



Item No. 10.1.3
Halifax Regional Council
October 9, 2012

TO: Mayor Kelly and Members of Halifax Regional Council
Original signed by 

SUBMITTED BY: _____
Richard Butts, Chief Administrative Officer
Original Signed by 

Mike Labrecque, Deputy Chief Administrative Officer

DATE: September 24, 2011

SUBJECT: Community Councils and Standing Committees Transition

ORIGIN

This report originates from staff as a result of the reduction in the number of polling districts.

RECOMMENDATIONS

It is recommended that Halifax Regional Council:

1. Repeal Administrative Orders: Two, Four, Seven, Twenty-Six, Twenty-Eight and Thirty-Four as set out in Appendix "A" attached hereto, effective Monday, November 5, 2012; and
2. Amend the Terms of Reference for the Standing Committees of Council as set out in Appendix "B" attached hereto, effective Monday, November 5, 2012.

BACKGROUND

With the swearing in of the next Halifax Regional Council on Tuesday, November 6, 2012, HRM will move from having 23 councillors to having 16 councillors. This is the first time since amalgamation that there has been a change in the number of electoral districts. The change in the number of districts and their boundaries has a significant impact on Community Councils until the new Council adopts a new Community Council structure. The districts that together comprised each existing Community Council will no longer exist as of November 6, 2012. The purpose of this report is to establish an interim governance structure that will permit HRM to continue to carry on business until the new Community Council structure is created.

Community Councils

Regional Council, by Administrative Order, has created six Community Councils in the municipality, as follows:

- Administrative Order Number Two, creating the North West Community Council;
- Administrative Order Number Four, creating the Harbour East Community Council;
- Administrative Order Number Seven, creating the Chebucto Community Council;
- Administrative Order Number Twenty-Six, creating the Western Region Community Council;
- Administrative Order Number Twenty-Eight, creating the Peninsula Community Council; and
- Administrative Order Number Thirty-Four, creating the Marine Drive, Valley and Canal Community Council.

In each one of the six Administrative Orders, Regional Council has delegated certain authority for planning matters and financial matters.

Regional Council has delegated to Community Councils, the authority to: (1) hear variances and site-plan approvals; (2) approve development by agreement if the applicable municipal planning strategy provides for it (with the exception of the HRM By Design Area); and (3) amend a land use by-law if the amendment carries out the intent of the municipal planning strategy. In relation to these three powers, Community Council stands in the place and stead of Regional Council.

Regional Council has also delegated to the Community Councils the financial authority to determine expenditures to be financed by an area rate providing the Community Council submits a budget to Regional Council containing a proposed operating budget to be financed by the area rate and a proposed capital budget for projects in which HRM would be required to borrow money.

The Community Councils also have been vested with certain powers by the *HRM Charter* including establishing advisory committees. This statutory power does not apply to planning advisory committee without a specific delegation from Regional Council. The current Administrative Orders specifically delegate such authority to the Community Councils.

Standing Committees

Regional Council, by its October 12, 2010 motion, has established 6 Standing Committees of Council as follows:

- Appeals Standing Committee
- Audit & Finance Standing Committee
- Community Planning & Economic Development Standing Committee
- Environment & Sustainability Standing Committee
- Executive Standing Committee
- Transportation Standing Committee

The Appeals Standing Committee is created by By-Law A-100 and section 3(2) of the by-law requires that 8 councillors sit on the committee. The remaining five committees are created by motion of Council. The Terms of Reference approved by Council for all six Standing Committees state that the composition is “up to eight (8) members of Regional Council – one (1) appointed from each Community Council and two (2) at-large appointments”.

There are three committees that must continue to function during the transition:

- Appeals Standing Committee (required by By-Law A-100)
- Audit & Finance Standing Committee (required by section 48 of the *HRM Charter*)
- Executive Standing Committee (performs functions required by By-Law E-100)

DISCUSSION

The Community Council structure will change after the 2012 Halifax Regional Municipal and School Board Election as a result of the reduction in the number of electoral districts from 23 to 16 and the change in the district boundaries. There will be a period of time from November 6, 2012 (the swearing in of the newly elected Regional Council) until Regional Council decides on both the number of Community Councils it wants to establish and the powers to delegate to them.

During this transition period, the current Community Councils will not be able to hold meetings as the districts have changed. Since there will be no meetings, there will be a delay affecting: (1) an appeal of a variance or site-plan approval; (2) the approval of a development by agreement if the applicable municipal planning strategy provides for it; and (3) an amendment to a land use by-law if the amendment carries out the intent of the municipal planning strategy. The advisory committees and planning advisory committees created by Community Councils will also be affected because they will be unable to make recommendations to the Community Councils as they will not be holding meetings.

This will also have an impact on Regional Council’s ability to appoint new members to its Standing Committees, as Community Council is the mechanism through which these appointments are made. Depending on the outcome of the election, this could lead to a lack of

quorum for Standing Committees until new Community Councils are in place to appoint new members. The composition of the Standing Committees' membership may also change if the number of Community Councils changes.

