

To: City Council

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

Report Number: CNCL-25-60

Date of Report: September 24, 2025

Date of Meeting: September 29, 2025

Subject: Review of Advisory Committees and Alternative Methods for
Community Engagement

Ward: All Wards

File: 03-05

1.0 Purpose

The purpose of this report is to respond to the following direction of City Council from its meeting of December 11, 2023 with respect to appointments to Advisory Committees:

“That staff investigate alternative methods for community engagement that would be less restrictive and more inclusive of idea sharing and brainstorming than the current Advisory Committees of Council model and report back to Council in 2024.”

Attachment 1 is the updated Advisory Committees of Council Policy and Procedure (the “Policy”).

Attachment 2 are the current Terms of Reference for each Advisory Committee.

2.0 Recommendation

It is recommended to City Council:

That based on Report CNCL-25-60 dated September 24, 2025 concerning Advisory Committees and alternative methods for community engagement, Council select an appropriate option under section 4.7 of said Report.

3.0 Input From Other Sources

- Corporate Leadership Team
- Animal Services
- Corporate Communications
- Finance Services

- Human Resource Services– Diversity Equity and Reconciliation
- Business and Economic Development Services
- Municipal Law Enforcement and Licensing Services
- Planning Services
- Office of the Ombudsman
- City of Oshawa Integrity Commissioner
- Municipalities: Ajax, Brock, Clarington, Ottawa, Pickering, Scugog, Uxbridge, Whitby

4.0 Analysis

At its meeting of December 11, 2023, Council considered Report CNCL-23-132 concerning appointments of residents to various Advisory Committees. At that time, Council directed staff to investigate alternative methods for community engagement outside of the existing Advisory Committees of Council model that are less restrictive and more inclusive of idea sharing and brainstorming.

In accordance with the Municipal Act, 2001, as amended and previous Ombudsman decisions, Advisory Committees are considered formal bodies for purposes of accountability and transparency measures; therefore, they subject to open meeting requirements, formal rules of procedure, code of conduct and conflict of interest provisions. Given these legislated requirements, it is not possible to amend Advisory Committee rules and procedures to be less restrictive in this regard.

As is the case for Council Members, members of Advisory Committees are required to adhere to very high standards of behaviour when carrying out their duties for the City and require a formalized Code of Conduct. Public service can be complex and demanding - an Advisory Committee Code of Conduct would serve as a guide to both good governance practices and proper conduct, to help members meet the standards that apply to them.

The Advisory Committee Code of Conduct would be a more simplified version of the Code that applies to Council members, its plain language making it easy to use by volunteers not familiar with complex policy language. The Code would have no application for members' activities not associated with their work for the City.

4.1 Background

Advisory Committees have long been a fixture in municipalities across Ontario, originally designed to provide recommendations, advice and/or information to municipal councils on matters that fall within their respective mandates. This model was developed as a direct way for municipal councils to engage with the community regarding various matters and was established long before digital and other community engagement tools were available or in general use. Advisory Committees in the City of Oshawa have been in existence for some time, however in 2011, Council adopted the Advisory Committees of Council Policy and Procedure (the "Policy") to ensure consistent guidelines with respect to meeting procedures, vacancies and recruitment, reporting structure and staff responsibilities. The Policy has been reviewed and updated numerous times since its implementation; the current Policy is provided as Attachment 1.

Each Advisory Committee has its own Council approved Terms of Reference document which includes their respective Mandate, Goals and Objectives, Key Success Factors, Membership Composition and Qualifications and Meeting Frequency. The current Terms of Reference for each Advisory Committee are provided in Attachment 2.

4.2 Current Structure

The City currently has four (4) Advisory Committees:

- Oshawa Accessibility Advisory Committee (O.A.A.C.)
- Oshawa Animal Care Advisory Committee (O.A.C.A.C.)
- Oshawa Environmental Advisory Committee (O.E.A.C.)
- Heritage Oshawa

Advisory Committees provide recommendations or advice to Council in the form of reports which are provided to the appropriate Standing Committee that has purview of the matter being reported. In addition, staff may solicit advice or input from Advisory Committees that may be included in future staff reports to Standing Committees and Council.

The work of the Advisory Committees is directed by an annual work plan. Each Advisory Committee determines an annual work plan and budget submission that is part of the Operating Budget. Work plans are to be based on the individual mandate for each Advisory Committee, and budget requests must be reflective of the work the Advisory Committee intends to complete during that fiscal year.

4.3 Legislative Impacts

Some of the Advisory Committees are subject to certain legislation; specifically, the Oshawa Accessibility Advisory Committee and Heritage Oshawa.

4.3.1 Oshawa Accessibility Advisory Committee

The Oshawa Accessibility Advisory Committee ("O.A.A.C.") is the City's legislated Municipal Accessibility Advisory Committee as set out in Section 29 of the Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c.11 (the "A.O.D.A.") which requires all municipalities with a population over 10,000 to establish an accessibility advisory committee that shall advise Council on the implementation of accessibility standards and the preparation of accessibility reports, as well as reviewing selected site plans and drawings.

In addition, Council must seek advice from its Accessibility Advisory Committee on the accessibility for persons with disabilities to a building, structure or premises, or part of a building, structure or premises,

- a) that Council purchases, constructs or significantly renovates;
- b) for which Council enters into a new lease; or

- c) that a person provides as municipal capital facilities under an agreement entered into with Council in accordance with Section 110 of the Municipal Act, 2001.

4.3.2 Heritage Oshawa

Heritage Oshawa is the City's Municipal Heritage Committee as set out in Section 28 of the Ontario Heritage Act, R.S.O. 1990, c. O.18 (the "Ontario Heritage Act") and is established by By-law 54-2023. It is important to note that a Municipal Heritage Committee is not mandatory under the Ontario Heritage Act, but if one exists, Council must consult with it regarding a number of matters, including but not limited to:

- Adding or removing properties from the municipal register of properties that are of a culture heritage value or interest;
- Designation of properties or the amendment or removal of a designation under Part IV;
- Demolition of or alterations to designated properties;
- Easements with owners for the conservation of property of cultural heritage value or interest,
- Matters related to a Heritage Conservation District under Part V of the Ontario Heritage Act.

4.4 Advisory Committees as Public Engagement

Advisory Committees have historically acted as a vehicle to obtain public feedback. The concept of Advisory Committees pre-dates electronic and social media tools and online channels; as such, gathering groups of interested residents to provide advice to Council regarding programs or policies was the most common, and sometimes the only way to reach the public.

However, over time there have been several innovations in communications technology, from email in the mid-1990s to today's wide range of online tools and platforms similar to the City's community engagement site, Connect Oshawa. While an ongoing committee of residents might have been the best way to reach people in the past, newer options that are less formal can be far more wide-reaching and yield increased engagement rates and participation.

City staff have also garnered successful participation from in-person opportunities that are less bureaucratic in their format, such as focus groups, public open houses or pop-up sessions that allow a larger number of individuals to provide specific feedback on programs and issues that are of interest to them without any long term commitment, and permits individuals to participate in public engagement programs when and where it is convenient to them.

4.5 Barriers to Effective Feedback from Advisory Committees

Staff have identified several barriers to success that impact the efficacy and efficiency of Advisory Committees as a key source of public engagement.

4.5.1 Time Commitment

Participating on an Advisory Committee requires significant time commitment by an individual, including:

- Completion of a recruitment application and interview;
- Attendance at formal Committee meetings, generally in person at City Hall, in the evening for several hours;
- Reading agendas and reports to be prepared for each meeting;
- Completing any additional work outside of a meeting (i.e. research work).

Many residents have other work, personal and/or family demands that do not allow them to commit to volunteering several hours a month for a four-year period on an Advisory Committee, or their personal circumstances change requiring them to resign mid-term, resulting in vacancies which can in turn affect the Committee's ability to attain quorum to conduct their business.

4.5.2 Reporting Structure

While Advisory Committees are intended to report to City Council through the Standing Committees, they sometimes provide advice to Council indirectly. For example, staff may seek Advisory Committee comments before providing a report to Standing Committee or Council, where any comments provided by the Committee are considered when developing staff recommendations.

Because of this, at times there has been a misconception that Advisory Committees are a "political body" intended to serve a representative role. City Council fulfills the role of political representative, and Advisory Committees do not have a political role independent of Council. While Advisory Committees are committed and can be passionate, they do not have Council's fundamental democratic role, jurisdiction or decision-making authority.

4.5.3 Minimal Reach

Each Advisory Committee has a set number of individuals (generally not more than 10 members of the public or stakeholders) who serve a four-year term. While this term is staggered so that all appointments do not expire in the same year, the same individuals are generally consulted repeatedly, especially when individuals are reappointed (often due to no other residents applying for vacancies), thus serving up to eight years, or longer in some instances. While this may mean some members might be well informed regarding some issues facing the City, it is not effective for reaching a wider range of new or different perspectives necessary for effective and valuable public engagement.

4.5.4 Committee Mandates

The approved mandates for all Advisory Committees establish their primary role as advisory in nature; however, enthusiastic volunteers on Advisory Committees often want to do more action-oriented activities, such as host events or programs. Though admirable and appreciated, the primary purpose of these Committees is to provide advice to Council.

On occasion, when feedback on programs or policy is sought by staff, the feedback received is not necessarily reflective of the Committee's mandate, but instead of the members' individual opinions on a matter. In some cases, the Committee has not provided any feedback on the matters presented to them by staff, instead it has investigated other matters that may or may not be included on their Council-approved work plan and sometimes are not aligned with municipal by-laws and policies.

4.5.5 Formal Structure

The Policy sets out a formal structure for Advisory Committee processes and procedures that is similar to Standing Committee and Council. Agendas are published, meetings are subject to Open Meeting Procedures, quorum must be met, duly moved motions must be put on the floor before discussions can begin and minutes and web streams of public sessions are maintained. With respect to procedures during a meeting, the rules of order set out in the Policy are generally comparable to Standing Committee, and where a situation is not provided for in the current Policy, Council's Procedure By-law is followed.

Advisory Committee Members are provided annual training regarding the Policy and rules of procedure, and Chairs and Vice-Chairs are offered specialized training with coaching as required throughout their term of office; however, the meeting structure can feel restrictive for these volunteers that just want to be engaged and provide feedback.

The Municipal Act, 2001, as amended defines Committees as "any advisory or other committee, subcommittee or similar entity of which at least 50 per cent of the members are also members of one or more councils or local boards." Several Ombudsman Reports have demonstrated that Advisory Committees are generally considered Committees under the Act and subject to open meeting rules despite not necessarily meeting the definition in the Municipal Act, 2001 to the letter.

In one example, the Office of the Ombudsman found that an Advisory Committee in the Township of Lucan Biddulph was a Committee under the Municipal Act, 2001. Although the composition of the Committee included nine members of the public, one staff member and the Mayor, it was given a budget by Council, permitted to make spending decisions within that budget and made recommendations to Council and thus determined to be a Committee subject to open meeting legislation. As such, Advisory Committees must continue to follow open meeting rules including allowing the public to attend meetings, publishing agendas and minutes, holding discussions in open session and only holding meetings where there is a quorum of the Committee and the Clerk, or their designate, is present as well as maintaining the formal rules of procedure.

