

**Item No. 3**  
**Committee of the Whole**  
**October 12, 2010**

**TO:** Mayor Kelly and Members of Halifax Regional Council

**SUBMITTED BY:** original signed  
Mayor Peter Kelly, Chair, Membership Selection Committee

**DATE:** October 9, 2010

**SUBJECT:** Committees of Council Reform

**SUPPLEMENTARY REPORT**

**ORIGIN**

To address concerns raised by Council at the Committee of the Whole presentation of November 17, 2009, in regard to the recommendation of the Membership Selection Committee of Council, to move to a Standing Committees of Council structure.

**RECOMMENDATION**

It is unanimously recommended by the Membership Selection Committee that Regional Council:

- 1) adopt the six (6) Standing Committees of Council as outlined in Appendix A of the Supplementary report dated October 9, 2010
- 2) adopt, in principle, the consolidation of the mandates and terms of reference of current Committees of Council as outlined in Appendix A of the Supplementary report dated October 9, 2010
- 3) Direct implementation, as outlined in the Supplementary report of October 9, 2010, to commence including the Community Council and “at large” appointment of Councillors to the Standing Committees and recruitment of community volunteers to Boards and Committees as required.

## **BACKGROUND**

February 3, 2006 the Membership Committee of Council was asked by Council to review all Committees of Council and make recommendations on whether some should be added, removed or moved from advisory committee of Council or Community Council.

February 3, 2009 Council confirmed that Committee of Council reform was one of its three governance priorities.

November 17, 2009 the Membership Selection Committee presented their recommendation to move to a Standing Committee structure of Council with an alignment of advisory committees coming through the Standing Committee structure.

At that time Council agreed to refer the matter back to the Membership Selection Committee for a supplementary report to address the concerns raised by Council. Regional Council also agreed to extend the terms of current committee members (council & volunteer) to November 2010 to allow time for reconsideration of the matter.

Subsequently Council has provided direction on a number of issues related to Council Committees, including adoption of the HRM Events Strategy and related committee structure (June 15, 2010), inclusion of consultation on the Advisory Committee on Race Relations in the mandate of the Public Safety office (December 15, 2009), adoption of the Strategic Urban Partnership/*Capital Ideas* by Council (June 22, 2010), and a motion to develop a new structure and mandate for the Youth Advisory Committee (September 14, 2010). Those changes have been incorporated in the revised recommendations before Council.

The following report addresses specific issues raised by Council during Committee of Whole in November 2009 and proposes moving forward with a revised Standing and Advisory Committee structure.

## **DISCUSSION**

### **Issues from Committee of The Whole of November 17, 2009**

#### **Ottawa's Governance Structure**

In the November 10, 2009 report before Council the committee structure of several benchmark municipalities were provided (Winnipeg, Vancouver, Surrey, London, Brampton, Hamilton and Regina). Council requested that the governance structure for the City of Ottawa also be provided. In 2007 the City of Ottawa undertook a review of their governance structure and moved to a Standing and Advisory Committee structure which includes seven (7) standing committees of Council, made up solely of Councillors to study specific issues before bringing them to Council, and sixteen (16) citizen advisory committees established to provide advice to Council and staff on specifically mandated policies, programs or initiatives.

Questions regarding the place of Specific Committees within the Standing Committee Structure:

*Reporting Structure of the Grants and Special Events Committees*

The Membership Selection Committee recommends that both the Special Events Advisory Committee and Grants Committee be subcommittees of the Audit and Finance Standing Committee, as they deal primarily with the expenditure of municipal funds.

*Role of the Special Events Advisory Committee*

The structure of the Special Events Advisory Committee (SEAC) was specifically addressed by Council with the adoption of the HRM Events Strategy on June 15, 2010. Under the Special Events Strategy specific events committees (ex Natal Day, Canada Day etc.) would become working groups of the expanded SEAC. Oversight, coordination and support of the expanded Special Events Advisory Committee would move from the Clerk's Office to the Community Relations and Cultural Affairs division of Community Development Services.

*Advisory Committee – Persons with Disabilities*

Several Councillors expressed concern regarding the status of Advisory Committee for Persons with Disabilities. The recommendation is that the Committee continue as an advisory committee under the mandate of The Standing Committee on Transportation, and that the mandate and membership of the committee be expanded to be reconstituted as an advisory committee on accessibility in HRM.

