



**SUBJECT: Advisory Committee Review**

**TO: Committee of the Whole**

**FROM: Clerks Department**

Report Number: CL-15-19

Wards Affected: All

File Numbers: 130-02

Date to Committee: TBD

Date to Council: TBD

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**Recommendation:**

Approve the proposed Burlington Committee Structure as outlined in Appendix A to clerks department report CL-15-19; and

Direct the City Clerk to prepare a new corporate policy for the appointment of residents to committees following Council's approval of the new Burlington Committee Structure and report back to the December Committee of the Whole meeting; and

Direct the Chief Financial Officer to consolidate all current advisory committee cost centre budgets into one budget; and

Direct the City Clerk to establish a program where committees receive funding by submitting budget requests through Committee Clerks for special events and initiatives each year that align with committee workplans; and

Direct the City Clerk to draft an updated term of reference template for each committee in the proposed Burlington Committee Structure and report back to the Corporate Services, Strategy, Risk & Accountability Committee with membership appointments in January 2020; and

Direct the City Clerk to use a civic lottery approach for the recruitment of members to committees as outlined in CL-15-19; and

Sunset the existing Charter Action Team (ChAT) and appoint the team's current members to the proposed Vision to Focus Steering Committee; and

Sunset the existing Burlington's Best Committee; and

Direct the City Clerk to investigate best practices for resident involvement in the selection of Burlington's Best award recipients as outlined in CL-15-19 and report back in January 2020 with options.

### **Purpose:**

An Engaging City

- Good Governance
- 

### **Background and Discussion:**

The City of Burlington currently has nine Council appointed advisory committees (ACs) that provide advice to Council on various topics. Historically, with every term of Council, a review has been completed to determine how effectively committees are meeting their mandate and if the committee is functioning well.

ACs are established by Council when deemed necessary and they operate within a mandate. They have an ongoing, formal structure that typically includes agendas, minutes and prescribed meeting structures. AC mandates also include community outreach to ensure they are collectively representing the residents of Burlington and are regularly providing advice to Council.

Each committee has a membership of between seven and fifteen members, most meet on a monthly basis, and some ACs have additional volunteers that are non-voting members who assist with initiatives. Applicants for ACs must be residents of Burlington, or owners or tenants of land in the municipality. Current practice requires applicants to be interviewed by an interview committee made up of one member of Council, the chair or vice chair of the committee and a committee clerk or staff member.

In December of 2018 Council approved Mayor's Office report MO-01-18 and directed staff as follows:

Approve the appointments to boards and committees contained in mayor's office report MO-01-18; and

Increase the composition of elected representatives to the Conservation Halton Board from 1 out of 4, to 2 out of 4, with the remaining two being citizen appointees, subject to an interview process at the beginning of each term of council; and

Decrease the composition of elected representatives on the Burlington Economic Development Corporation from 3 to 2; and

Establish a Waterfront Citizens Advisory Committee, and direct staff to report back with proposed terms of reference by Q2 2019; and

Establish a stand alone Transit Advisory Committee, and direct staff to report back with proposed terms of reference by Q2 2019, including cooperation between this committee, the Cycling Advisory Committee and the Integrated Transportation Advisory Committee; and

Establish the Millennial Advisory Committee as a permanent citizen advisory committee of council, and direct staff to consult with members and report back with proposed terms of reference by Q2 2019; and

Decrease the council appointees on the Downtown Parking Committee from two to one; and

Conduct an overall review of citizen advisory committees, including consultation with the public and citizen advisory committee members, and report back to council with recommendations and options for any changes to improve effectiveness by Q2 2019; and

Direct the City Clerk to report back through the overall review of citizen advisory committees to determine the feasibility of establishing a youth advisory committee to include the age demographic of 16-24 years of age; and

As part of the consultation with members of the Millennial Advisory Committee, consider a name change to ensure that the age demographic of 25-40 will continue to be represented.

