



**Item No. 5.1**

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## MEMORANDUM

**TO:** Chair and Members, Community Design Advisory Committee

**FROM:** Sherryl Murphy, Deputy Clerk

**DATE:** May 21, 2015

**SUBJECT:** **Membership of the Community Design Advisory Committee**

There is currently one vacancy on the Community Design Advisory Committee, left by the resignation of Geoff LeBoutilier. Under the Terms of Reference of the Community Design Advisory Committee, Mr. LeBoutilier was a citizen-at-large representing the environmental sector on the original appointments to the Committee. Also, all appointments on the Committee are set to expire in November 2015 as they were initially three (3) year terms.

The Municipal Clerk has suggested that prior to moving to a recruitment process, staff and the Committee should give some thought as to what the next steps will be for the Committee in regard to the Centre Plan and whether a change in membership to reflect the new Centre Plan focus would be appropriate to recommend (or not) to Community Planning & Economic Development Standing Committee (and Regional Council).

Below is the current CDAC composition, for your consideration, as set out in the Terms of Reference:

The Committee will be comprised of a maximum of 14 members as follows:

- The Chair, or designate, of the Community Planning and Economic Development Standing Committee (1);
- The Chair, or designate, of the Transportation Standing Committee (1);
- The Chair, or designate, of the Environment and Sustainability Standing Committee (1);
- Three Regional Councillor whose districts lie within the Regional Centre (3);
- The Chair of the former Regional Plan Advisory Committee (1);
- The Chair of the former Urban Design Task Force (1);
- A citizen-at-large appointed from the Community Design sector (includes architecture, urban design, and city planning) (1);
- A citizen-at-large appointed from the Environmental sector (1);

- A citizen-at-large appointed from the Regional Centre Land Development/Business sector (1)
- A citizen-at-large appointed from the Social/Cultural sector (1), and;
- A citizen-at-large appointed from the Public Health sector (1).
- A citizen-at-large appointed with no sector-specific expertise required (1).

The Guiding Principles of the Centre Plan as presented and agreed to by the Committee will also be useful when discussing this matter.

### **Guiding Principles**

Be Sustainable  
Ensure High Quality Design  
Respect Heritage & Culture  
Enable Movement  
Foster Complete Neighbourhoods  
Ensure Growth and Change Work for Neighbourhoods  
Have Clear Processes  
Strengthen Connections

Finally, the attached HRM Public Appointment Policy provides key information/direction which the Committee should consider during the discussion. Particularly, Sections 1.1 and 1.2 under Guiding Principles and Section 6.5 Nominating/Selection Process will provide guidance to the Committee.

Attachments: 1. Terms of Reference, Community Design Advisory Committee  
2. [HRM Public Appointment Policy - Link](#)

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Halifax Regional Municipality

**COMMUNITY DESIGN ADVISORY COMMITTEE**

Terms of Reference

**Purpose:**

The **Community Design Advisory Committee** was established to advise the Community Planning and Economic Development Standing Committee of Regional Council on the development and implementation of two initiatives of regional significance:

- The Regional Plan 5 Year Review, and;
- The Centre Plan project, including the creation of a new Regional Centre Secondary Municipal Planning Strategy, and a new Regional Centre Land Use Bylaw.

**Background:**

Effective October 18th, 2014 the Regional Plan establishes long-range, region-wide planning policies outlining where, when, and how future growth and development should take place in the municipality over the life of the Plan (to 2031).

The 2014 Regional Plan represents a revision to the municipality's first Regional Plan, adopted in 2006. The 2006 Plan has been repealed.

Since 2006, the region's population has grown to over 409,510 (Census, 2011). This growth has not occurred uniformly across the municipality, but has instead been focussed mainly in the urban communities and rural areas within commuting distance of the Regional Centre.

The 2014 Regional Plan targets at least 75% of all new housing units to be located in the Regional Centre and urban communities, with at least 25% of all new housing units within the Regional Centre by 2031. Additionally, the Plan has as a principle support for the Regional Centre as the focus for economic, cultural and residential activities in the Region.

To aid in the successful attainment of these goals within the Regional Centre, the Centre Plan project is being re-established to ensure that the population increase is supported while maintaining the success of existing neighbourhoods and remaining true to the Guiding Principles provided through the 2014 Regional Plan.

