



Town of Regina Beach  
Council Governance Policy Manual  
Adopted \_\_\_Dec 14, 2021\_\_\_\_  
Motion # \_2021/452\_\_\_\_

## Table of Contents

Institutional Identity .....	3
Purpose.....	3
1. Council’s Strategic Priorities and Goals.....	4
2. Governance Process Policies .....	7
2.1 Governance Commitment.....	7
2.2 Governance Style .....	8
2.3 Role of the Council .....	9
2.4 Mayor’s Role.....	10
2.5 Committee Principles .....	11
2.6 Committee Structure.....	13
2.7 Council Members’ Code of Conduct .....	16
3. The Council – Chief Administrative Officer Relationship Policies .....	18
3.1 Delegation to the Chief Administrative Officer.....	18
3.2 Chief Administrative Officer Role.....	20

## **Institutional Identity**

The Town of Regina Beach is a municipal corporation, first incorporated as a village in 1920 and incorporated as a town in 1980.

## **Purpose**

As stated in the Municipalities Act, the purposes of the municipal corporation are the following:

- a) To provide good government:
- b) To provide services, facilities and other things that, in the opinion of council, are necessary and desirable for all or a part of the municipality;
- c) To develop and maintain a safe and viable community;
- d) To foster economic, social and environmental well-being;
- e) To provide wise stewardship of public assets.

## **1. Council's Strategic Priorities and Goals**

<b>Monitoring Schedule:</b>	<b>September</b>
<b>Monitoring Method:</b>	<b>Internal – Council to Review as a Whole</b>
<b>Additional Monitoring:</b>	<b>As Required</b>
<b>Additional Monitoring Method:</b>	<b>None</b>

### **COUNCIL VISION:**

The Town of Regina Beach is an affordable resort resting on the south end shores of Last Mountain Lake.

Our friendly, engaged community takes great pride in our well-maintained infrastructure, beautiful landscape and many recreational and business opportunities.

Whether you are making Regina Beach your weekend getaway, your summer retreat or your permanent residence, this destination is notably a place for all ages and all seasons. With all this quaint town offers, it is the perfect place to live and raise a family or enjoy your best years in retirement.

### **COUNCIL MANDATE:**

To lay a strong foundation for a successful future.

### **MISSION:**

The Town of Regina Beach will:

- **Provide strong fiscal management**
- **Continue efforts to enhance beauty**
- **Provide for efficient and sustainable infrastructure**
- **Ensure timely and responsible investment in municipal infrastructure**
- **Provide opportunities for Community involvement**
- **Provide and support a variety of opportunities for all ages**
- **Support and provide opportunities for business development**
- **Promote open, transparent, and effective communication between the municipality and its ratepayers**

24NOV2021/

## TOWN OF REGINA BEACH STRATEGIC GOALS 2022

Priority	Strategic Goal Area	Date Achieved

24NOV2021/

## **TOWN OF REGINA BEACH STRATEGIC GOALS**

As stated in the Town's Official Community Plan

### **1. Working with Our Neighbours**

To continue positive working relationships with our neighbouring communities to build regional capacity and opportunities for joint initiatives in relation to infrastructure management, service delivery, economic opportunities, tourism, and land use planning.

### **2. Preserving Our Lakeshore and Natural Environment**

To enhance lakeshore usage and connectivity while preserving the natural environment, reducing land instability, and supporting initiatives that improve the water quality of Last Mountain Lake.

To ensure developments are safe where natural and hazardous conditions exist, and to provide awareness to residents and visitors about such hazards.

### **3. Celebrating Our Culture and Heritage**

To celebrate and honour our culture and heritage by identifying and preserving our assets.

To welcome residents and visitors to the community through a variety of events, arts performances, and programming.

### **4. Exploring Our Recreational Resources**

To provide safe and accessible recreational programs and amenities all year-round on land and water, for all ages to enjoy.

### **5. Enhancing Our Infrastructure and Transportation Networks**

To provide residents and neighbouring communities with quality infrastructure and transportation services.

