

# Staff Report to Council

**Title:** Review of Advisory Committees of Council and Recommended Ad-Hoc Committees

**Report Number:** Legislative Services-2023-22

**Director:** Corporate Services

**Manager:** Legislative Services

**Meeting Date:**  
Wednesday, September 27, 2023

**Date to be considered by Council:**  
Wednesday, September 27, 2023

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## Recommendation:

That Staff be directed to bring back a report and terms of reference for the Strategic Plan Ad-Hoc Committee.

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## Executive Summary:

This report is to provide Council with an overview of the statutory committees of Council and working groups that currently exist in the Municipality and to provide a recommendation for ad-hoc committees based on what will advance the Strategic Objectives of the Integrated Strategy 2.0.

## Strategic Priorities:

D.17-Improve organization efficiency and be more innovative

## Financial Considerations:

There are no financial considerations at this time but there may be budget considerations for the work of ad-hoc committees and for recommendations that come from these committees.

## Policy:

[Municipality of Kincardine Procedural By-law No. 2023-138](#)

## **Context and Background Information:**

Council has received the Governance Review Final Report and approved key procedures for governance including the Procedural By-law, the Recruitment and Appointment of Advisory Committees of Council and Local Boards Policy, and the Advisory Committees of Council and Local Boards – Administration Policy. With this strong foundation for governance, Council can begin to discuss what advisory ad-hoc committees they may need to establish to advance their Strategic Objectives as set out in the Integrated Strategy 2.0.

### Integrated Strategy 2.0

Council approved the Integrated Strategy 2.0 for April 2023 to December 2024 at the April 24, 2023 meeting of Council. It contains 17 Strategic Objectives that fall under four focus areas: fostering a resilient economy, planning for a sustainable future, enhancing quality of life, and providing responsive and effective government. As part of this process, Council selected their top three priorities;

1. Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability.
2. Improve investment readiness.
3. Ensure the organization has the optimal number of engaged human resources to support municipal operations and deliver excellent customer service.

Ad-hoc committees should be utilized if required to advance Council's priorities in these areas.

### Current Status of Committees and Working Groups

Council is currently receiving advice from the following statutory committees and local boards as required by statute:

- Heritage Kincardine (Corporate Services)
- Accessibility Advisory Committee (Corporate Services)
- Kincardine Police Services Board (Corporate Services)
- Kincardine BIA (Strategic Initiatives)

Council is also receiving advice from the following ad-hoc committees:

- Municipal Tree Canopy and Natural Vegetation Committee (CAO)
- Pier Safety Ad-Hoc Committee (Community Services)

These ad-hoc committees are temporary with a clearly defined timeline and are disbanded after a final staff report that presents the Committee's advice to Council. They are created when there is a need for advice, focused attention and expertise on specific matters. Per the Procedural By-law, there will only be one ad-hoc committee per municipal department at any given point to ensure timely and focused staff support.

Staff are also working with various working groups who provide advice to staff on a less formal basis regarding various matters. These working groups have included over 100 volunteers. Their main focus has been to plan for and implement special events and training

for tourism and for IDEA (Inclusion, Diversity, Equity and Access). These working groups include:

#### IDEA

- Journey to reconciliation
- Welcoming event
- Multicultural event
- Afro Caribbean awards
- Hindu open house
- Pride parade and event
- Crosswalk painting x 2
- Legacy of Hope planning and implementation eg., launch day
- Exhibit set for Legacy of Hope
- Children's activity's for summer events

#### Tourism

- Canada Day
- Gathering of the bands
- Cruise day
- Blinky's bash
- Market in the park
- Summer fest street party
- Children's activity's for summer events

#### Recommended Ad-Hoc Committees

Before an ad-hoc committee is established, Council will need to consider the following questions per the Procedural By-law:

- Is there sufficient staff capacity and resources to provide adequate support to ensure that each Committee receives the necessary assistance to fulfill its purpose and responsibilities.
- How many Committees (including Statutory Committees) per department currently exist.
- Is there a demonstrated need for an ad-hoc committee related to the priorities and plans established in the Municipality's strategic plan, budget and approved master plans.
- Is there a need for advice from the public/experts in addition to that provided by staff.
- Can a clear set of objectives, scope, questions for examination and expected outcomes be given to the committee and codified in a terms of reference.

In order to advance Council's priorities, Staff has created a listing of strategic objectives that may require the advice of an ad-hoc committee in the future. The recommendation are listed with the following detail:

- What Strategic Objective it will help to advance

- What Master Plan it will help to advance
- What the mandate for the committee would be
- What department would lead the committee
- Anticipated start and end date for the committee
- Number of members – Council, Public, Staff

### **Consultation Overview:**

- Council review and decisions on the Integrated Strategy including Strategic Objectives
- Survey of 2018-2022 Committee Members - 23% cited the lack of information/transparency of the role responsibilities, purpose of committee, etc.
- Stakeholder Engagement – Authors of Governance Review completed Stakeholder engagement with Council, Staff, and former committee of Council members.

### **Origin:**

- Municipality of Kincardine – Governance Review Final Report
- Integrated Strategy 2.0

### **Implementation Considerations:**

When Council wishes to consider an ad-hoc committee they will follow the process as outlined in the Procedural By-law and the Advisory Committees of Council and Local Boards – Administration Policy. Council will be presented with a staff report to inform their decision that will include:

- Strategic and other priorities as approved by Council.
- Draft Terms of Reference.
- Necessary skills, competencies, and experience for the committee members.
- Anticipated duration.
- Reporting requirements to Council.
- Legislative requirements.
- An overview of the budget and staffing support required.
- An inventory of previous and existing activities related to the issue, including public consultation/engagement.

Council will approve Ad-Hoc Committees by resolution. Committee members will be chosen using the Recruitment and Appointment of Advisory Committees of Council and Local Boards Policy.

**Risk Analysis:**

Committees with an unclear mandate, objectives, budget and no structured end date are a risk because they may not provide Council with the advice needed in the timeframe required. Additionally, long term committees with no clear objectives and deadlines, can lead to frustrated committee members who do not feel that Council is receiving their advice or that they are wasting their time with nothing being accomplished.

It is also a financial risk to utilize municipal resources for a committee whose advice Council does not require immediately while not utilizing those resources to advance their priorities.

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**Attachments:** 2023 09 20 Ad Hoc Planner

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**Submitted by:** Jennifer Lawrie, Manager Legislative Services/Clerk