To ensure that Regional Council, through the Community Planning and Economic Development Standing Committee, has the benefit of the best possible advice and expertise in the course of the Centre Plan project, the Community Design Advisory Committee (CDAC) will continue to act on their responsibilities as defined in their Terms of Reference.

## **Mandate of the Committee**

The CDAC is a body with a two-part mandate. It reports Project progress to the Community Planning and Economic Development Standing Committee of Regional Council at key milestones, and it makes ongoing recommendations to staff regarding areas of strategic importance to the development and implementation of the Centre Plan project. The CDAC will provide a key communication and working link between Regional Council and the community, and will advise on the delivery of a public participation program for the Centre Plan.

### *1. Reporting to Council:*

At key project milestones the Community Design Advisory Committee will make information or recommendation reports on the Centre Plan to Regional Council through the Community Planning and Economic Development Standing Committee. This reporting relationship will ensure that the Standing Committee and Regional Council remain apprised of the status of the projects and are given the opportunity for their incremental approval.

### *2. Advising Staff:*

The Community Design Advisory Committee will advise the staff project team on:

- Public consultation strategies;
- Communications strategies, newsletters, website, media;
- Other matters as they arise.

## **Responsibilities:**

1. To provide regular reports to Community Planning and Economic Development Standing Committee on overall progress of the projects.
2. To provide regular feedback and advice to the staff project team.
3. To meet with staff team at a frequency that is sufficient to achieve project goals and meet the time-line that has been established for completion of the projects.
4. Abide by HRM's rules and procedures affecting the business of Boards and Committees as outlined in Administrative Order 1.
5. Encourage participation from stakeholders through the consultation events outlined in the consultant team's work plan, as well as additional events as required;
6. Advise staff on the strategic approach to public consultation and communication with a focus on raising the profile of the projects, and effectively representing the views and concerns of HRM citizens and stakeholders.
7. To review and make recommendations to the Community Planning and Economic Development Standing Committee on the deliverables of the Centre Plan project, and;
8. Be subject to the government of Nova Scotia's Freedom of Information and the Municipal Conflict of Interest Act.

### Membership:

The Committee will be comprised of a maximum of 14 members as follows:

- The Chair, or designate, of the Community Planning and Economic Development Standing Committee (1);
- The Chair, or designate, of the Transportation Standing Committee (1);
- The Chair, or designate, of the Environment and Sustainability Standing Committee (1);
- Three Regional Councillor whose districts lie within the Regional Centre (3);
- The Chair of the former Regional Plan Advisory Committee (1);
- The Chair of the former Urban Design Task Force (1);
- A citizen-at-large appointed from the Community Design sector (includes architecture, urban design, and city planning) (1);
- A citizen-at-large appointed from the Environmental sector (1);
- A citizen-at-large appointed from the Regional Centre Land Development/Business sector (1)
- A citizen-at-large appointed from the Social/Cultural sector (1), and;
- A citizen-at-large appointed from the Public Health sector (1).
- A citizen-at-large appointed with no sector-specific expertise required (1).

### Selection Criteria:

After the *primary* membership criteria above has been met, the citizen-at-large applicants will be evaluated according to the following *secondary* selection criteria:

- individuals who will contribute to a CDAC that is equitably represented across geographic communities as well as across communities of interest.
- individuals demonstrating a willingness and ability to commit to the three-year term of the projects, including some evening meetings.
- individuals bringing specific skills and experience related to the responsibilities outlined in this terms of reference.

*The nominating body for all appointments (except as provided for by virtue of their positions) shall be the Community Planning and Economic Development Standing Committee of Council with final appointment to be made by Regional Council. All members serve at the pleasure of Regional Council.*

### Appointments

The term of appointment shall be as follows

- Councillors who are chairs/designates of Standing Committees – at the pleasure of the Standing Committee
- Councillor whose district lies within the Regional Centre – Three (3) year terms.
- Citizens-at-large – Three (3) year terms.

### Chair and Vice-Chair:

The Community Design Advisory Committee shall elect from its non-council member(s) a chair and vice-chair position.

