



# Staff Report

## Administration – Chief Administrative Officer

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**Report To:** COW-Finance, Admin, Fire, Legal, Community Services  
**Meeting Date:** January 9, 2023  
**Report Number:** FAF.23.007  
**Title:** Council Consideration of Committees of Council for the 2022-2026 Term of Council  
**Prepared by:** Shawn Everitt, Chief Administrative Officer

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### A. Recommendations

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THAT Council receive Staff Report FAF.23.007, entitled “Council Consideration of Committees of Council for the 2022 – 2026 Term of Council”;

AND THAT Council receive this staff report as an overview of the previous 2018 – 2022 Term of Council Committees, Task Forces, Working Groups, Boards, and Advisory Committees;

AND THAT Council direct staff to bring forward draft Terms of References for those Committees Council intends to establish during the 2022 – 2026 Term of Council;

AND THAT Council provide direction to staff with regards to the appointments to the following Committees and Boards;

AND THAT Council appoints \_\_\_\_\_ as the Town’s Representative on the Blue Mountains Chamber of Commerce for the 2022 – 2026 Term of Council;

AND THAT Council appoints \_\_\_\_\_ as the Town’s Representative on the North East Grey Health Clinics Inc. for the 2022 – 2026 Term of Council;

AND THAT Council appoints \_\_\_\_\_ as the Town’s Representative on The Blue Mountain Village Association Board of Directors for the 2022 – 2026 Term of Council;

AND THAT Council appoints \_\_\_\_\_ as the Town’s Representative on the Grey County Farm Safety Association for the 2022 – 2026 Term of Council;

AND THAT Council appoints \_\_\_\_\_ as the Town’s Representative on The Blue Mountains Attainable Housing Corporation Board of Directors for the 2022 – 2026 Term of Council.

## B. Overview

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This report provides the opportunity for the 2022 – 2026 Term of Council to consider the potential types, structures, mandates, and establishment of Committees of Council, Task Forces, Advisory Committees, Working Groups, and/or other options that Council may wish to utilize during its term.

## C. Background

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The following Table provides a fulsome list of the various Committees of Council that had been carried over through the previous Council as well as those that were established by the 2018 – 2022 Term of Council.

Committee of Council	Type of Committee
Thornbury Business Improvement Area Board of Directors (BIA)	Long standing and required by the current Municipal By-law
The Blue Mountains District Chamber of Commerce	Long standing representation
Blue Mountain Village Association (BMVA)	Long standing representation
North East Grey Health Clinics Inc.	Long standing representation
Grey County Farm Safety Association	Previous Term of Council decision to provide representation
The Blue Mountains Attainable Housing Corporation Board of Directors (BMAHC)	Long standing and required by current By-law and Corporation establishing By-law
Abandoned Orchards Committee	Long standing Committee of Council
Agricultural Advisory Committee	Long standing Committee of Council
Code of Conduct Committee	As needed basis Committee of Council
Committee of Adjustment	Long standing Committee of Council, with previous Term of Council providing Council representation
Community Communications Advisory Committee (CCAC)	2018-2022 Committee of Council
Community Recovery Task Force (Small and Large)	2018-2022 Task Force

<b>Committee of Council</b>	<b>Type of Committee</b>
Council Compensation Committee	As required via the Corporate Policy Committee of Council
Economic Development Advisory Committee (EDAC)	Long standing Committee of Council
Fence Viewer Committee	Long standing Committee of Council
Grants and Donation Committee	Long standing Committee of Council
Leisure Activities Plan Committee	2018-2022 Task Force
Official Plan Review – Project Steering Committee	2018-2022 Committee of Council
Joint Municipal Physician Recruitment and Retention Committee (JMPRR)	2018-2022 Committee of Council
Police Service Board	Mandatory by Province
Property Standards Committee	Long standing Committee of Council
Rural Access to Broadband Internet Task Force (RABIT)	2018-2022 Task Force
Sustainability Advisory Committee	Long standing Committee of Council
Transportation Master Plan Committee	2018-2022 Committee of Council
South Georgian Bay Tourism Advisory Task Force	2018-2021 6-Month Task Force
Support for Ukraine Task Force	2018-2021 Short-Term Task Force
Labour Market Task Force	2018-2021 Task Force did not proceed due to lack of participation
South Georgian Bay Regional Pandemic Recovery Communication Task Force	2018-2021 Task Force did not proceed due to lack of participation

