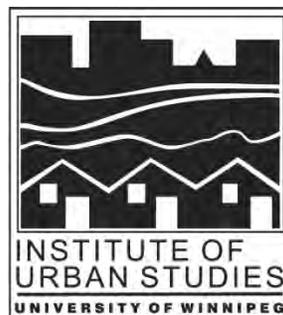


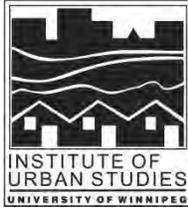
A Survey of the Role of Environmental Advisory Groups in Local Decision-Making

Occasional Paper No. 31

**by John Sinclair and Mark L. Dorfman
1994**

The Institute of Urban Studies





THE UNIVERSITY OF
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MAKING**

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INTRODUCTION

There is little doubt that the local level of government makes daily decisions that affect the quality of the natural environment and the use of rapidly depleting resources. The impact of decisions taken at this level of government, both positive and negative, are often overlooked by researchers, senior policy makers and the decision-makers themselves (Winfield, 1993). Local governments must decide about the location of industry that might cause pollution, the provision of green space, the provision of rapid transit to reduce congestion and atmospheric pollution, the provision and location of waste management systems for solid, liquid industrial and hazardous wastes, the adoption of a growth policy, *etc.* As Button and Pearce (1989) note, "in terms of scale, geographic concentration, diversity, and the legacy of past damage, there is a powerful case for giving urban areas specific consideration."

Further, it seems clear that the local level of government is going to gain more and more responsibility for environmental protection as duties are passed to them from more senior governments (Agenda 21, 1992; *Green Plan*, 1991). Along with this local citizens are also expecting their governments to be more environmentally aware and to make decisions that promote sustainability. As the emphasis on local governments increases, researchers are looking more closely at how decisions regarding the environment are being made.

MacLaren's (1992, p. 33) survey of 23 local governments in Canada reviews steps that are being taken to move "sustainable urban development" from concept to practice and concludes that the "local response to achieving sustainable development is producing some profound changes in the way that municipal governments operate and the types of issues they are being asked to deal with." Fowler (1991, p. 26) indicates, however, that "land-use decisions by local governments are daily adding to environmental damage, largely because decision makers are unaware of the interconnections between urban land-use regulation and the ecosystem." Sinclair (1992) notes further that current policy decision-making, at the local level, generally leans toward an incremental model that has evident deficiencies from an environmental perspective.

The purpose of this volume is to add to the discussion on local government decision-making regarding environmental issues by reporting the results of a survey on local environmental advisory groups (EAG) in Canada. As local governments strive to ensure that their environmental decisions are integrated, rational and comprehensive they are increasingly establishing EAGs for assistance. In this context EAGs are a group of people who are appointed by, and accountable to, a locally elected or

*This paper has been refereed under the IUS peer review mandate, and is published in conjunction with the IUS refereed papers program.

appointed authority. The group provides advice, comment or opinion on environmental issues and or matters regarding sustainable development.

Environmental advisory groups have garnered little attention in the literature and elsewhere, but from their modest beginnings through the 'seventies, when four EAGs were created, they are now a recognized part of local politics in most large Canadian municipalities, with at least 25 currently in operation. Many of these groups are a phenomenon of "green politics" of the 1980s and 1990s, where elected councils were the impetus to creating the EAG. No doubt many local politicians also recognized the EAG as a vehicle for multi-stakeholder participation, whether real or perceived, in local decision-making. There is also little question that their recent growth can be tied to both public concern about the local environment and public desire to participate more fully in local decision-making.

As this research shows, the role of the EAG has been to advise local politicians on environmental matters, not to make outright decisions. They have been created most often through resolution, rather than through by-law, but their mandates range from the specific, "waste management planning," to the general, "advice on any environmental issue." They normally provide advice through an established department such as planning or works and operations and often also report directly to council.

The impact EAGs have had on local environmental decisions has not been empirically measured. This preliminary research indicates, however, that EAGs have been active in local development decisions, have had a direct impact on local programs, such as waste management, have initiated major pieces of research for local government, such as the City of Toronto's advisory committee work on the re-evaluation of the automobile, have proposed or provided advice on environmental policy initiatives, such as the *Proposed Environmental Policy for the City of Calgary*, and most importantly many recognize the critical role EAGs can play in future decisions, and are striving for more direct decision-making influence. EAGs are likely to achieve this level of recognition as the notion of local stewardship, or local environmental stewardship, gains momentum and EAGs are recognized as a vehicle for operationalizing stewardship principles, as authority for the local environment devolves from senior governments and as EAGs are recognized as representing broader community interests.

The survey reported here was entitled the "Environmental Advisory Group Questionnaire" (EAGQ), and was sent to 58 local governments in January of 1993. Since there had been no attempt at collecting information on these groups—no one was even sure how many existed—the goal of the questionnaire was to begin to characterize the structure and operations of existing local environmental advisory groups in Canada. The survey was meant to be explanatory, and was not intended to probe deeply into the psyche of the EAG, largely because there was no information on what already existed

and how it functioned. Given this, the actual questions that appear on the survey were developed through consultation with two chairs of EAG, local government officials and academics.

As is evident by the section headings on the questionnaire (Appendix A), the respondent is led through a logical progression of questions starting with a description of the EAG, its mandate, membership and operations, leading to more general questions regarding the group's effectiveness. It was felt that while the resulting survey was lengthy, with some 54 questions, it would provide the critical background information necessary to build a profile of these groups, draw some general conclusions about their effectiveness, and set a sound footing for further empirical research. This report does not, therefore, provide a critical analysis of the EAG.

LOCAL ENVIRONMENTAL ADVISORY GROUPS IN CANADA

Of the 58 surveys distributed, 50 were returned, for a response rate of 86 percent. As Figures 1 and 2 indicate the survey was split almost evenly between communities with (25) and communities without (23) EAGs, with two communities having terminated their EAGs. Both of these communities indicated that the groups had been set up for a particular reason and time frame, and that they had fulfilled their mandates.

Figure 3 summarizes the dates that these groups were established, the earliest being 1971, with the greatest activity occurring in the last three years.

As expected, a variety of reasons were given for establishing an EAG. Figure 4 lists the written responses to this question, but generally most were established to advise local governments on environmental issues and to try to raise public awareness of those issues. The impetus for the establishment of these groups came most often from political decision-makers (84%) although 32 percent of respondents listed more than one response to this question (Figure 5).¹

The last figure in this section (Figure 6) outlines the nature of the support and opposition that the decision makers received when creating their EAG. While there is obvious and strong public and political support reflected in these comments, it is also fairly clear that public support was not overwhelming and that the groups are not well known from a public perspective.

MANDATE AND OBJECTIVE OF ADVISORY GROUPS

Eighty-four percent of respondents indicated that the terms of reference for their EAG were passed by resolution rather than by-law (16%). This seems to indicate that the mandate of these groups may have been tentative and could be subject to frequent change since they are, for the most part, not given authority through a by-law. As well, in 64 percent of the cases, the local government