### **Removal of the term “citizen”**

It should be noted that the term “citizen” is not being referenced throughout this report and in the new committee structure. In a recent city hall tour of ESL (English as a second language) adult newcomers, they shared that the term “citizen” lead them to believe that only Canadian citizens could participate in engagement opportunities and on committees (similar to voting rights). To be inclusive, it was suggested by the ESL newcomers to remove the term “citizen”.

### **Strategy/process**

The review process of ACs was comprehensive and included multiple surveys, community and staff consultation and striking an Advisory Committee Review Working Team (Working Team), including resident representatives from each of the six wards some of whom are current AC members, past members and a current member of ChAT. The Working Team reviewed the data collected and formed recommendations to present as part of this report. The effort behind this process was a true collaboration between staff and the community from start to finish. This would not have been possible if not for resident participation.

The review considered both governance issues (e.g., roles and responsibilities) as well as operational matters (e.g., selection of members, term length, mandate) of committees.

During the review, the Working Team recognized that local government is the closest government to the residents it serves and where resident involvement can have the greatest impact.

Specifically, the review was designed to:

- clarify the roles and responsibilities of members of ACs including members, staff and Council representatives; and
- review practices for recruiting members to ACs, terms of membership and the link to the community; and
- consider alternative options such as task forces, resident panels, ward groups, surveys or other types of mechanisms for gathering community advice on policy and program matters.

The recommendations and research in this document outline the recommendations resulting from the AC review. It also presents a brief outline of the implementation process for committee restructuring and next steps.

## **Engagement and Feedback**

Many tools were used to inform the public about the review and to raise awareness about engagement opportunities to solicit a wide range of feedback. These included:

- public survey on [GetInvolvedBurlington.ca](http://GetInvolvedBurlington.ca)
- existing advisory committee member survey on [GetInvolvedBurlington.ca](http://GetInvolvedBurlington.ca)
- City of Burlington staff survey for those that support the various advisory committees
- one Action Lab session with city staff
- 3 Action Lab sessions with residents
- written correspondence
- open feedback on [GetInvolvedBurlington.ca](http://GetInvolvedBurlington.ca)
- one on one meetings with various residents
- one on one meetings with members of Council
- social media posts
- call for expressions of interest to over 100 residents that attended the Action Labs to participate on a review working team
- establishing an Advisory Committee Review Working Team September – October 2019

In addition to action labs focused on the review of ACs, the city conducted a series of surveys to gather feedback from a broader set of residents and stakeholders. Surveys were shared with the general public (385 respondents), city staff (24 respondents), existing AC members (43 respondents), as well as one on one meetings with Council.

The full summary of action lab feedback can be viewed at:

[https://www.getinvolvedburlington.ca/actionlabs/news\\_feed/this-is-what-we-heard-feedback-from-the-3-citizen-action-labs](https://www.getinvolvedburlington.ca/actionlabs/news_feed/this-is-what-we-heard-feedback-from-the-3-citizen-action-labs).

The following is a combined summary of the major themes which arose from the action labs and survey responses and which inform the recommendations contained within this report.

### **Clarity of Mandates and Roles**

The mandates and terms of reference are not always clear – the role of ACs needs to be specific and actionable.

Also, ACs are not operational committees nor are they advocacy groups; however, sometimes they veer into these areas which can cause confusion.

Staff responses to the survey indicated confusion over the role of ACs, specifically how and when to leverage such groups to inform city projects and initiatives, and how AC recommendations should be considered in comparison to general public input.

Staff in many departments are assigned as staff liaisons on ACs, but in many cases are challenged to bring material on a monthly basis for committees to review and feel they have an obligation to bring material monthly. Responses also indicated the perception that there is overlap between AC mandates and that the work of ACs may reach beyond their intended scope from time to time.

These responses reveal a need for clear and actionable mandates when drafting terms of reference, as well as clarity on the role of staff liaisons and continued communications around the expectations of both AC members and city staff.

In addition, the level of engagement must be clear. It is recommended that the annual orientation for committee members include an overview of the full range of engagement tools used by the organization to provide a clear understanding about the process of decision making at the city.

Providing actionable mandates for committees, with workplan targets and deadlines around reporting to standing committees will assist in providing clear purpose for each committee.

