



# Committee of Council Reform

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*Proposed path forward...*

*Supplementary Report*

Committee of the Whole

October 12, 2010

**HALIFAX**  
REGIONAL MUNICIPALITY



# Committee of Council Reform...a Council Priority

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On February 3, 2009 Council confirmed that Committee of Council Reform was one of your three (3) priorities under Council's focus area of governance.

- To meet HRM Regional Council's objective to create a committee governance structure that is efficient, effective, scaled appropriately, and where decisions are made at the appropriate level



# Committee of Council Reform...a Council Priority

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- On November 17, 2009 the recommendation of the Membership Selection Committee of Council, to move to Standing Committees of Council was present at Committee of the Whole
- Council viewed the recommendations positively but asked for a supplementary report to address issues and concerns raised.



# Best practice research..

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- Committee of Council reform is not an easy process for any municipality
  - Findings:
    - Committee reform is often difficult but possible
    - Municipalities are striving for the balance of broad input and effective use of Council and residents time & energy
    - Reviewed HRM's benchmark cities: (Winnipeg, Vancouver, Hamilton, Surrey, London, and Brampton. Laval is also a benchmark city, but was excluded due to time constraints. Regina was added as they had conducted a similar review in 2008) and added additional information from the City of Ottawa.



# Specifics of the report..

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- Incorporating decisions of Council made since November 2009
  - Special Events Strategy (SEAC), Strategic Urban Partnership, Youth Advisory, Race Relations
- The place of specific committees under the proposed structure
  - Grants, SEAC, Persons with Disabilities, and others
- Addresses the appointment process
- Proposes Standing Committees with a slightly revised structure
- Implementation Plan

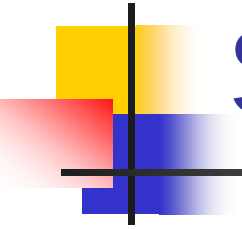


# Overview of the Standing Committee approach to follow..

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- To move to six (6) Standing Committees of Council
  - Administrative, Appeals, Audit & Finance, Transportation, Environment & Sustainability, Community Planning & Economic Development
- Councillors to sit on at least two and no more than three Standing Committees
- Appointment process clear
- No change to current Admin Order in regard to Mayor/Council participation on Committees of Council
- Standing Committees would report to Regional Council
- Citizen participation would occur through associated advisory committees to Standing Committees and the use of presentation/public input.
- This approach could serve to increase and broaden public participation to significant Regional issues

# Proposed Standing Committee Structure



**Regional Council**

Ad/Hoc  
Task Forces  
of Council

Administrative  
Committee

Appeals

Finance  
& Audit

Transportation

Environment &  
Sustainability

Community Planning &  
Economic Development



# Administrative Committee

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## Consolidates

- Membership Selection
- Emergency Management Committee
- CAO Review
- Committee on Committees

## Additional Mandate

- Oversight of progress on HRM scorecard & Council's priority areas
- Other additional mandates as assigned by Regional Council

## Terms of Reference (TOR)

- Chair- Mayor
- Members
  - Representative appointed by each Community Council plus 2 members "at large"
- Terms – 2 years





# Appeals Committee

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## Consolidates

- Appeals Committee
- Dangerous & Unsightly

## Additional Mandate

- Ability of Council to add (if desired) to appeal process for by-laws that are not court based (ticket based)

## Membership

- Representative appointed by each Community Council plus 2 members "at large"
- Chair elected from members
- Two (2) year overlapping terms

Note: No Subcommittees or Advisory Committee Proposed for the Appeals Committee



# Finance & Audit

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## Consolidates

- Audit Committee (HRM Charter requirement)
- Liaison with Auditor General
- Property Valuation Service Liaison
- Investment Policy Advisory Committee (Advisory)
  - Grant Committee (sub committee)
  - Special Events Advisory (sub committee)

## Membership

- Representative appointed by each Community Council plus 2 members "at large"
- Chair elected from members
- Two (2) year overlapping terms



# Transportation

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## Consolidates:

- All current committees related to Transportation
- Act as liaison with community, government and industry interests in Regional Transportation issues
  
- Streamlines & consolidates advisory committees including
  - Active Transportation, transit, transportation & Taxi industry, as well as regional trails

## Membership

- Representative appointed by each Community Council plus 2 members "at large"
- Chair elected from members
- Two (2) year overlapping terms
  
- Recommends appointments to related external committees such as CUTA, Bridge Commission, TAC



# Environment & Sustainability

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## Consolidates

- Solid Waste Advisory
- Energy & Underground Committee
- Watershed policy development (new)

## New mandate

- Focus on issues relevant to HRM's commitment to the environment & sustainability including energy sustainability
- Advisory Subcommittees include citizens and stakeholder groups as applicable to an issue or initiative

## Membership

- Representative appointed by each Community Council plus 2 members "at large"
- Chair elected from members
- Two (2) year overlapping terms
- Liaison and recommends appointments to Halifax Water



# Community Planning & Economic Development

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- To recommend to Council directions to support Community & Economic life “making HRM the most livable community in which to live, work and play”
- Oversight of HRM's Regional Plan
  - Regional Plan Advisory Committee
  - Urban Design Task Force
- Oversight of HRM's Economic Strategy, Immigration strategy & Community Initiatives
- Oversight of Active Recreation & related facilities strategies

## Membership

- Representative appointed by each Community Council plus 2 members “at large”
- Chair elected from members
- Two (2) year overlapping terms
  
- Liaison and recommends appointments to related committee – Trade Centre, GHP, Major Facilities, Arts Boards etc



# Associated Benefits & Costs

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- Focus Council, staff & citizen's efforts
- Create synergies of effort – with related external agencies and within HRM
- Builds expertise in particular areas of interest
- Able to address Council's focus areas
- Intended to enhance the ways in which Council & Standing Committees obtain community and stakeholder input
  - Advisory/sub committees as required
  - Direct public/stakeholder consultation to Standing Committees
- Greater staff support will be required (from all business units) to support Standing Committee of Council
- Reevaluate in future fiscal years as part of the business planning cycle



# Recommendations of the Membership Selection Committee

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- To adopt the six (6) Standing Committees of Council as outlined in Appendix A of the Supplementary Report of October 9, 2010
- To adopt in principle the consolidation of the mandates and terms of reference of current Committees of Council under the six (6) Standing Committees of Council as outlined in Appendix A of the supplementary report of October 9, 2010
- Direct implementation as outlined in the supplementary report of October 9, 2010 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.