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The role of the Chair, in whole or part, can and will be shared with or delegated to the Vice-Chair. The Chair (Vice Chair) is an impartial individual who guides the process and facilitates meetings. The Chair (Vice Chair) will keep the group focused on the agreed-upon task, suggest alternative methods and procedures, and encourage participation by all committee members. The Chair (Vice Chair) will work with staff in preparing agendas and meeting summaries, and guide in drafting products and summaries of the committee. The Chair (Vice Chair) will act on behalf of the Committee as spokesperson to Council and the media as required.

#### Meetings:

Meetings will be held monthly (or at a frequency that is necessary to conduct the business of the Committee). A regular meeting schedule will be determined at the start-up meeting for the Committee. In addition to regular Committee meetings, additional means of communication will be necessary to conduct the business of the group.

#### Quorum:

The quorum for regular meetings shall be five (5), with one (1) member being a Councillor.

#### Procedure

Meetings shall follow the rules of order (Administrative Order #1) approved by Council, as amended from time to time.

#### Decision Making

Decisions about what to recommend to the Community Planning and Economic Development Standing Committee will be made by motion and vote of the committee and minority reports may be submitted if any member wishes to do so.

#### Resources

The Municipal Clerks Office will provide staff resources to the Community Design Advisory Committee.

*These Terms of Reference for the Community Design Advisory Committee were approved by the HRM Regional Council on: October 4, 2011*

*Revised by Halifax Regional Council on: July 23, 2013*

*Revised by Halifax Regional Council on December 2, 2014*

This document can also be viewed

at <http://www.halifax.ca/boardscom/documents/TermsOfReferenceCDACDec22014.pdf>

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# Public Appointment Policy

Original Implementation Date:	August 2, 2011	Approved by:	Regional Council
Date of Last Revision:	April 15, 2014	Approved by:	Regional Council
Effective Date of Last Revision:	April 15, 2014	Approved by:	Regional Council

## Public Appointment Policy – Governing citizen appointments to HRM Agencies, Board, Committees and Commissions and to External Bodies

### 1 GUIDING PRINCIPLES

#### 1.1 Introduction

A commitment to community participation and service is a key to the success of the Halifax Regional Municipality. Part of that commitment can be fulfilled by recruiting and selecting HRM residents to provide high calibre direction to HRM's volunteer Agencies, Boards and Committees (ABCs) and the external agencies for which HRM has been invited to appoint members.

#### 1.2 Provide a variety of perspectives

The appointment of members of the public to serve on HRM Boards and Committees is important for a variety of reasons such as to;

- i. Reflect the diversity of the community
- ii. Represent stakeholder groups (where appropriate)
- iii. Bring specific skills and expertise that contribute to good governance
- iv. Represent specific groups of service users, and
- v. Bring volunteers or profile to a service

#### 1.3 Purpose of the Policy

This policy provides a guide to Members of Regional Council and staff in the process to ensure consistency, integrity and fairness in administering the process and provides information about how the process works for those residents of HRM who are interested in applying to serve.

#### 1.4 Policy applicability

This policy applies to HRM's citizen appointments to HRM Boards and Committees and to appoint members. It does not apply to the appointment of Members of Council to such bodies.

## 1.5 Open, Competitive and Equitable Process

HRM is committed to an open, competitive and equitable appointment process to encourage a broad range of participation of HRM residents in the democratic functioning of the Region.

- Openness, means that the process for applying and selection is laid out in advance and is communicated to all associated with the selection process
- Competitive means that is a public recruitment for positions and a commitment to seek suitable candidates and evaluate applicants on merit.
- Equity means that practices are consistent, accessible across HRM and discrimination free. It includes an environment that seeks to remove barriers to the recruitment, selection and retention of disadvantaged groups including women, youth (ages 18-30), aboriginal people, people with disabilities and visible minorities.

Openness, competition and equity are values that should reinforce and complement one another in the process of recruitment and selection of residents for appointment to HRM Agencies, Boards and Committees (ABCs).

## 1.6 Selection Strategy

Council recognizes that the needs of HRM's Agencies, Boards and Committees (ABCs) are best met by candidates who match the needs of the individual ABC's requirements. Council shall approve qualifications relevant to the responsibility of the Board or Committee and ensure, in making appointments, that the appointments collectively cover the range of skills and experience required to effectively make decisions.

