



Report: PDL-CAS-21-17

Region of Waterloo
Planning, Development and Legislative Services
Council and Administrative Services

To: Committee of the Whole
Meeting Date: October 12, 2021
Report Title: Recruitment, Selection and Appointments of Citizen Members to Regional Advisory Committees – Policy

1. Recommendation:

That the Regional Municipality of Waterloo approve the Recruitment, Selection and Appointments of Citizen Members of Regional Advisory Committees policy, as proposed in Appendix A of report PDL-CAS-21-17, dated October 12, 2021 as a first step toward more equitable and relevant opportunities for democratic participation and engagement;

And that staff be directed to conduct a fulsome review of the mandates and structures of the advisory committees in advance of the 2022 municipal election to engage with the community on ways to improve the advisory committees to make them more engaging, accessible, relevant, and viable options for underrepresented individuals.

2. Purpose / Issue:

The recommended policy provides a first step to developing an equitable and collaborative approach for recruiting, selecting, and appointing citizen members to Regional Advisory Committees.

3. Strategic Plan:

This report and the appended draft policy supports and responds to Strategic Focus Area #5, Inclusive Communities and Responsive and Engaging Public Service, specifically Strategic Objective 5.1: Enhance opportunities for public engagement, input

and involvement in Regional Municipality of Waterloo initiatives.

4. Key Considerations:

- a) Increased participation of Black, Indigenous and other racialized residents living in Waterloo Region.

It is desirable for the Region's advisory committees to reflect the diversity of Region. The existing policy emphasizes the need for advisory committee members to have members from different area municipalities to ensure a balance of urban and rural perspectives. The new policy expands on this to encourage diversity and demographics in such areas as age, gender, language, geographic representation, race and abilities.

The policy also directs staff to expand the recruitment process beyond the traditional methods to communicate vacancies to local volunteer agencies, such as the Kitchener-Waterloo Multicultural Centre (KWMC), Wellbeing Waterloo Region (WWR), Immigration Partnership and similar agencies; and make application forms available at Regional facilities. Furthermore, the policy directs the Equality, Inclusion and Human Rights (EIHR) team to develop an Outreach and Communications Strategy to encourage participation by members of the Black, Indigenous, racialized and marginalized communities through social media, news releases and other methods.

Staff recognize that the proposed changes do not address all the changes that are required and that more work is needed to remove barriers and ensure that these committees are accessible, equitable, and relevant. Although, not perfect, this is a starting point to move forward. With community input, staff will complete an in depth review of the barriers that exist with these committees and co-create solutions with the community on how to remove these barriers.

- b) Nominating Panel

Under the existing policy, the staff person that supports the advisory committee is responsible for reviewing applications. The staff member then prepares a report recommending the appointments to Council.

The new policy establishes a nominating panel. The nominating panel will be comprised of up to six (6) Members of Council and up to six (6) community members that will be selected by the Regional Chair. The nominating panel will be responsible for reviewing all of the applications for the advisory committees and then recommending advisory committee appointments to Council.

Administrative support to the nominating panel will be provided by staff in the

Regional Clerk's Office. When required, staff from the Regional Equality, Inclusion and Human Rights team; Wellbeing Waterloo Region; and the Staff Liaisons to the advisory committees will be available to support the nominating panel.

c) Timing

Many citizen appointments are set to expire at the end of 2021 and vacancies on the committees may hamper their ability to function effectively. If a new policy is not approved, staff will commence the recruitment process for new members under the existing policy to ensure that vacancies can be filled early in 2022. All of the advisory committee appointments will expire at the end of 2022 and the new Council will be able to appoint a full slate of advisory committee members.

5. Background:

The proposed policy was drafted by staff in response to a request from Regional Council for enhanced recruitment measures and direct involvement in the selection of citizen appointments to Regional Advisory Committees. The draft policy outlines a revised and focussed approach for recruiting, selecting and appointing citizen members to the Region's advisory committees.

There are currently four (4) Regional advisory committees that have citizen members that are appointed through this policy. The committees are the Active Transportation; Ecological and Environmental; Heritage Planning; and Public Art advisory committees.

Recruitment and application review for the Grand River Accessibility Advisory Committee is overseen by the City of Kitchener. Other arms length bodies such as the Arts Fund, Sunnyside Foundation, and Heritage Foundation have their own by-laws and appointment processes that include ratification by Regional Council outside of this policy.

6. Area Municipality Communication and Public/Stakeholder Engagement:

The Regional Chair's Office and the Chief Administrator's Office, through Corporate Communications and the Equity, Inclusion and Human Rights Team, were consulted in the development of this policy.

