



2021 Division Road North
Kingsville, Ontario N9Y 2Y9
(519) 733-2305
www.kingsville.ca
kingsvilleworks@kingsville.ca

Date: July 5, 2021
To: Mayor and Council
Author: John Norton, Chief Administrative Officer
RE: Council Committee Review
Report No.: 2021-05

RECOMMENDED ACTION

That Council approve and direct that:

1. The Committees of Council organizational structure listed in Appendix "A" be adopted, with the following specific changes as follows:
 - a. Creation of a Committee of the Whole ("COTW") composed of all members of Council.
 - i. This committee to hold its inaugural meeting in October 2021. This committee to meet monthly on the third Monday of each month, except in March, July, August, and December, or otherwise shall have special meetings at the call of the chair.
 - ii. This committee shall be chaired by the Deputy Mayor.
 - iii. This committee shall replace the Tourism & Economic Development Committee, Parks, Recreation, Arts & Culture Committee, Striking Committee, Planning Advisory Committee, Personnel Committee and Mettawas Waterfront Park Fundraising Committee.
 - iv. COTW meetings will be open to the public, except when permitted to be *in camera* (closed session) as permitted by the *Municipal Act, 2001*.
 - v. The Procedural Bylaw be amended to allow the chair of COTW to relax the rules to allow for longer delegations, flexibility on registering for a delegation, and more informal discussion among the public, staff and members of Council.
 - vi. COTW shall be an advisory Committee of Council

without authority.

- b. Creation of the Committee of Adjustment and Appeals (“COAA”) composed of three members of the public and two members of Council.
 - i. This committee to hold its inaugural meeting in October 2021 and thereafter at dates and times established by Administration. This committee shall only meet when it has business before it.
 - ii. The three members of the public currently sitting as members of the Committee of Adjustment shall be invited to become inaugural members of this new committee and shall remain members until the end of term of Council.
 - iii. The three members of the public shall be compensated \$2,094.24 annually (\$523.56).
 - iv. Council shall appoint two members of Council to sit on this committee. This appointment shall take place before the inaugural meeting of this committee.
 - v. COAA meetings will be open to the public, except when permitted to be *in camera* (closed session) as permitted by the *Municipal Act, 2001*.
 - vi. COAA shall replace and/or assume the role of the Committee of Adjustment, Fence Viewers, Court of Revision, Bylaw Appeals Committee and Property Standards Committee, and shall have all powers of each of these committees.
 - vii. COAA shall be an authoritative Committee of Council with authority to make final decisions as set out in legislation or by-law.
 - c. That the above committees being replaced shall have their final meetings in September 2021, that members of the public sitting on these committees shall be invited to any future task forces or public consultations on topics related to their committees, and that these persons should be thanked by the Mayor on behalf of Council for their service on these committees.
2. That Administration complete reviews of special event committees, being Migration Festival, Highland Games, Fantasy of Lights, and Communities in Bloom, with recommendations brought back to Council by Administration in early 2022. Any proposed changes to these committees be considered for implementation in November 2022 at the start of the new Council term.
 3. That members of the public on all advisory Committees of Council

shall not be compensated for attendance at committee meetings commencing in November 2022 at the start of the new Council term. Further, that Administration shall provide recommendations to Council on how committee volunteers shall be recognized annually for their volunteer contributions.

