



**City of Kingston
Information Report to Rural Advisory Committee
Report Number RAC-15-019**

To: Chair and Members of Rural Advisory Committee
From: Cynthia Beach, Commissioner, Corporate & Strategic Initiatives
Resource Staff: John Bolognone, City Clerk
George Wallace, Senior Special Projects Manager
Date of Meeting: October 26, 2015
Subject: Committee Comments on Recommendations - Non-Statutory
Citizen Advisory Committee Review Report 15-385

Executive Summary:

At its meeting held on September 15, 2015, City Council received Report 15-385 which presented a number of staff recommendations resulting from a review of the mandates of the non-statutory citizen advisory committees. Council deferred consideration of the report recommendations to December 1, 2015 in order to allow for discussion by the Committees affected by the recommendations of Report 15-385.

With respect to the Rural Advisory Committee (RAC), the Report recommended that the Rural Advisory Committee be retained and should continue to operate in accordance with its existing mandate. The existing mandate should however be amended to reflect the wording of the new policy regarding the submission of an Annual Report. If the Committee has any comments or concerns respecting this recommendation, these should be submitted on or before October 30, 2015 for inclusion in a supplementary report to Council.

Recommendation:

There is no recommendation as this report is for information purposes only.

Authorizing Signatures:

ORIGINAL SIGNED BY COMMISSIONER
**Cynthia Beach, Commissioner,
Corporate & Strategic Initiatives**

ORIGINAL SIGNED BY CHIEF ADMINISTRATIVE OFFICER
Gerard Hunt, Chief Administrative Officer

Consultation with the following Members of the Corporate Management Team:

Lanie Hurdle, Community Services

Denis Leger, Transportation, Facilities & Emergency Services Not required

Jim Keech, President and CEO, Utilities Kingston Not required

Desiree Kennedy, Chief Financial Officer & City Treasurer Not required

Options/Discussion:

At its meeting held on September 23, 2014, City Council passed a motion directing staff to undertake a review of the mandates of the non-statutory citizen advisory committees. The Rural Advisory Committee (RAC) was one of the Committees included in the review. At its meeting held on September 15, 2015, City Council received Report 15-385 which presented a number of staff recommendations resulting from the review of the mandates of the non-statutory citizen advisory committees.

The Report recommended that the Rural Advisory Committee be retained and should continue to operate in accordance with its existing mandate. In addition, Report 15-385 included the following recommendation with respect to the RAC as part of Recommendation 6.:

- “**I) Amend** Schedules B-2, B-13, and, B-15 respecting the Kingston Environmental Advisory Forum, Rural Advisory Committee, and Housing and Homelessness Advisory Committee, so as to **Add** a new section to require the submission of an Annual Report by June 30 each year.

With respect to Recommendation I) above, it is intended to ensure consistency with the proposed amendment to the Committee By-law requiring submission of an Annual Report by June 30 each year as detailed in Report 15-385. The Annual Report is intended to provide a mechanism for ongoing assessment of the committee’s alignment with Council’s term objectives and priorities, the effectiveness of the committee’s operations, the progress being made in achieving the approved mandate and to summarize the activities of any sub-committees or working groups.

The full discussion of the RAC as presented in Report 15-385 is included in Exhibit A hereto together with the Executive Summary of Report 15-385. A complete copy of Report 15-385 can be accessed at the following link: [COU_A2215-15385.pdf](#).

Council deferred consideration of the report recommendations to December 1, 2015 in order to allow for discussion by the Committees affected by the recommendations of Report 15-385. If the RAC has any comments or concerns respecting Recommendation 6. I) above, these should be submitted on or before October 30, 2015 for inclusion in a supplementary report to Council.

Existing Policy/By Law:

See Report 15-385.

Notice Provisions:

There are no required notice provisions.

Accessibility Considerations:

This report is A.O.D.A. compliant and may be available in alternate formats, if requested.