7. Financial Implications:

The recruitment and operation of the advisory committees is provided for in existing budgets.

8. Conclusion / Next Steps:

If Council approves the new policy, staff in the Regional Clerk's Office will take the necessary actions for implementation. This will include collaborating with the Regional Chair's Office to determine the composition and membership of the Nominating Panel, and working with Corporate Communications and the Equity, Inclusion and Human Rights Team to advertise the pending vacancies.

If the policy is not approved, staff in the Regional Clerk's Office will commence the recruitment process under the existing policy with expanded outreach through Corporate Communications staff.

In 2022, Regional Clerk's staff will work with the Equity, Inclusion and Human Rights Team; and the staff liaisons to acknowledge the voices that are missing around the advisory committee tables. Staff will also develop a plan to fully review the mandates and structures of the advisory committees in advance of the 2022 municipal election. The goal of the review will be to engage with the community on ways to improve the advisory committees to make them more engaging, accessible, relevant, and viable options for underrepresented individuals.

9. Attachments / Links:


Appendix A: Recruitment, Selection and Appointments of Citizen Members to Regional Advisory Committees – Draft policy (3606381)

Prepared by: **Tim Brubacher**, Manager, Council Services/Deputy Clerk

Reviewed by: **William Short**, Director, Council and Administrative Services/Regional Clerk

Approved By: **Rod Regier**, Commissioner, Planning, Development and Legislative Services

Appendix A

 Region of Waterloo Council Policy	Section #		Policy #
	7		15
	Approval Date: October 20, 2021		Revision Date:
	Effective Date: November 1, 2021		
Title:	Recruitment, Selection and Appointments of Citizen Members to Regional Advisory Committees		
Responsibility:	Regional Clerk's Office (Council and Administrative Services)	Approval Level:	Council
Applies to:	Citizen Appointments		

Policy Statement:

The Recruitment, Selection and Appointments Policy shall provide guidelines for establishing committees and appointing citizen members of the public to Advisory Committees in an equitable, accountable and transparent manner.

Strategic Focus:

This policy responds to Strategic Focus Area #5, Inclusive Communities and

Responsive and Engaging Public Service, specifically Strategic Objective 5.1: Enhance opportunities for public engagement, input and involvement in Region of Waterloo initiatives.

Operating Principles:

This policy outlines the approach for recruiting, selecting and appointing citizen members appointed by Regional Council to volunteer positions on Advisory Committees.

To encourage broad community participation and ensure that all citizens have an equitable opportunity, the general concepts of equity, accessibility and accommodation will guide the appointment process. Membership shall, as much as possible, reflect the Region of Waterloo's diversity and demographics in such areas as age, gender, language, geographic representation, race and abilities.

A review of this policy and its outcomes will be conducted in the third year of each Term of Council, as a minimum.

Procedures:**A. Advisory Committees – General**

“Advisory Committee” means a group of individuals appointed to provide knowledge, skills and non-binding advice meant to address a specific issue or area of knowledge. The term does not include Standing Committees, or any other type of Committee of which 50 percent or more of the members are also Members of Regional Council.

An Advisory Committee is struck by Regional Council to provide advice pursuant to a defined mandate. The Advisory Committee reports through to Committees and/or Council or through staff, as identified in the applicable Terms of Reference (TOR), and generally have a direct relationship with one, or more, Regional service area.

The day-to-day support of identified Advisory Committees, such as the coordination of meeting schedules, preparation of agendas and reports, and the recording of the meeting minutes, may be provided by the Regional Clerk’s Office and/or other department staff, as identified in the applicable Terms of Reference.

A-1. Establishing a New Advisory Committee

The originating department shall prepare a staff report to the appropriate Committee for a recommendation to Regional Council for final approval. The report must include a proposed **Terms of Reference** (see **Appendix A.**)

In addition to the above report requirements, the following shall be considered prior to proposing a new Advisory Committee:

- Is the Advisory Committee required by legislation/regulation?
- Is the Advisory Committee’s mandate relevant, achievable and/or unique?
- Is there an existing Advisory Committee, other body, or alternative practice that could deal with the associated objectives and/or proposed mandate?
- Is the issue of sufficient public interest to merit the Advisory Committee?

A-2. Changing the Terms of Reference

Department staff, in consultation with the Advisory Committee members, should review the Terms of Reference for established Advisory Committees once every four (4) years. Amendments to the Terms of Reference require the approval of Committee and Council and shall be initiated by a staff report to address the following:

- a) the rationale for the amendment, including any supporting information;

- b) any additional resources required due to the amendment; and,
- c) a cost benefit analysis (if deemed necessary).

