



**CITY OF HAMILTON**  
**CITY MANAGER'S OFFICE**  
**City Clerk's Division**  
**and**  
**Corporate Initiatives**

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	July 6, 2015
<b>SUBJECT/REPORT NO:</b>	Review of the City of Hamilton's Advisory Committees (CM15007) (City Wide) (Outstanding Business List Item)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Janet Pilon, Manager, Legislative Services / Deputy Clerk 905 546-2424 X4304 Mark Weingartner, Senior Policy Analyst, Community & Emergency Services Department, Neighbourhood and Community Initiatives Division, 905 546-2424 X6095
<b>SUBMITTED BY:</b>	Rose Caterini, City Clerk Paul Johnson, Director, Corporate Initiatives
<b>SIGNATURE:</b>	

**RECOMMENDATIONS**

- (a) That the following Advisory Committees with their existing mandates be established for the 2014-2018 term of Council:
- (i) Arts Advisory Commission
  - (ii) Committee Against Racism
  - (iii) Hamilton Aboriginal Advisory Committee
  - (iv) Hamilton Cycling Committee
  - (v) Hamilton Mundialization Committee
  - (vi) Hamilton Status of Women Committee
  - (vii) Hamilton Veterans Committee
  - (viii) Advisory Committee for Immigrants and Refugees
  - (ix) Keep Hamilton Clean and Green Committee
  - (x) Lesbian, Gay, Bisexual, Transgender and Queer Advisory Committee
  - (xi) Seniors Advisory Committee

- (b) That Neighbourhood and Community Initiatives Division (NCI) staff report back to the Emergency & Community Services Committee in the Fall 2015, following an internal review of the Hamilton Youth Advisory Committee to determine how to improve youth engagement and the work of Hamilton Youth Advisory Committee;
- (c) That Housing Services Division staff report back to the Emergency & Community Services Committee in the Fall 2015 , reallocating the roles and responsibilities respecting emergency shelter and tenant matters of the Food and Shelter Advisory Committee and the Tenant Advisory Committee to a newly formed citizen group with a mandate to more broadly address housing and homelessness issues;
- (d) That Public Health Services staff report back to the Board of Health in the Fall 2015, reallocating the roles and responsibilities respecting emergency food of the Food and Shelter Advisory Committee and the food continuum of the Community Food Security Stakeholder Committee to a newly formed food advisory committee with a mandate to support and inform the Food Strategy, and address food related issues;
- (e) That Tourism and Culture Division staff report back to the Planning Committee in the Fall 2015, on the creation of a working group consisting of current and former members of the Hamilton Historical Board and other heritage groups to develop a strategy to contribute to heritage presentation in the city.
- (f) That two (2) members of City Council be appointed as representatives to each of the Advisory Committees, with a requirement for each member to attend at least one (1) meeting per year;
- (g) That all established Advisory Committees prepare prior to the end of each term of Council a detailed Roles, Responsibilities and Expectations of New Members, to be available to potential applicants during the recruitment process;
- (h) That all established Advisory Committees review their Committee's Terms of Reference and Mandate, on an annual basis, recommending necessary amendments to their respective Standing Committees;
- (i) That the City of Hamilton continue to promote and develop more diverse methods of advertising and outreach to attract a diverse applicant base for the City's Advisory Committees;
- (j) That the City of Hamilton develop an online application process for the upcoming recruitment opportunities;

