Staff Report

Administration – Chief Administrative Officer

Report To: **Special Committee of the Whole**
Meeting Date: December 8, 2021
Report Number: FAF.21.211
Title: Committees of Council Supplementary Budget Information
Prepared by: Shawn Everitt, Chief Administrative Officer

A.   Recommendations

THAT Council receive Staff Report FAF.21.211, entitled "Committees of Council Supplementary Budget Information" as requested by Council for information purposes.

B.   Overview

This report was requested at the December 3, 2021 Special Committee of the Whole budget meeting for staff to provide additional information regarding Committees of Council.

C.   Background

The 2018 – 2022 term of Council established a number of new Committees of Council.

During the 2022 budget deliberations, Council requested additional information with regards to Committees of Council. This information included potential options for Committee structure changes, scheduling revisions, and reduced resourcing. This information also includes the potential option that Committees of Council, where appropriate, finalize their work as Council enters the summer break and refrain from meeting until after the 2022 municipal election.

Staff believe it is important to include the number of Council and Committee of the Whole meetings held over the past 4 years, with 2021 being projected to the end of the year.

Table 1: Number of Council and Committee of the Whole Meetings (2018 – 2021)

Year	Council	Special Meeting of Council	Committee of the Whole	Special Committee of the Whole	Total
2018	14	20	14	6	54
2019	15	25	14	13	67
2020	22	16	20	11	69

Year	Council	Special Meeting of Council	Committee of the Whole	Special Committee of the Whole	Total
2021	24	18	21	14	77

Table 2 presents a list of the Committees of Council (including Task Forces), their current membership composition, meeting frequency, and number of meetings held in 2021.

Table 2: List of Committees, Current Membership, and Meeting Schedule

Committee	Membership and Meeting Schedule
Abandoned Orchard Committee	1 member of Council 3 members of the Public - Meet as required **No meetings so far in 2021**
Agricultural Advisory Committee	1 member of Council 8 members of the Public - Meet once per month **Number of meetings in 2021 – (11)**
Code of Conduct Committee	3 members of the Public **No meetings in 2021**
Committee of Adjustment	1 member of Council 4 members of the Public - Meet once per month **Number of meetings in 2021 – (12)**
Community Communications Advisory Committee	- Plan completed and approved by Council 2 members of Council 5 Public at Large members - Meet once per month **Number of meetings in 2021 – (19)**

Committee	Membership and Meeting Schedule
Community Recovery Task Force Both Small and Large Task Force	• 3 members of Council • Number of Participants • Meet once per month • **Number of meetings in 2021** • **(19) – Large** • **(20) – Small** • **38 Total meetings**
Council Compensation Committee	• 2 members of Public at Large • Meet once per month • **Number of meetings in 2021 – (5)**
Economic Development Advisory Committee	• Plan completed and approved by Council • 2 members Council • 11 representatives of specific groups • Have moved to a meeting every two months • **Number of meetings in 2021 – (10)**
Fence Viewer Committee	• 2 members of Council • 5 Members of the Public • Meeting as required • **No meetings so far in 2021**
Grants and Donations Committee	• 2 members of Council • 5 members public at Large • Meet once per month • **Number of meetings in 2021 – (14)**
Leisure Activities Plan Committee (No longer meeting)	• Plan completed and approved by Council • One member of Council • Six members Public at Large • Meet as required • **Number of meetings in 2021 – (10)**
Official Plan Review – Project Steering Committee	• 2 members of Council • Meet as required • **Number of meetings in 2021 – (7)**

Committee	Membership and Meeting Schedule
Physician Retention Committee	• 1 member of Council + an Alternate • 1 member Public at Large • Membership from each participating municipality x's 4 municipalities • Meet once per month • **Number of meetings in 2021 – (10)**
Police Services Board	• 1 Member of Council • 1 Member of the Public • 1 Provincial Appointee • Once every two months • **Number of meetings in 2021 - (8)**
Property Standards Committee	• 3 members of Council
Rural Access to Broadband	• 3 members of Council • Depending on direction from Council, staff could move forward with specific tasks • Meet once per month • **Number of meetings in 2021 – (31)**
Sustainability Advisory Committee	• Plan to be completed in 2022 • 2 Members of Council • 4 members of the Public • 1 Rep from EDAC • Meet once per month • **Number of meetings in 2021 – (12)**
Transportation Master Plan Committee	• Plan to be completed in 2022 • 2 members of Council • 3 members of the Public • Meet once per month • **Number of meetings in 2021 – (12)**
Total	**194 Meetings**

D.   Analysis

Through the 2022 budget deliberations, Council requested staff bring forward additional information to better understand the Committees of Council and to provide an overview of the different types of structures and options for moving forward.

