

To: Council in Committee of the Whole

From: Tracy Adams, Chief Administrative Officer,  
Office of the C.A.O.

Report Number: CNCL-23-132

Date of Report: December 6, 2023

Date of Meeting: December 11, 2023

Subject: Resident Appointments to Advisory Committees

Ward: All Wards

File: 03-05

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## **1.0 Purpose**

The purpose of this report is twofold.

Firstly, this report recommends persons for appointment to Heritage Oshawa, the Oshawa Accessibility Advisory Committee (O.A.A.C.), the Oshawa Animal Care Advisory Committee (O.A.C.A.C.) and the Oshawa Environmental Advisory Committee (O.E.A.C.).

Secondly, this report recommends amendments to the Terms of Reference documents for the Oshawa Animal Care Advisory Committee.

Attachment 1 contains the proposed Terms of Reference document as revised per this report for the O.A.C.A.C.

Confidential Attachment 2 contains the applicants being recommended to Council for appointment to Heritage Oshawa, the O.A.A.C. and the O.E.A.C.

Confidential Attachment 3 contains the applicants being recommended to Council for appointment to the O.A.C.A.C. in the event Council changes the composition of the Advisory Committee.

Confidential Attachment 4 contains the applications not being recommended for appointment at this time.

## **2.0 Recommendation**

It is recommended to City Council:

That based on Report CNCL-23-132 dated December 6, 2023 concerning resident appointments to Advisory Committees:

1. That the applicants listed in Confidential Attachment 2 be appointed to the respective Advisory Committees for the term as outlined or until such time as successors are appointed; and,
2. That the Terms of Reference for the Oshawa Animal Care Advisory Committee be amended set out in Attachment 1 to said Report to change the membership composition from nine Stakeholder Members and one resident Member to six Stakeholder Members and four resident Members and to change the meeting frequency from one meeting per month to one meeting per quarter; and,
3. That the resident Member applicants and Stakeholder Member organization listed in Confidential Attachment 3 be appointed to the Oshawa Animal Care Advisory Committee for the term outlined; and,
4. That Council select an appropriate option with respect to the Oshawa Active Transportation Advisory Committee from Section 5.5 of said Report.

## **3.0 Executive Summary**

Not Applicable

## **4.0 Input From Other Sources**

- Planning Services
- Innovation & Transformation
- Legislative Services
- Engineering Services
- Council Member representatives to Advisory Committees

## **5.0 Analysis**

Members of Advisory Committees whose terms are expiring in November 2023 were notified by email of their expiry in October 2023 and advised of their eligibility to re-apply, should they wish to do so. Members who were eligible to reapply were notified of the deadline for submitting their application for re-appointment. In addition, recent resignations have also left a number of vacancies.

Legislative Services initiated recruitment for the vacancies on the Advisory Committees by posting information on the City's website and the City's social media accounts. Further, staff advisors to Advisory Committees reached out via their networks to solicit applications.

In order to ensure a fair and equitable appointment process, all applicants were interviewed for the vacancies, including current Members eligible to reapply with the exception of anyone interviewed within the previous 18 months. As the interview process is designed to evaluate an individual's suitability for appointment to a Committee, stakeholder member representatives were not interviewed.

During the recruitment process, the following questions were asked of applicants for the committees:

1. Why would you like to be a member of this Committee?
2. What skills, interests, experience or expertise do you have that would assist the committee in meetings its responsibilities?
3. In addition to attending regular meetings of the Committee, are you willing to participate in working groups/subcommittees and organize or attend special events in the community?
4. How do you see the Committee's role in relation to the role of Council?
5. Have you served on a municipal Board or Committee before?

In addition to the questions listed above for the Committees, the interview panel members were permitted to ask follow up questions to the applicant. At the end of the each interview, each member of the interview panel scored the responses provided by the applicant considering each applicant's experience, skills and availability as it related to the Committee's expectations of time commitments. The recommended applicants are based on the average score derived from those provided by each panel member.

### **5.1 Heritage Oshawa**

Heritage Oshawa has seven resident Members and one Stakeholder Member appointed by Council resolution. There are three resident Member vacancies due to completion of appointment terms; however, there are no Stakeholder Member vacancies at this time as appointments do not expire.

The interview panel consisted of an interview facilitator from Legislative Services, the Council-Committee Coordinator responsible for Heritage Oshawa and the Committee's Policy Advisor. The Council Member Representative did not participate in the interviews. A total of three applicants were interviewed to fill the vacancies; the recommended applicants are found in Confidential Attachment 2.