Council also recognizes that HRM is best served by Boards and Committees that reflect the geography and diversity of the community to be served.

## 1.7 Variation from the Policy

This document articulates the general policy applicable to the appointment process. Council may, at its discretion, provide more specific direction or variance from time to time as Council sees fit.

# 2 ELIGIBILITY AND QUALIFICATIONS

## 2.1 Eligibility Requirements

Persons selected for appointment must meet with eligibility requirement as outlined in the Municipal Elections Act.

- a) A resident of HRM
- b) At least 18 years of age (exceptions may be made by Council for committees specifically related to youth)

The appointee is required to maintain this status throughout their entire term of appointment. If/where required by law for a specific appointment the resident must also be a Canadian citizen.



## 2.2 Restriction for Relatives of Members of Council

Relatives of Members of Council (spouse, children and parents or those living in the same household as the Council Member) are not eligible for appointment to HRM Boards and Committees or to external agencies for which HRM has been invited to appoint members.

## 2.3 Restriction for Staff

Staff of HRM or its agencies, boards or commissions (ABCs) are not eligible to apply for an HRM appointment, but they may be appointed on an ex-officio basis (by virtue of their position) to be given the right to attend and participate in discussion at meetings without being a member. Staff of HRM or its agencies, boards or commissions (ABCs) may be nominated by HRM to serve on external boards, provided that this is within the eligibility requirements of the external board. In such circumstances any honorarium paid for service on an external agency, board or committee shall be paid directly to HRM and not to the staff member.

## 2.4 Multiple Appointments

To encourage the broadest degree of citizen involvement no citizen shall serve concurrently on more than one (1) HRM Board and/or Committee except;

- A member of a Business Improvement District (BID) may also serve on one(1) HRM Agency or Board or Committee or be nominated to serve on one (1) external body to which Council recommends appointment(s)
- A citizen who is appointed to an HRM Board or Committee may also be nominated by HRM to serve on one (1) external body to which Council recommends appointments.

# 3 TERMS AND LENGTH OF SERVICE

## 3.1 Terms of Appointment

A set term will be established for each ABC. In general the term will be for two (2) years, coincident with the term of the Council that appoints the members or until a successor is appointed.

Exceptions are noted below:

Despite the term of appointment, all citizens are appointed at the pleasure of Council and Council retains the right to replace any appointed member at any time and for any reason. The Council document appointing citizen members shall state the name of the appointee, the board or committee (ABCs), the term of the appointment and the fact that they have been appointed at the pleasure of Council.

## 3.2 Limits on Length of Service

Acknowledging the value of experience and the need for continuity, incumbents who are eligible and willing to seek reappointment may apply for a subsequent term.

When reapplying for reappointments incumbents must complete an application form as provided by the Office of the Municipal Clerk. HRM also recognizes the importance of engaging as many residents as possible and infusing new ideas and perspectives from time to time. To facilitate this length of service for any citizen is two (2) consecutive term on the same Board or Committee (ABC).

Exceptions are noted below.

### 3.3 Exceptions

#### a) *Community-based ABCs*

For community-based boards the term is set by the Board, but the term may not exceed four (4) years. Any citizen who has served eight (8) or more consecutive years on a community-based board may not be reappointed to the same board in the following term.

#### b) *External Boards*

For external bodies citizen appointments for terms set by the body inviting HRM to nominate members: The limit for serving on an external body will depend on the requirements set forth by the body inviting the nomination. However, any citizen who has served eight (8) or more consecutive years on an external body may not be nominated by HRM for reappointment to the same body for the following term.

#### c) *Interest Group nominees*

For nominees to a board or committee from a stakeholder/interest group (as per the Terms of Reference of the ABC) their term corresponds with the term of the board (as per clause 3.1). Nominees from stakeholder/interest groups are exempt from the limits of maximum length of service on a board or committee (ABC).

### 3.4 Partial Terms

When an appointment is made to fill a vacancy the balance of the term shall not count towards the maximum length of service or number of terms on the Board for the appointee.

### 3.5 Staggered Term

Recruitment shall generally be carried out in November of the term of a new Council and November of the mid-term of the Council (even years). Gradual turn over can be achieved by the nominating Standing Committee ensuring that there is a balance of new members and returning incumbents recommended for each term.

