

**To:** COUNCIL  
**Meeting Date:** 3/28/2023  
**Subject:** 23-106-CRS - Citizen Appointments to Advisory Committees  
**Submitted By:** Danielle Manton, City Clerk  
**Prepared By:** Maria Barrantes Barreto, Council Committee Services Coordinator  
**Report No.:** 23-106-CRS  
**File No.:** C11  
**Wards Affected:** All Wards

**RECOMMENDATION(S):**

THAT Report 23-106-CRS Citizen Appointment to Advisory Committees be received;  
AND THAT Confidential Appendices B, C and D to Report 23-106-CRS be received and remain confidential;

AND THAT the following individual be appointed to the Accessibility Advisory Committee for the term of Council ending November 14, 2026

\_\_\_\_\_;

AND THAT the following individuals be appointed to the Cycling and Trails Advisory Committee for the term of Council ending November 14, 2026

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AND THAT the individuals listed in Confidential Appendix D to report 23-106-CRS be appointed to the Youth Advisory Committee for the term of Council ending November 14, 2026;

AND THAT the City Clerk be directed to notify all successful and unsuccessful applicants;

AND FURTHER THAT Council Appointed Citizen Members to the City's advisory committees, who do not hand in their signed Code of Conduct form within the first month after their appointment has been made, shall forfeit their membership on the committee to which they have been appointed.

**EXECUTIVE SUMMARY:**

**Purpose**

To appoint citizens to the City's advisory committee for the 2022-2026 term of Council.

## Key Findings

- With every new Council term, the City must complete the appointment process for the advisory committees in accordance with the applicable legislation, by-laws and Terms of Reference.
- Citizen appointments to legislated and non-legislated committees ensure that all committees can fulfil and forward their mandate.
- On November 29th, 2022, the Council for the City of Cambridge endorsed report 22-056-CRS Advisory Committee Review, which among other things, dissolved the use of a Striking Committee.
- The recruitment for advisory committees continued throughout December 2022.
- The interview process for the Accessibility Advisory Committee, Cycling and Trails Advisory Committee and Youth Advisory Committee finished on March 27<sup>th</sup>, 2023. Staff are now seeking the ratification of the recommended appointments.

## Financial Implications

There are no financial implications.

### STRATEGIC ALIGNMENT:

- Strategic Action; or
- Core Service

**Objective(s):** WELLBEING - Connect people to services that support individual and community wellbeing

**Strategic Action:** Not Applicable

**Program:** Governance

**Core Service:** Council and Citizen Committees

### BACKGROUND:

The appointment and approval process for the City advisory and quasi-judicial committees coincide with the start of every new term of Council. The Clerks Division initializes recruitment by advertising using various mediums, including local newspapers, social media platforms, advertisements and news releases. To be considered for advisory committee appointments, applicants must submit their application through the City's website and provide their previous professional (work)

experience, school, community-related or lived experience and other qualifications that make them a suitable match for their committees of interest.

On November 29th, 2022, the Council for the City of Cambridge approved report 22-056-CRS Appointment Advisory Committee Review (the “report”), which, among other things, made the following fundamental changes to the citizen appointment process:

- Dissolved the Striking Committee;
- Endorsed the creation of a new handbook for all committee members;
- Adopted a new Appointment Policy;
- Created non-voting alternate member roles for the committees;
- Removed Council representatives’ ability to vote or form part of quorum; and
- Entrusted staff liaisons, a Clerks representative, Chair/Vice-Chair/Designate (where applicable) and the Council representative (where applicable) with the responsibility of interviewing all applicants.

As outlined in the Advisory Committee Appointment Policy ADM 045 (attached as Appendix ‘A’), the interview panel would interview all available applicants and forward their recommended appointment forms to Council for approval. On March 14<sup>th</sup>, 2023, the Clerks Division submitted a report to Council outlining the appointment recommendations for three (3) of the City’s committees: the Cambridge Farmers’ Market Advisory Committee, Cultural Awards Advisory Committee and Youth Advisory Committee. The recommended appointments, which included non-voting alternate members, were ratified by Council during this meeting.

Following consideration of Council’s citizen appointments to the committees mentioned above, Clerks, in collaboration with various City staff, completed the interview process and recommended appointments for a further three (3) advisory committees noted within this report for Council’s consideration and ratification.

A further appointment report will be brought forward for Council’s review once the interviews and recommended appointments are complete for the Accessibility Advisory Committee, Arthur White Bursary Fund Committee, Cultural Awards Committee, Cycling and Trails Advisory Committee, Economic Development Advisory Committee, Environmental Advisory Committee, Farmers’ Market Advisory Committee, General Appeals Committee, Municipal Heritage Advisory Committee and the Youth Advisory Committee.

