategic directions.
- **Developing action plans** to determine the activities required to implement Council directions and deliver services.
- **Allocating resources** to ensure materials and staff are in place. Council approves an overall budget; administration implements Council directions.
- **Reporting on progress** to provide regular reports on activities and results. This also gives Council confidence that administration is doing what Council wishes.
- **Assessing performance** to ensure the operations are getting value for money. Council concerns or performance should direct them to the CAO.

The **reflecting a body of knowledge** or providing expertise role of administration involves responsibilities such as:

- **Ensuring relevance** by providing administrative rather than political advice. The role of Staff is to provide facts, data and evidence regarding a matter.
- **Being objective** is a 'must have' characteristic for administration. That is not to say that a staff person should not have a recommendation to offer Council.
- **Being thorough** is subjective. There are volumes of information, staff only has so much time, and Councillors have limited time to review staff reports.
- **Being resourceful** by developing and maintaining a knowledge network. Staff should be encouraged to have peers and resources people that they can access.
- **Staying current** on new trends and information that affect their function. Learning must be considered a life-long venture for each staff person.

## ***Chief Administrative Officer (CAO) Role and Responsibilities***

The CAO's responsibilities associated with Council's roles include:

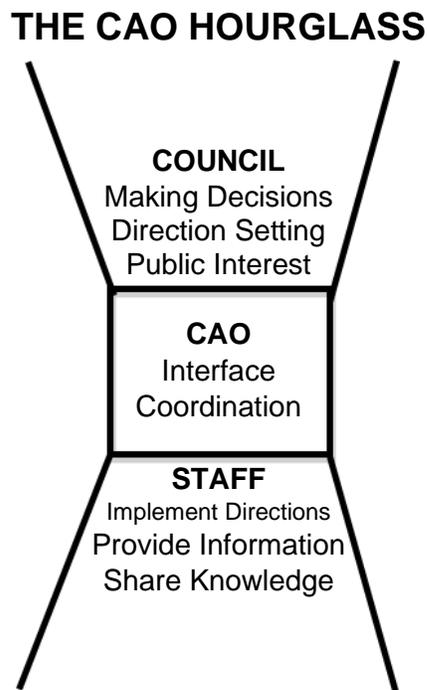
- **Making policy** - plays a pivotal role in making sure Council has adequate information to have a good debate and make effective decisions.
- **Setting direction** - the CAO acts as a conduit for both the development and implementation of Council directions.
- **Representing the public interest** - while the CAO is not expected to be a politician they are, by virtue of their position, a confidante to Council.

The CAO's responsibilities associated with administration's roles include:

- **Giving policy advice** - the CAO, in addition to screening recommendations going to Council, also guides staff in the preparation of staff reports.
- **Implementing directions** - the CAO is responsible for all operational matters. Services and programs are expected to be on budget and delivered efficiently.
- **Reflecting a body of knowledge** - the CAO is not an expert in all aspects of municipal operations, but to be able to obtain the required knowledge.

## ***The Political/Administrative Interface (The “One Employee” Model)***

An hourglass portrays the CAO position is the link between Council and staff



The position of CAO is the link between the politicians and staff. On the one hand, the CAO doesn't want to constrict the flow of information so much that there is no interaction. At the same time, there is only one person, the CAO, who directs staff.

- Consequently, it is useful to have and adhere to a protocol to ensure the proper flow of information between Council and staff.
- A Councillor has the right to request public information from a staff person.
- A Councillor or Mayor does not have the right to direct any staff person.
- An information request that impacts a staff work program requires CAO approval.
- The CAO may require Council guidance concerning a Council member's request.

The importance of this and other protocols is to keep elected officials and staff on the same page when it comes to appropriate responsibilities.

### ***“Good Governance” Checklist***

1. Adherence to defined political and administrative **roles** and **responsibilities**.
2. Efforts to develop and achieve **strategic directions**.
3. Ability to develop a smooth transition of **plans into action**.
4. Attention to monitor and recognize **organizational** and **staff performance**.
5. Facilitation of a positive and productive **organizational environment**.
6. Accountability for the efficient use of **organizational resources**.
7. Ensure complete information and discussion to arrive at **good decisions**.
8. Consistency of attention to **internal** and **external** communication.
9. Respect for **diverse opinions**.
10. State of organizational stability while addressing **changing conditions** and **issues**.
11. Evaluation of the satisfaction levels and efficiency of **service delivery**.