### 3.6 Continuation past the End of Term

Members continue to serve on a board (ABC) past the end of their term, at the pleasure of Council, until successors are appointed.

### 3.7 Reappointments when Maximum Service Reached

To ensure healthy turnover effort should be made to achieve a balance between new members and those with experience serving on the Board (ABC).

Subject to the exemptions noted below, incumbents who reapply for appointment beyond the stated maximum length of service on the same board will be deemed ineligible. Their applications can only be considered under special circumstances such as an insufficient number of applications having been received

- a) From eligible and qualified applicants, or
- b) From incumbents who are eligible to be reappointed, and thereby
- c) The board (ABC) would suffer from a lack of continuity if all members are replaced at once.

Any recommendation to reappoint an incumbent who has reached their sunset date shall identify those special circumstances and recommend to Council a waiver of the limit on length of service.

### 3.8 Vacancies

A vacancy on a board (ABC) is created when a member resigns or vacates the position for any reason effective the earliest of;

1. The date of resignation
2. The date the member ceases to be qualified
3. The date the member is removed by Council
4. The date the board (ABC) declares the position vacant due to lack of attendance (as per Administrative Order #1 – Council procedures), or
5. The date of death or other incapacitation

### 3.9 Leaves of Absence

Citizen board members who run for elected office shall take a leave of absence from the board. The leave is required to begin as of the day the member is nominated as a candidate standing for election.

Board members who wish to request a leave of absence for an extended period of time may submit such a request to the board.

The board, through the Office of the Municipal Clerk, will forward the request to the relevant nominating authority (Standing Committee or Community Council) for action the nominating authority deems as appropriate.

Requests may be approved or denied at the sole discretion of the nominating authority. A temporary vacancy created by a leave of absence may be filled on a temporary basis from the

list of previously submitted applications from among the qualified candidates for the period of leave or may be left vacant.

## 4 RECRUITMENT METHODS

### 4.1 Timing of Appointments

Generally, the public appointments process will begin as soon as possible after the municipal election to allow the nominating bodies (Standing Committees and Community Councils) to consider potential applicants as soon as possible in the new term. A second round of appointments will come due at the mid-term of the term of Council. The timing may vary from board (ABC) to board. Appointments shall not be made past the term of the sitting Council.

### 4.2 Nominating body

The term nominating body used in this policy refers to either a Community Council having the ability under the Charter to appoint advisory committees or to a Standing Committee of Council delegated the responsibility by Council to recommend citizens for appointment.

Council will determine, through the adoption of terms of reference for a Standing Committee or by delegating to a Community Council, the appropriate nominating body. Council may choose, by motion, to change those determinations from time to time. The nominating body for HRM's Boards and Committee structure is outlined in APPENDIX A of this policy (as revised from time to time).

### 4.3 Advertised Recruitment

#### i) *Standard recruitment*

The standard recruitment process used by HRM for Boards and Committees where skills and interests required are general in nature is to invite applications and expressions of interest through an advertisement to the public at large.

#### ii) *Special Expertise*

Where Council has designated a special expertise from a professional or technical group but not a specific organization the standard publicized application process will be used identifying the particular expertise or professional designation required. Applicants must be able to demonstrate that they meet the requirements as outlined in order to be considered.

#### iii) *Specified Stakeholders/interest groups/organizations*

Where Council wishes to represent the interests of stakeholders or obtain special expertise from a professional or technical organization, the composition of a board (ABC) in the Terms of Reference as adopted by Council will designate one or more positions as being nominated from a specifically designated group or organization.

In the case of special interest groups, stakeholders groups or specifically designated organization Council relies on the ability of the interest group to nominate appropriate and effective representatives. If required by the nominating process for a specific board the interest group may be asked to nominate more than one candidate for a position for selection by Council's designated nominating body.

## 5 Application Process

### 5.1 Applications

During the recruitment process applications forms are made available on line, by mail from the Office of the Municipal Clerk, and at HRM Customer Service Centres.

Applicants must submit their completed application forms to the Clerks Office at [clerks@halifax.ca](mailto:clerks@halifax.ca), by mail or fax or through the on-line recruitment form provided on the HRM web site.

