



**AGENDA**  
**Strategic Priorities Committee**

September 18, 2018

9:00 am

Council Chambers, Town Hall

**Pages**

**1. CALL TO ORDER**

**2. DECLARATIONS OF PECUNIARY INTEREST**

**3. AMENDMENTS AND APPROVAL OF THE AGENDA**

**RECOMMENDATION**

**THAT** the September 18, 2018 Strategic Priorities Committee agenda be accepted as presented.

**4. DELEGATIONS AND PRESENTATIONS**

None.

**5. STRATEGIC PRIORITIES REVIEW**

**5.1 CAO 36-2018 Advisory Committee Inventory and Review**

**3**

**RECOMMENDATION**

**THAT** CAO 36-2018 Advisory Committee Inventory and Review be received for discussion and direction to staff.

**6. NEXT MEETING**

October 16, 2018 - CANCELLED

November 20, 2018 - CANCELLED - To convene as Nomination Committee for Council Elect

**7. ADJOURNMENT**

**RECOMMENDATION**

**THAT** this meeting of the Strategic Priorities Committee adjourn at \_\_\_\_\_ pm.

# FORMAL REPORT

<b>To:</b>	Chair Stratthdee and Members of Strategic Priorities Committee
<b>Prepared by:</b>	Brent Kittmer, CAO/Clerk
<b>Date of Meeting:</b>	18 September 2018
<b>Subject:</b>	<b>CAO 36-2018 Advisory Committee Inventory and Review</b>

## PURPOSE

The purpose of this report is to present Council with an inventory of its existing advisory committees, Boards and Committees that Councillors sit as a liaison to.

Council is asked to review the advisory committee inventory and to provide direction on which committees should be retained and advertised for the 2018-2022 Council term.

## RECOMMENDATION

THAT CAO 36-2018 Advisory Committee Inventory and Review be received for discussion and direction to staff.

## BACKGROUND

Advisory committees and standing committees are implemented throughout many municipalities in Ontario as a part of their governance structure. Committees can be an important source of policy deliberation as municipal business becomes increasingly complex.

The committee governance structure is well researched in academia, and there are a number of noted advantages and disadvantages. The information below should not be considered as a commentary on the current state of the Town's committees. Rather, the information is presented so Council is aware of the possible advantages and disadvantages of committees to ensure that the Town's committees are set up for success.

Advantages of committees include:

- **Increase efficiency at Council meetings:** The committee structure alleviates the workload that each councilor has to shoulder, as well as increasing the efficiency of council sessions by ensuring that the recommendations made are vetted by committee members. Because recommendations have been vetted by a committee, there is typically a better chance that recommendations are accepted by Council.
- **Pooling of knowledge and experience:** Ideally, committee members bring in different backgrounds, values, viewpoints and abilities. These wide ranging abilities result in greater knowledge base that results in quality recommendations to Council. Additionally, group deliberations generally result in a thorough consideration of problems from all angles and alternative points of view ensuring that a full perspective on a particular issue is represented.
- **Improved communication:** Committees serve as important means of communication between the Town and members of the public. Ultimately, the committee members represent a group of individuals from the public who are now better informed on the Town's business and can assist furthering the general public's knowledge of the Town's activities.

Disadvantages of committee include:

- **Longer Decision Making Process:** Committees can be an additional level of bureaucracy in the decision making process. In general, an issue that is vetted through a committee takes longer to come to a decision because the matter must be thoroughly reviewed and examined by the committee prior to making a recommendation to Council. The issue must then be reviewed by Council and may be referred back to the committee for further examination before a decision is made.
- **Blurred priorities:** Members who sit on a committee can suffer from a version of Stockholm Syndrome where they become more sympathetic to the committee's goals rather than those of the corporation. Committee members can become more interested in advancing the priorities of the committee, and recommendations from the committee can become reflective of the priorities of the committee and not take into consideration the priorities of the entire community.
- **Domination by few:** A few members can dominate a committee's deliberations, ignoring the perspective of other members. Members can seek to protect their narrow interests, and recommendations from the committee that do not reflect the interests of the entire committee.
- **Compromised Recommendations:** As a result of a few dominant voices, committee recommendations may not necessarily reflect the best option but merely the most acceptable position representing compromises between conflicting viewpoints.
- **Perpetuation:** Committees have a tendency to perpetuate themselves even after the purpose is served. It is often difficult to dissolve a committee even when it has outlived its utility.
- **Lack of clear accountability:** It can be difficult to determine who is responsible for an issue, and unclear for staff who is in charge. Are they accountable to Council? The CAO? Their Director? Or the Committee?

At the November 21, 2017 Strategic Priorities Committee meeting Council instructed the CAO that a review of the Town's committee system should be a priority for 2018. This report is structured to allow Council to review its current advisory committee approach through three discussion points:

**Discussion #1 – Review Current Inventory of Advisory Committees**

- Outcome – Council confirmation of the advisory committees to be advertised for the 2018-2022 Council term.

**Discussion #2 – Review Need for New Advisory Committees**

- Outcome – Council to decide if the Town will proceed with a Recreation Advisory Committee, a Green Committee, and allow the Youth Council to be an advisory committee to Council.

**Discussion #3 – Updated and Standardized Terms of Reference**

- Outcome – Council confirmation of updates to the terms of reference of various committees.

## **REPORT**

### **Discussion #1 – Review Current Inventory of Advisory Committees**

Attachment #1 to this report is a chart which shows all of Council's current advisory committees, whether they be a formal standing committee or an ad-hoc committee. For information purposes, staff have also included a list of all of the known external committees and boards where a Council member sits as a liaison.

The purpose of this discussion is for Council to review the current inventory of ad-hoc and advisory committees and to determine which committees should remain for the next term of Council. In the chart that staff have prepared, observations and comments are noted which may be helpful to this review. These observations and comments may be helpful when discussing the terms of reference for the committees at the end of this report.

To move this discussion forward, the CAO suggests that Council walk through the advisory committee list one by one and determine if the committee should be kept or not. Some things to consider in the discussion:

- Is the committee statutorily required?
- What purpose does Council have for the committee? What policy deliberations and municipal business discussion does Council expect the committee to be having?
- Is the committee fulfilling Council's expectations? Is Council seeing results from the committee? Are council's strategic priorities being advanced by the committee?
- Is the committee providing advice and recommendations to Council on a regular basis?
- In the Committee making Council's governance process more effective?
- In the case of ad-hoc committees, they are automatically disbanded at the end of Council's term. Does Council wish to create a formal advisory committee out of any of the ad-hoc committees?

## **Discussion #2– Review Need for New Advisory Committees**

Through this discussion staff is seeking Council's decision on whether or not to create several new advisory committees. Some questions to consider in the discussion:

- What purpose does Council have for the committee? What policy deliberations and municipal business discussion does Council expect the committee to be having?
- Will the addition of a committee assist in advancing Council's strategic goals and priorities?
- Does Council have resources in place already to advance these goals? If yes, is Council seeing adequate progress on their goals and priorities? If yes, what is the risk that the committee will become an added layer that may slow down progress?

### **1. Recreation Advisory Committee**

Prior to adopting the Town's Recreation and Leisure Master Plan Council had discussed the need for a Recreation Advisory Committee. This discussion was tabled in favor of allowing the recreation master planning process to examine recreation governance. The Recreation and Leisure Master Plan was adopted in March 2018 and provides the following recommendation related to a Recreation Advisory Committee:

**RLMP Recommendation #20:** Provide the tasks involved and an implementation schedule on the development of a Recreation and Leisure Advisory Committee. Articulate the skills and competencies needed to implement the Master Plan recommendations and ensure that the Town recruits and selects members transparently based the needed skills and competencies.

This recommendation is based on the following observations gathered by the consultants during the planning process:

#### **[Recreation] Governance**

*Staff have reported to Council on the need to engage the public in the delivery of recreation and leisure services. The last report discussed the various types of governance options and left the review and recommendation to the Master Planning process. The input to support the development of the Master Plan probed specifically about appropriate governance models. The two options that were discussed most often were either an advisory committee or a board of management.*

*Prior to the construction of the Pyramid Recreation Centre there was an Arena Board and a Recreation Committee. The Arena Board ceased to exist as it consisted of representatives of both Town of St. Marys and Perth South as they both funded the arena at that time. When the*

decision to build the Pyramid Recreation Centre came about, Perth South left the board because they could no longer fund any portion of the facility and chose not to continue. The Recreation Board ceased to exist in the year 2000.

Currently, there are two other committees of Council relating to parks, recreation and leisure. There is a Beautification Committee of volunteers with a mandate regarding beautification of parks and open spaces. There is also a Senior Services Committee that focuses on seniors' programming within the community. The Community Services Department meets annually with user groups (e.g. ice users to discuss ice) along with meeting regularly with local Service Clubs. The Service Club meetings include updates on Town projects, events and upcoming initiatives and ways they can be involved.

