

# CITY OF SASKATOON

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## Office of the City Clerk

To: Leadership Team  
Governance Subcommittee  
(P. Warwick, M. Jordan, J. Sproule)

Date: March 21, 2018

Phone: 3240

Our File: CK. 255-1

From: Janice Hudson  
Committee Assistant

Your File:

**Re: Governance Review – Advisory Committees – Governance Structure**

Attached is a resolution package regarding the above from the minutes of the Naming Advisory Committee meeting held on March 8, 2018.

JH

Attachment

cc: Core Committee, Leadership Team Governance Subcommittee  
(C. Bogad, S. Bryant, C. Leuschen)  
D. McLaren, Administrator

**PUBLIC RESOLUTION  
NAMING ADVISORY COMMITTEE**

**Main Category: 5. UNFINISHED BUSINESS**

**Sub-Category: 5.2 Governance Review - Advisory Committees -  
Governance Structure (File No. CK. 255-1)**

**Date: March 8, 2018**

*Any material considered at the meeting regarding this item is appended to this resolution package.*

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Report of the Committee Assistant:

"At its Regular Business Meeting of November 20, 2017, City Council considered a report of its Governance and Priorities Committee regarding the above, and resolved in part:

*'That review of the Naming Advisory Committee, including its name and model, be referred to the Naming Advisory Committee for further engagement and recommendations.'*

Attached are relevant segments of a report of the Leadership Team Governance Subcommittee for consideration of this matter."

Shellie Bryant, City Clerk's Office, and member of the LTGS Core Committee performing the review was in attendance to facilitate the discussion. She provided some further background and spoke to the proposed structural options.

Discussion ensued, with feedback noted as follows:

- consensus that name of the Committee should be changed - not Advisory in nature;
- to boost intake, interested in inviting the Cultural Diversity and Race Relations Committee to provide nominations and/or feedback on a regular basis;
- current model works well; however, would like to see some revisions be considered;
- responsibility for selection of names being reassigned to the Committee itself (vs. the Mayor) as a delegated authority and reported to Council through SPC for information only;
- forming neighbourhood themes to better organize the Names Master List and assist in pre-selecting names for new developments;
- composition of the Committee being revised to formally appoint any three members of Council and four members of the Administration (Planning, Archivist/Heritage, Diversity/Inclusion) with rotating Chair.

Naming Advisory Committee  
March 8, 2018  
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Ms. Bryant noted that the above feedback would form part of a report to the Governance and Priorities Committee. She further noted that the Terms of Reference and Naming Policy would be updated in accordance with Council's direction.

**Moved By:** Councillor A. Iwanchuk

That the feedback of the Naming Advisory Committee as noted above be provided to the Leadership Team Governance Subcommittee.

**CARRIED**

- newly created Community Wellness and Safety Advisory Committee for consideration.
- Further, later phases of the Governance Review include a review of the BIDs. Mechanisms to bring forward common concerns and issues in relation to street activity and experiences in those areas could be considered as part of that review.
  - **Naming Advisory Committee:**
    - **By definition, the current structure and functioning of the Committee is not *per se* advisory in nature.**
    - **Best practices demonstrate that one of two models is popular:**
      - **Council/Administration Working Groups:**
        - **This would be similar to Saskatoon's current structure, however, having the Mayor responsible for naming is a distinct feature of Saskatoon's model; or**
        - **True Advisory Committee with public representation similar to Saskatoon's other Advisory Committees.**
    - **As an alternative to these models:**
      - **A working group similar to the Active Transportation Working Group could be created to inform the Administration with respect to recommendations to GPC for consideration and eventual approval by City Council; or**
      - **A Standing Subcommittee of Council could be created (similar to the Personnel Subcommittee) to make naming recommendations to Council. Civic Administration could simply act as a resource to this Standing Subcommittee.**
    - **Variations of the proposed options appear to be used in other jurisdictions. Any of the options could potentially work in Saskatoon. Regardless, further consideration of the intake process to attract a wider variety of nominations or applications from the public may be worth considering.**
    - **Pursuing any changes to the current model would necessitate review and revision of the Terms of Reference, including mandate and composition and *Policy No. C09-008, Naming of Civic Property and Development Areas Policy.***
  - Maintain the Social Services Subcommittee but remove it as an Advisory Committee, as it is a quasi-adjudicative or functional Committee, as opposed to a traditional Advisory Committee.
  - Based on a consideration of best practices of the other jurisdictions surveyed, all other Advisory Committees to be maintained.
  - Terms of Reference, including mandate, composition and qualifications to be reviewed and revised as appropriate for all existing, newly created or amalgamated Advisory Committees for consideration by City Council in future phases of the Governance Review.
  - Maintain ability for Advisory Committees to form Subcommittees of existing members.