Financial Considerations:

As outlined in Report 15-385, a reduction in the number of advisory committees and/or the frequency of Standing Committee meetings would also free up staff time to work on Council's term priorities and objectives and/or departmental work plans. This could contribute to achieving internal efficiencies that would assist in meeting both departmental and Council budget objectives and expectations.

Contacts:

John Bolognone, City Clerk, 613-546-4291, ext. 1247

George Wallace, Senior Special Projects Manager, Corporate & Strategic Initiatives, 613-546-4291, ext. 1864

Other City of Kingston Staff Consulted:

None

Exhibits Attached:

Exhibit A: Excerpts from Council Report 15-385

Executive Summary:

At its meeting held on September 23, 2014, City Council passed a motion directing staff to undertake a review of the mandates of the non-statutory citizen advisory committees. Council's motion recognized the valuable role of citizen committees in the City's governance model and the significant time commitment and dedication of the volunteer members. It also recognized the need to undertake regular assessments of the effectiveness of the advisory committees in the City's decision-making process.

Recommended Amendments to Committee By-law No. 2010-205

In conducting this review, staff noted that the Committee By-law does not include any policies or criteria for creating, amending, or dissolving a committee. Staff recommend establishing such policy in order to ensure that the creation, amendment or dissolving of a committee is conducted in a consistent, fair and equitable manner. Key elements of the proposed policy include: whether the committee is a requirement of legislation; the relevance and/or uniqueness of the committee's mandate; alignment of the committee's mandate with Council's term objectives and priorities; success of the committee in fulfilling its mandate; effectiveness of the committee's operations; and, financial considerations and impacts on required resources.

Staff also noted that the mandates for the majority of the advisory committees do not require submission of an annual report. Staff recommend including a policy to require the submission of annual reports as a mechanism for ongoing assessment of the committee's alignment with Council's term objectives and priorities, the effectiveness of the committee's operations and the progress being made in achieving the approved mandate. An annual report would also provide an avenue for the committee to outline future focus areas, address the need for changes to the committee's composition or mandate, to summarize the activities of any sub-committees or working groups, and to request authorization for the continuation of any of the sub-committees or working groups.

In order to consolidate the provisions respecting all types of committees into a single By-law, staff recommend an amendment to the Committee By-law that would incorporate the existing provisions respecting special purpose (ad hoc) committees that are now included in the Council Procedural By-law.

A few of the advisory committee mandates make specific reference to working groups. Since sub-committees and working groups technically operate in the same fashion, Staff recommends amendments to the Committee By-law to revise the existing definition and section respecting sub-committees to include references to working groups.

The foregoing proposed policies and/or By-law amendments are discussed in more detail in the Options/Discussion section of this report and are outlined in the Draft Amending By-law attached hereto as Exhibit A.

Review of Non-Statutory Citizen Advisory Committees

In accordance with Council's September 23, 2014 motion, staff undertook to review the mandate and activities of the following eight non-statutory citizen advisory committees:

- The Kingston Environmental Advisory Forum (KEAF);
- Kingston Entitlement Access Program (KEAP) Committee;
- Rural Advisory Committee (RAC);
- Museums and Collections Advisory Committee (MACAC);
- Housing and Homelessness Advisory Committee (HHAC);
- Arts Advisory Committee (AAC);
- Kingston Memorial Centre Advisory Committee (KMCAC); and,
- Near Campus Neighbourhoods Advisory Committee (NCNAC).

The non-statutory citizen advisory committees generally have a mandate to provide advice to City Council through Standing Committees on matters that fall within their respective jurisdictions. Advisory committee members provide volunteer technical advice and information from a wide range of perspectives, backgrounds and experience. Advisory committees can also provide a forum for the public to comment on emerging issues. As such, advisory committees can be viewed as being part of the City's evolving broader public engagement strategies. However, for the work of advisory committees to be an effective and meaningful component of the City's governance, their work should be purposeful and their approved mandate should be directly related to and aligned with Council's term priorities and objectives.