## **D. Analysis**

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First and foremost, when bringing this report forward and considering Committees of Council, staff note that Council now has four (4) Standing Committees of Council. These Committees exist through the structure of the Committees of the Whole and are as follows (with the Councillor identified as Chair of the first year of this Term of Council):

- Finance and Administration Chair: Deputy Mayor Bordignon
- Community Services Chair: Councillor McKinley
- Planning and Development Services Chair: Councillor Hope
- Operations Chair: Councillor Porter

Staff have provided a list of suggestions to assist Council in their consideration of the potential establishment or re-establishment of the Committees and Special Interest Task Forces. Staff suggest that the structures and timelines could be considered at a future date through the development of draft Terms of Reference documents for each desired Committee.

In this Staff Report, the term “Committee” is referenced, however, the range of structures that could be considered are as follows:

### **1. Committee**

Staff suggest that Committees can be established by Council with their mandates and scope of work clearly described through a Terms of Reference document that would be reviewed by the Committee and Council twice per Term of Council.

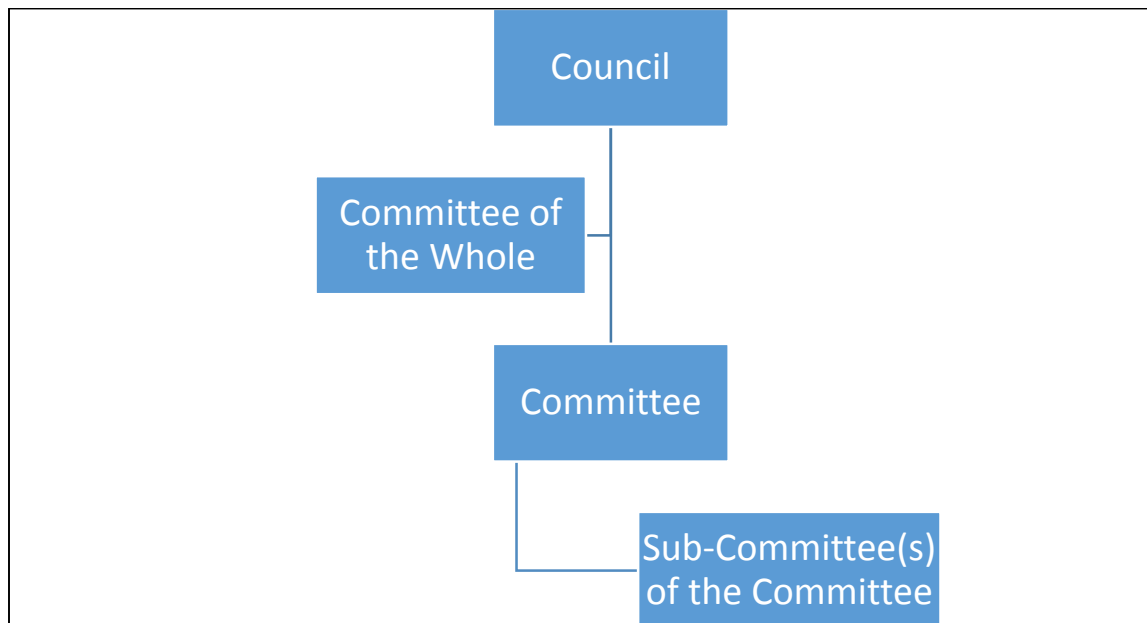
Committees would be required to follow the Town’s existing Procedural By-law and would require the support of an Administrative Assistant to provide the Committee’s administrative needs. Committees would also require Council approval for using appropriate staff time and resources to complete the mandate of the Committee.