### **Representation and Diversity**

A major theme across all survey respondents was that advice and recommendations developed through ACs should consider diverse views that are representative of the whole city and the diversity of its residents. It was acknowledged that current committees and engagements are challenged to solicit views from segments of the population such as youth, women, visible minorities, and other under-represented groups.

There was also broad agreement that the recruitment process should better consider perceived conflicts of interest and avoid real conflicts of interest. Existing AC members and city staff also commented that the role of councillors on ACs should be to provide context to issues and guidance on how best to communicate recommendations back to Council, rather than to influence decision making.

Better enforcement of term limits for AC members and refreshing membership of ACs on a regular basis was indicated by staff as another way to provide more residents with the opportunity to participate. It is recommended to reduce membership term limits from the current 3-year term to a 2-year term to keep the membership renewed.

### **Recruitment and Awareness**

The surveys and action lab feedback provided clear insight into the need for a more transparent and impartial recruitment and selection process of volunteers. Overall, the comments reflect the desire to ensure that committees are not driven by personal, political or professional agendas, but instead truly represent the views of all residents of Burlington.

Survey responses also revealed that more could be done to improve awareness of ACs and other engagement options for residents. Over 40% of public respondents indicated they did not know of or were unsure about ACs, and over 50% did not know how to apply to become an AC member. These responses represent missed opportunities for public involvement and collaboration that would greatly benefit the city.

Staff responses to the survey and action labs indicated a lack of awareness of ACs. Of the staff responses, almost 40% indicated they had not reached out to an AC for assistance with a project or initiative. To improve on this, the “Public Engagement Matters” section of the standing committee staff report template will be updated to include information for report writers about resident committees to provide awareness of the various committees and to prompt staff to engage with committees.

### **Civic Lotteries**

The Working Group researched civic lotteries as a means of recruiting and appointing residents to committees and task forces. Using a civic lottery approach for recruitment would replace interviews by randomly selecting applicants for committees while ensuring the composition of committees still includes any specific requirements set out in the terms of reference (e.g. the Accessibility Advisory Committee requires some members to have a disability). In using this method,

- residents are made aware of the committees with current vacancies, along with the number of vacancies on each committee;
- residents complete an application form indicating a first and second choice of committee they are interested in;

- Clerks department staff review applications to ensure they meet eligibility requirements;
- applicants are sorted by terms of reference requirements for each committee; and
- applicant names would go into a “hat” and successful members would be randomly selected.

This recruitment method would ensure an impartial and fair balance of residents from all demographics across the city are selected for committees.

Civic lotteries are used around the world by all levels of government and have proved successful for short-term task forces and for advising on more complex issues such as changes to a national constitution. Appendix C “Civic Lotteries as a Method of Advisory Committee Selection” provides additional details and examples of civic lottery use around the world.

The Working Group recommends the use of civic lotteries for the 2020 recruitment process. In order to solicit a random selection of residents across the city and to attract people who may be unaware of ACs, the Working Group also recommends that the city mail out invitations to several thousand residents across the city. This is a typical method of recruitment for civic lotteries. It increases awareness about ACs in the community and will elicit applicants who have not volunteered with the city previously.

By sending out a letter of invite via the mail as well as using our traditional recruitment methods (newspaper, social media, Council newsletters, emails, City Talk, GetInvolvedBurlington.ca, etc.), and the newly purchased volunteer management software, Better Impact, there are multiple opportunities to attract new volunteers to committees.

The Better Impact volunteer management software will help to ensure consistency and accountability throughout the corporation. The current workplan is to launch the software in late 2019 or early 2020 and a Volunteer Action Team has been working to establish the volunteer management program, which includes various criteria such as the volunteer application forms, screening processes, the orientation and training process and policies.

### **Information Sharing, Transparency and Committee Reporting**

Survey responses of existing AC members and city staff revealed that the city could do more in terms of proactively sharing information with ACs to ensure timely and impactful development of recommendations, and that more should be communicated from the city on what has been done with recommendations that have been provided.

