

**Minutes of the Operational Review Committee
Meeting Held
Tuesday, August 8, 2017**

Present:

Councillor Maroosis, Committee Chair
Councillor Anthony, Committee Member (5:30 p.m.–6:25 p.m.)
Councillor King, Committee Member
Councillor Serran, Committee Member
Mayor McDonald, Committee Member (5:00 p.m.–5:25 p.m.; 5:45 p.m.–6:25 p.m.)
Councillor Forgette
Councillor Mayne
Keith Robicheau, Chief Administrative Officer
David Euler, Managing Director Engineering, Environmental and Works
John Severino, Managing Director Community Services
Lea Janisse, Managing Director Corporate Services
Margaret Karpenko, Chief Financial Officer
Gord Mulcahey, Executive Member North Bay Professional Firefighters’
Association

Regrets:

Councillor Bain, Committee Member
Marti Gerbasi, President CUPE Local 122

Special Review Committee Chair, George Maroosis, called the meeting to order at 5:05 p.m.

- The Committee took a brief recess from 5:25 p.m.–5:30 p.m.

1. Adoption of Minutes:
The Minutes of June 13, 2017 were approved and will be presented to Council on August 22, 2017.
2. Business Arising from Minutes:
 - i. None
3. Operational Review of the Office of the C.A.O.
 - Keith Robicheau led the presentation and copies of the PowerPoint presentation were provided to the Committee.
 - The presentation included an overview of the roles and responsibilities of the office of the CAO.
 - Keith’s interest and priority in Emergency Management was highlighted as well as changes noted with respect to the last 30 years in public sector management.
 - City Policy Framework was reviewed emphasizing the major responsibilities of the CAO.
 - The CAO’s role as the CEO of Holdco was explained and the legislation of the Electricity Act and Ontario Energy Board Act and regulations highlighted.
 - The context for growth and city-building underscored the following: environmental and social responsibility, governance and responsive local government, financial responsibility and fiscal stability, economic growth and community development.
 - Good governance matters.
 - An example of sound financial management was provided referencing an example where a municipality rotated truck tires through the fleet in more than one application within the business model so that they maximized the use of the tires and managed resources effectively. The prescription for good governance and the clarity of broad roles is important.
 - Where does this information come from?
 - This information is from the Ministry of Municipal Affairs. Once the decision is made, respect the will of the majority in communicating this decision. With respect to AMO, act as the “principle” spokesperson.

- Is this any topic or direction?
 - This is ultimately on what council has decided.
- International City/County Management Association (ICMA) Study of 100 Cities revealed that policy choices and management are what matter. Policy choices have significant cost implications. Example: OMERS.
 - Is the process prescribed if someone opts out of OMERS?
 - Yes. The changes are on OMERS terms as there is no other plan.
 - Is there any municipality that opted out of OMERS and gave staff the benefit in the term of cash instead?
 - The City's Collective Agreements speak to the OMERS pension plan. This is the case with many municipalities.
 - Can you check on this?
 - Yes.
 - Do we have a list of services and the associated costs to provide the service?
 - The budget is your primary representation and expression of the lines of business. We identify Core Services in the review as 3 areas: Core, Important and Discretionary.
 - Do you see any benefit to having a list of services with cost?
 - The challenge is rolling something up in a way people would understand.
 - Did you review the exercise we went through with the consultant from Sudbury?
 - No. Not yet. With respect to user fees, this is a full cost accounting exercise to assist decisions about level of recovery of cost.
- The process in reviewing services could involve asking questions around mandate as in the chart in the presentation. By asking questions such as "Is the program mandatory?" If yes, then "What level of service is required compared to what we provide?" If no, then "Is the program/level of service a priority for the community?" Is it discretionary? Do we have to be a direct provider/funder/regulator? Can or should this program/level be delivered by someone else?
 - How do we best give people with ideas the "permission" to try and to do things?
 - In the example of the transit stops and the snow conditions, the transit drivers were provided latitude to stop at the nearest point that is safe to do so for the customers. Transit drivers were empowered to do their job. We need to look at the service delivery structure as a "service" mindset.
 - There are organizations where teams have an opportunity to share their ideas and bring them forward.
 - This is my experience that we have a mechanism to encourage this feedback. Teams are encouraged to meet regularly to share ideas. Solutions can come from making an investment in employee teams.
 - Should we look at this?
 - I think this could be considered. If there is an employee suggestion program it is essential to vet the ideas and respond.
 - Next time we meet we will stay with the CAO office and review how it operates and have the Mayor provide feedback.
 - When are we going to look at the action items?
 - The action items will be reviewed in September. We would like the management team to review the action items and provide feedback. The committee will also have an opportunity to review the items and provide feedback.
 - Are we able to add a dollar value to this process and complete a core services review? Do we still have this on the table?

- Yes. We need to know the staff priorities and council priorities as we move forward with the process.

4. Action Items:

- i. Create an employee suggestion program.

Next Meeting: Tuesday, September 5, 2017 @ 5:00 p.m.

Agenda Item: The Office of the CAO.

Meeting adjourned at 6:25 p.m.

Councillor George Maroosis
Chair Operational Review Committee

Judy Bechard
Deputy City Clerk