4.5.6 Code of Conduct and Municipal Conflict of Interest Act

The City's Integrity Commissioner has advised that Advisory Committee Members are subject to a Code of Conduct and the Municipal Conflict of Interest Act, just like members of Council. While the Policy already includes provisions for Advisory Committee Members to declare any conflicts of interest and contains a brief code of conduct section, the Integrity Commissioner recommends having a more robust Code of Conduct for Advisory Committee Members that is similar to the Code for members of Council. The updated Advisory Committee Policy includes a fulsome Code of Conduct section in line with Council's Code of Conduct By-law.

As with complaints related to a Council member's behaviour may be submitted to the Integrity Commissioner for an investigation, members of the public could also apply to the Integrity Commissioner for apparent violations of the Code of Conduct or Municipal Conflict of Interest Act for an Advisory Committee Members behaviour. Not only does this increase the cost associated with this service to the City, but it may also inhibit members of the public from applying to be Advisory Committee Members so as not to face that level of scrutiny and potential investigations.

4.5.7 Other Issues

Despite expectations set out in the Policy, meeting rules of procedure, and a code of conduct for members, the Advisory Committees are not operating as effective as they could be under the current Policy. Issues over the years with Committee Members include but are not limited to:

- Disregard for rules of procedure and the Policy;
- Disrespect for staff in interactions during and outside of Committee meetings;
- Introducing items for Committee consideration that are outside of the Committee Mandate or contrary to City By-laws, policies or other legislation;
- Disregard for previous Council decisions by introducing matters on which Council already has a position and refusing to consult or collaborate with Policy Advisors prior to introducing such matters;
- Refusing to take the advice of the Council-Committee Coordinator or Policy Advisor during meetings;
- Actions which violate the Occupational Health and Safety Act.

4.6 Alternative Public Engagement Tools

There are a number of other ways for the public to engage with Council's decision-making process, most of which are currently used by the City and have resulted in meaningful input from the public. It is important to note that not one method would be recommended for all engagement circumstances. Some may lend themselves better to certain projects over others, or a combination of several may be used.

The Oshawa Strategic Plan 2024-2027 under the priority of “Lead: Governance and Service Excellence” also addresses developing a robust community engagement system as an action item for Goal L.7: “Offer community engagement activities that enhance transparency and bring diverse voices and perspectives into decision-making processes”. Specifically, Action 7.1 states the City will “Update the community engagement framework and develop a toolkit to guide City projects” to be advanced by Corporate Communications as part of the execution of this Plan.

Utilizing these other forms of engagement, either individually or in combination with each other, will help modernize the City’s approach to public engagement and become a municipal leader in outreach.

4.6.1 Online/Social Media Tools

The City has been very successful in its use of digital, online and social media tools to communicate and encourage resident engagement. As previously noted, over 600 responses were received concerning the Oshawa Strategic Plan through the online feedback form alone. Other successful engagement projects have used online tools such as Connect Oshawa including:

1. Customer Service Strategy
2. Oshawa Official Plan Review
3. Budget Engagement
4. Integrated Transportation Master Plan
5. Parks, Recreation, Library and Culture (P.R.L.C.) Facility Needs Assessment
6. Various Park Redevelopments, including Easton Park, Renaissance Park and Sunnyside Park

It is important to note that communications of these engagement projects also includes traditional tools and that the City offers alternative methods to provide feedback (e.g. paper feedback forms at Service Oshawa, pop-ups at community events, open houses, etc.).

4.6.2 Community Working Groups/Steering Committees or Ad Hoc Consultation

Where such a group is needed, individuals could be recruited based on the skill set, knowledge, experience or interest for the specific project or issue at hand. This would be different from Advisory Committees in a number of ways:

- They would have a defined purpose and/or time period with a start and end based on the specific project;
- They would report to staff directly, who in turn would report any necessary matters to Council as required;
- While a project and/or topic area may have a specific budget, the working group or steering committee would not be responsible for overseeing the project budget or spending any budget allocations;

- Staff determine how they will operate with respect to meeting frequency and process; and,
- The members would have greater input, being able to participate at all stages of the project and/ topic's progression.

Ad hoc consultations, working groups/ steering committees could be established to gain valuable input in person with a shorter-term focus. This type of engagement could take the form of a half-day meeting, a community pop-up or a short series of consultation meetings to engage people to share ideas and brainstorm while being more flexible than the traditional Advisory Committee model. This model has proven successful in engaging residents and community partners on a variety of topics.

The City has used and continues to use similar models, such as the:

- Community Centennial Committee - Served as the community table at which local leaders and organizations provided input, collaborated, planned and executed events, activities and initiatives to celebrate the City's Centennial in 2024.
- Public Art Task Force - The Task Force provides strategic direction and advice to staff to assist with the development and implementation of a Public Art Strategy, raise public awareness and importance of public art in the city, make recommendations for the striking of public art juries, reviewing and assisting with the development of Calls for Artists and providing advice and recommendations on proposed gifts, donations and bequests. In addition, the Task Force will receive and approve applications for community group driven public art projects.
- Vehicle-for-Hire, Business Licensing Working Group - Members of identified stakeholders were invited to attend a consultation session to discuss the topic at hand (e.g. brokers/owners and drivers in the taxicab industry, brokers/drivers in the designated driving industry and the general public for the Vehicle-for-Hire consultation). The consultation sessions included a brief presentation followed by a facilitated roundtable discussion. City staff were available for discussion and feedback forms were available for completion at each event.
- P.R.L.C. Update Focus Groups - Leaders of Oshawa parks, recreation, library and/or culture community partner and/or user groups were invited to attend a focus group where they could discuss core strengths, trends, challenges and opportunities as they relate to P.R.L.C. spaces in the city. Five 90-minute targeted focus groups were held: indoor recreation and sport groups; outdoor recreation and parks groups; equity, diversity and inclusion community representatives; arts and cultural community representatives; and library partners and interest groups.
- Oshawa Strategic Plan Community Conversations - During the extensive public consultation period between fall 2023 and spring 2024, staff participated in 31 events to collect feedback for the plan.

4.6.3 Public Forums and Events

Often conducted in conjunction with online engagement, a Public Forum which may be identified as a public open house, information centre, pop-up event, public summit, etc. provides an opportunity for the community to provide feedback on a specific project. Generally, a presentation is provided with an opportunity for discussion and questions on the project, and feedback can be submitted either at the session or to staff by a later date. In a three-hour open house, the presentation is often provided twice, and information is also available in the room using display boards or staff interactions to allow further review or examination by the community.

These forums or events also often have the flexibility to be held in other areas of the community outside of City Hall, which can be more effective in eliminating barriers for community attendance. For example, the City hosts Shape Oshawa annually at the Oshawa Centre. This event features staff from various branches to conduct surveys, distribute material and provide information regarding City programs and services.

Members of the public are encouraged to share ideas and provide feedback on the project without being encumbered with motions or voting on positions, or the significant time commitment necessary to participate on an Advisory Committee.

4.7 Future State of Advisory Committees

This Report seeks Council direction on the future state of Advisory Committees in Oshawa. As of the writing of this report, the O.A.A.C. has one vacancy and the O.E.A.C. has five vacancies which may place them at risk of not attaining quorum for meetings. Some of these vacancies have been in place since the annual recruitment due to lack of interest as the City simply did not receive sufficient applications to fill all vacancies.

Depending on the option selected below, staff will initiate appropriate recruitment activities and report back to the Corporate and Finance Services Committee. Recruitment requires advertising for volunteer opportunities, screening candidates, conducting interviews and evaluating applications. If recruitment begins immediately, vacancies would not be filled before December at the earliest.

4.7.1 Option 1 – Retain only the Oshawa Accessibility Advisory Committee

Council could choose to increase the use of less restrictive public engagement tools outlined in this report as opposed to formal Advisory Committees. As previously noted, the O.A.A.C. is mandatory under the A.O.D.A. and therefore must continue to operate but would do so under the updated Policy as set out in Attachment 1, reviewed in Section 4.8 of this Report.

Should this option be selected, staff would engage the public on matters related to environmental activities, animal care and heritage issues at least twice annually through community workshops or events on a variety of matters and will specifically invite current members of Heritage Oshawa, the O.A.C.A.C. and the O.E.A.C. to participate. Similar to working groups established for Vehicles-for-Hire or Residential Rental Housing Licences, these informal workshops or events would allow community members to provide feedback

and submit suggestions to staff without the formal structure or lengthy time commitment of an Advisory Committee. In addition, staff would hold other public engagement opportunities that would be conducted on a project-by-project basis.

If this option is selected, the following recommendation should be moved:

“That based on Report CNCL-25-60 dated September 24, 2025 concerning Advisory Committees and alternative methods for community engagement:

1. That Heritage Oshawa, the Oshawa Animal Care Advisory Committee and the Oshawa Environmental Advisory Committee be disbanded and the members be thanked for their service and encouraged to participate in other engagement activities; and,
2. That the updated Advisory Committees of Council Policy as set out in Attachment 1 of said Report be endorsed as the primary guiding document for Advisory Committees; and,
3. That staff be directed to provide mandatory training to all current and future members of the Oshawa Accessibility Advisory Committee; and,
4. That current and future appointments to the Oshawa Accessibility Advisory Committee be contingent on participation in mandatory training concerning rules of procedure and accountability and transparency measures; and,
5. That staff continue to pursue alternative forms of community engagement as outlined in said Report;”

4.7.2 Option 2 – Retain Advisory Committees with a Legislative Impact

Council may choose to retain only the Advisory Committees that have a legislative impact. As noted, the O.A.A.C. is mandatory and must be retained. Heritage Oshawa, as the Municipal Heritage Committee, is not mandatory under the Ontario Heritage Act, however if one exists, a municipality must consult with the Committee on prescribed matters.

If this option is selected, the following recommendation should be moved:

“That based on Report CNCL-25-60 dated September 24, 2025 concerning Advisory Committees and alternative methods for community engagement:

1. That the Oshawa Environmental Advisory Committee and the Oshawa Animal Care Advisory Committee be disbanded and the members be thanked for their service and encouraged to participate in other engagement activities; and,
2. That the updated Advisory Committees of Council Policy as set out in Attachment 1 of said Report be endorsed as the primary guiding document for Advisory Committees; and,

3. That staff be directed to provide mandatory training to all current and future members of the Oshawa Accessibility Advisory Committee and Heritage Oshawa; and,
4. That current and future appointments to the Oshawa Accessibility Advisory Committee and Heritage Oshawa be contingent on participation in mandatory training concerning rules of procedure and accountability and transparency measures; and,
5. That staff continue to pursue alternative forms of community engagement as outlined in said Report;”

4.7.3 Option 3 – Retain all Committees with Reduction in Meeting Frequency

In their current state, some Advisory Committees have few or no items on a monthly agenda, resulting in cancelled meetings, or meetings that only last a few minutes to less than an hour. Regardless of length, meetings result in substantial use of City resources, including staff overtime for after-hours meetings.

For all Advisory Committees except the O.A.A.C., staff are proposing each Advisory Committee maintain a quarterly regular meeting cycle. The O.A.C.A.C. is already using this calendar format, meeting in March, June, September and December. Special meetings may be called if there are urgent matters needing Advisory Committee review and input, however, quarterly meetings would ensure the Advisory Committees have fulsome agendas to engage volunteers while remaining fiscally responsible.