To allow business continuity for HRM, staff is recommending a number of changes be made:

1. Community Councils

Staff recommends that Administrative Orders Two, Four, Seven, Twenty-Six, Twenty-Eight, and Thirty-Four, creating the six Community Councils, be repealed (attachment "A"). This will transfer back to Regional Council the planning powers to: (1) hear variances and site-plan approvals; (2) approve development by agreement if the applicable municipal planning strategy provides for it; and (3) amend a land use by-law if the amendment carries out the intent of the municipal planning strategy.

Regional Council has also granted the Community Councils the authority to create planning advisory committees. When the Administrative Orders are repealed, the Community Councils will cease to exist, and by operation of law so too will the advisory committees created by them. The committees that would be dissolved are:

- Dartmouth Lakes Advisory Board
- North West Planning Advisory Committee
- North West Transit Advisory Committee
- St. Margaret's Bay Coastal Planning Advisory Committee

Some committees that report to Community Councils would not be affected by the dissolution of Community Councils because they were created by Regional Council or by another piece of legislation. Those committees are:

- Purcell's Cove Community Steering Committee (Regional Council) – project specific
- Shubenacadie Canal Commission (Provincial Legislation)
- Bedford Watershed Advisory Committee (Regional Council)
- Halifax Watershed Advisory Board (Regional Council)
- District 12 Planning Advisory Committee (Regional Council)
- Point Pleasant Park Advisory Committee (Regional Council)

Some of the functions of the Dartmouth Lakes Advisory Board and the North West Planning Advisory Committee (or its predecessors) appear in several Municipal Planning Strategies. Therefore, there is a potential for service disruption in some planning activities between the time those advisory committees are dissolved and the establishment of the new Community Council structure with any corresponding required amendments to the MPS. Staff is unaware of any current applications for which this will pose a delay, however, staff is concerned that there may be applications forthcoming prior to the new Regional Council creating the new Community Council structure and is therefore recommending that these two committees be continued as Regional Council committees.

The net effect of the discussion above is that 8 of 10 advisory committees need to remain in place after the election to ensure business continuity; and North West Transit Advisory Committee and the St. Margaret's Bay Coastal Planning Advisory Committee would be dissolved. The St. Margaret's Bay Coastal Planning Advisory Committee was only recently formed and held its first meeting on September 10, 2012. In the spirit of equal treatment for all Committee volunteer contributions, and in order to reduce interim governance confusion, staff is recommending that all committees be continued as Regional Council committees until such time as the new Community Council governance structure is established. Therefore, all of the above committees will report to Regional Council during this interim period.

Community Councils have also been given the power to impose area rates. It is recommended that the Administrative Order repealing the Community Council Administrative Orders state that the area rates levied by the Community Councils pursuant to section 29 of the *HRM Charter* continue in force.

Once the new Community Council structure is known, Regional Council can decide whether the new Community Councils may: hear variance and site plan appeals, approve development by agreement if the applicable municipal planning strategy provides for it (with the exception of the HRM By Design Area), amend a land use by-law if the amendment carries out the intent of the municipal planning strategy, appoint planning advisory committees, and determine area rates.

It is recommended that this repeal become effective November 5, 2012, the day before the new Regional Council is sworn in.

2. Standing Committees

Staff recommends that the Terms of Reference for each of the six Standing Committees be amended to provide for interim appointments following the election (attachment "B"). The interim Standing Committee appointments will cover the period from November 5, 2012 to no later than June 30, 2013. The mechanism for providing continuity will be as follows:

- i) the terms of appointment of those members whose appointments expire on November 30, 2012 and who are re-elected in the municipal election on October 20, 2012, are extended to no later than June 30, 2013; and
- ii) any vacancies following the municipal election on October 20, 2012 may be filled by Regional Council from among its members, having due regard for maintaining geographic representation where possible, for a term that will expire no later than June 30, 2013.

It is anticipated that the appointments for the term following these interim measures will last until November 30, 2014, returning the appointment process to its regular schedule.

The Appeals Committee must continue to have eight members, as required by By-Law A-100, and its Terms of Reference should be amended to reflect that requirement. It is recommended

that the new Council be given the ability to reduce the number of members on the remaining five Standing Committees, in light of the reduced overall number of councillors, to a range of 5 to 8 during this interim period.

To date, Community Councils have been integral in the appointment process for Standing Committees. Once the new Community Council structure is known, Regional Council can decide what role the new Community Councils will play in the appointment of members to the Standing Committees.

It is recommended that the changes to the Terms of Reference become effective November 5, 2012, the day before the new Regional Council is sworn in.

BUDGET IMPLICATIONS

None

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

N/A

ENVIRONMENTAL IMPLICATIONS

N/A

ALTERNATIVES

1. With respect to Community Councils, Regional Council could dissolve any or all of the planning advisory committees or other advisory committees that were created by Regional Council or Community Council. This is not recommended, as it extends beyond the requirements for business continuity and may be dealt with by the new council when it examines the new community council structure.
2. With respect to Standing Committees, Regional Council could dissolve any or all of those Standing Committees that are not required by legislation (Community Planning & Economic Development Standing Committee, Environment & Sustainability Standing Committee, and Transportation Standing Committee). This is not recommended, as it extends beyond the requirements for business continuity and may be dealt with by the new council when it examines its committee structure.