4. A budget line adjustment be implemented to move funds allocating compensation for members of Council for committee meeting attendances into base compensation, effective October 1, 2021. The change will mean that:
 - a. There is no increase and no change to the overall compensation for members of Council with no additional cost to taxpayers.
 - b. Committee and board compensation will be eliminated for all members of Council where the amount paid is from the Town of Kingsville. This will include compensation paid by the Town for appointments to external boards or organizations, such as UWSS.
 - c. The 2021 annual base pay for Mayor, Deputy Mayor and Councillor will be as follows: Mayor \$48,800, Deputy Mayor \$33,700, and Councillor \$26,500.
5. Each committee shall have a budget approved by Council. All purchases or expenses by committees shall follow the Town's procurement policy and shall be approved by the:
 - a. Manager or Director assigned to the committee, where the expense is below \$1,000;
 - b. CAO where the expense is between \$1,000 and \$5,000; and
 - c. Council, where the expense is above \$5,000.
6. Appointments to Committees of Council shall be made by Council. The Committee of the Whole shall review applications for committee appointments in a closed session meeting and make recommendations to Council. The Manager of Human Resources will review and check references as applicable.
7. Committees shall not direct staff but may make recommendations to Council requesting staff support. It is then up to Council to direct staff through the CAO. Where a committee requires regular annual staff support, such as for special events, the committee shall make its request to Council for the allocation of staffing resources.
8. Staff shall not bring forward committee motions or recommendations to Council on behalf of a committee. Motions or recommendations from a committee should appear in the committee's minutes for Council to review and, where deemed appropriate, a committee can make a delegation to Council.

BACKGROUND

On March 22, 2021, Council's priorities for 2021 – 2022 were approved and included directing a review of all Committees of Council.

A review of the Town's committee structure was last completed in January 2014. Since then, several committees have been added and removed, new Council members elected, and a new strategic plan adopted and priorities identified.

In the fall of 2020 Council engaged StrategyCorp to conduct a “current state assessment” and provide a service delivery review report to identify ways to modernize service delivery, reduce future costs, and make the best use of limited resources. StrategyCorp recommended that Council undertake a “review of committee mandates and size to ensure alignment to Council's priorities,” with the rationale that, “an optimal number of committees can result in significant timesaving, provide Council oversight on the overall agenda, and reduce staff resources needed to support committees – thereby creating internal capacity to focus on priority initiatives.”¹

To formulate recommendations for Council's consideration the following research methods were used to gather information:

- Review of the purpose and function of Council's current committees/boards
- Regional comparisons
- Review of key literature and legislation
- Committee and staff input
- Compensation assessment

A. Current Committees/Boards

During this term of Council, the Town of Kingsville has had up to 25 Committees of Council, in addition to appointing Council members to external boards and organizations.

1. By-Law Appeal Committee
2. Committee of Adjustment/Fence Viewers
3. Compliance Audit Committee
4. Court of Revision
5. Joint Animal Control Advisory Committee
6. Accessibility Advisory Committee
7. Board of Management, Business Improvement Association (BIA)
8. Property Standards Committee
9. Police Services Board
10. Communities in Bloom
11. Fantasy of Lights Committee

¹ <https://www.kingsville.ca/en/do-business/resources/StrategyCorp---Kingsville-Service-Delivery-Review---Current-State-Report---11-27-2020.pdf>

12. Greenhouse Policy Review Committee (Concluded as of November 2019)
13. Highland Games Committee
14. Heritage Advisory Committee
15. Tourism and Economic Development Committee
16. Main Street Development Review Committee (Concluded as of June 2021)
17. Mettawas Waterfront Park Fundraising Committee
18. Migration Festival Committee
19. Open Streets Advisory Committee (Concluded as of May 25, 2021)
20. Personnel Committee
21. Parks, Recreation, Arts and Culture Committee
22. Planning Advisory Committee
23. Special Events Response Team (SERT)
24. Striking Committee
25. West Side Collector Road Steering Committee (Concluded as of Jan 2021)

Additional appointments to external boards or organizations:

1. Union Water Supply Management Board
2. Migration Hall
3. Essex Region Conservation Authority
4. Port Management Committee
5. Kingsville Historical Park
6. Pelee Island Transportation Service Advisory Committee
7. Erie Shores Transportation Committee

These additional appointments to external boards or organizations are independent of the Town. In varying degrees, the Town either has some control or ownership over these organizations (example UWSS ownership percentage) or no control or ownership at all (example Migration Hall).

In addition, the Mayor and Deputy Mayor are members of the Council of Essex County and are appointed by the County Council to its committees, boards and organizations. The County's committees, boards and organizations are beyond the scope of this report.