Committee Name	Mandate	Composition	Preferred Qualifications
<b>Naming Advisory Committee</b>	<ul style="list-style-type: none"> <li>• the function shall be to screen and make recommendations regarding requests from the general public for naming of municipally-owned or controlled facilities, streets, suburban development areas, neighbourhoods and parks, so as to ensure they meet Council guidelines</li> <li>• report to Council as new requests and suggestions are screened and recommended for approval and addition to the Names Master List</li> <li>• screening for approval and addition to the Names Master List must adhere to the guidelines identified in Policy C09-008, <i>Naming of Civic Property and Development Areas</i></li> <li>• requests for naming from the public are received through the Community Services Department prior to being screened by the Committee</li> <li>• the Mayor retains the responsibility of selecting names for new streets, parks and civic-controlled facilities upon request from the Community Services Department</li> <li>• reports through the Standing Policy Committee on Planning, Development and Community Services</li> </ul>	<ul style="list-style-type: none"> <li>• Mayor – Council term</li> <li>• 2 Councillors – 1 year term</li> <li>• 3 members of the Administration</li> </ul>	<ul style="list-style-type: none"> <li>• ability to commit time to attend meetings</li> </ul>
Public Art Advisory Committee	<ul style="list-style-type: none"> <li>• the function is to adjudicate public art on behalf of the Administration and City Council for placement in open space, civic facilities and other City-owned property, with the exception of the Mendel Art Gallery/Remai Art Gallery of Saskatchewan; to provide advice to City Council on the purchase and donation of works of art, to provide advice to Administration concerning the de-accessioning of artworks, and to assist in promoting public awareness of the City's Public Art Program including the education of artists and community groups regarding the program</li> <li>• reports through the Standing Policy Committee on Planning Development and Community Services</li> </ul>	<ul style="list-style-type: none"> <li>• 7 residents with at least 4 members having certain competencies related to different forms of art</li> <li>• initially 2 year term, with further one year terms</li> </ul>	<ul style="list-style-type: none"> <li>• must be able to demonstrate a level of competency in one of the following areas: <ul style="list-style-type: none"> <li>○ visual arts</li> <li>○ new media</li> <li>○ performing arts</li> <li>○ arts administration</li> <li>○ Aboriginal art and culture</li> <li>○ architecture</li> <li>○ landscape architecture</li> <li>○ design</li> <li>○ arts education</li> </ul> </li> <li>• resident of the City</li> </ul>
Saskatoon Environmental Advisory Committee	<ul style="list-style-type: none"> <li>• the function is to provide advice to Council on policy matters relating to the environmental implications of City undertakings and to identify environmental issues of potential relevance to the City</li> <li>• reports through the Standing Policy Committee on Environment, Utilities and Corporate Services</li> </ul>	<ul style="list-style-type: none"> <li>• 9 residents</li> <li>• 1 Councillor</li> <li>• 1 representative from Saskatoon Health Region</li> <li>• 2 year term (initial term)</li> </ul>	<ul style="list-style-type: none"> <li>• sound general knowledge of the Saskatoon area and its existing and potential environment problems</li> <li>• expertise in ecology, biology, chemistry, physics, geography, economics demography, sociology, medicine aesthetics, toxicology, engineering or conservation</li> <li>• resident of the City</li> </ul>