*Transportation Standing Committee*

There was general agreement that there was enough need for an emphasis on all forms of Transportation to warrant a stand-alone committee including active transportation, roadways, transit and other modes of transportation in HRM. The revised standing committee structure reflects that change.

Establishment of Advisory Committees

Several Councillors expressed concern about a) how advisory committees would be established and b) the possibility of proliferation of advisory committees if they can be established by Standing Committees rather than by Council.

The recommendation of Membership Selection Committee is to move to Standing Committees of Council. The first step would be to establish the Standing Committees of Council and to eliminate, align, or combine current advisory committees under the Standing Committee and Community Council structure. The realignment, as recommended by the Membership Selection Committee of Council, is contained in Appendix A of this report.

Once established, Standing Committees would then become responsible to align, establish and set the terms of reference for advisory committees within their mandate. As per the current practise, recommendations on appointments flowing through the Administrative or other Standing Committees would come to Regional Council for debate and approval.

Standing Committees- Composition and Appointments

Standing Committees should adequately reflect the diversity of Regional Council and have enough membership to allow for good debate and the ability to present sustainable recommendations to Council. As such the recommendation is for up to eight (8) members of Council per Standing Committee. With the six (6) Standing Committees as proposed, members of Council would sit on at least two (2) and a maximum of three (3) Standing Committees as well as any external committees or HRM Committees outside of the current mandate of this project (Halifax Regional Library Board, Police Commission, etc.). Related outside committee appointments would be aligned under the Standing Committees and appointments of Councillors to those committees to those standing committees would flow through them. Outside Board appointments would continue through the Administrative Committee under the mandate of membership selection.

The proposed method of appointment of Councillors to all Standing Committee of Council would be one (1) appointment made by each Community Council and two (2) appointments “at large” to be made by nomination of the Administrative Committee (membership selection). This approach is proposed to both ensure diversity of representation and address concerns expressed that larger community council areas may not be as well represented if appointments were only made based solely on a ratio of one (1) appointment per Community Council.

Terms would be for two years, staggered and more than two consecutive terms on committee could served if there was an uncontested vacancy. The Mayor would continue as an Ex Officio voting member of all Committees of Council, and any member of Council would be free to attend any and all standing or other committee of Council as currently provided for under the HRM Charter and Administrative Order 1.

Implementation

Some concern has been expressed regarding a large change in Committees of Council occurring at once and how to ensure that volunteers and community members continue to be engaged with Council in an advisory capacity.

The Membership Selection Committee is proposing a phased approach to implementation of Standing Committees of Council in HRM

- Adoption by Regional Council
- Appointment of Councillors to Standing Committees (as outlined)
- Implementation and alignment of advisory & sub committees

**BUDGET IMPLICATIONS**

There are no budget implications to this report or recommendations as outlined. Additional staff resources are not anticipated unless additional advisory or sub committees are established by Standing Committees.

**FINANCIAL MANAGEMENT POLICIES/BUSINESS PLAN**

This report complies with the Municipality's Multi-Year Financial Strategy, the approved Operating, Project and Reserve budgets, policies and procedures regarding withdrawals from the utilization of Project and Operating reserves, as well as any relevant legislation.

**COMMUNITY ENGAGEMENT**

Committees of Council are a governance priority under Council's mandate.

**ALTERNATIVES**

Council may not accept the recommendation of the Membership Selection Committee and retain the status quo.

Council may amend or adjust the Standing Committees or alignment of Advisory Committees proposed.

**ATTACHMENTS**

Appendix A: Proposed Consolidation of Existing Committees of Council under Standing Committee Structure

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A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/cagenda.html> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

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## Appendix A - Proposed Consolidation of Existing Committees of Council under Standing Committee Structure

Committee Name	Action Recommended
<b>Administrative Committee</b>	Revised Terms of Reference
Membership Selection	Consolidate into Terms of Reference
EMO Committee	Consolidate into Terms of Reference
Committee on Committees	Consolidate into Terms of Reference
CAO Review	Consolidate into Terms of Reference
Additional mandate	Oversight of progress on HRM scorecard & Council's priority areas. Other as provided by Council
<b>Appeals Committee</b>	Revised Terms of Reference
Appeals Committee	Consolidate into Terms of Reference
Dangerous & Unsightly	Consolidate into Terms of Reference
Additional mandate	Appeals of Bylaws (as directed by Council) not requiring judicial review (not SOTs)