The point of good governance is to offer transparency in decision-making, garner input from experts as well as community users and deliver quality and safe services in the most efficient and effective manner. The key difference between an advisory committee and a board of management is clearly the level of authority delegated by Council. A comparison between an Advisory Committee and a Board of Directors in a municipal recreation setting is articulated in Table 10:

<b>Advisory Committee</b>	<b>Board of Directors (BOD)</b>
<i>Provides advice to Council through senior staff and through recommendations housed in minutes of meetings</i>	<i>Has delegated authority to make certain decisions and implement them</i>
<i>Has no hiring authority; Council/CAO hires senior staff</i>	<i>Has hiring authority of the highest level of staff reporting to the BOD</i>
<i>Has input into budget development, understands and reviews budget performance</i>	<i>Develops budget for Council approval</i>
<i>Provides advice on operational policies</i>	<i>Sets operational policies and rates and fee structures within the delegated service(s)</i>
<i>Is active in fund development and sponsorship opportunities in terms of providing advice on the design of a program and abiding by Corporate policy.</i>	<i>Approves sponsorship and fund development program</i>
<i>Provides hands on technical assistance. Members are recruited and selected based on needed skills and competencies through a transparent process</i>	<i>Sets strategy and high-level policy development. Members are appointed through a transparent selection process which focuses on recruiting members with the required skills and competencies</i>
<i>Appointed for a term of office as defined by Council</i>	<i>Appointed for a term of office as defined by Council</i>

The merits of each governance model have been weighed given the recommendations of the Recreation and Leisure Master Plan and the potential of a YMCA partnership with the Town regarding the program/service delivery at the Pyramid Recreation Centre. The focus of senior staff will be to complete a public engagement strategy to test the public's views on the principles of this potential partnership and to work on a cohesive and seamless delivery model. The YMCA has its own Board of Directors and if there is public support and partnership discussions are successful, a governance model would have to be designed to support a seamless and cohesive delivery model. The resultant Administrative model will most likely mirror the Partnership's scope and level of authority; there are many unknowns at this time. It would be prudent to wait until the partnership consultation has occurred and the approved accountabilities and responsibilities are known before recommending the timing of a preferred governance model. The YMCA would support appointments at large to its Board of Directors or any level of regular input deemed useful. Given Council's clear interest in the cost reduction efforts at the Pyramid Recreation Centre and the need to maintain an engaged approach, a Recreation and Leisure Advisory Committee to have input into Town lead recreation and leisure opportunities is recommended, subject to the results of the YMCA partnership.

When Council was first considering the creation of a Recreation Advisory Committee part of the rationale was to assist in creating strategies to move the PRC and recreation services forward. The

primary goal was to ensure that service levels and operating costs were sustainable. Council's discussion on the need for a Recreation Advisory Committee occurred before Council had adopted its Recreation and Leisure Master Plan and before the adoption of the PRC Strategic Business Plan. Both of the plans now provide clear guidance to Council and staff around the strategic goals for the future of recreation services and the PRC specifically.

Another of Council's goals for the Recreation Advisory Committee was for the committee to act as a vehicle to better engage with recreation users and the public at large. Similar to the above, Council's discussion on the need for a Recreation Advisory Committee occurred before a formalized Communication Plan was in place. Today, the Town has a highly functioning Communications team who has dedicated staff time directly to recreation services and the PRC.

Both the Recreation and Leisure Master Plan and the PRC Strategic Business Plan provide recommendations for future strategies, operational efficiencies, and communication improvements. Presently, staff are actively working towards implementing the recommendations of both plans, reporting to Council as needed, and Council is deciding the future direction. To date the process has been efficient and progress has been made on many initiatives.

The CAO has reported on the topic of a Recreation Advisory Committee on two previous occasions. The key message from those reports is that a Recreation Advisory Committee could be a great asset to assist in advancing Council's strategic goals, but the biggest challenges that staff can foresee are blurred boundaries, scope creep and unclear reporting responsibilities for staff.

To make the proposed Recreation Advisory Committee most effective, Council will need to be clear on the scope of work and boundaries for the committee. Given the continued sensitivity to the PRC in the community, there is a risk that the committee will become PRC focused and not attend to strategic and policy considerations in the other areas of recreation.

If a committee is established, clear authority expectations need to be determined for both the committee and staff. There is a risk that the committee could come to believe that all strategic and operating decisions should flow through the committee. This could make progression of the strategic initiatives and the day to day operating decisions confusing for staff because it's not clear who should be making the decisions. The risk would be a stagnation of the current progress in implementing the various Plans' recommendations.

To help define the boundaries for the proposed committee, it may be beneficial to consider a few practical situations. For example, if the committee was in place today:

- What role will the committee have in the research, reporting, and decision to develop list of core recreation services and develop a cost recovery policy for recreation as recommended in the Recreation and Leisure Master Plan?
- What role will the committee have in the research, reporting, and decision to create a full cost accounting system for the PRC as recommended in the Strategic Business Plan?
- What role will the committee have in the research, reporting, and decision to market PRC services to external urban centers as recommended in the Strategic Business Plan?
- What role will the committee have in the research, reporting, and decision to modify the programming schedule based on annual surveys and emerging priorities as recommended in the Strategic Business Plan?

A potential solution to clearly frame the Recreation Advisory Committee's scope and boundaries would be to make it a project based committee. More on that is discussed below.

## **2. Green Committee**

As a part of this committee review, Council provided direction to staff to bring forward a discussion on reestablishing a Green Committee:

**THAT** staff be directed to develop a terms of reference for a Green Committee. The committee will be appointed after the 2018 election and the mandate of the committee will be to advise Council on "green" initiatives, ecological matters, trails, the preservation of nature and other initiatives.

The Town formerly had a Green Committee. A terms of reference exists, and provides the committee with the following responsibilities:

Goals	Scope
<ol style="list-style-type: none"> <li>1. Advise the Municipality of St. Marys on pertinent environmental issues that are within the municipal jurisdiction.</li> <li>2. Support approved municipal initiatives with respect to the education of the citizens i.e. reduction of waste going to the landfill.</li> <li>3. Assist Council on researching information and developing policies with respect to pesticide use in the municipality.</li> <li>4. Undertake other environmental directives proposed to the committee by the municipality.</li> </ol>	<ul style="list-style-type: none"> <li>• Waste diversion</li> <li>• Reduction of cosmetic pesticides</li> <li>• Idle-free zones</li> <li>• Tree planting</li> <li>• Loop trail planning for walking and cycling</li> <li>• Outreach through web site, brochures, public engagement, Green Tips in local newspapers</li> <li>• Promotion of composting</li> <li>• Promotion of recycling</li> </ul>

The Committee was ultimately disbanded in early 2014. As a part of the research for this report, the CAO reviewed committee minutes from 2006-2014. Near the end of the committee's existence the minutes indicate a level of frustration from committee members regarding the length of time it was taking to implement various projects, and the lack of clear results from the committee.

To move forward with a Green Committee, much of the discussion above regarding the Recreation Advisory Committee applies. To set up the committee for success, Council will need to establish a clear scope of responsibilities and authority so that the committee members, Council, and staff all have a clear understanding of the boundaries of the committee.

As above, to help define the boundaries for the proposed committee, it may be beneficial to consider a few practical situations. For example, if the committee was in place today:

- What role will the committee have in the research, reporting, and decision to naturalize various parks areas as recommended in the Recreation and Leisure Master Plan?
- What role will the committee have in the research, reporting, and decision to create a Trails Master Plan as recommended in the Recreation and Leisure Master Plan?
- What role would the committee have had in the research, reporting, and decisions to implement a Forestry Management by-law?
- What role will the committee have in the research, reporting, and decisions to implement the Sparling Bush Management Plan?
- What role will the committee have in the research, reporting, and decisions to implement the UTRCA Natural Heritage Study as a part of the Official Plan Review?
- What role will the committee have in the research, reporting, and decisions to implement the Landfill Environmental Assessment?

As above, a potential solution to clearly frame the Green Committee's scope and boundaries would be to make it a project based committee.

### **3. Youth Council**

Youth attraction is one of the key priorities in Council's strategic plan. In 2017 the Town of St. Marys and the Township of Perth South partnered to create the Perth4Youth Youth Based Strategic Plan. The



Perth4Youth plan presents a number of recommendations for engaging, attracting, and retaining youth in the community.