Some Council members also serve on additional boards and committees, such as the Ruthven Apple Festival Committee or various service clubs such as Rotary, and all these external committees provide very valuable contributions to the wider community.

B. Regional Comparison

The CAO conducted interviews of senior staff in some neighbouring communities in Essex County and found that:

- Kingsville generally has many more committees compared to other communities
- Other communities do not pay advisory committee members

- Other communities do not generally provide budget dollars to committees for spending and instead have budgets managed directly by Council and staff. Only one community referenced that they have a special events committee which has a working budget
- Other communities do not have committees which give direction or oversight to staff or can directly ask staff to complete work. Multiple senior administrators interviewed advised that this may have been a past practice in decades past but is no longer practiced, as it results in confusion, liability concerns, and lack of adherence to corporate policies. Processes now exist in other communities requiring committees to forward staff work requests to Council or to the CAO, as deemed appropriate

C. Review of Key Literature and Legislation

To review Boards and Committees' legal role and responsibility, the Ontario Municipal Act, 2001 was reviewed along with the findings from the, ['Transparency and the Public Trust Report of the Collingwood Judicial Inquiry](#), Associate Chief Justice Frank N. Marrocco.'

The report from this Judicial Inquiry provides insight for Kingsville's review of Committees of Council, since it outlines the roles of Council, Mayor, CAO, and Committees and Municipally-owned corporations. It also helpfully addresses potential pitfalls and liabilities to avoid.

It recommends changes which reduce risk and liability and processes to strengthen transparency and effectiveness. As a result of this Judicial Inquiry, the Province of Ontario has launched a public consultation to [Strengthen Municipal Codes of Conducts](#).

In speaking with colleagues across Ontario, the CAO reports that many of them are proactively reviewing their current practices to ensure alignment with the recommendations of this judicial inquiry such as,

- Ensuring there are policies, training and practices that "make clear that only Council as a whole, not a single Council member, has the authority to direct staff to carry out a particular function or act on any other matter unless specifically authorized by Council." ²
- That each Municipality establishes codes of conduct for staff and Council
- That Council and Administration maintain clarity in roles and responsibilities

D. Committee Member, Councillor and Staff Input

A survey was sent out electronically to learn committee members' experiences, what is working well, and ideas for changes. The survey was designed to be confidential so as to allow open and honest feedback from committee members.

From those that responded, the following was learned:

² <https://www.collingwoodinquiry.ca/report/index.html>

- 56% of respondents were sixty years or older
- 90.2% strongly agree or agree that they are clear on the purpose of their committee (46/51)
- 94.1% strongly agree or agree to believe the work their committees does is valuable (48/51)
- 92.2% strongly agree or agree that most committee members participate in meeting discussions (47/51)
- 86.3% strongly agree or agree that discussions at the meetings are productive (44/51)
- 92.2% strongly agree or agree that meetings are a productive use of their time (47/51)

Respondents celebrated working together and for their community, that there was a strong sense of purpose, expertise, and support.

One committee member wrote:

The roles/responsibilities are unclear for each contributor to this committee (Council Rep, Chair/Vice-Chair/Co-Chair & Committee members). Each of these needs more clarity or training on the expectation of their role, so they [can] collaborate better. There is also a flaw in how people are selected for these roles...

Another committee member wrote:

The committees really need to be revamped... There needs to be a common purpose and goal and EVERYBODY needs to be on board. And by that I mean - staff and council members... The format of the meetings make it hard to brainstorm with each other and build momentum. I can't get together with more than 2 committee members because then it's a meeting is ludicrous... \$100/meeting is ridiculous. \$100 for an hour when we hardly get to say anything. Really?...

When committee members were asked what changes the CAO should recommend, respondents referenced reviewing the terms of reference and leadership positions, the size of the committees, qualifications, shorter duration of meetings, and the formality of minutes/agendas. Multiple comments suggested the issue of pay inequality should be addressed, with some committee members getting paid but contributing very little or attending meetings only briefly. Reference was given to increasing training, including how local government functions and to continue to use zoom. Lastly, the concept of merging committees was referenced by some committee members.

