

**Minutes of the Operational Review Committee
Meeting Held
Tuesday, September 5, 2017**

Present:

Councillor Maroosis, Committee Chair
Councillor Anthony, Committee Member (5:12 p.m.–6:24 p.m.)
Councillor King, Committee Member
Councillor Bain, Committee Member
Councillor Serran, Committee Member
Mayor McDonald, Committee Member (5:06 p.m.–5:25 p.m.; 5:45 p.m.–6:24 p.m.)
Councillor Forgette (5:06 p.m.–5:28 p.m.; 5:50 p.m.–6:24 p.m.)
Keith Robicheau, Chief Administrative Officer
David Euler, Managing Director Engineering, Environmental and Works
Margaret Karpenko, Chief Financial Officer (5:06 p.m.–5:28 p.m.; 5:50 p.m.–6:24 p.m.)
Jason Whiteley, Fire Chief
Gord Mulcahey, Executive Member North Bay Professional Firefighters' Association

Regrets:

Lea Janisse, Managing Director Corporate Services
John Severino, Managing Director Community Services
Marti Gerbasi, President CUPE Local 122

Special Review Committee Chair, George Maroosis, called the meeting to order at 5:06 p.m.

1. Adoption of Minutes:
The Minutes of August 8, 2017 were approved and will be presented to Council on September 19, 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 continued his presentation to the Committee regarding an overview of the roles and responsibilities of the office of the CAO.
 - Two-thirds of Public infrastructure is at the Municipal level.
 - Current revenue tools (the tax system) are used to solve the challenge of today.
 - Revenue growth will come from employment and economic growth.
 - The office of the CAO has 3 Primary Areas of Focus:
 - a. Economic Development
 - b. External Communications
 - c. Fiscal Sustainability
 - Further Priorities include:
 - d. Emergency Preparedness and Response
 - e. Diversity
 - f. Human Resources and treating people as assets
 - g. Risk Management (Operational, Financial and legal)
 - Communications: The Communications Officer will be a part of the Office of the CAO which will leverage resources to support communications. The oversight of Internal Communications will be the office of the CAO.
 - Economic Development figures prominently within the Strategic Plan for the City of North Bay. There is a Strategic Plan pending for invest North Bay.
 - The Fire Chief is a direct report for the office of the CAO. The CAO will continue to work closely with the Fire Department to update the Emergency Response Plan and develop an Incident Management Strategy. Roles will be defined and a plan implemented which include direct involvement of the office of the CAO.

- Do you see yourself having that same relationship with the Police Department?
 - No. The Police governance has strong civilian governance. The relationship in other municipalities has always been that of liaison and support with the Fire Service. This would be more of an interest built primarily on the role of the Emergency Management Process.
- The CAO role is one of Coaching, Counselling and Influencing skills (95%) and clear formal authority (5%).
 - Canada Census has provided a lot of information but we do not have a researcher on staff. Is there a mechanism to help Senior Staff to have a true picture from an analyst view?
 - In most finance departments we can see a role shift to an analyst role. Unless you are a larger municipality, you would not necessarily see an analyst on staff. Senior Staff at the City are very plugged in and in tune with their professional designations. These professional affiliations provide a resource to the City. Every member of the Senior Management team is looking at benchmarks and analytics to measure status.
 - Growth and pace for growth, can you elaborate on this please? Also, please elaborate on allocating reserves and what is a sufficient amount of reserves and when should we use reserves?
 - Cost recovery and certain types of development charges provide full expression of the pace for growth. When you are approaching \$15,000.00 - \$20,000.00 in developer fees/lot this may be what the market can handle. I can prepare a side-by-side comparison of other municipalities.
 - On the issue of reserves, replacements come from reserves. New builds may come from incurring debt and infrastructure grants where possible and available. If there are low interest rates a debenture over 20 years may be appropriate so that you have future users helping to pay for the asset. Future generations will benefit then they should share the responsibility.
 - When is the correct time to use reserves? In other Departmental budgets? Use to offset the shortfall?
 - Most municipalities will need to use reserves to pay for Capital. Ours is part of the liquidity capital. "Pay as you go."

4. Operational Review of the Office of the Mayor.

Mayor McDonald provided an update to the Committee regarding an overview of the roles and responsibilities of the office of the Mayor.

- The Mayor interacts with the CAO 95% of the time and occasionally interacts with Senior Management.
- There is a weekly standing meeting with the CAO where the Mayor receives a brief update from the Senior Management Team and discussions are held regarding snags or challenges from the Province.
- The CAO has a good handle/understanding of how things work.
- There is a partnership between Council and Staff. The Fiscal Plan and Downtown Waterfront Advisory Committee are examples how the partnership with staff has worked out well and assisted with making decisions faster at Council.
- The Mayor recommends that the Chairs of the business units meet with other business units to gain further knowledge. Kudos to Councillor Vrebosch who started this. Other recommendations include:
 - i. Encourage Chairs of the Business Units to meet with Senior staff
 - ii. Need to develop a hybrid model for communication for Economic Development and Invest North Bay. Develop a direct channel to CAO to bring in community groups.
- The Senior Management team has a good handle on things and offers prudent advice.
 - Keith, are you aware of the claw back of part of the upload from the Province?

- The Councilors have done a good job to make sure that the funds were returned to the local municipality.
- Has the Finance Committee policy or General Government responded to the claw back?
 - There is a plan for Margaret and Shannon to complete a review.

5. Action Items:

- i. None.

Next Meeting: Tuesday, September 19, 2017 @ 5:00 p.m.

Agenda Item: Review Action Items.

Meeting adjourned at 6:24 p.m.

Councillor George Maroosis
Chair Operational Review Committee

Judy Bechard
Deputy City Clerk