Establishing a Youth Council was set out as Goal #2 in the Perth4Youth plan adopted by Council. This goal calls on the Town to:

**Goals #2:** Pursue a youth council to engage youth in volunteerism and improve civic engagement

**Objectives:**

- Educate youth to recognize the value of volunteerism to their future career.
- Structure a youth council to provide recommendations and guidance around issues affecting young people in St. Marys and Perth South.
- Create more municipal summer job experiences to increase knowledge of municipal processes of youth for youth

**Actions:**

- Seek one person who is willing to be the “champion” from Youth Council to serve on the Economic Development Committee.
- Recruit Adult Advisors for the Board of Directors.
- Identify partners who can assist with activities and spread information.
- Host a Needs Assessment event to focus on the interests and objectives of youth.
- Connect with communities who have implemented a youth council and steps to action including Town of Minto and Wilmot Township.
- Establish a group agreement, or Terms of Reference (TOR) to provide a guideline for how the Council members will interact.

The Perth4Youth plan also calls on the Town to pursue the Youth Friendly community designation. This designation goal is further reiterated in both the Recreation and Leisure Master Plan and the PRC Strategic Business Plan.

To date, the Town is making progress towards the creation of Youth Council. The Town’s Supervisor of Recreation & Youth Services (Ciaran Brennan) has taken the lead on this project and is currently researching a terms of reference. Mr. Brennan is also using the relationships he has developed with local schools to engage with youth to determine what their goals for a Youth Council would be. The plan is to have the Youth Council active some time in 2019.

The consideration for Council is whether or not to make the Youth Council an advisory committee to Council. This would come with a commitment of at least one member of Council sitting on the committee. There would also be a financial commitment from the Town as members of the public serving on the advisory committee would be paid \$20/meeting.

**Food for Thought –Project Based Committees (as applicable)**

The introduction of this report pointed out that Committees can contribute to Council’s effectiveness if the governance structure is set up for success. Committees can be an important source of policy deliberation as municipal business becomes increasingly complex, and they can increase the efficiency and transparency of Council’s governance process.

The challenge with committees is that they can suffer scope creep, especially into day to day operations, which then blurs the lines for staff of who has authority to make decisions. Is it Council? Is it the Committee? Is it the CAO? Is it the Director? Or is it the supervisor responsible?

A possible solution to clearly set the boundaries for the committees and Council/staff is to make the committees responsible for specific projects. The Strategic Plan, Recreation and Leisure Master Plan,

and PRC Strategic Business Plan together include a large number of projects that will take staff years to research and implement. Some of these are extremely complex and will require detailed consultation with the public to determine acceptable recommendations and solutions.

To assist in advancing the strategic goals of Council, Council could choose a slate of projects for each committee to research and make recommendations on within their term. The committees could be assigned those projects that are more complicated and may take long term research and public consultation to come up with an acceptable solution. This approach would fit with the recommendation that committees should be dedicated to assisting with the review of complex policy issues facing the Town.

This approach is not only applicable to the proposed Recreation Advisory Committee and the proposed Green Committee, but to some of Council's existing committees. As noted in staff's observations, the Economic Development Advisory Committee is also feeling a level of frustration that the committee is having little measureable progress. A project scoped approach would give EDAC clear direction on what Council wants to see accomplished within the term, and may help to alleviate the frustration of the committee members. Council has strategic goals around becoming an age friendly community. This is a multi-year project and requires significant consultation. The Senior Services Advisory Committee would be invaluable in assisting staff with this project. Similarly, a Youth Council would be invaluable in assisting to achieve the designation of a Youth Friendly Committee.

If Council was to shift to an approach to have its committees focus on projects, the Terms of Reference of the applicable committees could set out the general areas of municipal business that the specific committee would be responsible for. The terms of reference would also clearly state that at the beginning of the Council term, Council would assign specific projects to the committee. To determine which projects were a priority, the CAO would facilitate a session with Council to review the Strategic Plan, the Recreation and Leisure Master Plan, and the PRC Strategic Business Plan and pick the various projects the committee would be responsible for.

### **Discussion #3 –Updated and Standardized Terms of Reference**

The final step in this committee review is to review the terms of reference (TOR) for the committees that will be continued into the 2018-2022 council term. While preparing this report staff completed a review of the existing terms of reference and have noted a number of inconsistencies. None of the terms of reference are standardized, and in some cases the terms of reference are not consistent with the Town's Procedure by-law. Others had terms that were not in common with any other committee. For some committees there are no terms of reference, or at least no record of Council having adopted the terms of reference.

To correct these issues, staff have created new terms of reference for each existing advisory committee. The previously existing mandate of each committee has been imported into the new terms of reference with little in the way of change. The balance of each terms of reference deals with governance and procedural matters and these sections are now common across all committees. The boiler plate language used for these sections was adapted from the Community Policing Advisory Committee's terms of reference because that terms of reference is the most recent one approved by Council. Where necessary, a terms of reference has been created for a committee that does not currently have one on file.

Attachment #2 to this report is a chart which tracks how this standardization has affected each existing terms of reference. Drafts of the amended terms of reference for the committees are also attached for Council's information.

Staff is seeking Council's acceptance of the updated terms of reference for the committees after reviewing the following specific considerations:

1. **Number of Member of the Public on a Committee:** Presently there is no common approach to the number of members of the public who are appointed to a committee. The existing terms of reference range from 3 of 11.

It is staff's view that committees can be more effective when there are fewer members. In addition, fewer members may make it simpler for certain committees to achieve quorum.

Council may want to consider standardizing the number of members of the public that are assigned to a committee where legislation does not dictate the number (i.e. CPAC is modelled off of the Police Services Act with only 3 members of the public).

2. **Public's Eligibility to Serve on a Committee:** The standardized terms of reference now state that to be eligible to serve on a committee, a member of the public must be an elector in St. Marys. This means they must be a Canadian citizen, over the age of 18, and live in St. Marys. The new terms also specify that employees of the Town cannot serve on an advisory committee.

With the exception of the Accessibility Advisory Committee (AAC), any additional qualifications or requirements for members of the public have been deleted. This follows the recommendation of the Recreation & Leisure Master Plan which suggests that committees should not represent a segment of the population with a special interest. The recommendation is for committees to be open to all persons, and that Council should appoint members to a committee in a way to represent a wide range of interests and skills. The AAC is treated differently in this case because the purpose of the AAC is to engage directly with individuals who have disabilities, or persons who work closely and understand accommodating persons with disabilities.

A couple of questions for Council to consider:

- Is it appropriate to have youth be eligible for committees? The way eligibility is structured in the standardized TOR any person under the age of 18 is not eligible to serve on an advisory committee. However, for certain committees a youth member could be a valuable asset (i.e. EDAC, CPAC, Recreation, and Green) and could assist in advancing Council's strategic goals around youth engagement.

Does Council wish to open up eligibility to youth, and if yes, for which committees?

- Is it appropriate for immediate family members of Town employees to serve on committees? The way eligibility is structured in the standardized TOR any immediate family member of Town staff is not eligible to serve on a committee. Staff is seeking Councils' confirmation of this approach.

If immediate family members are permitted to serve on an advisory committee, the recommendation is for the standardized TOR indicate that they are eligible only for committees where there is no potential for a conflict of interest.

3. **Term Limits for Members:** Although not a common practice currently, some of the existing TOR include term limits for Councillors serving on the committee, members of the public serving on the committee, and for the chair of the committee.

In the standardized TOR the election of the chair has been defaulted to be an annual occurrence, and the term limit has been deleted. This allows the committee to have the freedom to elect the chair that they feel will best serve the committee.

The question for Council is whether or not term limits should be established for Council representatives assigned to the committee and/or for members of the public serving on the committee?

In some municipalities, Council representatives change on committees mid-way through the term of Council. The idea behind this approach is to avoid the "Stockholm Syndrome" effect discussed previously where the Council representative becomes more aligned with the interests of the committee than the overall corporate and strategic interests of the corporation.

Establishing a term limit of members of the public is a decision of Council. The idea behind this approach is try to have differing perspectives on the committee over time.

## **SUMMARY**

From this report staff are seeking confirmation from Council which advisory committees will be retained for the 2018-2022 Council term, and acceptance of the updated terms of reference.

After the review is complete, the Town will begin the posting for committee applications for the 2018-2022 term. It is expected that the advertisements for committee applications will be issued the week of September 24 with a closing date of November 2, 2018.

The Town's procedure by-law allows the Council-elect to sit as a "Nomination Committee" prior to the commencement of the next Council term on December 1, 2018. The purpose of the Nomination Committee is to review the committee applications and to make recommendations to the incoming Council of the individuals that will be appointed to the various committees. A Nomination Committee meeting is planned for November 20, 2018. The formal committee appointments would occur through a by-law enacted at Council's inaugural meeting on December 4, 2018.

## **FINANCIAL IMPLICATIONS**

Committee remuneration is included in the approved annual operating budget.

## **STRATEGIC PLAN**

☒ Not applicable to this report.

## **OTHERS CONSULTED**

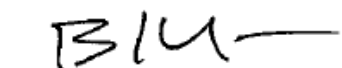
Staff liaisons to existing committees provided information and input into this report.