ATTACHMENTS

1. Appendix “A” is the Administrative Order repealing Administrative Orders:
 - i) Two, creating the North West Community Council;
 - ii) Four, creating the Harbour East Community Council;
 - iii) Seven creating the Chebucto Community Council;
 - iv) Twenty-Six creating the Western Region Community Council;
 - v) Twenty-Eight, creating the Peninsula Community Council; and
 - vi) Thirty-Four, the Marine Drive, Valley and Canal Community Council.
2. Appendix “B” is the Terms of Reference for the six Standing Committees as amended to reflect the need for interim appointments.

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.

Report Prepared by: Sara Knight, Solicitor, Derk Slaunwhite, Sr. Solicitor, and Cathy Mellett, Municipal Clerk

Report Approved by: _____
Brad Anguish, Director of Community & Recreation Services, 490-4933

Report Approved by: _____
Marian Tyson, Acting Director, Legal, Insurance and Risk Management Services, 490-4219

Report Approved by: _____
Cathy Mellett, Municipal Clerk, 490-6456

Appendix A
HALIFAX REGIONAL MUNICIPALITY
ADMINISTRATIVE ORDER NUMBER 57
RESPECTING THE DISSOLUTION OF
COMMUNITY COUNCILS

BE IT RESOLVED AS AN ADMINISTRATIVE ORDER of the Council of the Halifax Regional Municipality as follows:

Short Title

1. This Administrative Order may be cited as Administrative Order 57, the Community Council Repeal Administrative Order.

Repeal

2. The following Administrative Orders are repealed:
 - a) Administrative Order Number Two, the North West Community Council Administrative Order;
 - b) Administrative Order Number Four, the Harbour East Community Council Administrative Order;
 - c) Administrative Order Number Seven, the Chebucto Community Council Administrative Order;
 - d) Administrative Order Number Twenty-Six, the Western Region Community Council Administrative Order;
 - e) Administrative Order Number Twenty-Eight, the Peninsula Community Council Administrative Order; and
 - f) Administrative Order Number Thirty-Four, the Marine Drive, Valley and Canal Community Council Administrative Order.

Committees

3. All the committees and boards, including the planning advisory committees and watershed boards, created by a Community Council shall continue and report to Regional Council.

Area Rate

4. An area rate levied by a Community Council pursuant to section 29 of the Halifax Regional Municipality Charter continues in force.

Effective Date

5. This Administrative Order comes into force on November 5, 2012.

Done and passed in Council this ____ day of _____, A.D. 2012.

MAYOR

MUNICIPAL CLERK

Appendix B

Appeals Standing Committee

Terms of Reference

1. Objective

The role of the Appeals Committee is to provide a single forum for the hearing of all appeals of decisions taken by HRM staff and other duties as assigned.

2. Composition

Up to eight (8) members of Regional Council – one (1) appointed from each Community Council and two (2) at-large appointments
Term: Two years

Chair & Vice-Chair: Elected from among committee members

Community Council Appointments		Members at-large		Chair/Vice
Councillor David Hendsbee	Marine Drive, Valley & Canal Community Council Member	Councillor Gloria McCluskey-Dartmouth Centre	At Large Member	Chair Councillor Brad Johns Middle & Upper Sackville- Lucasville
Councillor Jim Smith	Harbour East Community Council Member	Councillor Brad Johns	At Large Member	Vice Councillor Jim Smith Harbour East Community Council Member
Councillor Mary Wile	Chebucto Community Council Member	Middle & Upper Sackville- Lucasville		
Councillor Bob Harvey	North West Community Council Member			
Councillor Steve Adams	Western Region Community Council Member			
Councillor Dawn Sloane	Peninsula Community Council Member			

Notwithstanding the foregoing, for the period November 5, 2012 to no later than June 30, 2013:

- i) the Appeals Standing Committee shall consist of eight (8) members of Regional Council:
- ii) the term of appointment of those members of the Appeals Standing Committee whose appointments expire on November 30, 2012 and who are re-elected in the municipal election on October 20, 2012, are extended to no later than June 30, 2013:
- iii) any vacancies on the Appeals Standing Committee following the municipal election on October 20, 2012 may be filled by Regional Council from among its members, having due regard for maintaining a balance of geographic representation where possible, for a term that will expire no later than June 30, 2013; and
- iv) Regional Council may terminate these appointments prior to June 30, 2013.

3. Duties and Responsibilities

To hear appeals as delegated to the Committee by Council and to issue demolition orders pursuant to the dangerous and unsightly provisions of the Halifax Regional Municipality Charter.

4. Administration & Procedures

The Appeals Committee shall meet no less than four (4) times annually, preferably monthly, or as determined by the Committee. The administrative and meeting procedures shall be in accordance with Administrative Order 1.

5. Staff Liaison

Management support and liaison shall be through the office of the Municipal Clerk.

6. Standing and Advisory Committees

None

Approved by Halifax Regional Council on April 17, 2012

Environment & Sustainability Standing Committee

Terms of Reference

1. **Objective**

The principle role of the Environment & Sustainability Committee is to provide advice to Council on matters relating to the Environment & Sustainability including but not exclusive to Solid Waste Resources, energy security and sustainable parks, forests (urban & rural) and open spaces and water resource management.

