



DRUMHELLER

COUNCIL POLICY



COUNCIL POLICY # C-1-00

Decision-Making Process Guidelines Policy

THE PURPOSE OF THIS POLICY IS TO:

To delineate roles and responsibilities and activities for various aspects of the Council's decision-making process, including:

1. **COUNCIL RESOLUTIONS**
2. **COUNCIL MEETINGS**
3. **MEETING AGENDAS**
4. **STRATEGIC DIRECTIONS**

POLICY STATEMENT:

1.0 COUNCIL RESOLUTIONS

- To maximize the clarity of Council directions.

1.1 RESOLUTION COMPONENTS - resolution highlights:

- *What* – the key issue to be addressed;
- *Why* - the key results or outcomes that the Council is looking for.
- *Who* - who will take the lead responsibility and who will be involved prior to the Council's review.
- *When* - targets for the Council's involvement in the future.

- Responsibilities for resolution clarity:

- *Councillor* - for self-initiated resolutions prior to or during meeting.
- *Mayor* - facilitate clarity, closure and/or deferral of resolutions during meeting.
- *Manager* - for staff-prepared resolutions in reports.

1.2 FOLLOW-UP ACTION LIST (Attachment 1):- resolution action highlights that describe:

- a cumulative list of action items from meetings.
- What, who and when factors for each item (5 words or less)
- Responsibilities for the Follow-Up Action List:
 - *Council* - review to endorse targets or adjustments;
 - *Mayor* - facilitate review at each Council meeting.
 - *Manager* - prepare and update with staff for each Council meeting.

1.3 REQUEST FOR DECISION (Attachment 2) – decision making information to better:

- Understand the Issue - background and desired outcomes.
- Present the various options with an analysis.
- Recommend a preferred strategy along with:
 - i. Financial Implications - current and/or future budgets.
 - ii. Organizational Implications - Council and staff time.
 - iii. Strategic Implications - consistency with long term directions and short term priorities.
 - iv. Policy Implications - legislation, previous resolutions and/or policies.
- Responsibilities for Requests for Decision:
 - *Council Committees* – utilize the request for decision;
 - *Council* - review; approval of standard format and decisions.
 - *Mayor* - facilitate decision-making during meeting.
 - *Manager* – ensure completion of Request for Decision and forward all Requests for Decision to Council with a recommendation.

1.3 BRIEFING (Attachment 3) – background information to:

- Provide updates on key matters at Council meetings;
- Facilitate discussion at Council meetings on a topic to provide clearer direction for the preparation of a request for decision; and
- Update organizational members on a matter between Council meetings using the following information:
 - brief description of matter
 - background information
 - implications to organization or community
 - anticipated followup
- Responsibilities for the Briefing include:
 - *Council* – preparation as appropriate;

- *Mayor* - facilitate discussion for information purposes or referral of matter for future decision;
- *Manager* – review of all Briefings to provide advice to Council.

2.0 COUNCIL MEETINGS

- To maximize the efficiency and effectiveness during Council meetings.

2.1 PARLIAMENTARY PROCEDURES - to ensure the orderly conduct of the meeting by:

- Guiding individual behaviour.
- Focusing on topic via a resolution.
- Disposing of matters - defer, yes or no.

- Responsibilities for Parliamentary Procedures:

- *Councillors* - become aware and seek adherence.
- *Mayor* - act as Chairperson and the Parliamentarian
- *Manager* – provide advice and facilitate training opportunities.

2.2 DECISION MAKING MODEL - framework for reaching decisions whereby Council will strive for “informed consent” in a manner that:

- enables everyone to express and debate their views;
- provides access to and the availability of required information; and
- ensures a regard for the implications of decisions.

- Responsibilities for decision making model:

- *Councillors* - respect for procedures and other views.
- *Mayor* - facilitate fair and open debate and use parliamentary procedure.
- *Manager* - provide decision making and parliamentary procedure advice.

2.3 IN-CAMERA MEETINGS – exclusion of the public to discuss:

- labour matters – related to the status and performance of the Town Manager and staff or other personnel matters;
- land matters – affecting the current or future value of property;
- legal matters – concerning advice provided by legal counsel, litigious matters and legislative adherence

- Responsibilities for in-camera meetings:

- *Councillor* – to request that a discussion occur in-camera as they deem necessary.
- *Council* – to determine if the matter should be discussed in-camera (no debate on

matter, just the motion to go in-camera) and to determine if the matter should remain in-camera once the nature of the topic becomes evident.

- *Mayor* – to suggest matters that should go in-camera prior to and/or during the meeting.
- *Manager* – to provide procedural advice on going in-camera, remaining in-camera and/or transferring Council directions from in-camera to the public domain.

3.0 MEETING AGENDAS

- To effectively and efficiently prepare Council meeting agendas.

3.1 AGENDA FORMAT - standardize flow of meeting components:

- Clarify action expected (working agenda).
- Ensure matters of importance are ordered appropriately.
- Provide time frames for components, delegations and/or speakers.