Question	ACAC Andrea Zeigler, Chair	CDRR Chris Sicotte, Chair	MHAC Maggie Schwab, Chair	NAC Mayor Clark, Chair	PAAC Jeremy Morgan, Chair	SAAC J.D. McNabb, Chair	SEAC Kathleen Aikens, Chair	SASC Brent Penner, Chair	TSC Cora Janzen, Chair
<p>1 We are looking at the best practices of other jurisdictions and notice that, in most cases, members of Council are not members of Advisory Committees.</p> <p>Does your Committee find value in having members of Council attend your Committee's meetings?</p>	Councillor rep provides incite into process - aware of Council initiatives and goals, Committee may not. Knows where/when things fit in.	Councillor rep is encouraged as is consistency of Councillor rep.	Good to have Councillor on Committee - provides insight into community and can provide updates to Council.	Due to current structure Mayor and Councillors have a critical role and understand the politics of naming.	There are no Councillors that sit on PAAC and doesn't see a need. Suggested useful for the Committee to present annually or semi-annually to committee responsible for PAAC. Given appointments are by Council, there is value in the connection.	Value in having Councillor on Committee. More direct contact this way.	Council has insight about what's happening with Council and don't exert undue influence.	Not necessarily, but having a Councillor attend might be welcome.	It's good to have real-time input and have that stronger connection with Council.
<p>a. Would you find it valuable to have the Chair of the Standing Policy Committee to which your Committee reports, attend your Committee's meetings?</p>	Doesn't need to be on the SPC, although perhaps there is an advantage if there is a link back to the Committee. Don't see strong advantage currently.	Having the Chair would make sense, or at the very least a Councillor rep that sits on the SPC we report to.	Doesn't see a need to have SPC Councillor rep on Committee.	Having the Chair of the SPC attend not essential. If there was a process issue or deal with a naming matter with a special issue they can be invited on ad hoc basis.	n/a	Not sure if having the Chair beneficial, but prefer to approach SPC with concrete information.	Could be helpful. The Committee usually attends the SPC to make sure it has a voice.		Doesn't have to be the Chair, but someone from Committee could be more efficient to have that point of real-time.
<p>2 Does your Committee find value in having members of the City's Administration attend your Committee's meetings?</p>	Admin reps very important for Committee as they have insight into process and historical information that's helpful to the Committee.	This Committee has excellent Admin reps that provide value.	Necessary for Admin to be in attendance to provide direction (mandate, process, etc).	The Admin is essential. On this Committee the appointed Admin have a vote. Dynamics might prevent opinion however.	Admin is essential on this Committee.	Admin opens lines of communication.	The Admin contributes to the Committee and we value that.	Yes	Yes, having that point of timely information to share and Admin can give more insight or play liason back to division.
<p>a. Would you find it valuable to have representation from other Civic Departments?</p>	This Committee has good coverage: Police, Parks, Solicitor.	The reps that currently sit have the most impact.	Beneficial to have the presentation from City Clerk's re governance, TOR, budget, etc.	The City Archivist would be a good addition to explain the history of names. Membership is unclear with voting members of the Administration.	It would be beneficial to have high-level staff in attendance from time to time for context (General Manager). Also to provide broader strategy, strategic plan so Committee can provide full value.	This should be left up to Council to decide.	Committee work intersects with other depts and Committee invites when input needed. Hard to move through agenda as it is, so others as needed is preferred.	When required they attend now.	Not at this time.
<p>3 Can you comment generally on the current membership structure of your Committee?</p> <p>a. Size - Do you think there are too many Committee members or not enough?</p>	10 Members - Good size. There is enough time for speakers. Attendance is good.	Up to 18 Members - A larger Committee means larger quorum requirement and there have been issues in the past meeting quorum.	17 Members - The Committee is too large and hard to manage. Getting timely feedback is tough in meeting time allotted.	5 Members - Good size, it works.	7 Members - Committee size is good. Doesn't recommend any fewer members.	10 Members - Size is manageable.	Currently have 11 Members, and don't believe it would be overwhelming to have more members.	Could increase but overall I think we are questioning the role of the Committee and whether the current format is leading to outcomes that warrant meeting. I believe this is being examined already.	Good size, not onerous to manage.

