



To: COUNCIL
Meeting Date: 8/29/2023
Subject: 23-132-CRS Appointments to Advisory Committees
Submitted By: Danielle Manton, City Clerk
Prepared By: Maria Barrantes Barreto, Council Committee Services Coordinator
Report No.: 23-132-CRS
File No.: C1101
Wards Affected: All Wards

RECOMMENDATION(S):

THAT Report 23-132-CRS Appointments to Advisory Committees be received;

AND THAT Confidential Appendices “C,” “D,” and “E” to Report 23-132-CRS be received and remain confidential;

AND THAT the following individual be appointed to the Arthur White Sports Bursary Fund Advisory Committee for the term of Council ending November 14, 2026

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AND THAT the following individuals be appointed to the Cambridge Farmers’ Market Advisory Committee for the term of Council ending November 14, 2026

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AND THAT the following individual be appointed to the Cycling and Trails Advisory Committee as an alternate member for the term of Council ending November 14, 2026

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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 submit 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 mandates.
- 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.
- Staff are working with Committee Liaisons and Communications to continue further recruitment for current vacancies.
- Staff completed the interview process for the following advisory committees on August 18th, 2023: Arthur White Sports Bursary Fund, Cambridge Farmers' Market and Cycling and Trails.

Financial Implications

There are no financial implications.

STRATEGIC ALIGNMENT:

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 City advisory committees coincide with the start of every new term of Council. The Clerks Division initialized recruitment by advertising using various mediums, including local newspapers, social media platforms, advertisements and news releases.

Residents that wish to be considered for an advisory committee appointment, 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, 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 interviews all available applicants and forwards their recommended appointment forms to Council for approval.

Clerks and various City staff collaborated to complete the interview process and are recommending appointments for three (3) advisory committees for Council's consideration and ratification, namely the Arthur White Sports Bursary Advisory Committee, Cambridge Farmers' Market Advisory Committee and the Cycling and Trails Advisory Committee.

It is important to note that during July and August, seven (7) of the City's advisory committees take a break and reconvene in September to continue forwarding committee mandates. Despite the recess, the Clerks Division is bringing this report

forward to work towards establishing committees with full complements. For Council and public reference, attached as Appendix "B" to this report, we have provided an updated summary of all available committee vacancies.

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. To ensure every applicant had an equal opportunity to submit their application, Clerks staff worked with individuals 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 due to the adoption of the recommendation outlined in report 22-056-CRS Advisory Committee Review:

- 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 recording of the training. 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 forming 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.

Step Four: Recommendations

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

- The average interview score of applicants;
- The 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 individuals faced. For example, we received many applications from individuals 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 beneficial, 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.

Continued Recruitment Efforts

The Clerks Division is working with Staff Liaisons, Members of Council and the City's communications team to promote the current vacancies on advisory committees actively. Staff have created an effective system to reach the City's populace using the following readily available resources:

1. Relationship building between Staff Liaisons and the public;
2. Exploring Council connections with the general public;

3. Using social media to target the City's residents; and
4. On August 30th, 2023, the Clerks Division will partner with Recreation and Culture staff to advertise committee vacancies at the Cambridge Community Volunteer Fair.

Staff are confident that continual recruitment efforts will result in a gradual increase in resident engagement and applications.

Recommended Appointments

The Arthur White Sports Bursary Fund Advisory Committee, Cambridge Farmers' Market Advisory Committee and Cycling and Trails Advisory Committee have completed part of their interview process. A brief description of each advisory committee is provided below, along with applicant names ensuring transparency and accountability in the recruitment process:

Arthur White Sports Bursary Fund Advisory Committee

The purpose of the Arthur White Sports Bursary Fund Advisory Committee is to administer the distribution of awards and expenses of the Arthur White Sports Bursary Fund, the Scott-Thompson Fund and the Lions Can-Amera Fund.

The committee has three (3) voting and two (2) non-voting alternate vacancies. The Clerks Division received applications to the Arthur White Sports Bursary Fund Advisory Committee for the 2022-2026 term of Council by the following individual:

- Karl Herod

Cambridge Farmers' Market Advisory Committee

The mandate of the Cambridge Farmers' Market Committee is to advise City Council on strategies and policies to sustain the vitality and promote discussion and coordination of initiative and programs for the Cambridge Farmers' Market and McIntyre Place.

The committee has two (2) general public voting vacancies, two (2) market vendor voting vacancies and one (1) non-voting alternate vacancy. The Clerks Division received applications to the Cambridge Farmers' Market Advisory Committee for the 2022-2026 term of Council by the following individuals:

- Jay Burnett
- Jeremy Brubacher

In addition to the appointment of new members on the Cambridge Farmers' Market, the committee will also transition their non-voting alternate member to a full voting member to fill a vacancy. The authorization that allows alternates to move into a full voting

member role was adopted by Council in Report 22-056-CRS Advisory Committee Review on November 29th, 2022.

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, 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 two (2) non-voting alternate vacancies. The Clerks Division received an application to the Cycling and Trails Advisory Committee for the 2022-2026 term of Council by the following individual:

- Mark Longo

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.

Staff request 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 29th, 2022. The report outlines the new procedure for citizen appointments, including recruitment, interview and post-interview process.

As stipulated in the report, the Clerks Division and City staff have followed policy guidelines to present the recommended appointments for three (3) advisory committees. The remaining advisory committee appointments will come forward to Council once interviews and the recommended appointment process have concluded.

FINANCIAL IMPACT:

There is no financial impact.

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.

ADVISORY COMMITTEE INPUT:

Not applicable.

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 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. 23-132-CRS Appendix “A” – Advisory Committee Appointment Policy ADM 045
2. 23-132-CRS Appendix “B” – Committee Vacancies
3. 23-23-132-CRS Confidential Appendix “C” – Arthur White Sports Bursary Fund Advisory Committee
4. 23-23-132-CRS Confidential Appendix “D” – Cambridge Farmers’ Market Advisory Committee
5. 23-23-132-CRS Confidential Appendix “E” – Cycling and Trails Advisory Committee