The objectives of the Committee are to a) fulfill the requirements as outlined in the Terms of Reference of the Solid Waste Advisory Committee of Council and the Energy and Underground Services Committee of Council and to b) assist Council in meeting sustainability and energy objectives, the promotion of policies appropriate to promote and protect water resources, parks, open spaces and green environment in HRM.

2. **Composition**

Up to eight (8) members of Regional Council – one (1) appointed from each Community Council and two (2) at-large appointments

Term: two years

Chair & Vice-Chair: Elected by the members annually in November

Community Council Appointments	Members at-large	Ex officio
Marine Drive, Valley & Canal Community Council Member North West Community Council Member Harbour East Community Council Member Chebucto Community Council Member Western Region Community Council Member Peninsula Community Council Member	Two (2) At Large Members to be nominated by the Community Councils.	Mayor Kelly

Notwithstanding the foregoing, for the period November 5, 2012 to no later than June 30, 2013:

- i) the Environment & Sustainability Standing Committee shall consist of no fewer than five (5) and no more than eight (8) members of Regional Council;**
- ii) the term of appointment of those members of the Environment & Sustainability Standing Committee whose appointments expire on November 30, 2012 and who are re-elected in the municipal election on October 20, 2012, are extended to no later than June 30, 2013;**

- iii) any vacancies on the Environment & Sustainability Standing Committee following the municipal election on October 20, 2012 may be filled by Regional Council from among its members, having due regard for maintaining a balance of geographic representation where possible, for a term that will expire no later than June 30, 2013; and
- iv) Regional Council may terminate these appointments prior to June 30, 2013.

3. Duties and Responsibilities

3.1 Solid Waste Resource Management

- 3.1.1 To advise Regional Council on matters respecting solid waste management, including the responsibility to receive reports and to keep Council informed respecting all matters related to the solid waste management program in HRM.
- 3.1.2 To appoint a member of the Standing Committee as HRM's representative on the Provincial Solid Waste Chairs Committee.
- 3.1.3 Liaison with Regional Resource Utility Board of Nova Scotia to promote policies and programs in the best interest of HRM at the Provincial Resource Board

3.2 Energy Choice & Security

- 3.2.1 To promote and enable a variety of energy choices for HRM residents
- 3.2.2 To promote and enable sustainable & renewable sources of energy in HRM
- 3.2.3 To promote the achievement of HRM's greenhouse emission reduction commitments
- 3.2.4 To promote diversification of municipal revenue streams through investments in utilities such as natural gas, wind energy & district energy
- 3.2.5 To promote ways to maximize HRM's capital dollars through co-location of utilities and coordination of projects
- 3.2.6 Involvement in policy development on undergrounding of services
- 3.2.7 Liaison with Heritage Gas and similar utilities at a governance level to encourage, promote and enable the provision of natural gas services to the residents and businesses of HRM

3.4 Parks & Open Spaces

- 3.4.1 To encourage the appropriate policy structure to address amount, use and protection of parks, forests (urban & rural) and open spaces for the use and enjoyment of the residents of HRM,
- 3.4.2 Other related activities in the area of parks & open spaces as identified by the Standing Committee and approved by Regional Council

3.5 Water Resource Management

- 3.5.1 Involvement in policy development and oversight of policies appropriate to promote and protect water resources in HRM
- 3.5.2 Liaison with Halifax Water including the nomination to Regional Council of one (1) member of the Standing Committee as one (1) of the Regional Council appointments to the Board of Halifax Water to act as a liaison between the Standing Committee and Halifax Water and ensuring that the Harbour Solutions project and other services managed by Halifax Water continue to meet community expectations
- 3.5.3 Other related activities in the area of Water Resource management as identified by the Standing Committee and approved by Regional Council

3.6 Climate Change Mitigation and Adaptation

- 3.6.1 To progress policy related to municipal climate change adaptation and mitigation, including the policy requirements of the Infrastructure Secretariat's Gas Tax Funding program
- 3.6.2 To promote community adoption of climate change mitigation and adaptation measures
- 3.6.3 To provide governance oversight of the HRM Climate Change Risk Management Strategy

3.7 Other matters as may be determined by Regional Council

4. **Administration & Procedures**

- 4.1 The Environment & Sustainability Standing Committee shall meet no less than four (4) times annually, preferably monthly, or as determined by the Committee
- 4.2 Administrative and the meeting procedures shall be in accordance with Administrative Order 1 of the Municipality

5. **Staff Liaison**

Management support and liaison shall be through the office of the Director of Infrastructure and Asset Management in coordination with the Sustainable Environmental Management Office, and divisions of Transportation and Public Works that support Solid Waste Resource management and Energy projects in HRM

6. **Standing and Advisory Committees**

Water Shed Policy Advisory Committee	Advisory on Policy	TBD

Approved March 15, 2011

Audit and Finance Standing Committee Terms of Reference

1. Objective:

The principle role of the Audit and Finance Standing Committee is to provide advice to Council on matters relating to audit and finance. The objectives of the Committee are to a) fulfill the requirements as outlined in Section 48 of the HRM Charter and to b) assist Council in meeting its responsibilities by ensuring the adequacy and effectiveness of financial reporting, risk management and internal controls.

