

**COMMITTEE OF THE WHOLE COUNCIL MEETING  
November 14, 2023**

The meeting was called to order by the Chair at 7:09 p.m., in the Conference Room, in the Administrative Centre, in Barrington, N.S., with the following members present:

- Lindsay (Eddie) Nickerson, Chair
- Jody Crook
- George El-Jakl
- Shaun Hatfield
- Andrea Mood-Nickerson – Attended Virtually.

- Chris Frotten, CAO
- Lesa Rossetti, Municipal Clerk

APPROVAL OF AGENDA

Being duly moved and seconded that the agenda be approved as circulated.

Motion carried unanimously.

APPROVAL OF MINUTES

Being duly moved and seconded that minutes of the last meeting held October 17, 2023, be approved as circulated.

Motion carried unanimously.

FINANCIAL REPORT

The Director of Finance, Leah d'Eon, appeared before the meeting and presented a Financial Report Summary covering the period April 1 to September 30, 2023, which was reviewed in detail. A copy of the summary is attached and forms part of the minutes.

The Director of Finance was thanked for her presentation and left the meeting.

MATTERS ARISING FROM PREVIOUS MEETINGS

Planning Initiative Intermunicipal Agreement

It was reported that the recommendation to Council “to not participate in the Regional Planning Initiative” was defeated. Direction on whether the Municipality wants to participate in the initiative is still required.

Being duly moved and seconded that it be recommended to Council that the Municipality participate in the Tri-County Regional Planning Initiative.

AFFIRMATIVE

Shaun Hatfield

Andrea Mood-Nickerson

NEGATIVE

Jody Crook

Eddie Nickerson

George El-Jakl

Motion defeated.

STAFF REPORT RE: AGENDA PREPARATION AND PUBLICATION STANDARD OPERATING PROCEDURES

In advance of the meeting, members were provided with a Staff Report regarding Agenda Preparation and Publication Standard Operating Procedures. A copy of the Staff Report is attached and forms part of the minutes.

It was agreed that revisions be made to the Standard Operating Procedures based on suggestions brought forward and the matter be brought back to committee for further consideration in December or January.

NEW DRAFT POLICY NO. 82 "CORPORATE IDENTITY AND BRANDING POLICY"

In advance of the meeting, members were provided with a newly drafted Policy 82 "Corporate Identity and Branding Policy". Changes relate mostly to wording and formatting, but Section 16 is new which relates to third party use of title and/or logo.

During discussion it was agreed that the following changes be made to the draft policy:

- Section 8.3.5. – add the word "municipal" before the word "social".
- Section 16.4.1. – replace the word "should" with the word "will".

Notice was given that members will consider the adoption of the newly drafted Corporate Identity and Branding Policy, as revised, at the next Council Meeting.

BRIEFING PAPER – RECREATION ADVISORY AND MARATHON COMMITTEES

In advance of the meeting, members were provided with a Briefing Paper on the future of the Recreation Advisory Committee and the Nova Scotia Marathon Committee as they currently exist. A copy of the Briefing Paper is attached and forms part of the minutes.

Based on an evaluation of both options presented and current realities, it is the recommendation of the CAO and Director of Recreation that advisory groups be established for both Recreation and the Marathon, instead of having the Recreation Advisory Committee and Nova Scotia Marathon Committee.

After much discussion it was agreed that contact be made with the Recreation Advisory Committee and the Marathon Committee for feedback on their replacement with advisory groups and the results be brought back to committee for consideration.

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#### BARRINGTON/CLARKS HARBOUR SATELLITE DIALYSIS COMMITTEE

As directed by the Committee, staff contacted public members serving on the Barrington/Clarks Harbour Satellite Dialysis Committee to determine whether there is a continued need for the committee. Based on feedback, it is the recommendation of the CAO to dissolve the committee.

#### Resolution COW231101

Being duly moved and seconded that it be recommended to Council that the Barrington/Clarks Harbour Satellite Dialysis Committee be dissolved and letters of thanks be forwarded to public members.