- (k) That the City Clerk's Office develop and host a mandatory training session for the Advisory Committee Staff Liaisons at the beginning of each new term of Council to review the role of staff liaisons, the role of their committees, the processes for making recommendations to Standing Committees, and other procedural practices;
- (l) That the Staff Liaisons prepare an orientation session for the members of their Advisory Committee at the beginning of each term, tailored to their Advisory Committee's mandate; roles and responsibilities;
- (m) That the current Selection Process for Advisory Committees be revised to include the following:
  - (i) That the local Hamilton Aboriginal Community leadership, recommend to Council the appointment of residents from the Hamilton Aboriginal community, to sit on the Hamilton Aboriginal Advisory Committee;
- (n) That should any Advisory Committee not meet a minimum of three times during a Council term, the Advisory Committee be automatically disbanded at the end of the Council Term;
- (o) That any new Advisory Committee established during the term of Council be subject to the City's Procedural By-law 14-300, Appendix I, "Criteria for the creation of Advisory Committee or Task Forces";
- (p) That Advisory Committees be directed to submit annual progress reports of the committee's activities to their respective Standing Committee for review by November of each calendar year, in support of their budget request and consider various options (annual report; electronic newsletter from all Advisory Committees quarterly or biannually; etc.) for keeping Council up to date on their committee's activities.
- (q) That the item respecting the Establishment of the City of Hamilton's Advisory/Sub-Committees/Volunteer Committees and the Citizen Engagement Process (CL14010 – September 14, 2014, GIC Report 14-019, Item 17(c)) be identified as completed and removed from the General Issues Committee Outstanding Business List.

## **EXECUTIVE SUMMARY**

City Council establishes advisory committees to receive input and advice from the residents of Hamilton. These citizen advisory committees are comprised of members of the public and supported by City staff. Residents are encouraged to participate in local government by applying to committees of their choice at the beginning of each new term of Council. Advisory bodies are reviewed at the end of each term with the exception of those required by legislation.

Report CL14010 (Establishment of the City of Hamilton's Advisory/Sub-Committees/Volunteer Committees and the Citizen Engagement Process) was presented to the General Issues Committee on September 17, 2014. Part of the report was deferred to the 2014-2018 term of Council with the following direction:

- (a) That the remainder of the report be deferred to the 2014-2018 term of Council; (refer to Appendix E for a detailed list)
- (b) That the City Clerk's office work with the Director of Neighbourhood and Community Initiatives and his citizen engagement team to obtain community input regarding the establishment of the City's Advisory/Volunteer/Sub-Committees

Between March and May 2015, staff undertook a review of the current structure and function of Hamilton's Advisory Committees formerly referred to as Volunteer Advisory Committees, the accompanying administrative policies/processes, and similar reviews from two other Ontario municipalities (Toronto and Ottawa). The review included meeting with all 16 Advisory Committees and staff liaisons as well as the Hamilton Engagement Committee, to try and identify which parts of the current advisory committee structure and process are working and which are not, and how to integrate the principles of the Council approved Hamilton's Public Engagement Charter into this work.

In conclusion, this report was informed by conversations with approximately 150 members of Advisory Committees, 13 members of the Hamilton Engagement Committee, and 15 City staff. While there was not universal agreement in all areas, there was general agreement and support on the direction of this report and these recommendations.

## **FINANCIAL – STAFFING – LEGAL IMPLICATIONS (for recommendation(s) only)**

Financial: None.

Staffing: Support will continue to be provided by Clerks staff and departmental Staff Liaisons to the Advisory Committees.

Legal: None.

## **HISTORICAL BACKGROUND (Chronology of events)**

The City of Hamilton currently has 114 Boards, Agencies, Commissions and Committees.

The current practice is to review these Advisory/Sub-Committees prior to each new Term of Council. An extensive review of the City's Committee structure was undertaken in 2001 as part of the new amalgamated City of Hamilton. This provided affected departments the opportunity to review the committee structure and make recommendations, in order to clarify and align mandates and ensure effective use of resources. With each new Term of Council, Advisory Committees have been re-established and only those whose mandates were completed were disbanded.

As per the City's Procedural By-law 14-300, Appendix I, "Criteria for the creation of Advisory Committee or Task Forces". The formal Advisory Committee structure has been a direct way for Council and staff to receive advice from citizens about municipal matters, key initiatives, policies, programs and emerging issues. Advisory committees are reviewed at the end of each term with the exception of those required by legislation.

The City of Hamilton currently has 16 Advisory Committees, with a total of approximately 150 members. These committees are supported by staff from various City departments. Advisory Committees operate in a manner similar to the City's Standing and Sub-Committees, with Terms of Reference, agendas, minutes and abiding by the Procedural By-law. Reports and minutes are also submitted to Council through Standing Committees.

