



The Corporation of the Town of Tecumseh

Chief Administrative Officer

To: Mayor and Members of Council

From: Margaret Misek-Evans, Chief Administrative Officer

Date to Council: December 13, 2022

Report Number: CAO-2022-11

Subject: Non-Statutory Advisory Committee Review

Recommendations

It is recommended:

That Report CAO-2022-11, "Non-Statutory Advisory Committee Review", **be received**;

And that the administration of the Lakeshore-Tecumseh Intermunicipal Committee **be continued** until further direction from Council;

And further that the Rural Broadband Advisory Committee **be continued** into 2023 with the same Council representatives and Administration **be authorized** to approach the community members to extend their commitment into 2023;

And furthermore, that the Cultural & Arts Advisory Committee, the Senior Advisory Committee and the Youth Advisory Committee **be discontinued** in accordance with the provisions laid out in Report CAO-2022-11, effective for 2023.

Background

In May 2022, Council received the Clerks Service Delivery Review (Review) which was conducted by WSCS Consulting. Part of the Review included a business process optimization study on services in the department and set out several recommendations focusing primarily on:

- Technology and process
- Organization
- Customer Service
- Policies, Planning and Reporting; and
- Service Delivery.

The Consultants explored the Legislative & Clerks Services (LCS) department's service offerings in terms of process, expectations and performance. One of the LCS department's core services is Council and Committee meeting support. For a meeting to be held, the department prepares a meeting notice, organizes all agenda items for the circulation of the meeting agenda, and records all actions and resolutions in the meeting minutes.

In 2021, the LCS department processed 76 meeting agendas and sets of minutes as follows:

- 18 Regular Council Meetings
- 19 Public Council Meetings
- 18 Special Council Meetings
- 12 In-Camera Meetings
- 1 Policies and Priorities Committee Meeting
- 4 Tecumseh Accessibility Advisory Committee meeting
- 3 Court of Revision Meetings
- 1 Rural Broadband Advisory Committee meeting

It is noted that some of the Advisory Committees have not met since February 2020 due to the pandemic.

The Town currently has the following committees and boards:

- Standing Committees of Council: Policies & Priorities Committee, Personnel Committee
- Statutory Committees: Court of Revision, Heritage Committee, Tecumseh Accessibility Advisory Committee, Committee of Adjustment, Property Standards Committee, Tecumseh Election Compliance Audit Committee, Dog Pound Committee, Essex County Library Board, Essex Power Corporation Board, Police Services Board, Business Improvement Association Board
- Advisory (Non-Statutory) Committees: Rural Broadband Advisory Committee, Cultural & Arts Committee, Senior Advisory Committee, Lakeshore Tecumseh Intermunicipal Committee and the Youth Advisory Committee.

Statutory committees are those which are derived from legislation and are either mandatory, as in the Police Services Board, or discretionary, as in the Heritage Committee. Non-statutory, advisory committees are appointed at the pleasure of Council and there is no statutory obligation for these committees. They are discretionary to the needs of the organization.

An Advisory Committee is a collection of individuals who bring knowledge and skills to provide advice to members of Council and Administration to effectively guide the Town in its services, projects and policies. Each committee is governed by terms of reference established by the Town and may or may not have a budget allocated to their activities. Committee activities and initiatives are reported out to Council on an annual basis. All non-statutory, advisory Committees are administered through the LCS department.

The Review outlined several recommendations to refocus LCS on core services. In particular, the Review recommended:

“That, at the start of each new Council Term, Council be engaged in a review of the discretionary/advisory committees to determine if the terms of reference for each committee continues to be a Council priority and remains relevant to the community.”

and

“That Council give consideration through the Council Strategic Planning process to better align the work of the advisory committee with Council’s future direction.”

With the assistance of the LCS department, the Chief Administrative Officer (CAO) has reviewed the Town’s advisory committees and this report provides recommendations to Council for these advisory committees going forward.

Comments

There are five non-statutory advisory committees established in the Town as noted above. All committee members are unpaid volunteers. There has been a dedicated Manager assigned as the secretary for each advisory committee to ensure procedural process, administration and recording of meetings, and circulation of follow-up action items to Council and implementation, if approved. Some of the advisory committees have drifted from their original mandates and become more focused on event and activity-based ventures, rather than advice or policy initiatives. Accordingly, the Manager’s role has evolved over time to become the principal staff resource for organizing events and carrying out activities as well as seeking funding to augment budget for such events.