Motion carried unanimously.

#### DISCONTINUATION OF SIDEWALK NEAR PETROCAN STATION

The Accessibility Advisory Committee has expressed concern regarding the discontinuation of the sidewalk near the PetroCan Station, in Barrington Passage. The break in the sidewalk at this location has caused some concern to individuals with vision impairment. The installation of lines connecting the sidewalk will assist individuals crossing the opening in front of the PetroCan Station.

#### Resolution COW231102

Being duly moved and seconded that it be recommended to Council that steps be taken to connect the Barrington Passage Sidewalk in front of the PetroCan Station by painting 2 – 8 inch lines, consistent with requirements of the Provincial Department of Public Works.

Motion carried unanimously.

#### IN-CAMERA SESSION RE: SALE OF MUNICIPAL PROPERTY – MGA SECTION 22(2)(a)

At 10:01 p.m., an In-Camera Session was held in accordance with Section 22(2)(a) of the Municipal Government Act, to deal with the sale of surplus municipal property.

The meeting returned to open session at 10:11 p.m.

#### REPORT ON IN-CAMERA SESSION

During the In-Camera Session, members were updated on the sale of the surplus property located in Clam Point. Acceptance of the Offer will be ratified by Council at their next meeting.

#### AGENDA ITEMS FOR FUTURE MEETINGS

No future agenda items were brought forward.

ADJOURNMENT

The meeting was adjourned at 10:12 p.m.

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Chair

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Secretary for the Meeting



**2023-2024 Financial Report  
Summary  
September 30, 2023**

Type	Group Type	Section	23/24 Budget	23/24 YTD Budget	Actuals Sept 30, 2023	YTD Variance	
Revenue	Property & Other Taxes	Business Property	303,057	167,000	262,524	95,524	
		Health Services - Sewer	357,354	178,677	173,796	- 4,881	
		Taxes	6,945,652	3,472,824	3,466,099	- 6,725	
	Property & Other Taxes Total			7,606,063	3,818,501	3,902,419	83,918
	Grants in Lieu of Taxes	Federal Government	47,640	-	-	-	
		Provincial Government	101,406	2,759	3,287	528	
	Grants in Lieu of Taxes Total			149,046	2,759	3,287	528
	Services to Other Governmer	Services to Other Governments	161,849	106,309	116,077	9,768	
	Services to Other Governments Total			161,849	106,309	116,077	9,768
	Sale of Services	General Government Services	141,200	95,600	123,739	28,139	
		Municipal Arena	115,500	29,580	31,212	1,632	
		Recreation Programs	101,810	62,912	61,382	- 1,530	
		Swimming Pool	18,500	18,500	15,322	- 3,178	
	Sale of Services Total			377,010	206,592	231,656	25,064
	Other Revenue	Admin Revenue	32,000	18,996	17,118	- 1,878	
		Interest on Investments	35,000	17,502	92,771	75,269	
		Interest on Taxes	145,000	72,498	81,213	8,715	
		Licenses and Permits	40,950	20,472	29,504	9,032	
		Rentals	60,811	23,664	23,740	76	
		Wind Turbine Revenue	65,000	32,502	16,678	- 15,824	
	Other Revenue Total			378,761	185,634	261,025	75,391
	Unconditional Transfers	Provincial Government	190,235	75,668	75,668	-	
	Unconditional Transfers Total			190,235	75,668	75,668	-
Conditional Transfers	Federal Government	1,487,120	12,800	27,637	14,837		
	Provincial Government	6,141,738	101,372	105,670	4,298		
Conditional Transfers Total			7,628,858	114,172	133,307	19,135	
Other Transfers	Debenture Receipts	2,250,000	-	-	-		
	Other	-	-	-	-		
	Special Reserve Fund	1,270,000	-	-	-		
Other Transfers Total			3,520,000	-	-	-	
<b>Revenue Total</b>			<b>20,011,822</b>	<b>4,509,635</b>	<b>4,723,438</b>	<b>213,803</b>	



