

COUNCIL MEETING AGENDA

Date: **December 9, 2016**
Call to Order: **9:00 a.m.**
Location: **Council Chambers**

Pages

- 1. CALL TO ORDER**
- 2. ADDITIONS / DELETIONS / CHANGES TO AGENDA**
- 3. ADOPT AGENDA (Motion)**
- 4. [9:05 a.m.] IN CAMERA SESSION (Motion)**
 - 4.1 Chief Commissioner - Introduction of Topics
 - 4.2 Financing Strategies Discussion
FOIP Section 24, advice from officials
FOIP Section 25, economic interests of the municipality
 - 4.3 REVERT TO OPEN SESSION (Motion)
- 5. MOTIONS ARISING OUT OF IN CAMERA SESSION**
- 6. COUNCIL PRIORITIES**
 - 6.1 Review of Policies GOV-001-029 and GOV-001-030
In compliance with Bylaw 46-2015, the Governance Advisory Committee is providing this report on its review of Policy GOV-001-029 Organizational Roles and Responsibilities and Policy GOV-001-030 Organizational Success Discussions.
- 7. COUNCILLOR REQUESTS**
- 8. ADJOURNMENT (Motion)**
- 9. ITEM HOLD**

*This section will be used to capture any additional motions.
This section will only be used if Council suspends the rules to add an item to the agenda to enable electronic voting and video tagging.*

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GOVERNANCE ADVISORY COMMITTEE**Report on Review of Policies GOV-001-029 and GOV-001-030****Report Purpose**

In compliance with Bylaw 46-2015, the Governance Advisory Committee is providing this report on its review of Policy GOV-001-029 Organizational Roles and Responsibilities and Policy GOV-001-030 Organizational Success Discussions.

Recommendations

1. THAT the revised Policy GOV-001-029 Organizational Roles and Responsibilities, as set out in Enclosure 2, be approved.
2. THAT Policy GOV-001-030 be rescinded.

Summary

As part of its mandate, the Governance Advisory Committee is responsible for the review of Council governance policies. The Governance Advisory Committee began reviewing the Council governance policies in 2015 and the review of the two policies noted in this report will conclude the Committee's review of all Council governance policies.

Review of Policy GOV-001-029 Organizational Roles and Responsibilities:

The Governance Advisory Committee notes that the current policy (see Enclosure 1) is no longer aligned with the County's delegation of authority process which is detailed in the Chief Commissioner's Bylaw (21-2015). Further, sections of the policy are not aligned with the requirements provided in the Municipal Government Act. Consequently, there is a need to revise the responsibilities attributed to the various roles noted in the policy. The Governance Advisory Committee believes that a more holistic approach to this policy would be advisable and more appropriate to a policy document. Finally, the current policy does not follow the current policy template.

For these reasons, the Governance Advisory Committee recommends that the revised Policy GOV-001-029 Organizational Roles and Responsibilities, as set out in Enclosure 2, be approved.

Review of Policy GOV-001-030 Organizational Success Discussions:

The Governance Advisory Committee notes that this policy (see Enclosure 3) reiterates obligations that are provided in the Municipal Government Act and in the Freedom of Information and Protection of Privacy Act. More importantly, processes related to in camera meetings could be more effectively addressed as part of the new policy on accountability and transparency which the Governance Advisory Committee and Administration are preparing so that it may be considered by Council in the first quarter of 2017 as per the motion made by Council at their July 6 meeting.

For these reasons, the Governance Advisory Committee recommends that Policy GOV-001-030 be rescinded.