- Responsibilities for agenda format:

- *Council* - approval of agenda format.
- *Mayor* - facilitate addition of items.
- *Manager* - prepare of agenda format.

3.2 AGENDA PACKAGE - complete list of meeting information requirements:

- Linkage to Council priorities
- Relevant to Follow-Up Action List
- Referral of correspondence.

- Responsibilities for the Agenda package:

- *Councillor* - submit items to agenda and approval of agenda at meeting.
- *Mayor* - review of agenda with Manager
- *Manager* - prepare agenda; distribute it before meeting; and review with Mayor.

4.0 STRATEGIC DIRECTIONS

- To manage short term and long term directions of Council.

4.1 COUNCIL PRIORITIES - urgent and important matters which require the attention of Council because it:

- requires a policy change or direction;
 - has a significant community health, safety or economic consequence;
 - requires a clear indication of political will on the part of Council ;
 - involves a major risk component (legal liability);
 - requires a significant non-budgeted financial commitment
 - must be addressed within an externally imposed timeline;
 - involves significant public exposure and/or opinion;
 - requires clarification relevant to the Town's strategic agenda – mission, values, etc.; and
 - requires negotiations with major third party.
- Responsibilities for Council priorities:
 - *Councillor* - use of criteria to suggest priorities.
 - *Mayor* - use of criteria by Council to set priorities – add or delete
 - *Manager* - use of criteria by staff to propose priorities and facilitate regular Council Priorities Work Program reviews.

4.2 STRATEGIC DISCUSSIONS – for Council priority issues (not a review of business meeting items):

- To enhance understanding of the issue.
 - To clarify expectations of Council.
 - To explore options to deal with the issue to give direction to staff.
- Responsibilities for strategic discussions:
 - *Council* – target dates for strategic discussions within resolutions.
 - *Mayor* – facilitate target date expectations.
 - *Manager* – prepare necessary information.

Adopted by Council

Date: April 10, 2000



Mayor of Drumheller



Chief Administrative Officer

Attachment 1

FOLLOW UP ACTION LIST

Date: _____

To:

From:

MEETING (Date)/Item/ Notes	ACTION By/To/Via	TARGET/ (Status)

REQUEST FOR DECISION

Date: _____

To: *Committee or Board*

Target Decision Date: *Meeting Date*

SUBJECT: *Decision-Making Topic Title*

RECOMMENDATION: *Clear directional resolution answering What was agreed to; Who will take action - by When and How.*

MANAGER COMMENTS: *Any additional comments regarding the Recommendation.*

IMPLICATIONS OF RECOMMENDATION: *Details regarding follow-up action and/or internal and external communication requirements.*

GENERAL: *Potential consequences to the community, other agencies and the Town.*

ORGANIZATIONAL: *Impact on staff, Council or committee time.*

FINANCIAL: *Impact on current and/or future budget.*

POLICY: *Relevance to legislation, existing policies and/or practices.*

STRATEGIC PLAN: *Relevance to the strategic priorities, directions and purpose of the Town and its current work program.*

IMPLEMENTATION/COMMUNICATIONS: *Efforts to communicate the decision within or outside the organization.*

OTHER COMMENTS: *By others reviewing the Request for Decision.*

BACKGROUND:

REPORT/DOCUMENT: Attached _____ Available _____ Nil _____

KEY ISSUE(S)/CONCEPT(S): *Define the topic, provide background highlights and state question to be addressed.*

DESIRED OUTCOMES: *State what is the key result(s) to be achieved.*

RESPONSE OPTIONS: **RECOMMENDED:** *Provide the preferred strategy with reasons why.*

ALTERNATIVE(S): *What are the various options or strategies to achieve the key results that are desired. Status Quo is always one.*

Submitted By: Staff and/or committee

Other Review: by any others – legal counsel, committees or managers

Reviewed By: _____
Manager

BRIEFING

Date: _____

TOPIC: *Decision-Making Topic Title*

DIRECTED TO: *Clear directional resolution answering What was agreed to; Who will take action - by When and How.*

CONFIDENTIAL: Yes ___ No ___ **To File:**

COPIES TO:

DESCRIPTION OF ISSUE: (Key Items) *Concise overview of the nature of the matter and hence the reason for preparing the briefing.*

BACKGROUND: (History and/or Action to Date) *Brief summary of key events that have occurred and key activities on the part of the organization in this regard.*

ATTACHMENT(S) Yes ___ No ___

AVAILABLE OPTIONS/IMPLICATIONS: (to Community or Organization) *The importance of this matter to the organization or community. Options that are available to deal with this matter.*

FOLLOW UP: (Action to be taken and/or suggestions) *Indication of activities that will take place and/or a request for future discussion on the matter. Note: If a request beyond "acceptance as information" or "referral to a future meeting for discussion" is required, then a Request for Decision should be used.*

Prepared by: _____ Date: _____

Reviewed by: _____ Date: _____
Town Manager