2. Composition:

Up to eight (8) members of Regional Council – one (1) appointed from each Community Council and two (2) at-large appointments.

Term: Community Council appointments to serve two (2) year terms to maintain the learning curve, the technical knowledge, and the complexity of the Committee's work and Members at large to serve a one (1) year term. Chair & Vice-Chair to be elected annually in November by the members.

Community Council Appointments (1 each)	Members at-large	Ex officio
Marine Drive Valley & Canal Community Council Member Harbour East Community Council Member Chebucto Community Council Member North West Community Council Member Western Region Community Council Member Peninsula Community Council Member	Two (2) At Large Members to be nominated by the Community Councils.	Mayor Kelly

Notwithstanding the foregoing, for the period November 5, 2012 to no later than June 30, 2013:

- i) the Audit & Finance Standing Committee shall consist of no fewer than five (5) and no more than eight (8) members of Regional Council;**
- ii) the term of appointment of those members of the Audit & Finance Standing Committee whose appointments expire on November 30, 2012 and who are re-elected in the municipal election on October 20, 2012, are extended to no later than June 30, 2013;**

Audit and Finance Standing Committee – Terms of Reference

- iii) any vacancies on the Audit & Finance Standing Committee following the municipal election on October 20, 2012 may be filled by Regional Council from among its members, having due regard for maintaining a balance of geographic representation where possible, for a term that will expire no later than June 30, 2013; and
- iv) Regional Council may terminate these appointments prior to June 30, 2013.

3. **Duties and Responsibilities**

3.1 Audit

- 3.1.1 Review the qualifications, independence, quality of service and performance of the External Auditors annually and recommend to Regional Council the appointment or discharge of the External Auditors
- 3.1.2 Carry out the responsibilities of the Audit Committee as outlined in Section 48 (2) of the HRM Charter, including but not exclusive to:
 - (a) Review in detail, the financial statements of the Municipality with the External Auditors
 - (b) Evaluate internal control systems and management letters with the External Auditors
 - (c) Review the conduct and adequacy of any internal audit undertaken
 - (d) Review matters arising out of any internal audit that require further investigation
 - (e) Undertake other actions determined by the Council to be the duties of the Audit Committee
- 3.1.3 Review with management and the External Auditor and recommend to Council for approval, the annual audited financial statements.

3.2 Finance & Risk Management

- 3.2.1 Review with Finance management the monthly financial forecast and KPIs (key performance indicators) to be presented to Council
- 3.2.2 Review annually the debt and interest risk management activities proposed for the upcoming year by the CFO
- 3.2.3 Review annually with Finance management and report to Council on the appropriateness of financial accounting policies, disclosures, forecasts
- 3.2.4 Ensure the adequacy and effectiveness of the systems of internal control in relation to financial controls and risk management as established by Administration.
- 3.2.5 Review bi-annually with management the enterprise risk management and financial implications coming from such including: Environmental, Human Resources, Operational and the insurable risks and insurance coverage strategy of the municipality.

Audit and Finance Standing Committee – Terms of Reference

3.2.6 Review , as required, any other policies, procedures, forecasts, reports or process as agreed to mutually by the Municipality's CAO and the Committee.

3.3 Liaison with Auditor General

Notwithstanding Section 49 of the HRM Charter which outlines the role, independence and reporting relationship of the Municipal Auditor General , the Audit and Finance Standing Committee shall act as a liaison and communication link between the Auditor General and Regional Council.

3.4 Liaison with Provincial Property Valuation Service through representation on the Union of Nova Scotia Municipalities (UNSM) oversight board

3.5 Liaison with the Investment Policy Advisory Committee through appointment of the Council representative to the Committee

3.6 Liaison with the Grants Committee and Special Events Advisory Committee through nomination of the Council and Citizen representatives and appointment of the Chair of the Committees from a member of the Audit and Finance Standing Committee.

3.7 Other matters as may be determined by Regional Council.

4. Administration & Procedures

4.1 Meetings of the Audit and Finance Standing Committee shall be scheduled on a monthly basis, or as determined by the Committee, with meetings being withdrawn when there are not sufficient items to provide a full agenda.

4.2 Administrative and meeting procedures shall be in accordance with Administrative Order 1 of the Municipality.

5. Staff Liaison

Management support and liaison shall be through the office of the Director of Finance/CFO, and the Office of the Auditor General and the office of the Director of Legal Services & Risk Management (as required).

6. Standing Committee Advisory Committees

Investment Policy	Advisory	1 member appointed from Audit & Finance – other appointments at large
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Audit and Finance Standing Committee – Terms of Reference

Grants	Advisory	Chair appointed from Audit & Finance- other appointments at large
Special Events	Advisory	Chair appointed from Audit & Finance – other appointments at large

Approved March 1, 2011

Executive Standing Committee

Terms of Reference

1. Objective

The principle role of the Executive Committee is to fulfil the self-governance functions of Regional Council including but not limited to Emergency Management, acting as nominating committee for Boards & Committees, CAO Liaison and Review, oversight of HRM's Volunteer Awards, By-law Rationalization and Corporate Performance Objectives and Council's priority areas.