On September 17, 2014, the General Issues Committee was presented with Report CL14010 which recommended the merging of like Advisory Committees and the disbanding of a number of Advisory Committees, as well as recommendations pertaining to Sub-Committees. Consideration of options for the 16 Advisory Committees was deferred to the 2014 – 2018 term of Council following a further review by staff.

The City Clerk's Office was directed to work with the Director, Corporate Initiatives (formerly the Director of Neighbourhood and Community Initiatives) and his citizen engagement team to obtain additional community input regarding the establishment of the City's Advisory Committees, and report to General Issues Committee by mid 2015. Council also extended the current term of Advisory Committee membership until the consultation process and review were completed.

Staff conducted a comprehensive review of the Advisory Committees, obtaining feedback from approximately 150 committee members and staff liaisons on the strengths and weaknesses of the current structure, processes, mandates, roles and responsibilities. Staff also met with the Hamilton Engagement Committee (HEC) in order

to ensure that the report recommendations aligned with the Council endorsed Core Principles of Public Engagement.

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

None.

## **RELEVANT CONSULTATION**

### *Review Process*

In preparation for consultations with the City of Hamilton's Advisory Committees numerous documents were reviewed such as:

- The original review report from September 2014: Establishment of City of Hamilton's Advisory/Sub-Committees/Volunteer Committees and the Citizen Engagement Process (Report CL14010)
- Advisory Committees' mandates and Terms of Reference
- Advisory Committees' reports to Council
- Advisory Committee Procedural Handbook (reviewed and updated)
- Toronto and Ottawa Advisory Committee review reports
- Hamilton's Engagement Committee's Public Engagement Charter

Based on a review of these documents staff developed a set of questions to guide discussions with Advisory Committees and a second set for staff consultations (attached as Appendix C to Report CM15007).

Consultations occurred in March, April and May 2015, with all Advisory Committees (consisting of approximately 150 volunteers) and staff liaisons. Discussions focused on the strengths and weaknesses of the current structure, processes, mandates, roles and responsibilities of Committee members and staff liaisons.

Following consultations with all Advisory Committees, a meeting with the Hamilton Engagement Committee (HEC) took place on May 26, 2015. The HEC reviewed draft recommendations to ensure alignment with the Core Principles of Public Engagement (attached as Appendix D to Report CM15007) developed by this group and endorsed by Council on March 30, 2015 (Report CM15001/CES15010/PW15010).

### *Advisory Committees*

While there was not universal agreement regarding how advisory committees should be structured and function, there was general agreement on most points. The following is a summary of the feedback that was gathered from the committees:

- Advisory Committees are committed, enthusiastic and engaged, and would like their work to be of value to the City of Hamilton and its residents.
- Council and staff need to better understand the role of Advisory Committees and be more intentional in how they engage with them, so that they can better utilize the experience and expertise of Advisory Committee members.
- Advisory Committees work would benefit from more frequent and consistent contact with Councillors.
- The City should provide more direction regarding how and when Advisory Committees should report to their respective Standing Committees, and the Board of Health.
- Some Advisory Committees indicated that they would like their work to be more aligned with Council's vision and priorities but are uncertain as to how this could be achieved.
- Advisory Committees dealing with issues of diversity, inclusivity, equity and discrimination requested they remain autonomous to focus on the unique needs addressed within each of the committees.
- Most Advisory Committees indicated that monthly meetings were necessary in order to stay connected and move work forward in a timely manner. One or two indicated that quarterly meetings would meet their needs.
- A "one-size-fits-all" approach should not be adopted with respect to recruitment, number of committee members, and meeting frequency.
- With respect to the Advisory Committee recruitment process, there needs to be improvement of the content (more informed applicants/members) and methods of communication (traditional and non-traditional) in order to be more inclusive and reach a wider audience.
- Four year terms are quite long and do not work for all Advisory Committee members.
- There should be some system in place to replace/recruit members more frequently.
- Staff are engaged and supportive, and an asset to the Advisory Committees they work with.
- Advisory Committees would benefit from collaboration on issues of mutual interest.

#### *Staff Liaisons*

The following is a summary of observations and feedback from staff liaisons:

- Volunteers are passionate about their work.
- Advisory Committee members felt "blind-sided" by the September 2014 report.