To ensure transportation and infrastructure networks are maintained, expanded, and improved over time.

### **6. Making a Place to Call Home**

To support an inclusive community that meets housing needs for a variety of residents.

### **7. Fostering Our Economic Vitality**

To attract a mix of commercial and industrial developments to the Town of Regina Beach.

To ensure health, education and community services are available to residents in the region.

To support current and future businesses and entrepreneurship targeting tourism, seasonality, and recreation.

## **2. Governance Process Policies**

### **2.1 Governance Commitment**

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<b>Monitoring Schedule:</b>	<b>April</b>
<b>Monitoring Method:</b>	<b>Internal Report</b>
<b>Additional Monitoring:</b>	<b>As Required</b>

The Council strives to ensure the accountability of Town of Regina Beach by:

1. Achieving appropriate results at an appropriate cost; and
2. Avoiding unacceptable activities, conditions, and decisions.

In fulfilment of this charge, the Council is committed to rigorous, continual improvement of its capability to define Vision, Mission and Strategic Priorities which can be achieved through attending workshops or hosting facilitated sessions.

24NOV2021/

## 2.2 Governance Style

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<b>Monitoring Schedule:</b>	<b>April</b>
<b>Monitoring Method:</b>	<b>Internal Report</b>
<b>Additional Monitoring:</b>	<b>As Required</b>

The Council strives to ensure the accountability of the Town of Regina Beach municipal corporation and governs with outward vision, encourages diversity in viewpoints, provides strategic leadership, maintains a distinction between Council and chief administrative roles, reaches collective decisions, emphasizes the future, and is pro- active. The Council will:

1. Be responsible for excellence in governing. The Council will be an initiator of policy. The Council will use the expertise of individual members to enhance the ability of the Council as a body, rather than to substitute the individual judgments for the Council's values. This will enable Council to cultivate a sense of group responsibility.
2. Direct, control and inspire the municipality through the careful establishment of written policies reflecting the Council's values and perspectives. The Council's major policy focus will be on the intended long-term impacts.
3. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policy-making principles, respect of roles, and ensuring the continuity of governance capability. The Council will allow no officer, member or committee of the Council, or any individual to hinder or be an excuse for not fulfilling its commitments.
4. Recognize that continual updating of skills and awareness of all issues relating to the operation of the municipality are vital to a councillor's contribution to the Council. Therefore, it is expected that:
  - a) All Council members shall undertake a complete orientation to ensure familiarity with Town of Regina Beach's structure, current municipal issues, current Council issues and process of governance. In election years, this includes a facilitated mock joint council meeting to be held one month prior to the election for all individuals who have declared their intent to serve as elected officials with the current Council members.
  - b) All Council members shall ensure that they gain reasonable knowledge and understanding of current municipal issues and activities in Saskatchewan.
  - c) The Council will identify annually its education needs with respect to the external environment and exploration of future perspectives which may have implications for the Town of Regina Beach.
5. Monitor and discuss the Council's process and performance at least annually.

24NOV2021/



## 2.3 Role of the Council

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<b>Monitoring Schedule:</b>	<b>April</b>
<b>Monitoring Method:</b>	<b>Internal Report</b>
<b>Additional Monitoring:</b>	<b>As Required</b>

The Council is to represent the ratepayers of Regina Beach in determining and ensuring appropriate organizational performance and well-being. To distinguish the Council's own unique role from the jobs of Town of Regina Beach staff, the Council will concentrate its efforts on the following "products" or outputs:

1. The link between the organization and the ratepayers of Regina Beach in support of effective and ongoing engagement to inform policies and priorities:
  - a) Council members attend and/or host community events/meetings if deemed appropriate.
  - b) When making governance decisions, the Council shall act on behalf of the ratepayers as a whole.
  - c) The Council shall gather data in a way that reflects the diversity of its citizens. It shall meet with, gather input from and otherwise interact with the broad base of citizens. It shall recognize that diversity assures a broad base of wisdom and shall seek to make decisions considering that input.
  - d) Collection of input from citizens may be accomplished through a variety of methods.
  - e) The Council of Town of Regina Beach has the responsibility to communicate with the citizens, all stakeholders of the Town of Regina Beach, and other levels of government.
2. Written governing policies which address:
  - a) *Strategic Priorities*: Organizational products, impacts, benefits, outcomes, recipients, and their relative worth (what good for which needs at what cost).
  - b) *Governance Process*: Specification of how the Council conceives, carries out and monitors its own task.
  - c) *Council-CAO Relationship*: How power is delegated and its proper use monitored; what is the authority and accountability of the Chief Administrative Officer.
3. The establishment of the position of Administrator under *The Municipalities Act* S. 110, named as Chief Administrative Officer for the Town of Regina Beach and to assure their performance:
  - a) The CAO, as Chief Executive, is accountable to the Council acting as a body. The Council will instruct the CAO through written policies, delegating to him/her interpretation and implementation of those policies.
  - b) The Council will formally evaluate the CAO's performance annually.

24NOV2021/

## 2.4 Mayor's Role

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<b>Monitoring Schedule:</b>	<b>April</b>
<b>Monitoring Method:</b>	<b>Internal Report</b>
<b>Additional Monitoring:</b>	<b>As Required</b>

The Mayor ensures the integrity of the Council's process and represents the Council to outside parties. The Mayor is the only Council member authorized to make formal public statements on behalf of the Council (beyond simply reporting Council decisions), other than in rare and specifically authorized instances.

1. The responsibility of the Mayor is to ensure that Council behaviour is consistent with its own rules and those legitimately imposed upon it from outside the organization.
  - a) Meeting discussion content will only be those issues which, according to Council policy, clearly belong to the Council to decide, not the CAO.
  - b) Deliberation will be fair, open, and thorough, but also efficient, timely, orderly, and to the point.
2. The Mayor works within the topics covered by the Act and Council policies except where the Council specifically delegates portions of this authority to others. The Mayor is authorized to use any reasonable interpretation of the provisions in these policies.
  - a) The Mayor is empowered to chair Council meetings with all the commonly accepted duties of that position (e.g. ruling, recognizing, etc.).
  - b) The Mayor will participate in all votes as a member of council.
  - c) The Mayor has no independent authority to make decisions regarding Strategic Priorities.
  - d) The Mayor may represent the Council to outside parties in announcing Council-stated positions, and will represent the Council and the Town of Regina Beach in a constructive and supportive manner in all forms of related communication.
  - e) The Mayor may delegate this authority, but remains accountable for its use. In situations where the Office of the Mayor has been voluntarily vacated for a leave of absence, the authority and accountability is transferred solely to the position of Acting Mayor for the duration of the leave.
  - f) The Mayor is the primary source of contact for items requiring Council attention.
  - g) The Mayor will make decisions on administrative matters consistent with existing Council decisions.

24NOV2021/

## 2.5 Committee Principles

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<b>Monitoring Schedule:</b>	<b>April</b>
<b>Monitoring Method:</b>	<b>Internal Report</b>
<b>Additional Monitoring:</b>	<b>As Required</b>

Council Committees will be assigned so as to reinforce the wholeness of the Council's role and so as never to interfere with delegation from Council to the CAO.