Staff recommend the following elements be incorporated by all Committees as they are significantly important to the success of the Committee, the facilitation of procedure, the management of meetings, the maintenance of decorum, and adherence to mandates:

- The Chair of a Committee shall be a member of Council
- Committees are an extension of Council, however, do not provide direction to staff
- Committees provide reports through their meetings minutes to Council
- Committee meetings are to be held virtually
- It is suggested that a group of Committee members that does not meet quorum requirements as defined by the Terms of Reference may meet for the purpose of sharing specific and relevant information without requiring the establishment of a subcommittee. When meeting in such a format, no staff resources would be provided

- Committees can consider the creation of Sub-Committees that must be identified in the approved Committee Terms of Reference
- Sub-Committees must ensure that their work and focus are relevant to the Committee's mandate
- Where a Sub-Committee has not been identified in the approved Terms of Reference, a report shall be brought forward for Council consideration to amend the Terms of Reference
- Staff suggest that Sub-Committees shall only consist of members of the Committee
- Staff suggest that Sub-Committees must have a clearly defined duration of no more than 12 months

### **Committee Reporting Structure**



## **2. Advisory Committee**

Staff suggest that Advisory Committees can be established by Council and that their mandates and scope of work be clearly described through a Terms of Reference document that would be reviewed by the Advisory Committee and Council twice per Term of Council.

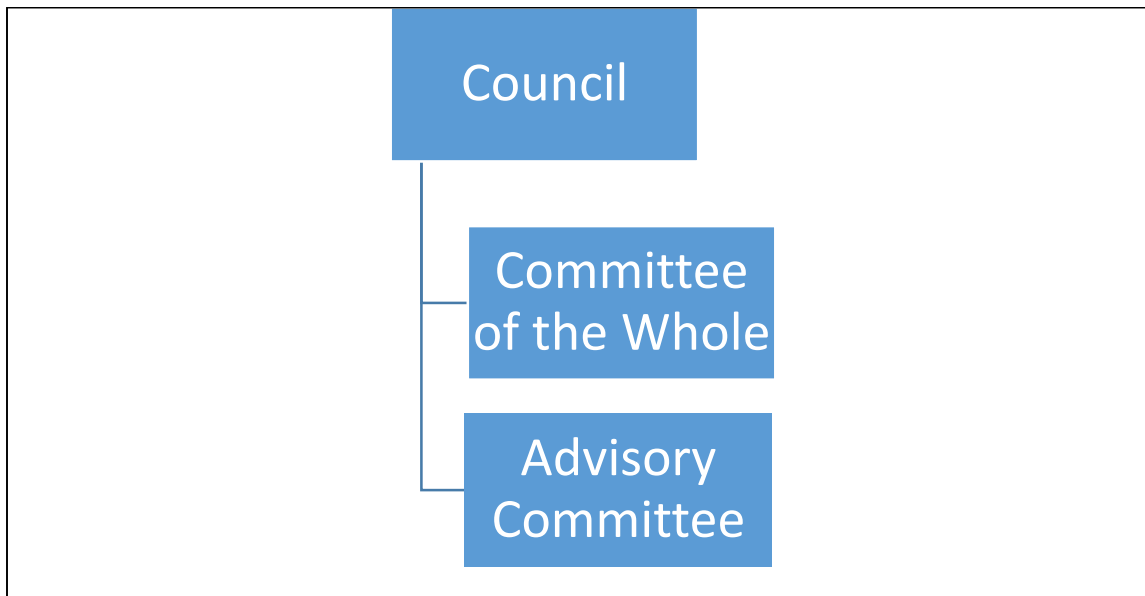
An Advisory Committee would be required to follow the Town's existing Procedural By-law and would require the support of an Administrative Assistant to provide the Advisory Committee's administrative needs. Advisory Committees would also require Council approval for using appropriate staff time and resources to complete the mandate of the Advisory Committee.