The eight committees being reviewed have a total membership of 87, an average of 11 members per committee. The advisory committees operate in a manner similar to the Standing Committees of Council and must conform to the rules governing the procedures of a meeting of Council as outlined in the Council Procedural By-law. The advisory committees elect a chair and vice-chair, have formal agendas, host public meetings, publish minutes that record the meeting proceedings, and take action by way of motions.

Significant staff resources are dedicated to supporting the work of the advisory committees. Direct staff support is provided to all of the advisory committees by the Clerk's Department. As well, staff members from a number of City Departments directly support the advisory committees by preparing reports, memorandums and other documentation, attending meetings, making presentations or briefings, and providing technical advice and other information as appropriate or requested. All levels in the staff hierarchy from most departments across the corporation have attended advisory committee meetings to speak to agenda items.

In order to assist in assessing the effectiveness of the advisory committees and their contributions to the City's decision-making process, staff reviewed the agendas and minutes for each committee and categorized the agenda items as internal items, educational items or core

function items. In terms of the composite numbers for the seven active committees, an average of 48% of agenda items could be classified as Internal, an average of 42% could be classified as Educational and an average of 10% could be classified as Core Function. Based on this review, it appears that some advisory committee work falls outside of the committee's approved mandate, the majority of items relate to educational matters or the internal workings of the committee, and only a small percentage of the advisory committee work results in direct recommendations or advice to the Standing Committee or Council.

Each of the eight advisory committees identified for review are discussed in detail in the body of the report. This includes information with respect to: the staff resources supporting the committee; the committee's meetings for the past five years or since its creation; the analysis of the agenda items; the core function items considered; alignment with Council's priorities; and, staff's recommendations respecting the committee and/or its mandate. In order to address a 2011 motion of Council respecting the Rural Advisory Committee, more detailed information has been provided respecting that Committee's operations and the staff resources supporting the Committee.

Based on this review, it is the recommendation of staff that the Kingston Entitlement Access Program Committee, the Kingston Memorial Centre Advisory Committee and the Near Campus Neighbourhoods Advisory Committee all be dissolved. Staff also recommends that the Kingston Environmental Advisory Forum be retained in its current form pending completion of the KEAF Strategic Planning Session in 2015 and the submission of a report by staff which presents recommendations respecting changes to the KEAF mandate and composition together with the Forum's proposed focus areas for 2015-2016 that align with Council's priorities. With respect to the Rural Advisory Committee, the Housing and Homelessness Advisory Committee, and the Arts Advisory Committee, staff recommends that these committees be retained in their current form with some minor amendments to the respective Committee mandate/terms of reference.

With respect to the Museums and Collections Advisory Committee (MACAC), it was noted that the mandates for both the MACAC and the Municipal Heritage Committee (MHC) make reference to cultural heritage initiatives and implementation of the Kingston Culture Plan and that both Committees have established Working Groups that are assigned a variety of tasks that promote, preserve, support and/or interpret the City's cultural heritage. Given this "overlap", staff is recommending that the MACAC be merged with the MHC in order to allow for a sharing of expertise and resources and to further develop the broader "heritage" mandate envisioned by the Kingston Culture Plan respecting both the City's built heritage and cultural heritage. This will necessitate dissolving the MACAC, revising both the composition and mandate of the MHC and consolidating both Committees' Working Groups. Staff has contacted the Ministry of Tourism, Culture and Sport to confirm that the proposed Committee merger would not affect the City's eligibility for museum grants as long as the museums are addressed as a standing agenda item.

Any reduction in the number of Advisory Committees would result in cost savings or the ability to have existing staff support other Council priorities, although the actual amount is difficult to

quantify. This could contribute to achieving internal efficiencies that would assist in meeting both departmental and Council budget objectives and expectations.

Standing Committee Meeting Schedule

Further efficiencies in terms of cost and time could also be achieved for both staff and Councillors if some of the Standing Committees scheduled meetings less often. The Committee By-law does not specify a frequency of meetings for any of the four Standing Committees. Planning Committee would need to maintain its current meeting schedule in order to accommodate current application volumes, meet legislated timelines and consultation requirements and address major projects such as the 5 year Official Plan Review and Consolidated Zoning By-law.

