Audit and Budget Committee

Council Chamber
9909 Franklin Avenue, Fort McMurray

Tuesday, February 03, 2015
4:00 p.m.

Agenda

Call to Order

1. Adoption of the Agenda

2. Minutes of Audit and Budget Committee meeting - January 20, 2014

New and Unfinished Business

3. Questions to the Municipal Auditor

4. Policy Update

5. Governance Training

Motion to Move In Camera

6. Financial Matter - 2015 Western Canada Summer Games
    In camera pursuant to section 25(1) of the Freedom of Information and Protection of Privacy Act.

Motion to Reconvene in Public

Adjournment

Unapproved Minutes of a Meeting of the Audit and Budget Committee held in the Council Chamber at the Municipal Offices in Fort McMurray, Alberta, on Tuesday, January 20, 2015, commencing at 4:00 p.m.

Present:	S. Germain, Chair
	M. Blake, Mayor
	T. Ault, Councillor
	G. Boutilier, Councillor
	J. Cardinal, Councillor
	K. McGrath, Councillor
	P. Meagher, Councillor
	J. Stroud, Councillor
Absent:	L. Bussieres, Councillor
	J. Chadi, Councillor
	A. Vinni, Councillor
Administration:	M. Ulliac, Chief Administrative Officer
	D. Leflar, Chief Legislative Officer
	A. Rogers, Senior Legislative Officer
	S. Harper, Legislative Officer

Call to Order

Mayor M. Blake called the meeting to order at 4:03 p.m.

1.   Adoption of the Agenda

> Moved by Councillor J. Stroud that the agenda be adopted as presented.
>> CARRIED UNANIMOUSLY

2.   Minutes of Audit and Budget Committee Meeting - December 2, 2014

> Moved by Councillor T. Ault that the Minutes of Audit and Budget Committee meeting of December 2, 2014 be approved as presented.
>> CARRIED UNANIMOUSLY

3.   Minutes of Audit and Budget Committee Meeting - December 8, 2014

> Moved by Councillor G. Boutilier that the Minutes of Audit and Budget Committee meeting of December 8, 2014 be approved as presented.
>> CARRIED UNANIMOUSLY

New and Unfinished Business

4.   Questions to the Municipal Auditor

The Committee did not direct any questions to the Municipal Auditor at this time.

Motion to Move In Camera

Councillor G. Boutilier declared a pecuniary interest due to a potential employment interest and left the meeting at 4:10 p.m.

> Moved by Councillor K. McGrath that the Audit and Budget Committee move in camera pursuant to section 24(1) of the Freedom of Information and Protection of Privacy Act.
>
> CARRIED UNANIMOUSLY

5.   Mike Cachia, Russell Agnew, Rachel Orser, Regional Recreation Corporation of Wood Buffalo re: Northside Recreation Centre Design Options

6.   Northside Recreation Centre Phase I and II Funding Options

Arrivals, Exits and Returns

Councillor S. Germain entered the meeting at 5:00 p.m.
Councillor K. McGrath exited the meeting at 5:18 and returned at 5:23 p.m.
Councillor P. Meagher entered the meeting at 5:20 p.m.

Motion to Reconvene in Public

> Moved by Councillor K. McGrath that the meeting reconvene in public.
>
> CARRIED UNANIMOUSLY

The Audit and Budget Committee met in camera from 4:10 to 5:29 p.m.

Adjournment

> Moved by Councillor P. Meagher that the meeting adjourn.
>
> CARRIED UNANIMOUSLY

The meeting adjourned at 5:30 p.m.

_____
Chair

_____
Chief Legislative Officer

Prepared for: Mayor & Council	Prepared by: Marcel Ulliac
Title: Policy Update	Title: Chief Administrative Officer
Date prepared: January 28, 2015	Department: Office of the CAO

SUBJECT:
Update on the Council Policies identified in the Accountability, Integrity and Transparency Audit.

BACKGROUND:
In early 2014 Council of the Regional Municipality of Wood Buffalo concluded that there was a need to complete an Accountability, Integrity and Transparency Audit to position the Municipality for current and future success. Through an open proposal process, Council engaged KPMG LLP.