Applicants are requested to attach a short bio (summary of biographical information) that will be made public if the applicant is appointed.

Applicants may submit a resume or other pertinent information along with the completed application form.

### 5.2 Incumbents

Incumbents who are eligible and willing to seek reappointment to HRM Boards (ABCs) or External boards to whom HRM makes appointments must reapply in the same manner as other applicants to be considered for Reappointment

### 5.3 Multiple Applications

Applicants may apply for more than one (1) board. The applicant must specify which boards (up to 3) they are applying for and express their priority of choice (1 through 3, with 1 being their first choice). Applicants applying for more than one board should identify how their skills and interests apply to each of the boards (ABCs) for which they wish to be considered.

### 5.4 Portability of Skills

With the permission of the applicant, where skills and competencies are similar and transferable applicants who apply for one boards may be identified and considered by the nominating body for consideration on another board with similar requirements.

## 5.5 Submission Deadlines

The nominating body shall consider only applications received in the prescribed form by the advertised deadline date. Late applications shall not be considered. In those cases where there are insufficient applications from qualified or eligible candidates, the nominating body, through the Office of the Municipal Clerk, may extend the deadline for applications. Public notice of any extension to the deadline shall be given. Public notice of an extension can be in the form of a notice on the Boards & Committees page of the HRM web site.

## 5.6 Retention of Applications

Applications will be retained by the Office of the Municipal Clerk for the term of the Board for consideration of vacancies that may arise during the Term of the Board and may be brought forward with the permission of the applicant should a vacancy arises.

## 5.7 Potential Conflict of Interest

Applicants should consider whether they have a real or perceived conflict of interest with a board, including direct or indirect pecuniary interest with HRM. As part of the application process applicants must identify and disclose any actual or potential conflicts of interest they may have.

Potential conflicts of interest may include, but not be limited to applicants, their spouses, partners, parents or children;

- Currently doing business with or working as a consultant for HRM or HRM agencies, boards or committees; or
- Serving as a lobbyist for an industry, interest or organization that may be affected by the outcome of considerations of the board (ABC); or
- Any interest, direct or indirect, in outstanding litigation involving HRM or HRM agencies, boards or committees; or
- Any tax arrears or fines outstanding to HRM beyond the current year whether it is private, commercial, property or business.

Disclosure of such potential conflicts does not mean that an applicant is automatically ineligible for an appointment, but the nominating body may assess potential conflicts in its determination of whether an applicant may be considered further.

## 5.8 Self-identified Diversity Information

In order to enable HRM to achieve the objectives of access, equity and diversity applicants are encouraged to include self-identifying information in their applications for an appointment.

## 5.9 References from Members of Council

The practice of Members of Council providing references (verbal or written) in support of an applicant for an appointment to a Council agency, board or committee or external body to which Council has been invited to appoint members shall be governed by this policy that states;

1. A Member of Council shall not provide a reference in support of an applicant for appointment to an HRM Agency, Board, Committee or Commission or to an external body to which Council has been invited to appoint members, unless the Member of Council has had an employment or relevant board, committee or agency relationship with the person requesting the reference.
2. Unless circumstances clearly indicate otherwise and the Member declares their interest in the matter, the member of Council shall;
  - a. Not provide references where the only basis for doing so is to use the influence of their office or help someone the Member knows merely as a constituent, friend or relative Member knows merely as a constituent, friend or relative; and
  - b. Confine the provision of references (written or verbal) to situations where the Member has relevant personal experience of the applicant.

## 6 SELECTION PROCESS

### 6.1 Screening for eligibility

The Office of the Municipal Clerk will review the eligibility requirements and identify those applicants that are ineligible for appointment either because they have not met the eligibility for appointment or due to late submissions. The Clerk's office will also identify which applications are incomplete and whether an applicant is a current incumbent, and if so, the length of service.