A-3. Dissolving an Advisory Committee

The Regional department staff/Staff Liaison providing support to an Advisory Committee are also responsible for ensuring that there is merit in the continuation of the work of the Advisory Committee, pursuant to the Council approved mandate and the Terms of Reference. The dissolution of an Advisory Committee shall be initiated by a staff report to the Committee and Council, which should address whether:

- a) The Advisory Committee's term has expired (if applicable);
- b) The principle objectives or mandate of the Advisory Committee have been met;
- c) An alternative arrangement has been found to continue the work of the Advisory Committee (ex. consolidation/merger with another Advisory Committee); and,
- d) The issues involved with respect to the mandate or the legislative requirement to maintain the Advisory Committee no longer exist.

All Advisory Committees struck by Regional Council must be dissolved by Council resolution. Following dissolution, the Advisory Committee will be designated as "inactive" and all participants will be formally thanked for their service. The process for formal 'thank you' will be determined, with options including a standard 'thank you' letter from the Regional Chair or from the Staff Liaison involved with the Advisory Committee.

B. Advisory Committees – the Appointment Process

B-1. Appointing Members to Advisory Committees

Regional Council shall appoint each member to an Advisory Committee by resolution stating the name of the appointee, the name of the Advisory Committee and the term of the appointment. To encourage the broadest degree of resident involvement, Council will not appoint any individual to serve concurrently on more than one Advisory Committee or other Regional committees, boards or foundations.

B-2. Eligibility and Qualifications

Applicants must be residents, or own, or rent, property in the Region of Waterloo and at least 16 years of age or older - unless otherwise specified in the Advisory Committee's Terms of Reference. To remain an active member, appointees are required to maintain their eligibility and qualifications throughout their term.

In addition to general eligibility requirements, the specific skills and experience for membership on each Advisory Committee shall be established by way of the Terms of Reference. The following guidelines may be considered in establishing any such qualifications:

- a) ability to perform the duties of the Advisory Committee, including any complementary skills, and/or competencies; and,
- b) areas of specialization where required, including experience, or community service.

All Advisory Committee appointees must adhere to and sign-off on the **Code of Conduct for Citizen Appointments to Local Boards, Foundations and Advisory Committees** policy (see **Appendix D**).

Per **Regional Policy I-08, Code of Ethics and Conflict of Interest**, Regional staff are not permitted to serve as members on an Advisory Committee. According to the policy, “observance of this policy constitutes a condition of employment for all employees” and specifically states that “except in their capacity as a Regional employee, no staff member will seek or accept appointment to a Regional standing committee, ad hoc committee, task force, board or other body”.

B-3. Terms of Appointment

Unless otherwise legislated, the term of appointment is two to four (2-4) years in order to coincide with the existing Term of Council. A person who is appointed to fill a partially completed term will be appointed to the end of Council’s Term of Office.

Members of Advisory Committees may reapply to serve on the same Advisory Committee at the end of their term. Unless otherwise provided for by legislation or by a specific Council resolution, the limit on length of service for any resident is eight (8) consecutive years.

The Nominating Panel may consider recommending an exception to this term limit as follows:

- a) when an insufficient number of applications have been received for an Advisory Committee;
- b) when a particular area of expertise is required and there are no other eligible/qualified candidates;
- c) when the Advisory Committee would suffer from a lack of continuity if all or the majority of members were replaced at once;
- d) to allow an appointee to serve out their term on the board of a municipal association; and,
- e) when directly related to the Terms of Reference or mandate of the Advisory Committee.

Any recommendation to reappoint an incumbent who has reached the maximum consecutive years of service shall identify the special circumstances and recommend a waiver of the limit on length of service.

B-4. The Nominating Panel

The Regional Chair shall select up to six (6) Members of Council to serve as the Nominating Panel. The Regional Chair may also select up to six (6) community members

Recommendations from the Nominating Panel, will be considered by Council in a closed session and the final appointments will be made in an open meeting.

The Nominating Panel may:

- select the successful candidates from amongst the applications; or
- identify a short-list of applicants to interview

When conducting interviews, the Nominating Panel will be encouraged to use a standardized set of questions.

B-5. Stakeholder Nominations

Where the Terms of Reference indicate that the interests of stakeholders are to be represented on an Advisory Committee, specific stakeholders will be invited to nominate one or more individuals. The nominations shall be forwarded to the Nominating Panel for review and subsequently to Regional Council as a recommendation for approval.

