



TOWN OF HAY RIVER

Organizational and Operational Review

Final Report

June 14, 2012



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1.0 Introduction and Background

Over the past five years, the administration of The Town of Hay River has been engaged in examining the organization in order to find ways to create flexibility to optimize resources and to address any current and potential future deficiencies. In 2005, the town administration carried out an Organization Optimization Review through which several organizational deficiencies were identified. The deficiencies included:

- The safety program;
- The human resources function;
- The maintenance program;
- Records management;
- Economic development;
- Landfill;
- Land disposal strategy;
- Procurement/Contracting efficiencies;
- Communication; and
- Capital project management.

Several key organizational structure changes were implemented following the review which included the appointment of a full-time Fire Chief, and a full-time Assistant Town Manager.

In late 2011, The Town of Hay River identified the need to continue to review and evaluate its organization and operational structure following appointment of a new Senior Administrative Officer (SAO). A major goal of the project was to identify opportunities to improve the efficiency and effectiveness of key administrative systems and processes in order to maintain flexibility in the organization and enable the town to address current and potential future deficiencies effectively and efficiently.

The following key functions were the focus of the review:

- SAO/Council relations;
- Operational planning;



- Internal and external communication practices;
- Timeliness, completeness and accuracy of council reports;
- Presentation, review and processing of council reports;
- Audit of all town job positions and job groupings;
- Council's strategic agenda; and
- Council's committee structure.

In conjunction with the review of town positions, the consultants were asked to review positions at the NWT Centennial Library and place those positions into the proper job groupings used by the town. This will allow Council to determine the staffing costs of assuming operational responsibility for library services in Hay River. The consultants were also asked to develop a job description for an Economic Development Officer position and to place the position description into the proper job grouping used by the town.

The consultants commenced the project in late January, 2012 and made three site visits to the town and completed the activities as outlined in the work plan submitted and approved by the SAO and Council.

2.0 Project Activities and Work Plan

Task 1: Confirm Project Objectives, Deliverables and Work Plan

An initial meeting was held with the SAO and the Assistant SAO to confirm the project objectives, key elements of the review process, individuals to be involved, timelines and project deliverables. Required refinements and modifications were made and the project methodology was finalized.

Task 2: Project Communications

The consultants worked with the SAO to develop a communications plan designed to introduce the project to staff and other key stakeholders in the organization.

Task 3: Documentation Review

The consultants reviewed the following documents to develop an information base to support the review process:



- Town of Hay River Profile;
- Current employee position descriptions;
- Collective agreement between the Public Service Alliance of Canada and the Town of Hay River, December 31, 2013;
- Management Personnel Bylaw No. 2240/GEN/11;
- Town of Hay River Organization Optimization Review, 2005;
- Town of Hay River Personnel Procedures Manual, March 1990 – Western Management Consultants;
- Town of Hay River Organization and Job Evaluation and Salary Administration System Review, February 1990 – Western Management Consultants; and
- Other documents provided by the Project Manager.

Task 4: Interviews with Mayor and Members of Council

The effective functioning of a Town Council is dependent on strong legislative planning and execution, appropriate role definition, and timely and effective communication processes with administration and community stakeholders. The consultants conducted confidential, face-to-face interviews with the Mayor and each member of Council to gather information on current governance practices, council's strategic agenda and council activities. This provided the consultants with an understanding of the challenges associated with the current Council/SAO working relationship. The consultants also attended two meetings of Council – the regular council meeting held on January 30, 2012 and the committee of the whole meeting held on February 13, 2012 to observe the conduct of those sessions.

The following areas of the Council/SAO relationship were examined and the following questions guided the conversations with Town Council members:

Council's Involvement in the Integrated Community Sustainability Plan and the Capital Plan

- Does The Town have a vision and if so does that vision relate to current activities to achieve the vision either strategically or operationally?
- What are Council's strategic objectives for the next three years and beyond?
- What is Council's involvement and satisfaction with the Integrated Community Sustainability Plan and the Capital Plan?



Council Orientation and Planning processes

- Following a municipal election what was the nature of Council's orientation to its roles and responsibilities and to the organization as a whole?
- How satisfied are Council members with the quality of the council orientation?
- How can Council orientation be improved and what content is necessary and fundamental?

Timeliness, completeness and accuracy of reports received by Council and Committees of Council

- What are the issues related to the timeliness, completeness and accuracy of reports received by Council or the committee(s)?
- What are the requirements for any report that comes before Council?

Presentation, review and processing of reports at the Council/Committee level

- How can the presentation of reports to Council be improved?
- In what ways can the review of reports by Council be enhanced?
- In what ways can the review of reports in committee be enhanced?
- What new technologies or tools should The Town use to improve reporting processes?

Legislative Committee Structure

- How can the legislative committee structure be improved to achieve the vision for The Town (type, number, membership, etc.)?
- What steps could be taken to optimize Council representation on committees?
- Which committees are not serving their intended purpose and should be changed or abandoned?

Task 5: Interview with the Senior Administrative Officer

A face to face interview was held with the SAO to:

- Delineate the roles and responsibilities of the position and to evaluate these in the context of the NWT municipal legislation and regulations;



- Understand, a) the relationship between the council and the SAO; and, b) the expectations of Council for the SAO position; and
- Identify areas in the Council – SAO relationship that can be strengthened.

Task 6: Review of Town Communication Processes

The consultants conducted a review of processes and tools used by The Town to communicate with its internal and external stakeholders. Communication processes included written and electronic tools such as the council report format, The Town's web site and an internal electronic network. Communication processes currently in use are fairly standard and could be greatly enhanced such as improving the format and content of reports submitted to council for consideration. The consultants noted that Town communication practices are not guided by a defined communication or stakeholder engagement strategy.

Task 7: Update and Confirm Position Descriptions

Using a Job Information Questionnaire (JIQ) the consultants conducted interviews with all staff to identify the roles and responsibilities for their individual positions. Each staff member was asked to complete a JIQ for their position in advance of the interview with the consultants. The completed JIQ's grouped by job category, were reviewed and approved as accurate statements of each job by the respective supervisor and given final approval by the SAO.

Task 8: Evaluate Positions and Confirm Placement in Job Groupings

Using the information gathered in Task 7, the consultants evaluated the positions using the Job Evaluation Support Software (JESS) developed by Western Management Consultants. Following the evaluation phase, each position will be placed in the proper job grouping relative to the eight previously identified compensable factors for jobs in The Town of Hay River.

Task 9: Review of NWT Centennial Library Positions

The consultants reviewed the NWT Centennial Library job descriptions to place the jobs in the appropriate Town of Hay River job groupings. It was the consultants understanding that the goal of this task was to assist The Town to make a decision concerning the future delivery of library services, possibly as a municipal service.



Task 10: Evaluate Positions and Confirm Placement in Job Groupings

In light of the information gathered in the operational review, the consultants examined The Town's current organizational structure to identify opportunities to maximize efficiencies and effectiveness of the organization. It is understood that an organization optimization review was last conducted in 2005 by the SAO of the day. Several recommendations were identified in that review but only a few recommendations were acted upon either in whole or in part.

Task 11: Develop Economic Development Officer Position Description

The consultants met twice with the Trade and Tourism Advisory Committee to review the roles and responsibilities for a proposed Economic Development Officer position as envisioned by the Committee. The Committee indicated that it supported the development of a job description for a position that would deal primarily with special events coordination and tourism with support to the Council and SAO for economic development activities.