**2023-2024 Financial Report  
Summary  
September 30, 2023**

Type	Group Type	Section	23/24 Budget	23/24 YTD Budget	Actuals Sept 30, 2023	YTD Variance	
Expense	General Government Service	Financial Management	24,000	12,000	13,093	1,093	
		General Administrative	918,363	474,697	481,956	7,259	
		Legislative	156,276	78,119	71,836	- 6,283	
		Other General Government	179,500	164,648	161,998	- 2,650	
		Property Services	428,047	220,007	230,518	10,511	
		Taxation	296,193	141,606	135,794	- 5,812	
	<b>General Government Services Total</b>			<b>2,002,379</b>	<b>1,091,077</b>	<b>1,095,195</b>	<b>4,118</b>
	Protective Services	Building Inspection Services	140,889	70,459	71,434	975	
		By-Law Enforcement	8,000	4,002	3,917	- 85	
		EMO	30,220	11,472	10,223	- 1,249	
		Fire Services Coordinator	94,194	47,081	295,924	248,843	
		Law Enforcement	9,000	4,500	5,128	628	
		Police Protection	1,302,091	653,045	647,537	- 5,508	
	<b>Protective Services Total</b>			<b>1,584,394</b>	<b>790,559</b>	<b>1,034,163</b>	<b>243,604</b>
	Transportation Services	Community Clean-up Program	17,187	17,187	9,473	- 7,714	
		Road Transportation	97,000	51,592	52,231	639	
		Street Lighting	165,000	82,500	90,888	8,388	
	<b>Transportation Services Total</b>			<b>279,187</b>	<b>151,279</b>	<b>152,592</b>	<b>1,313</b>
	Environmental Health	Landfill	309,151	126,591	110,392	- 16,199	
		Sewage Collection and Disposal	5,200	2,604	1,329	- 1,275	
		Sewage System - Barrington	215,209	119,597	123,322	3,725	
		Sewage System - Woods Harbour	106,159	64,331	73,329	8,998	
		Sewer System - Sherose Island	36,500	18,252	5,974	- 12,278	
		Solid Waste Management	1,152,600	576,952	579,998	3,046	
	<b>Environmental Health Total</b>			<b>1,824,819</b>	<b>908,327</b>	<b>894,344</b>	<b>- 13,983</b>
	Public Health and Welfare	Housing	50,000	25,002	25,000	- 2	
		Public Health	78,000	31,506	30,709	- 797	
<b>Public Health and Welfare Total</b>			<b>128,000</b>	<b>56,508</b>	<b>55,709</b>	<b>- 799</b>	
Environmental Development	Community Development	3,465	1,730	1,232	- 498		
	Planning Advisory Committee	42,000	5,000	4,224	- 776		
	Regional Enterprise Network	42,000	21,000	21,671	671		
	Senior Services Coordinator	134,536	79,630	85,202	5,572		
	Tourism and Community	146,982	68,499	73,147	4,648		



**2023-2024 Financial Report  
Summary  
September 30, 2023**

Type	Group Type	Section	23/24 Budget	23/24 YTD Budget	Actuals Sept 30, 2023	YTD Variance
Expense	Environmental Development	Tourism and Community Development	-	-	-	-
		Visitor Information Centre	32,521	26,762	24,346	- 2,416
		Wind Turbine Generator	15,000	7,500	4,156	- 3,344
	Environmental Development Total		416,504	210,121	213,978	3,857
	Recreation and Cultural	Arena Canteen	-	-	-	-
		CED Centre/Library	30,100	15,048	13,517	- 1,531
		Curling Club	18,000	2,998	3,138	140
		Learning Centre	-	-	-	-
		MPAL	68,615	34,316	34,715	399
		Municipal Arena	388,004	129,595	114,486	- 15,109
		Municipal Swimming Pool	64,996	64,996	74,449	9,453
		Recreation Centre	-	-	-	-
		Recreation Department	94,445	47,225	47,067	- 158
		Recreation Facilities	122,500	93,282	96,748	3,466
		Recreation Programs	132,350	97,534	100,989	3,455
		Summer Staff	77,007	77,007	69,946	- 7,061
	Western County Regional Library	54,000	27,000	26,800	- 200	
	Recreation and Cultural Total		1,050,017	589,001	581,854	- 7,147
	Education		1,475,000	737,502	753,066	15,564
	Education Total		1,475,000	737,502	753,066	15,564
Financing	Debt Charges	30,000	-	-	-	
	Transfers to Own Reserves	11,221,522	360,000	364,710	4,710	
Financing Total		11,251,522	360,000	364,710	4,710	
Expense Total		20,011,822	4,894,374	5,145,612	251,238	
Grand Total		-	-	384,739	- 422,174	