2. Composition

The Mayor and up to eight (8) members of Regional Council – one (1) appointed from each Community Council and two (2) at-large appointments

Term: Two years

Chair: The Mayor

Vice-Chair: Elected from among committee members

Community Council Appointments		Members at-large	Chair
Councillor Steve Streach	Marine Drive, Valley & Canal Community Council Member	Councillor Russell Walker At Large Member Deputy Mayor Jim Smith At Large Member	Mayor Kelly
Councillor Bill Karsten	Harbour East Community Council Member		
Councillor Linda Mosher	Chebucto Community Council Member		
Councillor Brad Johns	North West Community Council Member		
Councillor Reg Rankin	Western Region Community Council Member		
Councillor Dawn Sloane	Peninsula Community Council Member		

Notwithstanding the foregoing, for the period November 5, 2012 to no later than June 30, 2013:

- i) **the Executive Standing Committee shall consist of the Mayor and no fewer than five (5) and no more than eight (8) additional members of Regional Council;**
- ii) **the term of appointment of those members of the Executive Standing Committee whose appointments expire on November 30, 2012 and who are re-elected in the municipal election on October 20, 2012, are extended to no later than June 30, 2013;**

- iii) any vacancies on the Executive Standing Committee following the municipal election on October 20, 2012 may be filled by Regional Council from among its members, having due regard for maintaining a balance of geographic representation where possible, for a term that will expire no later than June 30, 2013; and
- iv) Regional Council may terminate these appointments prior to June 30, 2013.

3. Duties and Responsibilities

3.1 Emergency Management

- 3.1.1 Acts as the Emergency Management Advisory Committee of Council with responsibilities as outlined under By-law E-100 Respecting the Prompt and Coordinated Response to Emergency Management
- 3.1.2 To advise Council on the development of Emergency Management plans and present the Municipal Emergency Management Plans to Regional Council
- 3.1.3 To brief Council on developments during a local state of emergency
- 3.1.4 To perform any such other duties in regard to Emergency management as may be required and directed by Council

3.2 Membership Selection

- 3.2.1 Act as the Membership Selection Committee of Council with a mandate to function as the nomination committee for appointment to Boards and Committees, including at-large nomination to Standing Committees, except as delegated to other Standing Committees of Council.

3.3 CAO Liaison and Review

- 3.3.1 Notwithstanding Part II of the HRM Charter, which outlines the roles, responsibilities of the CAO and reporting relationship to Regional Council, the Executive Committee shall act as a liaison and communication link between the CAO and Regional Council.
- 3.3.2 The committee shall meet at least quarterly with the CAO to review and confirm the CAO goals and objectives and performance expectations; and to provide feedback, support and a formal evaluation of the performance CAO at least annually to the CAO and Regional Council.
- 3.3.3 Coordinate, on behalf of Council, the recruitment and provide a recommendation on hiring of the CAO should the position become vacant.
- 3.3.4 Provide a forum to assist the CAO in major initiatives regarding: Organizational Change, Employee Relations, New Directions in Service Delivery, and/or Administrative Policies

- 3.3.5 To perform other any such other duties in regard to CAO Liaison and Review as may be required and directed within the mandate of Council
- 3.4 Volunteer Award Recognition
 - 3.4.1 Oversight of the administration of the HRM Volunteer Awards program to ensure the program and selection criteria meet the objectives of Council and the Communities of HRM
- 3.5 Bylaw Rationalization
 - 3.5.1 Oversight and advice regarding Administrative Order #32 respecting the procedures for developing and adopting HRM by-laws.
- 3.6 General Council Governance
 - 3.6.1 The Committee shall act as a review committee for matters related to the general self-governance and administration of Council as directed by Regional Council.
- 3.7 Council Priority areas and Corporate Performance Objectives
 - 3.7.1 Strategic oversight of progress on HRM's Corporate Performance Objectives & Council's priority areas
- 3.8 Other Administrative matters as may be determined and directed by Regional Council
- 4. Administration & Procedures**
 - 4.1 The Executive Committee shall meet no less than four (4) times annually, preferably monthly or as agreed to by the Committee
 - 4.2 Administrative procedures and the meeting procedures shall be in accordance with Administrative Order 1.
- 5. Staff Liaison**
 - 5.1 Management support and liaison shall be through the office of the office of the Chief Administrative Officer and/or Deputy CAO and Office of the Municipal Clerk and HRM's Emergency Management Coordinator (as required)
- 6. Standing and Advisory Committees**
 - 6.1 None

Approved by Halifax Regional Council on April 5, 2011
Amended by Halifax Regional Council June 14, 2011
(change of Standing Committee Name)

Community Planning & Economic Development Standing Committee Terms of Reference

1. Objective:

The principle role of the standing Committee on Community Planning & Economic Development is to recommend to Council directions to support Community & Economic life “making HRM the most livable community in which to live, work and play”

Specific areas of oversight include but are not exclusive to:

- HRM’s Regional Plan and community planning programs
- HRM’s Economic Strategy and Economic Prosperity Outcomes including the implantation of “Capital Ideas” and the Immigration Action Plan
- Community building initiatives in the areas of arts, culture & recreation and related facilities strategies
- Agencies that support the objective of the Standing Committee mandate including but are not exclusive to Trade Centre, Greater Halifax Partnership, Destination Halifax, Arts Boards, HRM’s Business districts and others as identified by the Committee and/or directed by Regional Council.