b. Committee Specific - Should Committee membership be reconsidered? Adequate representation from stakeholder organizations? Current stakeholder organizations that should be removed from appointment?	Committee is currently 'vet heavy'. Other agencies are called upon when needed (eg. Pet adoption agencies). Don't see a need for these other agencies to sit on Committee but want ability to consult with them.	Stakeholder composition of the Board is good. It would be good to have a specific seat from the Muslim community.	There is large BID representation and realtors etc. All have a vested interest. Don't know how to handle that.	Again, Archivist would be valuable. Adding citizen membership a thought but complicated to figure out - low priority and no public demand.	There is no organizational voice but believes that is better as there is no lobbying.	Having a senior organization rep on the Committee gives different methodology.	Indigenous representation has been low. Also representation from school system or U of S would be welcome.	For as big an issue that this Committee deals with, the structure of the Committee is important but a business voice must remain key.	Doesn't think anything is missing. Questions the trucking industry representation as we don't have any of the other vehicle types represented. No drawback however. That being said, if other sectors are invited, wouldn't want it to be over-represented on Committee.
c. Adequate diversity in appointments? What sector underrepresented/overrepresented?	Committee composition currently mostly women. Race diversity is lacking as well as younger representatives that could offer different perspective.	Indigenous people well represented on board, including some agency reps.	There is no First Nations or Metis representation and is necessary.	Reps from Admin include Indigenous and Newcomer perspective.	Currently only one male on the Committee. Indigenous rep would be valuable.	Chronologically the make-up of the Committee is 'senior' however looking at skills, it's well diversified.	Lacking Indigenous representation. There is lots of connection between environment and Indigenous people.	Believe balance is important when possible in civic appointments - this Committee consists of people who are heading up various organizations or positions with the City, so the diversity aspect would be hard to change. Having said this, it's balanced along gender lines.	No Newcomer perspective and has been raised. Coming from countries with different traffic laws, etc. No idea how to address that, might be valuable on Committee.
4 In general, what comments can you provide regarding the term of appointment? Do you think the term is too short, too long, or just right?	One Year - Because there has been turnover in membership, there is no issue with the term. Bringing new people up to speed can be a challenge with a mid-term replacement.	One- and two-year terms - Terms are appropriate.	Two-Year - Terms are appropriate.	Annual appointments are working and allow for rotation.	Current term is two years initial term, then one year. Term should be 2-2-2	Two year Term adequate. There is a built in rotation.	Two years is appropriate.	Appointments are based on position, not term per se.	Term is okay.
5 Do you have any other comments related to the Committee's membership structure or term of appointment?	Nothing.	Being a large Committee, quorum is sometimes an issue.	Nothing.	Nothing at the present.	None.	None.	None.	None.	Would like to see a connection with the Active Transportation Advisory Group, don't see it as redundant.