The overall objective of the Audit was to provide Council with a report of the Municipality's existing practices with the intent of providing recommendations for enhancing and improving upon current policies.

The Audit was completed and presented to Council in September 2014. The findings recommended a review in 18 policy areas.

In October 2014, the Chief Administrative Officer committed to bringing forward the identified policies for Council's consideration in early 2015.

CURRENT STATUS:
Subsequent to completion of the audit, KPMG was retained to develop draft policies and/or administrative procedures based on research of leading practices and reviewing the policy matter with relevant staff. Those draft policies and procedures have been provided to the Municipality and Administration has been revising the drafts and is working towards completing a number of policies for Council's review and consideration. A legal review is also being completed on each policy before moving it forward for consideration.

Of the 18 policies, 9 are in the final stages of completion and anticipated to be presented to Council starting in February.

KEY CONSIDERATIONS:
Policy work is proceeding throughout the administration as quickly as possible and it is important to note that this work is being done in addition to regular municipal service delivery responsibilities. Financially related polices will flow through the Audit and Budget Committee and governance related polices through the Governance, Agenda and Priorities Committee.

NEXT STEPS/ACTION:
The initial nine policies are anticipated to be presented to Council during the period of February – March 2015.

ATTACHMENT:
Summary of KMPG findings and status.

	Audit Finding	**Status**
2.1	Whistleblower Policy	Council: February – March 2015
2.4	Employee Performance Management	Council: February – March 2015
2.5	Severance	Council: February – March 2015
2.6	Learning for All	Council: February – March 2015
2.7	Attendance at Political Fundraisers	Council: April – June 2015
2.8	Grant Procedure Implementation	Further review is occurring with Finance and KPMG
3.1	Departmental Mandates	Will be reviewed/approved by the CAO
4.1	Honorarium Policy	Council: February – March 2015
5.1	Land Acquisitions and Expropriations	Council: February – March 2015
6.1	Fly-in-fly-out Travel	Council: February – March 2015
6.2	Housing Policy (temporary housing)	Council: February – March 2015
6.3	Taxable Benefits	Council: February – March 2015
6.5	Approval for Travel and Living Expenses (documented approval process)	To be addressed when the CAO bylaw is updated
6.11	Expense Claim – Automated Approval Process	To be considered in the next phase of SAP implementation
6.12	Expense Approval by a more Senior Employee	To be addressed when the CAO bylaw is updated
8.3	Number of bids required before contracts awarded	Further review is occurring with Supply Chain Management and KPMG
8.4	Proposal Evaluation Criteria	Further review is occurring with Supply Chain Management and KPMG

Prepared for: **Mayor & Councillors**	Prepared by: Roxanna Stumbur
Title: **Council Training**	Title: **Manager, Learning, Development and Training**
Date prepared: January 29, 2015	Department: Human Resources

SUBJECT:
Governance training for Council

BACKGROUND:
As a result of the Governance related recommendations contained in the AIT Audit, the RMWB Audit & Budget Committee supported pursuit of governance training for Council. A Terms of Reference document has been developed to enable the search for a vendor able to facilitate an effective and appropriate governance training program (program) built upon leading practices in adult education.

CURRENT STATUS:
The Terms of Reference document (see attached) is the deliverable requested to help guide the selected procurement process to enable the attainment of the desired outcome of governance training for Council.

KEY CONSIDERATIONS:
An RFP process may be required if program costs are more than $75,000. However, the vendors suited to provide a superior program are not-for-profit organizations such as York University, the University of Alberta, Schulich School of Business and the Alberta Urban Municipalities Association (see attached). As such, a closed RFP would meet procurement standards and align with RMWB expectations and processes.

NEXT STEPS/ACTION:
Upon review and support of the Terms of Reference by the Audit & Budget Committee, the Learning, Development and Training branch of Human Resources will work with Supply Chain Management on an appropriate and timely process to obtain and evaluate proposals for the purpose of engaging a qualified vendor to facilitate the program. The proposals and recommendation would then be brought back for Council's consideration and approval.