Based on a review of the meetings of the other three Standing Committees (Administrative Policies (AP), Arts, Recreation & Community Policies (ARCP), and Environment, Infrastructure & Transportation Policies (EITP)) over the past three years, scheduling meetings less frequently appears to be a feasible option for the AP and ARCP Committees. Since the existing By-law is silent on the issue of meeting frequency, this could be achieved by either a motion of Council or through a formal amendment to the Committee By-law. If needed, additional meetings of a Standing Committee could be scheduled at the call of the Chair if there were time sensitive matters to be considered. Staff recommends scheduling meetings of the AP and ARCP Committees every two months on a trial basis through November, 2017 at which time the meeting schedule could be re-assessed.

Community Engagement Strategy

As part of the research for this report, staff noted that similar advisory committee reviews in other municipalities were initiated in concert with the review, update or preparation of a community engagement strategy. In some cases, implementation of a community engagement strategy resulted in a reduction in the number of advisory committees. Currently the City uses a number of tools to engage the public, with the format of the engagement dependent upon the initiative. The City's Strategic Communications Department is preparing a community engagement strategy that will include research to identify industry and municipal best practices in citizen engagement and an analysis of on-line tools to see how these are and can be used and to what advantage. Development of this community engagement strategy aligns with Council's priority to "Foster open government" and the intent to "enhance transparency and encourage citizen engagement". A recommendation report with respect to a community engagement strategy will be prepared in Q4 2015.

Recommendation:

- 1. That** the Kingston Environmental Advisory Forum (KEAF) be retained in its current form pending completion of the KEAF Strategic Planning Session in 2015 at which KEAF shall address the following questions:

- a) How can KEAF best support the environmental objectives contained within the Sustainable Kingston Plan, the Kingston Strategic Plan and Council's priorities?
- b) Given the quantity of items historically directed to KEAF for its consideration, would it be more effective for KEAF to meet quarterly rather than monthly?
- c) Given the emergence of environmental strategy within the Sustainable Kingston Plan and within the municipal Environmental Management System, should KEAF's mandate be adjusted to advise on environmental matters of strategic importance rather than on the development of an environmental strategy?
- d) Given that since 2000 the municipality has acquired significantly more in-house environmental expertise, should KEAF's structure/composition continue to be one of technical representatives combined with members of the general public, or would a composition of interested public members only be more effective?

and, **that** following completion of the Strategic Planning Session, staff shall prepare a report to Council that summarizes the results of the Strategic Planning Session and that presents recommendations respecting changes to KEAF's mandate and/or composition and that sets out KEAF's proposed focus areas for 2015 – 2016 that are aligned with Council's priorities.

- 2. **That** the Kingston Entitlement Access Program (KEAP) Committee be hereby dissolved.
- 3. **That** the Kingston Memorial Centre Advisory Committee be hereby dissolved.
- 4. **That** the Near Campus Neighbourhoods Advisory Committee be hereby dissolved.
- 5. **That** the Museums and Collections Advisory Committee (MACAC) be merged with the Municipal Heritage Committee (MHC) and that the MACAC be hereby dissolved effective November 30, 2015.
- 6. **That** By-law No. 2010-205, as amended, "A By-law to Define the Mandate and Meeting Procedures for Committees Established by the Corporation of the City of Kingston" be further amended as follows:
 - a) **Add** a new definition for "Advisory Committee" to Section 1. under the heading Definitions, in accordance with the Draft By-law attached as Exhibit A.
 - b) **Amend** the definition for Ad Hoc Committee in Section 1 by changing the heading to "Special Purpose (Ad Hoc) Committee".
 - c) **Amend** the definition for Sub-Committee in Section 1 so that it includes references to working groups.
 - d) **Add** a policy with respect to creating a committee, amending an existing committee and/or its mandate and dissolving an existing committee and requiring the submission of an Annual Report as a new Section 2., in accordance with the Draft By-law attached as Exhibit A.