<p>6 In general, what comments can you provide regarding your Committee's mandate? For example, do you think that the mandate is too broad or too restrictive?</p>	<p>Committee struggles with mandate. Group of members who want to make a difference, but don't know how or what the limits are. Mandate is general but grey in how to exert the mandate. City has Animal Services with goals and asks for budget from the Committee for some things. Committee has poorly defined goals. Not sure if Council takes the Committee's advice, there is a disconnect. Direction would be welcome from the SPC so things more clear and give purpose. One member left the Committee because they felt the Committee "doesn't do anything".</p>	<p>CRRR intends to discuss its mandate in October. There has been some discussion regarding the name of the Committee if still appropriate. The mandate should incorporate Reconciliation.</p>	<p>The mandate is clear and broad, but it needs to be. Committee tries to accomplish goals and objectives annually.</p>	<p>Committee has a focussed role. Ambiguity on the purpose on naming - what is trying to be achieved.</p>	<p>The mandate is restrictive. There is no citizen based committee/board that takes in range of the Arts. (eg. Arts Council in Wpg.) A number of City's have arts councils that receive funding from city and advises on policy. Committee has no way of linking civic engagement and arts in community to the City and arts.</p>	<p>The mandate is not broad but not restrictive. There are some changes coming with the Canadian Disabilities Act and formation of that Act. Believes its responsibility of Committee to aid the City in a leadership role. Currently Committee has to be asked for input otherwise Committee can't really endorse, act or promote.</p>	<p>Broad mandate. Newer members it takes about a year to understand their role and relationships as to what Committee can and can't do.</p>	<p>The mandate is a large one and Committee is not resourced to actually implement needed changes. The SASC was to advise Council on what was going on out on the street and make recommendations. When that's been done, we don't always get support from Council which causes wonder why we're meeting as a Committee in the first place and whether Council understands why the SASC was formed in the first place.</p>	<p>Good mandate. When dealing with policy, not everyone is comfortable and have trouble identifying those issues at Committee meetings. Education also part of the mandate.</p>
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<p>7 Does your Committee have any internal standing subcommittees? If so, what are their mandates? How are they established?</p>	<p>This Committee has sub-committees comprised of Committee members, no formal mandates. Established by resolution. (eg. Bite awareness sub-committee) These are really formed around education.</p>	<p>The Committee a Sponsorship Sub-committee. Has criteria to follow for reviewing sponsorship requests. Also has a sub-committee for Living in Harmony awards. The sub-committees typically consist of the Chair and 5 volunteer Committee members.</p>	<p>The Committee has sub-committees (Heritage Awards, Education &amp; Awareness) and others formed out of need. There are no mandates but the recommendations from the subs are presented to the whole Committee.</p>	<p>Not currently. Bridge naming could work with the Committee.</p>	<p>No need for sub-committees.</p>	<p>No, not required to date.</p>	<p>Currently has 2 sub-committees established by vote. Much of the work happens at subcommittees.</p>	<p>None.</p>	<p>No standing sub-committees.</p>
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<p>8 Is there value in having the ability to form various ad hoc, internal committees to respond to various issues within your Committee's mandate? Has your Committee formed any ad hoc committees? If so, what are they and how are madates established?</p>	<p>Yes, the ad hoc/sub-committees are more informal and can work on action plan. Alleviates feeling of not being able to do something.</p>	<p>The Committee is looking at an ad hoc committee to look at issues of Indigenous women. Further discussion will occur in October and where does this flow with Council.</p>	<p>Sub-committees are needed as the whole Committee only meets monthly, the sub-committees do most of the work.</p>	<p>There may be value in ad hoc committees.</p>	<p>n/a</p>	<p>If you include the ability to expand an ad hoc committee to include other than Committee members so we can bring in expertise we need to come with a positive, concrete solution.</p>	<p>Created out of a need and have had tremendous value to the Committee.</p>	<p>n/a</p>	<p>Ad hocs very beneficial. Working groups - volunteers from the Committee who bring back recommendations to larger committee.</p>
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<p>9 In general, do you have any comments with respect to your Committee's reporting structure to City Council?</p>	<p>The Committee is unsure of its role with Council. What's our role advising Council? What is it we are trying to do? We want to be clear how we can provide value and assistance to Council.</p>
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a. Do you like having a specific Standing Policy Committee of Council to report to?	Committee submits an annual report, doesn't formally present, but is available for questions. Not sure of value of reporting, the SPC never makes any specific requests or provides feedback.	See above.	Doesn't affect which SPC MHAC reports to, sometimes dependent upon issue which SPC is most appropriate.	Reporting to SPC-PDCS is working.	Annual report at least should be presented by the Committee in order to make connection with Council. Board would value opportunity.	No problem with that.	Good to have the relationship. Good to have ability to report in person more often. Maybe other SPCs have issues SEAC could address as needed or as relevance dictates.	Thinks it's necessary but as a Committee without a Councillor, SASC is different than the majority of Committees.	Yes, having that direct, clear line who the Committee is advising. The only requirement is a written report, once per year. Would like to have more touch points with the Committee so more engaged. We are trying to be more cognizant of policy matters and plans, in terms of transportation and traffic safety but no process to bring them up. Would appreciate being kept in the loop of items reported to SPC in order to provide advice.
b. Are there matters that you believe the Committee should be reporting on that the Committee does not currently report on?	Nothing comes to mind. If SPC had interest in something the Committee could undertake, it would have more purpose and regular updates.	See above.	Nothing other than the annual report. Noted sometimes items come to MHAC after the fact.	Not for this Committee.	Doesn't believe so. Believes inherited some ways of doing things through Admin work on Placemaker Program and other aspects of public art and competitions.	Some issues will come up in the future. Designs so that they are accessible in the future, needs work and education. Permit body or building codes need to look at retrofits on new builds with accessibility in mind.	No, the Committee is working at capacity. Does goal setting at start of the year and wishes it could do more but do good with how we react and report.	No.	Nothing comes to mind.
c. Do you find the Committee provides value to Council and if so, in what way(s)?	Having ability to provide a recommendation provides value to Council (eg. Rec to introduce bylaw re animals in back of pick-up trucks) Value added to public well-being.	See above.	Essential to have volunteers that are removed from Council and Admin. Members active in heritage community.	Helps to manage sensitive and impartial decisions on what to name things and takes it out of Chambers.	Committee and staff provide great value. Provide expertise, knowledge, art juries and committees are used quite commonly. Use objective criteria. Multiple opinions, good technical advice from City Staff. Provided comment on role of the Committee as it provides jury decisions on Placemaker Program. Lines of authority and governance need attention.	Committee provides value to Council and has potential to provide more value.	Committee values the work it can do. (Gave examples of initiatives)	I think the information is valuable; not sure that it's acted upon in a meaningful way all the time.	Committee blend of agency and public is robust input. We could be used more.