Due to the timing of the planning process, only the O.A.A.C. would continue to meet monthly in order to provide the mandated advice concerning development applications.

If this option is selected, the following recommendation should be moved:

“That based on Report CNCL-25-60 dated September 24, 2025 concerning Advisory Committees and alternative methods for community engagement:

1. That the Terms of Reference for Heritage Oshawa, the Oshawa Animal Care Advisory Committee and the Oshawa Environmental Advisory Committee be updated to reflect a quarterly meeting cycle; and,
2. That staff be directed to provide mandatory training to all current and future members of the Advisory Committees; and,
3. That current and future appointments to Advisory Committees be contingent on participation in mandatory training concerning rules of procedure and accountability and transparency measures; and,
4. That the updated Advisory Committees of Council Policy as set out in Attachment 1 of said Report be endorsed as the primary guiding document for Advisory Committees; and,

5. That staff continue to pursue alternative forms of community engagement as outlined in said Report;”

4.7.4 Option 4 – Maintain Status Quo for All Advisory Committee Meetings

Council may choose to retain all Advisory Committees in their current state with a monthly meeting frequency. Should this option be selected, staff recommend mandatory training for all Advisory Committee members with respect to the new Policy as well as the accountability and transparency measures to which they must adhere. This training would be delivered by both staff (for the Policy as a whole and meeting procedures) and the Integrity Commissioner (for accountability and transparency measures). Staff would recommend that members who do not participate in this training would not be eligible for continued appointments to an Advisory Committee.

If this option is selected, the following recommendation should be moved:

“That based on Report CNCL-25-60 dated September 24, 2025 concerning Advisory Committees and alternative methods for community engagement:

1. That no changes to the Advisory Committee structure be implemented at this time, and;
2. That staff be directed to provide mandatory training to all current and future members of Advisory Committees; and,
3. That current and future appointments to Advisory Committees be contingent on participation in mandatory training concerning rules of procedure and accountability and transparency measures; and,
4. That the updated Advisory Committees of Council Policy as set out in Attachment 1 of said Report be endorsed as the primary guiding document for Advisory Committees; and,
5. That staff continue to pursue alternative forms of community engagement as outlined in said Report;”

4.8 Revised Advisory Committee Policy

As noted, the Advisory Committees of Council Policy and Procedure has been in place since 2011. Although it has been updated regularly, this policy document is no longer consistent with the City’s standards for Policy development. Regardless of the option selected from Section 4.7, a policy to manage Advisory Committees would still be required.

The updated Advisory Committees of Council Management Policy, as set out in Attachment 1, provides a clear framework for the management of all Advisory Committees, including the establishment and review of Committees, the roles and responsibilities of members and staff in relation to the Committees, reporting requirements, work plan and financial management and a clear code of conduct for members to support the necessary accountability and transparency measures.

The updated Policy introduces a number of key changes including matters not included in the current policy.

4.8.1 Clarification of Council's Role

The current Policy does not provide a definition of Council's Role with respect to the Advisory Committees which has been added to the updated Policy. Specifically, Council establishes any legislated or desired Advisory Committees including the adoption of appropriate Terms of Reference and appoints the most suitable candidates to Advisory Committees based on the membership qualifications identified for each Advisory Committee. In addition, Council seeks advice from Advisory Committees as it deems appropriate by referring matters to the appropriate Advisory Committee for input. This further clarifies that it is Council, not the Advisory Committee, responsible for determining the Advisory Committee's structure, membership and terms of reference.

4.8.2 Clarification of Staff's Role

The updated Policy refines the role of staff with respect to the management of Advisory Committees. The Corporate Leadership Team would ensure that a suitable Policy Advisor is assigned as a subject matter expert to draft the Advisory Committees' annual work plans and assist the Advisory Committee in the execution of the work plan and would review the Work plan and budget prior to submission for consideration in the municipal budget process. Additional details have been added to the role of the Clerk, the Council-Committee Coordinator, Policy Advisor as well as other employees to codify some of the activities that have generally been provided by these roles.

4.8.3 Rules of Procedure

The updated Policy would direct Advisory Committees to rely on the Committee rules in Council's Procedure By-law. This is in keeping with best practices among municipalities, and the formalized, consistent structure is recommended based on open meeting rules, the Code of Conduct and the Integrity Commissioner requirements of Advisory Committees. The previous policy included significant sections around rules of procedure that in some cases differed from or even contradicted the Procedure By-law; these provisions have been removed from the updated Policy.

4.8.4 Work Plan and Budget Process

The updated Policy directs the Policy Advisor to prepare an annual work plan and Proposed Budget submission for the Advisory Committee, identifying projects or programs anticipated for the Advisory Committee over the upcoming year, using templates provided as part of the updated Policy. The work plan and budget would be presented to the Advisory Committee, which may recommend changes or additions, provided they are in keeping with the Advisory Committee's mandate, goals and objectives.

Following presentation to the Advisory Committee, the work plan and budget would be provided to the Corporate Leadership Team for review. The Corporate Leadership Team may remove items from the plan on the basis of staff capacity or other resources before the final work plan and budget are included in preparation of the annual municipal budget.

However, nothing in this section, prevents Council from assigning work to an Advisory Committee at any time.

4.8.5 Elimination of Working Groups and Subcommittees

The current policy permits Advisory Committees to create working groups or subcommittees to execute items on the approved Committee work plans. This often results in two or three members performing the actual work of an Advisory Committee. In some instances, the members of a Working Group or Subcommittee are not individuals appointed by Council, as the current policy permits members of the public to be appointed to these bodies. This results in individuals representing the City or carrying out work that have not been subject to the appointment process to be selected by Council. The updated Policy removes Working Groups and Subcommittees to ensure the Advisory Committee and the Council-appointed members are fulfilling the role as set out and directed by Council.

4.8.6 Expanded Code of Conduct

Advisory Committees are subject to similar accountability and transparency measures as that of City Council. Although the current Advisory Committee Policy includes some conduct provisions; they are not aligned with the Council Code of Conduct. As such, the updated Policy includes a new Code of Conduct section utilizing provisions recommended by the City's Integrity Commissioner as well as a formalized complaint process.

5.0 Financial Implications

The total budget allocation for each of the four current Advisory Committees (Program 120) in the 2025 Budget is set out in the table below:

Advisory Committee	2025 Budget
Oshawa Accessibility Advisory Committee	\$3,300
Oshawa Environmental Advisory Committee	\$15,800
Heritage Oshawa	\$19,800
Oshawa Animal Care Advisory Committee	\$2,200
Total Amount Allocated to Advisory Committees	\$41,100

Disbanding of any of the non-statutory Advisory Committees would generally result in an annual savings equivalent to the above noted budget grants; however budgets are submitted annually, so these figures may increase or decrease depending on the requests from the Advisory Committees and the final budget deemed adopted. It is important to note that regardless of the amount actually spent an Advisory Committee, the amount of the initial grant is included in the City's overall budget as a factor in determining the annual tax levy.

There is also significant staff time and resources associated with Advisory Committee management over and above the annual Committee grants including but not limited to:

- Recruitment – frequent advertising and public notices as well as staff time to fill vacancies. For example, from 2022 to 2024, there were six (6) recruitment campaigns to fill 25 Advisory Committee positions. Each recruitment campaign requires staff time by one staff member from Legislative Services to coordinate and book interviews with the applicants and interview panels. Panels consist of two staff from Legislative Services, the Council Member Appointee and the Advisory Committee's Policy Advisor to interview and score each applicant (normally an average of two to five applications per vacancy), followed by staff time to coordinate scores and prepare a report to Committee and/or Council.
- Policy Advisor – Each Advisory Committee requires a Policy Advisor responsible for providing advice and guidance related to the Advisory Committee's Council approved workplan, including but not limited to: assisting the volunteers with events; liaising with Corporate Communications on preparing presentations for feedback to Advisory Committees, coaching and consultation with members regarding various Advisory Committee matters, as well as attendance at evening Advisory Committee meetings (in 2023 there were 50 evening Advisory Committee meetings, in 2024 there were 34 evening Advisory Committee meetings).
- Legislative Services – Each Advisory Committee requires one Council-Committee Coordinator to be responsible for the day-to-day operations of the Advisory Committee, including but not limited to preparing agendas, minutes or reports to Standing Committee/Council, meeting setup, preparing correspondence, providing advice to Advisory Committee Members and liaising with members of the public and staff with respect to meeting processes. For each Advisory Committee meeting, two staff from Legislative Services are in attendance (in 2023 there were 50 evening Advisory Committee meetings, in 2024 there were 34 evening Advisory Committee meetings).
- Communications - the Corporate Communications' Branch provides communications support, including but not limited to recruitment communications campaigns; designing and managing the printing and reproduction of promotional materials (banner bugs, brochures, postcards, etc.); social media campaigns on topics identified by the respective Advisory Committee and Policy Advisor.

The estimated cost of the above services for the three non-statutory Advisory Committees is \$126,000. Should Council choose an option that reduces either the number of Advisory Committees or the frequency of meetings, cost savings would be realized as fewer meetings would be required.

Finally, as noted Advisory Committee Members would be required to adhere to accountability and transparency measures such as a formal Code of Conduct and the Municipal Conflict of Interest Act. As such, members would also be able to avail themselves of advice concerning such ethics matters from the City's Integrity Commissioner and be subject to potential investigations. In addition, the Integrity

Commissioner would need to be engaged to provide training to Advisory Committee Members. Accordingly, this would increase the costs associated with the City's Integrity Commissioner services which are estimated at minimum to be \$3,000 per Advisory Committee plus any costs that are incurred for requests for advice or code complaints.

6.0 Relationship to the Oshawa Strategic Plan

This report responds to the Oshawa Strategic Plan Priority Area "Lead: Governance and Service Excellence" with the goal to enhance effective communication and encourage all community members to actively participate and learn about City services, programs, and spaces.



Laura Davis, Manager, Legislative Services/Deputy City Clerk
Legislative Services



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



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

Corporate Policy

Title: Advisory Committees of Council Policy
Number: GOV-XX-XX
Approved By: City Council
Administered By: Legislative Services
Effective Date: XX
Revision Date(s):

1.0 Purpose/Background

Advisory Committees of Council (“Advisory Committees”) provide recommendations and advice to Council on a variety of matters that contribute to the development of policies, programs and initiatives that enhance the City.

The Advisory Committees of Council Policy (“Policy”) provides a fair and equitable approach for the overall establishment and management of Advisory Committees of Council.

2.0 Policy Statement

This Policy sets out a framework to govern the management of Advisory Committees including:

- Establishment and Review;
- Membership Management;
- Roles and Responsibilities;
- General Operating Procedures
- Reporting Requirements;
- Work Plans, Budgets and Financial Management
- A Code of Conduct for Members

3.0 Scope/Application

This Policy applies to all Advisory Committees as established by Council that may be in existence as of the Effective Date of this Policy or established by Council in future.

This Policy does not apply to Standing Committees, Committee of Adjustment, Property Standards Committee, Joint Compliance Audit Committee, staff Committees or other

Effective: [Month Day, 20XX]	Revised: [Month Day, 20XX]	Page 2 of 24	Number:
-------------------------------------	-----------------------------------	---------------------	---------

Committees/Working Groups/advisory bodies not established by Council as an Advisory Committee.