The CAO spoke to each member of Council individually. Feedback from members of Council was varied but generally there was concern expressed about (i) uneven compensation, (ii) committees not reflecting the full range of views held by the public,

and (iii) the process by which only a few members of Council get input into the appointment of committee members.

Members of Committees and Council also expressed concern that sometimes staff are not completing tasks given to them by committees and this frustrates the work of committees.

Individual interviews were also completed with staff who attend or provide support to committees. The purpose was to learn their experiences, the amount of time and support provided, what works well, and ideas for changes. The following reflections were shared:

- Minute taking is time-consuming and could be simplified or delegated to a committee member unless it is a legislated committee. Advisory Committees such as PRAC, TEDC, and Planning Advisory Committee can take about six hours of staff time per meeting. This includes preparing, attending and completing minutes.
- Staff expressed feeling confused and conflicted when receiving direction from committees, especially when this conflicts with direction received from all of Council or their supervisor
- Staff expressed confusion about whether they are obligated to bring forward recommendations of a committee to Council

E. Compensation Review

A compensation assessment was completed to learn what comparable size communities are providing in remuneration (money and expenses) for attendance at committee meetings.

Typically in other communities, non-council members of committees are not compensated for membership on advisory committees or committees focused on special events. However, other communities typically are compensating non-council members of committees for membership on authoritative Committees of Council which make final decisions.

Payment to members of Council is a different matter. Members of Council have significant and substantial responsibilities for the overall policy, direction and governance of a municipal government. The Town of Kingsville is a multi-million dollar corporation which requires members of Council to make complex governance decisions. There are competing pressures on councillors and only some of those pressures and issues are known by the public, since many details related to litigation, legal matters, personnel and other matters are discussed and shared with Council only in an *in camera* meeting.

Findings from the assessment conclude that the base remuneration for Kingsville's Mayor, Deputy Mayor and Councillors are low compared to the other similar-sized municipalities surveyed. However, most other communities do not compensate for

attendance at committees and have changed to a single honourarium for members of Council regardless of committee attendance. This recognizes that members of Council have duties that go far beyond attendance at meetings.

Importantly, Council compensation is simply an honourarium and it is recognized that it is a public service, honour, and privilege to serve on Council regardless of compensation. That said, councillors have tremendous responsibilities and their time is limited in that they must attend meetings, respond to community needs, phone calls and other communications.

It is necessary to compare salaries and consider the total compensation (inclusive of pay per meeting) when comparing Council salaries to the other municipalities. Below is a summary of Kingsville's current base salaries for Council, plus 2020 committee pay.

	<u>Mayor</u>	<u>Deputy</u>	<u>Councillor</u>
Base Compensation	\$38,796	\$26,150	\$21,334
Committee Pay	\$10,003	\$7,503	\$5,002
Total Compensation	\$48,799	\$33,653	\$26,336

When comparing the base compensation of Kingsville Council, it is significantly low to the comparators. However, when comparing the base wage plus the remuneration from Council attending committees, Council is in the middle or 55th percentile to their colleagues.

Regarding the expense reimbursement and additional benefits provided to Council members, Kingsville is in line with other municipalities regarding the provision of conference reimbursement and provision of cell phone/tablet. More than half (7 out of 12) municipalities surveyed provide Council access to group benefits but offer paid benefits to the Mayor only. Kingsville does not provide group benefits or pension to Council members.

It is recommended that committee and board compensation be eliminated for all members of Council where the amount paid is from the Town of Kingsville. This would include compensation paid by the Town for appointments to external boards or organizations, such as UWSS and Migration Hall. In lieu of committee pay, Administration would recommended paying the Mayor, Deputy Mayor and Councillor base pay as follows (which includes UWSS etc.):

	<u>Mayor</u>	<u>Deputy</u>	<u>Councillor</u>
Base Compensation	\$48,800	\$33,700	\$26,500

Importantly, this change will result in no net benefit to members of Council and there will be no additional cost to the taxpayers.