3.0 Observations and Key Findings

3.1 Legislative Services

From the information gathered in the interviews and from observations during the two meetings of Council, the consultants have developed a good understanding of the legislative systems and processes in The Town. The information and observations are organized under the following themes:

Council as a Governing Body

- In accordance with Section 12(1) of the *Cities, Towns and Villages Act* of the NWT (2010) the council of a municipal corporation in the Northwest Territories is comprised of a mayor and eight councillors. Given our experience with municipalities in other provinces in Canada that are larger or of similar size to Hay River, the consultants believe the number of council members could be reduced from eight to six without compromising the ability to effectively govern the municipal corporation. In accordance with Section 13 of the Act, Town Council can request that the Minister vary the number of council members who comprise a council.



- The Mayor chairs all council meetings and is presently a non-voting member of council unless required to break a tie vote. In accordance with the Act, Council by bylaw can determine whether the Mayor is a voting or non-voting member. Under section 29(b.1), councils may by bylaw, make rules respecting the circumstances in which the Mayor may vote at meetings of Council or committees of Council. The consultants reviewed The Town's Procedures Bylaw and were unable to locate a reference to council having approved that the Mayor only votes to break a tie vote. This is a requirement of the legislation and should be clarified in the procedures bylaw. The consultants believe there may be value in changing the Mayor's status to that of a full voting member of Council as is common in municipal government in other Canadian municipalities. This also underscores the need to periodically review Council policies and bylaws to ensure they reflect current standards and applicable legislative or regulatory authority.

Council Orientation

- In the past, Council orientation has been provided by the Department of Municipal and Community Affairs (MACA). The consultants understand that this covered topics such as code of ethics, roles and responsibilities of elected officials and conflict of interest provisions.
- The majority of councillors expressed the view that although the topics presented at the sessions were relevant, more depth and more content would have added to the value off the orientation process. Content that would be helpful includes:
 - A more detailed and comprehensive description of Council versus administrative roles and responsibilities;
 - More information about The Town and its operations;
 - Communicating effectively; and
 - Financial information about operations and budget.

Strategic/Sustainability Planning

In 2009, Town Council adopted an Integrated Community Sustainability Plan (ICSP) which included: 1) the strategic plan; 2) the community energy plan; 3) the capital investment plan; and 4) the human resources plan. During the interview process, all members of Council and senior administration indicated that the plan was



developed to obtain funding from the Federal Gas Tax program. The document contained several strategic goals and priorities for the Town of Hay River. All of the internal stakeholders interviewed by the consultants indicated that the document is not used by Council or administration and does not set the strategic agenda for The Town or Council's relationship with the SAO. In essence, The Town does not appear to be following a strategic agenda and corporate and business planning is inherently operational or tactical at best. This reflects reactive as opposed to proactive planning.

From the consultant's perspective, Council's most significant responsibility is to establish a vision and strategic agenda for the community and the town as an organization. All other business and operational plans and budgets should logically flow from and support a well-defined strategic plan and agenda that identifies and resources a limited number of strategic priorities. Operational priorities should logically flow out of the identification and attainment of strategic priorities.

Council/SAO Relations

The SAO is Council's key employee as prescribed by Territorial legislation. In this capacity, the SAO is responsible for all administrative duties and operations of the municipal corporation. This is an extremely important position and should be guided by a clear set of performance objectives with identifiable and achievable outcomes. These objectives should be primarily focused on achieving Council's strategic agenda and vision for the community. The consultants observed that Council has not provided the SAO with a clear set of performance objectives on which his performance can and will be evaluated. The absence of this strategic direction could contribute to the SAO's potential failure which will reflect negatively on the entire organization and Council.

Performance evaluation should be a normal course of action and should emanate from Council to the SAO and from the SAO to his direct reports and hence to the rest of the organization. "What gets measured gets done."

The consultants observed that all stakeholders acknowledged that the SAO may not possess all required competencies for the position at the present time. There was however, broad support by Council for the SAO and his ongoing professional development. This would suggest that the SAO should work with Council in developing a set of performance objectives supported by a defined professional development plan aligned with organizational priorities and outcomes. The consultants understand that the SAO has developed and Council has approved a program of professional development which will assist the SAO in developing key



management/leadership competencies. The next step will be to link the SAO's professional development plan to the attainment of overall corporate strategic priorities.

Administrative Support for Council

The consultants observed that the Mayor has a dedicated full time Executive Assistant (EA) which is not common in communities of comparable size. In many municipalities of Hay River's size, this type of administrative support is typically a shared resource for the, Mayor, SAO and all members of council. In the current situation, the Executive Assistant serves as the Council Recording Secretary and is involved in preparing agenda packages, attends Council meetings, and records and transcribes meeting minutes. The consultants were advised the EA provides administrative support to the SAO although this appears to be in transition. The role and responsibilities of the EA require further clarification to ensure that position provides the best support value to the organizations leaders.

Council Meetings

- Council meets twice a month on Monday evenings at 7:00 p.m.;
- One meeting is a regular Council meeting and the other is a Committee of the Whole meeting;
- At the Committee of the Whole meeting, Council discusses administrative reports and recommendations, and receives delegations from the community. No decisions are made at this meeting except to present committee reports to the next regular meeting of Council;
- At the regular meetings of Council, items that were discussed at the Committee of the Whole meeting are presented for consideration and voting. From the consultants observations, the optics of approving reports previously discussed at the Committee of the Whole meeting without any major discussion at the regular Council meeting are not positive. Had an observer not been in attendance at the Committee of the Whole meeting where the report was discussed, the observer might believe the reports were being "rubber stamped" by Council;
- If a report is not approved during a regular Council meeting it must be brought to the next Council meeting which can be a minimum of four weeks in the future. This results in a significant delay in the approval process; and
- The layout of the council chamber is designed such that councilors sit at the front of the chamber with the Mayor and SAO seated to the left of Council on a raised



dais. The recording secretary and Assistant SAO sit to the left of the Mayor and SAO. Administration is seated to the right of Council across from the Mayor and SAO. The public gallery is located along the rear of the chamber. It is the consultant's opinion that this seating arrangement is not ideal for effective patterns of communication between the Mayor and Council and administration or for effective public presentations.

Reports to Council

- Meeting agendas and supporting administrative reports are available to Council electronically on the Thursday prior to the meeting. This arrangement gives councillors time over the weekend to review the reports and prepare their comments and questions for the meetings. Some members of Council felt they needed more time to review and consider the reports before the Monday Council meeting.
- The Town provides each Council member with a laptop computer to electronically access Council meeting materials. It was noted by the consultants that all but one Council member used the laptop computer at the council meeting to access the Council agenda and administrative reports.
- Most reports to Council contain recommendations and general information and background data to support the primary recommendation(s). There is no justification or other supporting information such as financial implications or alternatives, which might be considered in the event the main recommendation is not acceptable to Council. The reports are also silent on author or approval authority. The consultants believe that a new report format should be adopted such that the recommendations are clearly identified at the beginning of the report, followed by history and background to the report, followed by justification for the recommendations. The consultants have provided a template for a new report format that may be acceptable for Council reports.
- The consultants believe that Council reports where possible, should be limited to two to three pages in length. This means that the reports will need to be very crisp and specific in intent. The volume of attachments to many reports that the consultants reviewed were very extensive and did not necessarily add value to the report. This information could conceivably be made available to Council in a circulation or reading file for Council members to review at their leisure. For example, in the consultants' opinion, contract details for a recent engineering services agreement that was submitted to Council on February 13, 2012 was



relevant but not totally required to facilitate the decision making process on the issue at hand.