### 6.2 Staff Review

When establishing a new board, committee or agency or making appointments for a new term to a board, agency or committee where Council has designated a specific expertise or skills set a staff board may be requested to review the applications. The staff board will apply the Public Appointment policy and the board specified qualifications as approved by Council to reach a consensus on how each applicant demonstrates qualification for the position. The staff board will prepare a summary for each applicant that shows

- a) Name,
- b) Whether eligible and reasons for not eligible (late, incomplete, non-resident, under 18, etc.)
- c) The district of residence
- d) Whether a current incumbent, and if so the length of service

- e) Which qualifications are sufficiently demonstrated in the application sorted in order of most qualified first
- f) Any disclosed diversity information; and
- g) Any disclosed potential conflicts of interest.

The staff board will disclose the results of any relevant evaluations or references that may have been conducted.

### 6.3 Nominating Body Evaluation process

The nominating body (Standing Committee or Community Council) shall meet in private to review candidates for nomination. A staff member from the Office of the Municipal Clerk will be the policy advisor to the nominating panel. The staff board or any program staff identified by the nominating body may be invited as advisors/observers. The nominating body will review the applications along with the summaries prepared by the Clerk's office and/or staff board to determine if there is any additional information about any candidate that should be obtained before proceeding with short-listing or nominations and direct staff to secure the information needed. The nominating body may also refuse to consider incomplete or insufficient applications without seeking further information.

Current board members should be evaluated in the same way and by the same criteria as new candidates, but nominating bodies should also consider the results of any evaluation process that has been conducted.

The nominating body may then proceed to either:

- a) Short-list applicants in order to conduct interviews, or
- b) Move directly to nominations

Where there are insufficient numbers of applicants to conduct a competitive selection process, the nominating panel may:

- a) Request the Clerk's office to extend the deadline for submissions
- b) Refer to applications for candidates for other boards, committees of agencies, with the permission of the applicants, who may have similar skills and competencies
- c) Request the staff board to pursue an active recruitment and/or readvertising for the position; or
- d) Consider recommending waiving the limits for length of service to re-appoint incumbents that have served the maximum terms

### 6.4 Interview Process

At the direction of the nominating body interviews may be conducted to further determine the expertise and suitability of candidates for the skills set sought.



The nominating body will designate an interview the panel on which at least one member of the nominating body will serve.

The interview panel will conduct interviews with the candidates short listed by the nominating body in accordance with acceptable human resource practises.

A representative of the Office of the Municipal Clerk and staff board (if applicable) shall be invited to attend as advisors/observers.

References may be requested by the interview panel for candidates being considered.

The interview panel will report to the nominating body and the results of the interviews will be considered by the nominating body to assist in their recommendation/s.

### 6.5 Nominating/Selection Process

Whether done through an interview process, or by nominations from the information provided by the applications and any relevant staff board reviews the selection body will strive to achieve a balance of:

Qualified candidates covering the range of qualifications specified by the Terms of Reference of the board

- Experienced and new members
- Geographic representation; and
- Representation of the diversity and demographics of the community

The Nominating body shall recommend to Council only one person for each vacant position.

Alternatives:

In addition to the candidate recommended to Council for appointment, the nominating body is encouraged to identify a number of alternatives for first consideration when/if a vacancy occurs during the term. If a vacancy occurs before the end of the term, the Municipal Clerk's Office will contact identified alternatives to verify continued eligibility and interest and forward the information to the nominating body for their nomination to Council.

### 6.6 Reporting to Council

The names of individuals recommended for appointment will be submitted to Council under Confidential Cover along with the names and bios (brief summary of biographical information) of all eligible applicants considered for the nomination body for the position. If Council wishes to discuss the recommended nominees it shall do so In-Camera.

The name and bio of the successful appointees will become public once Council has approved the appointments. Other personal information about an individual will only be disclosed where the individual has agreed to such disclosure.

## 6.7 Communications following the Appointments

When Council or Community Council, or other delegated authority, makes an appointment the Office of the Municipal Clerk shall immediately advise all applicants of the status of their applications, thanking all applicants for their interest. All applications shall be acknowledged after Council has made their appointments to the boards (ABCs).

Following the Council appointments or nominations to an external body the Office of the Municipal Clerk shall;

- a) In a letter to the external body, advise them of Council's appointment and request such body to provide HRM's appointee with information regarding the organization
- b) In a letter to HRM's appointee or nominee, confirmation of their appointment and suggestion that they may wish to follow-up with the external body to get information on board membership, including the body's Directors and Officers liability coverage for members of the board.