The survey responses clearly indicated a desire from the public for the city to engage earlier in its deliberation processes in order to foster collaboration, co-development, and buy-in with residents rather than asking residents to comment on fully developed recommendations where the public may perceive there is little opportunity for their feedback to be incorporated.

There is also a lack of awareness by advisory committee members around how and when they are to be reporting to standing committees. There is a need to allow additional reporting depending on the situation – budget, policy, etc. and a need to have built-in systems for reporting that are regular and create opportunities to share information across committees, departments and with the public. It is being recommended that semi-annual reporting be implemented so committees are reporting and providing resident advice to their respective department and standing committee on the workplan for the year ahead and on the accomplishments of the past year.

Also, it is challenging for members of Council who are not on certain ACs to be kept informed about the activity of all ACs without regular reporting mechanisms in place. Many municipalities include AC minutes on standing committee agendas for approval as a way of informing all members of Council and the public of the committee's activities. It is recommended that AC minutes be included in Council Information Packages which would also formally approve them through City Council meetings, thus increasing awareness of AC activities for Council and the community.

### **Value of Advisory Committees and Continued Engagement**

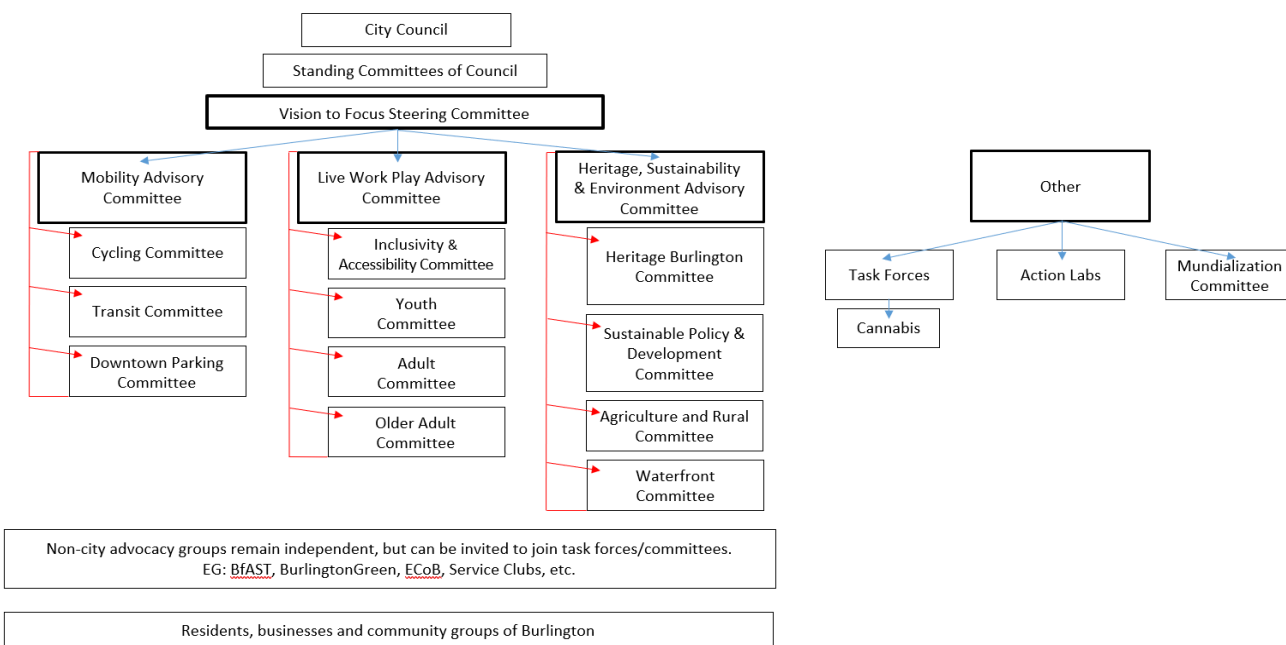
Across all stakeholder surveys, there was acknowledgement of the value of ACs and broad support for the city to continue using ACs to inform city initiatives, programs, policies, and any other matters of interest. However, there was also acknowledgement that improvements can and should be made to the functioning of ACs and there was agreement in a significant majority of respondents across all groups that the city should consider including other methods of getting resident advice in addition to the current ACs.