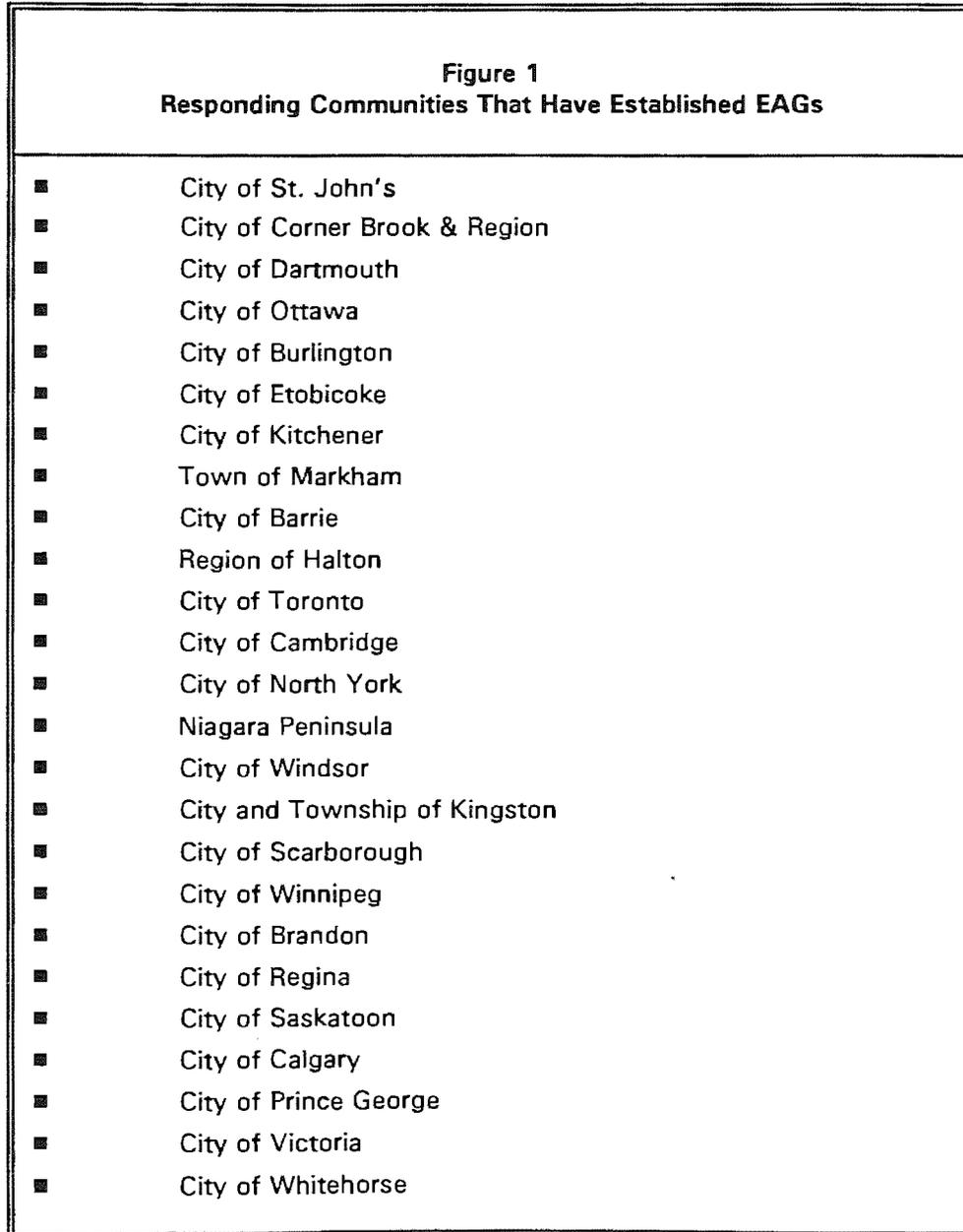


Figure 2
Responding Communities That Have Not Established EAGs

- City of Charlottetown
- City of Sydney
- City of Moncton
- City of Fredericton
- City of Quebec
- City of Montreal
- City of Sherbrooke
- City of Oshawa
- Regional Municipality of Durham
- Regional Municipality of Haldimand-Norfolk
- Regional Municipality of Hamilton-Wentworth
(Draft terms of reference)
- Municipality of Metropolitan Toronto
- Regional Municipality of Peel
- Regional Municipality of York
- City of St. Catharines
- City of Waterloo
- City of Mississauga
- City of Sudbury
- City of Thunder Bay
- City of Edmonton
(Draft terms of reference established)
- City of Yellowknife
- City of Vancouver

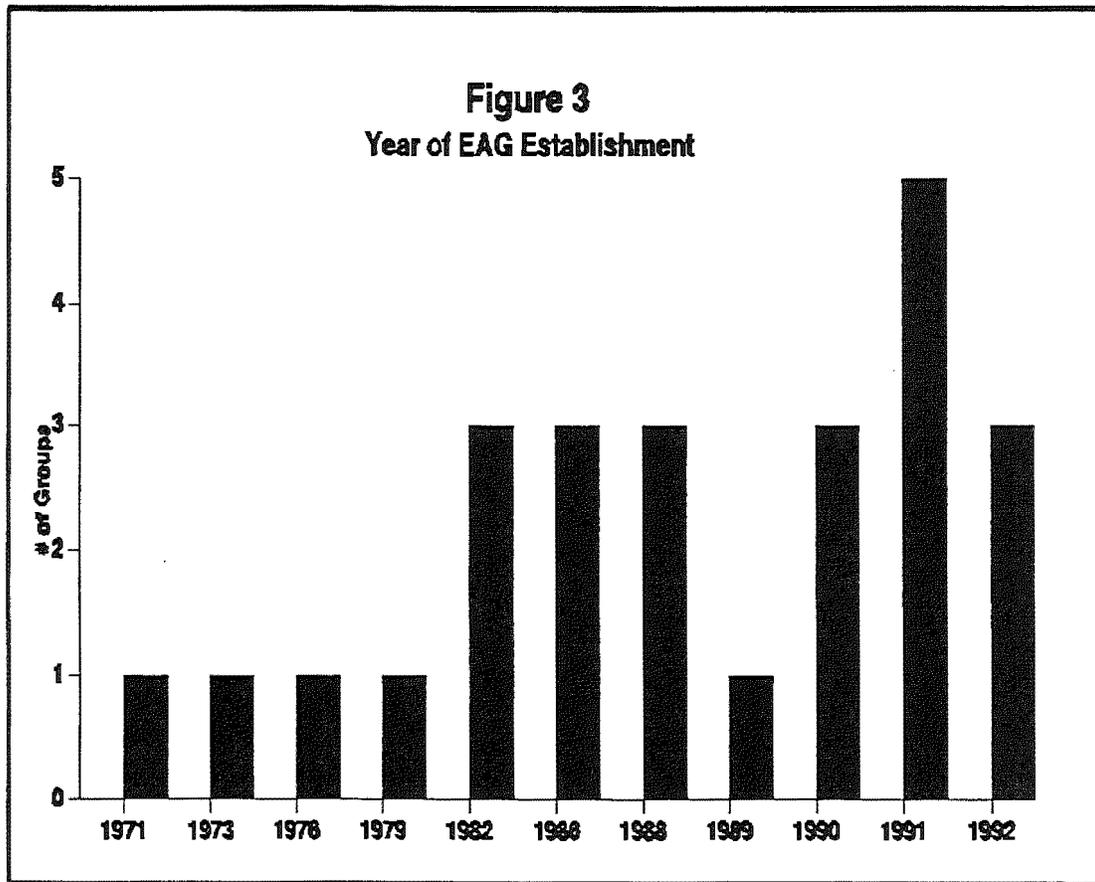


Figure 4
Reasons Given for Establishing an EAG

- To tap community expertise
- Need for broader based Env. considerations
- 84 Municipal Plan; Env. Groups
- To provide assistance to council on issues such as pollution & recycling; To plan in concert with Environment
- To assist council in developing a sustainable society
- To develop a corporate policy regarding the Env. and to foster Env. awareness
- To provide a forum for City of review Env. interests; Clean and Green City
- To advise City Council on Env. issues, to complete an Env. Policy and agenda, to obtain public input on policy and agenda
- Provide input to council on the "natural features study" and advise council on Environmental matters.
- Council concern over a range of Env. issues coming to their attention, 3 R's, illegal dumping, clear cutting of development sites
- Originated with creation of regional official plan and mandated with (protection) review of issues related to Environmentally sensitive area studies
- To advise City Council on ways to reduce Toronto's contribution to emissions of greenhouse gases and air pollution
- To make recommendations to City Council on any Environmental matters
- Prior to establishing the EAG, there was a mayors' Task Force on recycling. This Task Force (1990-1991) made their recommendations and was dissolved. The EAG was then created with a broader mandate to advise on Env. issues.
- The Final Report on the Env. Task Force
- To provide advice to council on Env. matters
- City Council required expertise and advise on Env. matters
- To provide a method of receiving input from various parts of society regarding solid waste management and specifically waste reduction
- To provide technical advice on a wide variety of Env. matters, both planning and public works; especially planning for ESA's and EA for public projects
- To advise Dartmouth City Council on all matters relating to the lakes, natural waterways and their watersheds within the City of Dartmouth
- To provide knowledgeable, trustworthy and impartial advice to the City of the Environment. Implications of proposed and ongoing City undertakings . . . etc.
- To include interest, concerns and experts of the community at large in developing waste minimization and recycling strategies master plan including the siting of a landfill and waste diversion activities
- To oversee creation and implementation of a waste management master plan including the siting of a landfill and waste diversion activities
- Water quality issues and the lack of communication/information exchange on the issue
- To assist works department in dealing with environmental matters relevant to capital works projects

