



## Corporation of the Township of Brock

### Staff Report to the Mayor and Members of Council

**From: Fernando Lamanna**

**Position: Clerk/Deputy CAO**

**Title / Subject: Council Appointed Committees and Boards**

**Date of Report: January 4, 2023**

**Date of Meeting: January 30, 2023**

**Report No: 2023-GG-002**

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#### 1.0 Issue / Origin

The purpose of this report is to facilitate discussion around Brock's past Council Appointed Committees & Boards and the review their effectiveness from the previous term while taking into consideration the need to re-establish committees for the 2022-2026 term of office.

Additionally, Council should review the end of term survey results from committee members and from staff and have consideration of the survey results as it relates to future committees & boards.

#### 2.0 Background

Advisory committees and boards are generally established by Council By-law, and their members are appointed by Council and they adhere to approved Terms of Reference for each committee or board.

Generally in Brock, there are three classifications of committees & boards - "Statutory Committees" (must have's); "Advisory Committees" (appointed at Council's wish); and "Hall Boards" (not required but historic community interest groups tied to a municipal facility).

Committees & boards are considered to be "local boards" under the *Municipal Act*, the implications of which are numerous and far-reaching, requiring such committees to abide by many of the same rules as Council itself (e.g. open meeting requirements, agendas, minutes, Integrity Commissioner, etc.).

#### 3.0 Analysis

Township advisory committees & boards can provide value, in the way of advice to staff and Council on a variety of Township projects and initiatives. However, committees and boards

have also experienced ongoing challenges, including but not limited to poor meeting attendance and lack of quorum, unclear reporting relationships, lack of clear direction, and overly bureaucratic systems required to support them.

Approved terms of reference (TofR) for advisory committees & boards establish their mandate and provide the members clear direction as to what Council would like them to accomplish. However, when there is no terms of reference or clear direction from Council, there can be challenges when the Township's work plans, capacities and budgets do not allow for the Township to properly support these groups. Conversely, committee mandates that are too broad, too narrow, or unclear create challenges with ensuring sufficient content is available for review each month. In Brock, not all previous committees & boards have an approved term of reference.

#### Previous Brock Committees & Boards:

##### **Statutory Committees:**

Committee of Adjustment	TofR approved December 12, 2022
Library Board	Recently updated
Brock Accessibility Advisory Committee	<a href="#">existing TofR</a>
Property Standards	No TofR. Stipulated in the Property Standards By-law – appeals go to council
Livestock valuator & Pound Keeper	No TofR. Just an appointment by-law for 2 livestock valutors. NO Pound keeper appointed. This is for livestock at large not pets.
Fence viewers	No TofR. No one appointed.

##### **Advisory Committees:**

Beaverton Thorah Medical Centre Board	<a href="#">existing TofR</a>
Brock Environmental	<a href="#">existing TofR</a>
Brock Economic Development	<a href="#">existing TofR</a>
Beaverton Harbour	<a href="#">existing TofR</a> scoped term until December 2021
Non-Profit Sector Review Committee	<a href="#">existing TofR</a> scoped term until December 2021
Tourism Advisory Committee	<a href="#">existing TofR</a>

##### **Hall Boards:**

Manilla Hall Board	No TofR, Policies & Procedures outlined in appointing By-law # 2841-2019
Wilfrid Hall Board	No TofR, Policies & Procedures outlined in appointing By-law # 2829-2019
Sunderland Town Hall Board	No TofR, Policies & Procedures outlined in appointing By-law # 2849-2019

### Summary of Survey Result:

As a wrap up to the 2018-2022 council appointed committees & boards, staff released a survey to all appointed members as well as supporting staff to those committees. The following is a summary of each of their respective responses.