1. The Council may establish committees they determine are in the best interest of the Council's strategic goals and corporate performance:
  - a) Standing Committees: are internal Council committees that exist in perpetuity with the long term goal of assisting with Council's duties of monitoring the municipalities performance and compliance with a focus on a particular area(s) of governance within the organization
  - b) Legislated Committees: are boards or committees that provincial legislation requires the municipality to establish and oversee within a certain framework prescribed to the Town, and are also boards/committees which have a separate and binding agreement with the Town and other entities, which the Town may administer.
  - c) Internal Advisory Committees: are committees established by Council to formalize a connection with ratepayers for advice and perspective on a given issue, area, or item within the Town that Council has determined a public advisory role is desired for.
  - d) External management Committees: are committees or incorporated entities that Council enters into facility management agreements through bylaw.
  - e) External boards and committees: are boards and committees that the Town provides operating funds to but that operate independently from and are not administered by the Town of Regina Beach. These entities, by receipt of town funds are accountable to the ratepayers of Regina Beach and Council is therefore ultimately responsible for ensuring the funds are responsibly handled. Councilors or the CAO may represent the Town as ex-officio members or Council may only receive the group's minutes and annual financial statements as minimum oversight process.
2. Council Standing and Legislated Committees will help the Council fulfil its role. These committees ordinarily will assist the Council by preparing policy alternatives and implications for Council deliberation. In keeping with the Council's broader focus, Council committees will not have direct dealings with current operational issues.
  - a. These principles shall also apply to any Ad-HOC committees of Council that are established.
3. Internal Advisory Committees will help Council fulfil its obligation to connect with the ratepayers and make decisions and policies within the context of the community as a whole. In keeping with Council's governance role, Internal Advisory committees will have a broad focus on policy or programming recommendations and/or implications rather than operational issues.
4. Council will instruct and set guidelines for its committees through the preparation and approval of clear committee terms of references that outline, at a minimum, the scope and limitations of the committee, bylaws will be prepared for the establishment of committees as required.
5. Committees may not speak or act for the Council.

6. Committees cannot exercise authority over staff.
7. These principles generally apply to Council members that represent the Town of Regina Beach on external boards and committees which invite the Town to participate either as voting or non-voting members.
  - a. Council members may not speak or act for the Council or cause Town staff or funds to be committed without prior written consent.

24Nov2021/

## 2.6 Committee Structure

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<b>Monitoring Schedule:</b>	<b>April</b>
<b>Monitoring Method:</b>	<b>Internal Report</b>
<b>Additional Monitoring:</b>	<b>As Required</b>

A committee is a Council committee only if its existence and charge come from the Council, regardless whether Council members sit on the committee. The only Council committees are those which are set forth in this policy or by Town Bylaw and governed by a Terms of Reference (TOR) approved by the Council. Unless otherwise stated, a committee ceases to exist as soon as its task is complete.

The Town of Regina Beach Committee Structure is as follows:

### 1. Council Standing Committees

- I. Finance & Risk Management Standing Committee:** has stewardship and oversight of certain financial functions, making recommendations on decisions or issues to be discussed by Council, to ensure appropriate internal controls and information systems are in place, and that timely and complete reporting and auditing of the municipality's activities and records are undertaken
- II. Communications Standing Committee:** will consider Council's communications strategic goals, and in consultation with the Chief Administrative Officer (CAO), review progress and make recommendations to assist Council in achieving civic pride and confidence in the town's communicative practices.
- III. Infrastructure and Development Standing Committee:** considers the strategic plan and asset management impact of existing and proposed infrastructure and development, and in consultation with the Chief Administrative Officer (CAO), recommends to Council the adjustments required to make the best use of Town resources to assist Council in achieving the provision of good government and wise stewardship of public assets.
- IV. CAO Review Standing Committee:** assesses the competencies of the CAO and provides an opportunity to establish consistent and regular feedback for the CAO and identify opportunities for growth and continuous improvement.
- V. Budget Standing Committee:** provides financial guidance and oversight from a broad perspective to assist and improve upon the Town's budget process, as well as short, medium, and long-term financial planning.

### 2. Legislated Committees

- I. The Emergency Measures Organization Control Committee:** provides oversight to the Emergency Measures Organization Planning Committee to ensure that the Emergency Measures Organization is providing the appropriate emergency planning provisions required to provide for the continued functioning of the municipality during all emergencies.

- II. **Inter-Municipal Utility Committee (IMUC):** is a regional advisory committee of the local incorporated communities with the purpose of reviewing the operational and capital needs of the municipal facilities and services specified in the schedules of the Master Agreement and recommend changes or funding requirements to the Parties to the Agreement.
- III. **Joint Use Committee:** is a committee of representatives from the elementary school and Board of Education for the school division and the Town of Regina Beach created for the purpose of administering and operating the Recreation Center (the gymnasium at the elementary school built jointly between the Town and the School Board).