2. Composition:

Up to eight (8) members of Regional Council – one (1) appointed from each Community Council and two (2) at-large appointments

Term: two years

Chair & Vice-Chair: Elected by the members annually in November

Community Council Appointments	Members at-large	Ex officio
Marine Drive, Valley & Canal Community Council Member Harbour East Community Council Member Chebucto Community Council Member North West Community Council Member Western Region Community Council Member Peninsula Community Council Member	At Large Member At Large Member	Mayor

Notwithstanding the foregoing, for the period November 5, 2012 to no later than June 30, 2013:

- i) the Community Planning & Economic Development Standing Committee shall consist of no fewer than five (5) and no more than eight (8) members of Regional Council;
- ii) the term of appointment of those members of the Community Planning & Economic Development Standing Committee whose appointments expire on November 30, 2012 and who are re-elected in the municipal election on October 20, 2012, are extended to no later than June 30, 2013;
- iii) any vacancies on the Community Planning & Economic Standing Committee following the municipal election on October 20, 2012 may be filled by Regional Council from among its members, having due regard for maintaining a balance of geographic representation where possible, for a term that will expire no later than June 30, 2013; and
- iv) Regional Council may terminate these appointments prior to June 30, 2013.

3. Duties and Responsibilities

3.1 Oversight of HRM's Regional Plan and Regional Planning Initiatives

3.1.1 Oversight of HRM's Regional Plan and Regional Planning Initiatives

3.1.2 Review and recommend to Regional Council the scope of the five-year Regional Plan reviews including roles of sub committees

3.1.3 Co-ordination with the other Standing Committees on major Regional Plan initiatives

3.1.4 Involvement in developing HRM's approach to public participation programs for various planning processes such as regional and municipal planning strategy amendments.

3.1.5 Oversight of priority setting relative to the Community Visioning Program, Functional Plan Implementation and major planning projects

3.2 Oversight of HRM's Economic Plan, Economic Prosperity Indicators and Immigration Action Plan

3.2.1 Involvement in policy development and oversight of policies appropriate to promote Community and Economic development throughout HRM

3.2.2 Oversight of the progress of HRM's Economic Strategy and Outcome areas and related initiatives

3.2.3 Oversight of the progress of HRM's Immigration Action Plan and related initiatives

3.3 Oversight of HRM's Community building initiatives in the areas of arts, culture & recreation and related facilities strategies

3.3.1 To promote and enable an inclusive range of arts, culture and recreational opportunities in HRM

3.3.2 To promote and enable access to arts, cultural and recreational facilities that support HRM's Community Outcome areas

3.3.3 Oversight of progress on HRM Community building/enhancing strategies and any related initiatives.

3.4 Active interest in the Agencies & Initiatives that support Community & Economic development throughout HRM

3.4.1 Promote and encourage the development of programs, policies in initiatives in HRM that support Community and Economic development throughout the Region.

3.4.2 Engage, at a governance level, the agencies, boards and committees funded by HRM and under the mandate of the Standing Committee to ensure they meet community needs & expectations including but not exclusive to: The Greater Halifax Partnership, Destination Halifax, Trade Centre Limited, Community Boards & Arts Boards and the broader Arts Community, HRM Business Districts and organizations, and others as identified by the Committee and/or directed by Regional Council.

3.4.2 Recommend to Regional Council HRM's appointments and vet service agreements of the agencies, boards and commissions under the mandate of the Standing Committee.

3.4.3. Other related activities in the area Economic and Community Development in HRM as identified by the Standing Committee and approved by Regional Council

3.5 Other matters as may be determined by Regional Council

4. Administration & Procedures

4.1 The Community Planning & Economic Development Standing Committee shall meet no less than four (4) times annually, preferably monthly, or as determined by the Committee

4.2 Administrative and the meeting procedures shall be in accordance with Administrative Order 1 of the Municipality.

5. Staff Liaison

Management support and liaison shall be through the office of the Director of Community Development and the Managing Director External & Corporate Affairs. Additional staff report, as required, will be assigned based on specific issues

6. Advisory Committees

Regional Plan Advisory	Advisory on Policy	Recommend approach and/or members to Regional Council
Urban Design Task Force	(on hiatus)	TBD
Heritage Advisory	<i>Policy advise only-</i> on	Recommend members to

	Heritage Planning Matters the Committee reports directly to Regional Council under the Heritage Act.	Council
Youth Advisory	<i>Liaison only</i>	Liaison only

Approved April 5, 2011

Transportation Standing Committee Terms of Reference

1. Objective

The principle objective of the Standing Committee on Transportation is to act as a forum for consolidating information and direction on the Regional Transportation initiatives and to provide a forum for Council to address a community, government and industry interests in Regional Transportation issues including but not exclusive to:

- Regional Transportation policy, infrastructure objective and priorities including oversight of the Transportation outcome Areas and functional plans
- Transportation Demand management strategies, polices and traffic calming and mitigation and safety
- Metro Transit strategic plans and directions
- Active Transportation initiatives and infrastructure
- Liaison with agencies, boards and committees that support the objective of the Standing Committee mandate including but not exclusive to the Bridge Commission, Transit Advisory Committee, CUTA and other municipal, provincial or federal bodies involved in Transportation related initiatives.