## **ATTACHMENTS**

1. Committee Inventory
2. Summary of Changes to Committee Terms of References
3. Updated Terms of Reference for Committees.

## **REVIEWED BY**

### **Recommended by the CAO**



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Brent Kittmer  
CAO / Clerk

Committee Name (Staff Liaison)	Function/Role	Statutorily Required?	Council Terms of Reference?	Council Members on the Committee	Total Members of the Public on the Committee	Remuneration for Members of the Public?	Meeting Day and Time	Staff Observations and Comments
<b>Committees of Council</b>								
Strategic Priorities Committee (B. Kittmer)	<ul style="list-style-type: none"> <li>Advisory committee</li> <li>Reviews strategic and corporate level matters of the Town prior to debate at Council.</li> </ul>	No	Yes (Procedure By-Law)	Committee of the Whole of Council.	N/A	N/A	Monthly Third Tuesday 9:00 am	
CAO Performance Review Committee (L. Lawrence)	<ul style="list-style-type: none"> <li>Advisory committee</li> <li>Meets to oversee annual CAO performance review process, and make recommendations to Council.</li> </ul>	No, but set out as method for feedback in CAO contract	No, but guiding statements in CAO contract	2 Councillors plus the Mayor	N/A	N/A	Call of the Chair	
<b>External Boards with a Municipal Purpose</b>								
Municipal Shared Services Committee (B. Kittmer)	<ul style="list-style-type: none"> <li>Advisory committee to each of Perth County, City of Stratford, Town of St. Marys.</li> <li>Oversees and administers the shared services agreements.</li> </ul>	No, but required by agreement with County and Stratford	Yes	2 Members from Council	N/A	N/A	Quarterly Third Thursday 1:30 pm	
Museum Board (A. Cubberley)	<ul style="list-style-type: none"> <li>Required by CMOG funding, a community museum must be governed by a publically accountable body. Municipal museums may be governed by a committee or board of management that advises council.</li> <li>Responsible for policies, long range planning, preparing and submitting budgets, collections development, property maintenance, grant applications, and fundraising efforts.</li> </ul>	Yes	Yes	1 Member from Council	5	\$20/meeting	Monthly Second Wednesday 7:00 pm	
Library Board (M. Corbett)	<ul style="list-style-type: none"> <li>Statutory local board of management.</li> <li>Responsibilities established in the Public Libraries Act.</li> </ul>	Yes	Yes (Controlled by Library)	2 Members from St. Marys Council  1 Member from Perth South Council	1 more than a majority of elected officials appointed  (Currently 5)	\$20/meeting		
Perth District Health Unit Board	<ul style="list-style-type: none"> <li>Statutory Board responsible for the oversight of operations and management of the Health Unit.</li> <li>St. Marys gets a seat on the Board as a member municipality.</li> </ul>	Yes	Yes (Shared Services Agreement)	1 Member from Council	N/A	N/A		
Bluewater Recycling Association	<ul style="list-style-type: none"> <li>Statutory board of management responsible for the oversight of operations and management of the Health Unit.</li> <li>St. Marys has 1 voting seat on the Board.</li> </ul>	Yes	Yes (controlled by BRA)	1 Member from Council	N/A			
Spruce Lodge Board	<ul style="list-style-type: none"> <li>Statutory Board responsible for the oversight of operations and management of the home for the aged.</li> <li>St. Marys gets a seat on the Board as a member municipality.</li> </ul>	Yes	Yes (Shared Services Agreement)	2 Members from Council	N/A	\$40/meeting  Mileage \$0.51/km  (paid to the Council rep)		

Committee Name (Staff Liaison)	Function/Role	Statutorily Required?	Council Terms of Reference?	Council Members on the Committee	Total Members of the Public on the Committee	Remuneration for Members of the Public?	Meeting Day and Time	Staff Observations and Comments
<b>Ad-Hoc Committees</b>								
Ad-Hoc Committee for Truck Traffic (B. Kittmer)	<ul style="list-style-type: none"> <li>Ad-hoc advisory committee</li> <li>Act as liaison between CCAHTT and Council.</li> <li>Make recommendations to Council on truck traffic related “calming” options.</li> </ul>	No	No	2 Members from Council plus the Mayor	0	N/A	Call of the Chair	<ul style="list-style-type: none"> <li>N/A – procedure by-law sets out that the committee is dissolved once its task is completed.</li> </ul>
Ad-Hoc Committee for Code of Conduct (B. Kittmer)	<ul style="list-style-type: none"> <li>Ad-hoc advisory committee</li> <li>Assist in the preparation of Council’s Code of Conduct.</li> <li>Recommend final Draft Code of Conduct to Council.</li> </ul>	No	No	3 Members from Council plus the Mayor	0	N/A	Call of the Chair	<ul style="list-style-type: none"> <li>N/A – procedure by-law sets out that the committee is dissolved once its task is completed.</li> </ul>
Ad-hoc committee for the Procedure By-Law (B. Kittmer)	<ul style="list-style-type: none"> <li>Ad-hoc advisory committee.</li> <li>Assist in the review and revision of Council’s Procedure By-Law.</li> </ul>	No	No	3 Members from Council	0	N/A	Call of the Chair	<ul style="list-style-type: none"> <li>N/A – procedure by-law sets out that the committee is dissolved once its task is completed.</li> </ul>
<b>Council Advisory Committees</b>								
Community Policing Advisory Committee (B. Kittmer)	<ul style="list-style-type: none"> <li>Advisory committee</li> <li>Review local policing matters in Town, work with service provider to bring forward current policing concerns, review annual budget, complete regular reviews of police service provider.</li> </ul>	No, but required by service agreement with Stratford	Yes	2 Members from Council	3	\$20/meeting	Monthly Third Wednesday 9:00 am	<ul style="list-style-type: none"> <li>Any proposed changes should be considered after the 1 year review period set out in the services agreement with Stratford.</li> </ul>
Accessibility Advisory Committee (J. McCartney)	<ul style="list-style-type: none"> <li>Advisory committee</li> <li>Recommends and advises on matters to improve accessibility and remove barriers.</li> <li>May promote accessibility within the community to increase education and awareness.</li> </ul>	No	Yes	1 Member from Council	3-8	\$20/meeting	Quarterly	<ul style="list-style-type: none"> <li>Committee has had difficulty achieving quorum. Perhaps fewer members may make this easier.</li> <li>Committee may find it useful to review project plans upon successful approval from council (all at once) rather than periodically throughout year.</li> <li>Include members to the committee with a more diverse sampling of disabilities.</li> <li>Formally allow caregivers to sit on the committee.</li> </ul>
Planning Advisory Committee (G. Brouwer, S. Luckhardt)	<ul style="list-style-type: none"> <li>Advisory committee</li> <li>Responsible for review of planning applications, receiving reports from the Town Planner, holding public meetings, and making recommendations to Council on whether to approve or deny a planning application.</li> </ul>	Yes (s.8, Planning Act)	No	2 Members from Council	5	\$20/meeting	Monthly First and Third Monday 6:00 pm  (as required)	<ul style="list-style-type: none"> <li>Historically there was an uneven number of members (i.e. 7). This is now 6 recommend the composition of the committee be reduced to 5 (3 public + 2 Council).</li> <li>To make the review and approval process more efficient, recommend that Council delegate authority to PAC to hold the statutory public meeting under the Planning Act. This would be followed by a public meeting at Council, but would allow the planner to make his recommendation to Council on the same evening.</li> </ul>