Enclosures

1. Current Policy GOV-001-029 Organizational Roles and Responsibilities
2. Revised Policy GOV-001-029 Organizational Roles and Responsibilities
3. Policy GOV-001-030 Organizational Success Discussions

Organizational Roles and Responsibilities

Date of Approval by Council: 5/26/2011

Resolution No.:

Lead Role: Council

Replaces: N/A

Last Review Date: 05/2011

Next Review Date: 05/2013

Administrative Responsibility: N/A

Policy Statement

The statutory powers of Council and Administration are defined in the *Municipal Government Act*, R.S.A., 2000 ("the Act"). Elected official and staff roles are inter-dependent. The effective governance and management of Strathcona County therefore requires Council and Administration to have a common vision for the municipality and a common understanding of their respective roles and responsibilities for key government functions.

The role of Council includes:

- Providing [strategic direction](#) of the organization through a clear community vision, services expectations and realistic priorities
- Making [policy decisions](#) based on good information and debate to guide organizational operations and resource allocations
- Providing a broad level of advocacy for citizens, the community and municipality
- Appointing an individual to carry out the powers, duties and functions of the position of Chief Commissioner and providing the Chief Commissioner with an annual written performance evaluation of the results he or she has achieved with respect to fulfilling those powers, duties and functions.
- Suspending or revoking the appointment of the Chief Commissioner in accordance with the provisions of the Act.

The role of the Chief Commissioner and Administration includes:

- Ensuring that the policies and programs approved by Council are implemented in a manner that is cost efficient, responsive to community needs and customer friendly
- Coordinating [organizational systems](#) that maximize internal capacity to achieve strategic, policy and service excellence
- Providing decision-making advice that reflects their area of expertise.

Key Government Functions

GOV-001-029 Handbook

Strathcona County Municipal Policy

The key government functions and expectations, together with roles and responsibilities of Council and Administration in fulfilling these key government functions, are more particularly set out in Schedule "A" attached to and forming part of this Policy.

A. To set a strategic direction – translate a preferred community vision and emerging strategic topics into strategic priorities compatible with organizational capacity within an ongoing process.

B. To develop effective policy – make informed decisions based on adequate information and good debate about policy issues, outcomes, options and actions that reflect the public interest and legislated mandate.

C. To effectively allocate resources – deploy fiscal and human resources in an efficient, effective and accountable manner.

D. To ensure a healthy work environment – promote a work environment that is safe, respectful and free from harassment, discrimination or any other behaviour that may discredit Strathcona County's reputation as an employer of choice.

E. To respect communication protocols – promote internal and external communication practices that respect the integrity of the workplace and roles of council and staff members.

F. To liaise with other agencies – such as not for profit organizations, service agencies and other levels of government.

G. To deliver quality services – determine the service agenda that best fits with the community need and organizational capacity to deliver efficient and effective services.

Guidelines

1. Schedule "A" as attached hereto, will guide organizational and individual actions that reinforce the distinct, yet overlapping nature of political and administrative roles by:

- Defining and clarifying the political and administrative realms and key functions shared by Council and Administration.
- Defining specific responsibilities of Council and Administration to strengthen compliance and maximize organizational effectiveness.
- Describing success indicators as a means to assess organizational and individual efforts in achieving role clarity and governance excellence.
- Identifying organizational practices to promote sound working relations between Council and Administration.

2. In fulfilling key government functions, Council and Administration shall have reference to the Strathcona County Strategic Plan, the Social, Environment and Economic

GOV-001-029
Handbook

Strathcona County
Municipal Policy

Sustainability Frameworks, the annual Business Plan and Budget, Council-approved Bylaws and Policies and any other documents which set the long and short term vision for Strathcona County.

SCHEDULE "A"

A. TO SET A STRATEGIC DIRECTION

Translate a preferred community vision and emerging strategic topics into strategic priorities compatible with organizational capacity within an ongoing process.