## **ANALYSIS:**

Clerks created the process for citizen advisory recruitment to increase equitable opportunities for all applicants, ensuring that the following actions were taken consistently throughout the recruitment, interview and post-interview process:

### **Step One: Initial Review of Applications**

The Clerks Division reviewed every application submitted via the City's website and created a repository to safeguard the information provided by the applicants. All pertinent information was synthesized into a spreadsheet, ensuring ease of access and noting which applicants applied to more than one committee. To ensure every applicant had an equal opportunity to submit their application, Clerks staff worked with applicants that faced accessibility barriers to create an application form that best met their needs.

### **Step Two: Staff Training**

Staff Liaisons received training on the following changes made as a result of the report:

- Role as part of the interview panel for the current and upcoming years;
- Fundamental changes to the policies and procedures;
- Overview of the new Appointment Policy, interview questions, interview matrix, and interview requirements;
- Guide to the interview procedure;
- Understanding the different types of committees;
- An overview of the legislation and policies that dictate the rules of engagement and process for their committees;
- The role of the Council representative; and
- Suggestions on achieving success with their committees.

### **Step Three: Interviews and Evaluation Criteria**

Clerks held mandatory hybrid training sessions on two (2) separate dates for all staff liaisons and subsequently provided staff with a training session recording. Clerks reviewed the required interview questions with staff and provided the opportunity for staff to contribute three (3) optional questions, focusing on Committee specific inquiries. Staff liaisons, Clerks representatives and, where applicable, a representative from Council held interviews for the City's various advisory committees.

Following every interview, staff were required to complete the interview matrix and provide a grade for each response and comments supporting their rationale. Applicants received an average score based on each interview panelist's scoring matrix, which formed the basis of the recommendations to Council.

The interview matrix focused on the following criteria:

1. Knowledge of the advisory committee and its mandate;
2. Applicant availability;
3. Previous educational, work, community and/or lived experience which relates to the committee's mandate;
4. Conflict resolution skills; and
5. Understanding and demonstrating the differences between advising and advocating.

The interview process allowed applicants to engage with staff, and their qualifications and experience formed the basis of the grading rubric. During the interview training process, it was critical to inform staff of the importance of equal opportunity and consideration for all applicants. In summary, Clerks helped design the interview process to aid in ensuring potential appointments would reflect the diversity of Cambridge in relation to factors such as race, culture, age, lived experience, and geographical location (Hespeler, Galt, Preston and Blair).

#### **Step Four: Recommendations**

The basis for staff recommendations to Council is founded on the following criteria:

- The average interview score of applicants;
- The applicant's potential to serve the committee either now or in the future; and
- The various types of experience they bring to further the committee's mandate.

It is important to note that the interview panel considered limitations certain applicants faced. For example, we received many applications from members who previously served on the committee and were well-informed on the committee's mandate and previous work. However, while their experience on the committee is a benefit, it would be detrimental to the committee's future if the interview panel did not consider applications from new and inexperienced applicants.

The final recommendations were provided to the Clerks Division, including a list of the applicants not recommended for inclusion in the report to Council. Staff also noted whether further active recruitment was required to meet the committee's Terms of Reference.

#### **Recommended Appointments**

The Accessibility Advisory Committee, Cycling and Trails Advisory Committee and Youth Advisory Committee have completed part of their interview process. A brief

description of each advisory committee is provided below. The names of all the applicants to each committee are provided, ensuring transparency and accountability in the recruitment process, except for the Youth Advisory Committee because the applicants are minors.

### **Accessibility Advisory Committee**

The mandate of the Cambridge Accessibility Advisory Committee (CAAC) is to advise and assist the City in promoting and facilitating a barrier-free Cambridge for citizens of all abilities (universal accessibility), including persons with disabilities. This is to be achieved through the review of municipal policies, programs and services and the identification, removal and prevention of barriers faced by persons with disabilities. The committee is a legislated committee that is mandated by the Accessibility for Ontarians with Disabilities Act (AODA), 2005, S.O. 2005, c. 11. The committee has four (4) remaining citizen appointment vacancies to be filled, the majority of whom shall be persons with a disability, two (2) agency representatives and two (2) alternate vacancies.

Further applications to the Accessibility Advisory Committee for the 2022-2026 term of Council were received by the following individual:

- Connie Cody

### **Cycling and Trails Advisory Committee**

The mandate of the Cycling and Trails Advisory Committee is to advise Cambridge City Council on policy, planning, development and implementation of public trails and related off-road and on-road cycling and active transportation facilities as outlined in: The City of Cambridge Trails Master Plan of June 2010, and The City of Cambridge Cycling Master Plan, March 2020, with a prime objective of implementing the recommendations in these plans. The committee has one (1) remaining citizen appointment vacancy and two (2) non-voting alternate vacancies.