Council Committees

There are twelve standing committees of Council. Current committees include:

- Beautification Committee;
- Economic Development Committee;
- Accounts Committee;
- Landfill Committee;
- Personnel Committee;
- Interagency Committee ;
- Pine Point Development Committee;
- Mackenzie Gas Project Committee;
- Protective Services Committee;
- Utilities/Environment Committee;
- Code of Conduct/Ethics Committee;
- Trade and Tourism Advisory Committee;
- Recreation Board;
- Drug Free Zone Committee; and
- Flood Mitigation Committee.

Each standing committee is comprised of representatives of Council, the administration and residents of the town. In addition to the standing committees, there is one ad hoc committee – the Community Energy Plan Committee.

Several councillors expressed that there are too many committees. The number of committees should be reviewed in order to make the committee structure more effective. The consultants will provide information on the establishment and maintenance of an effective Council committee structure.

3.2 Communications

Information currently available on The Town's website is fairly extensive and includes access to important studies and other documents such as Council minutes,



agenda packages and bylaws. The website also provides information on community groups, services, town events and job openings. Users of the website can create an account to receive immediate updates on jobs and other information from the Town. The Town's website is not currently set up for social media feeds through channels such as Facebook, Twitter or LinkedIn. These channels are becoming very popular for the sharing of important organizational information to interested parties. The Town's information technology services appear to be well supported by a local contractor.

The consultants understand The Town is using standard office productivity software including e-mail, word processing, spreadsheets, presentation software, etc. Opportunities exist to use other tools for corporate information sharing such as MS One Note, Yammer, etc. These tools allow internal users to collaborate on the development of reports, communication products and general information sharing.

Opportunities also exist to incorporate social media/communication tools such as Skype, Twitter, Facebook and LinkedIn into to The Town's information technology infrastructure. The consultants understand that The Town's contract IT administrator has the capacity and experience to work with The Town on these matters. The review of these productivity tools should be discussed with the IT contractor.

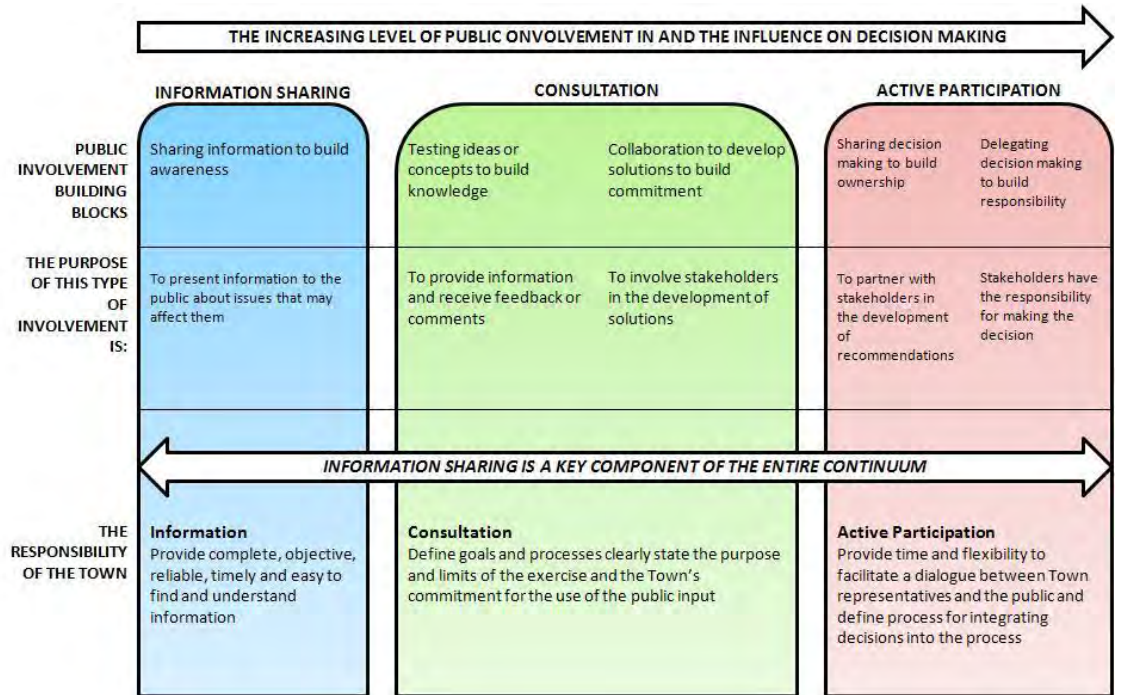
While many of The Town's communication tools appear to be functioning quite well and information is readily available on The Town's website, the consultants observed that The Town could benefit from having a defined Communication and Citizen Engagement strategy. This would guide both formal and informal communication and the manner in which stakeholders are involved in the following situations:

- Informing them when a decision has been made.
- Involving them in developing overall town strategy.
- Seeking public involvement when a strategy has been determined and The Town is asking for public involvement on a particular aspect of the design or implementation phase of a decision.

Knowing up front why The Town is asking the public to be involved will help facilitate better communication with citizens. This will allow them to know why they are being involved, what the decision is they are being involved in, and who ultimately will make the decision.



The following single frame graphic illustrates the Continuum of Public Involvement:



A formal communication and citizen engagement strategy would provide the necessary guidance to ensure that The Town properly engages its citizens and stakeholders in both information sharing and decision making processes. The strategy will complement the formal aspects of communication and consultation that are identified in legislation affecting municipalities, but more importantly, it will go much further. A listing of Communication and Information Sharing Tools that can be incorporated in the plan is attached to this report as Appendix A.

4.0 Job Evaluation

4.1 Town of Hay River Job Evaluation

The consultants provided the Job Information Questionnaire (JIQ) and the Resource Manual electronically to the Assistant SAO for distribution to all Town employees. The consultants have completed interviews with all staff in either face-to-face or telephone interviews to confirm the information provided by each employee on the Job Information Questionnaire. The consultants suggested changes where the information was found to be lacking or inaccurate. In the final analysis the position descriptions must be approved by an employee's supervisor and the SAO, as an



accurate statement and description of actual job duties, responsibilities, competencies and required education and experience. At the time of writing, the consultants understood that the SAO was completing review of the JIQ's and they were waiting for all completed JIQ's to be delivered so the evaluation could be completed.

4.2 Economic Development Officer Position

The Town has a Trade and Tourism Advisory Committee composed of two councillors, administrative staff and five representatives of the business community. The mandate of the committee is to promote, expand and enhance tourism and trade development of the Town of Hay River. The consultants were advised the committee was initially considering recommending to Council the hiring of an Economic Development Officer to promote the town. It was noted that The Town does not have an Economic Development plan at the present time. Members of the committee advised that a graduate student had been engaged to develop a tourism master plan for The Town of Hay River which was to be completed by March 2012. A tourism plan or strategy is typically a part of a comprehensive economic development plan.

It became apparent from the discussion with the committee, that some members saw greater value in the creation of a Special Events Coordinator position as opposed an Economic Development Officer position. Consequently, the consultants held a second meeting with the committee to clarify responsibilities of the position that committee members felt was best aligned with The Town's long-term needs.

It was the consultants understanding that the committee ultimately favored a Special Events/Tourism Coordinator position. A sample job description is therefore attached to this report as Appendix B. The consultants believe that economic development is an important municipal function which can contribute to the economic prosperity of the community if it is well planned and is driven by achievable outcomes and appropriate resources. In the absence of a specific economic development strategy, it is advisable that Council and the SAO promote the community to prospective investors. Economic development priorities should be clearly identified in The Town's Integrated Community Sustainability Plan (ICSP) to support one or all of the five major pillars of sustainability.