#### **Committee Member Survey Results:**

##### **How much of your time was required on a weekly basis to be an engaged member of a Committee/Board?**

1-2 hours	41%
3-5 hours	16%
6 hours	4%
1-2 hours for only the monthly or bi-monthly meeting	27%
Other	10%
<b>Total Responses 48</b>	<b>100%</b>

##### **In your opinion, has the Committee/Board that you participate in, been effective in developing a work plan?**

- We definitely developed a work plan, BUT there was never much support from the Township, so some very important issues were never dealt with.(ie front door replacement and decorative, historic front window in major disrepair)
- The committees that I'm on were effective until the Covid pandemic hit.

##### **If YES, has the Committee/Board been able to accomplish any of the items on the work plan?**

- I believe that the Brock Accessibility Advisory Committee (BAAC) did accomplish most of the items on the work plan.
- Yes mostly
- Yes, some of the items on the work plan are being accomplished and this is significant considering the committee was only re-established part way through Council term.

##### **If the answer was NO, please explain.**

- I think I have said enough but when the same concerns or questions are brought forward for 4 or 5 meetings and get no answers it makes you wonder why you bother.
- Rather not say

##### **Do you feel that the Committee/Board was provided with clear direction from Council on the expectations for the Committee/Board?**

Yes 56%

No	16%
Unsure	16%
Other	10%
<b>Total Responses 48</b>	<b>100%</b>

**Do you feel that the staff support was sufficient for your Committee/Board?**

Yes	64%
No	18%
Sometimes	10%
Other	6%
<b>Total Responses 48</b>	<b>100%</b>

**Did the Committee/Board have sufficient funding to complete their workplan?**

Yes	58%
No	41%
<b>Total Responses 48</b>	<b>100%</b>

**Do you believe that future advisory committee members must have relevant experience with respect to the Committee/Board they are applying for?**

Absolutely	45%
Not necessary but is helpful	52%
Not at all	2%
<b>Total Responses 48</b>	<b>100%</b>

**What can the new term of Council do to improve the effectiveness of future Committees/Boards?**

- Listen to public input and Boards and act on the concerns, please I would like to see the Council members be even more involved in the committees. I would also like to hear the opinions of the Council as a whole

**Staff Liaison Survey Results:**

**How much of your time was required on a weekly basis for your involvement for the advisory board(s) / committee(s)?**

1-2 hours	40%
3-5 hours	30%
6 hours	0%
Other	30%
<b>Total Responses 10</b>	<b>100%</b>

**Were the advisory boards / committees effective in developing a work plan? Please explain.**

- In conjunction with the Region a plan was developed based on a business survey. The plan the committee had put together but wasn't approved, had too many personal agendas, lacked clarity and also had no recognition for the staff time required.
- this was a newly created committee and the membership kept dropping, the Chair was not a strong facilitator, and each member had their own plans for what was to be accomplished - the workplan required intervention by various members of the Clerks department to be developed
- Yes, they were. They were passionate about their involvement and had many ideas.

**If YES, was the Committee/Board been able to accomplish any of the items on the work plan?**

- just coming together now so no.
- a workplan was developed and the committee accomplished one of their items
- No. Their ideas were mainly for Township staff to accomplish.

**If NO, please explain.**

- plan finally achieved at the end of the term
- Council needs to determine exactly what they want the committees to do. Committee members are confused about whether they are to provide recommendations to Council for actions that staff should be taking, or whether they are to do the work themselves.
- Advisory Committee meetings should be occurring to address actionable workplan items and not for a general discussion.
- Advisory Committees should support the strategic direction as set by Council.
- BEDAC determined to not have a formal workplan and instead to focus on a brock business survey initiative led by the Region Staff

**Do you feel that the Committee/Board was provided with clear direction from Council on the expectations for the Committee/Board?**

Yes	20%
No	30%
Unsure	40%
Other	10%
<b>Total Responses 10</b>	<b>100%</b>

**What can the new term of Council do to improve the effectiveness of future of Committees/Boards?**

- orientation for chairs;
- attendance requirements that should be monitored and address;
- specific experience and education experience;
- clear direction from Council with annual reviews on performance;