Expectations:

- Opportunities for staff, public and stakeholder engagement, input and feedback
- Timely and thorough consideration of emerging strategic issues
- Plans translate into results-oriented action compatible with internal capacity
- Regular reporting, review and updating of strategic priorities and work programs
- Communication and celebration of strategic directions, progress and results
- Staff and stakeholders feel that their contribution has been heard and valued

Roles and Responsibilities:

Council	<ul style="list-style-type: none"> • Develop a community vision in the best interests of the public reflecting the unique makeup of a specialized municipality • Set priorities for budget allocations for programs and services • Consider the organization's capacity to implement strategic directions • Review and monitor work program progress and results regularly • Update strategic directions and priorities annually
Mayor	<ul style="list-style-type: none"> • Oversee the political process to establish and monitor strategic directions • Ensure emerging issues from councillors and Administration are considered • Facilitate information sharing to ensure everyone's issues are heard • Facilitate priority setting based on adequate information and established criteria • To promote/represent Council's strategic direction to public and other agencies
Chief Commissioner	<ul style="list-style-type: none"> • Provide to Council options and emerging topics for timely and informed priority setting • Advise Council of the organization's capacity to pursue emerging issues • Keep Council informed on the progress of strategic priority implementation • Facilitate the establishment and updating strategic directions and priorities • Ensure councillor work program requests are processed in a timely manner
Administration	<ul style="list-style-type: none"> • Assemble information required for discussing strategic topics • Provide information on organizational capacity to pursue strategic topics • Recommend strategic priorities for organizational attention • Advise Council on the progress and results for strategic priorities and directions

SCHEDULE “A”

	<ul style="list-style-type: none"> • Provide timely response to Program Requests
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B. TO DEVELOP EFFECTIVE POLICY

Make informed decisions based on adequate information and good debate about policy issues, outcomes, options and actions that reflect the public interest and legislated mandate.

Expectations:

- Adequate and thorough information provided in a timely and objective manner
- Timely response to emerging issues and/or policy feedback
- Comfortable atmosphere to achieve respectful debate
- Consistent approach to similar issues and policy implementation
- Staff and Council adherence to *Meeting Procedures Bylaw* and adopted practices
- Public awareness of policies and opportunities for input into policy development

Roles and Responsibilities:

Council	<ul style="list-style-type: none"> • Seek and review public/citizen and staff advice prior to making decisions as appropriate • Provide staff with clear direction as to its decision-making information needs • Play an active part in the respectful exchange of ideas and debate • Suggest discussion topics for policy consideration • Assume an open mind and actively listen to differing viewpoints
Mayor	<ul style="list-style-type: none"> • Ensure that staff advice is available and presented to Council • Chair respectful debate within approved meeting procedures • Advise the Chief Commissioner regarding Council interests and needs • Oversee the Chief Commissioner’s attention to implementing Council decisions
Chief Commissioner	<ul style="list-style-type: none"> • Guide Council decision adherence to existing policy and legislation • Ensure all options and information are presented with recommendations • Oversee staff compliance of, and follow-up to, Council decisions • Identify possible consequences of policy options and emerging issues
Administration	<ul style="list-style-type: none"> • Seek to clarify Council’s view on the policy issues and outcomes • Provide thorough objective information in response to Council’s parameters • Advise Council of fiscal and human capacity implications of policy options • Maintain an efficient policy retrieval process as established in Policy GOV-002-021 • Monitor and report on the policy implementation outcomes and issues

SCHEDULE “A”

SCHEDULE “A”

C. TO EFFECTIVELY ALLOCATE RESOURCES

Deploy financial and human resources in an efficient, effective and accountable manner.

Expectations:

- Long and short term operational and capital planning
- Timely and accurate financial and program reporting from administration
- Innovative expenditures, revenue and external resource approaches
- Proactive information to make choices among competing demands
- Clear budget linkage to priorities and work programs
- Budget parameters and direction established by Council
- Skillful effective resource management without wasting time, effort or expense