4.3 Evaluation of NWT Centennial Library Positions

The consultants received position descriptions for the Library positions. These position descriptions were evaluated using the same process for all Town employee positions. Placement of these positions in The Town's compensation model will be identified.

5.0 Organizational Structure

5.1 Preliminary observations

Based on initial observations and discussions during the interview process and a review of current organizational charts, the consultants observe that The Town of Hay River has a traditional organizational structure with the SAO as head of the administrative team supported by Directors responsible for Public Works, Recreation and Finance. The organizational chart also shows an Administration Officer with direct responsibility for most front office functions such as land, assessment and taxation, accounts receivable (AR), accounts payable (AP), payroll and front counter. This position is displayed on the organizational chart at the same level as the Directors but does not function at the same level. An Assistant Senior Administrative Officer position exists but it is not shown on the organizational charts supplied to the consultants.

In accordance with the **Organization Optimization Review Report**, an Assistant Town Manager position was recommended and the consultants understand that the former SAO assumed that position for a period of time. When the Assistant Town Manager became the SAO, the consultants understand that the Assistant Town Manager position was deleted and a new position of Assistant SAO was created.

The consultants observed that the Director of Finance and the Assistant SAO had no direct reports or line supervisory functions. In fact the consultants were advised that the Director of Finance is only responsible for budget and audit functions. A typical Director of Finance position would be responsible for all financial functions including cash receipting and management, financial control, AR, AP, payroll, budgets, and supervision of staff involved in these functions. The Director of Finance resigned his position during the review process and the position was advertised and recruitment is in progress. The SAO advised the consultants that the job advertisement included supervisory responsibilities for Town financial functions and the position would be a key member of the management group.



6.0 Recommendations

6.1 Legislative Services

6.1.1 Recommendation: That The Town undertake a comprehensive review of all of its policies and bylaws to ensure they are up-to-date, accurate and in compliance with Territorial legislation.

Rationale: Polices, bylaws and administrative procedures should be reviewed periodically to ensure compliance with legislation and current community needs. The consultants noted for instance, that the Procedures Bylaw requires revision and updating because it is not consistent with the *Cities, Towns and Villages Act*. The updated bylaw should respect that where possible, polices should have a review date as part of the policy statement. The review should be coordinated by the Director responsible for legislative services.

6.2 Council as a Governing Body

6.2.1 Recommendation: That the size of Town Council be reduced from eight members plus a mayor to six members plus a mayor.

Rationale: The current Council consists of a Mayor and eight councillors as provided under Territorial legislation. The legislation allows for a lesser number of councillors if council requests that the Minister issue an order to vary the number of Council members. Based on the population of the town, the consultants believe that fewer councillors are justifiable. From the consultant's experience, smaller municipalities often have councils with fewer than nine members. During the time of the review, the consultants noted that there was one vacant council position and the Mayor resigned his seat in March, 2012 which reduced the council to seven members. The consultants attended and observed two regular Council and two Council Committee of the Whole meetings. During these meetings, a council of seven members appeared to be sufficient to effectively deal with Town business. A reduction in the number of elected officials could result in a reduced cost of legislative services to the Town of Hay River or the resources could be allocated for other purposes.

Implementation: In accordance with Section 13 of the *Cities, Towns and Villages Act*, Town Council may apply to the Minister to issue an order varying the size of council members by requesting a change to the establishment order. If council supports this recommendation and decides to take action, it should move expeditiously such that the ministerial order varying the number of councillors could take place for the next



general election scheduled for October 2012. The request should be submitted to the Minister in writing in June, 2012 such that the change can take place prior to nomination day in August, 2012.

Alternatively, in accordance with Section 7(1.) of the *Local Authorities Election Act*, Council could decide to hold a plebiscite and develop a question that voters could respond to concerning a reduction in the number of councillors during the Municipal Election scheduled for October 2012.

The question could be worded in the following manner:

“That the size of the Council of the Town of Hay River be reduced from eight councillors and a mayor (9) to six councillors and a mayor (7)?”

Yes _____

No _____

If Council decides to proceed with a plebiscite, the official wording of the question should be confirmed with Municipal and Community Affairs. If a plebiscite is held and if the majority of voters support a reduction in the size of council the change would take place at the next municipal election in 2015.

6.2.2 Recommendation: That the Mayor be designated as a full voting member of Council as provided in the *Cities, Towns and Villages Act*.

Rationale: From the consultant’s experience, Mayors in most communities across Canada are typically full voting members of council, unlike the situation in the Town of Hay River where the Mayor only votes to break a tie vote. In accordance with Section 39 of the *Cities, Towns and Villages Act*, a Mayor performs the duties of a council member in addition to presiding at council meetings, providing leadership and direction to the council, and performing any other duty imposed by the legislation and bylaw. In a situation where a council decides to limit the voting responsibilities of the Mayor, it must approve this limitation by bylaw in accordance with Section 29(b.1) of the Act. A review of The Town of Hay River Procedures Bylaw did not reveal any wording to this effect.

This recommendation is predicated on a higher level of accountability for decision making that should involve all elected officials including the Mayor. The consultants respect that there is a long history in the Northwest Territories wherein council decisions are consensus based but believe that no elected member of council should be excluded from the decision making process. It should be noted that the Act was



amended to clarify that where the Mayor has the same right to vote as other council members and a tie occurs, the vote is defeated in that situation.

Implementation: If Council accepts this recommendation it should move expeditiously to update the Procedures Bylaw to make this change prior to the next municipal election and ensure that the bylaw complies with current territorial legislation.

6.3 Council Orientation

6.3.1 Recommendation: That a new and comprehensive Council orientation process be developed prior to the next municipal election.

Rationale: A comprehensive and well planned orientation program ensures that new and returning town councillors have an opportunity to establish a foundation for teamwork and strategic planning. It also promotes the receipt of accurate and timely information concerning Council versus management roles and responsibilities, and other critical information such as policies and bylaws to better understand Town strategic and operational priorities. It also provides Council an opportunity to lay the groundwork for the establishment of Council's strategic agenda and priorities that should be developed in the period immediately following the election.

The consultants are also aware that some municipalities have started orientation processes by sponsored candidate information sessions prior to a municipal election to provide prospective candidates with information concerning the role and responsibilities of the mayor, councillors and town administration. This type of information sharing could conceivably be coordinated with any programs that MACA sponsors for new council orientation recognizing that the MACA program is general in nature and would not address orientation to specific Town of Hay River matters.

Implementation: An agenda for a new Council orientation program is typically developed by administration at the direction of Council. Topics should at a minimum include the following:

1. Roles and responsibilities of Mayor and Council – legal, financial and fiduciary(acting in good faith);
2. Roles and responsibilities of the SAO and administration;



3. Council/SAO relations and reporting processes;
4. Conflict of interest;
5. Review of the Council's current priorities as identified in The Town's Integrated Community Sustainability Plan (ICSP) or other related planning documents;
6. Communication processes such as dealing with the media and internal communication;
7. Key bylaws and policies including meeting procedures/parliamentary procedures and expense policy and remuneration guidelines;
8. Introduction to Town departments and tour of Town facilities as required; and
9. Other important topics as identified by Council in collaboration with the SAO.

The agenda for this session could also provide members of Council with an opportunity to discuss issues and matters as identified during the municipal election campaign. These issues and matters are frequently communicated by community stakeholders to candidates when they are campaigning and knocking on doors. Facilitation of this type of discussion at the Orientation Session presents a good opportunity to ensure these ideas are captured for consideration at future planning sessions.