### **Proposed Burlington Committee Structure**

The proposed Burlington Committee Structure (below and attached as Appendix A) adjusts some of the functions and responsibilities of existing committees, effectively improving overall functionality through the implementation of a more collaborative approach. As shown below, this new approach includes three advisory committees, each with several working committees to provide feedback and insight on specific areas, as well as the opportunity to establish issue specific task forces on an as needed basis.



### Proposed Committee Structure



The new structure also considers other volunteer-based groups in our community that often provide feedback to Council but are not necessarily connected to advisory committees (e.g. BurlingtonGreen, Burlington For Accessible Sustainable Transit and Engaged Citizens of Burlington). These groups have a great deal of connection to the community and can assist in gathering outreach by partnering with existing committees. Staff, committees and task forces are encouraged to engage with external groups when considering community outreach and building consultation plans.

The proposed committee structure is organized to align with the 2018-2022 Vision to Focus plan where not only are Council and staff working towards common objectives, the committees will also be aligned with the Vision to Focus plan and working towards the same vision.

### Vision to Focus Steering Committee

The establishment of a Vision to Focus Steering Committee as an umbrella group to all committees will ensure everyone is working collaboratively on their mandates, and jointly providing outreach and engagement in the community. The composition of the steering committee would include the chairs of the three advisory committees plus one additional member of each advisory committee, and four resident representatives. It is proposed that the existing four members of ChAT be appointed to fill the resident positions and when membership terms for the ChAT representatives come to an end, new resident representatives would be selected.

The community consultation and review of ACs identified confusion about the difference between ChAT and ACs. Given that one of ChAT's roles is to provide advice to ACs

related to public engagement and in order to better align ChAT with ACs, to foster collaboration and to work towards building stronger resident engagement, it is recommended that the four resident members of ChAT be appointed to the proposed Vision to Focus Steering Committee, which will be the umbrella group for all advisory committees, and that ChAT be sunset.

In April of 2013, the city adopted the Burlington Community Engagement Charter. The charter was established by residents and supported by staff. Shortly after, the General Manager of Community Services assigned a task force of residents who had been involved in developing the Engagement Charter, as well as city staff responsible for coordinating engagement activities in the city to form ChAT (Charter Action Team). The team's role is to ensure that community engagement is part of everyday practice at the City of Burlington. In April of 2014, City Council received the Charter Action Plan developed by ChAT. The terms of reference for this team was revised in 2016 and includes a mandate to embed engagement into everyday practice at the City of Burlington (see Appendix B for ChAT Terms of Reference).

Since that time, city staff have done extensive training on engagement with many staff certified in the IAP2 model. In essence, ChAT has achieved their mandate and engagement practices are part of everyday business in Burlington.

### **Accessibility & Inclusivity Committee**

The City of Burlington currently has an Inclusivity Advisory Committee and an Accessibility Advisory Committee. Every municipality with 10,000 people or more must establish an accessibility advisory committee as per the *Accessibility for Ontarians with Disabilities Act* (AODA). The majority of the municipal accessibility advisory committee members must be people with disabilities. Accessibility committees give advice to municipal councils to help them carry out their responsibilities under the AODA and also provide advice related to site plans and standards.

The proposed committee structure recommends that the Inclusivity and Accessibility Committees be combined as they often have an overlapping lens (e.g. inclusive and accessible events, gender-neutral and accessible washrooms, etc.). The current mandate for Inclusivity is internal-facing and focuses on city policies, programs and services. It is recommended that when both Inclusivity and Accessibility are combined, they can jointly enhance awareness and provide education in the community, which is currently part of the Accessibility Committee's mandate.

As both committees are currently at full complement it is recommended that all members collectively become one working committee and as terms come to an end, the new terms of reference be adhered to.