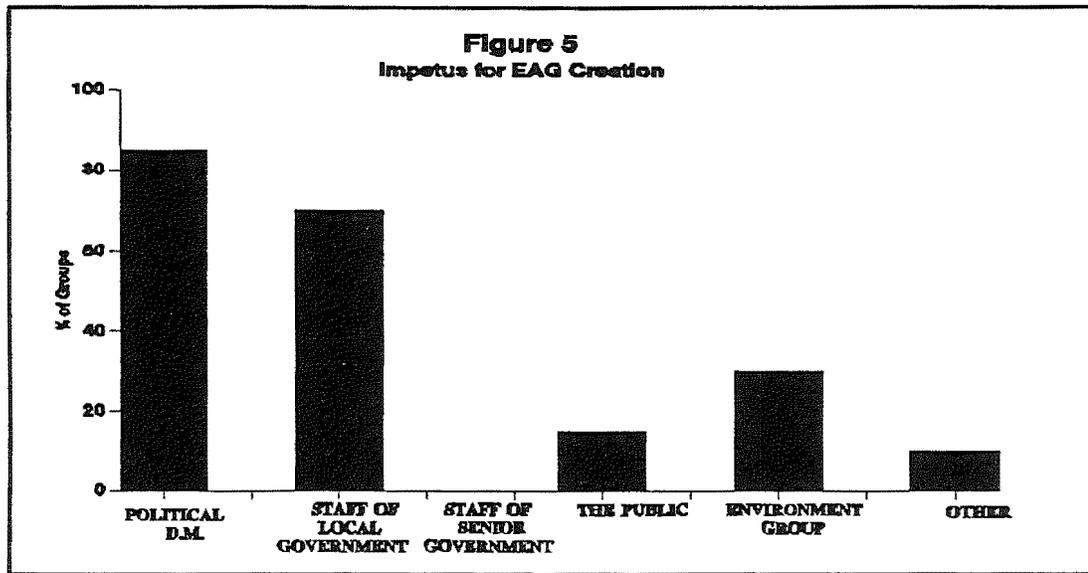


Figure 6
Nature of Political Support/Opposition When Creating EAG

- Strong support
- Developers complain of tie-ups; Env. Groups noisier than opponents
- Mixed support vote 7/5 in Council to establish EAG
- Strong Council support
- High level of political support, public support evident although not widely known
- Endorsed unanimously by City Council and Board of Commissioners, various Env. groups active on committee
- Strong political support by portion of Council, number of residents in community with strong interest in Environmental issues
- Good support from Council and public concern over issues addressed by committee relatively high
- Not an issue since it was part of creating region
- Full support no opposition
- Favourably received by all
- Good support, outgrowth of ETF multi-representation, a point of consensus
- Council agreed with public request to establish Environment committee and passed by-law establishing 5 same (first called Env. Control Committee)
- Well received by City Council and Env. groups but no real comments from others
- Supported by local naturalists groups, other local activists, University faculty and a few elected officials. Probably more generally, political and public ignorance/indifference
- Public outcry over uncontrolled development and expanding conflict over recreational use of lakes
- Complete support to establish an advisory/liaison committee; need recognized
- Supported by specific councillors and environmental activists
- Well received by all segments of the community

authority prepared the terms of reference for adoption as opposed to the EAG preparing the terms themselves. Under either of the above scenarios consultation with interest groups during the preparation of the terms only occurred in 40 percent of the cases. As indicated in Figure 7 the authority for the creation and existence of the EAG was most often contained in a resolution adopted by the local government authority (68%).

In describing the general mandate of the EAG, respondents were fairly evenly split between specific mandates, such as waste management planning, and broader mandates including issues of the environment and sustainable development (Figure 8). In almost all cases (92%) "sustainable development" has not been defined within the mandate, and in most cases (88%) "environment" has been left undefined as well. The only comment made in this regard was from one respondent who indicated that in planning they attempted to avoid "buzz-words." Part 3 of question 2.4 provides some interesting results in terms of how broadly, in a geographic and political sense, the mandate applies. As summarized in Figure 9, over half the respondents indicated that issues discussed and actions taken were not necessarily limited to the political or geographic boundaries of the mandating local government authority.

As may be expected, the objective that most reflected the mandate of the EAG was advisory—EAGs make recommendations to local government authorities. As Figure 10 indicates, only two respondents indicated that the EAG might have some decision-making authority. The trend in ranking objectives, as displayed on Figure 10, is also reflected in the comments that respondents have made, such as "the objectives of TAC are purely advisory."

OPERATION OF ENVIRONMENTAL ADVISORY GROUPS

Membership

As is indicated in this section, the membership of EAGs varies widely throughout Canada. How people become members, however, does not vary at all, with 96 percent of respondents indicating that members are appointed by elected officials of the local government authority. Although, as Figure 11 indicates, in making these appointments elected officials always sought recommendations from some advisory groups, such as the EAG itself. As shown further in Figure 11, while only 1.6 percent of respondents noted that special interest groups make recommendations on membership, 32 percent went on in further questioning to list special interest groups that provide advice, such as local environmental and business organizations.

In 80 percent of the cases respondents indicated that candidate members do apply for appointment to the EAG, and 84 percent stated further that there is no problem finding candidate

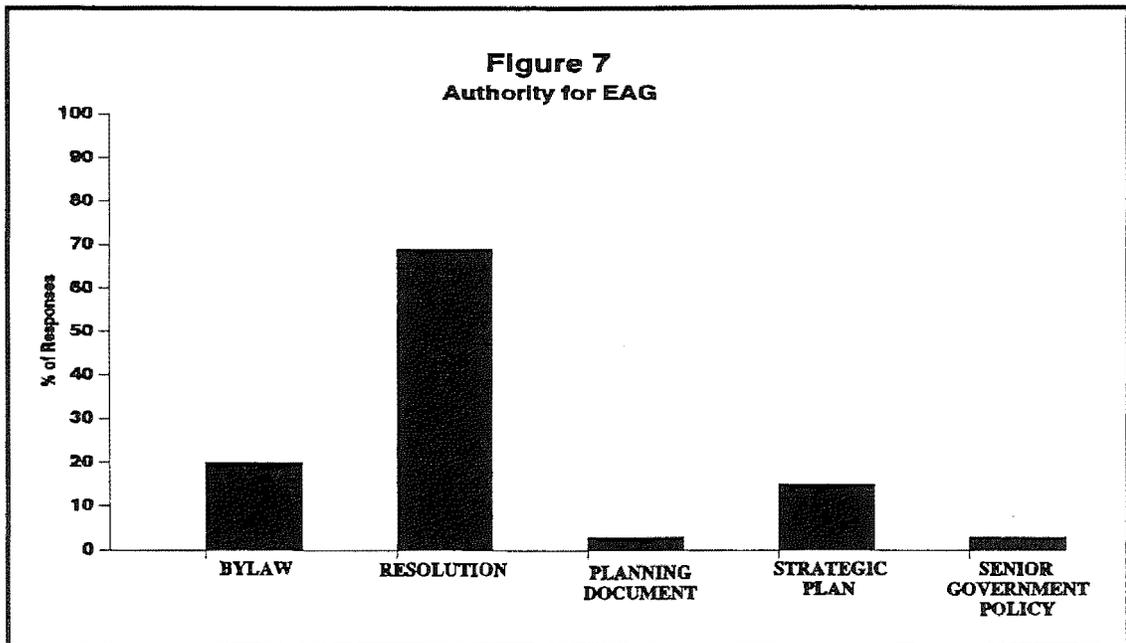


Figure 8
Is the Mandate Specific or Broad?

- Either of above 20%
- Screen development applications
- Specific most related to regions
- Broad Env. issues 28%
- ESAs & development applications
- Broadest terms possible
- Specific issue Co² reduction
- Broad mandate including issues of S.D. 8%
- Only solid waste
- Specific to lake protection
- Broad environmental issues in Saskatoon
- Specific; solid waste minimization programs - 4 R's
- Specific issue; waste management
- Specific Env. issues 8%

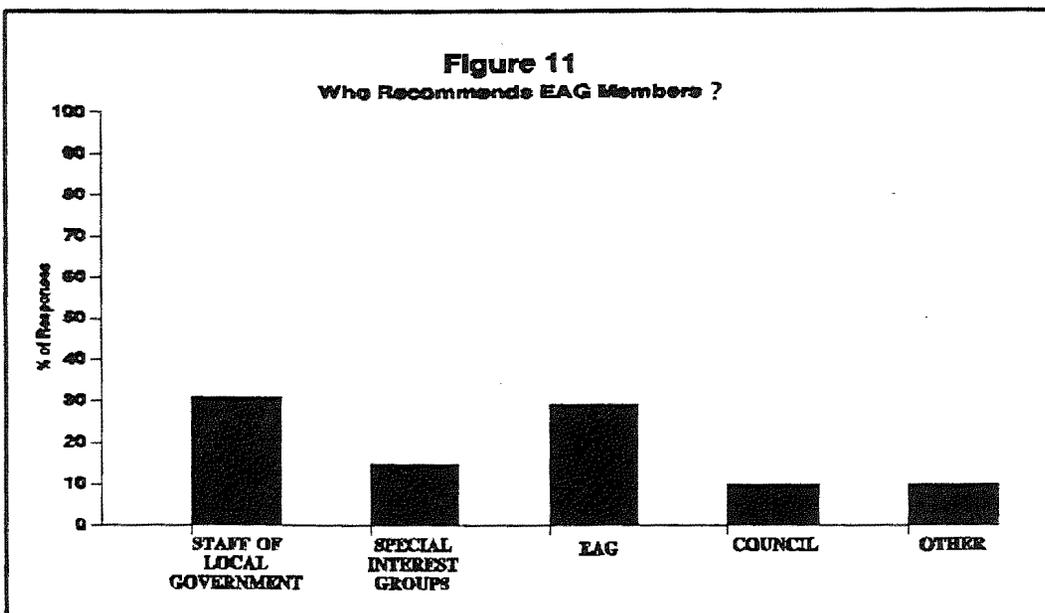
Figure 9
Is the Mandate Confined or Less Restricted?