- no personal agendas- need strong council member support that aligns with Township set mandate;
- Staff who are clear on what needs to happen. Also remembering that in many cases the staff support is more administrative, and decisions are not made at that level
- reduce number of committees
- Provide clear direction about the expectations for the committee and be realistic about what these volunteers can accomplish. It will be unsuccessful if the terms of reference are too vague allowing members to interpret them as they wish. Committee members, as well as, the Council member on the committee, should have training that clearly outlines what is expected of them, and what realistic support can be anticipated by the staff assigned to them. Develop a method to determine a strong Chair.
- Council can provide clearer direction on whether they would like committee members to provide advice on matters related to economic development or whether they would like them to actively support staff and participate in economic development projects
- Ensure that there remains Township support and visibility on the committee from an administrative and subject matter standpoint
- Provide the committee with a few general areas of focus to help refine workplan

#### Recommended 2022-2026 Brock Committee & Board Structure:

##### **Statutory Committees:**

Recommending that the following Statutory Committees continue to operate as follows:

- Committee of Adjustment appointed December 12, 2022
- Library Board appointed December 12, 2022
- Brock Accessibility Advisory Committee call out for members February/March. New Proposed Terms of Reference attached as Appendix 'A' with minor amendments.
- Livestock valuator & Pound Keeper recommending re-appointment of existing 2 livestock valutors. NO Pound keeper appointed, recommend call out as required.
- Fence viewers No one appointed, recommend utilizing new Appeals Committee if any fence viewing applications are submitted.
- Property Standards Committee – renamed to “Appeals Committee”, and recommending that the committee not be comprised of all council members, but rather be comprised of the Mayor, Regional Councillor & 1(one) Ward Councillor to which the property matter is NOT within their local ward. Local Ward Councillor to be chosen based on rotation (ie: 1 through 5). Recommending that the “Appeals Committee” also hear appeals with respect to vicious dogs and muzzling orders as it relates to the Animal Control By-law. New Proposed Terms of Reference attached as Appendix 'B'

##### **Advisory Committees:**

- Beaverton Thorah Medical Centre Board – recommending that the committee is no longer required and any Physician Recruitment/Health Services requirement in Brock to

be addressed by an Adhoc Committee comprised of the Mayor, Regional Councillor, CAO, Clerk & members of Brock CHC and Lakeview Health.

- Brock Environmental – no longer required in-lieu of the new Climate Change Committee added to Committee of the Whole
- Brock Economic Development – recommending that a formal committee is not needed at this time as Durham Economic Development Committee provides for any future economic development growth in North Durham and Brock specifically. Additionally, the Mayor may call upon Durham Economic Development Staff and Brock CAO and other senior staff for any economic development information or proposals.
- Beaverton Harbour – no longer required as it previously had a scoped term until December 2021. Current Waterfront Plan commissioned for 2023.
- Non-Profit Sector Review Committee - re-named to Non-Profit Sector Advisory Committee and call out for members February/march. New Proposed Terms of Reference to be brought back to Council taking into consideration Non-Profit Sector Review Committee final report as well as any budget recommendations.
- Tourism Advisory Committee call out for members February/March. New Proposed Terms of Reference to be brought back to Council.

### **Hall Boards:**

Hall Boards have held a unique historical relationship with Brock Township, whereby, previously Hall Boards were responsible with the general operating, maintenance, cleaning and rental bookings of the township halls. With Covid-19 the rental booking of the halls has transferred, in part to township staff.

Hall Boards traditionally bring a benefit to each community by hosting a number of different events throughout the year that bring community members closer and provide for greater inclusivity. Additionally, some of the events raise money, which then is put in township reserves for each hall for the purpose of any future operating/capital upgrades.

The recommended structure moving forward for Hall Boards is to rebrand them as “Community Associations” with their mandate being as follows:

- Organize, promote, and host a variety of community events that enhances community interaction and inclusiveness.
- Advise and assist Council on all matters related to community engagement, events and festivals.
- Provide Council with a list of dates and times for the upcoming year’s events.
- Make recommendations on policies and actively support and promote community engagement including special community events.