### **5.2 Oshawa Accessibility Advisory Committee (O.A.A.C.)**

In accordance with provincial legislation, a majority of the members of an Accessibility Advisory Committee must be members with a disability. The O.A.A.C. has nine resident Members appointed by Council resolution, at least six of whom must be Members with a disability. Prior to recruitment, there was one existing vacancy for an interested party. In

addition, there were four vacancies for members with a disability resulting from the completion of appointment terms.

The interview panel consisted of an interview facilitator from Legislative Services, the Council-Committee Coordinator responsible for the O.A.A.C., the Committee's Policy Advisor and the Council Member Representative.

A total of seven applicants were interviewed to fill the five vacancies; five individuals who identify as having a disability and two interested parties. One applicant for a person with a disability has since withdrawn their application. Of the remaining applications from persons with disabilities, two are returning members who have already served six years on the Committee. If these individuals were to be appointed for a four-year term, they would be in breach of the Advisory Committees of Council Policy and Procedure which sets an eight-year term limit. As such, it is recommended that these members be appointed for a two-year term ending in November 2025. The recommended applicants are found in Confidential Attachment 2.

### **5.3 Oshawa Environmental Advisory Committee (O.E.A.C.)**

The O.E.A.C. has ten resident Members appointed by Council resolution. There are seven vacancies on this Committee; six as a result of the completion of appointment terms and one vacancy due to a resignation in December.

The interview panel consisted of an interview facilitator from Legislative Services, the Council-Committee Coordinator responsible for the O.E.A.C., the Committee's Policy Advisor and the Council Member Representative. A total of four applications were received, three of which were from individuals who were appointed within the last 18 months, therefore only one interview for the new applicant was conducted; the recommended applicants are found in Confidential Attachment 2. These appointments will still leave three remaining vacancies on the Committee for which staff will continue to recruit.

### **5.4 Oshawa Animal Care Advisory Committee (O.A.C.A.C.)**

The O.A.C.A.C. has nine Stakeholder Members and one resident Member appointed by Council resolution. There is one resident Member vacancy as a result of the completion of the appointment term. As noted with the Stakeholder Member on Heritage Oshawa, Stakeholder Member appointments to the O.A.C.A.C. also do not expire, however there are four Stakeholder Member vacancies as a result of resignations. When a Stakeholder Member's representative advises they are no longer able to participate on the Committee, Legislative Services staff reach out to the Stakeholder Member organization to see if a different representative can attend Advisory Committee meetings on their behalf before confirming the vacancy. In all of these instances, alternative representation was not available, resulting in four complete resignations by the Stakeholder Member organizations. This number of vacancies often leaves the Committee at risk of not meeting quorum requirements to have a legal meeting to conduct business.

In 2023, the Committee was unable to attain quorum in June or November. In February, the Committee was unable to meet as there were no members in attendance in person to Chair the meeting.

#### **5.4.1 Proposed Amendments to the O.A.C.A.C. Terms of Reference**

Due to the ongoing issues related to the membership of this Committee, staff are recommending changing the O.A.C.A.C.'s Terms of Reference. This change will assist in ensuring the committee is still able to perform its duties at properly called meetings. The following are the proposed amendments to the O.A.C.A.C. Terms of Reference as reflected in Attachment 1 are listed below.

##### **5.4.1.1 Membership Composition**

Throughout the term of this Committee, Stakeholder Member vacancies continue to arise. Staff have attempted several times to recruit for new Stakeholder Members as vacancies have arisen, however only one application from a qualified organization was received. Conversely, there were four qualified applications for the one resident Member position. In light of the difficulty in recruiting for Stakeholder Members and the additional interest from qualified residents, staff are recommending the Terms of Reference for the O.A.C.A.C. be amended to change the Committee composition from nine (9) Stakeholders, one (1) resident Member and one (1) Council Member Representative to six (6) Stakeholders, four (4) resident Members and one (1) Council Members representative.

Interviews were conducted with all of the resident applications. The interview panel consisted of an interview facilitator from Legislative Services, the Council-Committee Coordinator responsible for the O.A.C.A.C., and the Committee's Policy Advisor.