- Same Area 28%
- Sometime assist higher levels 12%
- Issues discussed go beyond local area
- Basically same area but certain issues that affect all of the Yukon can be addressed
- It can be open ended
- Provide a forum to discuss any Environmental issue
- Beyond where activities influence city such as upper watershed mandate possibly too broad generally, but has commented on issues affecting a broad area
- Apparently it is not confined
- Mostly related to region, however they do comment on larger policy matters
- Primarily confined to area of the local government
- Typically local area only but can comment and advise on more global issues
- Generally within area
- Some issues addressed are regional or watershed level; general mandate is quite broad allowing considerable flexibility to EAG
- It is usually the same but the EAG can lobby or advocate externally from the City (i.e., Gatineau incinerator)
- Mandate is to deal with solid waste in the City, undoubtedly this will mean working with surrounding municipalities
- Not limited to geographic area, but generally only deal with issues relevant to the region's jurisdiction/interests mandate is very broad, very flexible; in practice issues may be referred to EEAC by Council or initiated by the Committee
- Generally confined to same geographic area; however comments are provided to any environmental concerns
- Issues do and can go beyond
- Metro Toronto in scope

Figure 10
Objective of the EAG as Reflected in Mandate

1. Advisory	1	1	2	1	1	1	1	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
2. Decision-making					6												5							
3. Neutral	1	3			5						1			4		4		3						1
4. Public/Participation	1		1	1	2	1		3		1				3	1	2	1	4	1			2	3	1
5. Political		2		1	3	2		2		1		1		2		3	1	2		1			2	
6. Mediation					4											6		5						

- Figure 10 (Ctd.)**
Comments on Objectives
- Becoming more advisory to City's Works Dept
 - Committee has dual task of making recommendations to City Council with respect to environmental issues and to promote public participation and awareness with respect to these issues
 - Provided for in terms of reference
 - Although not the mandate of Environment Markham the committee has become involved in the "Political" realm; initiating policy directions and influencing local policy
 - Councils are elected to make decisions; not EAG's, level of detail on planning matters is a problem would be spread too thin as unpaid volunteers to review applications in detail
 - EAG's primary role is to advise Council on environmental matters, primarily from a policy and procedures basis
 - Only the advisory role and the initiating role are explicitly part of the mandate
 - The SEAC is wrestling with its role it is becoming more proactive, the wrestling is ongoing
 - Objectives of TAC purely advisory
 - Primary objective is to make recommendations to respective councillors regarding the master plan secondary objective is to keep people informed on the progress and direction of the master plan, including public education and awareness
 - Although 'advisory' reflects nature of this standing committee, WEAC has influenced and changed government policy and priorities. Education is key and will move to higher priority in 1993 as WEAC begins more education and outreach activities



- Figure 11 (Ctd.)**
Special Interest Groups that Recommend Members
- No 8% - N/A 52%
 - Sierra Club, Cycling Coalition, Downtown Assoc., Chamber (Victoria)
 - Chamber of Commerce, Recycling Council of Alberta, Clean Calgary
 - Barrie Manufacturers Council, Brerton Field Naturalists, Greater Barrie Chamber of Commerce, Environmental Action Barrie
 - Greater Humber Joint Council, Salmonoil Council, Humber Valley Env. Action Committee
 - Greenprint, Community Association, etc.
 - Canoe Club, Bedford Institute of Oceanography, Urban Development Inst., N.S. Barristers Society, CPAC
 - Members are representing their own expertise and are not appointed to represent others or groups
 - Various Env. Groups, MNR, MOE, Local Citizens, Chamber of Commerce, Great Lake Institute, Environment Canada, various local government offices

members. The 16 percent of cases that noted there was trouble finding members, correspond with the 16 percent indicating that the same members were reappointed every term. In most cases (64%) the same members are not reappointed, or only some are reappointed (16%). In 64 percent of the cases there is no interview process for candidate members and in the 36 percent of the situations where interviews do take place, the interviews were facilitated by City Council, the EAG, or a combination of both. In general there is no move to achieve gender equity in EAG membership (92%), although some 20 percent of these respondents felt that there was a move to get more female participation.

As shown in Figure 12, the desired mix of interests on the EAG varied considerably among respondents. In some cases, there is a balancing between interest groups and in others, the bulk of members clearly lie with one group, most notably resident/taxpayers. The comments, as well as the indicated numerical divisions, do seem to show that there is some trend towards trying to get a broad mix of interests, even among the specified groups, such as special interest groups.

Figure 13 displays the number of members required to form an EAG. This ranges from a high of 23 to a low of five, with two groups not having a specified number. The figure also notes if these are minimum or maximum numbers, and how long membership term lasts. Fifty-two percent of respondents indicated that members were appointed annually, with a further 28 percent responding that members were appointed for the same term as the local government authority. Responses were evenly split between those communities that do (44%) and do not (44%) stagger membership duration to provide continuity on the EAG.

Figure 14 provides support for the previously stated contention that there is a trend towards getting a wide spectrum of interests represented on these groups. As revealed on this figure, 88 percent of respondents noted interests that they expected to see represented, with some noting specific disciplines such as Biology. As well, 92 percent responded that there was a pool of environmental expertise available to serve the EAG. Further, as shown in Figure 15, 80 percent have a post-secondary educational institution providing some form of environmental education.

Daily Operations

In 68 percent of the cases meetings of the EAG are public, with 32 percent holding private forums. In most cases these meetings are held as roundtable discussions (60%), with 16 percent conducting hearings of delegations and staff, with the rest (24%) offering some combination of the two. In 80 percent of the cases delegations also appear before the EAG and are regularly heard. As Figure 16 shows, the Chair of the EAG most often sets the Agenda for the meeting (Note: 16% of respondents indicated that more than one group set the agenda, hence percentages do not add to 100).

**Figure 12
Desired Mix of Interests**

1. Special interest group	6		2		9	1	2	3			2		14	3		
2. Residents/taxpayers		10	10	4		13	6	1	11	3	8	15		2	2	7
3. Business community	1		1		2		2	1			1			4		
4. Political decision-makers	1		1	6	1	2	2	2		5		5	1	1	6	1
5. Staff of governments			1		2	1	2	3		3	2			2		
6. Other (Specify)																

- Science/Environmental Interest Groups
- "Experts"; local high schools
- Not specified
- Depends of applicants
- No interest in mix; EAG is expert committee not stakeholder committee
- Not specified
- People with a mix of tech. exp. that can be useful to committee
- Four taxpayer members often represent the general public as well as the local business community and special interest groups
- Represents a broad spectrum of society with Env. interests
- Combination of technical and general interests, 2-3 members are obvious "drivers" of committee, some work is too technical for some members, does not always function as a team
- Kinda short on resident/taxpayer representation
- Only voting members are councillors appointed to committee
- 12 varied experts in environmentally related fields
- Local government departments, provincial government, special interest groups, local citizens, federal government departments; Broad range of expertise represented

Figure 13
Members Required to Form EAG and Their Term

Number of Members	15	5	8	11	15	10	7	14	12	13	18-23	ns	9	11
Min/Max	n/s	min	max	max	min	ns	max	max	min	ns	ns	ns	min	ns
Term	3 yrs	2 yrs	3 yrs	2 yrs	1 yr	1 yr	2 yrs	1 yr	ns	3 yrs	3 yrs	1 yr	1 yr	2 yr
Number of members	11	8	11	ns	20	15	12	12	8	22	8			
Min/Max	max	max	max	ns	min	max	min	max	ns	ns	max			
Term	3 yrs	1 yr	3 yrs	ns	3 yrs	3 yrs	2 yrs	2 yrs	1 yr	3 yrs	3 yrs			
ns: not specified														

Figure 14
Expected Disciplines Represented on EAG

- Wide interests
- Legislation; Environmental matters
- Disciplines that provide background of Env. issues, scientific principles
- No specific rule
- Try to cover environment related disciplines, but no specific qualifications necessary
- Varies according to applicants chosen by council
- Environmental consultants, environmental interest, business
- Presently have planning consultant, environmental planner, transport planner, naturalist, environmental biologist/lawyer, environmentalist, engineer, waterworks manager
- Biology, ornithology, zoology, resource management, botany, limnology etc.
- Experts in energy, air pollution and utility management
- Protect the air, water land
- Water resource management, forestry, biology/climatology, economics, urban design, community development
- Citizen; interest or career experience in an environmental field, councillor
- People who lead by example i.e., recycle, composting, auto-free
- Civil engineering, business, env. interests
- Biology (including sub disciplines); ecology; chemistry (especially organic); climatology; hydrology; engineering; geology; planning
- People representing both professional associations and public interest grps
- Biology, geography, hydrology, transportation, environmental engineering
- Biologists, conservationists, hydrologists, naturalists, engineers, botanists, foresters, planners, toxicologists, air quality experts, human medical health experts
- Persons with a sound general knowledge of Saskatoon and its existing and potential problems/persons with outstanding talents in such disciplines as Ecology, biology, chemistry, physics, geography, economics, demography, sociology, medicine and conservation
- Waste management, ecology, information management, engineering, landscape management
- Solid waste, waste collection, economics, resource management