Committee Name (Staff Liaison)	Function/Role	Statutorily Required?	Council Terms of Reference?	Council Members on the Committee	Total Members of the Public on the Committee	Remuneration for Members of the Public?	Meeting Day and Time	Staff Observations and Comments
Committee of Adjustment (S. Luckhardt)	<ul style="list-style-type: none"> <li>Quasi-judicial, has decision making authority.</li> <li>Responsible for deciding upon variances from town planning rules.</li> </ul>	Yes	No	0 Members from Council	5	\$20/meeting	Monthly First and Third Wednesday 6:30 pm  (as required)	<ul style="list-style-type: none"> <li>Consider coordinating the meeting times for PAC and COA to 6:00 pm. The committees have common members and the difference in start times is confusing.</li> </ul>
Property Standards Committee (i.e. PAC) (G. Brouwer)	<ul style="list-style-type: none"> <li>PAC sits as the Property Standards Committee.</li> <li>Quasi-judicial purposes rendering decisions on property standards matters.</li> </ul>	Yes	No	2 Members of Council	5		As required when appeals arise.	<ul style="list-style-type: none"> <li>The Town requires this committee and it has traditionally be composed of the members of PAC.</li> <li>The committee needs to be properly constituted through a TOR that is compliant with legislation.</li> <li>Task assigned to legal Counsel.</li> </ul>
Heritage Advisory Committee (Heritage St. Marys) (T. McKibbin)	<ul style="list-style-type: none"> <li>Advisory committee.</li> <li>Responsible for reviewing and making recommendations on a number of items including: heritage designations and amendments to designations, demolition of heritage structures, HCDs, reviewing renovation and restoration projects in relation to designated structures, sign by-law permit applications,</li> <li>In addition the committee: administers the heritage plaque program, maintains the register cultural heritage properties, and supports heritage events and activities.</li> </ul>	Yes	Yes	1 Member from Council	7-10	\$20/meeting	Monthly Second Saturday 9:00am	<ul style="list-style-type: none"> <li>Consider combining the HCD Committee and Heritage Committee. The Heritage Committee is the only statutory committee that is required. This would resolve duplication of review of applications and delay in timelines.</li> <li>To ensure the HCD is represented, amend the TOR to ensure at least 1 property owner from the HCD is on the committee.</li> </ul>
Heritage Conservation District Advisory Committee (T. McKibbin)	<ul style="list-style-type: none"> <li>Advisory committee</li> <li>Responsible for reviewing and providing recommendations to the CBO on heritage permit applications within the HCD, and to consult with heritage permit applicants on any applicable objectives, policies and guidelines set out in the HCD Plan.</li> </ul>	No	Yes	1 Member of Council	1 member of the St. Marys Heritage Committee  3 residents of the Town of St. Marys of which at least 2 members shall be property owners within the HCD.	\$20/meeting	Monthly Second Monday 6:15 pm	<ul style="list-style-type: none"> <li>As above.</li> </ul>
Economic Development Advisory Committee (K. Deeks-Johnson)	<ul style="list-style-type: none"> <li>Advisory committee.</li> <li>Responsible for...Supporting the economic development mandate of the Development and Facilities Department ("the Department"): To promote a diversified, balanced and socially responsible economy which encourages the retention of existing businesses, supports the development of new enterprises and provides opportunities for new community economic development partnerships.</li> </ul>	No	Yes	2 Members of Council	11	\$20/meeting	Monthly Day/week varies 7:30AM	<ul style="list-style-type: none"> <li>Committee came into fruition prior to the Town having an Economic Development Manager. The Committee was intended to perform some of the same duties that the manager is new responsible for.</li> <li>Committee members report being frustrated with little to point to as accomplishments.</li> <li>Recommend renewing the terms of reference with the intent of creating a working committee. During their four year term Council could direct areas of focus and the committee members could be structured to achieve the right expertise.</li> </ul>

Committee Name (Staff Liaison)	Function/Role	Statutorily Required?	Council Terms of Reference?	Council Members on the Committee	Total Members of the Public on the Committee	Remuneration for Members of the Public?	Meeting Day and Time	Staff Observations and Comments
								<ul style="list-style-type: none"> <li>Recommend that the group doesn't meet monthly but rather bi-monthly and then the various project groups could meet as needed and all would report back at the regular meeting.</li> </ul>
Senior Services Board (J. Mikitia)	<ul style="list-style-type: none"> <li>Advisory committee.</li> <li>Responsible is to advise staff on all aspects of the provision of senior services and programming in the Municipality of St. Marys &amp; Area, and to promote and maintain communication with the public on senior services needs.</li> </ul>	No	Yes	1 Member of Council	9	\$20/meeting	Monthly Third Tuesday 3:30pm	<ul style="list-style-type: none"> <li>Could this role and function of this Board be consolidated with a newly formed Recreation Advisory Committee? Yes this could be done to have one committee responsible for a large mandate.</li> <li>However staff report that the Committee plays a great role in providing advice to staff which improves the level of service that the Friendship Centre is providing.</li> <li>In the future, there is the possibility to use the Committee as the one point of contact to support an "Age-Friendly" designation.</li> </ul>
Youth Centre Advisory Board (C. Brennan)	<ul style="list-style-type: none"> <li>Advisory committee to staff regarding operations and programming at the Youth Centre.</li> <li>Responsible for fundraising for youth centre</li> <li>Responsible for helping to decide future direction of youth centre as laid out by Supervisor of Youth Services</li> <li>Responsible for helping to decide future execution of grants and what to programs to try and undertake</li> </ul>	No, but recommended due to UW funding.	No	1 Member of Council	6	\$0/meeting	Monthly Second Wednesday 6.30pm	<ul style="list-style-type: none"> <li>The Board of management is a recommendation from the United Way.</li> <li>Staff recommends maintaining a member of Council on the Board because this relationship just helps strengthen youth in the community and keeps it as a strategic priority.</li> <li>If a Recreation Advisory Committee is formed staff do not recommend having the Board consolidated with the RAC. Consideration could be given to having a Board member sit on the RAC.</li> </ul>
<b>New Advisory Committees for Consideration By Council</b>								
Recreation Advisory Committee	<ul style="list-style-type: none"> <li>TBD</li> </ul>	No	No, draft exists	TBD	TBD	\$20/meeting	TBD	<ul style="list-style-type: none"> <li>See report CAO 36-2018</li> </ul>
Green Committee	<ul style="list-style-type: none"> <li>TBD</li> </ul>	No	No, draft exists	TBD	TBD	\$20/meeting	TBD	<ul style="list-style-type: none"> <li>See report CAO 36-2018</li> </ul>
Youth Council	<ul style="list-style-type: none"> <li>Recommendation of the Perth4Youth Project.</li> <li>Advisory committee to Council regarding youth related issues.</li> <li>Allows for youth to have input into local governance matters.</li> </ul>	No	No	TBD	TBD	TBD	TBD	<ul style="list-style-type: none"> <li>See report CAO 36-2018</li> <li>For the youth council, will be forming a panel of youth to help lead the initiative. They will then meet my board once a quarter and hopefully council once every 6months.</li> </ul>
<b>Other Committees</b>								
Beautification Committee								Members are not appointed by Council. Meet periodically with Staff. No reporting in.
<b>External Boards and Committees with a Council Liaison</b>								
Canadian Baseball Hall of Fame Board	<ul style="list-style-type: none"> <li>Board of management for the CBHFM.</li> </ul>	N/A to the Town	N/A	1 Member of Council	N/A	N/A		



<b>Committee Name (Staff Liaison)</b>	<b>Function/Role</b>	<b>Statutorily Required?</b>	<b>Council Terms of Reference?</b>	<b>Council Members on the Committee</b>	<b>Total Members of the Public on the Committee</b>	<b>Remuneration for Members of the Public?</b>	<b>Meeting Day and Time</b>	<b>Staff Observations and Comments</b>
St. Marys BIA	<ul style="list-style-type: none"> <li>Statutory Board responsible for the operations and management of the BIA.</li> </ul>	Yes	N/A	1 Member of Council	N/A	N/A	First Monday of every month at 6:30 pm.	EDAC might value from a report from the BIA periodically.
Huron Perth Local Advisory Committee	<ul style="list-style-type: none"> <li>Local advisory committee to the HPHA.</li> </ul>	N/A to the Town	N/A	1 Member of Council	N/A	N/A		
St. Marys Lincolns Board	<ul style="list-style-type: none"> <li>Board responsible for the oversight of operations and management of the home for Jr. B Club</li> </ul>	N/A to the Town	N/A	1 Member of Council	N/A	N/A		
St. Marys Cement Community Liaison Committee	<ul style="list-style-type: none"> <li>Advisory committee controlled by St. Marys Cement.</li> </ul>	Yes, but for SMC and not for the Town	Yes (controlled by SMC)	2 Members of Council	N/A	Quarterly		
Public Art Committee	<ul style="list-style-type: none"> <li>Citizen committee created by the BIA to implement the public art project.</li> </ul>	No	N/A	1 Member of Council	N/A	N/A		
Homecoming 2020 Committee	<ul style="list-style-type: none"> <li>Citizen Committee that has been established to plan the Homecoming 2020 event</li> <li>Have requested a Councillor liaison.</li> </ul>	No	N/A	TBD	N/A	N/A		