## STAFF REPORT

SUBMITTED BY: Chris Frotten

DATE: October 6, 2023

SUBJECT: Agenda Preparation and Publication Standard Operating Procedure

STRATEGIC OBJECTIVE: N/A

## ORIGIN

This report outlines the proposal to implement a Standard Operating Procedure (SOP) for the preparation and publication of Committee of the Whole (COW) and Regular Council meeting agendas. The objective of this SOP is to put current practices in writing and to expand on certain areas to streamline the agenda creation process and improve overall efficiency in Council operations.

## BACKGROUND

Standard Operating Procedures (SOPs) are detailed, written instructions that outline the steps, processes, and protocols required to perform specific tasks or activities within an organization. They serve as a reference guide to ensure consistency, quality, and safety in the execution of routine operations. SOPs are a fundamental component of organizational governance and are widely used across various industries and sectors.

SOPs are clear, concise, and specific in detailing each step of a particular process. They leave little room for interpretation or ambiguity. They are typically organized in a logical, sequential order, providing a step-by-step guide to follow when carrying out a task or activity. SOPs also outline the roles and responsibilities of individuals or teams involved in carrying out the procedure. This helps ensure accountability and clarity about who is responsible for what. Finally, SOPs often include references to relevant laws, regulations, and industry standards that must be adhered to during the execution of the procedure. This helps ensure legal and regulatory compliance.

We currently follow an established practice for the preparation of Committee of the Whole (COW) and Regular Council meeting agendas. This includes, among other things, a requirement to provide supporting documents for agenda items, timeframes for providing this information and a standard format for agendas.

## DISCUSSION

The existing practice for agenda preparation and publication have served as a foundation for COW and Regular Council meetings. However, in response to changing needs, to align with best practices and to further enhance the effectiveness of our operations, we believe it is important to establish a clear written procedure. The proposed SOP addresses the following critical components:

- 1. Standardization and Consistency:** The adoption of a Standard Operating Procedure (SOP) will establish clear and standardized guidelines and timelines for the preparation of Committee of the Whole (COW) and Regular Council agendas. This will help in presenting information in a clear, organized, and professional manner.
- 2. Improved Efficiency and Time Management:** With defined procedures in place, the agenda preparation process will become more streamlined and efficient. Requests for agenda items will be submitted within a specified timeframe, allowing ample time for review, prioritization, and compilation. This will help avoid last-minute additions and revisions, reducing stress on the Municipal Clerk and ensuring that all items receive the attention they deserve.
- 3. Enhanced Accountability and Responsibility:** The SOP will delineate specific roles and responsibilities for individuals involved in the agenda-setting process. This clarity of roles will promote accountability among Council members, municipal staff, and stakeholders. Each party will understand their respective contributions to the process, reducing the likelihood of miscommunication or duplication of efforts.
- 4. Adaptability to Changing Circumstances:** SOPs can be updated or adapted in response to changing circumstances, such as shifts in local governance practices, legal requirements, or technological advancements. This flexibility allows organizations to remain current and responsive to evolving needs.
- 5. Training and Guidance:** The SOP can serve as a valuable training tool for new elected officials and staff involved in agenda preparation. It offers a clear roadmap of the steps involved and can be used for onboarding and training purposes.

