

# **The Corporation of the City of Kawartha Lakes**

## **Council Report**

**Report Number CAO2018-005**

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**Date:** July 17, 2018  
**Time:** 2:00 p.m.  
**Place:** Council Chambers

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**Ward Community Identifier:**

**Title:** **Update – Review of City and Agency Boards and Committees**

**Description:** **Options for CKL Committees and Boards Structure**

**Author and Title:** Ron Taylor, Chief Administrative Officer

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### **Recommendation(s):**

**That** Report CAO2018-005, **Update – Review of City and Agency Boards and Committees**, be received;

**That** staff be directed to update the terms of reference for various Committees and Boards as generally outlined in Appendix A to Report CAO2018-005 in advance of the next term of Council for approval and subsequent recruitment; and

**That** the City Clerk include regular monthly Committee of the Whole meetings in future annual meeting calendars beginning the next term of Council.

**Department Head:**\_\_\_\_\_

**Financial/Legal/HR/Other:**\_\_\_\_\_

**Chief Administrative Officer:**\_\_\_\_\_

## **Background:**

The City has reviewed Committees and Boards structure through staff reports provided to Council in 2014, 2015 and 2016. These reports are provided in Appendix B to D to this report.

In 2014, the previous Council established committee assessment criteria and guidelines to function, and expectations for establishing and reporting annual work plans. This guided the establishment of, and recruitment for, active Committees and Boards during this current term of Council.

At the Council Meeting of March 3, 2015, Council considered a follow-up report that included consideration for various changes to specific committees. At that same meeting, Council adopted the following additional resolution (**CR2015-257**):

**Resolved that** staff review and present a report to Council by the end of June 2015 that analyzes the dissolution of all current advisory committees in their present form and create one advisory committee per City operating department; and

**That** the report also provide draft terms of reference to be used for each committee.

In 2016, a follow-up report was provided, and Council passed the following resolution (**CR2016-020**):

**Resolved that** Report CAO2016-001, Department Committees of Council, be received; and

**That** staff continue with the direction given in Resolution CR2015-257 and provide draft terms of reference for department based advisory committees.

This report provides an update of staff's review and addresses that direction.

## **Rationale:**

Concurrent with this review, staff has continued to monitor and review current committee and board structure and effectiveness. As well, Council has reviewed its complement and downsized to 9 total members (from 17) effective the next term of Council.

Appendix A to this report provides recommended structure for all active committees and boards effective the next term of Council. These recommendations were formulated through discussions with department heads, staff liaisons, individual members of Council, and through Executive Committee meetings.

If Council supports this direction, staff will also complete an update to the current Council Policy entitled “Non-Legislated Committees of Council” (see Appendix E).

Council requested draft terms of reference for department-based advisory committees (one committee per operating department) to replace all current advisory committees.

In Appendix A, there are currently 22 active “non-legislated advisory committees and boards” listed that would be replaced with 9 advisory committees aligned with City departments. Those departments are:

CAO (3)  
Corporate Services (1)  
Public Works (2)  
Engineering & Assets (1)  
Human Services (1)  
Community Services (10)  
Development Services (4)  
Fire Services (0)  
Paramedic Services (0)

**Note:** (#) with department (above) indicates number of active non-legislated advisory committees and boards managed/implemented by that department.

The recommendations contained in Appendix A for these 22 committees and boards include consolidation of 2 (with a legislated committee), dissolution of the Executive Committee (and replaced with regular Committee of the Whole meetings), and possible dissolution/restructure of the Airport Board.

Dissolving current “non-legislated advisory committees and boards” and replacing with department-based committees is not recommended for the following reasons:

- Current committees and boards are issue and/or geographic focused, with public volunteers as active members with defined scope and workplans.
- Departments have a much broader mandate and workplans – it is difficult to define the scope of matters these new committees would be responsible for reporting on.
- Some issues may extend beyond one department mandate, requiring multiple resources and committee meeting attendance.
- A maximum of 4 Council members could serve on any one committee. Recommendations and information discussed would not be consistent for all Council members.

- If Council continues with non-legislated advisory committees (with public volunteers), then adding additional department-based advisory committees will significantly increase Council member and Clerks division workload.
- All recommendations from department-based advisory committees would be forwarded to Council for debate and approval prior to implementation. This creates significant duplication, potential time delays, and potential for “inequity” of information for Council members to make decisions.
- Department-based advisory committees could not direct departments and operations directly. A review of other municipal structures suggests portfolio or department-based committees are difficult to define the scope of work and integration of non-elected volunteers.

Similar “standing committees” are typically established in some municipalities (but not in lieu of specific advisory committees). These standing committees are typically aligned with “high-volume” departments and issues better considered through a more informal setting prior to consideration at a regular Council meeting. These standing committees are typically only composed of Council members. Examples of these types of committees include:

Finance and Administration  
Public Works and Engineering  
Community and Human Services  
Economic Development and Planning  
Emergency Services (Fire, Paramedics and Police)

For the volume and type of reports and issues currently processed through CKL Council, it is recommended that regular Committee of the Whole meetings be established effective the next term of Council.

This regular and more informal committee could review matters typical of standing committees and/or department-based committees by all Council members consistently, efficiently and frequently.

## **Other Alternatives Considered:**

### **Department-based Advisory Committees**

Should Council wish to establish only department-based advisory committees effective the next term of Council, then consideration and direction should be given to staff respecting:

- Council’s preferred composition of department-based committees (Council membership and/or community volunteer membership);

- The number of committees to be established (one per department or consolidations); and
- Confirmation of intent to dissolve all active advisory committees.

Staff would then develop amendments to the procedural by-law to implement department-based advisory committees for Council consideration and approval, and draft any required supporting Council Policy to implement.

### **Financial/Operation Impacts:**

Should Council establish department-based advisory committees, then staff will need to review and determine meeting frequency and propose appropriate scheduling to ensure workload of Council and administration is manageable, and open and transparent for the public.

### **Relationship of Recommendation(s) to the 2016-2019 Strategic Plan:**

Council's Strategic Plan sets out a priority of Municipal Service Excellence through, among other things, providing citizen accessibility to government services and implementing best municipal practices.

It is recommended that regular Committee of the Whole meetings be established (together with regular and information special council meetings) effective the next term of Council. This would be an effective "interim" step to better assess department-based issues that Council wishes to receive reporting and information about.

It is further recommended that, post-orientation of the future Council, that Special Information Council meetings continue to be utilized for department, project, program and budget updates to all Council members.

### **Consultations:**

Executive Committee  
All Directors  
City Clerk  
Review of Various Municipal Committee Structures

## Attachments:

### Appendix A: CKL Boards and Committee Inventory with Recommendations



Review of  
Committees.pdf

### Appendix B: Report CLK2014-003 – Review of Committees of Council



CLK2014-003 -  
Review of Committee

### Appendix C: Report CLK2015-008 – Review of Committees of Council



CLK2015-008 -  
Review of Committee

### Appendix D: Report CAO2016-001 – Department Committees of Council



CAO2016-001 -  
Department Committee

### Appendix E – Non-Legislated Committee of Council Policy



Policy  
028CAO002.pdf

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**Department Head:** Ron Taylor

**Department File:**