ATTACHMENTS:
- Terms of Reference
- Governance Training – Comparison of Programs

GOVERNANCE TRAINING
TERMS OF REFERENCE

BACKGROUND

As a result of the Governance related recommendations contained in the AIT Audit, the Regional Municipality of Wood Buffalo (RMWB) Audit & Budget Committee supports the pursuit of governance training for its Council.

OBJECTIVE

The governance training program (program) will explore leading practices in governance principles and structures. Upon program completion, attendees will receive a professional or masters certificate in leadership for elected local government officials (municipal leadership).

RECIPIENTS

Program participants will be members of the RMWB Council.

BENEFITS

Completion of the program will provide Council with enhanced governance knowledge and skills to strengthen individual and team performance.

TIMELINES

Program facilitators will travel to Fort McMurray to work directly with members of Council. Times and dates will align with the schedules of Council. Content will invite a division of the program into distinct modules to enable comprehensive exploration and practical application. As such, it is likely at least three dates will be required for program completion.

CONTENT

The needs and preferences of Council will determine program specifics. At a minimum, the following will be explored: (1) essential skills for elected local government officials; (2) operational excellence; and (3) development of key strategies and priorities in changing times (public sector advancements).

OUTCOMES

Upon completion of this program, Council will be able to:

- Master leadership competencies to revitalize excellence in the municipality;

- Align municipal strategies for overall operational excellence and sustainability; and

- Foster consensus and collaboration as change agents to advance opportunities across the municipality and constituencies.

GOVERNANCE TRAINING
TERMS OF REFERENCE

PROGRAM CONTENT

The following topics will be considered as components of this program:

- Leadership, organizational structures and processes;

- Decision rights and accountabilities;

- Strategic thinking and development;

- Establishment and effective maintenance of political and administrative roles;

- Influence and leverage of collaboration and team work;

- Improvement of organizational performance;

- Resident engagement;

- Communication and media relations;

- Regional partnerships and collaboration; and

- Organizational culture and sustainability.

OVERSIGHT

Oversight for program specifics/logistics will be provided by the Learning, Development and Training branch of the RMWB Department of Human Resources. Employees within the RMWB Department of Supply Chain Management will assist with procurement processes.