### **Mobility Advisory Committee**

The proposed committee structure changes the current Integrated Transportation Advisory Committee (ITAC) into the Mobility Advisory Committee and would also include members from the Cycling Committee, Downtown Parking Committee and new Transit Committee. This new approach provides a broader perspective of active transportation including human-powered methods of transportation such as walking, cycling, rollerblading and wheelchairs. Consideration should be given when drafting the terms of reference for the Mobility Advisory Committee to invite external community stakeholders to participate on the committee such as the Burlington for Accessible Sustainable Transit and Burlington Road Safety Committee.

### **Heritage, Sustainability & Environment Advisory Committee**

Under the *Ontario Heritage Act*, municipal councils are required to have a Heritage Advisory Committee to consult on matters around heritage property designation. The proposed committee structure recommends combining the Heritage Advisory Committee and Sustainable Development Advisory Committee as both have a similar focus on planning and development matters. Currently, both committees are at full complement and it is recommended that all members collectively become one working committee. As membership terms come to an end, the new terms of reference would be adhered to.

### **Youth, Adult and Older Adult Committees**

Council's December 2018 motion directed staff to investigate establishing a youth committee and to consider a name change for the Millennial Advisory Committee. The proposed committee structure includes three working committees to represent specific demographics in the community: a Youth Working Committee for those 16 - 24 years of age, an Adult Working Committee for those 25 - 54 years of age (previously the Mayor's Millennial Advisory Committee), and an Older Adult Working Committee for those 55 plus (previously called the Seniors' Advisory Committee).

### **Staff Resources on Committees**

The proposed committee structure does include some changes to support and will involve additional staff resources from various departments.

It is recommended that the Vision to Focus Steering Committee include a Council representative, a committee clerk and staff liaisons (which would be determined as the terms of reference are created). The Corporate Public Involvement Consultant position from the City Manager's office would also be included as a staff liaison on the steering committee as the lead for engagement.

The three advisory committees would see no changes to resources and would continue to have one or more staff liaisons, a Council representative and a committee clerk.

The working committees that support the three advisory committees would receive support from a staff liaison and minimal administrative support from the Clerks department, such as posting of agendas and minutes, coordination with staff for any communication needs, etc. Appointments of members of Council to the current committees should remain in place and the Mayor may propose any changes to existing committees for new appointments.

Task forces may be established by staff or a member of Council but are to be resourced by department staff and/or Council staff as required. Task forces are project based and should be in place for a short period of time.

Each of the committee types, along with task forces, have distinct roles and principles. The following table clarifies these roles and mentions key principles associated with each.

Type	Role	Principle
Steering Committee	<ul style="list-style-type: none"> <li>Provides opinions and advice on matters related to Vision to Focus within defined mandate</li> <li>Provides advice to committees on engagement</li> <li>Ensures collaboration amongst all committees</li> <li>Reports semi-annually to standing committee</li> </ul>	<ul style="list-style-type: none"> <li>Composition to include chairs of advisory committees plus one additional advisory committee member and four resident members (initially ChAT members will fill these positions until their membership terms end)</li> <li>Designated Council member</li> <li>Terms of reference</li> <li>Agendas and minutes</li> <li>Staff liaison(s)</li> <li>Corporate Public Involvement Consultant</li> <li>Committee Clerk</li> </ul>
Advisory Committee	<ul style="list-style-type: none"> <li>Provides advice and opinions on topics or issues within its defined mandate</li> <li>Reports semi-annually to standing committee</li> </ul>	<ul style="list-style-type: none"> <li>Composition to include members from each working committee in its group, as well as members of the public</li> <li>Designated Council member</li> <li>Terms of reference</li> <li>Agendas and minutes</li> <li>Staff liaison</li> <li>Committee Clerk</li> </ul>