6.4 Strategic/Sustainability Planning

6.4.1 Recommendation: That Council commit to updating and following a strategic sustainability plan to guide operations of The Town.

Rationale: A strategic sustainability plan is a critically important planning document premised on Council's vision for the community. The planning document should identify (4 - 6) key strategic priorities and defined outcomes that Council wishes to address during its term of office. The plan should be holistic and where possible should be developed using the following pillars of sustainability:

1. Governance;
2. Economic;
3. Social;
4. Cultural; and
5. Environmental.



There is strong evidence to suggest that communities are viable and sustainable when the five pillars are in balance and Council and Town administration are committed to achieving this balance through effective planning and public involvement. All other Town planning documents should support achievement of the key priorities and the key results/outcomes identified in the strategic sustainability plan.



Implementation: One of the first orders of business following the election of a new Council and following an effective council orientation process should be the development of Council’s strategic plan. Recognizing that the time immediately following the municipal election is very hectic and busy; a strategic plan should be developed in the first quarter of the year following the municipal election. This period should be viewed as a “Foundation Period” in which Council and administration come together to plan for the ensuing term.

The strategic sustainability plan should also reflect the results of an appropriate stakeholder engagement process aimed at identifying community based strategic priorities and goals. This process is best coordinated by an external facilitator which will allow Council and administration to fully participate in the planning activity.

6.5 Council/SAO Relations

6.5.1 Recommendation: That Council adopt a performance management system predicated on the Human Resource Plan contained in the existing ICSP whereby the SAO’s performance is linked to Council’s strategic agenda, and that performance management be implemented for the organization as a whole.



Rationale: The existing ICSP contains a section related to human resource planning including performance management. This should be followed to ensure the SAO's success. The SAO's overarching responsibility should be the attainment of Council's strategic agenda. Performance should be based on achieving these priorities with the resources allocated through the normal business planning and budgeting process. Leadership is a key function and responsibility for a SAO and developing and promoting strong leadership skills will be critical to the SAO's success.

Implementation: Council and the SAO should develop a performance management plan for the SAO based on Council's strategic agenda supported by identified and measurable outcomes. The SAO should work with his direct reports to ensure that performance management also becomes a normal course of business for the Town of Hay River as an organization. The performance management program exists as part of the ICSP but to the consultants knowledge is not being followed. Effective performance management should become part of the cultural fabric of the organization. Council and the SAO should acknowledge good performance when it takes place and address poor performance to achieve better outcomes.

6.6 Administrative Support for Council

6.6.1 Recommendation: That the Executive Assistant position be tasked to serve all members of Council and the SAO, and that this position continue to serve as Council recording secretary.

Rationale: From the consultant's experience, it is highly unusual that the Mayor in a town the size of Hay River would have a dedicated Executive Assistant. A recent MACA report also made a similar observation. This resource should be available to provide support to all members of Council and the SAO.

Implementation: This change should take effect immediately and the position description should be updated to reflect the change.

6.7 Council Meetings

6.7.1 Recommendation: That Council should hold two regular Council meetings per month instead of one Committee of the Whole meeting and one regular Council meeting per month, and that a Committee of the Whole session be incorporated into the regular Council meeting agendas if and as required.



Rationale: The consultants believe that the Council decision making process could be more efficient and decisions could be expedited if two regular Council meetings were held each month. The existing meeting process where one meeting is dedicated to the receipt and discussion of committee and informational items appeared to be inefficient and represented significant duplication of effort. If citizens attended a regular Council meeting but had not attended the previous Committee of the Whole meeting, they may not have appreciation that there had been previous discussion on the agenda items at an earlier meeting. This could be seen as “rubber stamping” to some observers.

Implementation: This change could be implemented to coincide with the first meeting following the municipal election scheduled for October, 2012.

6.7.2 Recommendation: That The Town investigate reconfiguring Council chambers such that the Mayor and SAO are seated at Council table with the other members of Council to improve inter-council communication during meetings.

Rationale: The consultants observed that the positioning of the Mayor and SAO at a table separate from the rest of Council did not contribute to effective inter-council communication. In fact it created an obvious separation between the Mayor and the rest of Council. Council table configurations in most communities typically have all members of Council including the Mayor and or SAO situated at one table. This contributes to a better interface between elected officials and the public. The current Council table is large enough to accommodate this recommendation. This change would also make it easier to televise Council meetings because all elected officials would be contained in one screen shot.

The current Mayor/SAO table could be designated for members of the media so they don't have to take notes on their laps while seated in the public gallery.

The administration table should also be relocated to the center of the lower level of the chambers directly in front of the Council table. This will facilitate better communication between Council and the senior management team. Delegations could also use this table as required but in most instances public delegations could be presented from a podium that could be located where the administration table is currently located.

The Town should also investigate the permanent placement of projection equipment including a screen immediately adjacent to the presentation podium. This would



permit the visual presentation of reports and other information onto a screen that would be visible to Council members and the public including any delegations.

Implementation: The majority of this recommendation can be accomplished with little or no expense. New technology for permanent placement of a projector and screen would necessitate a capital expenditure however. The Town should retain the services of a company that has expertise in meeting room design and configuration to achieve this recommendation.

6.8 Reports to Council

6.8.1 Recommendation: That The Town should adopt a new standard report format for reports to Council. The report should contain recommendations followed by discussion of relevant considerations, justification for the recommended action, alternatives, financial considerations and link to Town strategic initiatives or priorities.

Rationale: The consultants observed that there was little consistency in administrative reports contained in Council agenda packages. Standardization of reports to Council would ensure that there is a consistent approach to the preparation, review and approval of all administrative reports. Existing Council agenda packages contain information that could be deleted from the administrative reports but could be made available for Council review through a circulation or project reference file. Detailed engineering reports are an example of the type of information that could be referenced in a different manner.

Where possible, administration should attempt to reduce the volume of extraneous information that does not support the primary recommendation(s) of any report being presented to Council for consideration and decision. All reports should contain a clear recommendation for action even if it is to receive the report for information. In most instances the report should be limited to a maximum of two to three pages plus attachments or other essential appendices (e.g., copy of the bylaw).

Administrative reports should generally contain the following sections and structure:

Report Title	A clear title listing the subject of the report.
Recommendation(s)	The recommendation(s) should be written in a format that can be used by a member of council to place the matter on the council table for debate and discussion. For example:



	<ul style="list-style-type: none"> ➤ That Bylaw 215-12 be given first reading. ➤ That a public hearing relative to Bylaw 215-12 be scheduled for Monday, June 4, 2012 commencing at 7:00 p.m. or as soon thereafter as practical.
Background/History	This section provides the history and background of the matter and identifies whether the matter is new or if it has it been considered by council at a previous meeting or meetings.
Discussion	This section provides information relative to the subject of the report and frames the issue.
Communication and Public Engagement	This section identifies any communication or public engagement matters.
Justification	This section provides information to support the main recommendation(s).
Financial Implications if any	This section indicates the financial or budget implications of the recommendations.
Implications to Council Strategic priorities	This section relates how the report and recommendations support any of council's strategic priorities.
Alternatives	This section identifies any relevant alternatives that might be considered as opposed the main recommendation of the report. This information will give council assurance that administration has considered all relevant alternatives in the preparation of the report.
Attachments	Critical attachments such as bylaws, policy statements that underpin the recommendation(s).
Prepared by: Name of staff member and date Reviewed by: Name of Director and date Approved by: Name of SAO and date Submitted to: Council meeting and date	<ul style="list-style-type: none"> ➤ This section is contained in the last portion of the report and indicates who prepared the report and the date prepared; ➤ Who reviewed the report and the date reviewed; ➤ Who approved the final report and the date; and ➤ The date the report was submitted to council for consideration.