### 3. Internal Advisory Committees

- I. **Regina Beach Parks & Recreation Board:** Bylaw 04/2019 established a Regina Beach Parks, Recreation and Culture Board to advise Council on projects to improve, extend, or construct any recreation facility in the municipality, encourage use of the facilities and promotion of programs for parks, recreation and culture and recruit volunteer support for special events and fundraising.
- II. **Centre Street Beautification Committee:** serves to address issues relevant to beautification of the Town of Regina Beach Gateway and Centre Street including fostering civic pride by improving the overall tidiness and visual appeal, planning and providing innovative displays and encouraging community involvement.
- III. **Community Engagement Committee:** serves to make recommendations to Council on how to improve methods or techniques of engaging the community, identifying and fostering partnership opportunities in the marketing and promotion of the Town, and collaborations to maintain a robust economy.
- IV. **Cemetery Committee:** serves to advise Council by identifying improvements to bylaws, policies and capital needs for the Town of Regina Beach Cemetery, and coordinates volunteers for clean-up events to assist town maintenance of the site.
- V. **SaskParks Liaison Committee:** maintains a regular line of communication between the Park's management and operating staff and the Town to identify operational and governance improvements and opportunities between the parties relating to the lakeshore, Centre Street Main Pier area, and transportation networks.

### 4. External Boards and Committees

- I. **Primary Health Care**
- II. **Library**
- III. **Age Friendly**
- IV. **Lakeside Heritage Museum Committee**

**V. Last Mountain Lake Cultural Centre**

**VI. Leisure Time Club**

Council Standing, Legislated and Internal Committees are to incur no costs above telephone, fax, postage and needed expenses related to required meetings unless otherwise stated in bylaw or terms of reference. Any additional expenses may be deemed required when appropriate and approved by the Council.

External Boards and Committees shall not commit the Town of Regina Beach to incur any cost and shall not direct staff. Approval by Council motion is required prior to incurring any expense or in-kind donation in the Town's name unless otherwise expressly stated in bylaw or terms of reference.

24Nov2021/

## 2.7 Council Members' Code of Conduct

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<b>Monitoring Schedule:</b>	<b>May</b>
<b>Monitoring Method:</b>	<b>Internal Report</b>
<b>Additional Monitoring:</b>	<b>As Required</b>

The Council commits itself and its members to ethical and business-like conduct. This includes proper use of authority and appropriate decorum when acting as Council members.

1. Councillors will comply with the code of conduct requirements included in related provincial legislation and regulation and the Code of Ethics Bylaw #06/2017.
2. Councillors must represent the interests of the Town of Regina Beach. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other Councils or staffs. It also supersedes the personal interest of any Council member acting as a consumer of the organization's services.
  - a) Councillors are representatives of the Town of Regina Beach and therefore are acting and making decisions that are based on bettering the community through the work of the organization.
  - b) Councillors do not represent their personal/professional companies or other organizations they may be a member of.
  - c) The Council's decision (by vote if required), becomes the decision of the Council as whole and should be represented as such by all Council members, regardless of the individual's position at the time of the decision.
  - d) Councillors should voice all opinions on Council business at the Council table. Individual opinions on past or current Council business are not to be made public.
  - e) Councillors are representatives of the Town of Regina Beach and are the faces of the municipality. Professional conduct and proper decorum in public is essential to this high-profile position.
  - f) Councillors are representatives of the Town of Regina Beach and as such are sometimes deemed as speaking on behalf of the organization; therefore, discretion preceded by confidentiality on some Council business is required.
3. Members must avoid conflict of interest with respect to their fiduciary responsibility.
  - a) There must be no self-dealing or any conduct of private business or personal services between any Councillors and the organization except as procedurally controlled to assure openness, competitive opportunity and equal access to "inside" information.
  - b) When the Council is to decide upon an issue, about which a member has an unavoidable conflict of interest, that member shall absent herself/himself without comment from not only the vote, but also from the deliberation.
  - c) Councillors must not use their positions to obtain employment in the organization for themselves, family members or close associates.