- e) **Re-number** the existing Section 2. to Section 3. and **Re-number** the subsequent sections and sub-sections accordingly.
- f) **Amend** the re-numbered Section 3.3 to include a reference to working groups.
- g) **Add** a new re-numbered Section 11 that contains the provisions with respect to Special Purpose (Ad Hoc) Committees.
- h) **Delete** Schedule B-7 respecting the Kingston Entitlement Access Program (KEAP) Committee in its entirety.
- i) **Delete** Schedule B-14 respecting the Museums and Collections Advisory Committee in its entirety.
- j) **Delete** Schedule F-5 respecting the Kingston Memorial Centre Advisory Committee in its entirety.
- k) **Delete** Schedule F-6 respecting the Near Campus Neighbourhoods Advisory Committee in its entirety. .
- l) **Amend** Schedules B-2, B-13, and, B-15 respecting the Kingston Environmental Advisory Forum, Rural Advisory Committee, and Housing and Homelessness Advisory Committee, so as to **Add** a new section to require the submission of an Annual Report by June 30 each year.
- m) **Amend** Schedule F-3 respecting the Arts Advisory Committee so as to **Replace** the existing Workplans and Annual Report section with a new section to require the submission of an Annual Report by June 30 each year.
- n) **Amend** Schedule B-15 respecting the Housing and Homelessness Advisory Committee so as to **Add** the following after Term of Appointment:
 - “**Meetings:**
This Committee will meet quarterly. Additional meetings may be called by the Chair as necessary.”
- o) **Amend** Schedule F-3 so as to revise the Mandate for the Arts Advisory Committee to **Add** the following as a new third paragraph under the heading “Mandate”;
 - “Maintain close linkages with the Municipal Heritage Committee and its Working Groups to ensure co-ordination of initiatives related to the implementation of the Kingston Culture Plan.”
- p) **Amend** Schedule B-4 respecting the Municipal Heritage Committee (MHC) so as to:

- i. **Revise** the Composition of the Committee to include: two (2) members of City Council (one to be a member of the Arts, Recreation and Community Policies Committee (appointed annually); the Managing Director of the Kingston Association of Museums, Art Galleries and Historic Sites (KAM); one (1) museum professional appointed by the Board of KAM; one (1) representative of community-based heritage groups; and eight (8) members of the public that represent the full range and diversity of Kingston's population;
- ii. **Revise** the Mandate of the new Committee so as to incorporate, with necessary modifications, the existing Mandate of the Museums and Collections Advisory Committee (MACAC) as a new Section 5; and
- iii. **Re-number** the existing Section 5 respecting Working Groups as a new Section 6.
- iv. **Add** a new section following Section 6 to require the submission of an Annual Report by June 30 each year.

(**Note:** A copy of the Draft Amending By-law is attached hereto as Exhibit A)

- 7. **That** staff be directed to bring forward a report to the Municipal Heritage Committee (MHC) in October/November, 2015 that establishes the mandates and work plans for the following Working Groups (WG): the existing MHC Historic Properties Research WG; the consolidated MHC Communications and Education WG, MHC Cultural Heritage WG and the Museum and Collections Advisory Committee's (MACAC) Historical Interpretation WG; and the consolidated MACAC Museum Sector WG and MACAC Civic Collections WG; and
- That**, once finalized, the Working Groups and their respective mandates be presented to Council for authorization and incorporation into the Committee By-law to replace the existing Working Groups in Schedule B-4.
- 8. **That** during the nominations process for appointments to the Municipal Heritage Committee consideration be given to replacing existing members, who reach the maximum six year duration or who's term of appointment expires, with persons with qualifications and experience related to cultural heritage in order to ensure that there is balanced representation on the Committee related to both built heritage and cultural heritage.
 - 9. **That** staff be directed to schedule meetings of the Administrative Policies Committee and the Arts, Recreation & Community Policies Committee every two months on a trial basis until November, 2017 at which time the meeting schedule will be re-assessed.