Advisory Committees will be compliant with this Policy as well as Council's Procedure By-law regarding operations and meeting processes, and other relevant City polices as may be identified from time to time by Policy Advisors, the Council-Committee Coordinator ("Coordinator") or the Clerk.

Changes or clarifications to the Policy will be reflected in updates to Council regarding the Policy, which may be supplemented by guidelines and training materials, as appropriate, by the Clerk.

4.0 Definitions

"Advisory Committee of Council" or "Advisory Committee" means a committee created by Council to provide advice and expertise on issues of municipal interest and make recommendations to Council through its Standing Committees.

"City" means the City of Oshawa.

"Chair" means the member of the Advisory Committee appointed by its members to preside at meetings and to act as spokesperson on behalf of the Advisory Committee to Council.

"Clerk" means the City Clerk of the City of Oshawa and includes persons from time to time acting on behalf of the Clerk.

"Community Partner Member" means an organization holding the position of a Member, appointed by Council and represented at the Advisory Committee by the Community Partner Representative.

"Community Partner Representative" means the individual selected by the Community Partner Member to participate on the Advisory Committee. Community Partner Representatives cannot be employees or elected officials of the City of Oshawa.

"Council" means the Council of the Corporation of the City of Oshawa.

"Council-Committee Coordinator" means the staff member designated by the City Clerk to fulfill the legislative functions of the Clerk with respect to Advisory Committees.

"Council Member Appointee" means a Member of Council appointed as a Member of an Advisory Committee. Such Members of Council are Members but will have due regard for the Council Code of Conduct, and in the event of a conflict between the interests of the Advisory Committee and Council, the City's and Council's interests will prevail.

"Delegation" means, as the context may require, a person that addresses or seeks to address a Committee, or the content of the person's address to Committee.

Effective: [Month Day, 20XX]	Revised: [Month Day, 20XX]	Page 3 of 24	Number:
-------------------------------------	-----------------------------------	---------------------	---------

“Information Package” means the package prepared and circulated as described in the Procedure By-law.

“Majority Vote” means an affirmative vote of more than one-half of the Members present and voting.

“Mandate” means the statement that describes the Advisory Committee’s purpose or responsibilities and will align with Council’s strategic directions.

“Meeting” means any meeting of an Advisory Committee where Quorum is present and at which Members discuss or otherwise deal with any matter in any way that materially advances the business or decision making of the Advisory Committee.

“Member” means a Resident Member, Council Member Appointee, and/or Community Partner Member of the Advisory Committee as the context applies.

“M.F.I.P.P.A.” means the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M.56 as may be amended from time to time or its successor legislation.

“Municipal Act 2001” means the Municipal Act, 2001, S.O. 2001, c.25 as may be amended from time to time or its successor legislation.

“Municipal Conflict of Interest Act” means the Municipal Conflict of Interest Act R.S.O. 1990, c. M.50 as may be amended from time to time or its successor legislation.

“Procedure By-law” means Council’s Procedure By-law 128-2022, as amended or such other by-law governing the calling, place and proceedings of meetings pursuant to Section 238(2) of the Municipal Act, 2001, S.O. 2001, c.25.

“Policy” means the Advisory Committees of Council Policy as adopted and approved by Council which outlines the manner in which Advisory Committees will function.

“Policy Advisor” means the staff member who assists and guides the Advisory Committee in managing their workplan.

“Quorum” means the number of Members required to be present at any Meeting in order for business to be conducted, and is a simple majority of the Members, including vacancies, of the Advisory Committee.

“Resident Member” means a Member of an Advisory Committee, recruited from the general public, and selected and appointed by Council.

“Special Meeting” means a Meeting called outside of a regular meeting schedule to consider matters related to the Advisory Committee’s Work Plan or Mandate that are, in the opinion of the Policy Advisor, time sensitive in nature.

“Standing Committee” means a Standing Committee of the Council of the Corporation of the City of Oshawa.

Effective: [Month Day, 20XX]	Revised: [Month Day, 20XX]	Page 4 of 24	Number:
-------------------------------------	-----------------------------------	---------------------	---------

“Terms of Reference” means the document approved by Council that provides a general overview of the Advisory Committee, the content of which is prescribed by the Advisory Committee of Council Policy and Procedure.

“Two-Thirds Majority Vote” means an affirmative vote of at least two-thirds of the Members present and voting.

“Vice-Chair” means the member appointed on an annual basis to assume the duties of the Chair if the Chair is absent.

5.0 Responsibilities

5.1. Council shall:

- a) Establish desired and legislated Advisory Committees as required including adopting a Terms of Reference for each Advisory Committee;
- b) Appoint the most qualified applicants to Advisory Committees based on the individual Membership Qualifications identified in each Advisory Committee’s Terms of Reference; and,
- c) Seek advice from Advisory Committees as appropriate by referring matters as necessary.

5.2. The Chair of the Advisory Committee shall:

- a) Preside over all Meetings of the Advisory Committee, ensuring a motion is on the floor prior to discussion of the item and ruling on any points of order;
- b) Facilitate the Meeting, following this Policy and the Procedure By-law;
- c) Participate as an active and voting Member, encouraging active participation by all Advisory Committee Members;
- d) Call on the Vice-Chair to take their place in order to move motions or take part in significant debate. Chairs are permitted to ask questions and provide brief comments during discussion; and,
- e) Act as the point of contact with Council unless otherwise designated by resolution of the Advisory Committee.

5.3. The Vice-Chair of the Advisory Committee shall:

- a) Assume the duties of the Chair if the Chair is not able to fulfil their position; and,

Effective: [Month Day, 20XX]	Revised: [Month Day, 20XX]	Page 5 of 24	Number:
-------------------------------------	-----------------------------------	---------------------	---------

- b) Chair the Meeting of the Advisory Committee if the Chair is not present within the first 10 minutes of the scheduled Meeting start time, provided Quorum is present.

5.4. Members of Advisory Committees (all Membership types including Chairs and Vice-Chairs) shall:

- a) Attend all scheduled and special Advisory Committee Meetings in person or by requesting to participate remotely by emailing the Council-Committee Coordinator at least 1.5 hours in advance of the meeting;
- b) Send regrets to Legislative Services if unable to attend in order to ensure Quorum will be met;
- c) Recognize their role and expectations, including understanding their relationship to Council;
- d) Follow the Meeting agenda and stay focused on the topic at hand;
- e) Follow this Policy, other relevant City Policies or By-laws and the Terms of Reference of the Advisory Committee;
- f) Understand and respect the role and expectations of all participants;
- g) Disclose any conflicts of interest with respect to items before the Committee prior to discussion of the item;
- h) If the Chair and Vice-Chair are not present within the first 10 minutes of a Meeting but Quorum is present, the Members present will appoint another Member to act as Chair by consensus, who will preside for the duration of the Meeting or until the Chair or Vice-Chair arrives;
- i) Participate as an active and voting Member, asking questions, and seeking clarification through the Chair;
- j) Undertake work necessary to implement the Council-approved work plan, or work as assigned by Council, including reading agendas, doing research, etc. between Meetings;
- k) Develop and maintain a climate where mutual support, trust, respect, courtesy and teamwork are valued;
- l) Maintain a high degree of professionalism and respect when communicating with other Members, Members of Council, staff and members of the public;
- m) Respect the individual worth and dignity of other Members utilizing the diverse knowledge, expertise and talents of all Members to optimal advantage;

Effective: [Month Day, 20XX]	Revised: [Month Day, 20XX]	Page 6 of 24	Number:
-------------------------------------	-----------------------------------	---------------------	---------

- n) Challenge ideas and not people, creating a climate where it is okay to disagree;
- o) Communicate directly and concisely, listening without interruption, and be open-minded, allowing a variety of opinions to be heard;
- p) Refrain from directing staff, recognizing that any request for advice or information that require reports or other action by staff outside the normal scope of work must be requested by motion to be considered by the appropriate Standing Committee responsible for the matter in question;
- q) Work effectively with the administration to provide excellent service to residents and customers, recognizing the professional obligations of staff as employees of the City of Oshawa and not intervening in administrative practices;
- r) Refrain from criticizing individual members of staff in a way that questions their professional competency and credibility;
- s) Respect that decisions of Council are final and accurately communicate the decisions of Council even if they disagree with the decision of the Advisory Committee;
- t) Defer to the Chair of the Advisory Committee as spokesperson to Standing Committees and Council unless otherwise designated by the Advisory Committee by resolution;
- u) Respect that resolutions made will reflect the position of the Advisory Committee as a whole. Members, whether acting as individuals or as Members of the Advisory Committee, may not provide a delegation or submit correspondence to Standing Committees or Council on a matter that was before an Advisory Committee of which they are a Member unless appointed by the Advisory Committee to do so;
- v) Disclose to the Clerk any change in circumstance that renders them ineligible to serve on the Advisory Committee based on the membership qualifications stated in the Terms of Reference and/or this Policy;
- w) Respect and protect confidential information; and,
- x) Attend any training session offered by the City.

5.5. The Corporate Leadership Team shall:

- a) Ensure a Policy Advisor is assigned to each Advisory Committee to act in a non-voting capacity as a subject-matter expert to assist the Advisory Committee in the execution of its work plan; and,

Effective: [Month Day, 20XX]	Revised: [Month Day, 20XX]	Page 7 of 24	Number:
-------------------------------------	-----------------------------------	---------------------	---------

- b) Review Advisory Committee budget and work plan submissions before inclusion in the City's budget.

5.6. The Clerk shall:

- a) Assign a Council-Committee Coordinator to provide support services for one or more Advisory Committees;
- b) Oversee the recruitment and selection processes for all appointments to Advisory Committees; and,
- c) Administer attendance management procedures reporting to Council as required.

5.7. The Policy Advisor shall:

- a) Attend all meetings of the Advisory Committee;
- b) Understand the mandate of the Advisory Committee, including its relationship to Council;
- c) Understand the role and expectations of the Chair, Advisory Committee, Council Member Appointees and staff;
- d) Approve operating expenses, adhering to the City of Oshawa Purchasing By-law and oversee the administration of funds, maintaining a full and accurate account of all receipts and disbursements and preparing year-end reports;
- e) Assist the Advisory Committee by offering policy advice in a non-voting capacity on matters before the Advisory Committee;
- f) Remain impartial during discussions of Advisory Committee matters with all members;
- g) Subject to priority workload demands as determined by management, assist with the implementation of the work plan;
- h) Develop an annual work plan and budget based on the Advisory Committee Terms of Reference and staff needs or expectations of the Advisory Committee; and,
- i) Ensure that any recommendations proposed by the Advisory Committee do not contradict existing Council decisions or the City's budget, by-laws, policies or procedures.