Figure 15
Post-Secondary Institutions in Geographic Area of EAG

- Memorial University
- Humber College
- University of Regina
- University of Victoria, Cannosun College
- U of Waterloo, WLU, U of Guelph, Conestoga
- York University
- Yukon College
- University of Calgary, Mount Royal College, SAIT
- Georgian College
- Universities of Toronto & York
- Sir Wilfred Grenfill College
- Caledonia College, UNBC (Sept.94)
- Ottawa & Carleton Universities & Algonquin College
- Brandon University
- Brock University, Institute of Urban and Envir. Studies
- Dalhousie & St. Mary Universities
- University of Saskatchewan
- University of Manitoba, University of Winnipeg, Red River Community College, Queens University
- University of Windsor does have Biology/Geography but no special courses in Env. Planning, Env. Engineering, Res. Management, etc.
- Scarborough College, University of Toronto, Centennial College, School of Technology

Meetings are held on a monthly basis by 88 percent of the EAGs, with one having meetings twice a month, one four times a year and one, four to six times a year. While the length of meeting varies, 68 percent are in the two to three hour range, the fastest noted being one and a half hours, and the longest running at five to six hours. Fifty-two percent of these meetings occur in the evening, with 44 percent occurring in the afternoon or late afternoon, only one group (4%) meets in the morning. In all (96%) but one case minutes of the meeting are prepared and distributed.

Sixty-eight percent of EAGs have an elected Chair, with 32 percent having a Chair that is appointed. In most cases (84%) the Chair is elected or appointed by the EAG itself, with the remainder (16%) being appointed or elected by City Council. A variety of responses were offered in regard to the role and responsibility of the Chair. As summarized in Figure 17, the role and responsibility was most often described as guiding meetings (80%), but a further 40 percent also forward recommendations to Council. (Note: 28% of respondents noted more than one role and responsibility, hence percentages do not add to 100).

A variety of responses were also given when asked what was considered quorum at EAG meetings. Fifty-two percent indicated that at least half or half plus one of the members were required for quorum, and 28 percent required something less than half. Twelve percent had no by-law regarding quorum and a further eight percent did not respond. In 64 percent of the cases the members that do attend vote on issues; consensus is only used by 16 percent of the EAGs and a further 16 percent use some combination of the two. Further, 84 percent of EAGs do use sub-committees to deal with short term issues, on which some members would be required to sit. In a majority of situations the media are not invited (52%), or only occasionally invited (8%), to attend EAG meetings. In the 36 percent of the cases where the media are invited, they are also supplied with an agenda in advance of the meeting. In most cases (72%) the media do not, or do not normally report on matters being considered by the EAG. As summarized in Figure 18, in the 24 percent of cases where the media report on EAG issues, a variety of topics are of interest, and these are not limited to issues of controversy.

Seventy-two percent of EAGs have rules of procedures and 12 percent of respondents went on to note that they follow Roberts Rules at meetings. Most EAGs (68%) have a spokesperson who responds publicly on behalf of the group. Twenty-six percent added that the spokesperson is the Chair of the EAG.

Budgets are allotted to EAGs in 68 percent of the cases reported. As indicated in Figure 19, in cases where there is a budget it is most often set by the EAG itself (34%). In terms of control of the budget, half reported that the EAG had discretion in spending and half reported that staff of the local government authority was in control of the budget. As displayed in Figure 20, most of the budget

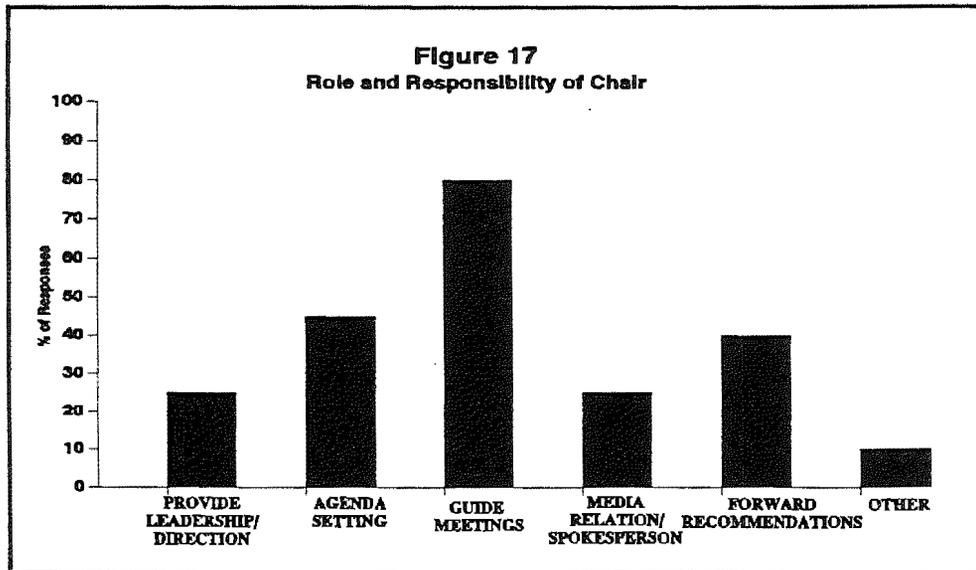
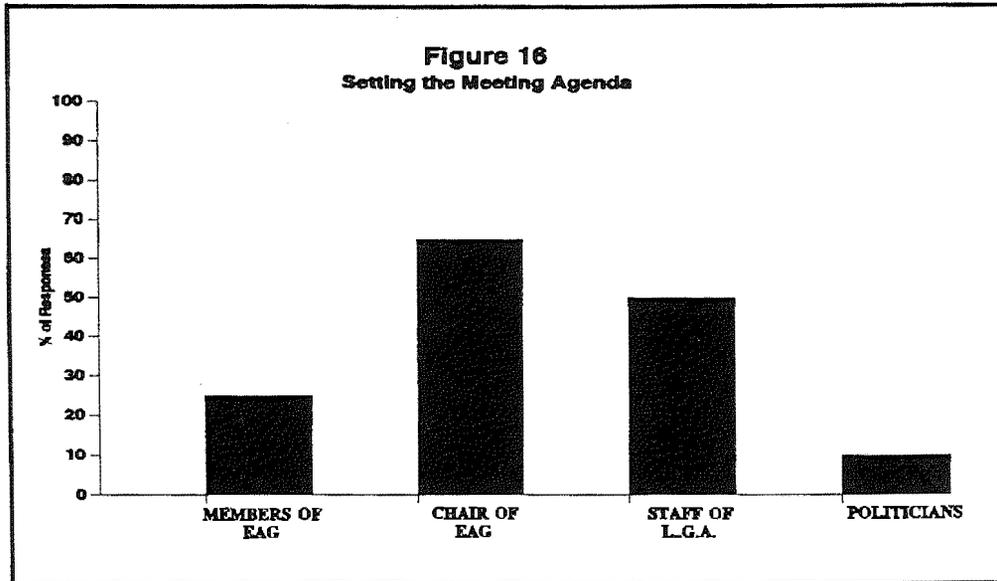


Figure 18
Issues That Interest the Media

- Media rarely attend even though invited
- Media rarely report issues of EAG
- Affairs of Env. committee are generally reported as special interest sections rather than news
- Controversy
- Release of reports
- Agenda item at City Council so it gets reported
- Varies depending on agenda items, seem to be most interested in community based initiatives
- Issues that impact public interests and taxpayers
- Educational projects of committee and new developments
- Anything to do with the landfill portion of the Master Plan, it is a very hot topic; costs associated with Master Plan are often of interest also
- Varies