F. Summary of Findings

The findings from the information gathered and summarized above shows that there are strengths and challenges in regard to Kingsville's current committees and committee structure.

Strengths include:

- Residents expressed a value in being engaged
- Committees allow for broader consultation
- Committees can dedicate time to a subject which Council meetings do not allow due to agenda time constraints in Council meetings
- Committees encourage volunteerism, although this is tempered by the compensation in place for some committee members
- Participation in committees educates residents on the role and operations of local government. It can also be a training ground if anyone wants to get involved in politics
- Special Events Committees host desirable activities that support community pride and would not be possible with current staff resources

Challenges include:

- There is confusion on who has the final authority on decisions, if it is at the advisory committee level or if decisions must return to Council for final decision. Some Council members and staff expressed that sometimes committees are not appropriately reporting back to Council for final decisions
- Staff have been confused about their obligation to bring forward recommendations of a committee to Council
- Sometimes committees feel that staff are not following the committee's direction or completing assigned tasks
- Problems arise when committees give direction to staff. This can create a liability problem when staff are reporting to multiple supervisors.
- Compensation was expressed multiple times as inequitable, not being needed and creating perceived conflicts of interest. Additionally, for councillors to have equitable pay with their comparators, the existing structure requires them to be on multiple committees in order to attend meetings and earn equivalent pay to catch up to comparators
- There is not input from all members of Council in the appointment process
- There is a lack of clarity on budgets and who has the authority to spend approved budgets. Practices do not always align with purchasing policies and thereby creating a liability risk for the Town
- There is a large amount of staff time going into preparation of agendas, minutes, notices, and otherwise attending and supporting the large number of committees

RECOMMENDATIONS

The following recommendations are derived from the review of the current state of committees, and information provided from senior administrators in other communities, from individual members of Kingsville Council, committees, and staff, and the financial and liability assessment of committees.

(1) Create a new “Committee of the Whole”

It is recommended that the overall number of advisory committees be reduced and that a number of committees have their mandates transferred to a single new “Committee of the Whole” composed of all members of Council.

The following committees would be replaced by Committee of the Whole (“COTW”):

- Tourism & Economic Development Committee
- Parks, Recreation, Arts & Culture Committee
- Striking Committee
- Planning Advisory Committee
- Personnel Committee
- Mettawas Waterfront Park Fundraising Committee

COTW will have agendas that will include those topics normally discussed at Planning Advisory Committee, Parks, Recreation, Arts & Culture Committee, Tourism & Economic Development Committee, Striking Committee, and Personnel Committee. They may also include other topics.

It is recommended that the “Committee of the Whole” meet monthly on the third Monday of the month, except during holiday months of March, July, August, and December. Other meetings to be called at the discretion of the chair or as directed by Council.

The advantage of COTW is that it:

- Allows all members of Council to hear matters, as opposed to having only a few members of Council participate in some committees
- COTW can spend more time on a single issue than is available in a typical busy Council meeting
- COTW can devote more time to delegations and presentations than is available in a typical busy Council meeting
- COTW can allow for more flexibility in the rules of procedure to allow for discussion and learning in a manner that fosters better understanding
- COTW can allow members of Council to discuss and debate an issue without the pressure of making a final decision since final decisions can only be made at a later date in a Council meeting. This allows for some time for reflection before making major decisions
- COTW will allow for senior administration, including the CAO and Directors when needed, to be present at the COTW meeting in a way that is not currently possible

It is recommended that COTW be chaired by the Deputy Mayor or a Councillor so as to allow the Mayor to participate in discussion and debate in a way that is not possible for the Mayor when he chairs the Council meeting.

COTW meetings will be open to the public, except when permitted to be *in camera* (closed session) as permitted by the *Municipal Act, 2001*.

Administration further proposes that the Procedural Bylaw be amended to allow the Chair of COTW to relax the rules to allow for longer delegations and less formal discussion among the public, staff and members of Council.