5.8. The Council-Committee Coordinator shall:

- a) Provide Clerk services to Advisory Committee(s) assigned to them by the Clerk;

Effective: [Month Day, 20XX]	Revised: [Month Day, 20XX]	Page 8 of 24	Number:
-------------------------------------	-----------------------------------	---------------------	---------

- b) Call to order the first regular Meeting of an Advisory Committee annually and conduct the appointment process for the Chair and Vice-Chair;
- c) Understand the role of all participants;
- d) Implement attendance management as set out in the Policy in concert with the Clerk;
- e) Report any potential breach of the Code of Conduct to the Clerk;
- f) Coordinate a training/orientation session for Advisory Committee Members at the first Meeting of each Committee annually;
- g) Coordinate Chair and Vice-Chair training following appointments annually;
- h) Prepare agendas and relevant materials in cooperation with the Committee Policy Advisor;
- i) Post notice of Advisory Committee meetings on the City's website;
- j) Arrange for or set up Meeting areas including audio-visual requirements, attendance by the public and delegations and ensuring accessibility for anyone who has identified a need;
- k) Determine if Quorum is met for Meetings;
- l) Offer procedural and process advice to the Chair and Advisory Committee Members;
- m) Prepare meeting follow up as required;
- n) Prepare minutes for distribution in the Information Package and circulation as per the Clerk's administrative practices; and,
- o) Maintain Advisory Committee minutes, item numbers, reports of the Advisory Committee and correspondence records.

5.9. Other Employees shall:

- a) Attend Meetings of Advisory Committees as necessary, relevant to their area of expertise to provide information and/or advice on a project-by-project basis as requested by the Policy Advisor.

Effective: [Month Day, 20XX]	Revised: [Month Day, 20XX]	Page 9 of 24	Number:
-------------------------------------	-----------------------------------	---------------------	---------

6.0 Practice/Procedures

6.1 Establishment and Review of Advisory Committees

6.1.1. Establishment

Advisory Committees are established by Council. The creation of a new Advisory Committee will be supported with information prepared by the relevant department in consultation with the Clerk including but not limited to:

- Inventory of previous and existing activities related to the issue;
- Statutory requirements (if any); and,
- Draft terms of reference.

The Terms of Reference for an Advisory Committee will be set out in accordance with the template provided in Appendix B to be approved by Council. Once approved by Council, Advisory Committees may not recommend changes to the Terms of Reference.

6.1.2. Review

From time to time as required, or as directed by Council, the Clerk in consultation with the relevant department(s) will provide a report to Council concerning the Advisory Committees, including but not limited to the following:

- A list of active Advisory Committees;
- All Terms of Reference documents and most recent work plans;
- Recommendations related to the Advisory Committee such as Policy updates, additional training requirements, facilitation needs, size, structure or composition of committees, etc.

6.2 Membership Management

The Clerk is responsible for overseeing the recruitment, selection, and appointment processes for members whose terms have expired and for vacancies that may arise from time to time.

For end-of-term appointments, the Clerk will prepare a report to Council in November of each year that appointments are made. For vacancies arising mid-term, the Clerk will prepare reports as needed for consideration by the appropriate Standing Committee for recommendation to Council.

Effective: [Month Day, 20XX]	Revised: [Month Day, 20XX]	Page 10 of 24	Number:
-------------------------------------	-----------------------------------	----------------------	---------

6.2.1. Recruitment and Appointments

Individuals may only sit on one Advisory Committee, regardless of membership type. For example, a person acting as a Committee Partner Representative may not participate on a different Advisory Committee as a Resident Member.

City of Oshawa employees and elected officials are not eligible to be appointed as Resident Members or Community Partner Representatives.

6.2.1.1. Resident Members

Advertisements for vacancies will include the mandate of the Advisory Committee, the term of office, meeting frequency, member qualifications, application process and contact information.

The Clerk will take measures to encourage recruitment of individuals reflective of the city's diversity including outreach and potential partnerships with relevant community organizations.

Applicants must be a resident, property owner or tenant in Oshawa and a minimum of 18 years of age unless otherwise determined by membership requirements set out in the Terms of Reference.

Applicants will be required to complete and submit to the Clerk an application form, available from Service Oshawa or the City's website.

All applications will be reviewed by Legislative Services for screening and short-listing purposes to support a diverse and appropriate membership and Council's review of applicants. Screening may include application review, telephone, in person or virtual interviews, questionnaires or drop-in sessions as appropriate. Not all applicants may be contacted for an interview.

The Clerk will prepare a report to Council that includes all interviewed applicants, recommending one or more applicants for appointment. After appointments are made by Council resolution, the Clerk will advise all applicants that were interviewed of Council's decision.

The Policy Advisor, in consultation with the Clerk, will ensure that new Advisory Committee Members are provided with appropriate orientation and training.

6.2.1.2. Community Partner Members

When a Community Partner Representative vacancy occurs, the Clerk will contact the Community Partner Member to seek a new Representative. If the Community Partner Member is unable to provide a Representative, the Community Partner Member will be deemed to have resigned from the Advisory Committee and advertising and recruitment will commence.

Effective: [Month Day, 20XX]	Revised: [Month Day, 20XX]	Page 11 of 24	Number:
-------------------------------------	-----------------------------------	----------------------	---------

Community Partner Representatives do not need to be appointed by Council; however new Community Partner Members must be approved by Council.

When a Community Partner Member vacancy occurs, the Clerk will advertise for vacancies including include the mandate of the Advisory Committee, the term of office, member qualifications, application process and contact information.

Applicants will be required to complete and submit to the Clerk an application form, available from Service Oshawa or the City's website.

The Clerk will prepare a report to Council with all applications received for Council to select a Community Partner Member. After appointments are made by Council resolution, the Clerk will advise all applicants that were interviewed of Council's decision.

The Policy Advisor in consultation with the Clerk will ensure that new Community Partner Members and Representatives are provided with appropriate orientation and training.

6.2.1.3. Council Member Appointees

Members of Council may be appointed by the Mayor to serve on an Advisory Committee as required.

6.2.2. Terms of Office

Member terms of office on each Advisory Committee will be congruent with the Term of Council.

6.2.2.1. Resident Members

Resident members will serve at the pleasure of Council for a four (4) year term. Resident Members who have served four (4) years may reapply after an absence of one year.

Members appointed to fill a vacancy mid-term with less than two years remaining may reapply for a full term at the end of their partial term. Members appointed to fill a vacancy mid-term with more than two years remaining are subject to the same term limits as if they had completed a full term.

6.2.2.2. Council Member Appointees

Council Member Appointees will serve on Advisory Committees on a one-year renewable term unless otherwise determined.

6.2.2.3. Community Partner Members

Term of office provisions will not apply to Community Partner Members or Community Partner Representatives.

Effective: [Month Day, 20XX]	Revised: [Month Day, 20XX]	Page 12 of 24	Number:
-------------------------------------	-----------------------------------	----------------------	---------

6.2.3. Attendance Management

If a Member is absent from three consecutive, regularly scheduled Meetings without notice, the Clerk will recommend to Council that the Member's seat be declared vacant.

In the case of a Community Partner Representative, the Clerk will contact the Community Partner Member following the second absence of the Representative. The Community Partner Member will have the option to confirm their representative, or to have an alternate Community Partner Representative appointed. If the Community Partner Member is unable to confirm a Representative, the Clerk will recommend to Council that the Member's seat be declared vacant.

Once Council declares a Member's seat vacant, the Clerk will initiate the recruitment and selection process.

6.2.3.1. Member Resignation

Members will provide written notice of resignation to the Clerk who will provide the notice of resignation to Council via the next available Information Package, which is distributed to Council and posted on the City's website.

As soon as written notice of resignation is received, the Clerk will commence the recruitment and selection process to fill the vacancy left by the resignation.

If, during the term of their appointment a Member becomes ineligible to serve on the Advisory Committee based on the membership qualifications stated in the Terms of Reference and/or this Policy, they are automatically deemed to have resigned as a Member and the Clerk will notify Council and commence the recruitment process.

6.3. Municipal Freedom of Information and Protection of Privacy Act

The Municipal Freedom of Information and Protection of Privacy Act (M.F.I.P.P.A.) applies to Advisory Committees, and members of the public may request access to City records under the Act by filing a Freedom of Information request. The City must follow the process outlined in the Act to release the information which may include disclosure of reports, correspondence or emails sent by Members to staff regarding committee matters.

Members have the same access rights to municipal information as any other resident of the municipality, unless the information relates specifically to a matter before the Advisory Committee. Requests for information should be referred to the Clerk.

Members may receive personal or other confidential information as part of their role on the Advisory Committee. It is expected that this information be protected, including keeping the information physically and electronically secure from unauthorized use.

During the course of their term of service, Members may receive the personal contact information for other Members on the Committee. This information must only be used by

Effective: [Month Day, 20XX]	Revised: [Month Day, 20XX]	Page 13 of 24	Number:
-------------------------------------	-----------------------------------	----------------------	---------

Members during their term of service and exclusively for matters related to the business of the Advisory Committee.

6.4. General Operating Procedures

Unless otherwise provided for in this Policy, Advisory Committees will follow the rules of procedure for Committees set out in Council's Procedure By-law to the extent applicable.

6.4.1. Meeting Scheduling

6.4.1.1. First Meetings

The first Meeting each year of an Advisory Committee (or the first meeting of a new Advisory Committee) will be called and chaired by the Clerk until a Chair and Vice-Chair are appointed.

6.4.1.2. Regular Meetings

The Clerk will establish the meeting schedule for Advisory Committees for presentation to Council for approval. All meetings will be held in the Committee Meeting Room at City Hall and will not conflict with any other Advisory Committee, Standing Committee or Council Meetings.

There will be no scheduled meetings in July and August.

In the year of a Municipal Election, no Advisory Committee Meetings will be held from September 30 until the first regular meeting of the new Council when appointments will be made to the Advisory Committees.

6.4.1.3. Special Meetings

Special Meetings of the Advisory Committee may be called by the Clerk in consultation with the Policy Advisor and will not conflict with any other Advisory Committee, Standing Committee or Council Meetings.

In the year of a Municipal Election, there will be no Special Meetings called from September 15 until after Council has made appointments to the Advisory Committees.

6.4.2. Meeting Notice

Public notice of all Regular and Special Meetings of Advisory Committees will be provided by posting the agenda or special Meeting notice to the City's website.

Agendas and Meeting notices must include the date, time, location and purpose of the meeting. Meeting notices will be posted no less than 24 hours prior to the start of the Meeting.

Effective: [Month Day, 20XX]	Revised: [Month Day, 20XX]	Page 14 of 24	Number:
-------------------------------------	-----------------------------------	----------------------	---------

6.4.3. Meeting Cancellation/Postponement

A Meeting may be cancelled or postponed by the Clerk in consultation with the Policy Advisor where Quorum cannot be achieved, when a Meeting is no longer required or in the event of an emergency.

Notice of a Meeting cancellation or postponement will be given by the Clerk as soon as possible by providing notice to Members electronically and by posting a notice on the City's website. In the event of an emergency such as extreme weather, a cancellation notice will be provided as soon as possible in a manner deemed appropriate by the Clerk.

6.4.4. Quorum

Quorum will be a simple majority of the total number of Advisory Committee Members, including any vacancies. Non-quorum Meetings are not permitted.

If there is no Quorum within 15 minutes of the established start time of a Meeting, the Council-Committee Coordinator will record the names of the Members present and the Meeting will adjourn. The business of the Advisory Committee will be considered at the next Regular Meeting unless there are time-sensitive matters requiring consideration in which case the Clerk will call a Special Meeting of the Advisory Committee.

6.4.5. Open and Closed Meetings

All Meetings of Advisory Committees will be open to the public and web streamed live and archived on the City's website. Very specific, limited provisions exist within the Municipal Act for closed Meetings. The Chairs and Policy Advisors should consult with the Clerk prior to meeting in a closed session.