<b>Committee Name</b>	<b>Action Recommended</b>
<b>Audit &amp; Finance Committee</b>	Revised Terms of Reference
Audit	As required under Charter (MGA)
Auditor General Liaison	Incorporate into Terms of Reference
Investment Policy Advisory	Advisory to staff and Finance & Audit committee
Property Valuation Services liaison	Incorporate into Terms of Reference
Grants Committee	Subcommittee of Finance & Audit (citizen involvement)
Special Events Advisory	Sub Committee of Finance & Audit (citizen & stakeholder involvement based on Special events strategy adopted by Council)
<b>Transportation Committee</b>	Create Terms of Reference to incorporate matters related to all forms of Transportation in HRM
Active Transportation (including bikeways)	Existing Advisory Committees Terms of Reference to be consolidated into one advisory Committee
Advisory Committee, Persons with Disabilities & Accessible Transportation Committee	Consolidate terms of reference to one "Accessibility Committee" – including all aspects of accessibility (including but not exclusive to transportation)
Transit Advisory Committee	Establish a Transit Advisory Process under their mandate. Once established would replace any local Transit Advisory groups
Regional Trails Advisory	Incorporate Regional Trails in Transportation mandate
Taxi & Limousine Advisory	Incorporate industry input through committee for any changes to bylaw or Admin order – may not require a standing sub committee
Recommend Council appointments to related external committees	Canadian Urban Transit Association, Halifax-Dartmouth Bridge Commission, TAC

Committee Name	Action Recommended
<b>Environment &amp; Sustainability Committee</b>	Create new Terms of Reference to incorporate matters related to the Environment & Sustainability in HRM
Solid Waste Resource Advisory Committee	Consolidate into Terms of Reference
Regional Watershed Advisory Committee (NEW)	Consider creating Advisory Capacity – new policy based Terms of Reference
Energy & Underground Services Committee	Incorporate into Terms of Reference
Community Monitoring Committee	Liaison only – Reports to Regional Council
New Mandate	Focus on Energy & Sustainability issues coming from SEMO, Council etc. example such as wind energy
Recommend to Regional Council appointments to related external committees & provides liaison with those boards & committees	Halifax Water



Committee Name	Action Recommended
<b>Community Planning &amp; Economic Development Committee</b>	Terms of Reference to focus on bringing forward action on Economic Development & community issues
New Mandate –	Oversight of HRM economic strategy, immigration strategy, community issues  Active recreation and related facilities  Planning related issues as drivers of economic growth
Liaison with Strategic Urban Partnership/ <i>Capital Ideas</i>	As Terms of Reference are developed for Partnership links to Standing Committee should be identified
Regional Plan Advisory Committee & Review	Advisory to the Committee
Business Districts - BIDCs	Liaison – Taxation issues to remain with Regional Council
Urban Design Task Force	Ad Hoc Sub Committee
Heritage Advisory	Under the Heritage Act must continue to report directly to Regional Council on specific issues. Liaison only for policy issues.
Recommend Council appointments to related external committees & provides liaison with those boards & committees	Trade Centre Ltd, Destination Halifax & GHP, Alderney landing, Major Facilities & Arts boards, Marketing Levy Board, 2011 Games etc.
Design Review Committee	Legislated powers under HRM by design. Continue to be appointed by Council

Committee Name	Action Recommended
<b>Other Committees</b>	
Board of Police Commissioners	Unchanged - not in mandate of this project as under the Police Act
Planning Advisory Committees	Only 1 PAC per Community Council, at the discretion of the Community Council (The committee may be either a Community Council or district committee)
Point Pleasant Park Advisory	Move to Community Council
Shubenacadie Canal Commission	Move to Community Council
Appointment to External Committees – except as related to liaison with standing committees	Continue to be made under mandate of Membership Selection (proposed Administrative Committee)
<b>Ad Hoc or Special Committees of Council – no impact</b>	Time Limited – Specific Terms of Reference Continue to use as required
District Boundary Review	Work to be completed in December 2010
FCM Conference Planning Committee	Work to be completed spring 2011
Others as established by Council	