10 When your Committee conducts its meetings, what comments can you provide as to the meeting process?

a Does it follow formal meeting procedures or is the meeting conducted in a more relaxed manner?	Follows the agenda and stays to business.	Follows the agenda and offers feedback session at the meetings.	Follows agenda and formal procedure.	Formal motions are made, but meetings are relaxed, less formal.	Process is ordered, collegial, relaxed. Good governance structure and high involvement from Committee Members.	Hybrid. Formal if needed. Discussion always open.	Uses a combination of following rules for moving and voting, but members speaking is left relatively informal and Chair ensures no dominance.	Follow a business-like meeting format.	It's a blend, use formal procedures of motions and voting.
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b	Do you find the current agenda template satisfactory? Any suggestions to make it better?	Agenda template works. Committee struggles to put items on agenda at right time.	Agenda format is good, familiar.	Agenda template is good.	Agenda template works. No discussion on what should be on the agenda or to add to it in advance. Some committees feel the agendas are too passive - no guidance for productivity, who builds the agenda has an impact on that. GMs can help identify concerns and direction with Chairs of SPC's.	Agenda template covers work scope.	Template satisfactory however only having an hour to meet may not be long enough for review of an issue.	Agendas tend to be large but provided in enough time prior to meeting to go over information.	None.	Order of items seems to flow.
c	Is the frequency of meetings satisfactory? Too many? Not frequent enough?	No meetings in July, August, and December. Frequency good. Summer break can impact action plan for the fall. Members realize this and try to deal with certain issues (budget, etc) early in the year.	Committee meets six times per year, and that is sufficient.	Committee meets monthly, except for summer, and has ability to call special meetings when required. Having sub-committees helps.	Meets quarterly, and working.	Monthly - Frequency is okay.	Depends on issues. May have to call extra meetings.	More meetings would be too many. Subcommittees do much of the work. New fewer meetings however. Currently no meetings in December but could meet. Struggle in the summer without meetings to get work done.	The Committee currently meets six times per year and believe four is sufficient if some additional changes that are being looked at are considered as well.	Could maybe do with one less meeting per year. Tends to be heavier in the beginning of the year.
d	Is the time/day of the meetings held working? How or how not?	Fourth Thursday of month @ 11:30 a.m. Time/day is good.	Second Thursday of month @ Noon - Lunch meetings work for members and appreciate being provided with lunch.	First Wednesday of month @ 11:30 a.m. - Members are easily available for lunch meetings.	Working on the time meetings are held.	Friday @ 1:30 p.m. - Time and day works for the Committee.	Time of day is good.	Time of day can be a factor on who applies but not sure how to address that. Lunch time probably best possible time. Perhaps Skype participation could address that.	No issues.	Meetings are well attended by members.
e	Is the location of your meetings working for the Committee? Suggested better location?	City Hall location is good. Reminds people of the purpose (civic duty).	City Hall location is good, however available parking spots can be an issue.	Committee room E in City Hall is good as it's a larger room.	City Hall good.	City Hall location good.	Committee Room E - City Hall - Room and location is good.	Location works.	No issues.	City Hall ideal, and likely easier for the Administration to attend.
11	Do you think that members of your Committee would benefit from training?	Yes.	Yes.	Yes.	Yes.	Yes.	Yes.	Yes.	No.	
a	What kind of training? Governance/Meeting procedure/other?	All training is good especially for those with no experience. Good info in Terms of Reference regarding reporting relationship. Good to have governance review at first meeting of year.	Governance training would be welcome. Possible discussion on this in September or October.	Having Deputy Clerk attend first meeting was useful. It would be beneficial for the Chair and Vice-Chair to receive training as to the role and what is expected. An annual overview to Committee role and what City is doing would be good as well. Useful to know deliverables; annual report, goals & objectives, matrix. Expectation needs to be communicated.	Training about best practices in this are (how City does naming).	Committee should be given a brief orientation of how the Committee fits into the Administration structure. Committee has opportunity to attend conferences.	Some of the members may benefit from governance training.	Clarification of expectations and roles would be helpful. Good to have verbal information.		Training around policy pieces would be beneficial. If there are internal consultations occurring with staff, if there is staff engagement, including the Committee in those specific cases where policy is developed.
b	Does your Committee provide orientation to new members? What does this entail?	Committee doesn't do its own orientation aside from introductions.	No formal orientation provided.	No formal orientation provided.	None.	Committee has no training in place for new members.	Attempt to in first year, but takes a year to grasp in most cases.	Chair provided orientation to new members this year.		No orientation provided.