Rural Advisory Committee (RAC)

A Rural Affairs Advisory Committee (RAAC) was initially established at the time of amalgamation so that "rural issues were not lost after amalgamation". On October 5, 2010, City Council passed a motion that the RAAC had "completed its mandate" and the Committee was dissolved. One of the reasons cited for dissolving the Committee was that a number of

meetings had been cancelled due to a lack of issues concerning the Rural Districts. In response to concerns expressed by rural residents respecting the dissolving of the RAAC, Council passed a motion on February 1, 2011 directing staff to develop a mandate for a committee to advise Council on issues in the rural area. Following receipt of Report 11-138 on May 17, 2011, Council passed a motion approving the mandate of the existing Rural Advisory Committee (RAC).

The mandate of the RAC is “to represent the interests of Kingston’s rural residents, as they relate to residential, agricultural and rural-business matters”. This includes:

- Serving as a forum for public discussion to examine issues of interest or impact to the rural community;
- Providing input and advice as required, through Council or a Standing Committee of Council, on issues of interest or impact to the rural community; and
- Reviewing and recommending appropriate means and methods of communication to provide information to rural residents and promote two-way communication between rural residents and the City.

The RAC reports to City Council. The composition of the Committee (seven members in total) includes: two City Councillors; two rural residential representatives; two rural agricultural representatives; and, one rural-business (farm or non-farm) representative. The Committee is to meet on a quarterly basis or at the call of the Chair. The RAC typically meets in the evening. Further information respecting the existing mandate/terms of reference of the RAC can be found in Exhibit B, Schedule B-13.

As outlined in Council Report 15-023, Council’s motion of May 17, 2011 directed staff to prepare a report to Council outlining how many meetings of the Committee had been held, the issues and recommendations that the Committee had brought forward to Council, as well as how much staff time (number of staff and hours) was spent on the Committee. Report 15-023 indicated that the requested information would be provided in the context of this Committee Review report.

Table No. 4 below indicates that between 2011 and 2014 the RAC met a total of 15 times. The Committee met on average for just over two hours (125 minutes). One meeting was cancelled in 2013. In terms of the staff resources provided to the Committee, Table No. 4 below shows that there has been an average of four staff attending the RAC meetings. This has included the Commissioner, Community Services, the Rural Affairs Coordinator, a Committee Clerk and other staff members as required (e.g. Fire Chief; Director, Environment & Sustainable Initiatives; Director, Planning & Development; Manager of Policy Planning; Sustainable Initiatives Coordinator; Director, Public Works) based on the meeting agenda topics. It is noted that for the 02-2014 Meeting, there was a total of 10 staff in attendance at the meeting.

In 2015, the RAC has held five meetings at which the majority of the agenda items could be categorized as Internal or Educational. Items discussed included a number of briefings (planning applications in rural areas, community and park spaces, gateway signage, secondary suites in Kingston East and the municipal process for large renewable procurement) as well as delegations on a number of solar projects in the rural area. Core functions included a review of Estate Residential policies, hosting a public meeting respecting a number of proposed solar projects and providing recommendations to Council respecting six proposed solar projects.

Table No. 4 - Summary of Rural Advisory Committee (RAC) Meetings (2011 – 2014)

Year	Meetings Held	Cancelled Meetings	Average Meeting Duration	Average # of Members Attending	Average # of Staff Attending	Average # of Public/Others Attending	Recommendations to ARCP
2014	5	0	130 mins.	6.5	5	7*	5
2013	4	1	129 mins.	6	4	4	6
2012	5	0	123 mins.	6	4.5	18***	3
2011	1**	0	100 mins.	6	3	4	2

Notes: *Meeting 05-2014 included a public meeting re: long-term needs of the agricultural community as it relates to the Agricultural Fair attended by 27 persons.

**Only one meeting was held in 2011 due to the Committee being created in May, the need to then advertise to seek members for appointment to the Committee and to confirm the appointments.