(2) Create a new “Committee of Adjustment and Appeals”

Currently there are five separate committees that hear appeals or make land use decisions. These committees are authoritative committees meaning that they make final decisions (subject to appeal as applicable in their respective legislation). The decisions of these committees do not get referred to Council for final decision.

- The Committee of Adjustment reviews applications for land severances and minor variances to residential and commercial property under the *Planning Act*.
- Fence Viewers review and make decisions in regard to fences which mark the boundary between properties under the *Line Fences Act*.
- The Court of Revision is an appeal body established under the *Drainage Act*. The Act sets out a democratic process for constructing new drains or improving existing drains.
- The Bylaw Appeals Committee hears appeals from administrative decisions made pursuant to bylaws in which the bylaw provides a right of appeal from that decision to the Bylaw Appeals Committee.
- The Property Standards Committee hears appeals from property standards orders as established under the *Building Code Act*.

Since these five committees make final decisions, procedural rules need to be followed to ensure decisions can withstand scrutiny by the Courts. Historically in Kingsville, these committees have not needed to meet often. Despite only meeting irregularly, these committees need to be proficient in procedural rules.

It is recommended that these committees be merged into a new single committee which will have the mandate of all of these individual committees. Consistency of membership on this new committee will provide stability, consistency in decision making, and proficiency in the rules and principles they must follow.

The departments responsible for the mandate of the individual committees will need to provide staff support for the committee should an appeal or matter arise to go before the committee. It is also recommended that the Clerk and one of the Town's in-house solicitors be available to provide support when needed.

It is recommended that the new committee be comprised of two members of Council and three members of the public. Committee of Adjustment members are currently paid \$2,094.24 annually (\$523.56 per quarter) so we recommend 'status quo' in payments for the non-council members, since there are legal and final decisions made by this committee. The two members of Council appointed to this committee will not be additionally compensated as this has been incorporated into the overall compensation for Council members.

(3) Special Event Committees

Throughout the committee review, it was identified that more discussion and time is needed to review Council's special events committees. These committees provide a valuable service to the community. Through regional meetings, it was learned that there are a variety of models used to manage events throughout the County of Essex. In late 2021 or early 2022, Administration will commence a review of the Migration Festival Committee, Highland Games Committee, Fantasy of Lights Committee, and Communities in Bloom Committee. This will include more in-depth discussion with the committees and will involve wider community consultation about the committees and the events they operate.

It is recommended that members of these committees are not compensated for attendance at special event committee meetings. The review of these committees however will look at the overall model for how these special events are funded and how their volunteers are appreciated and recognized for their invaluable contributions.

(4) Police Services Board

The province is currently engaged in a review of Police Services Boards which is likely to result in the elimination of the Kingsville Police Services Board and the creation of new police boards for Kingsville and neighbouring municipalities. This process will continue, has been fully reported on to Council, and does not need further consideration in this report.

Councillors would no longer receive additional compensation for their appointments to this Board, as this has been included in the revised base wage. Compensation for non-council members will remain status quo until the revised Police Services Board is established and then this question can be determined by Council for the newly created Board.

(5) Other Advisory Committees

The Heritage Advisory Committee serves a required purpose under the *Ontario Heritage Act*. It is responsible for advising Council on heritage matters affecting buildings and land throughout the municipality. Kingsville is fortunate to have a dedicated group of committee members.

It is recommended that there is no change to the Joint Animal Control Advisory Committee and the Accessibility Advisory Committee.

It is recommended that members of these committees are not compensated for attendance at committee meetings. The committee has a budget for research.

(6) Task Forces, Roundtables, and Public Information Centres

“Committees of Council” are procedurally and administratively challenging to administer because they are sub-groups of Council and must follow specific rules. The *Municipal Act* governs Committees of Council and has special rules governing procedures, closed session rules, and minute and agenda taking. Free flow of information and discussion is not easy.

During the information gathering phase for this report, it was often stated by committee members that they wished there was an alternative method of obtaining public input and consultation.