If, after consultation with the Clerk it is determined that the matter to be considered by the Advisory Committee complies with the Closed Meeting provisions set out in the Municipal Act, 2001, as amended, the Advisory Committee will follow the Closed Meetings Procedure set out in the Procedure By-law.

Where a matter has been discussed in closed session and where the matter remains confidential, Members must not disclose the content of the matter discussed or the substance of the discussions.

6.4.6. Appointment of Chair/Vice-Chair

Each Advisory Committee must appoint a Chair and Vice-Chair to serve an annual term at the first Meeting of each year. The Chair and Vice-Chair may be re-appointed for two (2) additional consecutive years for a total of three (3) years.

If the Chair and/or Vice-Chair have reached their term limit for holding office and no other Resident Member or Community Partner Representative wishes to stand for appointment to the office, the Advisory Committee may extend the term limit for a

Effective: [Month Day, 20XX]	Revised: [Month Day, 20XX]	Page 15 of 24	Number:
-------------------------------------	-----------------------------------	----------------------	---------

Chair/Vice-Chair for one additional year for a total of four (4) consecutive terms, provided they are willing to stand for reappointment.

Council Member Appointees may not be appointed as a Chair or Vice-Chair of an Advisory Committee.

6.5. Order of Business

6.5.1. Regular Meetings

The business of each Meeting will be taken up in the order in which it stands on the agenda, unless otherwise decided by the Advisory Committee, subject to a Two-Thirds Majority Vote. Regular Meeting agendas will follow the template as generally set out in Appendix A.

6.5.2. Special Meetings

The order of business for Special Meetings will be determined by the Council-Committee Coordinator in consultation with the Policy Advisor and will be dependent on the matters to be considered at the Meeting.

6.5.3. Authority to add Heading Titles

Despite the orders of business set out in this section, the Clerk has the authority to add heading titles to a Meeting agenda as appropriate to accurately reflect the items listed.

6.6. Declarations of Pecuniary Interest

Members shall not participate in the discussion of or voting with respect to a matter at an Advisory Committee meeting, nor attempt to influence the decisions of City staff with carriage of a matter, if the member has a disqualifying interest in the matter.

For the purpose of this Policy “disqualifying interest” means a situation in which the Member’s private interests or personal relationships place, or may reasonably be perceived to place, the Member in conflict with their duties and responsibilities as a Member, and includes the pecuniary interests described by the Municipal Conflict of Interest Act.

A Member must declare any direct or indirect pecuniary interest that they may have on any matter before the Advisory Committee at the beginning of the Meeting. If the Member misses making the declaration at the beginning of the Meeting, the declaration should be made when the matter comes up for consideration but prior to any discussion on the matter. The Member must state the matter to which they have a conflict and the reason why. Each declaration made at a meeting must be provided to the Council-Committee Coordinator as a written statement.

The Council-Committee Coordinator will record declarations of pecuniary interest made by a Member in the minutes, noting the matter and general nature of the pecuniary

Effective: [Month Day, 20XX]	Revised: [Month Day, 20XX]	Page 16 of 24	Number:
-------------------------------------	-----------------------------------	----------------------	---------

interest. A registry of written statements made will be posted on the City's website in accordance with the Clerk's administrative procedures.

A Member who has made a declaration of interest on an item may not participate in debate, discussion or voting on the item.

Council Member Appointees are expected to make declarations of pecuniary interest in accordance with the processes set out in the Procedure By-law and Municipal Conflict of Interest Act.

6.7. Motions Introduced by Members

Any Member may introduce a motion to be considered by the Advisory Committee at a Regular Meeting, provided it is directly related to a specific item on the Council-approved work plan. Such motions may be introduced under Other Business.

Members may introduce a motion that does not relate to a specific matter identified on the work plan provided it is clearly associated to the Mandate, Goals and Objectives of the Committee as set out in the Terms of Reference. A copy of such motion must be provided to the Policy Advisor and Committee Coordinator at least one business day in advance of the Meeting.

6.8. Voting

Only Members appointed to the Advisory Committee are permitted to vote on matters before the Advisory Committee. When the Chair calls the vote, Members will vote by raising their hand either in the affirmative or negative. Recorded votes are not permitted. Any motion on which there is a tie vote will be deemed defeated.

6.9. Reporting

6.9.1. Reports to Standing Committee/Council

After each Meeting, the Council-Committee Coordinator will prepare a Report to the appropriate Standing Committee for consideration.

Matters are reported to the appropriate Standing Committee that deals with the subject matter and may include, but are not limited to, the following:

- Advice to Council as related to the Mandate of the Advisory Committee;
- Directions to staff;
- New matters introduced at a meeting;
- Advice, recommendations or suggestions the Advisory Committee wishes to provide to bodies other than Council, as related to the mandate of the Advisory Committee; or

Effective: [Month Day, 20XX]	Revised: [Month Day, 20XX]	Page 17 of 24	Number:
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- Matters that have been referred by Council or a Standing Committee to the Advisory Committee.

Standing Committees and Council may approve, amend, refer or propose other resolutions, as the Standing Committee or Council sees appropriate. Once an Advisory Committee recommendation has been reported to Standing Committee or Council, the Advisory Committee cannot reconsider, recommend or advise further on the matter, unless directed by Council.

Advisory Committees cannot reconsider or recommend reconsideration of any existing decision of a Standing Committee or Council.

6.9.2. Minutes

Minutes will record the names of the individuals in attendance (including noting the time Members leave early or arrive late), where the Meeting took place, when the Meeting started and adjourned, who chaired the Meeting, any persons that appeared and addressed the Advisory Committee and actions taken or recommendations for each item on the agenda. Minutes will be taken by the Clerk without note or comment and will not include questions from Members or discussion on any matter.

Meeting minutes will be the official record of a Meeting, documenting the decisions of the Advisory Committee. Minutes do not require Advisory Committee approval but will be made available by posting to the City's website for information. All Advisory Committee Meeting minutes will be provided to Council in the Information Packages.

6.9.3. Annual Reports

Within the first quarter each year, Advisory Committees will submit to Council a summary of the previous year's accomplishments as well as a final year-end financial report comparing actual expenses against the approved budget. This report will be distributed to Council via the Information Package.

6.10. Work Plan, Budgets and Financial Management

6.10.1. Work Plan and Budget

The Policy Advisor will prepare an annual work plan and proposed budget for the Advisory Committee identifying anticipated projects or programs on which the Advisory Committee will provide advice to Council using the templates set out in Appendices C and D. Where education and/or outreach is a component of the Terms of Reference for the Advisory Committee, projects related to this mandate will take into account staff availability and other corporate resources necessary to execute the project.

The work plan and proposed budget will be presented to the Advisory Committee. The Advisory Committee may recommend changes or additions, provided they are clearly in keeping with the Advisory Committee Mandate, Goals and Objectives.

Effective: [Month Day, 20XX]	Revised: [Month Day, 20XX]	Page 18 of 24	Number:
-------------------------------------	-----------------------------------	----------------------	---------

The work plan and proposed budget will be presented to the Corporate Leadership Team, including any recommendations from the Advisory Committee for changes. The Corporate Leadership Team may include or not include the Advisory Committee recommendations on the basis of staff capacity or other resources before the final work plan and budget are included in the preparation of the annual municipal budget.

Once adopted, work plans and budgets cannot be modified by the Advisory Committee. Any additional work or budget request from the Advisory Committee is subject to subsequent Council approval. However, nothing in this section prevents Council as a whole from assigning work to an Advisory Committee at any time.

6.10.2. Fundraising and Sponsorship

Advisory Committees will not undertake any fundraising activities, including event or program sponsorship without prior approval from Council. All fundraising activities will be on a project-by-project basis, clearly identified in the Advisory Committee work plan and budget with financial oversight by the Policy Advisor.

6.10.3. Member Remuneration

Members of Advisory Committee are volunteers and serve without remuneration. Members may be reimbursed for official Advisory Committee attendance at special events, including any reasonable travel expenses previously approved by the Advisory Committee. Any expenses submitted without the Advisory Committee's prior approval will not be reimbursed.

6.11. Media and Communications

The actions and recommendations of Advisory Committees are subject to the policies and administrative practices of the City, including provisions pertaining to the use of the corporate logo(s), letterhead, website, information pamphlets, media advertisements. All communications must comply with relevant City Communications Policies.

6.11.1. Social Media

Advisory Committees are not authorized to launch social media accounts but may provide messaging related to their respective Advisory Committee via the City's official social media accounts by providing content to the Policy Advisor as per the City's Social Media Policy.

6.11.2. Media Materials and Media Events

All corporate media materials and media events related to the respective Advisory Committee must be approved by the Policy Advisor in consultation with the Clerk and Corporate Communications and must adhere to the City's Communications Policy.

All Advisory Committee Members shall defer to the Policy Advisor if they are contacted by media representatives regarding any matter related to the Advisory Committee.

Effective: [Month Day, 20XX]	Revised: [Month Day, 20XX]	Page 19 of 24	Number:
-------------------------------------	-----------------------------------	----------------------	---------

The City and the Advisory Committee reserve the right to publicly deny any statement or report released without proper approval.

Advisory Committee Members who communicate as individuals through the media or social media in any public form (e.g. interviews, editorials, writing of a regular column or blog post, etc.), where they are identified as a Member of a recognized Advisory Committee of the City of Oshawa, the Advisory Committee Member will be expected to include an appropriate and acceptable disclaimer stating the that the opinions reflected are their own personal comments and are not endorsed by nor representative of the Advisory Committee, the City of Oshawa or Oshawa Council.

6.12. Code of Conduct

Advisory Committees are expected to maintain principles of good conduct and ethics reasonably expected from individuals appointed by Council to ensure all municipal affairs are conducted with professionalism and integrity.

Every Member will observe and comply with all provisions of this Policy, as well as all applicable legislation (such as the Municipal Conflict of Interest Act) and law as well as other policies or procedures adopted or established by Council.

Advisory Committee positions will not be used for personal gain. Without limitation, no Member will use their appointed position to influence, or attempt to influence, the decision of any other person, for the Member's private advantage or that of a Member's family member.

6.12.1. Conduct at Meetings

Every Member will conduct themselves properly and in a respectful manner at Council, Standing Committee or Advisory Committee meetings and in accordance with the provisions of the Procedure By-Law, this Policy and other applicable policies or laws, demonstrating respect for everyone who is involved in the meeting.

Members recognize the importance of cooperation and shall endeavour to create an atmosphere that is conducive to discussing the matters before the Advisory Committee, listening to various points of view and using respectful language and behaviour in relation to all those in attendance.

Members shall adhere to and encourage public respect for the Advisory Committee, the City and its by-laws, policies and procedures. Members shall not encourage noncompliance of a policy, by-law or law in responding to a member of the public.

6.12.2. Conduct Respecting Others

Every Member has the duty and responsibility to treat Council, the public, one another and staff appropriately and without abuse, bullying or intimidation, and to ensure that the municipal work environment is free from discrimination and harassment.

Members shall not:

Effective: [Month Day, 20XX]	Revised: [Month Day, 20XX]	Page 20 of 24	Number:
-------------------------------------	-----------------------------------	----------------------	---------

- use indecent, abusive or insulting words or expressions toward any other member, any member of staff or any member of the public;
- speak in a manner that is discriminatory to any individual, based on that person's race, ancestry, place of origin, creed, gender, sexual orientation or gender identification, age, colour, marital status, or disability; and,
- engage in any harassment of any other member, any member of staff or any member of the public.