Implementation: Administration should move immediately to adopt the proposed report format listed above for all reports to Council.

6.8.2 Recommendation: That the SAO with support of the senior management team implement a defined agenda review process to review all reports being submitted for consideration by Council to ensure the completeness, accuracy and timeliness of information.

Rationale: The SAO and the senior management team should adopt a rigorous process to review all Council reports to ensure they are accurate and complete. This would mean that reports should be prepared by members of administration with



sufficient time for the reports to be considered at an agenda review meeting coordinated by the SAO and attended by department Directors.

Implementation: This process should be implemented immediately.

6.9 Council Committees

6.9.1 Recommendation: That The Town undertake a comprehensive review of the current committee structure.

Rationale: Town Council currently has a total of twelve standing committees and one ad hoc committee, some of which are active while others are not. Council has a minimum of one representative on each committee and several councilors serve on more than one committee.

Implementation: This review is not a critical need but could be undertaken in the first half of 2013 following the next municipal election.

6.10 Communications

6.10.1 Recommendation: That The Town develop a comprehensive communication and citizen engagement strategy for stakeholders – for both internal and external stakeholders.

Rationale: Communication and engagement are two distinct but related concepts. Communication involves two or more parties in an exchange of ideas where the Town chooses and controls channels and determines the rules of engagement. Engagement involves The Town reaching out to groups and the community at large where the rules are set by someone else.

The consultants observed that current communication channels such as e-mail for internal communications and The Town website for communication with the public are used across the organization. There was little evidence of organized engagement with internal or external stakeholders on a regular basis where the Town is reaching out to its citizens for their input. Engagement activities appear to be adhoc and driven by the specific topic under consideration.

Implementation: A well designed communication and stakeholder engagement plan can serve as the guiding document to Council's major decision making process and should be developed without delay.



6.10.2 Recommendation: That The Town conduct a biennial citizen satisfaction survey to gather specific feedback from Town residents on satisfaction with Town programs, services and facilities.

Rationale: A citizen satisfaction survey should be conducted every two years to gather important information on how citizens view the services, programs and facilities provided by The Town. This type of survey is most often conducted by way of a random telephone survey process to provide a high degree of statistical reliability and validity. Once the baseline data is obtained, the survey instrument can be used for future surveys to identify trends related to citizen impressions of The Town and its services. A number of open-ended questions can also be included in the survey to identify citizen perspective on new or emerging issues or to gauge citizen acceptance of new or planned initiatives. This information can also be used to support and augment the annual strategic planning process.

Implementation: The cost for this type of survey is driven by the number of questions included in the survey instrument and the amount of analysis that is required to understand and validate the data. A sample budget may be in the order of \$12,000 - \$18,000. This is typically completed by an external survey firm that is set up to conduct telephone surveys.

6.11 Job Evaluation

Town Positions

6.11.1 Recommendation: That The Town accept job groupings based on the job evaluation process carried out for this project by Western Management Consultants.

Rationale: A major focus of the current project was to update current job descriptions and place the positions in the proper job groupings. This will allow The Town to compensate the positions at the right levels. Updating the job descriptions will ensure that Town staff are effectively engaged in their job functions and are appropriately compensated. This will contribute to employee commitment and understanding of major job functions, responsibilities and activities.

Hay River Library Positions

6.11.2 Recommendation: That The Town develop a business case to determine the feasibility of assuming operational control of the NWT Centennial Library.



Rationale: The consultants were advised that The Town is interested in identifying the cost of running the NWT Centennial Library. Assuming responsibility for operation of the library should be guided by a business case which should examine all relative costs and benefits. Staff costs are only one cost to determining whether the town should assume operation of the Library. A business case analysis would provide a holistic response to the question of feasibility, cost and overall benefit to The Town from operating the library.

6.12 Special Events/Tourism Coordinator Position

6.12.1 Recommendation: That Council consider the observations and position of the Trade and Tourism Advisory Committee relative to the need for a Special Events/Tourism Coordinator position for The Town.

Rationale: The need for this position was identified by the Committee to assist in the coordination of special events, to work with tourism operators in the town, and to back stop the Council and SAO in their economic development activities on behalf of the Town. The consultants understand that the Committee has is recommending creation of this type of position to facilitate special events and tourism opportunities in Hay River.

Implementation: A draft Special Events/Tourism coordinator position description has been prepared by the consultants and is attached to this report as Appendix B.

6.13 Organizational Structure

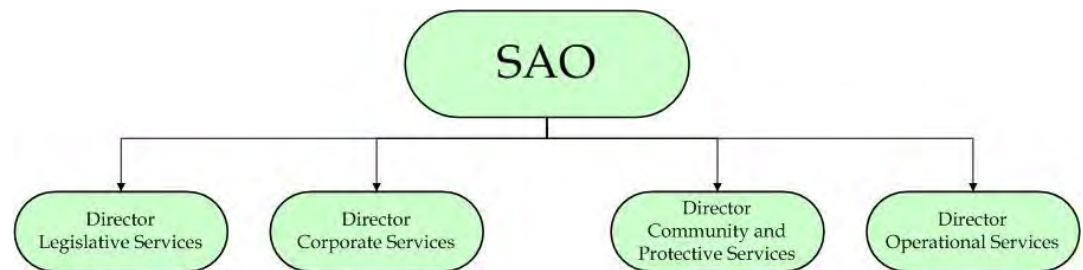
6.13.1 Recommendation: That The Town's organization structure be realigned under a services model with four service areas/departments and that each service area be led by a Director.

Rationale: The creation of a new organization structure under a services model is recommended to create management capacity and responsibility to support the SAO in the planning for and delivery of town services. This will facilitate a team approach to management to bring a broader perspective into administrative matters and service delivery. This arrangement will also support succession planning where the Directors of the four service areas are part of the management team and are positioned to support the SAO and serve in an acting capacity if and when required.

Considering the SAO is council's primary employee and is responsible under legislation for the organizational structure and functions delegated by Council, the



consultants discussed options for a new organizational structure with the SAO. One option which is common in municipal government would be to realign operational responsibilities under a proposed management team consisting of the SAO supported by four Directors. Under this option, the functional areas would include Legislative Services, Corporate Services, Operational Services and Community/Protective Services as depicted in the following diagram.



The four operational areas would have the following major responsibilities:

- Legislative Services would include all matters associated with support for council functions including agendas and minutes, bylaws, legal functions (contracts and agreements), insurance and risk management and elections. Communications could fall to this area or Corporate Services. Human resources could be aligned under this portfolio or under Corporate Services which is a typical arrangement.
- Corporate Services would be responsible for all financial functions, land administration, human resources, and information technology. This is essentially a support function for the operational areas.
- Community/Protective Services would include emergency services, safety programs, bylaw enforcement, recreation facilities operation and programming, cultural services and programming, and parks.
- Operational Services would include engineering, planning, development control, transportation, roads, utilities, and facility and equipment maintenance.

Under this proposed structure, the Assistant SAO position would assume responsibility for the Legislative Services function. Acting SAO functions could be assumed by any one of the four management positions as required from time to



time. This would contribute to the development of leadership competencies of the team and could address succession planning in the future.

Implementation: The final configuration of the senior management team should remain at the discretion of the SAO with consideration given to the leadership capacity within the organization. The SAO should work with Council to ensure that any changes are supported by Council.