Staff recommend the following elements be incorporated by all Advisory Committees as they are significantly important to the success of the Advisory Committee, the facilitation of

procedure, the management of meetings, the maintenance of decorum, and adherence to mandates:

- The Chair of an Advisory Committee shall be a member of Council
- Advisory Committees are an extension of Council, however, do not provide direction to staff
- Advisory Committee meetings are to be held virtually
- Staff suggest that Advisory Committees are not permitted to establish Sub-Committees and are to remain focused on their specific mandate

### **Advisory Committee Reporting Structure**



### **3. Task Force**

Staff recommend that the use of the Task Force Structure can be a very effective and efficient way to get a specific task completed and solutions or options brought forth to Council for further direction.

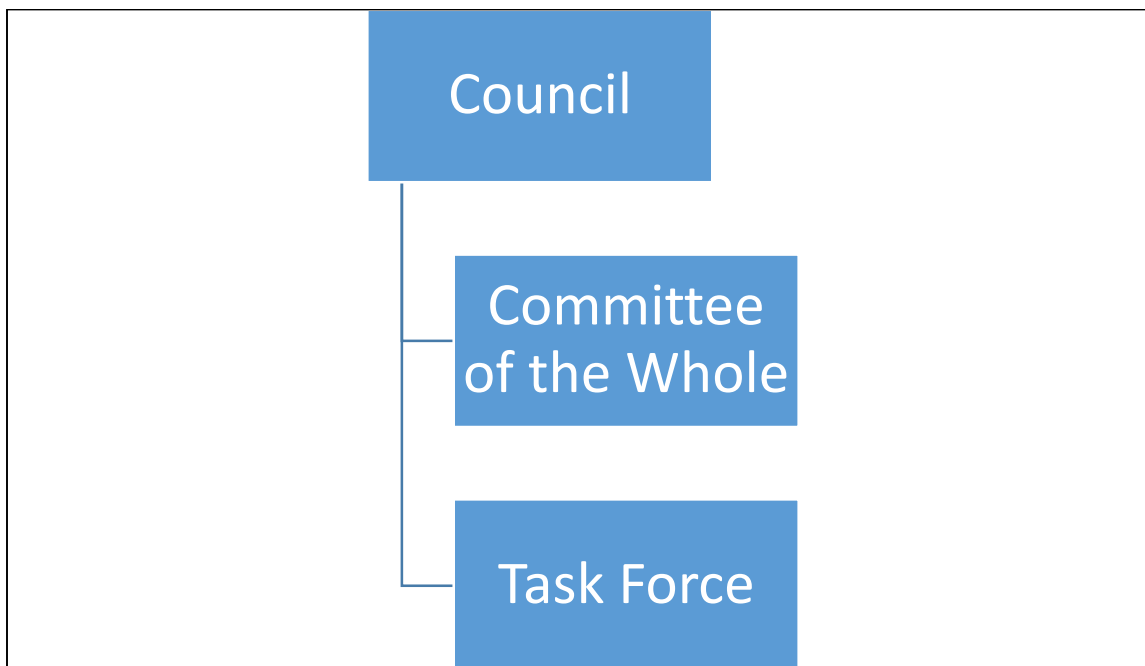
The Task Force Structure can be extremely useful when the Town initiates Strategic Community Plans such as a Feasibility Study for a Multi-Use Recreation Facility, an update to the Leisure Activities Plan, or a Parks and Trails Master Plan. This structure works well for tasks with a specific purpose and direction.

A Task Force is not to be established for the Term of Council. Instead, staff recommend that the Task Force Structure only be used for terms that do not exceed 18 months from the time of having members appointed.

A Task Force is provided with limited staff resourcing that is clearly determined through an approved Terms of Reference document. Time allocation is budgeted for and tracking of time and costs will be included as part of the required reporting back to Council process.

- The Chair of a Task Force shall be a member of Council
- Task Forces are an extension of Council, however, do not provide direction to staff
- Task Forces provide staff reports to Council
- Task Force meetings are to be held virtually

#### **Task Force Reporting Structure**



#### **4. Working Group**

Staff recommend that a Working Group consists of a Community Group that has a specific task or initiative that Council acknowledges, endorses, and recognizes as a group that is providing information, updates, and reporting on a specific subject matter.