The Human Rights Code and the Occupational Health and Safety Act recognize the right to freedom from harassment. Under the Human Rights Code and the City's Harassment and Violence in the Workplace Policy, all persons are to be treated with dignity and respect in the workplace in an environment free of abuse, discrimination and of personal and/or sexual harassment.

Harassment whether it occurs inside or outside the workplace but is related to the work environment is considered to be harassment and is inappropriate behaviour for the purpose of this Policy.

6.12.3. Conduct Respecting Staff

Under the direction of the Chief Administrative Officer (C.A.O.) and Corporate Leadership Team, and in accordance with the decisions of Council, municipal employees are required to serve the municipal corporation as a whole.

All Members will be respectful of the role of employees to provide advice based on political neutrality and objectivity and without undue influence from any Member. Accordingly, no Member will maliciously or falsely impugn or injure the professional or ethical reputation or the prospects or practice of staff. Members shall show respect for the professional capacities of City staff and for their professional capacities and responsibilities. Members will not exert undue influence on staff nor attempt to influence staff to circumvent normal processes in any matter. It is also inappropriate for Members to involve themselves in matters of administration or departmental management.

No Member will ask any employee to engage in partisan political activities or subject any employee to threat or discrimination for refusing to engage in such activity.

No Member will use or attempt to further their authority or influence by intimidating, threatening, coercing, commanding or influencing improperly any employee or interfering with that person's duties, including the duty to disclose improper activity.

Members will not actively undermine the implementation of the City's decisions, shall be respectful of staff in the implementation of those decisions, and shall encourage others to treat staff respectfully while implementing the decisions of the City.

Effective: [Month Day, 20XX]	Revised: [Month Day, 20XX]	Page 21 of 24	Number:
-------------------------------------	-----------------------------------	----------------------	---------

6.12.4. Advisory Committee / Staff Working Relationships

Members are appointed by Council to provide advice to Council. Employees are ultimately accountable to the C.A.O. and are responsible for implementing the decisions of Council and ensuring the efficient and effective operation of municipal services. Members and employees will work cooperatively based on shared values of honesty, trust, mutual respect, and leadership for continuous improvement.

This Policy should not be read as restricting the ability of a Member to contact City staff requesting answers to questions, the identifications of concerns, or to request services, on matters or services normally relevant or available to any Oshawa resident which may be outside the scope of the Advisory Committee's work.

6.12.5. Gifts and Benefits

A gift or benefit shall not be accepted if it was intended to influence or could reasonably be perceived that it might influence or was intended to influence, the Member in the performance of their duties as a Member or that the Gift or Benefit was intended or could reasonably be perceived as intended as a reward for any action or impending action by the Member.

Gifts which are of nominal value (e.g. a cup of coffee, a pen, etc.) are acceptable.

6.12.6. Confidential Information

Confidential information includes any discussion that takes place between Members of the Advisory Committee when it is in a closed meeting, and documents or information in the possession of or received in confidence by the Advisory Committee, that the Advisory Committee or the City is either prohibited from disclosing or is exempt from disclosure under the Municipal Freedom of Information and Protection of Privacy Act ("M.F.I.P.P.A.").

No Member shall disclose or release by any means any confidential information acquired by virtue of their appointment, in either oral or written form, except when required by law or authorized to do so.

No Member shall use confidential information for personal or private gain, or for the gain of relatives or any person or corporation, either directly or indirectly.

6.12.7. Municipal Resources / Uses of City Property

No Member shall use or permit the use of City land, facilities, equipment, supplies, services, staff or other resources (for example, City-owned materials, websites, mailing lists) for activities other than the business of the Advisory Committee. No Member shall obtain personal financial gain from the use or sale of City-developed information or intellectual property. All such property remains exclusively that of the City of Oshawa.

Effective: [Month Day, 20XX]	Revised: [Month Day, 20XX]	Page 22 of 24	Number:
-------------------------------------	-----------------------------------	----------------------	---------

6.12.8. Election Campaigns

In the event a Member is nominated for a position governed by the Municipal Elections Act, 1996 (M.E.A.), the Member will comply with the M.E.A. and procedures developed and approved by the Clerk and/or Council for the use of corporate resources for election purposes.

No member, while identifying themselves as a Member of an Advisory Committee, shall undertake any election campaign or election-related activities or work on, fund-raise, endorse or otherwise contribute to the election campaign of any person running in a municipal, provincial, or federal election.

For clarity, nothing prevents a Member from volunteering, working, or otherwise supporting an election campaign, either for their own election campaign or for that of another person, as a private citizen wholly separate from their appointment to an Advisory Committee, so long as the Member does not identify themselves as a Member of the Advisory Committee while engaged in such activities.

6.12.9. Acting on the Advice of the Integrity Commissioner

Any written advice given by the Integrity Commissioner to a Member binds the Integrity Commissioner in any subsequent consideration of the conduct of the Member in the same matter, as long as all the relevant facts known to the Member were disclosed to the Integrity Commissioner.

6.12.10. Complaint Protocol

The Complaint Protocol contained in Schedule A of the Council Code of Conduct (By-law 51-2015 as amended) applies with necessary modifications to complaints regarding members of Advisory Committees

Any individual, including members of the public, City employees and Members who have reasonable grounds to believe that a Member has breached a provision of the Policy may proceed with a complaint to the City's Integrity Commissioner. Formal complaints must be made in writing including an explanation as to why the conduct may be a contravention of this Policy. The complaint must be signed and dated by the complainant and shall include:

- The name of the member alleged to have breached this Policy, the specific provision allegedly contravened, the date, time and location of the alleged incident and any other relevant information as may be appropriate; and,
- Any evidence in support of the allegation; and,
- Names and contact details (if possible) of any witnesses in support of the allegation.

Effective: [Month Day, 20XX]	Revised: [Month Day, 20XX]	Page 23 of 24	Number:
-------------------------------------	-----------------------------------	----------------------	---------

6.12.11. Consequences of Failure to Adhere to the Code of Conduct

Members who are found by the Integrity Commissioner to have failed to comply with this Policy and Code of Conduct may be subject to the following sanctions:

- a reprimand; or,
- suspension of remuneration or stipend paid to the member in respect of his or her services as a member of the Advisory Committee, if any.

Members may also be subject to such other remedial actions recommended by the Integrity Commissioner that directly flow from the action or behaviour of the member of the Advisory Committee.

Further corrective actions directed by Council may include but are not limited to:

- A warning letter issued to the Member;
- The Member is asked to issue a formal apology;
- The Member is suspended from serving on the Advisory Committee for a defined period of time;
- The Member is removed from the Advisory Committee for the remainder of the term; and,
- The Member is not permitted to apply to serve on an Advisory Committee for a defined term or indefinitely.

6.12.12. Reprisals and Obstruction

Members will respect the integrity of the Policy and investigations conducted under it. Any reprisal or threat of reprisal against a complainant or anyone for providing relevant information to the Integrity Commissioner is prohibited. It is also a violation of this Policy to obstruct the Integrity Commissioner in carrying out their responsibilities.

7.0 Monitoring/Review

This Policy will be reviewed every four (4) years or as directed by City Council.

8.0 References

Appendix A – Meeting Agenda Template

Appendix B – Terms of Reference Template

Appendix C – Work Plan Template

Effective: [Month Day, 20XX]	Revised: [Month Day, 20XX]	Page 24 of 24	Number:
-------------------------------------	-----------------------------------	----------------------	---------

Appendix D - Budget Submission Template

Council's Procedure By-law 128-2022, as amended

Purchasing By-law 80-2020

Code of Conduct By-law 51-2015, as amended

Municipal Act, 2001, S.O. 2001, c.25

Municipal Conflict of Interest Act, R.S.O. 1990, c. M.50

Municipal Freedom of Information Protection of Privacy Act, R.S.O. 1990, c. M.56

9.0 Approval

Authority	Date	Signature

Advisory Committee Meeting Agenda**Date, Time****Committee Room**

The personal information contained in your correspondence to Oshawa City Council or its committees is collected under the Municipal Act, 2001. Any personal information you choose to disclose in your correspondence will be used to receive your views on the relevant issue(s) to enable the City to make its decision on the matter. This information will become part of the public record.

If you have accessibility needs and require alternate formats or other accommodations please contact Legislative Services by telephone 905 436 3311 or by e-mail at clerks@oshawa.ca or in person.

For inquiries about this agenda please contact Legislative Services at 905-436-3311 or by email at clerks@oshawa.ca.

Public Meeting**Traditional Land Acknowledgement**

The City of Oshawa is situated on lands within the traditional and treaty territory of the Michi Saagiig and Chippewa Anishinaabeg and the signatories of the Williams Treaties, which include the Mississaugas of Scugog Island, Curve Lake, Hiawatha and Alderville First Nations, and the Chippewas of Georgina Island, Rama and Beausoleil First Nations.

We are grateful for the Anishinaabeg who have cared for the land and waters within this territory since time immemorial.

We recognize that Oshawa is steeped in rich Indigenous history and is now present day home to many First Nations, Inuit and Métis people. We express gratitude for this diverse group of Indigenous Peoples who continue to care for the land and shape and strengthen our community.

As a municipality, we are committed to understanding the truth of our shared history, acknowledging our role in addressing the negative impacts that colonization continues to have on Indigenous Peoples, developing reciprocal relationships, and taking meaningful action toward reconciliation.

We are all Treaty people.

Additional Agenda Items

(As may be presented at the meeting)

Declarations of Pecuniary Interest

(As may be presented by Members)

Presentations

Listed in order of appearance

Delegations

Listed in order of appearance

Referrals from Council and Committees

As may be referred

Correspondence

As placed on the Agenda by the Clerk

Reports

Includes Reports from Staff as placed on the agenda by the Clerk

Motions Introduced by Members

As may be presented at the meeting in accordance with the Policy

Adjournment



Advisory Committee Name

Terms of Reference

1.0 Mandate

A description of the general purpose of the Advisory Committee, including areas of responsibility taking into account any statutory requirements.

2.0 Goals and Objectives

A listing of the goals and objectives of the Advisory Committee, to be addressed in annual work plans.

3.0 Guiding Principles

Identifies the principles that will guide the work of the Advisory Committee, such as applicable legislation or other policies.

4.0 Key Success Factors

An explanation of what factors will demonstrate the Advisory Committee's success.

5.0 Number of Members

The number of Members on the Advisory Committee, including the number of each type of membership category (i.e. Council Appointee, Stakeholder, etc.), if applicable.

6.0 Member Qualifications

A list of the recommended qualifications of Members given the mandate of the Advisory Committee. These qualifications will be used to assist in recruitment processes including shortlisting for interviews, evaluation and recommendations for appointment to Council.

7.0 Frequency of Meetings

Indicate how often the Committee will meet.



Advisory Committee Name

20XX Work Plan

Mandate of the Advisory Committee to be listed at the top of the first page

Action Number	Action to be Taken	Related Goal/Objective	Timing and Status
1.	Identify the action to be performed by the Advisory Committee.	Identify which Goal(s) or Objective(s) from the Terms of Reference the Action relates to	Identify the timing for completion. This column will be updated to reflect status updates throughout the year for annual reporting to Council.
2.			
3.			