The re-branded “Community Association” would still require a Chair, Vice-Chair, Secretary and Treasurer and operate in a similar manner as previously with any revenue raised from the community events being deposited with the Finance Department into a reserve specific to each community hall.

The benefit of this new structure will allow the good volunteers to focus on organizing and hosting various community events to bring the community together, while removing the responsibility of ensuring the maintenance and general operation of the hall and placing that

with the township as part of the township's fiduciary responsibility under capital asset management.

All pre-planned Community Association events will be reserved through facility bookings at no-charge, and in addition, the planned community events will be advertised via the Communication & Tourism Coordinator through a number of township mediums.

The new Community Association will still be appointed by by-law and covered under the township's umbrella insurance policy. In regard to the prior term's appointment by-law, the hall boards ceased to exist with the term of council, as opposed to being appointed until their successors have been appointed. As such, it is recommended that Council pass a resolution that sees the 2018-2022 hall board members for Manilla and Wilfred, be re-activated to continue with upcoming events until the new Community Associations have been appointed.

A new proposed Terms of Reference for the Manilla Community Association is attached as Appendix 'C', and a new proposed Terms of Reference for the Wilfred Community Association is attached as Appendix 'D'. It is staff's understanding that the Sunderland Hall Board does not organize community events and as such it is recommended that the Sunderland Hall Board is no longer required.

#### **Staff Liaison and Virtual Meetings**

It is recommended that all future Committee meetings continue through virtual platforms (i.e. Teams) and that the virtual meeting link be advertised on each agenda so that any member of the public may attend if they so choose.

The continuation of virtual committee meetings will also enable any staff liaison to join and participate in the meeting from their homes, as opposed to either staying after working hours or having to drive back to the Administrative Building after hours to attend the meeting.

#### **4.0 Related Policies / Procedures**

The Terms and References for each Committee and Community Association shall govern the procedures for each.

#### **5.0 Financial / Budget Assessment**

There will be some budget impacts with respect to projects related to the Non-Profit Sector Committee, which can be addressed as part of Council's operating budget in 2023 or budgeted for 2024.

An additional operating budget increase will exist with the cleaning of each hall following any planned Community Association events. The Manager of Facilities will incorporate that increase in a future RFP tender for Township cleaning services.

Funding will be requested in future staff reports or at the direction of Council during budget deliberations.

#### **6.0 Climate Change Impacts**

There is a potential for climate change impact as it relates to the reduction in driving vehicles to the Administrative Building for in-person meetings.



## **7.0 Communications**

Following Council approval of the new recommended Committee structure, staff will advertise for volunteer members, after which, the applications will be reviewed by Council during closed session, followed by formal appointments.

Once the Committees have been appointed, Clerks staff will conduct all relevant training.

## **8.0 Conclusion**

The recommended 2022-2026 committee structure streamlines township the number of committees for this term of Council.

## **9.0 Recommendation**

BE IT RESOLVED THAT Report No. 2023-GG-002 "Council Committees and Boards" be received; and

THAT the Terms of Reference for the Accessibility Advisory Committee, attached as Appendix 'A' to Report No. 2023-GG-002 be approved; and

THAT the Terms of Reference for the Appeals Committee, attached as Appendix 'B' to Report No. 2023-GG-002 be approved; and

THAT the Terms of Reference for the Manilla Community Association, attached as Appendix 'C' to Report No. 2023-GG-002 be approved; and

THAT the Terms of Reference for the Wilfred Community Association, attached as Appendix 'D' to Report No. 2023-GG-002 be approved; and

THAT the previous members of the Manilla and Wilfred Hall Boards as appointed by by-law for the term 2018-2022, hereby be permitted to continue until such time as the recruitment and appointment to the new respective Community Associations has occurred; and

THAT the recommendation of Report 2023-GG-002 be ratified at the Council meeting held on January 30, 2023.