



# Huron County Council

Minutes - June 6, 2012

Special Session

GODERICH, ONTARIO



## SPECIAL COMMITTEE MEETING

Goderich, Ontario.  
June 6<sup>th</sup>, 2012.

Warden MacLellan called the Special Committee meeting to order at 11:15 a.m. All members of County Council were present except for Councillors Grace, Robertson and Shewfelt.

The purpose of the Special Committee meeting was to consider endorsing the Governance Review authored by George Cuff; in principle.

The recommendations in the Report on the County of Huron By George Cuff were reviewed starting with **Recommendation 1(a): We recommend that the Council of Huron County endorse the Governance Review in principle.**

MOTION:

Moved by: Councillor A. Versteeg and Seconded by: Councillor J. Steffler:

THAT:

The Council of the County of Huron; endorse the Governance Review in principle.

CARRIED

**Recommendation 1(b): We recommend that Council refer the Report to its solicitor for review prior to considering its release to the public.**

It was noted that the Report was provided to the County's solicitor.

**Recommendation 1(c): We recommend that the Council refer the Report to the members of the Senior Management Team and then subsequently (i.e. within a couple of days) to the organization.**

It was noted that all of SMT who signed a waiver was provided with a copy of the full report and were invited to provide comments to Mr. Cuff. In addition, Mr. Cuff and the Warden met with SMT on May 23<sup>rd</sup> and invited comments.

**Recommendations 2(a): We recommend that the composition of Council be revised and reduced in size to not greater than nine (9) members.**

**And**

SPECIAL COMMITTEE MEETING

Wednesday June 6<sup>th</sup>, 2012

Page 2 of 8.

**2(b): We recommend that the applicable bylaw and required notices be made in time for this change to occur at the next municipal election scheduled for 2014.**

MOTION:

A motion by in support of the recommendation in Item 2 failed to receive a Secunder.

It was noted that a staff report on the change to 15 members of Council has been requested.

**Recommendations 3(a): We recommend that the Council committee of the whole meeting (recommended as a Governance & Priorities Committee) meet on a one day twice monthly basis. We do not see the need for additional meetings although one could be scheduled based on an "as needed" basis as perceived by the Warden with the input of the Agendas Committee.**

**And**

**3(b): We recommend that the Council committee of the whole meeting (recommended as a Governance & Priorities Committee) meet on a one day twice monthly basis. We do not see the need for additional meetings although one could be scheduled based on an "as needed" basis as perceived by the Warden with the input of the Agendas Committee.**

**And**

**3(c): Correspondence matters should be only those matters wherein it is essential that all members of Council are informed in a public manner (i.e. the matter could not have been sent via e-mail during the week). Such matters, if they required an administrative response should be placed under a reports section on the agenda or a "request for decision".**

MOTION:

Moved by: Councillor B. Dowson and Seconded by: Councillor J. Ginn:

THAT:

The Council of the County of Huron; agree to direct the CAO to prepare a "mock" Consent Agenda be prepared for Council's upcoming Committee meeting.

CARRIED

SPECIAL COMMITTEE MEETING

Wednesday June 6<sup>th</sup>, 2012

Page 3 of 8.

A break for lunch at 11:50 a.m. until 1:25 p.m. Councillor Klopp left the meeting at 11:50 a.m.

**Recommendation 3(d): We recommend that the Board of Health and the Library Board meet on days separate from either the regularly scheduled Committee of the Whole or Council meetings.**

It was noted that there is a motion on the table waiting for a staff report on the composition of the Library Board and noted that this will also be considered at the Library Board Strategic Plan meeting on June 22.

**Recommendation 4(a): We recommend that the term of office of Warden be increased to a minimum of two years with a maximum extension of that term to be not greater than three consecutive terms.**

MOTION:

Moved by: Councillor J. Steffler and Seconded by Councillor D. Jewitt:

THAT:

The Council of the County of Huron; agree to adopt a two year term for the Warden commencing in December, 2014.

CARRIED

**Recommendation 4(b): We recommend that a clear and comprehensive role statement of the Warden be crafted based on this Report and that this statement be made available to each lower tier community and each elected member of County Council not less than 3 months prior to each term of office.**

MOTION:

Moved by: Councillor Hessel and Seconded by: Councillor Van Diepenbeek:

THAT:

The Council of the County of Huron; agree to direct the CAO to prepare a definition of the role of Warden from the *Municipal Act*, past experience as Warden and also based on the Governance Report;

AND FURTHER THAT:

The time period the statement to be made available to each lower tier community and each elected member of County Council prior to each term of office; be decided at a later time.

CARRIED

Councillor Jewitt left the meeting at 1:50 p.m.

SPECIAL COMMITTEE MEETING

Wednesday June 6<sup>th</sup>, 2012

Page 4 of 8.

**Recommendations 5(a): We recommend that the County develop a revised, thoughtful approach to the establishment of short and long range goals and priorities.**

**And**

**5(b): We recommend that the County recruit the assistance of an external facilitator to guide the Council and senior management through such a process and ensure that Council's focus is kept on the broader policy framework.**

MOTION:

Moved by: Councillor A. Versteeg and Seconded by: Councillor J. Steffler:

THAT:

The Council of the County of Huron; agree to develop a revised thoughtful approach to the establishment of short and long range goals and priorities;

AND FURTHER THAT:

Council agree to recruit the assistance of an external facilitator to guide the Council and senior management through such a process and ensure that Council's focus is kept on a broader policy framework.