	York University		Alberta Urban Municipalities Association (AUMA)	University of Alberta
Program	**Masters Certificate in Municipal Leadership**	**Professional Certificate in Leadership for Elected Local Government Officials**	**Elected Officials Education Programs (EOEP)**	**Certificate in Municipal Management and Leadership Program**
Website	http://seec.schulich.yorku.ca/long_program_introduction.aspx?p=masters-certificate-in-municipal-leadership&tab=1	http://seec.schulich.yorku.ca/short_program.aspx?p=professional-certificate-in-leadership-for-elected-local-government-officials	http://eoep.ca/home	https://uofa.ualberta.ca/executive-education/programs/municipal-management-leadership
Curriculum	**Module 1:** **Essential Skills for Municipal Managers** Courses: 1. Improving Personal Leadership and Team Dynamics (3 days) 2. Coaching and Mentoring for Peak Performance (2 days) **Module 2:** **Achieving Operational Excellence** Courses: 3. Strategic Management and Strategic Thinking (2 days) Political Acumen (1 day) 4. Improving Organizational Performance (2 days) **Module 3:** **Public Sector Advancements** Courses: 5. Dynamic Employee Engagement in Times of Change (1 day) 6. Negotiating and Collaborative Management Techniques (1 day) 7. Leadership Skills for Engaging Others During Change (2 days) 8. Managing with a Vision for Performance (1 day)	**Module 1:** **Essential Skills for Elected Local Government Officials** Develop your leadership potential as you learn to define your role and approach, enhance the effectiveness of your interpersonal communications and influence, leverage collaboration and teamwork, and balance tasks with key relationships for maximum effectiveness. **Module 2:** **Inspiring Excellence in Governance – How to Influence without Authority** In order to get things done, elected officials must be able to influence and get agreement with numerous and diverse stakeholders, from constituents to support staff. Learn to more effectively influence and foster consensus among people with different needs and viewpoints to ensure ongoing success. **Module 3:** **Development of Key Strategies & Priorities in Changing Times** Review the key elements of a successful strategy development and implementation approach, and reframe your thinking about how accountability, responsibility, innovation and results-orientation all combine to revitalize leadership in the municipal sector.	Please click the link for full course descriptions: http://eoep.ca/page/401 **Strategy and Business Acumen Courses** • Municipal Finance (Required Core) • Effective Planning and Strategy (Core) • Performance Measurement (Supplementary) • Human Resource Planning (Supplementary) • Service Delivery (Supplementary) **Effective Governance and Decision Making Courses** • Municipal Governance (Required Core) • Municipal Leadership (Core) • Ethics (Core) • Regional Partnerships and Collaboration (Supplementary) • Municipal Legislation (Supplementary) • Effective Decision Making (Supplementary) • Land Use and Development Approval (Supplementary) **Community Building Courses** • Community Development Through Citizen Engagement (Core) • Community Economic Development (Supplementary) • Emergency Preparedness Planning (Supplementary) • Addressing Local Infrastructure Issues (Supplementary) • Affordable Housing (Supplementary) • Sustainability (Supplementary) **Communication and Interpersonal Skill Courses** • Communications and Media Relations (Core) • Negotiation Skills (Supplementary) • Team Building (Supplementary)	**The Challenge of Leading & Managing in Municipalities** Explore the leadership challenges associated with municipal governments and the ethical behaviors municipal managers should demonstrate to maintain the trust and confidence of the public. **Leading Self & Others** Understanding who we are and how we behave is critical in becoming an effective leader. It opens us to growth opportunities building on our strengths and also helps to pinpoint challenges and blind spots where we can mitigate weaknesses. **Change Management** This module offers the theories of change with practical application to championing and creating change. As a participant, you will be provided ideas, tools and resources to assist you through change, with an emphasis on practical application. This module will first equip you with change management tools and theory, and then challenge you to put your new change application to the test using a Change Management simulation tool. **Creating a Collaborative, Knowledge-Sharing Culture** Ensuring that the expertise held by municipal managers is fully utilized by all parts of the organization and transferred to the next generation of senior leaders is critical to the long term sustainability of any municipal corporation **Finance for Municipal Managers** Municipal managers, regardless of their financial backgrounds, are required to understand the language of finance to make effective decisions. Understanding key financial data is critical to making informed fiscal decisions. **Committing to Improving Your Leadership Abilities** Leadership development is an ongoing personal and situational challenge, requiring on-going attention and commitment.
Methodology	Face-to-Face	Face-to-Face	Face-to-Face and Online	Face-to-Face
Facilitators	Click link for facilitators' profiles: http://seec.schulich.yorku.ca/faculty_municipal_governance.aspx	Click link for facilitators' profiles (scroll down to the bottom of the page): http://seec.schulich.yorku.ca/short_program.aspx?p=professional-certificate-in-leadership-for-elected-local-	Gordon McIntosh (also used by York University). Former municipal government CAO	More information to follow

	York University		Alberta Urban Municipalities Association (AUMA)	University of Alberta
	government-officials		TBD	• $6,100 CAD (plus GST) per participant
Costs	• $2,500.00 per day to customize • $11,000.00 per day for facilitation of current (in Fort McMurray) program (includes all material & assessment tools. RMWB would have to pay for facilitator travel & accommodations and provide training facility).	• $2,500.00 per day to customize • $11,000.00 per day for facilitation of current (Fort McMurray) program (includes all material and assessment tools). o RMWB would have to pay for facilitator travel & accommodations and provide training facility).		
Ability to customize	Yes there is an ability to customize	Yes there is an ability to customize.	Yes there is an ability to customize.	TBD
Curriculum ownership	TBD	TBD	The association would own the curriculum	TBD
Timelines	Spring 2015 (open enrolment) February 2015 (customized)	Spring 2015 (open enrolment) February 2015 (customized)	January 2015	January 2015 (for current program)
Comments	N/A	• They are presently working with the city of Calgary (since 2011) and the City of Winnipeg. • Past RMWB employees have attended this program	N/A	Please click link for program brochure: https://uofa.ualberta.ca/executive-education/-/media/business/departments/executive-education/brochure/cmml-program-july-25.pdf