Lakeshore-Tecumseh Intermunicipal Committee:

The Lakeshore-Tecumseh Intermunicipal Committee was established in 2020 following a joint Council meeting requested by the Municipality of Lakeshore. The purpose of this Committee is to allow the two municipalities an opportunity to discuss and advise on emerging trends and issues which affect the neighbouring municipalities. This committee has met five times in the past three years on a bi-annual basis or when necessary, at the call of the Chair. Some of the items discussed include transit, economic development, and Amy Croft infrastructure updates.

This committee has two appointed members of each Council, supported primarily by the CAOs and Clerks, as well as various members of the respective Senior Management Teams, depending on the subject matter. The Clerk from each municipality alternates the administration of the meetings to reduce workload.

Overall, this committee has provided a good opportunity for the municipalities to exchange ideas, provide insight on upcoming items, and to work collectively together on matters that impact both communities. Primary deliverables from the past term of Council include discussions on the possibility of shared Transit service and collaboration on a joint Local Economic Development Strategy for certain retail areas. Collaboration between Tecumseh and Lakeshore on these two items is anticipated to continue over this term of office at the staff level.

The administration of this committee is manageable for the Legislative and Clerk Services Department. As this committee was mutually agreed at the direction of both Council's, Administration defers to Council's direction on the future of this intermunicipal committee.

Rural Broadband Committee:

The Rural Broadband Committee was established by Council in 2021 to investigate, identify and advise on broadband, high-speed internet coverage in rural areas of the municipality and act in an advisory role to Council. The committee is comprised of three members of Council (Mayor McNamara and Councillors Jobin and Houston), four members-at-large (resident/business/community appointees) and receives administrative support from three members of Administration (CAO, Director of Technology & Client Services, Manager of Committee & Community Services). This committee has met 4 times since being established. The information provided from this committee to the Telecom industry is valuable in determining which areas of the municipality are underserved as the Province continues to connect Ontario with broadband.

The Terms of Reference for this committee indicate that its mandate and continued relevance will be re-assessed at the end of Council term. Accordingly, the Director of Technology & Client Services reached out to the Council co-chairs of the Committee for advice and there is interest in continuing the Committee as it is currently constituted into

2023 to wrap up remaining questions on building out areas of the Town that are currently without broadband access. Councillors Jobin and Houston and Mayor McNamara have expressed willingness to continue serving on the Committee and Administration will reach out to the community members to extend their commitment into 2023, subject to Council concurrence with this direction.

Remaining Advisory Committees: Cultural & Arts, Senior and Youth

The purpose and duties, initiatives (past 4 years), committee budget and meeting schedule of the Cultural & Arts Advisory Committee, the Senior Advisory Committee and the Youth Advisory Committee are referenced in [Attachment 1](#). Over time, these advisory committees have grown in their community outreach to provide events and programs directly to the community. Although these events are well attended and appreciated by residents, these initiatives are outside the advisory scope of the committees. As a result, there are three key findings that have surfaced from this internal staff review.

The initial finding of the internal review is the significant amount of staff time allocated to administer the initiatives of these committees. There has been one manager responsible for the administration of these advisory committees. Over time, each committee has undertaken significant events such as the Youth Job Fair and the Soiree Coffee House, with which members of the respective committee assist. However, most of the work is the responsibility of the Manager of Committee & Community Services and often involves additional departments, primarily Community & Recreation Services. As the events gained in popularity, the demand on staff workload increased and has become challenging to balance with competing priorities within LCS, resulting in some core services remaining unfulfilled, like progressing the corporate records management initiative.

Secondly, some committees are struggling with attendance. Specifically, the Youth Advisory Committee (YAC) has membership between the ages of 13 to 23 years, and some members have expressed competing priorities with school homework, part-time jobs and time commitments with extracurricular sports/service groups. In 2019, there were ten meetings scheduled and only five were held due to lack of quorum. It is challenging for staff to organize and run the events when there are only a handful of meetings to move business forward and lack of volunteer assistance. As a result of the lack of participation, staff are left with implementing initiatives such as the Youth Job Fair, which is a large and time-consuming undertaking to successfully complete.

Our review found that many YAC members are seeking ways to engage in the community for the purpose of fulfilling mandatory community service hours to graduate high school. To note, several Town events YAC members volunteered at are annual events coordinated by the Community & Recreation Services (CRS) department. These events, as highlighted under Report CRS-2022-15 entitled "Recreation Programs and Special Events 2023" are purposely planned for the community by Town staff with expertise in event planning. Hours of volunteering at Town events can be applied to the

Ontario high school requirement of completing 40 hours of volunteerism. It is not necessary for a special committee to plan its own events for this purpose.