Figure 19
Setting the EAG Budget

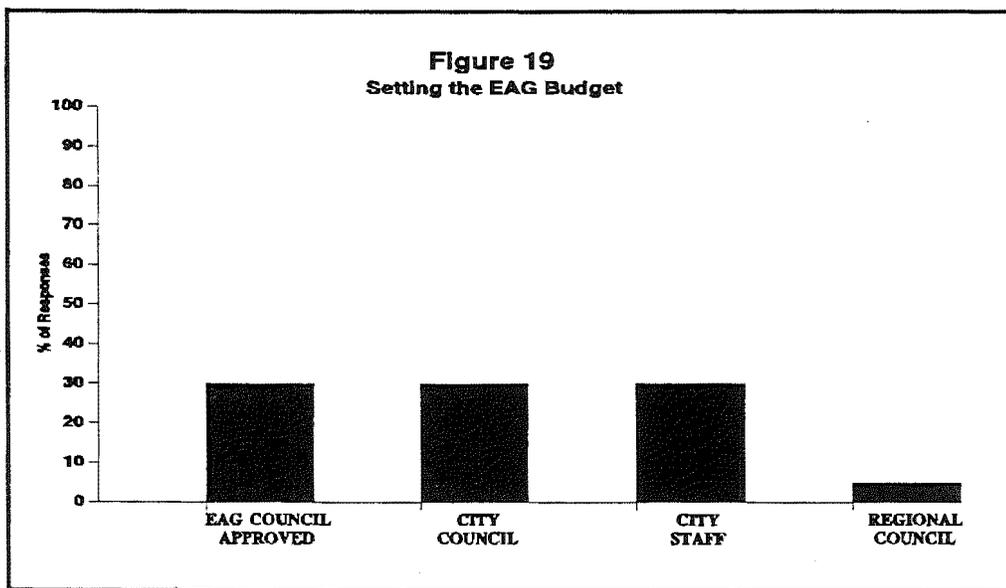


Figure 20
Major Expenditure Items in the Budget

- Promotion & public education materials
- Would like to hire consultant regarding waste reduction in ICI sector
- Travel only
- Membership, advertising, printing
- Printing, photocopying, advertising, etc.
- Largest budget expense annual report \$600 of \$2500.00
- Education & information/special functions
- Honoraria and printing
- Expense of meeting only
- Workplans of the committee Council expects all projects undertaken to be funded externally
- Printing, advertising
- Printing, food and beverages, public forums
- Not specified
- Promotional program, Env. Fund Grants
- Information gathering, conferences, workshops
- Stipend for chair, meeting expenses
- Consulting fees, feasibility studies
- Public education as well as member education
- Scarborough environmental awards

Figure 21
Reimbursed Expenses of Members

- Seminar fees may be in Pre-approved
- Travel only
- Parking, conferences, other responsible expenses
- If they attend conferences
- Parking, Mileage
- Mileage, workshops/seminars, fees, general meeting expenses
- All travel and conferences
- Some conference expenses
- Honorarium = \$300/day
- Taxis, babysitting
- Mileage to out-of-town meetings
- Attending conferences and workshops
- Parking
- Mileage and accommodations if meeting outside city limits
- Only budget approved expenses
- Mileage

went to meeting expenses and the printing of educational, *etc.*, material. The sources of the operating revenue was most often reported (40%) as being the tax base, with a further 20 percent indicating that it came from the City's operating budget. Only two (8%) EAGs reported that compensation was given for attendance at meetings from the budget and in one of those cases only the Chair was compensated. In both cases, compensation was based on an honorarium for the term of membership. It should be noted, however that almost half (48%) of the EAGs meet during the day, so it is likely that many members are receiving some form of compensation outside of the EAG Budget. Figure 21 outlines the types of expenses of members that are covered by the EAG budget.

STRENGTHS AND WEAKNESSES OF EXISTING EAGS

Lastly the survey attempted to begin to gauge the strengths and weakness of the existing EAGs. The first indication of this comes from question 1.6, inquiring about the public and political response to the activities undertaken by the EAG. Figure 22 summarizes the comments made by the 92 percent of groups that responded to this question. In general, it can be noted that about half of those who responded indicated mixed or weak support for the activities of the EAG, while the other half noted positive to very strong local support for activities of the EAG.

In another virtually split response, it was indicated that EAGs undertake research on environmental issues in only 48 percent of the cases. Examples of the types of research undertaken are displayed in Figure 23, and range from issues of direct concern to the local government authority only, to national and global issues. However, in 84 percent of the cases the EAG does suggest research or work items for the local government authorities staff. As well, 72 percent indicated that the EAG does assist and support special interest groups and other government authorities.

All respondents (100%) indicated that the EAG did receive professional and technical support from the local government authority staff or staff from other government authorities. Further, as reported in Figure 24, the working relationship between the EAG and staff of the local government authority can be generally described as good to very good, but many of 96 percent of respondents to this question did not try to describe the relationship, beyond the fact that staff provides technical/administrative support.

Figure 25 provides a summary of the comments made by the 96 percent of respondents that indicated how advice provided by the EAG is acted upon. While some respondents have noted the channels through which advice flows, it seems that, in general, the advice is just that, and that it is usually only acted upon on in an *ad hoc* or as needed basis. Seventy-six percent of respondents did

indicate the EAG or staff of the local government authority do monitor in some way, the implementation of EAG advice and recommendations.

This monitoring is usually informal, as shown in Figure 26. In 68 percent of reported cases, the EAG does receive regular reports on what recommendations and advice have been accepted, modified or rejected by the local government authority. This series of questions is best summarized by Figure 27 which indicates recent recommendations of EAGs that have been acted upon by the local government authority. Only 68 percent of respondents answered this question.

CONCLUSIONS

Gale and Lee (1992, p. 52) indicate that "historically, municipalities were the first level of government to be concerned with the environment . . . which manifested itself in the design construction and maintenance of sewers and other systems . . . and of drinking water supply systems." Given this, the current trend toward local environmental stewardship and general devolution of authority for the local environment to local governments may be well placed—acting locally may in fact have profound local, national and global environmental implications.

This research only begins to identify the function, operation and role of EAG in achieving more enlightened decision-making. Through this research it is established that these groups tend to be dominated by residents and taxpayers who are not necessarily representative of special interest groups in the field, they have been created by resolution in council, they have in general been given broad mandates, and their role is purely advisory. Through further analysis of the questionnaire results, the supporting documentation that EAGs have provided information on the types of issues EAGs advise on, their specific mandates, their current operational concerns, a cursory evaluation of their effectiveness in regards to influencing local decisions should be possible.

Beyond trying to establish general conclusions, simply reporting the results of the survey serve a very important function by providing information about EAGs in other communities and their operations, how existing EAGs may function more effectively, and identifies the issues a community should address in developing an EAG. As one community responded, ". . . we are currently drafting a terms of reference for an EAG. In this respect your survey has been very helpful as it brought up a number of considerations we have dealt with and some we must yet consider." Another respondent wrote that they looked forward to receiving the results of the survey since "it would be very useful to know what actions and success were achieved by EAGs in other municipalities, rather than always trying to re-invent the wheel. Trying to find out about other such bodies is sometimes a laborious process."

While this public service function is critical, the results of the survey also provide the background data necessary to begin more detailed research, perhaps encompassing the following objectives: to establish the role these groups play in local environmental decision-making frameworks and how they may promote local stewardship; to measure the effectiveness of these groups in reaching their objectives; to discover whether these groups have really made any difference to local decision-making, and if so, to develop a model of the optimum structure and operation of, and role for, EAGs in Canada. This type of research will necessarily be much more detailed and require participatory action research involving interviews with EAG members and the local government officials they advise.

Figure 22
Political and Public Support for EAG Activities

- Mixed reactions (growing pains)
- Initially role and mandate unclear with more focus should improve
- Moderate
- Strong until 1991 since then new terms mixed reactions
- Not much to do with public
- Support from that sector of public interested in Env. issues
- Political response tremendous, public response generally favourable
- Public response growing, political response has varied depending on the issues being pursued by the Board
- Public generally positive, elected officials positive, know it works
- Unaware of general public response, but seems fairly low, political response varies
- Committee has become involved in some sensitive issues not directed to it by Council!
- Generally good; some concern about extent of original mandate is very broadly written
- Positive and Supportive
- Two reports thus far with numerous recommendations were, in general, positively received and City Council has acted on some recommendations
- Satisfied with some matters but not with others
- Positive to date but it has been operating for less than a year
- Public response positive, wide co-operation with programs eg. Leaf and Christmas tree recycling, reduction in pesticide use; Council has responded favourably to citizens input and ideas and assistance from Env. Committee
- Generally all undertakings have been well received
- While EGAC operates quietly, among public interested in environment there seems to be considerable support. Always has been some politicians with strong interest, though more so in the early to mid 80s. However, most elected officials seem to have little interest perhaps they see it as just one more Grp
- Well received and well respected, regular communications with City Council and developers, annual public meetings
- Very supportive
- Limited support from public
- Politicians slow to make decisions about some components of the master plan the public are quite involved in the process and attend all steering committee meetings

Figure 23
Types of Research Undertaken by EAGs

- Limited more awareness research not projects
- Noise Lester B. Pearson
- Water conservation - clean air legislation
- Indirectly through forming sub-committees to discuss certain issues and may direct staff to undertake research
- EM did do some work on a hydrology assessment for a proposed dump site
- Use of cleaning products at City Hall, investigation of alternative legal remedies to "Weekend Chainsaw Massacres" on developer owned woodlots, pursuit of info on chemical-free park maintenance
- Global warming
- EAG may direct research to be done by Env. Planner (City) or outside consultants
- Major studies into incineration of Municipal wastes, hazardous waste management and water quality
- Monitors lake quality, provides annual update on state of lakes, research on other water courses in area
- Only literature reviews
- Refuse waste collection; refuse by-law amendments, Scarborough's great trees