Roles and Responsibilities

Council	<ul style="list-style-type: none"> • Consider fiscal, strategic plan and staff implications in all its decisions • Establish the annual and longer term operational and capital budgets • Ensure fiscal planning and reporting are transparent to the public • Seek staff, stakeholder and public input to resource allocations • Council will review concerns regarding Councillor fiscal accountability
Mayor	<ul style="list-style-type: none"> • Oversee the political process to establish and monitor the budget • Chair financial planning meetings of Council • Ensure full discussion of resource implications prior to making decisions
Chief Commissioner	<ul style="list-style-type: none"> • Indicate the resource implications of all Council decision and direction options • Oversee financial resource controls and timely reporting • Ensure public accountability for the prudent use of organizational resources • Approve staff and budget adjustments within policy parameters • Investigate any fiscal accountability concerns in a timely manner • Approve unbudgeted expenditures as established within Policy GOV-001-024 • Refer emergency expenditures to Council by way of a special meeting • Will identify any concerns regarding Council financial improprieties
Administration	<ul style="list-style-type: none"> • Assess resource implications for strategic direction and policy recommendations • Control expenditures within budget guidelines • Report revenue and expenditure variances as soon as they are known • Report and provide accurate financial reporting of extraordinary expenses • Maximize efficient and innovative use of organizational/community resources

SCHEDULE “A”

SCHEDULE "A"

D. TO ENSURE A HEALTHY WORK ENVIRONMENT

Promote a work environment that is safe, respectful and free from harassment, discrimination or any other behaviour that may discredit Strathcona County's reputation as an employer of choice.

Expectations:

- Regular check-in to monitor and enhance governance excellence
- Regular check-in to monitor and enhance organizational excellence
- High internal morale and spirit
- Demonstrated respect for an elected official and for the professional/technical expertise of staff

Roles and Responsibilities:

Council	<ul style="list-style-type: none"> • Respect the role of staff to perform their duties without apprehension • Agree that a Councillor will not directly order a staff member to perform activities unless approved by Council or the Chief Commissioner • Direct concerns regarding a staff member to the Chief Commissioner • Direct concerns regarding the Chief Commissioner to the Mayor or Council • Discuss individual Councillor concerns directly with the Council member • Discuss unresolved negative behaviours with the Mayor/Council • Refer staff performance concerns to the Chief Commissioner
Mayor	<ul style="list-style-type: none"> • Refer staff concerns regarding the Chief Commissioner to Council • Address behaviours that impact Council effectiveness directly with the Councillor • Work with the Chief Commissioner to address negative councillor impacts in the workplace • Facilitate Council discussion regarding unresolved negative councillor behaviours • Facilitate Council discussion on unresolved personnel or Chief Commissioner matters
Chief Commissioner	<ul style="list-style-type: none"> • Coordinate the regular and confidential appraisal of staff performance • Ensure health, safety, security and respectful workplace practices • Work with the Mayor and Council to address negative councillor impacts in the workplace • Provide assurances of efforts to address unresolved performance concerns
Administration	<ul style="list-style-type: none"> • Respect the differences in abilities and capacities of individuals • Demonstrate attention to sustaining a safe and respectful workplace • Report factors or incidents diminishing the health of the workplace • Facilitate efforts to enhance work place productivity and health

SCHEDULE "A"

E. TO RESPECT COMMUNICATION PROTOCOLS

Promote internal and external communication practices that respect the integrity of the workplace and roles of council and staff members.

Expectations:

- Timely communication to avoid political or administrative surprises
- Clear chain of command is known and followed
- Proactive and innovative public communication and engagement efforts
- Flexibility in organizational hierarchy to deal with urgent matters
- Every Councillor has access to the same information as appropriate

Roles and Responsibilities:

Council	<ul style="list-style-type: none"> • Request information from Managers that will not impact programs or service delivery • Direct program requests to Council • Submit service complaints to the Associate Commissioner/Manager or Chief Commissioner • Provide direction to Administration through Council resolution • Represent Council policies or position when designated as a spokesperson and acknowledge Council's position when conveying political viewpoints
Mayor	<ul style="list-style-type: none"> • Refer administrative matters requiring action to the Chief Commissioner • Serve as the official spokesperson with the media and other agencies • Coordinate Council communication on sensitive matters with the Chief Commissioner • Pursue proactive efforts to enhance the County image and reputation • Refer media questions of an administrative nature to the Chief Commissioner or designate • Disseminate information to Council from the Mayor's office in a timely fashion
Chief Commissioner	<ul style="list-style-type: none"> • Coordinate communication support for Council on political matters • Assist the Mayor in keeping Council informed on political matters • Ensure that Council is aware of operational matters of potential political interest • Provide input when requested at a Council meeting • Refer media questions of a political nature to the Mayor
Administration	<ul style="list-style-type: none"> • Ensure timely responses to Council requests • Channel requests for decisions to Council through the Chief Commissioner • Forward correspondence directed to a member of Council and external correspondence directed to Council via the Office of the Mayor without delay • Provide general information to Council and ward related information to the appropriate Councillor in a timely manner • At the discretion of the Manager, allow a Councillor to deal with a Coordinator • Refrain from commenting on the political aspects of any matter

SCHEDULE “A”

	<ul style="list-style-type: none"> • Deviations from these protocols shall be permitted only during times of emergency.
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F. TO LIAISE WITH OTHER AGENCIES

Not for profit organizations, service agencies and other levels of government.

Expectations:

- Up to date agency information
- Timely reporting on relevant initiatives and issues
- Maintain high potential for cooperation
- Respected partner or stakeholder in interagency relationships
- Council is well represented on external committees

Roles and Responsibilities:

Council	<ul style="list-style-type: none"> • Promote cooperative relations with other agencies and levels of government • Approve governance and resource sharing agreements with agencies • Act as Council liaison with another agencies at the request of the Mayor • Represent Council policies or position when designated as a spokesperson
Mayor	<ul style="list-style-type: none"> • Act as primary spokesperson for Council • Provide timely reports on agency liaison activities to Council • Represent Council based on existing policies, budget and strategic plan • Obtain Council direction on significant issues before advancing its position
Chief Commissioner	<ul style="list-style-type: none"> • Coordinate an ongoing and targeted agency liaison program • Act as primary liaison with senior staff of external organizations and government agencies • Provide timely reports on liaison activities • Refer invitations and events of a political nature to the Mayor
Administration	<ul style="list-style-type: none"> • Interact with staff of other agencies as delegated by the Chief Commissioner

SCHEDULE "A"

G. TO DELIVER QUALITY SERVICES

Determine the service agenda that best fits with the community need and organizational capacity to deliver efficient and effective services.

Expectations:

- High public and customer satisfaction with services
- Noted for innovative service delivery approaches
- Favorable comparison to historical and external benchmarks
- Timely response to service complaints and requests
- Balance service levels to resource capacity

Roles and Responsibilities:

Council	<ul style="list-style-type: none"> • Solicit and interpret the community's needs • Define and adjust service levels to meet community needs • Assess the capacity of the organization to meet service expectations • Require the ongoing review of operational efficiency and effectiveness • Seek community feedback on service aims, levels and delivery •
Mayor	<ul style="list-style-type: none"> • Refer new service and service adjustment requests to the Chief Commissioner • Facilitate Council's regular review of the organization's service capacity and levels •
Chief Commissioner	<ul style="list-style-type: none"> • Oversee the efficient deployment of resources to deliver services • Promote innovation in service delivery and customer service • Seek Council approval for major adjustments to service levels • Coordinate the review of internal and external services • Bring forward suggestions to improve effectiveness and efficiency •
Administration	<ul style="list-style-type: none"> • Suggest ways to maximize effectiveness and efficiency • Expect all staff to provide excellent customer service • Promote public awareness of services as well as public and client feedback • Evaluate and adjust services to meet changing needs and conditions • Pursue partners and leverage local resources to meet community needs

Organizational Roles and Responsibilities

References:	Municipal Government Act, RSA 2000, c M-26 (MGA), s. 201 MGA s. 202 MGA s. 203 MGA s. 207 MGA s. 209 Strathcona County Bylaw 21-2015: Chief Commissioner's Bylaw
Cross-reference:	GOV-001-019 County Representation on External Boards/Committees/Commissions GOV-001-028 Council Code of Conduct GOV-001-033 Council Communications