Working Committee	<ul style="list-style-type: none"> <li>• Provides resident views on matters relevant to the committee's mandate and the umbrella Advisory Committee's mandate</li> <li>• Provides information, receives or provides feedback representing the community at large</li> </ul>	<ul style="list-style-type: none"> <li>• Reports monthly to umbrella Advisory Committee</li> <li>• Designated Council member</li> <li>• Terms of reference</li> <li>• Agendas and minutes</li> <li>• Staff Liaison</li> </ul>
Task Force	<ul style="list-style-type: none"> <li>• Provides resident views on a defined topic/issue</li> <li>• Considers information, receives and provides feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Defined timeline established prior to recruitment</li> <li>• May recommend series of items for implementation</li> <li>• Does not require a Council representative</li> <li>• Does not require Council approval or appointment by Council</li> <li>• Reports directly to staff department or standing committee</li> </ul>
Action Labs	<ul style="list-style-type: none"> <li>• Provides an opportunity for large scale engagement and solution-based brainstorming</li> <li>• Considers information and provides feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Composition to include members of the public and staff</li> <li>• Staff can organize Action Labs based on the need for feedback from the community to generate new ideas and gain insight on solutions using Innovation in a Box tools</li> <li>• Does not require a Council representative</li> <li>• Does not require Council approval or appointment by Council</li> </ul>

## Action Labs

The City of Burlington piloted the use of action labs as part of the AC review and it's a new concept to the engagement and innovation catalogue for our organization.

The action lab concept and how it was used in Burlington for this review for ACs was shared by facilitator Rick Boersma at the Association of Municipal Clerks and Treasurers

of Ontario Conference in June of 2019 as a case study of engagement with municipal innovation. The city has held additional action labs on the Private Tree Bylaw and Official Plan and is in the process of planning additional labs.

The tools used to run action labs are taught by staff to staff through corporate training and, to date, over 140 staff have received the training. Continued training to staff and the community will assist with plans to continue to grow this concept. This is another tool that can be used get the community involved and assist the city in problem solving, generating new ideas and brainstorming solutions with staff.

Action labs has been added to the proposed committee structure as another option for engaging with the community.

### **Burlington's Best Committee (Civic Recognition Awards)**

In 2019, Council requested that the current civic recognition event, Burlington's Best, be broadened to attract more volunteers across the city and not to focus on a select few. This event program will be restructured and planned for late in 2020 to consider new categories, a broader attraction of volunteers, and a revised nomination and selection process.

The Working Team recommends that the Burlington's Best Committee be sunset, and that either:

- a task force be struck yearly with new residents selected through civic lottery to review nominations and select award recipients; or
- an alternative method be used to review nominations and select award recipients ensuring that a new group of residents are doing this work each year and are selected through civic lottery.

The recommendation in this report directs the City Clerk to investigate best practices for selecting award recipients while still utilizing residents to do this. As an example of an alternative method, one award program utilizes resident volunteers to select award recipients through an online portal. The volunteers do not meet each other; a certain number of volunteers are provided with all nominations in a category, along with guidelines and a matrix to follow; each volunteer follows the matrix and submits their individual recommendations electronically; the electronic program tallies the matrix and generates the winners based on the recommendations from each volunteer reviewing that category.

The Working Team considered the idea of having category sponsors choose the award recipients and were **not** in favour of this idea. Sponsors are required to contribute money in order to be a sponsor and they would presumably have an interest in the category they were sponsoring. The Working Team felt there was a bias with this and that the better approach would be to have randomly selected residents doing this work. Having a new

team of resident volunteers doing this work each year provides additional awareness about the awards and allows a larger number of residents to get involved.

Planning and logistics for the annual award event has been the responsibility of the Clerks department and it is recommended that a staff team coordinate future events. The team would consist of staff from the Clerks department, Special Events office, and the City Manager's office (communications, engagement and volunteer management staff).

Future events should also include a volunteer open house component where ACs and local non-profit organizations would be able to recruit members and share new initiatives prior to the start of the awards event.

## **Public Appointment Policy**

A Public Appointment Policy will be prepared following approval of the new committee structure and will replace the city's current corporate policy "Appointment to Boards and Recruitment of Citizens for Committees".

The new policy will outline the roles and principles of the steering committee, advisory committees, working committees, task force and action labs.