Figure 24
Working Relationships Between EAG and Staff of the LGA

- Limited staff assistance
- Staff provide technical/expert advice
- Staff request comments
- Engineering staff provided support
- Staff and committee work closely
- Env. Co-ordinator provides technical support
- Direct link with office of Env. & City Eng. staff, both act as resource and Admin.
- Staff planning provides technical support, relationship is generally very good, committee however, does not always follow staff recommendations
- Very co-operative - mostly with Municipal works/waste management and pollution control staff also have liaison contact with planning and parks/rec. staff
- Very good relationship
- Information exchange and technical support as required
- Ok
- Distant; Unrelated
- Environmental planner acts as staff support to EAG
- Staff from all City operating departments act in an advisory team capacity to environment committee
- The EAG has a lead department representative, co-ordinator env. management branch, department of Eng. & Works
- The staff research topics of interest to the committee and make recommendation on each
- Staff provide administrative, clerical support. Attend all meetings, to research, collect information, provide advice
- Has City staff person available to them, has other available staff on request
- Two members are City Staff (one is Secretary) 1 SEAC can and does request information from City staff
- Regular administration reports at EAG meetings; non-voting resource at EAG meeting
- Amicable
- Good
- Supportive in terms of mid and lower level staff

Figure 25
How Advice of the EAG is Acted On

- Ad Hoc
- SDC advice is just that
- 64% of recommendations acted on in 1st 4 years
- EAG prepares report, once approved by City manager it is submitted to council through works
- Taken into consideration in decision-making and policy development
- Forward recommendations to senior government
- Pass by-laws i.e., no burning by-law
- Through recommendations to City Council than through to administration to implement
- Office of Environment acts on directions received from the Chairman and committee members based on motions of group
- 1) Forward recommendations to appropriate party 2) Accept recommendations and 3) Not accept recommendations
- Some planning advice accepted by Council
- Information is passed to the planning department for use
- Submission of staff reports to Council, sometimes specific requests from councillors
- Depends on the recommendation to Council and whether or not Council gives further direction
- Recommendations made to Council, Council decides on appropriate action (to do or not and if so how)
- Advice forwarded to Council in the form of a recommendation
- Report to Council, resolution by Council, Direction to staff
- For action the EAG submits and reports to its standing committee and Council for approval and endorsement
- Recommendations go to Council with staff advice on appropriate actions, may be approved or rejected. Generally taken into account in Council decisions but EEAC is not sole voice. At a less formal level staff often takes advise from EEAC's meetings into account in their own work
- It is sometimes acted on/Ad Hoc
- Considered and decided upon by standing Committee of Council on Waste Management
- Steering Committee acts on advice of a Technical Committee and any recommendations that require council approval is forwarded on
- Usually resolutions from council for action by staff or other government agencies
- Sometimes not acted on eg. revised terms of reference and reporting relationships; it is understood that SEAC provides recommendations eg. part tree mulch, PUB billing format

Figure 26
Monitoring of EAG Decisions Implemented

- SDC does its own informal monitoring
- Through annual report
- Staff monitor 12%
- Through City Administration Operations
- Reviews minutes of Council meetings
- Monitoring is carried out through constant review of Strategic Plan for the Env.
- Monthly update at meeting
- Feedback from our Council representatives, sometimes attending Council
- Setting up a tracking system, somewhat informal at the moment
- Progress reports by staff
- Annual reports are produced which assess accomplishments against objectives set in workplan
- Follow-up by members that initiated the project, committee secretary also monitors correspondence
- By staff following what happens to recommendations
- Staff monitors construction and DLAB does informal monitoring
- Regular administration reports; records of decision of standing committee of council
- Attendance at council meetings followed-up with staff review of relevant minutes

Figure 27
Recently Acted Upon Recommendations of EAG

- Construction of composter for landfill, water conservation
- TTC; supports underground lines not elevated - supports Adams Mine Dump
- See Strategic Plan for environment
- Garbage by-law changes, composting programs, water conservation campaign
- Draft Environmental Policy and Environmental Agenda
- Committee proposed relocation of 407 Hwy. Council received and forwarded to MTO; - Ministry accepted proposed re-alignment
- Education Awareness produced two videos "The Day the Water Stopped" and "We Can Make a Difference" on water conservation and 3 R's/composting rental is free and includes coupons for free toilet dam or home composter - \$2000 provided by Council to prepare Env. "Householders Guide"
- Recommendations on ESA's for specific applications, comment on EA applications, regional OP policies
- a) Establishment of Energy Efficient Office b) Adopted policy that applicants of rezoning and development review submit for approval, inter alia energy efficiency and conservation plan using American Society of Heating, refrigeration and air-conditioning engineers standard 90.1 c) Initiated a report on re-evaluation of the automobile
- A Municipal strategy for environment
- Backyard composter program
- See 1993 Workplan (Cambridge)
- Presently a pesticide report is being completed by staff advisory team and will be forwarded to Env. committee/council for approval/implementation
- Aluminum in drinking water, recommended studies to optimize operations to reduce aluminum levels ask senior governments for additional research; recipient of Regional Env. Award - Regional Development Strategy, support for a Mid-Peninsula Transport Corridor - Energy from Waste, recommending that region question Provincial ban on incinerators - Smithville urban area boundaries expansion - recommending that wetland are be excluded - Also numerous cases where Council has not accepted EEAC recommendations i.e., that council remain neutral on plans for prov. has waste facility until complete; EEAC opposed delegation on Niagara Escarpment Development Control functions to region
- Much of the advice and recommendations are informal discussions between DLAB and developed; beginning to use development agreement to write in environmental policies especially large developments
- See Annual Report Saskatoon
- Direction for 1992 recycling strategy - establishment of grants competition for innovation waste reduction posters - funding for waste reduction program for small business - program priorities for annual allocation of budget
- SEAC initiated a series of environmental seminars - it was not well received
- No response 33%

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APPENDIX

ENVIRONMENTAL ADVISORY GROUP QUESTIONNAIRE RESULTS



ENVIRONMENTAL ADVISORY GROUP QUESTIONNAIRE

58 Distributed 50 Returned = 86%

1. Does your community have, or has it had, an EAG?
- | | | |
|---|-----|------|
| No, never had one (terminate survey) | 46% | (23) |
| Yes, had one, but not now (go to question 1A) | 4% | (2) |
| Yes, have one at present (go question 1.1) | 50% | (25) |

- 1A a) If the E.A.G. no longer exists, when was it terminated?
- | | | | | | |
|------------|------|----|------|------|----|
| Date: 1989 | 1990 | 2% | 1991 | 1992 | 2% |
|------------|------|----|------|------|----|

b) What reasons were given for the termination of the E.A.G.?

-Advisory Committee to Council with set time frame • survey #21 completed
-Fulfilled its mandate, which was to review the report of an Environmental Task Force of a neighbouring Municipality • survey #27 completed; Task force recommended that its mandate be extended and broadened, council rejected this 4 to 3 in favour of Ad Hoc task forces on specific Env. issues.

SPECIFIC DESCRIPTION

- 1.1 What is the name of the E.A.G. in your community?

Sustainable Development Committee
Environmental Advisory Committee 36%
Etobicoke Environmental Advisory Committee
Regina Urban Environmental Advisory Council
Kitchner Environmental Committee
Whitehorse Environmental Health Advisory Board
Environment Markham
Halton Ecological and Environmental Advisory Committee
Special Advisory Committee on the Environment
City of Corner Brook Environment Committee
North York Environment Committee
Solid Waste Management Committee
Ecological and Environmental Advisory Committee
Dartmouth Lakes Advisory Board
Saskatoon Environmental Advisory Council
Technical Advisory Committee on Waste Minimization
Waste Management Advisory Committee

- 1.2 When was the E.A.G. initially created by the local government authority?

(See Table 3)

- 1.3 What were the original reasons for establishing the E.A.G.?

(See Table 4)

- 1.4 Did the impetus for the creation of the E.A.G. come from:
(See Table 5)
- 1.5 Explain the nature of political and public support and/or opposition to the E.A.G. when it was created.
(See Table 22)
- 1.6 Since its establishment, what has been the public and political response to the activities undertaken by the E.A.G.?
(See Table 6)
- 1.7 What is the name of the local government authority which mandates or mandated the E.A.G.?
-City Council 92%
-Region 8%
- 1.8 What geographic area is covered by the local government authority?
(See Table 1)
- 1.9 What is the central mandate of the local government authority?
-Local municipal government 84%
-Fiscal, physical, land use and social planning
-Governmental services for community of 310,000
-General purpose Municipal authority providing a range of services - land use planning, water, sewage waste etc.

MANDATE OF THE E.A.G.