B-6. Notice of Vacancy and Recruitment

There are two (2) occasions when recruitment for Advisory Committees occurs:

- a) immediately after a municipal election; and,
- b) annually, in the last quarter of each year.

The following measures may be used to provide Public Notice regarding Advisory Committee vacancies to better reflect the community:

- Publishing the vacancies on the Region's website as soon as practical
- Publishing vacancies by way of the Region's various social media channels
- Publishing Public Notices of the vacancies in local newspapers
- Publishing the Public Notice by way of email distribution lists to any individuals, or groups, who have requested to be notified of vacancies on Advisory Committees, as distributed by Staff Liaisons

- Providing announcements at Regional Council and Committee Meetings (timelines permitting)
- Communicating vacancies to local volunteer agencies, such as the Kitchener-Waterloo Multicultural Centre (KWMC), Wellbeing Waterloo Region (WWR), Immigration Partnership and similar agencies
- Making the application form available at Regional facilities (AHQ, PH and 150 Main, the Ken Seiling Region of Waterloo Museum and Regional and Municipal libraries)

The recruitment process will also include an Outreach and Communications Strategy, as established by staff in Corporate Communications and the Equality, Inclusion and Human Rights (EIHR) team. The focus of the strategy will be to encourage participation by members of the Black, Indigenous, racialized and marginalized communities through social media, news releases and other methods, in conjunction with the above-noted communications measures.

For vacancies that occur throughout the year, the vacancy will be filled in the last quarter of each year. In the event of urgency (e.g. frequent lack of quorum at meetings), the appointment may be made from the list of previous candidates on file.

B-7. Application Process

All applicants must complete an application form. The form will be available on the Region's website and available in large print format upon request. Applicants may submit their completed application forms via regular mail, electronically, or in person to the attention of the Regional Clerk.

- a) All applications must outline how the applicant's qualifications, specific skills, interests and background are relevant to the Advisory Committee. They may include a statement of work, life and educational experience and/or a resume.
- b) The application will focus less on previous experience and more on related experiences, why an applicant wishes to serve and how they believe they can contribute to the committee.
- c) The Nomination Panel will give preference to applications that are received by the published deadline.
- d) All applications must be received in the Regional Clerk's Office to be tracked and organized for the selection process.
- e) Should an applicant choose to apply to more than one (1) committee or board, they will be requested to prioritize their preferences.

Applications will be kept on file in the Regional Clerk's Office for a period of one (1) year

from the date of submission.

B-8. Incumbents

Incumbents who wish to reapply to serve on an Advisory Committee must complete an application form to be considered by the Nominating Panel. Incumbents are not guaranteed to be reappointed. Refer to section **B-3. Terms of Appointment** for more details about incumbents.

B-9. Selection of Appointees

A Chair and Vice Chair for the Nominating Panel shall be selected, by the Nomination Panel, at the beginning of each term of Council.

Support for the Nominating Panel will include staff in the Regional Clerk's Office, the Regional Chair's Office, the Regional Equality, Inclusion and Human Rights (EIHR) team, Wellbeing Waterloo Region, and the Staff Liaison, as required.

Staff from the Regional Clerk's Office will prepare a **Nomination Summary Package** of documents for each Advisory Committee, for which citizen members are required. The Nomination Summary Package will include: the Terms of Reference, the current membership listing, a list of names of all persons who have submitted an application for membership, and copies of the applications submitted for that particular Advisory Committee.

To assist in the selection, staff in the Regional Clerk's Office, in collaboration with the Regional Equality, Inclusion and Human Rights (EIHR) team, will prepare a standardized evaluation form

Should an insufficient number of applications be received to fill the number of vacancies, the Department may undertake a targeted recruitment process including outreach to specific individuals and organizations.

B-10. Communication of Appointments

Once Council approves all appointments, the Regional Clerk's Office shall advise all applicants of the outcome.

Successful applicants will receive an email from the Regional Clerk's Office with general information about their appointment including:

- the date, term and expiry of the appointment and relevant information for new Committee members
- Information regarding serving on the committee;

- a copy of the Region's **Code of Conduct for Citizen Appointments to Local Boards, Foundations and Advisory Committees**; and,
- information regarding the Accessibility for Ontarians with Disabilities Act (AODA), as required.

C. Advisory Committees: Administration

C-1. Removal of Advisory Committee Members

All Advisory Committee members are appointed at the pleasure of Regional Council. Regional Council retains the right to replace any appointed member at any time and for any reason. All members of Advisory Committees are provided with, and are required to sign off on, the Region's Code of Conduct and are obligated to abide by the Code.