- Many Advisory Committees undertake projects or do programming which translates into additional work for staff beyond normal support to committees. Some of this work is beyond the mandate of the committee.
- Some Advisory Committees struggle with their mandate and scope of work, and as a result they advise or report to Council infrequently, if at all.
- Some Advisory Committees struggle with attendance and achieving quorum.
- Advisory Committees feel that staff and Council would benefit from the expertise the members have on a wide range of subject matters and they would welcome and encourage the opportunity to comment and assist wherever possible.
- Staff could benefit from a training session on the role of a staff liaison and an understanding of meeting protocol.

#### *Hamilton Engagement Committee (HEC)*

HEC members provided the following feedback at the May 26, 2015 meeting:

- There was general consensus that the draft recommendations aligned with the 8 Core Principles of Public Engagement from the Public Engagement Charter developed by HEC.
- With respect to Recommendation (f), the group noted that the minimum requirement for Council representatives' attendance should be increased.

#### **ANALYSIS AND RATIONAL FOR RECOMMENDATION** **(Include Performance Measurement/Benchmarking Data if applicable)**

Advisory Committees are comprised of Hamilton residents and have a mandate to provide advice to City Council, through their respective Standing Committees on matters that fall within their respective areas of interest and expertise. They can also provide a forum for identifying emerging issues. While Advisory Committees should not undertake major initiatives (which is normally the role of City staff), some undertake small projects or initiatives as part of their work.

There are currently 16 Advisory Committees of Council:

1. Arts Advisory Commission
2. Committee Against Racism
3. Food and Shelter Advisory Committee
4. Community Food Security Stakeholder Committee
5. Hamilton Aboriginal Advisory Committee
6. Hamilton Cycling Committee
7. Hamilton Historical Board
8. Hamilton Mundialization Committee

9. Hamilton Status of Women Committee
10. Hamilton Veterans Committee
11. Hamilton Youth Advisory Committee
12. Advisory Committee for Immigrants and Refugees
13. Keep Hamilton Clean and Green Committee
14. Lesbian, Gay, Bisexual, Transgender and Queer Advisory Committee
15. Seniors Advisory Committee
16. Tenant Advisory Committee

### **Value of the City's Advisory Committee Volunteers**

It is important to recognize the value of volunteers in Hamilton and the contribution they make to the health and well-being of the community. Volunteers provide critical services; help to keep neighbourhoods and the environment clean; tutor, mentor and coach; take tickets, lead tours and perform; and build houses and playgrounds. Volunteer members on Advisory Committees provide important advice and feedback to Council and City staff, provide information to residents and organize community events.

The services of dedicated and skilled volunteers allows organizations to do more than what they could otherwise afford to do with only paid employees, however, this also necessitates providing support to volunteers. This includes but is not limited to staff liaisons, and other administrative support, office supplies, refreshments, reimbursement for parking or other support for transportation, and funding any advisory committee initiatives.

### **RECOMMENDED CHANGES**

#### **Councillor Liaisons**

Some Advisory Committees felt that they had sufficient contact with Councillors, but the majority indicated that there was little or no contact between the committee and their Council Liaison. All Advisory Committees indicated, in very strong terms, that they valued and appreciated their connection to Council and would benefit from more frequent and consistent contact with Councillors, and that their relevance and usefulness to Council and staff would be enhanced.

Recognizing the limitations of Councillors' schedules, staff recommend that two (2) members of City Council be appointed as representatives to each of the Advisory Committees with a requirement for each Councillor to attend a minimum of (but not limited to) one (1) meeting per year. However, as per Hamilton Engagement Committee feedback, more frequent attendance would be more in line with the Core Principles of Public Engagement.

Council members who are appointed as liaisons would not count towards the committee's quorum and not having voting privileges.

### **Reporting To Council**

In reviewing Advisory Committee minutes and reports for the 2010-2014 term, staff noted that, with the exception of an annual report, many Advisory Committees report to Council infrequently, if at all. This also arose as a point of discussion during consultation with the Advisory Committees and staff liaisons. Some Advisory Committees felt they had a limited understanding regarding how and when they should report to Council. Some felt that submitting their meeting minutes was sufficient reporting. Some had presented to Council on several occasions, however, did not find value added to their role.