Further applications to the Cycling and Trails Advisory Committee for the 2022-2026 term of Council were received by the following individuals:

- Scott Finch
- Renee Billiau

### **Youth Advisory Committee**

The mission of the Youth Advisory Committee of Cambridge is to represent, engage and connect youth of the City of Cambridge and to bring forth recommendations to staff and City Council pertaining to the enhancement of youth lives in Cambridge. The

committee has up to seven (7) youth citizen appointment vacancies and two (2) non-voting alternate vacancies.

### **Code of Conduct Forms**

Staff liaisons have advised the Clerks Division that collecting completed Code of Conduct forms from appointed members has been an ongoing challenge during various terms. If staff cannot collect the Code of Conduct forms from appointed members, there is little recourse to address problematic behaviours by committee members.

Accordingly, staff are requesting the assistance of Council to ensure the recommendation includes a clause that requires the appointed members to sign off on all the necessary documentation or risk losing their appointment to the City's advisory committees.

### **EXISTING POLICY / BY-LAW(S):**

Report 22-056-CRS Advisory Committee Review was considered and ratified by Council on November 29<sup>th</sup>, 2022. The report outlines the new procedure for citizen appointments, including recruitment, interview and post-interview process. As stipulated by the report, the Clerks Division and City staff have followed the policy guidelines to present the citizen appointment for three (3) advisory committees. The remaining advisory committee appointments will come forward to Council once the interview and recommended appointment process have concluded.

### **FINANCIAL IMPACT:**

There are no financial impacts.

### **PUBLIC VALUE:**

#### **Sustainability:**

Recruiting members to the City's advisory committees ensures sustainable and cost-effective input into issues affecting Cambridge's residents. Many applicants have a robust foundational background in the issues and projects before the committees. Additionally, most committee positions are on a volunteer basis only, and many applicants demonstrate a strong desire to help shape a better future for all residents. By allowing for public participation from the residents directly affected by decisions passed by Council, we use the resources available to us, ensuring public transparency, accountability and sound financial acumen.

#### **Leadership:**

Participation in the City's advisory committees contributes to the residents' pride of place by involving individuals from all parts of Cambridge, different walks of life and

various educational and work backgrounds to voice their well-informed opinions in a forum bound by civility, courtesy and procedural rules. The act of appointed members contributing to projects and gaining intimate knowledge of the City's decision-making process empowers them to recognize their active role in helping Council shape a better future for the City.

### **Transparency:**

To show the City's dedication to transparency, accountability and diversity, the Clerks Division changed the policy to allow for a more equitable appointment process. The new strategy focused on interviewing all applicants and scoring them based on clearly defined parameters. By instilling this new method of recruitment, residents of Cambridge are assured that we are committed to diversifying the makeup of the committees, emphasizing not only traditional factors, including education and work experience, but taking stock of lived experience, different abilities and the growing diversity found within the City.

### **Engagement:**

Residents are encouraged to participate and apply to the various City advisory committees. Appointed members can directly provide feedback and input, when required, to decision-makers. Additionally, staff are working with the committees to receive their perspective on upcoming projects, reports and initiatives, thus building rapport with City staff and the residents affected by legislated changes.

### **PUBLIC INPUT:**

Posted publicly as part of the report process.

### **INTERNAL / EXTERNAL CONSULTATION:**

The Clerks Division completed consultations with staff liaisons to prepare for the new changes created by the updated policies. The interview panels consisted of staff liaison(s), Council representative(s) to the committees (quasi-judicial committees exempt) and staff from the Clerks Division.

### **CONCLUSION:**

Based on the various interviews, objective scoring guides and consultation with staff liaisons and the interview panels, staff respectfully recommend approval of the selections for appointment of the aforementioned committees for the 2022-2026 term of Council.



## **REPORT IMPACTS:**

Agreement: **No**

By-law: **No**

Budget Amendment: **No**

Policy: **No**

## **APPROVALS:**

This report has gone through the appropriate workflow and has been reviewed and or approved by the following as required:

Director

Chief Financial Officer

City Solicitor

City Manager

## **ATTACHMENTS:**

1. 23-106-CRS Appendix A - Advisory Committee Appointment Policy ADM 045
2. 23-106-CRS Confidential Appendix B - Accessibility Advisory Committee
3. 23-106-CRS Confidential Appendix C - Cycling and Trails Advisory Committee
4. 23-106-CRS Confidential Appendix D - Youth Advisory Committee