Committee Name	Summary of Specific Revisions Made to Existing TOR
Community Policing Advisory Committee	<ul style="list-style-type: none"> <li>• None. Council approved the CAP terms of reference in January 2018.</li> <li>• CPAC TOR was used as boilerplate model for all other TOR.</li> </ul>
Accessibility Advisory Committee	<ul style="list-style-type: none"> <li>• Deleted responsibility of the Committee to review and recommend changes to their TOR. TORs are established by Council.</li> <li>• Deleted definitions section. Was not a common section in other TOR.</li> <li>• Deleted reference to the establishment of working groups. This would be at the discretion of the committee, and is covered in Procedure By-Law.</li> <li>• Revised committee chair election to annually from bi-annually.</li> </ul>
Planning Advisory Committee	<ul style="list-style-type: none"> <li>• No previous TOR exists for the committee.</li> <li>• Draft TOR reflects Town template, and common examples from other municipalities.</li> </ul>
Committee of Adjustment	<ul style="list-style-type: none"> <li>• No previous TOR exists for the committee.</li> <li>• Given the nature of authority delegated to the COA by Council, this TOR will be drafted by legal counsel to ensure the COA is properly constituted.</li> <li>• Final draft pending.</li> </ul>
Property Standards Committee (i.e. PAC)	<ul style="list-style-type: none"> <li>• No previous TOR exists for the committee.</li> <li>• Given the nature of authority delegated by Council, this TOR will be drafted by legal counsel to ensure the committee is properly constituted.</li> <li>• Final draft pending.</li> </ul>
St. Marys Heritage Advisory Committee	<ul style="list-style-type: none"> <li>• Deleted responsibility of the Committee to review and recommend changes to their TOR. TORs are established by Council.</li> <li>• Revised committee chair election to annually from once per term.</li> <li>• Deleted specific reference to an annual budget being provided to the committee. Council approve the Heritage and Culture budget each year, which would represent approval of expenses related to the committee as reference in updated TOR.</li> <li>• Deleted reference to the establishment of sub-committees. This would be at the discretion of the committee, and is covered in Procedure By-Law</li> </ul>
Heritage Conservation District Advisory Committee	<ul style="list-style-type: none"> <li>• Deleted responsibility of the Committee to review and recommend changes to their TOR. TORs are established by Council.</li> <li>• Revised committee chair election to annually from once per term.</li> <li>• Deleted reference to the establishment of sub-committees. This would be at the discretion of the committee, and is covered in Procedure By-Law</li> </ul>
Economic Development Advisory Committee	<ul style="list-style-type: none"> <li>• Added specific reference to having a youth member eligible to be appointed to the committee.</li> <li>• Deleted reference to specific representatives who should sit on the committee and opened up eligibility to all members of the public. This allows Council to select the candidates with the best skill sets rather than candidates based on location.</li> <li>• Deleted provision for a member to be removed from the committee when they miss 3 consecutive meetings.</li> <li>• Deleted reference to the establishment of ad-hoc committees. This would be at the discretion of the committee, and is covered in Procedure By-Law.</li> <li>• Deleted term limit for councillors (was 2 consecutive 1 year terms).</li> <li>• Deleted term limits for members of the public (Was 2 consecutive 4 year terms).</li> <li>• Revised election of chair to annually. Deleted restrictions of: member of council prevented from being chair, term restriction on chair (was 2 consecutive 1 year chair terms).</li> </ul>
Senior Services Advisory Committee	<ul style="list-style-type: none"> <li>• Deleted term limit for members of the public (was 2 consecutive 4 year terms).</li> <li>• Deleted terms for removing a committee (was if a member missed 2 meetings in a year without cause).</li> <li>• Deleted requirement for committee members to become members of the Friendship Centre.</li> </ul>

## **TOWN OF ST. MARYS**

### **Community Policing Advisory Committee**

### **Terms of Reference**

#### **MANDATE**

The Community Policing Advisory Committee (“CPAC”) shall advise and assist Council and the citizens of the Town of St. Marys on matters relating to community policing.

The CPAC’s responsibilities will be analogous to Section 10(9) (b), (c), and (e) of the Police Services Act, including:

- Meeting on a monthly basis, or more frequently if necessary, to advise the Chief of police, or his/her designate, in regards to the needs, objectives and priorities for police services in the Town.
- Establishing, after consultation with the Chief of Police, or his/her designate, any local policies with respect to police services.
- Receiving monthly reports from the Chief of Police, or his/her designate.
- Monitoring the performance of the police services.
- Receiving regular reports from the Chief of Police, or his/her designate on disclosures and decisions made under Section 49 Police Services Act (secondary activities).
- Reviewing the Chief of Police’s administration of the complaints system under Part V of the Police Services Act and receive regular reports from the Detachment Commander or his or her designate on his or her administration of the complaints system.

Further, the responsibilities of the CPAC shall also include:

- Reviewing the annual policing budget submission and recommending to Council to adopt or dispute the annual budget. This includes working with the contract police service provider to resolve any budget concerns prior to making a recommendation to Council to proceed with formal dispute resolution.
- Conducting reviews of the state of the Town’s police service, on such terms of reference as the CPAC may adopt. The first such review shall be after the contract policing has been in effect for one (1) year, and periodically thereafter. The CPAC shall report its findings to Council. At a minimum, the purpose of the review(s) shall be:
  - To evaluate the success of the contract police services in providing adequate and effective police services to the Town;
  - To assess the cost impacts of this contract police services on the Town; and
  - To make any recommendations to the Town and the Police Services Board for the contract services provider as may be appropriate in light of the findings.
- Researching and making recommendations to Council on how best to improve police services in the Town. This includes, but is not limited to, making

recommendations to Council in regards to any preferred amendments to the police services agreement when periodic reviews of the contract policing services are completed.

- Selecting one member to represent the Town of St. Marys during Police Service Board meetings of the contract policing service provider. Such attendance will be to advise the Board with respect to objectives and priorities for the police services in the Town. The representative of the CPAC shall be a non-voting attendee.

The CPAC will **not** be responsible for the following:

- In accordance with Section 31(4) of the Police Services Act, the CPAC cannot interfere with day-to-day operations of the police services. Neither the CPAC as a body, nor any individual member of the CPAC, shall give orders or directions to the Chief of Police, his/her designate, or any member of the police force including administrative or civilian staff.
- Undertaking, supervising, or directing the day to day operations of any Town department;
- Administrative matters including giving directions to any member of Town staff.
- Reviewing the Town's or the police services' staff structure, staff compensation, or other staffing related matters.
- Approving budgets and capital projects.
- Performing project and program implementation.
- Reviewing any matter that may be subject to the Town's closed meeting provisions that is not within the mandate of the CPAC.
- Acting as a forum to debate decided matters of Council, or a forum to organize political advocacy for Council to reconsider decided matters.

### **COMMITTEE STRUCTURE**

The composition of the CPAC is designed to reflect Section 27 (6) of the *Police Services Act* and shall consist of:

- The Mayor, or if the Mayor chooses not to be a member of the CPAC, another member of the Council appointed by Council.
- One further member of the Council appointed by Council.
- Three members of the public appointed by Council. Eligible members of the public are those who are entitled to be an elector in the Town under section 17 of the *Municipal Elections Act* and are not employees, or immediate family members of employees, of the Town or the contract police services.

### **GENERAL RULES OF OPERATION**

The St. Marys Community Policing Advisory Committee is subject to the control and direction of Council. All meetings of the CPAC are open to the public, and the Procedure By-Law governing the procedures for Council meetings shall be observed by the CPAC. The closed meeting provisions of the *Municipal Act* and the *Police Services Act* apply to meetings of the CPAC.

All appointed CPAC members will be voting members, and a quorum of the CPAC shall be the majority of those appointed by Council as members of the CPAC.

At the first meeting, the members shall determine the preferred day and time for CPAC meetings.

If the CPAC refuses or neglects to give due consideration to any matter assigned to it or before it, it may, by Council resolution, be discharged of its responsibilities.

### **APPOINTMENT OF CHAIR AND VICE CHAIR**

The CPAC shall appoint a Chair and Vice Chair in accordance with the procedure set out in Section 28(1) and (2) of the *Police Services Act*. The members of the CPAC shall, at the first meeting held in January of each year, select from amongst its members, a Chair and Vice-Chair for a term of one year.

- The election of the Chair shall be conducted by the Town staff liaison to the CPAC.
- The election of the Vice-Chair shall be conducted by the Chair.
- Any votes required under this section shall be taken as described by the provision of Section 61(1) and (2) of the *Municipal Act*, which requires that each member of the CPAC present shall indicate his or her vote openly, and that no vote be taken by ballot or any other method of secret balloting.

### **ROLE OF CPAC CHAIR**

- In accordance with the Town's Procedure By-Law, preside at all meetings, and control proceedings and discussion to ensure smooth transition of the business as listed on the agenda.
- Vote on all matters requiring a formal motion.
- Report on the activities of the CPAC and of the police services to Council as required.

### **ROLE OF CPAC MEMBERS**

The CPAC members shall:

- Report to the Chair any issues that they feel should be addressed by the CPAC.
- Attend and participate in CPAC meetings.
- Contribute time, knowledge, skill and expertise during meetings in order to fulfill the CPAC's mandate and report their concerns and issues to the CPAC.
- Abide by the procedural decisions made by the Chair.
- Disclose any pecuniary interests per the requirements of the *Municipal Conflict of Interest Act*.
- Actively participate in carrying out the responsibilities of the CPAC.
- Be considered to be voting members of the CPAC.

### **ROLE OF TOWN ADMINISTRATIVE STAFF**

The CAO/Clerk, or his/her designate, shall be the staff liaison to the CPAC.