Most Advisory Committees also felt that Council would benefit from additional information throughout the year on all of the Advisory Committees' accomplishments, news items, upcoming events, etc.

In keeping with a more direct connection between Council and Advisory Committees, it is suggested that Advisory Committees report to Council through their respective Standing Committees on a more frequent basis and that this be included in their Terms of Reference.

Advisory Committees and staff should also explore additional methods of sharing information with Council. One example brought forward during the consultation was a quarterly or biannual electronic newsletter with all Advisory Committees contributing information. This could be coordinated through Advisory Committee staff liaisons and assistance from Communications staff.

### **Recruitment and Selection Process**

#### *Recruitment*

Advisory Committees were asked how the recruitment process could be improved. There was general agreement that interested individuals should be provided with better information regarding the roles, responsibilities and expectations of Advisory Committee member. The committee members noted that many individuals are unaware of the commitment they are asked to make when they join an Advisory Committee. Staff recommend that, in collaboration with Advisory Committees and prior to the new recruitment period, a detailed "*Roles Responsibilities and Expectations of New Members*" be prepared for each committee and that these documents be available to potential applicants during the recruitment process.

Committee members also noted that the current methods of recruitment, namely advertising in the Hamilton Spectator and on the City's website, were insufficient and

suggested adopting methods that communicated opportunities in a more intentionally inclusive manner. Suggestions ranged from traditional and non-traditional print and broadcast media (community newspapers, newsletters, Cable 14, CHML, etc.), to social media (Twitter; Facebook, etc.), to community organizations, neighbourhood groups. Advisory Committee members also noted that while continuing with a Recruitment Open House and the traditional paper based applications, developing an online application process was absolutely necessary.

### *Selection Process*

The Selection Process for Advisory Committees was approved at the September 22, 2014 Audit, Finance & Administration Committee meeting as part of the Governance Review Sub Committee Report 14-003, as follows:

A minimum of three (3) Council members of each Standing Committee (plus two alternates) are appointed to the Interview Sub-Committee whose mandate will be to:

- (i) Review citizen member applications to the City's Advisory Committees;
- (ii) Shortlist where appropriate, based on applicant information provided;
- (iii) Interview candidates;
- (iv) Make recommendations to the appropriate Standing Committee for the appointment of members to the various Advisory Committees. These recommendations are to be ratified by Council.

The City of Hamilton recognizes and respects the unique status and cultural diversity among the Aboriginal communities of Hamilton. The Hamilton Aboriginal Advisory Committee has indicated that they, the Aboriginal community in Hamilton, know and understand their community best and as such, would like the local Hamilton Aboriginal community leadership to deliberate and select members to sit on the Hamilton Aboriginal Advisory Committee.

In keeping with the current committee's request and in recognition of the unique status of the Aboriginal community, staff recommend that the current Selection Process for Advisory Committees be revised to include the following:

That the local Hamilton Aboriginal Community leadership, deliberate and select residents from the Hamilton Aboriginal community, to sit on the Hamilton Aboriginal Advisory Committee.

### **Orientation for Committee Members**

Consultations revealed that providing a comprehensive orientation session to Committee members at the beginning of the new term would benefit all members.

Individuals who had participated in an orientation as part of their past service felt that by providing an orientation on how the City works, staff and advisory committee roles and responsibilities, and simplified rules of order, would set the stage for a more productive term. Individuals who had not participated in an orientation session felt that they would have benefited from such an orientation.

Staff therefore recommend that a mandatory orientation session (which all members must attend in order to retain membership) be provided to all Advisory Committee members at the beginning of each term, and that the orientation should include information on:

- The City of Hamilton structure and municipal responsibilities;
- The City of Hamilton Strategic Plan;
- Staff and Advisory Committees roles and responsibilities;
- Procedural rules of order (simplified version);
- Relevant City policies (such as Equity and Inclusion, AODA, etc.); and
- Revised Advisory Committee Procedural Handbook

Upon completion of the mandatory orientation session each Advisory Committee member will be required to sign the Committee Member Acknowledgement Form (Appendix F to the Advisory Committee Procedural Handbook).