6.13.2 Recommendation: That human resources (HR) be centralized in one Town department.

Rationale: The consultants observed that The Town's human resources functions are handled by personnel in individual departments. Human resource departments in municipalities are usually responsible for the attraction, orientation, training, and assessment and recognition of employees, and compliance with employment and labor laws. A centralized HR model will ensure consistent recruitment and retention of Town human resources.

Implementation: This process should be implemented at the same time as organizational changes at the senior management team level.

6.14 Core Services Review

6.14.1 Recommendation: That The Town undertake a *core services review* to determine if The Town is providing the right services at the right levels with the right resources.

Rationale: During the April 24, 2012 session with Council where the consultants shared their findings and observations arising from the project, Council asked the consultants if The Town was providing the right services at the right levels to local businesses and residents. The consultants noted that this was beyond the scope of this project and that if Council wanted a definite answer to the question it should conduct a detailed analysis of the services provided by Town departments and assess the services against resident needs and overall level of satisfaction.

Implementation: This recommendation should be considered in conjunction with the recommendation to conduct biennial citizen satisfaction surveys. The Town should develop and issue a Request for Proposals (RFP) if Council wishes to proceed with a *core services review* to assess the range and level of services provided by the town to local businesses and residents. The cost to complete a *core services review*



would depend on the number of programs and services that would be subject to review and would be driven by the level of service analysis to be completed. The cost for this type of study could be in the order of \$65,000 - \$90,000.



Appendix A

Communications and Information Sharing Tools



INFORMATION SHARING PROCESS TOOLS		
TOOL	DISCUSSION	CONSIDERATIONS
MEDIA ARTICLES OR COVERAGE	<ul style="list-style-type: none"> ➤ Media articles can raise awareness of municipal projects ➤ Generate awareness through public service announcements, press releases or news conferences ➤ Develop a media relations/involvement plan 	<ul style="list-style-type: none"> ➤ Pro-activity is key to effective and accurate media coverage. ➤ Develop a relationship with the media so they come to the Town for the facts. ➤ Ask stakeholders about which media sources they rely on to get information.
ADVERTISING	<ul style="list-style-type: none"> ➤ Some projects require advertising; regulations or legislation may define what needs to be advertised. ➤ Advertising is appropriate for major public events that have a broad geographic scope. 	<ul style="list-style-type: none"> ➤ Consider the development of a Public Involvement Calendar on the Town's website. ➤ The calendar will provide a consistent place to find information to advise citizens when, how and where they can be involved. ➤ Timing is critical; ensure people have advance notice.
NEWSLETTERS	<ul style="list-style-type: none"> ➤ Using the communication tools of the stakeholder organizations is advantageous as they have dedicated readership. ➤ On larger projects, a project newsletter can be very helpful to stakeholders. ➤ The newsletter can be circulated in hard copy or electronically depending on audience needs. 	<ul style="list-style-type: none"> ➤ Keep it brief. ➤ Present enough information to grab people's interest and provide a way for them to contact the Town to get more information. ➤ It is essential that the information is finalized before it is turned in to the organization. Ensure contact information is included.



INFORMATION SHARING PROCESS TOOLS		
TOOL	DISCUSSION	CONSIDERATIONS
BROCHURES, FLYERS OR FACT SHEETS	<ul style="list-style-type: none"> ➤ Use these tools to provide factual information to a broad cross-section of the public. ➤ Fact sheets can be delivered by mail drop, inserts into other publications, posting on the website and/or e-mailed. ➤ Use these tools to explain the scope and impact of the project and to curb the flow of misinformation. 	<ul style="list-style-type: none"> ➤ Keep it concise, clear and minimize the use of acronyms and jargon. ➤ These tools are an excellent way to revive interest in a long term project or when moving to the next phase of a larger project.
WEBSITES	<ul style="list-style-type: none"> ➤ The Internet is commonly used as an information sharing tool for public involvement. ➤ Websites along with on-line surveys can be used to gather information. ➤ Municipalities have the responsibility for including the full range of constituents, some of whom may not have access to the Internet and limited capacity to use the technology effectively. 	<ul style="list-style-type: none"> ➤ A website is only one way to share information and must not be used as the sole communication tool. ➤ When using the Internet, use less text and more graphics. ➤ Integrate web monitoring tools so the Town can document the type and amount of usage.
INFORMATION REPOSITORIES - LIBRARY, TOWN HALL, HOSPITAL & OTHER PUBLIC FACILITIES	<ul style="list-style-type: none"> ➤ Some legislation requires that notices and reports are provided for access by the general public. ➤ While information repositories are not frequently used for information sharing, they do provide a means for people to get information that they unable to access through other channels. 	<ul style="list-style-type: none"> ➤ Consider using the repository as a distribution centre of information. ➤ Make sure the staff of the facility knows where the information is being stored. ➤ Consider posting the same information on the website.
INFORMATION HOTLINE	<ul style="list-style-type: none"> ➤ A hotline can be set up for specific projects. ➤ The intention is to provide up-to-date information on issues affecting the public. ➤ For the most part, websites have replaced information 	<ul style="list-style-type: none"> ➤ An information hotline is not the same as a customer service line. ➤ IT provides access to those people who do not have access to the Internet. ➤ The use of information



INFORMATION SHARING PROCESS TOOLS		
TOOL	DISCUSSION	CONSIDERATIONS
	hotlines.	hotlines can present a risk of eliminating people who are not fluent in English and who cannot follow complicated instructions.
PUBLIC DISPLAYS	<ul style="list-style-type: none"> ➤ Setting up stationary displays at public facilities i.e. arena, mall, schools, hospital lobbies, etc. can provide introductory information and informal consultation. 	<ul style="list-style-type: none"> ➤ Displays need a person in attendance to answer questions and supervise the display. ➤ Select the facility based on the audience that the Town wishes to reach.
PRESENTATIONS	<ul style="list-style-type: none"> ➤ Presentations are useful for complex projects to outline scope and impact of project, the timelines, and the range of involvement. ➤ Everyone hears the information at the same time. ➤ Presentations can be used to build trust and transparency; however, if people are overwhelmed with the information, they may see it as an exclusionary tactic. 	<ul style="list-style-type: none"> ➤ Provide a manageable amount of important information. ➤ Limit the number of speakers. ➤ The presenter must have good presentation skills and speak to the level of the audience. ➤ Provide ample time for questions and answers. ➤ Use a skilled facilitator to keep the discussion on track. ➤ Provide handouts of the information presented. ➤ Making a presentation to a meeting of an organization is a way of providing information to a specific audience.
SITE VISITS OR TOURS	<ul style="list-style-type: none"> ➤ The experience can move participants to a new level of understanding and facilitate a truly informed discussion. ➤ The impact of this type of information sharing should not be underestimated. 	<ul style="list-style-type: none"> ➤ Clearly define the purpose and the benefits of a tour or site visit before deciding to use this tool. ➤ Ensure that the host knows what types of things the group needs to see to inform their discussion. ➤ Provide a time for questions and answers with the host. ➤ Debriefing with the members of the group is a critical part of this process.



INFORMATION SHARING PROCESS TOOLS		
TOOL	DISCUSSION	CONSIDERATIONS
PUBLIC HEARINGS	<ul style="list-style-type: none"> ➤ Municipalities are required by legislation to provide the opportunity for the public to speak directly and formally to Council on specific development issues. ➤ The challenge with public hearings is that they can be emotionally charged with people that have vested interests and strong opinions. 	<ul style="list-style-type: none"> ➤ The planning teams must ensure that the decision-makers are aware of the larger public involvement process – the scope, the complexity, the range of participants - so that they are able to place the public comments within that framework. ➤ If possible, encourage representatives from all perspectives to speak at the hearing. ➤ If the process has a committee, the committee spokesperson should be encouraged to speak.