***Meeting 02-2012 included a public meeting re: solar farms attended by 80 persons.

The amount of staff time spent to support the RAC is very difficult to estimate. Actual time spent attending the meetings is relatively straightforward (an average of four staff and an average meeting time of two hours equals a total of 120 hours for the 15 meetings assuming that all staff stayed for the duration of the meeting). However, much more staff time is spent providing support to the Committee. For example, the Committee Clerk estimates an average of about 16 hours per meeting. This would include such things as agenda preparation, coordinating delegations (includes reviewing their PowerPoint presentations), distributing materials to Committee members, attending the meetings, preparing the meeting minutes, meeting follow-up, and preparing any reports to Council. For the Committee Clerk alone, this would equate to 240 hours for the 15 meetings.

Aside from the Committee Clerk, on average three other staff members have attended the RAC meetings. The time commitment for these other staff would include preparing/reviewing reports to the Committee, preparing PowerPoint presentations for the Committee, preparing memorandums or other correspondence to the Committee, general meeting preparation, meeting attendance, discussions with Committee members or members of the public prior to the meetings and any required meeting follow-up. In addition to the staff that actually attended the meetings, other staff in the respective departments would typically have been involved in the preparation of the reports and presentations or the attachments to the reports (e.g. mapping). Also, staff in other departments would typically be consulted in the preparation of the staff reports (for example, eight other staff were consulted in the preparation of two of the reports presented to the RAC). For the 15 meetings, the RAC received 11 staff reports ranging from four pages to 21 pages in length, not including any attachments (e.g. mapping, draft design guidelines, draft application form, listing of rural facilities). Staff also prepared 10 PowerPoint presentations for the Committee and submitted 10 other pieces of documentation (e.g. memorandums or other correspondence). Herein lays the challenge in trying to estimate the amount of time spent by staff to support the Committee.

In order to respond to Council's direction for staff to outline how much time staff spent on the RAC, the following estimates have been used:

- Staff report preparation/review (including attachments), less than 10 pages – 15 hours;
- Staff report preparation/review (including attachments), 10 pages or more – 25 hours;
- Other staff consulted – one hour per staff member;
- PowerPoint presentation preparation – five hours;
- Preparation of other Staff Documentation to Committee – one hour each; and
- General meeting preparation/follow-up – two hours per meeting.

On the basis of the foregoing, the estimated time spent by staff to support the RAC would be:

- Committee Clerk (including meeting attendance) 240 hours;
- Other staff attendance at meetings (average three staff for two hours) 90 hours;
- Report preparation/review (less than 10 pages – seven reports) 105 hours;
- Report preparation/review (10 pages or more – four reports) 100 hours;
- PowerPoint presentations (10 presentations) 50 hours;
- Report Review by Other Staff Consulted 32 hours;
- General meeting preparation/follow-up (two hours per meeting) 30 hours;
- TOTAL HOURS 647 hours.

On this basis, staff would spend a total of approximately 43 hours per meeting supporting the RAC.

As indicated in Table No. 5 below, 76% of the agenda items considered by the RAC related to internal and educational items. In terms of its core functions, the RAC discussed and made recommendations with respect to landscaping and site design guidelines for solar panel projects, hamlet signage, use of Community Vibrancy Funds, flow reversal in the Enbridge Pipeline 9B, meeting spaces in the rural area and the renaming of existing roads. In addition, the Committee hosted three (3) public meetings with respect to the following matters: landscaping and setbacks in relation to solar panel arrays; the long-term needs of the agricultural community as it relates to the Agricultural Fair; and, hamlet signage in rural areas.