Include additional rows as necessary

Advisory Committee 20XX Budget

Account	Account Description	20XX Approved	20XX Actuals	20XX Request	Action Number from Work Plan	Comments
Enter the Corporate Account Number (i.e. 40000)	Enter the Description of the Corporate Account (i.e. Advertising)	Enter amount granted in previous Budget year	Enter amount actually spent in previous Budget year, including any projected amounts	Enter amount requested for the upcoming budget year	Identify which action(s) require this budget request	Explain any variances between previous year approved amounts and previous year actuals, as necessary. Provide additional information regarding how the request will be used to execute the identified action(s) in the current year.

*Insert Additional Lines as Required

Oshawa Accessibility Advisory Committee

Terms of Reference

1.0 Mandate

The Oshawa Accessibility Advisory Committee (“committee”) is a statutory Committee required to be established through the *Accessibility for Ontarians with Disabilities Act, 2005*. The Committee advises Council and staff on specific initiatives to be taken by the municipality to reduce and prevent barriers in order to cultivate inclusion within the community.

2.0 Goals and Objectives

The Council of every municipality, having a population of not less than 10,000, shall establish an accessibility advisory Committee.

The role of the Oshawa Accessibility Advisory Committee (OAAC) is to advise and assist Council in fulfilling its responsibilities under the Accessibility for Ontarians with Disabilities Act, 2005 (AODA). Section 29 of the AODA describes three main activities for the OAAC:

1. Advising the Council about the requirements and implementation of accessibility standards, and the preparation of accessibility reports and other matters for which the Council may seek its advice.
2. Review site plans and drawings described in section 41 of the Planning Act that the Committee selects; including all municipal projects; and,
3. Perform all other functions that are specified in the regulations including:
 - how to implement the province’s accessibility standards;
 - the preparation and implementation of accessibility plans and compliance reports; and,
 - any other matters where the Committee’s advice would be helpful.

3.0 Guiding Principles

Advisory Committees shall be compliant with the above-noted Policy and Procedure (which respects Council Procedure By-law 111-2017, as amended, regarding meeting process). The Procedure By-law may be referenced directly through City Clerk 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 very comprehensive and addresses, amongst other matters, duties and conduct of 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 Accessibility for Ontarians with Disabilities Act, 2005 (AODA) also guides the work of the OAAC.

A staff team, comprised of representatives from City departments/branches, works collaboratively with the OAAC to develop an Oshawa Accessibility Plan to identify and remove barriers in the delivery of City programs, services and facilities. The staff group reports through Director, Innovation and Transformation, and is Chaired by the Accessibility Program Coordinator.

4.0 Key Success Factors

For the OAAC 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;
- diversity of complementary strategies; and,
- Committee members who adhere to the Policy and Procedure.

5.0 Number of Members

A maximum of ten (10) members consisting of:

- (a) A majority of the members [minimum of six (6)] shall be persons with disabilities. These Committee members shall be representative of gender, ethnicity and different types of visible and invisible disabilities as defined in the Accessibility for Ontarians with Disabilities Act (AODA) 2005.
- (b) A maximum of three (3) members who may not have a disability; and,
- (c) One (1) appointed voting Member of Council

Members will be appointed by Council in accordance with the selection process set out in the Advisory Committees of Council Policy and Procedures.

6.0 Member Qualifications

OAAC members will be appointed on the basis of their work and volunteer experience, availability, academic qualifications, demonstrated expertise, interest and participation in

accessibility and community matters.

Sub Committees and Working Groups may be established, as required, to carry out a specific project in the annual OAAC work plan. Committee members are expected to actively participate on Working Groups and Sub-Committees.

7.0 Frequency of Meetings

The OAAC will meet ten (10) times a year at City Hall. There will be no scheduled meetings in July and August. In the year of a Municipal Election, the OAAC will meet eight times (8). There will be no scheduled meetings in July, August, October and November.

Additional meetings may be called, as required, by the Chair.

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 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,
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 City Clerk 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 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 Services Committee and City Council.

5.0 Number of Members

Composition:

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

- one (1) member of the public
- one (1) member of City Council
- nine (9) 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 at City Hall on a regular schedule. There will be no scheduled 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.

Oshawa Environmental Advisory Committee

Terms of Reference

1.0 Mandate

The mandate of the Oshawa Environmental Advisory Committee (OEAC) is to assist, advise and educate City Council, staff and the community with respect to the conservation, protection, enhancement, restoration, management and appreciation of the natural and built environments, and to advance the goals of the Oshawa Strategic Plan.

The OEAC will achieve its mandate by assisting with and carrying out Council direction and by bringing initiatives to Council that are within its mandate.

2.0 Goals and Objectives

The goals and objectives of the OEAC are to:

- Contribute to the stewardship and protection of our natural and built environments by providing assistance, citizen expertise and guidance to the City of Oshawa.
- Advise and assist Council on:
 - o the protection, enhancement, restoration, management and appreciation of the natural and built environments;
 - o local environmental/sustainable development concerns;
 - o new environmental issues or challenges and their implications for the City;
 - o existing and new environmental legislation, programs, policy and funding from the Province, other levels of government or other sources including partnership opportunities;
 - o corporate environmental policies, and;
 - o Terms of Reference for environmental and related studies, as appropriate.
- Provide a liaison/forum between the City and the local community on environmental issues.
- Identify new strategies, including educational strategies, regarding environmental sustainability which would lead to a better understanding or enhancement of the City's natural and built environments.
- Promote the conservation and preservation of the natural environment through public education initiatives and projects.
- Promote the restoration and rehabilitation of the built environments, including brownfields and greenfields, through public education initiatives and projects.

- Assist the City in its participation in a variety of environmental initiatives including but not limited to the tree giveaway program and film night event.
- Advise the City on climate change adaptation and mitigation initiatives, including but not limited to improving air quality and reducing greenhouse gases and other harmful emissions.
- Work in conjunction with the Durham Environmental Advisory Committee (DEAC) and other municipal environment committees, as well as other groups/agencies with similar mandates, to share ideas and expertise on current and emerging environmental issues.

3.0 Guiding Principles

Advisory Committees shall be compliant with the Advisory Committees of Council Policy and Procedure (which respects Council's Procedural By-law No. 111-2017 as amended regarding meeting process). The Procedure By-law may be referenced directly through City Clerk 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 very comprehensive and addresses, amongst other matters, duties and conduct of Advisory Committee members and support staff, operating procedures, conduct of meetings, and standard templates for advisory committee agendas, advisory committee reports to Council, etc.

4.0 Key Success Factors

For OEAC 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;
- diversity of complementary strategies; and,
- Committee members who adhere to the Policy and Procedure.

5.0 Number of Members

Eleven (11) members consisting of

- One (1) City Councillor.
- Ten (10) residents-at-large (up to two (2) students will be given preference for filling vacancies).
- Members must be residents of, or own property in the City of Oshawa.
- Public members will serve as individuals and shall not represent a specific interest group.
- Students must be at least 16 years of age and registered in an educational program at the high school, college or university level.
- The membership as a whole shall reflect a broad range of interests, including urban and rural, as well as technical and academic expertise.

6.0 Member Qualifications

OEAC members will be appointed on the basis of their work and volunteer experience, availability, academic qualifications, demonstrated expertise, and interest and participation in environmental and community matters. Expertise that will assist in carrying out the mandate of OEAC includes, but is not limited to, the following:

- Air Quality
- Biology
- Botany
- Climate Change Mitigation and Adaptation
- Ecology
- Energy Conservation and Innovation
- Environmental Education
- Environmental Health
- Environmental Planning
- Forestry
- Geography
- Geology
- Hydrology

- Invasive Species
- Landscape Architecture
- Limnology (fresh water study)
- Natural History
- Organic Gardening
- Pedology
- Pesticide Management
- Resource Management
- Species at Risk
- Sustainable Buildings and/or Construction
- Zoology

7.0 Frequency of Meetings

OEAC will meet ten (10) times a year at City Hall on a regular schedule. There will be no scheduled meetings in July and August. In the year of a Municipal Election, OEAC will meet eight times (8). There will be no scheduled meetings in July, August, October and November. Additional special meetings may be called, as required, by the Chair.

Heritage Oshawa Advisory Committee

Terms of Reference

1.0 Mandate

Heritage Oshawa (the municipal heritage advisory committee) was established in 1995. The mandate of Heritage Oshawa is to advise and assist Council on all matters relating to the preservation and promotion of cultural heritage resources within the city of Oshawa.

2.0 Goals and Objectives

In accordance with By-law 2-2011, as amended, Heritage Oshawa shall:

- Establish criteria to evaluate properties of cultural heritage value or interest;
- Prepare and maintain a list of heritage resources including buildings, structures, and other elements which are considered to be of cultural heritage value or interest including heritage conservation districts;
- Advise Council on means of conserving heritage properties and districts;
- Review development applications associated with cultural heritage resources and provide recommendations to Council;
- Advise and assist Council on current heritage conservation programs, regulations and legislations;
- Provide recommendations to the Council on properties worthy of heritage designation;
- Increase public awareness and knowledge of cultural heritage resources within the city and heritage conservation issues through programs and activities;
- Advise and assist Council on all matters relating to cultural heritage including, but not limited to, buildings and structures, cultural heritage landscapes and archaeological sites;

3.0 Guiding Principles

Advisory Committees shall be compliant with the Advisory Committees of Council Policy and Procedure (which respects Council Procedure By-law 111-2017, as amended, regarding meeting process). The Procedure By-law may be referenced directly through City Clerk 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 Advisory Committee members and support staff, operating procedures, conduct of meetings, and standard templates for advisory committee agendas, advisory committee reports to Council, etc.

Heritage Oshawa works within the guidelines of the Ontario Heritage Act and the Oshawa Official Plan.

A staff liaison person shall be assigned to attend the monthly Heritage Oshawa meetings to provide planning and procedural advice as necessary. The staff liaison person also acts as liaison between Heritage Oshawa and the Department of Development Services in terms of advancing Heritage Oshawa matters to Council. The staff liaison person will respond to public inquiries as they relate to providing general heritage information. The staff liaison person will ensure that all directives resulting from Heritage Oshawa correspondence, comments and/or motions are implemented in a timely manner. The staff liaison person will maintain and update the Heritage Oshawa Inventory of Heritage Properties and the appropriate municipal electronic database as required.

4.0 Key Success Factors

For the Heritage Oshawa Committee to be successful, the Committee needs to:

- develop an achievable vision;
- nurture leadership;
- ensure that appropriate funding and staff resources are provided;
- develop effective communication;
- nurture partnership development;
- widen volunteer support and commitment;
- develop feasible, realistic and achievable strategies/actions tailored to the community's needs; and,
- ensure Committee members adhere to the Advisory Committees of Council Policy and Procedure.

5.0 Number of Members

Heritage Oshawa shall consist of nine members as follows:

- one Council member;
- seven volunteer members; and,
- one Stakeholder Member representing the Oshawa Historical Society.

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 and participation in heritage and community matters.

7.0 Frequency of Meetings

Heritage Oshawa will meet monthly or otherwise as often as is deemed necessary by Heritage Oshawa. There will be no scheduled meetings in July and August. In the year of a Municipal Election, Heritage Oshawa will meet eight times (8). There will be no scheduled meetings in July, August, October and November. Additional special meetings may be called, as required, by the Chair.