## 7 PRIVACY ISSUES AND CONFLICT OF INTEREST

### 7.1 Members of Council – Potential Conflict of Interest

Members of Council are governed by the Municipal Conflict of Interest Act. Members of Council who have a conflict of Interest or perceived a conflict of interest with respect to an applicant for a board appointment must declare the conflict at any meeting where they are present and the matter is being discussed. Where the meeting is not open to the public (in-camera), Members of Council must declare the conflict and leave the meeting or the part of the meeting during which the matter is under consideration.

### 7.2 Information provided to Members of Council and designated Staff

Only members of the nominating agency (Standing Committee or Community Council) and members of a designated staff panel or interview panel shall be provided with copies of applications.

### 7.3 Confidentiality Requirements and Obligations

Members of the nominating body and Regional Council shall return all applications and related private and confidential material in their possession (including any list of applicants) to the Clerk once Council approves the appointments. Members of Council or staff may not copy, disclose or otherwise disseminate information contained in any confidential list of applicants, or any application, confidential report or information received at in-camera sessions nor may they repeat any confidential information heard at those meetings.

The NS Freedom of Information and Protection of Privacy Legislation (FOIPOP) and the HRM Elected Officials Code of Conduct imposes confidentiality obligations on Members of Council and HRM staff to refrain from disclosing personal information and to protect the privacy of information obtained by them in the course of their duties.

## **8 STANDARDS OF CONDUCT FOR AGENCY, BOARD, AND COMMITTEE APPOINTEES (ABCs)**

### **8.1 Orientation to New Board Members**

The Office of the Municipal Clerk and HRM staff shall arrange briefing session(s) to provide an initial orientation for all new and returning appointed members on the operation of the board and/or committee and HRM expectations.

In certain cases new appointees may be required to attend mandatory training to enable them to carry out their responsibilities as members of the agency, board or committee.

### **8.2 General Standard of Conduct**

Members of the public who are appointed to an HRM board (ABC) shall serve and be seen to serve in a conscientious and diligent manner, and in a manner that accommodates access to services by HRM diverse communities, and is respectful of difference and diversity.

No member of an HRM agency, board or committee (ABC) shall use the influence of the office to which s/he is appointed for any purpose other than the exercise of official duties. Members are expected to perform their duties in a transparent manner that promotes public confidence and will be close public scrutiny. Members shall strive to serve the public interest by upholding both the letter and the spirit of the laws and policies established by the Federal parliament, Province of Nova Scotia and Halifax Regional Municipality. Members of HRM's Agencies, Boards and Committees are subject to the Municipal Conflict of Interest Act.

### **8.3 Ceasing to Meet General Requirements**

Any board member who accepts an office or employment, or has a conflict of interest that is incompatible with continued service on the board (ABC), ceases to reside in HRM, or ceases to meet the general requirements of the appointment shall immediately notify, in writing, the board and the office of the Municipal Clerk. The Office of the Municipal Clerk shall notify the relevant nominating body.

### **8.4 Meeting Attendance Requirements**

Attendance requirements for members of HRM's boards are set out under HRM's Administrative Order #1 – Procedures of Council. A member appointed by Council or Community Council, or Committee who fails to attend three (3) consecutive meetings of the committee without having

been excused by resolution of committee shall be deemed to have resigned from the Committee. Under those conditions, the position may be declared vacant and the board or committee shall immediately notify the Office of the Municipal Clerk, who shall notify the relevant nominating body to fill the vacancy that has occurred.

### 8.5 Assessment Process

Board members and the boards (ABCs) as a whole may undergo an evaluation process during the term. The evaluation will be coordinated through the Office of the Municipal Clerk and may include an evaluation where members are assessed by Councillors on the Board and/or Senior Staff that interact with the board or other relevant contacts.

As part of the assessment attendance, level of participation, board work plan and outcomes against the Terms of Reference should be considered. Results of the evaluations will be reported by the Office of the Municipal Clerk to the nominating body (Standing Committee or Community Council) and/or Regional Council. Boards and Committees will be reviewed at the beginning of the term of each new Council or at other times at the sole discretion of Council.

### Revision History

March 27, 2012	Regional Council
July 23, 2013	Regional Council
April 15, 2014	Regional Council