There are alternatives to “Advisory Committees of Council” which can allow greater flexibility and free flow of information. These include a Task Force or Roundtable created to engage members of the public. These are not so much overseen by Council as much as they are a collaborative effort of equal individuals and partners coming together to share information. These groups do not report to Council but collaborate with Council for a common purpose. In this manner, a group of community members or organizations with a similar interest or goals could be convened to provide feedback and input on particular subjects.

Administration should also take the opportunity to utilize more “Public Information Centres” (“PIC”) to give information and receive feedback from the community. These can be done online virtually, or in-person in a “town hall” format or as a “drop in” type event. For example, if there is an application coming forward for a significant land development project then a PIC could be held to give information and receive feedback from the public. Or for example, a PIC on a proposed draft by-law could be held to allow the public to ask questions and give input.

Administration should also utilize online surveys and social media to gather information from the public that can be shared with Council.

(7) Administrative Committees

Administration internally establishes administrative committees which may include members of Administration and sometimes includes external stakeholders from other organizations. These “Committees of Administration” (as opposed to a “Committee of Council”) include the Technical Advisory Committee, Health & Safety Committee, and Senior Management Team. Other committees meet for limited purposes only, such as a hiring committee which meets with a mandate of interviewing and selecting a candidate for hire. It is recommended that SERT become an administrative committee since it is a committee which completes a technical review of special event proposals. Closure of streets and parks for special events will come forward to Council for approval.

(8) Other Recommendations

It is proposed that the Committee of the Whole review applications for committee appointments. The Committee could receive closed session reports from the Manager of Human Resources, who will review and check references as applicable. The Committee of the Whole will then review all applications in closed session and make recommendations for appointment to Council.

A good relationship between committees and staff is essential for the success of the community. On a go forward basis, it is proposed that advisory committees do not direct staff and instead make recommendations to Council. It is then up to Council to direct staff, through the CAO.

On a go forward basis, it is proposed that staff do not bring forward committee motions or recommendations to Council. Motions or recommendations from a committee should appear in the committee’s minutes for Council to review and, where deemed appropriate, a committee can make a delegation to Council.

LINK TO STRATEGIC PLAN

Promote the betterment, self-image and attitude of the community.

Effectively manage corporate resources and maximize performance in day-to-day operations.

Link to Council 2021-2022 Priorities

- COVID-19 and the health and safety of the community
- Customer Service: Training, Technology, Staff, Review Standards/Level of service
- Housing: Affordability (lot sizes, developer incentives, second dwellings, density, etc.)
- Greenhouse: lights & dark sky, odours (site plan compliance, bylaws, other tools)
- Programming Increase: Youth and seniors
- A development plan for Downtown Kingsville / Main Street

- Financial savings: Schools closings, Migration Hall
- Economic Development: strengthen tourism/hospitality
- COVID - economic recovery
- Communications: Strategy – Policy (social media), Website refresh and other tools, Public engagement
- Housing: Migrant Worker Housing – Inspections (Building/Fire), regulate, reduce, or increase
- Committees / Boards: Review and Report
- Policy Update: Procedural Bylaw
- Economic Development: diversify the economy, create local jobs, industrial, Cottam
- Infrastructure (non-Municipal): Union Water expansion & governance
- Infrastructure (Municipal): Asset Management Plan update, the infrastructure funding deficit
- No direct link to Council priorities

FINANCIAL CONSIDERATIONS

The proposed changes to committee pay would save the municipality approximately \$65,000 per year. This arises from a reduction in the number of committees and reduction in paying members of advisory committees and special event committees.

Recommendation that Council approve a budget line adjustment to compensate members of Council an “all in” payment. This change will result in no net pay benefit to members of Council and there will be no additional cost to the taxpayers for Council pay.

Although it is difficult to quantify, a reduction in the number or frequency of committee meetings would reduce the cost of staff time dedicated to providing administrative support for these committees.

CONSULTATIONS

Senior Management Team
Members of Committees of Council
Staff supporting Committees of Council
Staff from other communities in the Windsor- Essex Region
Members of Council

John Norton

John Norton
CAO