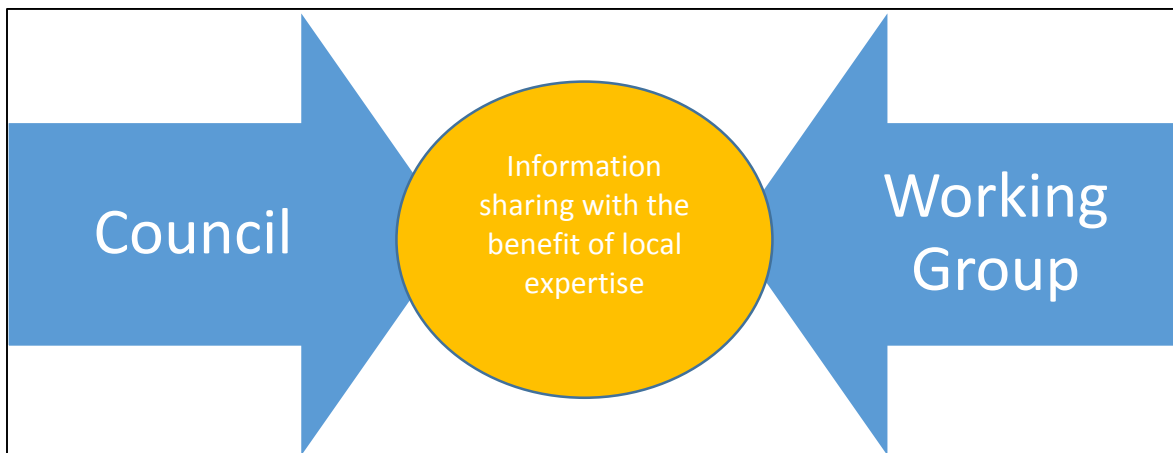
The local Community Action Now Network (CANN) is an excellent example of what staff suggest is an extremely high-functioning and efficient resource that provides a great benefit to our community. The work the CANN group completed for the styrofoam review is proof that a Working Group can provide Council with focused and detailed research to inform decision-making.

Staff recommend that a Working Group would not be bound by the Town's Procedural By-law or formal meeting process and would have the ability to meet without providing public notice.

Staff also recommend that a Working Group would not receive Administrative support or staff resources unless specifically requested and approved by Council. Typical staff resources would be limited to providing the public with accessible information and/or locally specific technological information that is relevant to the subject matter. This information sharing would be provided with the approval of the Director of the appropriate municipal department with time allocation tracked in the Town's time tracking system.

Staff suggest that Working Groups can be the most effective structures for the public and is reflective of individuals being able to commit as much or as little time as they wish. However, staff also believe it is critical to note that the research brought forward by a Working Group does not require Council endorsement or approval to be deemed relevant or complete. The Working Group essentially owns the results of the work and Council decides whether they wish to accept and/or endorse the information and whether to continue to acknowledge the Working Group.

#### **Working Group Reporting Structure**



#### **Appointment Process**

A formal Council appointment process is required to appoint members of Committees, Advisory Committees, and Task Forces. The process includes the actual timelines that staff can confirm are accurate from previous and recent application processes.

Task	Process	Timeline
Council considers the need or request to establish a Committee of Council, Advisory Committee or Task Force	<ul style="list-style-type: none"><li>Council directs staff to bring forward a staff report relating to the establishment of a Committee, Advisory Committee or Task Force</li></ul>	Report development and agenda cycle of six (6) weeks from drafting the report to inclusion on a