Finally, the staff review found that these advisory committees are mostly working outside their scope of purpose, shifting focus away from the advisory role to Council. For instance, the Senior Advisory Committee has held Fall Prevention Clinics and various fitness exercise and well-being workshops. A provincial grant has been valuable in augmenting the budget for these workshops. Provincial funding application and reporting requirements have increased staff workload, compounding the work to organize and execute the workshops with providing the financial support as well.

Senior's programming is already administered through the CRS department, which does event and program design, planning, execution and funding. Application for seniors' grant funding can continue to be made through this department for applicable programming opportunities.

The consultant Review recommended a review of the discretionary/advisory committees to determine if the terms of reference for each committee continues to be a priority and remains relevant. It is the finding of Administration that these three committees (Cultural, Seniors, Youth) have evolved and are not operating within the scope of purpose initially approved and that the expanded mandate is impacting operations in two fundamental ways:

- The event and programming nature of the expanded mandate does not reside in the right department of the organization. CRS has staff dedicated to event and activity programming for the community who are trained and experienced in these functions. The effect of the drift in committee mandate has been to establish a secondary centre for such activity in LCS, which is not sensible for the organization and is costly in terms of staff time.
- The dedication of manager-level resources in LCS to full-spectrum event planning and implementation tasks associated with events initiated by these advisory committees is an inappropriate use of resources. Core services within the LCS department have not progressed as a result, representing risk to the organization.

As part of the Review, the consultants recommended that the department focus on core services. Accordingly, it is recommended that:

- The Senior Advisory Committee, Youth Advisory Committee and the Cultural & Arts Committee be discontinued effective for this term of Council.
- The budgets for these committees for the 2023 budget be suspended, with some budgetary allocation shifted to CRS; this is reflected in the 2023 draft budget.

- LCS seek community partnerships with Workforce Windsor Essex or a local school board to take over the Youth Job Fair event.
- Seniors' and youth events and programming remain fully centred in the CRS department, with consideration given to reviewing the events initiated by these committees to determine whether they might be incorporated in some fashion into the department's offerings. This will include seeking any funding support for events and programming from senior levels of government.

With these changes, the Manager of Committee & Community Services role will shift focus to the following core Clerks functions and support to the CAO and be re-titled as Deputy Clerk – Clerks Services & Policy Advisor:

- Corporate records management system design and implementation across the organization,
- Oversee vital statistics – marriage licensing, burial permits, other licensing,
- Municipal Freedom of Information & Protection of Privacy Act – response to Freedom of Information requests,
- Local Government Week public education,
- Commissioner of Oaths, and
- Policy review, analysis, and research within LCS and in support of the CAO's Office.

Consultations

Legislative Services & Clerk
Financial Services
Community & Recreation Services

Financial Implications

The financial implications associated with the recommended changes include:

- Youth Advisory Committee – \$10k Budget eliminated
- \$2k of Youth Advisory Committee budget elimination allocated to Legislative Services – Public relations operating budget – related to bus service expenditure for local government week
- Senior Advisory Committee - \$5k Budget eliminated

- Recreation Programs Budget increase to Canada Grants Budget of \$6k and increase to Recreation Programs Budget of \$6k in Professional Fees Other and Materials – to provide for enhanced Seniors Programming – so no net budget impact and the expectation is the Town will receive grant funding for senior programs
- Recreation Programs Budget includes increase to wages for public skating monitor staff, who will assist with Seniors Programming
- Cultural & Arts Committee - \$7k Budget eliminated.

Re-purposing the Manager of Committee & Community Services to the Deputy Clerk – Clerks Services & Policy Advisor to focus on core Clerks services as well as policy and research support to LCS and the CAO is within the established LCS operating budget.

Link to Strategic Priorities

Applicable	2019-22 Strategic Priorities
<input type="checkbox"/>	Make the Town of Tecumseh an even better place to live, work and invest through a shared vision for our residents and newcomers.
<input type="checkbox"/>	Ensure that Tecumseh's current and future growth is built upon the principles of sustainability and strategic decision-making.
<input type="checkbox"/>	Integrate the principles of health and wellness into all of Tecumseh's plans and priorities.
<input checked="" type="checkbox"/>	Steward the Town's "continuous improvement" approach to municipal service delivery to residents and businesses.
<input checked="" type="checkbox"/>	Demonstrate the Town's leadership role in the community by promoting good governance and community engagement, by bringing together organizations serving the Town and the region to pursue common goals.

Communications

Not applicable ☒

Website ☐ Social Media ☐ News Release ☐ Local Newspaper ☐

This report has been reviewed by Senior Administration as indicated below and recommended for submission by the Chief Administrative Officer.

Recommended by:

Margaret Misek-Evans, MCIP, RPP
Chief Administrative Officer

Attachment Number	Attachment Name
1	Non-Statutory Advisory Committees