Policy Statement

Strathcona County Mayor, Council, and Chief Commissioner are responsible for fulfilling a number of key government functions. Collectively, they are responsible to:

- a. set a strategic direction – translate a preferred community vision and emerging strategic topics into strategic priorities compatible with organizational capacity within an ongoing process.
- b. develop effective policy – make informed decisions based on adequate information and good debate about policy issues, outcomes, options and actions that reflect the public interest and legislated mandate.
- c. effectively allocate resources – deploy fiscal and human resources in an efficient, effective and accountable manner.
- d. ensure a healthy work environment – promote a work environment that is safe, respectful and free from harassment, discrimination or any other behaviour that may discredit Strathcona County's reputation as an employer of choice.
- e. respect communication protocols – promote internal and external communication practices that respect the integrity of the workplace and roles of council and staff members.
- f. liaise with other agencies – such as not for profit organizations, service agencies and other levels of government.
- g. deliver quality services – determine the service agenda that best fits with the community need and organizational capacity to deliver efficient and effective services.

Purpose

The purpose of this policy is to provide a broad holistic description of the roles and responsibilities of Strathcona County's Council, Mayor, and Chief Commissioner within the County's governance structure.

Definitions

Chief Commissioner – means the Chief Administrative Officer for the County, and whatever subsequent title may be conferred on that officer by Council or Statute.

Council – means the Council of Strathcona County.

Mayor – means the chief elected official for Strathcona County.

Guidelines

1. All members of Council shall:
 - a. Provide a broad level of advocacy for citizens, the community and municipality.
 - b. Develop and approve policies or bylaws to describe desired municipal outcomes and governance structures, guide organizational operations and resource allocations, and address other related matters at Council's discretion.
 - c. Appoint an individual to carry out the powers, duties and functions of the position of Chief Commissioner and provide the Chief Commissioner with an annual written performance evaluation of the results he or she has achieved with respect to fulfilling those powers, duties and functions.
 - d. Liaise with elected officials from other municipalities and other orders of government regarding matters important to Strathcona County, in consultation with the Chief Commissioner.
 - e. Represent Strathcona County at public functions, meetings, or other events of significance to member of Council's respective ward.
 - f. Seek input from the Chief Commissioner and the public for the development of County bylaws, policies and other decisions.
 - g. Where required, vote on committees or boards to which members of Council are appointed, seeking first (time permitting) the opinion of other members of Council and/or the Chief Commissioner (or designate).
 - h. Carry out the duties legislated in the Municipal Government Act.
2. In addition to his or her role as a member of Council, the Mayor (or Deputy Mayor in the absence of the Mayor) shall:
 - a. Represent Council to outside parties.
 - b. Preside over Council meetings, unless a bylaw provides that another Councillor or other person is to preside, and ensure that meeting discussion content is appropriate to Council's jurisdiction and that deliberation is fair, open, and orderly.
 - c. Work closely with the Chief Commissioner to monitor and respond to the organization's outcomes and act as Council's primary liaison with the Chief Commissioner, but not to supervise or individually direct the Chief Commissioner unless otherwise directed by Council to do so.
 - d. Sign bylaws and minutes of Council meetings.

- e. Communicate decisions of Council to the media and the public as necessary.
 - f. Represent Strathcona County at public functions, meetings, ceremonies and other events which Council or the Mayor determines appropriate.
 - g. Perform any other duty imposed on a Chief Elected Official by other legislation or bylaw.
3. The Chief Commissioner shall:
- a. Ensure that the Council approved policies and programs are implemented in a manner that is cost efficient and responsive.
 - b. Manage the organization within the boundaries established by Council's policies, bylaws, and any applicable legislation.
 - c. Perform any other duty imposed on a Chief Commissioner by other legislation or bylaw.