##### **5.4.1.2 Meeting Frequency**

Due to the ongoing issues with attendance at these meetings, it appears that some of the Stakeholder Members may be unable to commit to a monthly meeting schedule as many of these organizations are run by volunteers. While most Advisory Committees do meet monthly some meet less frequently. It is also important to note that the Advisory Committees of Council Policy and Procedure does permit a Chair to call a special meeting should staff or Council have an urgent matter that requires the Committee's input. As such, it is recommended that the meeting frequency outlined in the Terms of Reference for the O.A.C.A.C. be changed from one meeting per month to one meeting per quarter.

#### **5.4.2 Appointments to the O.A.C.A.C.**

The interview panel consisted of an interview facilitator from Legislative Services, the Council-Committee Coordinator responsible for the O.A.C.A.C. and the Committee's Policy Advisor. A total of four applicants interviewed to fill the Resident Member vacancy. As noted, Stakeholder Member organizations are not subject to interviews. Provided Council wishes to amend the Terms of Reference related to the membership composition, the recommended applicants and stakeholder information are found in Confidential Attachment 3.

## **5.5 Oshawa Active Transportation Advisory Committee (O.A.T.A.C.)**

The O.A.T.A.C. has nine resident Members appointed by Council resolution. Prior to recruitment, there were five vacancies as a result of resignations; three terms expiring in 2023 and two terms expiring in 2024. In addition, there was one resignation received during November 2023 from a Member whose term ends in 2024 and there is one vacancy resulting from the completion of appointment terms in 2023. This has been an ongoing situation for this Committee for several recruitment periods, and it has not been at full complement for some time.

Based on the current vacancies and terms that are ending, there are only two remaining resident Members whose terms will both end in 2024, and the recently appointed Council representative whose term ends in 2026. This Committee will not be able to hold meetings to conduct business as quorum cannot be attained with the current membership. As such, it is recommended that Council select one of the following options.

### **5.5.1 Option 1: Disband the Committee**

As noted, this Committee has experienced ongoing vacancy issues over many years. Since 2017, only 14 out of 41 meetings have been held where the Committee has had a full complement of members. Often because of the number of vacancies, the meetings rely on every member appointed attending the meeting to ensure quorum is met. Between 2019 and 2021, the Committee was unable to attain quorum at 4 out of the 15 scheduled meetings in this period. The membership complement was reduced in 2021 from 10 members to 7; however, ongoing vacancy issues persist despite the reduction in membership.

Most Advisory Committees were created to provide advice or input to Council, its Standing Committees and staff on various matters. Recent trends suggest that public engagement has evolved to include a much wider variety of activities that include the use of new technology (such as websites like [www.connectoshawa.ca](http://www.connectoshawa.ca)) to reach a broader range of individuals. Further, staff working groups can provide similar subject matter expertise without the formality required of Advisory Committees.

The O.A.T.A.C. is not legislatively required, therefore Council can choose to disband this committee in favour of a less formal working group which would not have to follow the Council approved Advisory Committees of Council Policy and Procedure. The working group could consist of members of the public or community representatives to support staff in the implementation of the Active Transportation Master Plan. Council could still refer matters to staff to consult with this working group as required.

If Council chooses this option, the following motion should be passed as Part 4 of the recommendation:

“That the Oshawa Active Transportation Advisory Committee be disbanded, the remaining members thanked for their service, and their contact information be provided to staff to initiate a staff working group.”

### **5.5.2 Option 2: Suspend the Committee to Allow Further Recruitment**

Given the current number of vacancies due to resignations and terms ending in 2023, the remaining members do not constitute quorum; therefore, it is impossible for this Committee to meet to conduct business.

Council could choose to suspend this Committee to allow additional time for further recruitment attempts; however, it is important that the length of this suspension be limited so as not to lose the existing members whose terms expire in 2024.

If Council chooses this option, the following motion should be passed as Part 4 of the recommendation:

“That the Oshawa Active Transportation Advisory Committee be suspended until April 2024, during which time staff will conduct additional recruitment activities for this Committee and report back to Council at the end of the first quarter in 2024.”

## **6.0 Financial Implications**

If Council chooses to reduce the frequency of meetings of the O.A.C.A.C. from ten meetings annually to four, there will be financial savings related to overtime for staff in Animal Services and Legislative Services of approximately \$4,600.00 annually.

If Council chooses to disband the O.A.T.A.C. entirely as set out in Section 5.5.1, savings will be realized related to overtime for staff in Engineering Services and Legislative Services in the amount of approximately \$7,600.00 annually and \$10,700 in savings related to the Committee's approved budget allocation.