Firstly, due to the time constraints associated with preparing this report for Council, staff have not had the opportunity to discuss this information with the Committees of Council. Table 3 outlines the option of having the majority of Committees of Council wrap up their work prior to the 2022 municipal election.

2022 Committee Schedules

Staff have recently provided active Committees of Council with an option to consider a "stacked" meeting schedule that would work well with the new Council and Committee of the Whole schedule that has been established through the recently approved Procedural By-law. Staff are in the process of reviewing Committee of Council responses to this option.

Potential Shift to Meeting Once Every Two (2) Months

The Economic Development Advisory Committee was the first Committee of Council to shift their meeting frequency to every two months which is expected to provide a range of efficiencies including reduction of staff time required for agenda development and report writing. This would drop the number of meetings from 12 meetings to 6 meetings each year.

Alternative Scheduling Option

Table 3 provides an alternative option that Committees of Council would have their final reports considered at the June 21, 2022 Committee of the Whole meeting. Staff suggest that this option, including having Council consider shifting other Committees of Council (where appropriate) to meet once every two months, would allow for the potential of immediate efficiencies and reduction of resource needs.

Table 3: Alternative Meetings and Dates of Interest for Committees of Council in 2022

Month/Year	Meeting and Dates of Interest
December 2021	**December 2, 3, 6 and 8** Municipal Budget Deliberations **December 24 through to January 2** Holiday Break
January 2022	Typical Committee Monthly meeting
February 2022	Anticipation of approval of Municipal Budget Typical Committee Monthly meeting
March 2022	Typical Committee Monthly meeting

Month/Year	Meeting and Dates of Interest
April 2022	Typical Committee Monthly meeting and wrap up discussions
May 2022	Last formal meeting of Committees that generate minutes
June 2022	**June 21** Final Reports and Minutes from Committees and Staff Report with recommendation to dissolve specific Committees of Council to be considered by Council
July 2022	**July 4** Council Resolution for final Committee minutes and recommendation to dissolve specific Committees of Council to be considered by Council **July 12** start to Council summer vacation
August 2022	**August 5** end of Council summer vacation **Aug 9** First Committee of the Whole meeting back from Summer Break **Aug 19** Municipal Election Nomination Day
September 2022	Municipal Election campaign period
October 2022	**October 24** Municipal Election Day
November 2022	**November 21** Inaugural meeting of Council
November 2022	**November 28** First meeting for new term of Council
January 2023	Consider the establishment of Committees of Council

The following Committees have Terms of References that have these Committees running concurrently with Council plus an additional six (6) months post-election. Council may wish to consider providing direction on how to proceed through 2022 in this regard:

- Community Communications Advisory Committee
- Sustainability Advisory Committee
- Transportation Committee

Table 4 outlines the number of staff hours spent on each Committee of Council in 2021 (January to September).

Table 4: Tracked Hours per Committee for 2021 until September 2021

Committee of Council	Total Hours
Abandoned Orchard Committee	0.00
Agricultural Advisory Committee	176.72
Code of Conduct Committee	4.25
Committee of Adjustment	18.25
Community Communications Advisory Committee	331.74
Community Recovery Task Force	295
Council Compensation Committee	77.62
Economic Development Advisory Committee	274.12
Fence Viewer Committee	0.00
Grants & Donations Committee	204.12
Leisure Activities Plan Committee	132.5
Official Plan Review Committee – Project Steering Committee	49
Physician Retention Committee	164.86
Police Services Board	44.75
Property Standards Committee	20.5

Committee of Council	Total Hours
Rural Access to Broadband	196.25
Sustainability Advisory Committee	181.12
Transportation Master Plan Committee	169.24
Total	**2,340.04 hours**

Types of Structures

During the past three years, staff have seen a range of structures used and have a much better idea and understanding of how these structures work best for specific scenarios and mandates, however always at the direction of Council.