Unless otherwise specified in the Terms of Reference, if a member misses two (2) consecutive meetings without a resolution of the Advisory Committee allowing such, the appointee will be contacted by the Staff Liaison to confirm his/her commitment to serve. Should the member be absent from an additional consecutive meeting, the position will be deemed vacant, subject to an opportunity for the member to address the Advisory Committee in writing regarding their absenteeism.

C-2. Remuneration of Advisory Committee Members

Generally, the members of the Advisory Committees serve on a voluntary basis and, as such, do not receive any form of remuneration for their service. If members are to be remunerated, it must be specifically noted in the Advisory Committee's Terms of Reference.

C-3. Roles and Responsibilities

Nominating Panel:

- To elect a Chair and Vice Chair of the Panel, to preside over the meetings
- To recommend appointments to Regional Council
- To review applications and conduct interviews, as required

Advisory Committee Members:

- To elect a Chair and Vice Chair
- To adhere to the Code of Conduct
- To attend meetings and provide needed skill/knowledge
- To represent interests in the community
- To create working groups, as required, and to report back to the Advisory Committee on specific matters

Advisory Committee Chair:

- To facilitate and chair the Advisory Committee meetings
- To work with the Staff Liaison to build and coordinate the Advisory Committee's work plan
- To serve as a spokesperson for the Advisory Committee in respect to interacting with the Committee and Regional Council; the Advisory Committee Chair, however, is not responsible for interacting or communications with the public at large

Staff Liaison (appointed by the respective Department Commissioner or Director):

- To provide orientation to new Advisory Committee members
- To work with the Chair and Vice Chair of the Advisory Committee in order to build a work plan for the Advisory Committee and to develop a regular reporting process to the respective Standing Committee/Committee of the Whole with respect to the performance and progress of the Advisory Committee.
- To prepare and submit the annual schedule of meetings to the Regional Clerk
- To review the mandate and Terms of Reference of the Advisory Committee prior to the end of each term of Council and to be prepared to propose changes at the onset of a new term of Council, if required
- To support the Nomination Panel with the selection process and prepare necessary documentation with respect to the proposed appointment of members
- To provide administrative, secretariat and technical support to the Advisory Committee including the preparation, publication and distribution of agendas and minutes
- To provide procedural and technical advice

- To incorporate input from the Advisory Committee into staff reports where appropriate

Corporate Communications support staff:

- To facilitate and support the Region of Waterloo recruitment and appointment process
- To develop a communications strategy in alignment with this policy

Regional Equality, Inclusion and Human Rights (EIHR) team support staff:

- To facilitate and support the Region of Waterloo recruitment and appointment process
- To collaborate with Regional Clerk's Staff to create a standardized Advisory Committee and Local Board Application Form
- To collaborate with Regional Clerk's Staff to create a standardized Citizen Application Evaluation Criteria Form

Regional Clerk's Office support staff:

- To facilitate and support the Region of Waterloo recruitment and appointment process
- Provide training, advice and support to the Staff Liaisons
- To prepare the Nomination Summary Package for the Nominating Panel
- To educate Advisory Committee members on the Code of Conduct and the Procedural By-law

D. Exceptions:

This Policy shall not apply to an incorporated board where the Region is the sole-shareholder (i.e. Region of Waterloo Community Housing Inc., Region of Waterloo Arts Fund, and the Waterloo Regional Heritage Foundation) or to a Committee where the Regional Chair has the delegated authority to make nominations.

With the exception of those applying to be members of the Grand River Accessibility Advisory Committee (GRAAC), all applicants must fully complete the Advisory Committee and Local Board Application Form. Details about this multi-municipal Committee can be found on the City of Kitchener's website:

<https://www.kitchener.ca/en/council-and-city-administration/grand-river-Advisory-Committeecessibility-advisory-committee.aspx>. As there are legislative requirements

regarding the membership composition of the GRAADVISORY COMMITTEE, those applying must complete the online application form available on the City of Kitchener's website (https://form.kitchener.ca/CSD/NPS/GRAADVISORY_COMMITTEE-Application).

E. Appendices:

- A. Terms of Reference (TOR) template for Advisory Committees (DOCs # 172542)
- B. Council Advisory Committee or Special Purpose Body Application Form (<https://forms.regionofwaterloo.ca/Council-and-Administrative-Services/CAS/Advisory-or-Special-Purpose-Body-Application>)
- C. Code of Conduct for Citizen Appointments to Local Boards, Foundations and Advisory Committees (DOCs #2917519)
- D. Memo – Information for new Committee Members (DOCs #353934)