The staff liaison's responsibilities include:

- Corresponding with members of the CPAC.
- Acting as the CPAC Secretary, including agenda preparation and minute taking.
- Giving notice of meetings and preparing all associated correspondence.
- Preserving all records and correspondence in accordance with the Town Records Retention By-law.
- Acting as a resource personnel for Town policies and procedures.

### **REPORTING REQUIREMENTS**

CPAC minutes are to be provided to the CAO/Clerk for insertion on the Council agenda. Recommendations for Council's consideration are to be presented to Council in an appropriate format under signature of the CAO/Clerk.

### **FINANCIAL RESOURCES OF THE COMMITTEE**

Members of the public serving on the CPAC will receive remuneration in the amount of \$20.00 per meeting attended. There will be no remuneration for Council members serving on the CPAC.

Reimbursement for travel and other expenses incurred in the performance of CPAC duties will be paid in accordance with the Town's policies.

Any financial requirement of the CPAC shall be approved by Council prior to expenditure.

### **FREQUENCY OF MEETINGS:**

The CPAC will meet a minimum of monthly, with the exception of the months of July, August and December.

### **TERM**

The term of the CPAC shall coincide with the term of the appointing Council.

## **Accessibility Advisory Committee Terms of Reference**

### **MANDATE**

The St. Marys Accessibility Advisory Committee (“the Committee”) recommends and advises Town Council on matters to improve opportunities for persons with disabilities and to provide for involvement in the identification, removal and prevention of barriers to full participation in the community.

The Committee will advise and may assist the Municipality in promoting and facilitating a barrier-free Municipality for citizens of all abilities including persons with disabilities. The Committee may promote accessibility within the community to increase education and awareness.

The Committee’s responsibilities include:

1. Provide input on the Town’s Annual Accessibility Plan Update;
2. Advise Council on the accessibility for persons with disabilities to a building, structure or premises, or part of a building, structure or premises,
  - a. That Council purchases, constructs or significantly renovates;
  - b. For which Council enters into a new lease; or
  - c. That a person provides as municipal capital facilities under an agreement entered into with the Council in accordance with section 110 of the *Municipal Act, 2001*.
3. Conduct research on accessibility issues
4. Perform functions that are specified in the Accessibility regulations
5. Review matters referred to the Committee by Council and make recommendations as appropriate
6. Make recommendations with regards to by-laws and policies for the Municipality
7. Review, at least every 3 years the Town’s Accessibility Plan and recommend changes. Changes require the approval of Council
8. Undertake projects assigned to the Committee by Council from time to time.

The Committee will not be responsible for the following:

- Undertaking or directing the daily operations of the Town.
- Administrative matters including directions to staff.
- Reviewing staff structure, staff compensation, or other staffing related matters.
- Preparing, approving or delivering the annual budget and capital projects.
- Performing project and program implementation, unless assigned by Council.
- Reviewing any matter that may be subject to the Town’s closed meeting provisions.
- Acting as a forum to debate decided matters of Council, or a forum to organize political advocacy for Council to reconsider decided matters.

### **COMMITTEE STRUCTURE**

- 1 Elected Official as appointed by Council.

- 3-8 members of the public appointed by Council.
- Eligible members of the public are those who are entitled to be an elector in the Town under section 17 of the Municipal Elections Act and are not employees or immediate family members of employees of the Town.
- Eligible members of the public include parents or caregivers or a person with a disability.
- It is preferred that a majority of the members shall include persons with disabilities representing the interests of citizens with varying disabilities. These committee members shall reflect the cross disability nature of the Act

## **GENERAL RULES OF OPERATION**

The Committee is subject to the control and direction of Council. The Committee is subject to the rules established in Council's Code of Conduct and Council's Procedure By-Law. All meetings of the Committee are open to the public, and rules governing the procedure for Council meetings shall be observed by the Committee insofar as they are applicable.

All appointed members will be voting members, and a quorum of the Committee shall be the majority of those appointed by Council as members of the Committee.

At the first meeting, the members shall determine the preferred day and time for Committee meetings.

If the Committee refuses or neglects to give due consideration to any matter assigned to it or before it, the Committee may, by Council resolution, be discharged of its responsibilities.

## **ROLE OF COUNCIL REPRESENTATIVES**

- The Council Representative is a participating voting member of the Committee
- The Mayor may attend and participate in Committee meetings as ex officio and shall have voting rights in accordance with the Town Procedure By-law.

## **ROLE OF COMMITTEE CHAIR**

A committee Chair and Vice-Chair will be elected yearly from committee members to preside over meetings and committee business.

That Chair's role is to:

- In accordance with the Town's Procedure By-Law, preside at all meetings, and control proceedings and discussion to ensure smooth transition of the business as listed on the agenda.
- Vote on all matters requiring a formal motion.
- Report on the activities of the Committee to Council as required.

## **ROLE OF COMMITTEE MEMBERS**

The Committee Members shall:

- Report to the Chair any issues that they feel should be addressed by the Committee.
- Attend and participate in Committee meetings.



- Contribute time, knowledge, skill and expertise during meetings in order to fulfill the Committee's mandate and report their concerns and issues to the Committee.
- Abide by the procedural decisions made by the Chair.
- Disclose any pecuniary interests per the requirements of the *Municipal Conflict of Interest Act*.
- Actively participate in carrying out the responsibilities of the Committee.
- Be considered to be voting members of the Committee.

## **ROLE OF STAFF**

- Corresponding with members of the Committee.
- Is without voting privileges.
- Act as the Committee Secretary, including meeting package preparation.
- Research reports and prepare meeting packages in co-operation with the Chair.
- Give notice of meetings and prepare all associated correspondence.
- Preserve all records and correspondence in accordance with the Town Records Retention By-law.
- Act as a resource personnel for Town policies and procedures.

## **REPORTING REQUIREMENTS**

Committee minutes are to be provided to the CAO/Clerk for insertion on the Council agenda. Recommendations for Council's consideration are to be presented to Council in a report format under signature of the supervising Director.

## **FINANCIAL PLANNING**

Members of the public serving on the Committee will receive remuneration in the amount of \$20.00 per meeting attended. There will be no remuneration for Council members serving on the Committee.

Reimbursement for travel and other expenses incurred in the performance of Committee duties will be paid in accordance with the Town's policies.

Any financial requirement of the Committee shall be approved by Council prior to expenditure.

## **FREQUENCY OF MEETINGS**

The Committee will meet a minimum of quarterly, with the actual frequency to be determined by the Committee once it is seated.

## **TERM**

The term of the Committee shall coincide with the term of the appointing Council.

## **Planning Advisory Committee Terms of Reference**

### **MANDATE**

The Planning Advisory Committee is appointed by Council as required by Section 8(1) of the Planning Act, 1990. for the purposes of providing Council with recommendations specific to community planning matters, development and policies. The mandate of the Planning Advisory Committee (PAC) is to provide Council and staff with recommendations and guidance in areas related to land use planning.

The functions and duties of the Planning Advisory Committee are:

1. To review from time to time the provisions of the Official Plan and Zoning Bylaw and related municipal policies, and to recommend to Council amendments which would be in the best interests of the Town;
2. To review and provide Council with recommendations on applications for Official Plan Amendment;
3. To review and provide Council with recommendations on applications for Zoning Bylaw Amendment.
4. To review and provide Council with recommendations on applications for approval of Draft Plans of Subdivision.
5. To review and provide recommendation to Council on any other planning matters as requested by Council, the Director of Building and Development, or the CAO; and
6. Any other planning matters as requested by Council by resolution.

The Committee will not be responsible for the following:

- Undertaking or directing the daily operations of the Town.
- Administrative matters including directions to staff.
- Reviewing staff structure, staff compensation, or other staffing related matters.
- Preparing, approving or delivering the annual budget and capital projects.
- Performing project and program implementation, unless assigned by Council.
- Reviewing any matter that may be subject to the Town's closed meeting provisions.
- Acting as a forum to debate decided matters of Council, or a forum to organize political advocacy for Council to reconsider decided matters.

### **COMMITTEE STRUCTURE**

- 2 Elected Officials as appointed by Council.
- 5 members of the public appointed by Council.
- Eligible members of the public are those who are entitled to be an elector in the Town under section 17 of the Municipal Elections Act and are not employees or immediate family members of employees of the Town.

## **GENERAL RULES OF OPERATION**

The Committee is subject to the control and direction of Council. The Committee is subject to the rules established in Council's Code of Conduct and Council's Procedure By-Law. All meetings of the Committee are open to the public, and rules governing the procedure for Council meetings shall be observed by the Committee insofar as they are applicable.

All appointed members will be voting members, and a quorum of the Committee shall be the majority of those appointed by Council as members of the Committee.

At the first meeting, the members shall determine the preferred day and time for Committee meetings.

If the Committee refuses or neglects to give due consideration to any matter assigned to it or before it, the Committee may, by Council resolution, be discharged of its responsibilities.