CARRIED

**Recommendation 6(a): We recommend that Council rescind the current Committee of the Whole governance model and replace it with a Governance and Priorities Committee (GPC) of Council with the terms of reference as described in this Report.**

MOTION:

Moved by: Councillor T. Hessel and Seconded by: Councillor A. Versteeg:

THAT:

The Council of the County of Huron; agree to direct staff to investigate information dealing with Governance and Priorities Committee of Council and bring forward examples at an upcoming meeting.

CARRIED

**Recommendation 6(b): We recommend that Council approve an Audit Committee as an ad hoc committee of Council as per the terms of reference (see Appendix C); and that this committee meet no less than twice annually to discuss the County's audit process and audit results in an independent and confidential meeting with the Auditor.**

SPECIAL COMMITTEE MEETING

Wednesday June 6<sup>th</sup>, 2012

Page 5 of 8.

MOTION:

Moved by: Councillor J. Ginn and Seconded by: Councillor T. Hessel:

THAT:

The Council of the County of Huron; agree to appoint an Audit Committee as an ad hoc committee of Council as per the terms of reference in Appendix C of the Cuff report.

CARRIED

**Recommendations 6(c): We recommend that any key (significant) policy issues be first discussed by Council at its GPC meetings and that these meetings be considered open to the public except for any portion of the meeting wherein Council by motion determines it prudent to conduct its business in camera.**

**And**

**6(d): We recommend that the chair of the GPC meeting speak to the issues at Council and identify the issue, the governance implications, the benefits and perceived disadvantages of the proposal and the recommendation of the committee.**

**And**

**6(e): We recommend that Councillors receive a briefing on all County committees and their impact on County business at least one month prior to any annual organizational meeting.**

Consider along with report requested for recommendation 6(a).

**Recommendations 7(a): We recommend that the County consider the appointment of a professional communications consultant to provide advice on the development of a 'communications strategy' and priorities.**

**And**

**7(b): We recommend that the CAO be briefed at least a week in advance by members of Council with regard to issues which they would like to have discussed at committee or Council meetings.**

Review as part of Procedural By-law

**Recommendation 8 (a): We recommend that clear protocols be developed by the CAO and recommended to Council relative to:**

- i) Access to senior management**
- ii) Placement of items on the agenda**
- iii) Travel allowances; billing practices when car pooling to meetings**

SPECIAL COMMITTEE MEETING

Wednesday June 6<sup>th</sup>, 2012

Page 6 of 8.

- iv) Participation in the CAO's performance review**
- v) Contribution to any other performance reviews**
- vi) Comments regarding performance of senior management in public sessions meetings.**

MOTION:

Moved by: Councillor Versteeg and Seconded by: Councillor Van Diepenbeek:

THAT:

The Council of the County of Huron; agree clear protocols be developed by the CAO and recommended to Council relative to:

- ii) Access to senior management
- ii) Placement of items on the agenda
- vii) Travel allowances; billing practices when car pooling to meetings
- viii) Participation in the CAO's performance review
- ix) Contribution to any other performance reviews
- x) Comments regarding performance of senior management in public sessions meetings

CARRIED

That the aforementioned Motion be addressed by the CAO other than the Acting CAO.

**Recommendation 9(a): We recommend that the key roles of the CAO as being the chief policy advisor to Council and Council's only employee in being expected to manage the organization and its resources (including senior management).**

Add clarity to the Procedural By-law that all questions are directed through the Chair, then the CAO and if the CAO needs assistance can call upon the appropriate manager.

**Recommendation 9(b): We recommend that Council ensure the CAO is monitoring all Council-approved policies particularly insofar as they apply to members of the SMT and that these policies are being properly enforced or that any requested exceptions are being made known to the Council.**

This is something that will get addressed on its own in the future.

**Recommendations 9(c): We recommend that Policy 1.5 with respect to the hiring of senior management be rescinded and replaced with a policy statement regarding Council's direct role in**

SPECIAL COMMITTEE MEETING

Wednesday June 6<sup>th</sup>, 2012

Page 7 of 8.

**retaining/terminating the CAO with the responsibility for retaining/terminating of senior management delegated to the CAO.**

**i) The recruitment process for a CAO should be deemed to be the responsibility of the Council alone without any involvement by the Human Resources Department except as requested by motion of Council.**

**ii) The approach to the recruitment of any members of SMT should be deemed to be the sole responsibility of the CAO.**

**iii) The approach to filling an approved departmental position is deemed to be that of the respective department head with the head of HR acting in the capacity of advisor with respect to the process only (i.e. the accountability of hiring the right person rests with the department head who many also consult with the CAO as necessary or advisable).**

**And**

**9(d): We recommend that the review of the performance of the CAO be undertaken no less than once annually.**

**And**

**9(e): We recommend that the review be assigned to an ad hoc CAO Review Committee of the Council of five members (including the Warden), with the Warden as chair.**

**And**

**9(f): We recommend that the CAO review process enable all members of Council to provide written commentary according to a format as approved by Council (see Appendix D).**

**And**

**9(g): We recommend that the salary review of the CAO be conducted separately from this performance review but also on an annual basis.**

That clarification be requested from Mr. Cuff for No. 9(g).

The next meeting to be determined after the reports come back.

MOTON:

Moved by: Councillor J. Dietrich and Seconded by: Councillor B. Dowson:

THAT:

The Committee meeting is adjourned at 2:40 p.m.

CARRIED



SPECIAL COMMITTEE MEETING

Wednesday June 6<sup>th</sup>, 2012

Page 8 of 8.

---

Warden Bernie MacLellan

---

Clerk Barbara L. Wilson