Table No. 5 - Summary of RAC Agenda Items by Category (2011 – 2014)

Year	Total Agenda Items	Internal	Educational	Core Function
2014	21	6	7	8
2013	20	5	9	6
2012	27	9	15	3
2011	7	5	1	1
TOTAL	75 (100%)	25 (33%)	32 (43%)	18 (24%)

In accordance with Council's May, 2011 motion, the following is a list of the issues and recommendations the Committee has brought forward to Council since 2011:

- Support for a motion on the December 6, 2011 Council agenda that RAC meet with residents and make recommendations to Council on landscaping and setbacks for solar panel arrays;
- Review of Agricultural Land Review – Official Plan Amendment Report;
- Public Meeting regarding landscaping and setbacks in relation to solar panel arrays;
- Landscaping and Site Design Guidelines for Large-Scale, Ground-Oriented Solar Energy Facilities;
- Municipal powers under the *Planning Act* regarding large-scale solar panel array projects;
- Hamlet signage in rural areas;
- Letter of Comment to the National Energy Board regarding the proposed reversal of Enbridge Crude Oil Pipeline 9B;
- Bale wrap and shrink wrap recycling program;
- General concerns regarding pipelines;
- Hamlet Signage Rural Areas Delineation Report/Historical Names;
- Communication from Unity Road Ratepayers Association Re: Community Vibrancy Fund;
- Pre-Application Form for Large-Scale, Ground-Oriented Solar Energy Facilities;
- Kingston Solar LP (Samsung) Renewable Energy Project – Community Vibrancy Fund;
- Proposed Highway 2, Highway 15 and Highway 38 Renaming – Survey Response and Future Direction;
- Shannon's Corner/Glenburnie Hamlet Signage;
- Public Meeting regarding Update on Community Centre – Kingston East;
- Preliminary Plan of a Proposed Solar Project by Saturn Power (2015);
- Roadside Brushing on Rural Roads – request for plan and procedures (2015);
- Rural Road Audit Assessment Process – request for information report (2015); and
- Municipal Process for Large Renewable Procurement (2015).

Of the committees being reviewed, the RAC had the highest percentage of agenda items that related to its core function. The RAC provided advice to Council with respect to a number of controversial matters including the Enbridge 9B Pipeline and landscaping and site design guidelines for large-scale solar farms. The rural area is a unique community of interest in the City and based on the above noted list of issues and recommendations brought forward to Council, the Committee appears to be fulfilling its mandate to “represent the interests of Kingston's rural residents”.

The Provincial Policy Statement (PPS), 2014 includes revised policies that further recognize and support rural Ontario, including:

- a new policy section to support healthy, integrated and viable rural areas;
- recognition of the diversity of rural communities and their importance to the economy and quality of life;
- enhanced policies that clarify the types of uses that may occur on rural lands; and
- expanded support and economic opportunities for agricultural uses in rural areas.

Part of the mandate of the RAC is to provide input on the implementation of federal and provincial legislation. Municipal planning documents must be “consistent with” the PPS and it is anticipated that amendments will be required to the City’s Official Plan as part of the 5 Year Update to implement the PPS, 2014. It is expected that the RAC will be consulted on the implementation of the new PPS policies respecting “rural areas” and “rural lands”.

The following are areas where the work and advice of the Rural Advisory Committee is linked to Council’s Strategic Priorities:

- Priority #3 “Plan a liveable City” – the concept of liveability embraces balancing the four pillars of sustainability – specific initiatives include responding proactively to homelessness and food security need in the city and pursuing the implementation of the Sustainable Kingston Plan (Theme EC6: Agriculture; Theme EN2: Water; Theme EN4: Natural Areas; Theme EN5: Land Use and Built Environment; Theme SO3: Food and Nutrition);
- Priority #4 “Green the city” – the protection and preservation of the environment is our collective responsibility – specific initiatives include enhancing waste management and recycling opportunities, and developing policies to prevent urban sprawl and protect agricultural lands; and
- Priority #5 “Foster open government” – creating a transparent and accountable city that empowers the community to participate in meaningful and innovative solutions – specific initiatives include committing to processes that enable open government and improving public feed-in and feedback systems and processes.

Based on the foregoing, it is the recommendation of staff that the Rural Advisory Committee be retained and should continue to operate in accordance with its existing mandate. The existing mandate should however be amended to reflect the wording of the new policy regarding the submission of an Annual Report. The Rural Advisory Committee is in the process of developing a multi-year work plan.