## **7.0 Relationship to the Oshawa Strategic Plan**

The recommendations in this report responds to the Oshawa Strategic Plan Goal of Accountable Leadership.



Mary Medeiros, Director, Legislative Services/City Clerk,  
Legislative Services



Tracy Adams, Chief Administrative Officer,  
Office of the C.A.O.

## **Oshawa Animal Care Advisory Committee**

### **Terms of Reference**

#### **1.0 Mandate**

The mandate of the Oshawa Animal Care Advisory Committee (OACAC) is to assist, advise and educate City Council, staff, key stakeholders and the wider Oshawa community with respect to continually improving the efficient and compassionate care of animals within the City of Oshawa. A key part of OACAC's function will be to: find and evaluate potential initiatives; provide expert opinions and network with other subject matter experts on issues; assist and promote existing and future projects; support fundraising and grant applications; and facilitate training of stakeholders and the general public.

Fundamentally, OACAC will work with the City Council, staff, key stakeholders and the wider Oshawa community to develop a robust, efficient and effective community-driven model for improving animal welfare, with a primary focus on domestic and feral cats, dogs, birds and small animals in the City of Oshawa as well as partner driven public education for wildlife and report its findings to City Council through the Community and Operations Services Committee.

In addition, the OACAC will make an annual presentation directly to Council within the first quarter of every year highlighting achievements and improvements attributable to the OACAC efforts.

#### **2.0 Goals and Objectives**

The goals of the OACAC include:

1. Advise on opportunities to improve animal care within the City of Oshawa;
2. Assist in the education of the public regarding responsible pet ownership; including the importance of sterilization to prevent pet overpopulation and unwanted pets, as well as animal care and appropriate veterinary services;
3. Provide advice and recommendations regarding convenient, affordable spay neuter services;
4. Provide advice on maximizing adoption services in partnership with rescue organizations and off-site adoption partners;
5. Provide public education opportunities and guidance regarding the best practices for the habitat and care of sick, injured and orphaned wildlife;
6. Provide input on existing and potential future animal care programs for the City of Oshawa; and,



# **Oshawa Animal Care Advisory Committee**

## **Terms of Reference**

7. Undertake any fundraising activities as outlined in the Advisory Committees of Council Policy and Procedure including but not limited to community engagement, animal licensing, public education and awareness, pet adoption programs and controlling pet overpopulation. Any fundraising activities require the approval of Council.

### **3.0 Guiding Principles**

Advisory Committees shall be compliant with the Advisory Committees of Council Policy and Procedure (which respects the City's Procedural By-law 111-2017, as amended, regarding meeting process). The Procedural By-law may be referenced directly through Legislative Services should further clarification on meeting process be required. Changes or clarifications to the Policy or Procedure shall be reflected in updates to the Policy and Procedure, which may be supplemented by guidelines and training materials, as appropriate, by the City Clerk.

The above referenced Policy and Procedure is comprehensive and addresses, amongst other matters, duties and conduct of Oshawa Animal Care Advisory Committee members and support staff, operating procedures, conduct of meetings and standard templates for advisory committee agendas, advisory committee reports to Council, etc.

The Commissioner, Community and Operations Services Department shall assign the Supervisor, Oshawa Animal Services to act as a Policy Advisor to the OACAC.

### **4.0 Key Success Factors**

For the Oshawa Animal Care Advisory Committee to be successful, the following factors need to be realized:

- vision;
- leadership;
- appropriate funding and staff resources;
- effective communication;
- partnership development;
- volunteer support and commitment;
- feasible, realistic and achievable strategies/actions tailored to the community's needs; and
- a strong relationship with the Community and Operations Services Committee and City Council.

# **Oshawa Animal Care Advisory Committee**

## **Terms of Reference**

### **5.0 Number of Members**

Composition:

The Oshawa Animal Care Advisory Committee shall be comprised of the following:

- Four (4) members of the public
- one (1) member of City Council
- Six (6) representatives from animal advocacy groups appointed as Stakeholder Members

### **6.0 Member Qualifications**

Committee members will be appointed on the basis of their work and volunteer experience, availability, academic qualifications, demonstrated expertise and interest in animal matters.

### **7.0 Frequency of Meetings**

The Oshawa Animal Care Advisory Committee will meet quarterly at City Hall. There will be no meetings in July and August. In the year of a Municipal Election, there will be no scheduled meetings in July, August, October and November. Additional special meetings may be called, as required, by the Chair.