## BUDGET IMPLICATIONS

The implementation of the proposed SOP is not expected to incur any additional costs. Any potential expenses related to future technological upgrades would be considered during budget deliberations.

## LEGAL IMPLICATIONS

When implementing SOPs for agenda preparation and publication, it is crucial to consider various legal implications. These include compliance with local open meeting laws to ensure transparency and public participation, adherence to public records laws for the proper management of agenda-related documents, ensuring accessibility for individuals with disabilities in accordance with applicable regulations, and

establishing basic guidelines for ethical conduct. It is worth noting that our municipal solicitor has thoroughly reviewed this standard operating procedure, and their suggested edits and comments have been thoughtfully incorporated, further ensuring legal compliance and sound practice.

#### PUBLIC CONSULTATION/COMMUNICATIONS

N/A

#### RECOMMENDATION

I believe the SOP will contribute to more effective and transparent Council/municipal operations. I therefore recommended to approve the proposed Standard Operating Procedure for the preparation and publication of Committee of the Whole and Regular Council agendas and implement it as of January 1, 2024.

#### SUGGESTED MOTION

Move to recommend to Council to approve the Standard Operating Procedure for the preparation and publication of Committee of the Whole and Regular Council meeting agendas, as presented, and implement it as of January 1, 2024.

#### ALTERNATIVES

- Revise Policies 52 and 59 to implement sections relating to the preparation and publication of agendas.

#### ATTACHMENTS

- Draft Agenda Preparation and Publication Standard Operating Procedure

## **Standard Operating Procedure (SOP)**

### ***Committee of the Whole and Regular Council Agenda Preparation and Publication***

#### **Purpose:**

This Standard Operating Procedure (SOP) outlines the steps and responsibilities for the preparation and publication of the Municipality's Committee of the Whole and Regular Council meeting agendas.

#### **Scope:**

This SOP applies to all municipal elected officials and staff involved in the preparation and publication of Committee of the Whole and Regular Council meeting agendas.

#### **Responsibilities:**

##### **1. Chief Administrative Officer (CAO):**

- Oversees the overall administration and operations of the municipality, including agenda preparation and publication.
- Provides guidance and support to the Municipal Clerk and Directors in agenda-related matters.
- Ensures that agenda items align with the municipality's strategic goals, priorities and policies.
- Ensures compliance with legal requirements.

##### **2. Municipal Clerk:**

- Oversees the agenda preparation and publication process.

##### **3. Directors:**

- Responsible to submit agenda items and supporting documents within the specified deadlines.

##### **4. Committee and Council Members:**

- Responsible to submit agenda items and supporting documents within the specified deadlines.

#### **Procedure:**

##### **1. Agenda Request Submission:**

###### **1.1. Request Initiation:**

- 1.1.1. Elected Officials and Directors submit agenda items and supporting documents to the Municipal Clerk, utilizing pre-established forms and templates. In some cases, requirements outlined in policies 52 and 59 will also be applied.

## **1.2. Submission Deadline:**

1.2.1. Agenda items must be submitted to the Municipal Clerk no later than 6 days before the scheduled meeting date.

## **1.3. Completeness Check:**

1.3.1. Other than for minor corrections, the Municipal Clerk is not responsible for checking the completeness of agenda items. The Elected Official or Director is responsible for ensuring that each submission includes all required documents and information.

## **2. Compilation and Review:**

### **2.1. Agenda Compilation:**

2.1.1. The Municipal Clerk compiles all agenda items, ensuring they are organized in a logical sequence.

### **2.2. Review by the Chief Administrative Officer:**

2.2.1. The Chief Administrative Officer reviews the compiled agenda for completeness, and relevance to municipal strategy and objectives.

## **3. Legal and Compliance Review:**

### **3.1. Legal Review:**

3.1.1. If required, the municipal solicitor reviews agenda topics for legal compliance and adherence to local laws and regulations.