The Public Appointment Policy will propose the following changes:

- membership terms reduce from 3-year to 2-year appointments;
- Members can serve for a maximum of 4 years on a committee (currently members can serve two 3-year terms);
- an annual review of committee Terms of Reference;
- semi-annual reports to standing committees (report at the beginning of the year on accomplishments of the past year and report at the end of the year on next year's objectives);
- a new Spokesperson role on committees;
- increased training for members to clarify roles and expectations; and
- recruitment through civic lottery.

The policy would also sunset all committees at the end of June in an election year. This practice is followed by many municipalities to decrease the potential of political discussion or situations at meetings. Also, city staff that support committees and a number of advisory committee members are involved in the election in a variety of roles, including working on campaigns or being registered candidates in the election. Sunsetting will allow Clerks department staff to re-evaluate all committees with the new term of Council.

## **Research**

### **Key findings from other municipalities**

Comparative research involved a review of best practices in Canadian cities including Guelph, Ottawa, Toronto, Saanich and St. John's as well as a review of websites and current advisory committee protocols in Kelowna, Victoria, Fort Saskatchewan, Saskatoon, Guelph, London, Calgary and Waterloo.

Research into other municipalities suggested the following:

- cities are moving toward developing “public appointment policies,” with the general trend being to reduce the number of advisory committees and use other engagement tools;
- advisory committees report to standing committees of council and not directly to Council;
- it is typical for public members to chair committees, and in some instances, there is no Council participation (i.e. residents take the lead with staff support);
- governance reviews are in place with term limits, standardized recruitment and reporting processes;
- the organization of information presented to the public (i.e. websites, forms and resources) is very important in role clarification, recruiting and general awareness;
- the use of social media is starting to become a “game changer” in the advisory committee engagement process;
- once an advisory committee is established, they tend to not have an end point and it can be difficult to sunset;
- utilization of other engagement processes, e.g. task forces and neighborhood associations are popular.

## **Next Steps**

Upon the approval of this report, a new Public Appointment Policy will be prepared for the December Committee of the Whole meeting. Also, new terms of reference will be developed for all committees and will be presented to the Corporate Services, Strategy, Risk & Accountability Committee in January of 2020. Recruitment for committees will also be undertaken for committee vacancies.

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## **Financial Matters:**

The report recommends consolidation of all AC budgets with committees submitting funding requests through their committee clerks based on approved workplans.

The exception to this is the following:



- grant funding secured by the current Heritage Burlington Advisory Committee related to recommendations approved by Council that Heritage Burlington has set out in their workplan;
- Mundialization Committee receives additional funding based on the City of Burlington's twinning relationships and activities that the committee undertakes on behalf of the city; and
- Civic Recognition (formerly Burlington's Best) event receives sponsorship funding for various categories and this will continue to keep the event successful.

### **Other Resource Impacts**

As identified in this report, the proposed committee structure establishes added committees which will require additional time for staff liaisons representing those committees.

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### **Connections:**

The proposed committee structure has been aligned with the 2018-2022 Burlington's Plan from Vision to Focus.

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### **Public Engagement Matters:**

As outlined in this report, various public engagement methods were used to seek feedback into the advisory committee review, including surveys, action labs and the use of the Get Involved Burlington website. The surveys attracted more than 450 respondents and over 100 participants attended the action labs.

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### **Conclusion:**

The advisory committee review was undertaken to determine how we can best utilize committees in Burlington so that volunteers feel valued and that they are investing their time into something purposeful. It is also important that staff and the community work together to collaborate, share information and leverage opportunities for community feedback. The engagement initiatives, research and review of best practices informed the recommendations contained in this report.

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Respectfully submitted,

Advisory Committee Review Working Team: Jim Young, Perla Lopez, Roland Tanner, Jason Manayathu, Ancilla Ho Young, Michael Budd, Danielle Manton, Briar Allison, Georgie Gartside

**Appendices:**

- A. Proposed Burlington Committee Structure
- B. ChAT Terms of Reference
- C. Civic lotteries as a method of advisory committee selection

**Report Approval:**

All reports are reviewed and/or approved by Department Director, Director of Finance and Director of Legal. Final approval is by the City Manager.