Staff also recommend that this mandatory orientation be provided again mid-term as vacancies are filled and new members are appointed. Finally, staff recommend that the orientation include an evaluation by participants in order to make revisions as needed.

### **Review of Advisory Committee Mandates and Terms of Reference**

Staff observed that several committees were not as familiar with their mandate as they should be, and that most committees did not review their mandate or Terms of Reference on a regular basis.

During the review, there was general agreement that some changes to Advisory Committee mandates and Terms of Reference were necessary and these revisions could better reflect the respective committees and improve their performance. Most of these suggested changes involved clarifying mandates, adjusting the number of members on a committee, meeting frequency, etc. Staff considered these suggestions and have summarized them in a detailed list attached as Appendix A to Report CM15007. Staff recommend that committees review their mandates and Terms of Reference on an annual basis, and that this recommendation is reflected in all Terms of Reference.

## **Additional Procedural and Administrative Items**

### *Attendance and Quorum*

In reviewing minutes and through discussion with committees and their staff liaisons, staff observed that the majority of committees achieved quorum on a fairly regular basis, however, for some committees this was a consistent problem.

Committees asked whether it would be possible to relax the procedural rules respecting quorum for Advisory Committees. Rather than relaxing procedural rules around quorum, staff suggest the following:

- Committees manage quorum through submitting resignations in a timely manner so as to better reflect the actual committee membership and thereby reduce the number required for quorum;
- As per the Advisory Committee Procedural Handbook, committee members who miss three (3) consecutive meetings without appropriate notice, shall be considered as resigned from the committee, thereby reducing the number required for quorum; and
- Asking members who attend meetings infrequently to reconsider their participation and submit resignations should they no longer be able to fulfill their commitment. Individuals would be encouraged to be engaged through other opportunities.

### *Term of Membership*

While Advisory Committee membership and terms would still be tied to the Term of Council, there was general agreement that four year terms were too long for some individuals and that perhaps there be some shorter term membership options.

A revised Terms of Reference for committees could include four year and some two year terms with a recruitment process for replacing members mid-term of Council.

In keeping with the current practice, all Advisory Committees members' terms would expire at the end of each Term of Council.

### *Maximum Length of Service*

Advisory Committee members are very passionate about their role and the value they bring to the City of Hamilton and its residents. There was a general consensus that there should be no limit to the number of terms an individual can sit as a member of an Advisory Committee. While attracting new members, was mentioned as a concern, most felt that some renewal within a committee would occur naturally with each recruitment period through attrition.

### *Reimbursement of Travel and Parking Expenses*

Advisory Committee members understand that they serve as volunteers without remuneration. However, the cost incurred by volunteering, specifically travel and parking was raised several times during consultations. Staff Liaisons should ensure there is a process in place to consistently reimburse individuals for travelling to and from Advisory Committee meetings by providing bus tickets or parking passes, thereby reducing the burden of these volunteer expenses on committee members. These expenses are within the scope of approved advisory committee budgets.

### **Training/Orientation for Staff Liaisons to Advisory Committees**

During this review, staff noted that staff liaisons to Advisory Committees were not always familiar with aspects of their role as liaisons, the role of their committees, the processes for making recommendations to Standing Committees, and other procedural rules. It's recommended that the Clerk's Office develop and facilitate a mandatory training session for Advisory Committee Staff Liaisons to ensure that they are well versed in these practices and that staff become more familiar with the contents of the Advisory Committee Procedural Handbook (attached as Appendix B to report CM15007). This orientation would take place prior to each new term, or as necessary when new staff are appointed as liaisons.

### **ADVISORY COMMITTEE STATUS – PENDING REPORTS**

Recommendations for the following Advisory Committees involve further review and subsequent reports to Council. Proposed changes are described for each Advisory Committee below.

#### ***Hamilton Youth Advisory Committee***

Staff were notified that the Neighbourhood and Community Initiatives Division (NCI) was undertaking an internal review of the Hamilton Youth Advisory Committee to determine how to improve youth engagement and the work of HYAC. NCI Division staff will be reporting to the Emergency and Community Services Committee under separate cover in the Fall 2015.