c	Would it be valuable if the City provided standard orientation to new members? What should be covered in such orientation?	Orientation should include information on Council's Seven Strategic Goals and how the Committee fits. Also roles, responsibilities, and reporting.	Standard orientation would be beneficial, Committee history, etc.	Yes, as stated above.	Awareness around diversity (training) can play a role.	Could be useful - history or briefing on grants structure. Urban design - no sense of how Placemaker Program fits into urban design initiatives.	Having the Administration provide an overview of City initiatives is helpful.	Yes, on what the City is doing, Council's goals, role and responsibilities, etc.	Orientation would be beneficial. Highlighting relevant City plans and documents relevant to the Committee so there's no duplication. Roles and expectations.
12	Do you find the application for recruitment process user-friendly? Why or why not?	The process requires the applicant to do some work, which determines a commitment to involvement on Committee vs those that just want to sit 'to complain'. It isn't 'easy' but it shouldn't be.	More awareness is needed when ads are available. The online application process is good. Would be beneficial to follow-up on references.	Application process is okay, but might not be accessible to those without internet access.	n/a	Suggested interviews replace paper/electronic application for situations where English not a first language. Technology can be intimidating.	It is good.	Fairly simple and straightforward. Access might be an issue how the call for applications gets out. Might attract people more civically engaged than others. Wider access might be helpful.	n/a Designed by the organization and believe it's okay.
a	Does your Committee have its own internal competencies matrix with respect to filling vacancies on the Committee?	No Matrix. Members not always sure of skills or assets of others. No responsibility given to the Committee to do this. Committee hasn't considered this but might be a good practice to identify gaps.	No matrix but would be good to identify groups that could participate (i.e. Muslim).	No, and believes filling of vacancies should come from the City, not the Committee.	No matrix.	The Committee would like to try to identify Indigenous applicants, but don't know how to go about it.	There is not one in place.	No relationship to the recruitment process.	No, but if there was one would be interested in seeing it.
b	How do you handle 'challenging members' or various 'situations' (eg. Poor attendance, inappropriate comments, value of contribution, etc.)	Challenging members can be good but have to keep people on track. There are times these members ask questions some don't want to ask.	No comments.	Attendance needs to be addressed from time to time, but no other issues.	n/a	Up to the Chair to draw the members out for participation, opinion, etc.	Encourage participation from all members. Would do a one-on-one as well if required.	Haven't had member issues, no attendance issues. Need to make sure all have opportunity to participate. Balance between getting agenda and when to table something could be an issue.	When passions run high need to step in and defuse the situation, remind participants to step back and be respectful. Would work with the Secretary to see what process to follow but deal with it one-on one.
c	Whose responsibility is it to inform Council on problematic members?	Should come from the Chair through Committee Assistant to determine process that should be used.	Chair's responsibility to inform Council.	The Chair and Vice Chair with the City Clerk's Office.	n/a	Should be responsibility of Chair and Admin rep.	Chair is responsible through the Admin or Council rep.	If there is an issue, Chair would discuss with Committee Assistant first. As Chair would do one-on-one with member to give feedback, if not working then discuss with Clerk again.	The Chair and Council rep, and City Clerk's Office if the situation called for it.
d	How do you feel about having that responsibility to deal with Committee member discipline?	Discipline not common but should be the duty of the Chair taking that role on.	It's not nice to have to do, but Chair's responsibility. Important to have a strong Chair.	Should be the Chair. Have to be able to steer Committee.	n/a	Part of the role of being Chair.	Part of the role of being Chair.	Makes sense for the Chair to provide discipline. Not appropriate for it to be a Councillor - could be seen as silencing someone.	Not confrontational but if the one-on-one doesn't work you have to consider the other people involved.