Policy Record

Date of Approval by Council:

Resolution No:

Next Review Date:

Policy No: GOV-001-029

Last Review Date: October 20, 2016

Replaces: NA

Lead Role: Council

Administrative Review: Legislative and Legal Services

Organizational Success Discussions

Date of Approval by Council: 05/26/2011

Resolution No.:

Lead Role: Council, Chief Commissioner

Replaces: N/A

Last Review Date: 05/2011

Next Review Date: 05/2013

Administrative Responsibility: Chief Commissioner

Special Notes: The *Municipal Government Act*, RSA 2000, c. M-26, requires that Council pass a bylaw to create the position of Chief Commissioner, to appoint a person to carry out the powers, duties and functions of the position and to provide to the Chief Commissioner performance evaluations of the results achieved.

Council may close all or part of their meetings to the public if a matter to be discussed is within one of the exceptions to disclosure in Division 2 of Part 1 of the *Freedom of Information and Protection of Privacy Act* ("FOIP"). The *FOIP Act* provides that a disclosure of personal information is presumed to be an unreasonable invasion of a third party's personal privacy if the personal information consists of personnel evaluations.

Policy Statement

The effective governance and management of Strathcona County is derived from the distinct, yet overlapping nature of political and administrative roles and requires Council and the Chief Commissioner to develop and continuously evaluate expectations for organizational and governance success. The objective of this policy is to provide full accountability and demonstration of commitment to the achievement of the County's strategic goals by establishing a framework for an effective performance management system aimed at delivering high quality services and building public confidence and trust.

As the Chief Commissioner is responsible to ensure that the policies and programs of the municipality are implemented, organizational success is, in part, associated with the performance of the Chief Commissioner.

Definitions

"Organizational Success Discussion" means a regularly scheduled *in camera* session specifically for the purpose of discussing governance and organizational issues and evaluating the Chief Commissioner's performance in relation to the implementation of the priorities, policies and programs established by Council.

"Program Request" means a Program Request which has been approved by Council resolution.

“Strategic Priorities Chart” means a document which captures Council priorities and operational strategies.

Roles and Responsibilities

Council will:

- (a) Clearly define strategic objectives and priorities on the Strategic Priorities Chart with specific outcomes, responsibilities and timeframes.
- (b) Commit to the priorities identified as Council Priorities as set out on the Strategic Priorities Chart except as revised or replaced by Council from time to time.

The Chief Commissioner will:

- (a) Meet with Council on a regular basis (and at least quarterly) to report on the status of those priorities as set out on the Strategic Priorities Chart,
- (b) Compile for Council a list of Program Requests approved by Council since the last Organizational Success Discussion and assist Council to prioritize those Program Requests onto the Strategic Priorities Chart;
- (c) Keep and maintain a record of discussion items, follow up on any matters raised and provide updates to Council.

Guidelines

Organizational Success Discussions will reflect a two-way dialogue about how administration is impacting the governance functions of the political realm and how political activities affect staff activities in the administrative realm.

These discussions will:

- (a) Provide an opportunity for Council to review the Strategic Priorities Chart and to remove, re-prioritize or add new priorities.
- (b) Provide a mechanism for the Chief Commissioner to align to the organizational strategies, budgets, outputs and targets as set out on Council's Strategic Priorities Chart.
- (c) Provide an opportunity for the Chief Commissioner to advise Council of any resource implications which are having or may have an impact on the achievement of strategies, outputs and targets.
- (d) Institutionalize an accountable process for assessing the achievement of agreed upon outputs and targets for which the Chief Commissioner is responsible.

- (e) Provide a formal process to monitor the level of achievement of key outputs and targets across Strathcona County.
- (f) Assist in the identification of, and address, performance gaps, where necessary; and to identify areas where performance enhancements may be possible.
- (g) Celebrate effort and results and recognize the strengths and assets that the organization should reinforce and retain.