2. Composition

Up to eight (8) members of Regional Council – one (1) appointed from each Community Council and two (2) at-large appointments

Term: two years

Chair & Vice-Chair: Elected by the members annually in November

Community Council Appointments	Members at-large	Ex Officio
Marine Drive, Valley & Canal Community Council Member Harbour East Community Council Member Chebucto Community Council Member North West Community Council Member Western Region Community Council Member Peninsula Community Council Member	At Large Member At Large Member	Mayor

Notwithstanding the foregoing, for the period November 5, 2012 to no later than June 30, 2013:

- the Transportation Standing Committee shall consist of no fewer than five (5) and no more than eight (8) members of Regional Council;**
- the term of appointment of those members of the Transportation Standing Committee whose appointments expire on November 30, 2012 and who are re-elected in the municipal election on October 20, 2012, are extended to no later than June 30, 2013;**

- iii) any vacancies on the Transportation Standing Committee following the municipal election on October 20, 2012 may be filled by Regional Council from among its members, having due regard for maintaining a balance of geographic representation where possible, for a term that will expire no later than June 30, 2013; and
- iv) Regional Council may terminate these appointments prior to June 30, 2013.

3. Duties and Responsibilities

3.1 Oversight and review of HRM's Regional Transportation Plans & initiatives

3.1.1 Oversight of HRM's Regional Transportation Objectives and Transportation Outcome Areas

3.1.2 Oversight and review of Regional Transportation policies, bylaws and functional plans

3.1.3 Input into the Regions transportation funding strategies such as infrastructure funding, Gateway initiatives and approaches to Capital Cost Contribution

3.1.4 Input and review of the Transportation Road network strategies and related Regional initiatives.

3.1.5 Oversight of HRM's Regional Parking Strategy and other parking related initiatives flowing from the strategy

3.1.6 Coordinate with the Community Planning & Economic Development Standing Committees of Council in regard to reviews and initiatives under the Regional Plan in matters related to Regional Transportation

3.2 Coordination of priorities and initiatives related to:

3.2.1 Promoting and enabling Public Safety campaigns and Outcomes that promote safety

3.2.2 Policy direction related to neighbourhood transportation initiatives for traffic calming and mitigation

3.2.3 Input and review of the Streets By-law as it relates to approaches to routing, right-of-way management, accessibility and management of priorities for uses

3.2.4 Oversight of HRM's transportation demand management strategies

3.3 Oversight and input into Transit's strategic plans and directions

3.3.1 Review and oversight over policy direction and long term funding approach to promote and encourage Transit alternatives as outlined in the Regional Plan

3.3.2 Review and oversight of specific strategic planning directions related to Transit Services coming from the Regional Plan; including but not exclusive to the Five year strategic plan; Accessibility Plan; Ferry Plan etc.

3.3.3 Promote and enable positive communication between communities, ridership, and Council and Transit services to enable and support the Regional Transit service to the communities of HRM

3.4 Oversight and input into HRM's Active Transportation Initiatives and related Infrastructure

3.4.1 Promote and encourage the work of the Active Transportation Advisory Committee and/or other related bodies that service to promote Active Transportation throughout HRM

3.4.2 Promote and encourage HRM's Active Transportation corridor initiatives which support the overall Transportation Strategy as outlined in the Regional Plan

3.4.2 Promote and encourage coordination of construction and initiatives that serve to support the development of Active Transportation initiatives throughout HRM in the most cost effective manner possible.

3.4 Liaison with Agencies & Initiatives related to Transportation in HRM to

3.4.1 Promote and encourage the development of integrated programs, policies and initiatives in HRM that support HRM's transportation goals and outcomes

3.4.2 Take an active interest in the agencies, boards and commissions funded by HRM in the areas of Transportation to ensure they continue to meet community needs & expectations.

3.4.2 Recommend to Regional Council HRM's appointments and vet service agreements of the agencies, boards and commissions under the mandate of the Standing Committee.

3.4.3. Other related activities in the area of Transportation in HRM as identified by the Standing Committee and approved by Regional Council

3.5 Other matters as may be determined by Regional Council

4. Administration & Procedures

4.1 The Transportation Standing Committee shall meet no less than four (4) times annually, preferably monthly, or as determined by the Committee

4.2 Administrative and the meeting procedures shall be in accordance with Administrative Order 1 of the Municipality.

5. Staff Liaison

Management support and liaison shall be through the office of the Director of Transportation and Public Works

6. Standing and Advisory Committees

Active Transportation Advisory Committee	Advisory	Recommend approach and/or members to Regional Council
Accessibility Advisory Committee (<i>formerly Person's with disabilities</i>)	Advisory	Recommend approach and/or members to Regional Council

Taxi & Limousine Advisory	Current advisory	Recommend approach and/or members to Regional Council
Bridge Commission	<i>Liaison only</i>	Recommend HRM appointments to Regional Council
Others as identified by the Standing Committee	<i>Liaison</i>	

Approved March 15, 2011