



MUNICIPAL GOVERNANCE FRAMEWORK POLICY

1. AUTHORITY

This Policy is adopted by Council pursuant to its authority under the Towns and Local Service Districts Act and other applicable legislation.

2. PURPOSE

The purpose of this Policy is to establish a clear governance and administrative framework for the Town of Victoria by defining the respective roles and responsibilities of Council, the Chief Administrative Officer (CAO), municipal departments, committees, and officials, and by establishing consistent communication and operational coordination practices. This Policy supports the principles of accountability, transparency, respect, and clearly defined municipal roles established through applicable legislation and the Town's adopted Codes of Conduct.

3. DEFINITIONS

Chief Administrative Officer (CAO) means the senior administrative official appointed by Council and includes the Town Clerk/Manager or any person appointed by Council to perform the duties and responsibilities of the Chief Administrative Officer.

4. POLICY STATEMENT

The Town of Victoria operates under a governance model whereby Council establishes municipal policies, priorities, and budgets, while the Chief Administrative Officer (CAO) is responsible for the administration, coordination, and supervision of municipal operations and resources.

All municipal employees, departments, committees, and officials shall operate within this framework.

5. ROLE OF COUNCIL

Council is responsible for:

- Establishing municipal policies and by-laws;
- Approving annual budgets and major expenditures;
- Setting strategic priorities and service levels;
- Providing overall direction for the municipality;
- Exercising authority as prescribed under applicable legislation.

Council shall not be involved in the day-to-day administration of municipal operations except as required by legislation or Council resolution.

6. ROLE OF THE CHIEF ADMINISTRATIVE OFFICER (CAO)

The Chief Administrative Officer (CAO) is the senior administrative official of the Town and is responsible for:

- Implementing Council policies and decisions;
- Coordinating municipal operations and services;
- Supervising and directing municipal employees;
- Assigning and prioritizing staff and resources;
- Providing advice and recommendations to Council;
- Managing communications and coordination between municipal departments;
- Ensuring compliance with applicable legislation, policies, and procedures.

All operational work planning, prioritization, scheduling, and assignment of staff and resources shall be coordinated through the CAO.

7. ROLE OF MUNICIPAL DEPARTMENTS

Municipal departments are responsible for carrying out assigned operational duties and responsibilities.

Departments may:

- Identify operational concerns or hazards;
- Submit recommendations for consideration;
- Provide operational information and reports;
- Request administrative review of infrastructure or service issues.

Department heads and supervisors may identify concerns and provide recommendations; however, authority to assign, prioritize, direct, or supervise the work of other municipal departments remains with the CAO unless otherwise authorized by Council.

8. ROLE OF COMMITTEES

Committees established by Council shall operate in an advisory capacity and shall make recommendations to Council in accordance with their approved mandates and terms of reference.

Committees shall not direct municipal staff or commit municipal resources unless specifically authorized by Council.

9. OPERATIONAL COMMUNICATIONS

All operational concerns, recommendations, requests for service, and interdepartmental matters shall be communicated through the Town Office for review, coordination, and appropriate action.

Operational communications shall support clear accountability, effective service delivery, and adherence to established reporting relationships.

10. EMERGENCY OPERATIONS

Nothing in this Policy shall restrict immediate action in emergency situations where life, property, or public safety is at risk.

Any such actions shall be reported to the CAO as soon as practicable following the emergency.

11. RELATIONSHIP TO OTHER POLICIES AND LEGISLATION

- This Policy shall be read in conjunction with:
- Towns and Local Service Districts Act;
- Municipal Conduct Act;
- Rules of Procedure By-Law;
- Municipal Code of Conduct – Councillors;
- Municipal Code of Conduct – Municipal Officials and Employees;
- Human Resources Policies;
- Fire Department Policies and Procedures;
- Public Works Procedures;
- Emergency Management Plan; and
- Any other applicable municipal policy, by-law, or legislation.
- Where a conflict exists, applicable legislation shall prevail, followed by municipal by-laws and Council-approved policies.
- REVIEW

This Policy shall be reviewed by Council as required and may be amended by Council resolution.

12. EFFECTIVE DATE

This Policy shall take effect upon approval by Council.

Motion 2026-___ /

Resolved that Council adopt Policy– Municipal Governance Framework Policy, as presented, establishing the governance, administrative, communication, and operational coordination framework for the Town of Victoria, effective immediately.

Favour ___; Opposed ___; Carried



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Quick Reference Guide

COUNCIL

Council is responsible for:

- Setting policies and by-laws
- Approving budgets and expenditures
- Establishing priorities and service levels
- Providing overall direction for the municipality

Council governs. Council does not administer daily operations.

CHIEF ADMINISTRATIVE OFFICER (CAO)

The CAO is responsible for:

- Implementing Council decisions
- Coordinating municipal operations
- Supervising municipal employees
- Assigning and prioritizing staff and resources
- Coordinating communication between departments
- Advising Council on operational matters

The CAO administers municipal operations.

MUNICIPAL DEPARTMENTS

Departments are responsible for:

- Delivering municipal services
- Reporting concerns and hazards
- Providing recommendations and operational information

- Carrying out assigned duties

Departments may identify issues and make recommendations, but do not direct the work of other departments.

COMMITTEES

Committees:

- Operate in an advisory capacity
 - Make recommendations to Council
 - Do not direct staff or municipal operations unless specifically authorized by Council
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OPERATIONAL COMMUNICATIONS

Operational concerns, service requests, recommendations, and interdepartmental matters shall be communicated through the Town Office for review and coordination.

This helps ensure:

- Clear accountability
 - Consistent service delivery
 - Proper use of municipal resources
 - Effective communication
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EMERGENCY EXCEPTION

During an emergency involving life, property, or public safety:

- Immediate action may be taken as required.
 - The CAO shall be notified as soon as practicable.
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GOVERNANCE MODEL

Council

↓ Sets policy, priorities & budget

CAO

↓ Coordinates administration & operations

Municipal Governance Framework Policy - Draft June 19, 2026

Departments / Staff / Committees

↓ Deliver services & provide recommendations

KEY PRINCIPLE

One Council.

One Administrative Lead (CAO).

One Coordinated Municipal Operation.

DRAFT