## District of Wells

### 2022 Strategic Priorities/Special Project/Work Items - Outside of “Core Services” (For Discussion at the Strategic Objectives/Goals/Special Projects Priority Setting Session)

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#### **Currently Active Projects Referenced in the “District of Wells 2021 to 2024 Goals and Objectives” Document and Other Sources (listed in no particular order)**

- Issues Related to Sewer Treatment Plant
  - Feasibility Assessment
  - New Facility
- Issues Related to Water Treatment Plant and Distribution System
- Facilities Upgrading Projects
  - Ice Rink Revitalization Project
  - Playground Replacement
  - Wells Community Hall
  - Municipal Hall
  - Community Facility (School) Building
  - Fire Hall Renovations
- Official Community Plan Update Project
- Wells/Osisko Development – Memorandum of Understanding Implementation
- Unsightly Premises Bylaw Enactment and Enforcement
- New Community Poster Board
- Staffing Recruitment and Selection
  - Municipal Clerk
  - Public Works Supervisor
  - Public Works Crew
  - Economic Development Officer
  - Custodian
- Installation of new LED Lights in Conjunction with BC Hydro
- Wildfire Protection Plan/Community Fire Smarting
- 2022 General Local Election Administration
- Review of District Bylaws re. Financial Sustainability
  - Water and Sewer Specified Area User Rates
  - Comprehensive Fees and Charges
  - Garbage Collection
  - Planning and Building Application Fees and Charges
- Others?

## District of Wells

### Principal Outcomes from the June 21<sup>st</sup>, 2022 Strategic Objectives/Goals/Special Projects Priority Setting Session

**[Would be completed post-session - for regular reference/updates at future Council Meetings]**

Strategic Priority/Special Work Items (Outside of “Core Services”)	Proposed Activity/Next Steps
<p><b>Category 1: “Complete Prior to the End of the Current Council’s Mandate – Highest Priority Deliverables” (not necessarily in order of priority)</b></p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>
<p><b>Category 2: “Important to Commence and Have Underway Prior to the End of the Current Council’s Mandate”</b></p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>

## District of Wells

### Principal Outcomes from the June 21<sup>st</sup>, 2022 Strategic Objectives/Goals/Special Projects Priority Setting Session (Cont'd)

Strategic Priority/Special Work Item (Outside of "Core Services")	Proposed Activity/Next Steps
<i>Category 3: Defer to New Council – Remainder of 2022 and Beyond</i> <ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li></ul>	<ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li></ul>

Notes:

## [Municipality]

### Protocol for Raising Proposed New Strategic Priorities/Initiatives/Special Projects Outside of Core Services

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Council and Staff both recognize and accept that during the course of the year emergent priorities and/or unforeseen events and issues may arise which may require immediate attention and an adjustment of the [Municipality's] current work plan, core services and/or strategic priorities. However, and also recognizing the realities of finite capacity both in terms of available staff time and budget, additional staff and/or financial resources may be required in order to address or undertake these newly emergent priorities, initiatives or special projects. To that end, the following protocol is recommended for raising any proposed new special projects or initiatives outside of Council's annual strategic planning and priorities setting process:

1. All Council members are requested to bring forward for Council discussion, at the first available Regular Council meeting, a formal Notice of Motion setting out the details of the proposed new special project or initiative which the Council member is proposing be undertaken by the [Municipality];
2. Prior to any final decision/motion being made by Council to undertake the proposed new special project or initiative, the Chief Administrative Officer (CAO) be given the opportunity to formally report back to Council, if deemed warranted by the CAO, on the staff, budgetary and work plan implications of the proposed new project or initiative.
3. Generally speaking, once the Strategic Priorities Spreadsheet is formally approved by Council subsequent to its annual strategic planning/priorities setting session(s), any subsequent Notice of Motion to undertake a new special project or initiative outside of core services, which is not otherwise already addressed in the Spreadsheet, should be bookmarked and referred to the next annual strategic planning/priorities setting update session for further discussion unless:
  - i. it would incur a very minimal amount of additional staff time and resources without material impact upon the current work plan as advised by the CAO; or
  - ii. another special project or initiative which is already on the Spreadsheet is re-prioritized to a lesser priority, or is otherwise removed from the Spreadsheet, as recommended by the CAO.