- d) On an annual basis, the members shall sign a conflict of interest waiver and commitment to comply with Council governance policies at the first Council meeting of the year.
  - e) Councillors may not accept any nominations for Awards that are organized by the local Chamber of Commerce, local business association, or business owner for their role as a Town of Regina Beach Council member.
- 4. Councillors may not attempt to exercise individual authority over the organization except as explicitly set forth in Council policies.
  - 5. Councillors will respect the confidentiality appropriate to issues of a sensitive nature.

24NOV2021/

### 3. The Council – Chief Administrative Officer Relationship Policies

#### 3.1 Delegation to the Chief Administrative Officer

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<b>Monitoring Schedule:</b>	<b>June</b>
<b>Monitoring Method:</b>	<b>Internal Report</b>
<b>Additional Monitoring:</b>	<b>As Required</b>

The Council delegates authority to the Chief Administrative Officer (CAO) through the powers of authority granted to them under section 126 of *The Municipalities Act* (the Act). The Council retains the right to delegate all decisions other than those specified by section 127 of the Act to the Chief Administrative Officer.

While recognizing that the Council has the ultimate responsibility for the operations of the Municipality, the Council supports the principle of delegation of such responsibility to the CAO so that the Council is free from dealing with operational matters and it can focus solely on its legislated role and its prescribed role through the Governance principles and policy.

All Council authority delegated to staff is delegated to the CAO, so that all authority and accountability of staff - as far as the Council is concerned - is considered to be the authority and accountability of the CAO.

The Council governs by setting strategic direction and developing policy. Policies direct the CAO to achieve certain results, while the Town's Bylaws and policies require the CAO to act within the boundaries defined by these documents.

1. The CAO will adhere to the requirements of the:

- *The Municipalities Act*
- The bylaws of the municipality
- Council direction as set out in policy on strategy.

As long as the CAO uses reasonable interpretation of these three pillars of compliance, the CAO is authorized to make operational decisions, take actions, establish practices, and develop activities which are true to the Council's policies and Provincial Legislation.

2. The Council may, by modifying its policies, rescind areas of the CAO's authority and/or decisions, but will accept the CAO's decisions so long as the delegation continues. This does not prevent the Council from obtaining information about activities in the delegated areas through the CAO, or through inspection.

3. Only decisions of the Council acting as a body are binding upon the CAO.

- a) Decisions or instructions of individual Council Members, Officers, or Committees are not binding on the CAO except in rare instances when the Council has specifically authorized such exercise of authority through their powers of Section 126 of The Act.

- b) In the case of individual Council Members or Committees requesting information or assistance without Council authorization, the CAO may refuse requests which, in the CAO's judgement, require a significant amount of staff time, funds or are otherwise disruptive. The CAO shall advise the Mayor of such decision and rationale.

24NOV2021/

### 3.2 Delegation to the Chief Administrative Officer

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<b>Monitoring Schedule:</b>	<b>June</b>
<b>Monitoring Method:</b>	<b>Internal Report</b>
<b>Additional Monitoring:</b>	<b>As Required</b>

As the Council's sole official link to the operating municipality the CAO's performance is synonymous with operational performance. The CAO is responsible for directing the Municipal Corporation so that the strategic and operational goals are realized, and the Council's policies are effectively followed.

To facilitate optimum effectiveness, the Council leaves the development and implementation of administrative policies and procedures to the CAO. To that effect, the CAO is guided by the strategy and Council Policies and shall not operate without:

1. Administrative policies and procedures that ensure operational and administrative continuity and consistency;
2. Procedures that are published and widely available to staff;
3. Ensuring compliance with these administrative policies and procedures.

24NOV2021/