Task	Process	Timeline
	<ul style="list-style-type: none"> <li>Ideally, staff provides a Draft Terms of Reference as part of the Staff Report</li> <li>Report to Committee of the Whole and endorsement of Report at subsequent Council meeting</li> </ul>	Committee of the Whole Agenda
Revisions to the Draft Terms of Reference if required	A revised Draft Terms of Reference may be required to come back to Committee of the Whole	<p>Additional six (6) weeks</p> <p>This process would require a revised Draft Terms of Reference coming back a future Committee of the Whole</p> <p>Staff suggest the Draft Terms of Reference be brought forward in the following meeting cycle</p>
After Council approval is received to establish the Committee, Advisory Committee or Task Force and Terms of Reference is confirmed, advertising for interested individuals to be appointed is initiated	Advertisement for interested individuals that meet the requirements and criteria laid out in the approved Terms of Reference	Advertisement in the local newspaper, Town website, and social media for at least four (4) weeks
Applications of interested individuals are received by the Town Clerk	A Staff Report with the applications of those individuals that have applied for Committee appointment is brought to Council in Closed Session	Three (3) weeks

Task	Process	Timeline
Police and Reference Checks of those individuals Council selects for potential appointment	The Town utilizes a qualified and secure external service provider to complete all required reference checks	Generally, one (1) week but can be impacted by Police Check timing
Pending successful Reference Checks, a Staff Report is brought directly to Council to appoint the members	This Staff Report is brought directly to Council only if the Reference Check process was successful	Two (2) to four (4) weeks depending on when results are provided and alignment with Council meeting schedule
Once members are appointed and a quorum can be confirmed, an initial meeting can be scheduled	Executive Assistant to Committees of Council initiates the scheduling of the Committee, Advisory Committee or Task Force and its required and approved resourcing needs	Three (3) to four (4) weeks

As outlined above, it is anticipated that the formal appointment process takes between fifteen (15) to twenty (20) weeks to complete. Additional time would be required if more revisions to the Draft Terms of Reference are required. Staff believe that it is important to have the newly established Committee, Advisory Committee, or Task Force reflect on the specific mandate and the Terms of Reference document, and when revisions are recommended, those recommendations are made to Council as often as required for Council consideration before the Committee, Advisory Committee, or Task Force move away from their specific area of focus.

Recommended revisions to existing Committees that either do not have a formal Terms of Reference document or are managed through by-laws or legislation are included below:

Committee	Recommendations
Abandoned Orchard Committee	Eliminate this Committee and defer to staff
Blue Mountain Village Association (BMVA)	Long standing representation, the Council representative is not a "Voting Member" and

Committee	Recommendations
	<p>the Association feels there is value to having the Council Representative.</p> <p>Additional review could be considered if Council wished to consider further.</p>
Code of Conduct Review Committee	Re-establish this Committee status quo in 2024 to review the current Code of Conduct
Committee of Adjustment	Continue this Committee with consideration of whether to continue with one (1) member of Council
Fence Viewer Committee	Eliminate this Committee and defer to staff through an amendment to the existing by-law to reflect the “opt-out” of the Line Fences Act, R.S.O. 1990, c, L.17
Grey County Farm Safety Association	Staff suggest that this Association could be served by a member of the public rather than a member of Council
North East Grey Health Clinics Inc.	Long standing representation. Staff have confirmed with the Chairperson of this group that there is a desire to maintain the one (1) Council representative
Official Plan Review Project Steering Committee	Do not re-establish this Committee as it would benefit from an external consultant and staff reporting directly to Committee of the Whole due to the significance of the project and the importance of public engagement
Parks and Trails Committee	New Committee that was discussed at a recent Council meeting
Police Services Board	Maintain status quo until the Province advises of structure requirements that are expected to be determined in the near future

Committee	Recommendations
Property Standards Committee	Maintain status quo of three (3) members of Council meeting as required
The Blue Mountains District Chamber of Commerce	Long standing representation, however, the Chamber of Commerce is open to eliminating the Council position and having a staff member be an “Observer”
The Blue Mountains Attainable Housing Corporation Board of Directors (BMAHC)	Long standing and required by By-law and Corporation establishing By-law Staff have confirmed that the Corporation wishes to continue having the two (2) representatives on the Board of the Corporation
Thornbury Business Improvement Area Board of Directors (BIA)	Long standing representation and required by current Municipal By-law Council could amend the existing By-law if they wished to remove the Council representative
Transparency and Accountability Committee	New Committee that was discussed at a recent Council meeting

The recommended revisions to the remaining Committees and Task Forces and the associated Terms of Reference documents are included in the respective Attachments to this report.