Standing Committees

Standing Committees have focused mandates concerning the services and operations of the municipality. The Town's Committee of the Whole utilizes the Standing Committee Model:

- Finance, Administration and Legal Services
- Community Services and Operations
- Planning and Development Services

The Standing Committee has a very formalized structure and as noted above, is the process currently, and very successfully, used for bringing staff reports and recommendations to Council for final resolutions.

Committees of Council

Committees of Council are very formalized and structured. This structure requires administrative support for agenda development, agenda circulation, correspondence circulation, minute taking, and action tracking activities. Generally, the staff resources associated with Committees of Council ranges. The reporting of these Committees of Council is by way of formal Minutes and specific recommendations to Council being considered through the Council meeting process.

The process is often seen as inefficient and, from a timing perspective, often takes at least 2 to 3 months before Committee of Council Minutes and recommendations are considered by Council.

Advisory Committee

Very similar to Committees of Council, an Advisory Committee utilizes the same structured procedural and reporting approach and, for the most part, operates the same as Committees of Council.

Staff suggest that there may be an opportunity to modify this option to allow for a more flexible process structure. The key to this consideration is developing a strong Terms of Reference document that clearly outlines the procedural reporting and membership elements.

Staff suggest that this structure could potentially see an extension of meeting schedule to even a quarterly basis depending on the mandate set by Council.

Task Force

A Task Force can be used where there is a short-term, select committee established to inquire into a specific issue within a bounded duration of the work to be completed. After the Task Force reports its findings and recommendations to Council, its work would be concluded, and the Task Force would be disbanded.

A Task Force can be established by Council and can proceed with a very specific purpose and duration. The Town has been successful in utilizing this model in the past. A Task Force allows for membership flexibility, can operate without administrative support, and can present directly to Council or Committee of the Whole.

A Task Force may or may not have Council representation and/or staff and Council could endorse their level of involvement, appoint Council representation, and endorse the level of staff involvement that they feel comfortable with.

Staff suggest that the Council Compensation Review Committee is an example of a Committee of Council that could be shifted to a Task Force structure.

Staff suggest viewing the success of local groups, such as The Blue Mountains Tree Trust and the Climate Action Now Network (CANN) as strong examples of the type of community driven groups and Task Forces that Council could consider promoting. These groups are very efficient and are able to bring their information and recommendations directly to Council. These groups also tend to be action based with a "Plan to Execute" mindset.

Focus Group

A focus group is a group interview involving a small number of demographically similar participants who have other common traits/experiences. These are potentially great avenues to consider for special and or very focused projects.

Conclusion on Structure

Staff believe Council, our Community, and our Stakeholders have experienced a range of success through the use of these various structures over the past several terms of Council. Each

structure can be very effective but determining the best structure for the specific mandate is critical. The selection of a specific structure should also consider whether there is the need for a formalized process that a Committee or Advisory Committee requires or if the mandate and scope allows for process flexibility, in particular, with regard to meeting scheduling and participation.

E.   Strategic Priorities

1.   Communication and Engagement

We will enhance communications and engagement between Town Staff, Town residents and stakeholders

2.   Organizational Excellence

We will continually seek out ways to improve the internal organization of Town Staff and the management of Town assets.

3.   Community

We will protect and enhance the community feel and the character of the Town, while ensuring the responsible use of resources and restoration of nature.

4.   Quality of Life

We will foster a high quality of life for full-time and part-time residents of all ages and stages, while welcoming visitors.

F.   Environmental Impacts

None.

G.   Financial Impacts

Staff suggest that cost savings in 2022 can be achieved through this review.

H.   In Consultation With

Human Resource Staff

Financial Services Staff

I.   Public Engagement

The topic of this Staff Report has not been the subject of a Public Meeting and/or a Public Information Centre as neither a Public Meeting nor a Public Information Centre are required.

However, any comments regarding this report should be submitted to Shawn Everitt, Chief Administrative Officer cao@thebluemountains.ca.

J.   Attached

None

Respectfully submitted,

Shawn Everitt
Chief Administrative Officer

For more information, please contact:
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Report Approval Details

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Attachments:	
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This report and all of its attachments were approved and signed as outlined below:

Shawn Everitt - Dec 7, 2021 - 3:32 PM