13 The current appointment policy provides for services members, including the payment of child care expenses, bus passes and parking and visual and hearing assistance. Also refreshments/lunches are provided when applicable.

<p>a Are there other services which, in your opinion, if offered, would help ensure that no barriers exist to public participation on Committees?</p>	<p>Nothing at the moment.</p>	<p>Wasn't aware of childcare expenses. Parking is an issue.</p>	<p>Services adequate.</p>	<p>Nothing to add.</p>	<p>Would like to see Elder involvement with an offer of an honorarium, given stature.</p>	<p>All covered.</p>	<p>Main barrier is timing of the meeting.</p>	<p>No.</p>	<p>Well covered. May consider taxi as an option. Provided information regarding social inclusion guidelines.</p>
<p>b Are the services provided for, in the amounts or mechanisms provided for, adequate to encourage public participation?</p>	<p>Adequate but maybe not enough to encourage participation. This Committee does not have much public participation. People don't know or don't care until they have a complaint. That or they don't know process or that they have a say. Unless people are interested, they aren't going to go looking for information.</p>	<p>Have tried to be visible as Chair of the board. Social media very important to encourage public participation at meetings. Would like to see recognition of Committee in campaigns it was involved in.</p>	<p>Yes, the agendas are on the website and public will write in or attend meeting.</p>	<p>With naming process, few know how it happens and are not engaged. We don't have people from Newcomer or Indigineous communities feeling connected to the process or bringing names forward. There is room to bring in public participation in the process.</p>	<p>Have had good public response with different public events that lead to public participation.</p>	<p>Time of the meetings might be biggest barrier to public attendance and corresponding with the Committee in advance could be a barrier. Length of meetings dictates that we know of requests in advance.</p>	<p>Want public participation. We do word of mouth. Organizations come to us, do presentations. City has good social media presence right now.</p>	<p>Yes.</p>	<p>Media has attended and sometimes general public. In her opinion, many people that participate in civic committees are usually more affluent. Also, generally, people less affluent are less engaged in civic processes, for a number of reasons (working multiple jobs, crisis, not knowing what opportunities are available, not feel comfortable or competent that they have anything valuable to share/offer, disillusionment in the processes, etc.) If the City is looking at barriers, diversity of membership, etc, this might be considered.</p>
<p>14 Do you have any further comments or suggestions?</p>	<p>Nothing to add.</p>	<p>Nothing to add.</p>	<p>Nothing to add, again noted size of the Committee needs to be addressed.</p>	<p>Content-based Admin lead in charge of the agenda and tie into Council priorities. Council lead could meet with Chairs to reconnect and strengthen relationships with Committees.</p>	<p>Broader context provided so Committee can connect the dots.</p>	<p>Development of Canadian Disabilities Act, would like City to provide a leadership role prior to the CDA making them act. Wants the City to be proactive.</p>	<p>Nothing to add.</p>	<p>Nothing to add.</p>	<p>There have been many name changes in recent years. Future would like "Transportation" instead of "Traffic" ties in with SPC, policies and reporting.</p>