- 2.2 Were these Terms of Reference approved by resolution or by-law of the local government authority?
 By-law: 16%
 Resolution: 84%
- 2.3 Did the E.A.G. prepare Terms of Reference for adoption by the local government authority or were they prepared by the local government authority?
 a) Local government authority: 64%
 E.A.G.: 36%
- b) Under either scenario, did consultation with interest groups take place?
 Yes: 40% No: 52% NR: 8%
- 2.4 Describe the general mandate of the E.A.G.:
1. Does the mandate deal with specific or broad environmental issues or issues affecting sustainable development?
(See Table 8)

2. Is environment defined or undefined; is sustainable development defined or undefined?

-Environment undefined	88%
-Defined	12%
-Sustainable undefined	92%
-Defined	8%
<u>-Tried to avoid "Buzz-words" (Group called Env. Advisory)</u>	

3. Is the mandate confined to the same geographic area as the local government authority or can issues apply beyond the political or local geographic area?

(See Table 9)

2.5 Authority for creation and existence of the E.A.G. is contained in:

(See Table 7)

6. Other (specify).	8%
<u>-Created by mayor as necessary ingredient to achieve the "vision"</u>	
<u>-A motion approved by City Council</u>	

MEMBERSHIP

3.1 Who appoints members?

1. Elected officials of the local government authority?	96%
2. Staff of the local government authority?	4%
3. The E.A.G. itself?	4%
4. Members are self-appointed or volunteer?	4%
5. Other (specify).	8%
<u>-Recommended by specified constituent groups that have been invited to send a representative</u>	
<u>-SEAC may recommend individuals but appointment is by the City Committee on Committees</u>	

3.2 Are membership appointments made with the recommendation from:

1. Staff of the local government authority?	32%
2. Special interest group?	16%
3. Other(specify).	
<u>-Recommendations of SDC's/EAG to council</u>	
	28%
<u>-Members of sub-committee that established EAG</u>	
<u>-Executive Committee of City Council</u>	
<u>-Recommended by Council</u>	
	12%
<u>-Citizens apply to Council with resume</u>	
<u>-Special interest groups sometimes</u>	

- 3.3 a) If special interest groups recommend members, name these groups.
(See Table 11)
- b) Are members appointed by special interest groups confirmed by the local government authority?
Yes: 32% No: 12% NA: 56%
- 3.4 Do candidate members apply for an appointment to the E.A.G.?
Yes: 80% No: 20%
- 3.5 Is there a problem finding candidates?
Yes: 16% No: 84%
- 3.6 Are the same members reappointed every term?
Yes: 16% No: 64% Some: 16%
Appointment without Term: 4%
- 3.7 a) Is there an interview process for candidate members?
Yes: 36% No: 64%
- b) If yes, who conducts the interviews?
-Committee (EAG)
-City Council 16%
-2 EAC members (incl. one Council member) make recommendation to full EAC who recommend to Council
-EEAC executive staff and council reps
-Nomination Committee of Council
-2 EAG + 2 Council + 1 Staff
- 3.8 a) Is there a policy to achieve gender equity on the E.A.G.?
Yes: 4% No: 92% NR: 4%
- b) If yes, what is the standard to be achieved?
-Move to get more female participation
-Currently all members male
-Female/male mix and visible minorities
-Attempt to have mix of interest, gender is an issue but very few women apply
-City Council is advocating gender equity and in SEAC recommendations the SEAC has tried to foster great equity
- 3.9 What is the desired mix of interests in the E.A.G.?
(See Table 12)

-As procedures of Council with considerable discussion
-Format committee hearings

5.3 Are delegations appearing before the E.A.G. meetings regularly heard?

Yes: 80% No: 8% NA: 4% On Request: 8%

5.4 Is the meeting agenda set by:

(See Table 16)

5.5 Are minutes of meetings prepared and published?

Yes: 96% No: 4%

5.6 a) Are meetings of the E.A.G. held regularly or irregularly?

Regular: 92% Irregular: 8%

b) If regular meetings, how often? Monthly 88% 2/Month 4%

c) If irregular meetings, how often? 4/Year 4% 4-6/Year 4%

5.7 What is the typical length of an E.A.G. meeting?

-3 hrs. 20%

-2 hrs. 24%

-1-3 hrs.

-2 1/2 hrs. 8%

-2-3 hrs. 12%

-5-6 hrs.

-1/2 day

-1 1/2-2 1/2 hrs. 8%

1 1/2 hrs.

-1 hr.

-1 1/2 - 2 hrs.

-2 - 2 1/2 hrs.

5.8 At what time of day are the E.A.G. meetings normally held?

-Evenings 52%

-Afternoons 16%

-Later Afternoon (4-6) 12%

-Daytime

-Varies Days

-5:00 p.m. 8%

-Mornings

5.9 a) Is the Chair of the E.A.G. appointed or elected?

Appointed: 32% Elected: 68%

b) Who appoints or elects the Chair?

- Members (EAG) 84%
- EAG but chair must be member of City Council
- City Council 12%
- Chair alternates usually between Mayor and Reeve

5.10 What is the role and responsibility of the E.A.G. chair?

(See Table 17)

5.11 At regular E.A.G. meetings, what is considered to be a quorum?

- 50% + 1 16%
- Majority of total membership
- 50% of Committee 28%
- 4 of 7
- 4 of 15
- Not defined not an issue yet
- 51% of Committee
- 1/3 of membership (23)
- 6 of 11
- no bylaw 12%
- 3 of 8
- 7 members
- NR 8%

5.12 At meetings, are conclusions reached by vote or consensus?

Vote: 64% Consensus: 16% Both: 16% NR: 4%

5.13 Are sub-committees established to deal with specific short term issues?

Yes: 84% No: 12% NR: 4%

5.14 Are the media invited to attend E.A.G. meetings?

Yes: 36% No: 44% Occasionally: 8%

Not Invt.but not prohib: 8% NR: 4%

5.15 Are the media provided with the agenda in advance of the meeting?

Yes: 36% No: 64%

5.16 Do the media regularly report on matters considered by the E.A.G.?

Yes: 24% No: 72% Not normally only contro.: 4%

5.17 What issues interest the media in reporting affairs of the E.A.G.?

(See Table 18)

5.18 Are there rules of procedure for the E.A.G.?

Yes: 72% No: 24% NR: 4%

5.19 Is there a spokesperson for the E.A.G. who speaks publicly on behalf of the E.A.G.?

Yes: 68% No: 28% NR: 4%

(Chair: 26% of yes)

5.20 a) Is there an annual budget for the E.A.G.?

Yes: 68% No: 28% NR: 4%
 (See Table 19)

- c) Does the E.A.G. have discretion in spending the budget?
 Yes: 52% No: 32% NA: 16%
- d) Is staff of the local government authority in control of the budget?
 Yes: 52% No: 24% NA: 24%
- e) What are the major expenditure items in the budget?
 (See Table 20)
- f) What is the source of the E.A.G.'s operating revenue?
 -Tax Base 28%

 -City's operating budget 16%

 -1/2 tax base 1/2 surcharge on garbage pick-up

 -Planning department budget

 -Video's were produced with EPF funding

 -Region

 -N/A 20%

- 5.21 a) Are members compensated for attendance?
 Yes: 4% No: 88% NR: 4%
 Chair is compensated: 4%
- b) Is compensation based on a per meeting attendance?
 Yes: No: 8% NA: 92%
- c) Is compensation based on an honorarium for the term of the membership?
 Yes: 8% No: NA: 92%
- d) What expenses of members are reimbursed?
 (See Table 21)

EFFECTIVENESS

- 6.1 a) Does the E.A.G. undertake research on environmental issues?
 Yes: 48% No: 52%
- b) If yes, please give examples: _____
 (See Table 23)
- 6.2 Does the E.A.G. suggest research or work items for the local government authority's staff?
 Yes: 84% No: 12% Very Infrequently: 4%

6.3 Does the E.A.G. assist and support special interest groups and other government authorities?

Yes: 72% No: 28%

6.4 Does the E.A.G. receive professional/technical support from the local government authority's staff or staff from other government authorities?

Yes: 100% No:

6.5 Please describe the working relationship between the E.A.G. and staff of the local authority.

(See Table 24)

6.6 How is the advice provided by the E.A.G. acted upon by local authorities?

(See Table 25)

6.7 a) Does the E.A.G. or staff of the local government authority monitor the implementation of its advice and recommendations?

Yes: 76% No: 20% NR: 4%

b) If yes, please indicate how monitoring is carried out:

(See Table 26)

6.8 Does the E.A.G. receive regular reports on what recommendations and advice are accepted, modified or rejected by the local government authority?

Yes: 68% No: 32%

6.9 Please use this space to identify any recent recommendations of the E.A.G. in your community, acted upon by the local government authority. (Please attach additional sheets, if necessary, to respond to this question and/or to provide further comments on this survey.)

(See Table 27)