### **3.2. Compliance Verification:**

3.2.1. The Municipal Clerk ensures that all agenda items comply with open meeting and public notice requirements, as set out in the Municipal Government Act.

## **4. Agenda Formatting and Distribution:**

### **4.1. Agenda Formatting:**

4.1.1. The Municipal Clerk formats the agenda, ensuring a consistent and professional appearance.

### **4.2. Distribution:**

4.2.1. The final agenda, along with supporting documents, is distributed to Committee of the Whole and Council members a minimum of 3 days before the meeting.

## **5. Public Notice and Publication:**

### **5.1. Public Notice:**

5.1.1. The Municipal Clerk ensures that the meeting date, time, and location are posted in accordance with the Municipal Government Act.

## **5.2. Website Publication:**

- 5.2.1. The Municipal Clerk will upload the agenda, without supporting documents, to the municipality's website in a prominent and easily accessible location a minimum of 3 days before the meeting.
- 5.2.2. The Municipal Clerk will upload the agenda's supporting documents to the municipality's website in a prominent and easily accessible location no less than 30 minutes before the meeting.

## **5.3. Additional Notification (if required):**

- 5.3.1. The Municipal Clerk will send email notifications or other forms of communication to interested parties, stakeholders, and the public as necessary.

## **6. Meeting Facilitation:**

### **6.1. Meeting Setup:**

- 6.1.1. The Municipal Clerk will ensure that the meeting room is properly set up, technical equipment is functioning, and necessary materials are available.

### **6.2. Chairperson's Responsibilities:**

- 6.2.1. The Chairperson of the Committee of the Whole or Regular Council leads the meeting, following the established agenda.

## **7. Post-Meeting Actions:**

### **7.1. Minute Preparation:**

- 7.1.1. The Municipal Clerk prepares and distributes minutes of the meeting within 10 days.

### **7.2. Archiving:**

- 7.2.1. The Municipal Clerk archives agenda, minutes, and supporting documents for future reference and compliance with record-keeping requirements.



*An ocean of opportunity*

## BRIEFING PAPER

SUBMITTED BY: Chris Frotten & Misty James

DATE: October 13, 2023

SUBJECT: Recreation Advisory and Marathon Committees

## BACKGROUND

Our Recreation Advisory Committee (RAC) was established in 2019 with the goal of advising Council on matters related to recreational activities and facilities within our community. Over the years, the RAC has played a crucial role in providing recommendations on programming initiatives, and recreational services.

Since 2018, our Marathon Committee has been helping to organize a range of the activities related to the Nova Scotia Marathon and has advised Council on matters relating to the Marathon. Over the years, the Committee has assisted with various aspects of the event, including sponsor solicitation, volunteer recruitment and community engagement.

This briefing paper aims to assess the effectiveness of the existing committee and explore alternative approaches, such as an advisory group, that may better serve the changing landscape of our community's recreational initiatives.

## ANALYSIS

It is imperative to acknowledge the vital role both of the committees have played over the years in advising the municipality on matters pertaining to recreation and the marathon. However, as our community's needs and dynamics have evolved, it is worth considering whether the current structure of the committees continue to align with our objectives and resources. For example, now that we contract the bulk, the members of the Marathon Committee have moved more to an advisory role. This has been positive as it has allowed members to take on new event activities and volunteer in a capacity they enjoy and take pride in.

Advisory groups serve as dynamic and specialized forums for gathering expert insights and recommendations on specific projects, initiatives or issues. Composed of individuals with unique expertise or interest in a relevant field, these groups offer targeted analysis and guidance. Their flexible nature allows for efficient resource allocation, making them particularly effective for short-term projects

or focused matters. Advisory groups play a crucial role in harnessing specialized knowledge to inform decision-making processes.

