

Governance Structure

The rationale for the approach to governance and oversight

A good return on investment for operating public sector programs that target achieving financial sustainability requires a focus on governance, strategy, risk management, and, finally, measures and targets.

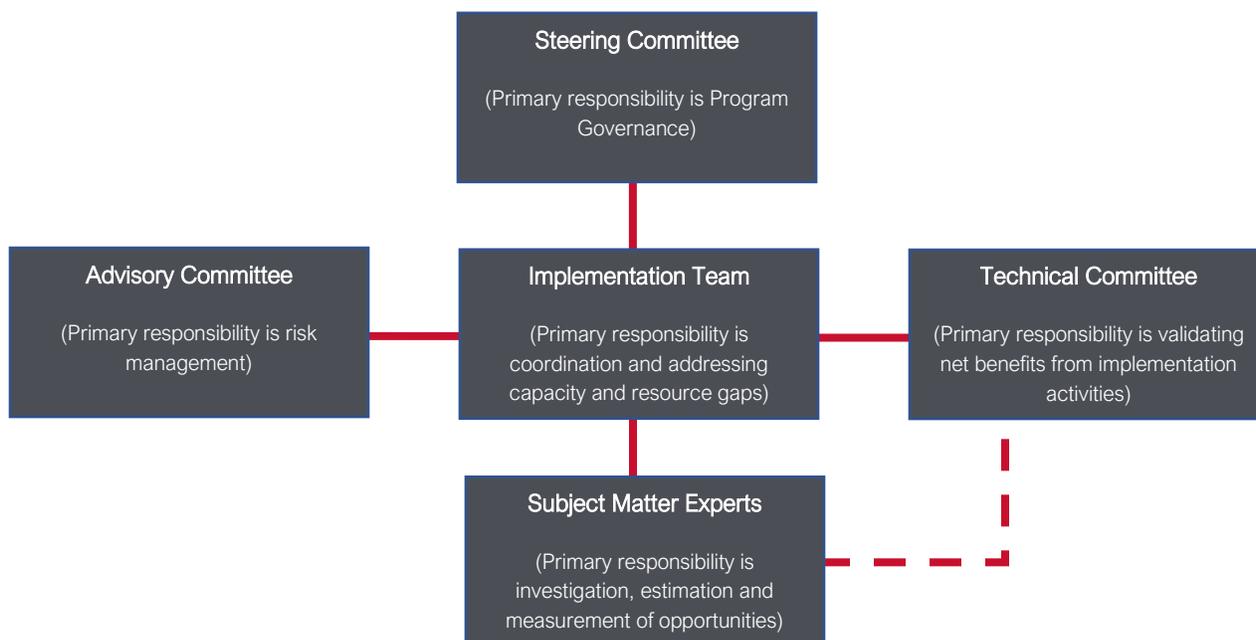


The work of the Task Force through the recommendations focused on the strategy for achieving fiscal sustainability. The work plan outlines activities that reflect a focus on risk management considerations and measures and targets. The work plan complements the program governance outlined below. A steering committee led by the Chief Financial Officer, as directed by Council, would be responsible for overall program governance.

Overview of proposed governance approach

1. A working team of subject matter experts from across The City and an implementation team would analyze Implementation Proposals (IPs) and estimate the net benefits of moving ahead with recommendations. The implementation team would track progress on measures that best reflect the goals of the recommendations. Routines with technical and advisory committees would sustain urgency and resolve technical challenges and risks, respectively. For risk, depending on an IP's risk profile, the Implementation lead would work with the committees to determine if an IP should:
 - a. proceed to actions without steering committee approval, or
 - b. requires steering committee approval to proceed.
2. A technical committee would investigate and vet findings before proceeding to the steering committee. Membership would involve City staff with business unit strategy expertise. Members of the technical committee are also encouraged to maintain a strong working relationship with subject matter experts to support technical committee conversations' efficiency.
3. An advisory committee, with a nucleus of administration members that supported the Task Force, would focus on coordination with activities underway. Examples are the SAVE program, the Services Plans and Budgets including adjustments, the User Fee Policy review, and the Long-Range Financial Plan. Additional focus on collaboration to identify, assess, and manage financial sustainability risks.

Figure 1: Proposed Governance Approach



4. To align with The City Manager’s vision and strategy, the Chief Financial Officer (sponsor) and a steering committee would lead the effort through this work to support fiscal sustainability and a well-run City. The steering committee would include at least two external representatives from the now disbanded Financial Task Force to independently confirm that The City’s efforts and actions are consistent with the intent of the recommendations.
5. Communication of progress and implementation results with all levels of The Corporation would be a centrepiece. Committee and Council reports would be one of several communication mechanisms. Support from the Customer Service and Communications team also reflects the importance of recommendation #23.

Overview of membership and role of different groups in proposed governance approach

The table on the next page outlines the membership, focus, and role of all the different groups involved in implementation. There is also a summary of the various groups’ focus and the working model for the groups.

Table 1: Governance Structure – Overview of Governance Bodies, Composition and Roles

| Implementation Team Coordinates Across All | Governance Body | Membership | Focus | Model | Meeting Frequency on FTF Implementation | Role in Implementation |
|--|---------------------------------------|--|--|-----------------------|---|--|
| | <i>Working Group</i> | Those responsible for implementation, including implementation team. | Development of proposals; delivery of results | Networked | Regularly (as required) | Responsible |
| | <i>Technical Committee</i> | Business unit strategy managers. | Feasibility of proposals | Traditional Committee | Monthly | Consulted, final decision on low risk items |
| | <i>Advisory Committee</i> | FTF Members and Support Team | Advisability of proposals; coordination | Traditional Committee | Quarterly | Consulted |
| | <i>External Validator</i> | Consultant(s) | Validity of proposals | Contract | Regularly (as required) | Consulted |
| | <i>Economic Resilience Task Force</i> | Based on Competency | Resilience; long-term sustainability | Traditional Committee | Regularly (as required) | Consulted, when required |
| | <i>Real Estate Working Group</i> | Based on Experience | Business perspective on relevant proposals | Traditional Committee | Regularly (as required) | Consulted, when required |
| | <i>Steering Committee</i> | Senior Leaders | Approval of proposal; strategic alignment; fiscal sustainability | Traditional Committee | Quarterly | Accountable, final decision on medium risk items |
| <i>Council and Committees</i> | Council Members | Representation of citizens | Council | Semi-Annually | Final Decision on high risk, policy or advocacy items | |