# Council/Chief Administrative Officer Compact

## [Municipality]

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The following represents a grouping of general statements of best local governance practice.

### GOVERNANCE:

- 1. RULE #1: All Members of Council are EQUAL / All get All Information**
- 2. CAO Works for Council** – the CAO (staff) works for all of Council, not just the Mayor nor for any individual member, committee, subset, or faction of Council.
- 3. Truth to Power** – staff is expected to tell Council and the public things staff considers they need to know and may not want to hear; including providing advice on things that are considered to have political risk/exposure.
- 4. Electoral Politics/Processes** – the CAO shall not to be involved in electoral politics nor partisan politics.
- 5. Council Decisions** – Council decisions are by majority vote and once determined, a decision taken is a decision of the Council as a whole. Both the Council members and the CAO/staff are bound to follow and implement such a decision. (The members for and against are, at this stage, to be considered as totally irrelevant.)
- 6. Intra-Council Disputes** – the CAO is not expected to manage or adjudicate disputes between or amongst members of Council and will not do so.
- 7. Personal Service** – the CAO shall not do personal favours for Council, staff, friends, or associates regarding corporate functions nor with regard to arms-length or community functions.

### COUNCIL/STAFF RELATIONS:

- 8. One Employee Model – Who May Speak with Staff?**
  - Council members are free to speak to any member of staff at any time. Having said that, any approaches to staff members by the Mayor and/or Councillors for requests for information or research should be directed through the CAO. And

Rule #1 is paramount; any significant information provided to one Council member will also be provided to all others.

- Neither the CAO nor staff shall meet with Council members “off the record”, “privately”, or “socially”. Council members will not expect to do so. Staff members shall not do so.
- Council members have no direct role in managing staff performance. Any concerns shall be dealt with through the CAO.
- Staff complaints shall be handled within the established grievance processes or through the formal chain of command and shall not be made to nor heard by members of Council. Council members shall refer any such matters to the CAO or his/her designate. Complaints directly concerning the CAO shall be made, in confidence, to the Mayor as proscribed through any whistleblower policies of the [Municipality] which may be applicable.

**9. Hiring and Firing** – Council has no role in staff hiring and firing other than the CAO and statutory municipal officers. Staff may advise/consult where politically appropriate.

Council members have no direct role in managing staff performance beyond that of the CAO. Any concerns shall be dealt with through the CAO.

**10. Attacks upon Staff** – if staff are attacked, fairly or unfairly, the CAO will be expected to defend them. If staff are in error, the CAO/professional HR process will deal with performance issues, not Council or Council members. The CAO may inform Council as deemed appropriate, but only within the bounds of employer professionalism and respect for employee privacy and the law. Council has a duty and is considered “the employer” and, as such, Council members shall not discuss employee performance issues in public or through any form of media. Personnel matters are, in all cases, confidential.

**11. Reputable Conduct** – the CAO shall not personally engage in any actions or behaviours that disrespect the Council, and which would dishonour the [Municipality] or the office of the CAO. The CAO is responsible to ensure that the same applies to employees and agents of the [Municipality].

The CAO specifically is not responsible in any way for the ethical behaviour or conduct of elected officials.

**12. CAO Performance Review** – a CAO performance review process shall be undertaken annually at a predetermined set time mutually agreed between Council and the CAO. The mechanism and approach are also to be determined collaboratively between Council and the CAO.

**DISPUTE RESOLUTION:**

**13. In the Case of a Dispute** – on any items contained in the CAO/Council covenant, an earnest and sincere effort will be made by the parties to resolve the issue; in the event those efforts are not successful, the CAO or a member of Council may opt to request that Council obtain the services of an outside facilitator, mediator or other suitably qualified professional to seek a mutually acceptable and sustainable resolution.

\_\_\_\_\_  
Chief Administrative Officer

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Mayor and Council  
[Municipality]

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