- **Specialized Expertise:** Advisory groups are assembled for their specific expertise, interest or experience in a particular area or project. This allows for in-depth analysis and recommendations on specialized matters.
- **Flexibility:** They are highly flexible and can be created for short-term projects or to address specific issues as they arise. This adaptability allows for efficient use of resources and expertise and can provide an opportunity to hear from underserved populations.
- **Task-Specific Focus:** Advisory groups are usually formed to address a particular issue or provide recommendations for a specific project. This ensures that the group's efforts are concentrated on the defined objective.
- **Community Engagement:** They can facilitate meaningful community engagement by involving relevant stakeholders and experts in decision-making processes. This can lead to more inclusive and informed recommendations.
- **Timely Responses:** Due to their focused nature, advisory groups can provide timely responses and recommendations, which is particularly beneficial for time-sensitive projects or issues.

Committees, on the other hand, represent a more enduring and structured approach to governance. They are established with a long-term mandate to oversee specific areas of an operation. They serve as permanent forums for addressing a comprehensive range of issues within their defined scope. With diverse membership representing various stakeholders, committees provide consistent and sustained guidance, leveraging accumulated institutional knowledge to shape policies and initiatives over time.

- **Permanent Structure:** Committees have a long-term mandate and exist for the duration of their defined purpose. This provides stability and continuity in overseeing specific areas of operations.
- **Diverse Membership:** They typically have a diverse membership, representing various stakeholders and interests within the community. This diversity ensures a broader perspective on matters within their defined scope.
- **Comprehensive Oversight:** Committees provide ongoing guidance and oversight on a broad range of issues within their defined scope. They have a more comprehensive role in monitoring and shaping policies and initiatives.
- **Consistency:** Due to their permanent nature, committees offer a consistent forum for addressing issues and making recommendations over an extended period. This can lead to more consistent and enduring policies.
- **Institutional Knowledge:** Over time, committees accumulate institutional knowledge and expertise, which can be invaluable in providing sustained guidance on complex and evolving issues.

## CAUTIONARY NOTES

In determining the most suitable approach for addressing recreational matters within our community, several key considerations come to the forefront. Each option - be it an advisory group or committee -

brings its own set of advantages and considerations. Careful evaluation of these factors will guide you towards a decision that aligns most closely with our community's current needs and future aspirations.

In determining the best option, consideration should be given to:

- whether the matter at hand requires specialized, short-term advice (advisory group) or ongoing, comprehensive oversight (committee).
- the availability of interested parties or specialized expertise within the community and the municipality's capacity to sustain a committee.
- the urgency of the issue and whether a more immediate response is required (advisory group) or if it warrants ongoing attention (committee).
- the level of community engagement desired for the issue. An advisory group may be more conducive to involving specific stakeholders, while a committee may provide a more inclusive platform.

Ultimately, the choice between an advisory group and a committee should align with the specific needs, goals, and resources of the municipality in addressing recreation-related matters.

#### FISCAL CONSIDERATIONS

N/A

#### RECOMMENDED ACTION

Based on an evaluation of both options and our current realities, **we recommend the establishment of advisory groups for both Recreation and the Marathon, instead of the Recreation Advisory Committee and Marathon Committee.**

This approach will allow us to:

- assemble members possessing specific expertise relevant to particular projects or issues, ensuring the most informed recommendations;
- tailor the composition and duration of an Advisory Group to the unique needs of each project, allowing for efficient use of resources; and
- facilitate meaningful community engagement by involving relevant stakeholders and experts in decision-making processes.

The establishment of advisory groups will offer a more dynamic and adaptable approach to addressing specific initiatives and issues. It complements our existing organizational structure, while providing a more targeted and specialized advisory mechanism.

In order to ensure that the chosen approach remains effective and responsive to the needs of our community, an annual evaluation process will be implemented. This process will serve as a crucial mechanism for gathering feedback, assessing performance, and identifying areas for improvement. The insights gained from this annual evaluation process will be instrumental in fine-tuning the operations of

the advisory groups. Additionally, it will provide you with a valuable feedback loop to inform future decision-making. Should any significant issues arise, the evaluation process will serve as an early warning system, allowing for timely interventions and adjustments.