## **E. Strategic Priorities**

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### **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**

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Staff recommendations within this report do not minimize the Town's commitment to protecting our community's environment. Staff are well positioned and have the existing structure to ensure the previously completed work will be monitored by staff and reported to Council.

## **G. Financial Impacts**

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During the 2022 Budget deliberations, Council provided direction to staff to initiate the "Standing Down" of Committees that had been established through the 2018 – 2022 Term of Council. As a result of this direction, the Town was positioned to eliminate the Administrative Assistant to Committees position during the 2022 Budget.

If Council decides to re-establish or establish new Committees in addition to those suggested by staff within this report, staff will request the re-establishment of the Administrative Assistant to Committees position. Consideration for the re-establishment of the Administrative Assistant to Committees position will also depend on the structure and numbers of Committees, Advisory Committees, and Task Forces that Council wishes to consider.

Staff have also confirmed that costs related to the recruitment of Committee members also require the following budgeting of funds:

- Advertising costs for each request for applications
  - Initial newspaper advertising for all Committees costs approximately \$1,000
  - One-off newspaper advertising for a single Committee costs approximately \$350
- Reference Checks costs (per person) \$105

## **H. In Consultation With**

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Senior Management Team

## **I. Public Engagement**

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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](mailto:cao@thebluemountains.ca).

## **J. Attached**

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1. Agricultural Advisory Committee Summary and Terms of Reference
2. Community Communications Advisory Committee Summary and Terms of Reference
3. Community Recovery Task Force Summary and Terms of Reference
4. Council Compensation Review Committee Summary and Terms of Reference
5. Economic Development Advisory Committee Summary and Terms of Reference
6. Grants and Donations Committee Summary and Terms of Reference
7. Joint Municipal Physician Recruitment and Retention Committee Summary and Terms of Reference
8. RABIT Task Force Summary and Terms of Reference
9. Sustainability Advisory Committee Summary and Terms of Reference
10. Transportation Advisory Committee Summary and Terms of Reference

Respectfully submitted,

Shawn Everitt  
Chief Administrative Officer

For more information, please contact:  
[cao@thebluemountains.ca](mailto:cao@thebluemountains.ca)  
519-599-3131 extension 234

## Report Approval Details

Document Title:	FAF.23.007 Council Consideration of Committees of Council for the 2022-2026 Term of Council.docx
Attachments:	<ul style="list-style-type: none"><li>- Attachment-1-Agricultural-Advisory-Committee-Summary-and-Terms-of-Reference.pdf</li><li>- Attachment-2-CCAC-Summary-and-Terms-of-Reference.pdf</li><li>- Attachment-3-Community-Recovery-Task-Force-Summary-and-Terms-of-Reference.pdf</li><li>- Attachment-4-Council-Compensation-Review-Committee-Summary-and-Terms-of-Reference.pdf</li><li>- Attachment-5-EDAC-Summary-and-Terms-of-Reference.pdf</li><li>- Attachment-6-Grants-and-Donations-Summary-and-Terms-of-Reference.pdf</li><li>- Attachment-7-JMPRRRC-Summary-and-Terms-of-Reference.pdf</li><li>- Attachment-8-RABIT-Task-Force-Summary-and-Terms-of-Reference.pdf</li><li>- Attachment-9-Sustainability-Advisory-Committee-Summary-and-Terms-of-Reference.pdf</li><li>- Attachment-10-Transportation-Advisory-Committee-Summary-and-Terms-of-Reference.pdf</li></ul>
Final Approval Date:	Dec 22, 2022

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

**Shawn Everitt - Dec 22, 2022 - 1:10 PM**