CAN BE BOTH INFORMATION SHARING AND CONSULTATION PROCESS TOOLS		
TOOL	DISCUSSION	CONSIDERATIONS
COMMUNITY OR ORGANIZATIONAL LIAISON	<ul style="list-style-type: none"> ➤ Liaisons are used when committees or advisory groups are established. ➤ A community liaison can be the conduit for ensuring information is passed on in a timely way. 	<ul style="list-style-type: none"> ➤ Responsibilities of this role must be clearly set out in the recruiting process.
DISCUSSION DOCUMENTS	<ul style="list-style-type: none"> ➤ A discussion document can be used to provide an overview of the project and to focus on areas where public input is required. ➤ It provides a whole picture of the project and encourages participants to move past rote responses. 	<ul style="list-style-type: none"> ➤ The key to an effective discussion document is the presentation of materials in a simple and accessible format including diagrams. ➤ Use probing questions to foster exploration of predetermined assumptions. ➤ Tell participants how their input will be used. ➤ Provide a summary report.



CONSULTATION PROCESS TOOLS		
TOOL	DISCUSSION	CONSIDERATIONS
INTERVIEWS	<ul style="list-style-type: none"> ➤ Interviews are an excellent tool for gathering initial information and learning about a specific situation. ➤ The data from interviews can be used in developing position papers. ➤ Interviews are also a good ways to gather detailed data on perceptions. 	<ul style="list-style-type: none"> ➤ An interview requires a set established format with a set number of key questions. ➤ Interviewees must be informed how the data will be used. It is a good idea to do multiple interviews per interest group to validate the information gathered.
FOCUS GROUPS	<ul style="list-style-type: none"> ➤ A focus group is a group interview intended to be kept small and quite informal other than there is a pre-determined set of questions. ➤ A focus group is an effective tool for “digging deeper”. One person’s comments can trigger reflection or challenge assumptions for the rest of the group. 	<ul style="list-style-type: none"> ➤ If holding more than one focus group, ensure that the questions and process are identical for all groups so that the data is comparable. ➤ Use a skilled facilitator who has the ability to ask probing questions and explore ideas more fully.
RESPONSE FORMS	<ul style="list-style-type: none"> ➤ Response forms are used to gather feedback or reaction to information presented at a public event or through printed material. 	<ul style="list-style-type: none"> ➤ Response forms are different from surveys as they do not represent a random sampling. ➤ Allow enough time for people to give a thoughtful response to a response form. ➤ If using open-ended questions, provide resources to synthesize and analyze the results.



CONSULTATION PROCESS TOOLS		
TOOL	DISCUSSION	CONSIDERATIONS
ELECTRONIC FORUMS (CONSULTATION)	<ul style="list-style-type: none"> ➤ An electronic forum is an on-line discussion group that can occur in real time or over a period of time. 	<ul style="list-style-type: none"> ➤ Participation guidelines are essential. ➤ Make the site easy to access. ➤ Limit the size of a real-time forum to enable participation by everyone. ➤ A moderator is required to vet input and focus the discussion.
TOWN HALL MEETINGS	<ul style="list-style-type: none"> ➤ The town hall meeting consists of some form of presentation by a speaker or panel followed by a plenary session. ➤ It has the potential to become a soap box session if it is not well-managed. 	<ul style="list-style-type: none"> ➤ The town hall meeting has serious limitations as they can be large and conflict-ridden. A few vocal people can dominate the conversation. ➤ This type of forum does not allow for dialogue or learning.
EXPERT PANEL	<ul style="list-style-type: none"> ➤ An expert panel can be convened to review materials or recommendations at several stages in a project. ➤ An expert panel can be used as an interim evaluation mechanism. 	<ul style="list-style-type: none"> ➤ Technical experts are not the only experts even in technical projects. ➤ It is important that in order to make the best use of the information, any bias on the part of a panel member be disclosed.



CONSULTATION PROCESS TOOLS		
TOOL	DISCUSSION	CONSIDERATIONS
WORKSHOPS	<ul style="list-style-type: none"> ➤ Workshops can be large or small events with a structured process to facilitate discussions on specific topics. ➤ The key challenge to a workshop is using creativity to ensure interaction and dialogue aimed at the desired outcomes. 	<ul style="list-style-type: none"> ➤ Workshops are generally used with participants who have some level of experience or knowledge about the topic. ➤ Ensure time to establish a level of comfort or “forming” in the session. ➤ Planning for the workshop should begin with the outcomes and working backward. ➤ Provide opportunity for participants to evaluate the session. ➤ Always provide the summary to participants. ➤ Ensure that there is a strategy for integrating the results of a workshop into the project discussion.



CAN BE BOTH CONSULTATION AND INFORMATION SHARING TOOLS		
TOOL	DISCUSSION	CONSIDERATION
EXPERT COMMITTEES	<ul style="list-style-type: none"> ➤ Expert committees can be useful in identifying the questions that need to be asked providing unbiased information to the larger stakeholder community, and reviewing recommendations. 	<ul style="list-style-type: none"> ➤ Information gathered from an expert committee may need to be translated into lay language before it is shared with the public. ➤ If the information is simplified, ensure the experts have a chance to review the information before it is made public.
TASK FORCES	<ul style="list-style-type: none"> ➤ A task force is an ad hoc committee charged with a specific task, specific deliverables and with specific timelines. 	<ul style="list-style-type: none"> ➤ A task force can be used as a research mechanism to provide specific information. ➤ A task force should be kept small and have specific guidelines. ➤ Assign a Town staff member to provide logistical support and guidance to the task force without interfering with the process.
ADVISORY COMMITTEES OR BOARDS	<ul style="list-style-type: none"> ➤ Advisory committees usually consist of broad representation from a range of stakeholders. ➤ The committee usually sits for the duration of the project. 	<ul style="list-style-type: none"> ➤ It is important to balance participation on advisory committees to ensure all voices are heard. ➤ This usually requires a structured recruitment process.

Adapted from: *Involving Edmonton - 2008 Edition - a Public Involvement Initiative*
City of Edmonton.



Appendix B

Job Description

Special Events and Tourism Coordinator



TOWN OF HAY RIVER JOB DESCRIPTION

Job Title: Special Events & Tourism Coordinator

Incumbent:

Reports to: Community Services Director

Basic Function/Major Responsibilities:

- Responsible for the planning, development and implementation of special events and tourism for the Town and supporting Council and the SAO with economic development initiatives for the Town.
- Act as the Town of Hay River point of contact in the community for tourism operators, community members and visitors.

Duties:

- Organize special events sponsored by the Town.
- Liaise and collaborate with tourism operators to identify and broaden tourism in Hay River.
- Create partnerships with other communities in the vicinity of Hay River to attract tourists to the area.
- Engage the community members in a community-wide conversation about advancing tourism in Hay River.
- Liaise with the territorial Tourism Ministry to coordinate local tourism opportunities with territorial tourism initiatives.
- Pursue funding opportunities to support the Town's tourism strategy and tactics.
- Maintain and enhance the Town's website to include tourism information with links to tourism activities, accommodation and food services.
- Provide support to Town Council and the Senior Administrative Officer with economic development.
- Enhance the image of the Town as a tourism destination through media and promotional campaigns.

Qualifications:

- Post-secondary education/degree in Physical Education, Recreation or Tourism or a combination of related education such as a diploma or certificate in event management.
- 3 - 5 years' experience in a municipal environment, community development, program management or special event planning.
- Broad experience in special event planning.