#### ***Tenant Advisory Committee and Food & Shelter Advisory Committee***

Through discussions with members of the Tenant Advisory Committee; the Food & Shelter Advisory Committee and Housing Services Division staff, it became apparent that the roles and responsibilities of both committees would be better addressed through the development of a new citizen group with a mandate to broadly address housing and homelessness issues from a citizen perspective.

A new citizen-based group would complement the work of the Housing and Homelessness Planning Group. It is a group of community partners who were brought together to provide advice on the development of the City's 10-year Housing and Homelessness Action Plan. The group continues to provide direction regarding

implementation of the plan. They represent a wide range of housing-related sectors in the community, including but not limited to: food banks, emergency shelters, social housing providers, aboriginal community, newcomers sectors, tenants and landlord associations. The Housing and Homelessness Planning Group does not however have a strong citizen perspective which is critical to implementation of the City's Housing and Homelessness Action Plan.

It is therefore recommended with Housing Services Division staff's input, that staff report to the Emergency & Community Services Committee in Fall 2015 with information about the proposed housing and homelessness citizen based committee to address key issues regarding homelessness, tenant related concerns and other housing issues including the mandate of the group, roles, responsibilities and recruitment processes.

### ***Community Food Security Stakeholder Committee & Food and Shelter Advisory Committee***

Through discussions with members of the Community Food Security Stakeholder Committee; Food and Shelter Advisory Committee and Public Health staff, it became apparent that the roles and responsibilities of both committees would be better addressed through the development of a new food advisory committee with the mandate to address all aspects of food including short term relief, capacity building, and the broader food system.

It is therefore recommended with Public Health staff's input, that staff report to the Board of Health in the Fall 2015 with information about the new food advisory committee with the mandate to address all aspects of food including short term relief, capacity building, and the broader food system including the mandate of the group, roles, responsibilities and recruitment processes.

### ***Hamilton Historical Board***

Through discussions with the Hamilton Historical Board (HHB) and Tourism and Culture Division staff, it became apparent that the HHB has evolved into a working group delivering public programming rather than an advisory committee. Working with a Council approved budget and with the assistance of staff, the HHB hosts special events, commemorative activities, and heritage awards, and develops historical publications and educational material. While this work is valuable and enhances the quality of life in the City of Hamilton, it is outside the mandate of an advisory committee reporting to Council. The Hamilton Municipal Heritage Committee (a legislated committee) would continue to advise Council on heritage issues.

It is therefore recommended with Tourism and Culture Division staff's input, that staff report to the Planning Committee in the Fall 2015, respecting the creation of a working group (consisting of current and former members of the HHB, as well as other heritage groups) to work with Tourism and Culture Division staff to develop a strategy for contributing to heritage presentation in the city.

**ALTERNATIVES FOR CONSIDERATION**

**(Include Financial, Staffing, Legal and Policy Implications and Pros and Cons for each alternative)**

None.

**ALIGNMENT TO THE 2012 – 2015 STRATEGIC PLAN**

**Strategic Priority #1**

A Prosperous & Healthy Community

*WE enhance our image, economy and well being by demonstrating that Hamilton is a great place to live, work, play and learn.*

**Strategic Objective**

1.6 Enhance Overall Sustainability (financial, economic, social and environmental).

**Strategic Priority #2**

Valued & Sustainable Services

*WE deliver high quality services that meet citizen needs and expectations, in a cost effective and responsible manner.*

**Strategic Objective**

2.2 Improve the City's approach to engaging and informing citizens and stakeholders

**Strategic Priority #3**

Leadership & Governance

*WE work together to ensure we are a government that is respectful towards each other and that the community has confidence and trust in.*

**APPENDICES AND SCHEDULES ATTACHED**

**Appendix A: Suggested Modifications - Terms of Reference and Mandate** *(to be taken into consideration by the Advisory Committees during their review)*

**Appendix B: Revised Advisory Committee Procedural Handbook; Version May 2015**

**Appendix C: Discussion Questions for Consultations**

**Appendix D: Core Principles of Public Engagement (info graphic)**

**Appendix E: Remainder of the recommendations from Report CL14010 which were deferred to the 2014-2018 term of Council on September 24, 2014 by Council**