## **ROLE OF COUNCIL REPRESENTATIVES**

- The Council Representatives are participating voting members of the Committee
- The Mayor may attend and participate in Committee meetings as ex officio and shall have voting rights in accordance with the Town Procedure By-law.

## **ROLE OF COMMITTEE CHAIR**

A committee Chair and Vice-Chair will be elected yearly from committee members to preside over meetings and committee business.

The Chair's role is to:

- In accordance with the Town's Procedure By-Law, preside at all meetings, and control proceedings and discussion to ensure smooth transition of the business as listed on the agenda.
- Vote on all matters requiring a formal motion.
- Report on the activities of the Committee to Council as required.

## **ROLE OF COMMITTEE MEMBERS**

The Committee Members shall:

- Report to the Chair any issues that they feel should be addressed by the Committee.
- Attend and participate in Committee meetings.
- Contribute time, knowledge, skill and expertise during meetings in order to fulfill the Committee's mandate and report their concerns and issues to the Committee.
- Abide by the procedural decisions made by the Chair.
- Disclose any pecuniary interests per the requirements of the *Municipal Conflict of Interest Act*.
- Actively participate in carrying out the responsibilities of the Committee.
- Be considered to be voting members of the Committee.

## **ROLE OF STAFF**

- Corresponding with members of the Committee.
- Is without voting privileges.
- Act as the Committee Secretary, including meeting package preparation.
- Research reports and prepare meeting packages in co-operation with the Chair.
- Give notice of meetings and prepare all associated correspondence.
- Preserve all records and correspondence in accordance with the Town Records Retention By-law.
- Act as a resource personnel for Town policies and procedures.

## **REPORTING REQUIREMENTS**

Committee minutes are to be provided to the CAO/Clerk for insertion on the Council agenda. Recommendations for Council's consideration are to be presented to Council in a report format under signature of the supervising Director.

## **FINANCIAL PLANNING**

Members of the public serving on the Committee will receive remuneration in the amount of \$20.00 per meeting attended. There will be no remuneration for Council members serving on the Committee.

Reimbursement for travel and other expenses incurred in the performance of Committee duties will be paid in accordance with the Town's policies.

Any financial requirement of the Committee shall be approved by Council prior to expenditure.

## **FREQUENCY OF MEETINGS**

The Committee will meet on an as required basis, determined upon the volume of planning applications received.

This Committee has traditionally met on the First and Third Monday of the month at 6:00 pm.

## **TERM**

The term of the Committee shall run concurrent with the term of Council.

## **St. Marys Heritage Committee Terms of Reference**

### **MANDATE**

Originally created in 1977 as the St. Marys Local Architectural Conservancy Advisory Committee (LACAC) under the authority of the Ontario Heritage Act, Section 28, this committee was renamed Heritage St. Marys following review and revisions of the Ontario Heritage Act in 2005. Town of St. Marys Official Plan 1987 (consolidated 2007) provides additional authority in Section 2.3.2: Policies including:

2.3.2.1 Council has established and will continue to maintain a citizen's heritage advisory committee known as "St. Marys Heritage Committee" to advise and assist Council on heritage matters. Council shall continue to consult with the St. Marys Heritage Committee on all matters and development application that pertain to heritage resources.

2.3.2.2 The "Heritage Conservation" policies shall apply throughout the Town, where applicable.

Heritage St. Marys is a committee appointed by Town Council to advise and make recommendations to Council about St. Marys' built heritage and other heritage features. The committee has a statutory role which is set out in legislation as the following:

- Designations under Part IV of the Ontario Heritage Act
- Repeals, Amendments or Alterations of Designations
- Demolition of heritage structures
- Easements or Covenants
- Heritage Conservation Districts under Part V of the Ontario Heritage Act
- Other heritage matters as directed by the Municipal Council

More specifically, the goals and responsibilities of the committee include:

1. To identify and record the community's significant heritage features including: built heritage resources, cultural heritage landscapes, heritage conservation districts, archaeological resources and/or areas of archaeological potential that have cultural heritage value or interest.
2. To recommend steps to preserve the local heritage features identified in 1.
3. To interpret this heritage to residents and to visitors to increase appreciation and understanding of these community assets.
4. To provide a pool of expertise to Town Council on all matters relating to built heritage and to the features identified in 1.
5. To maintain and expand reference materials – photographs, reference books, periodicals, catalogues, documents such as deeds, abstracts – that provide resource material for research into St. Marys' heritage.
6. Recommend properties for heritage designation to Town Council.
7. Advise on renovation and restoration projects as they concern external features of designated buildings and internal features if identified through designation.

8. Prepare and review research of properties proposed for designation.
9. Prepare statements of designation.
10. Prepare text for heritage designation plaques.
11. Maintain the Municipal Register of Cultural Heritage Properties that includes all designated properties and a list of significant, non-designated heritage properties.
12. Create a digital photographic inventory of these properties, including historic photographs.
13. Undertake long term strategic planning, especially regarding the implications of the Heritage District.
14. Review and comment on new sign applications for the downtown.
15. Develop or support interpretive activities such as exhibits, newspaper articles and architectural walking tours on occasions such as Doors Open and the Heritage Festival.

The Committee will **not** be responsible for the following:

- Undertaking or directing the daily operations of the Town.
- Administrative matters including directions to staff.
- Reviewing staff structure, staff compensation, or other staffing related matters.
- Preparing, approving or delivering the annual budget and capital projects.
- Performing project and program implementation, unless assigned by Council.
- Reviewing any matter that may be subject to the Town's closed meeting provisions.
- Acting as a forum to debate decided matters of Council, or a forum to organize political advocacy for Council to reconsider decided matters.

## **COMMITTEE STRUCTURE**

- 1 Elected Official as appointed by Council.
- Up to 10 members of the public appointed by Council.
- Eligible members of the public are those who are entitled to be an elector in the Town under section 17 of the Municipal Elections Act and are not employees or immediate family members of employees of the Town.

## **GENERAL RULES OF OPERATION**

The Committee is subject to the control and direction of Council. The Committee is subject to the rules established in Council's Code of Conduct and Council's Procedure By-Law. All meetings of the Committee are open to the public, and rules governing the procedure for Council meetings shall be observed by the Committee insofar as they are applicable.

All appointed members will be voting members, and a quorum of the Committee shall be the majority of those appointed by Council as members of the Committee.

At the first meeting, the members shall determine the preferred day and time for Committee meetings.

If the Committee refuses or neglects to give due consideration to any matter assigned to it or before it, the Committee may, by Council resolution, be discharged of its responsibilities.

## **ROLE OF COUNCIL REPRESENTATIVES**

- The Council Representative is a participating voting member of the Committee
- The Mayor may attend and participate in Committee meetings as ex officio and shall have voting rights in accordance with the Town Procedure By-law.

## **ROLE OF COMMITTEE CHAIR**

A committee Chair and Vice-Chair will be elected yearly from committee members to preside over meetings and committee business.

The Chair's role is to:

- In accordance with the Town's Procedure By-Law, preside at all meetings, and control proceedings and discussion to ensure smooth transition of the business as listed on the agenda.
- Vote on all matters requiring a formal motion.
- Report on the activities of the Committee to Council as required.

## **ROLE OF COMMITTEE MEMBERS**

The Committee Members shall:

- Report to the Chair any issues that they feel should be addressed by the Committee.
- Attend and participate in Committee meetings.
- Contribute time, knowledge, skill and expertise during meetings in order to fulfill the Committee's mandate and report their concerns and issues to the Committee.
- Abide by the procedural decisions made by the Chair.
- Disclose any pecuniary interests per the requirements of the *Municipal Conflict of Interest Act*.
- Actively participate in carrying out the responsibilities of the Committee.
- Be considered to be voting members of the Committee.

## **ROLE OF STAFF**

- Corresponding with members of the Committee.
- Is without voting privileges.
- Act as the Committee Secretary, including meeting package preparation.
- Research reports and prepare meeting packages in co-operation with the Chair.
- Give notice of meetings and prepare all associated correspondence.
- Preserve all records and correspondence in accordance with the Town Records Retention By-law.
- Act as a resource personnel for Town policies and procedures.

## **REPORTING REQUIREMENTS**

Committee minutes are to be provided to the CAO/Clerk for insertion on the Council agenda. Recommendations for Council's consideration are to be presented to Council in a report format under signature of the supervising Director.

## **FINANCIAL PLANNING**

Members of the public serving on the Committee will receive remuneration in the amount of \$20.00 per meeting attended. There will be no remuneration for Council members serving on the Committee.

Reimbursement for travel and other expenses incurred in the performance of the Committee's duties will be paid in accordance with the Town's policies.

Any financial requirement of the Committee shall be approved by Council prior to expenditure.

## **FREQUENCY OF MEETINGS**

The Committee will meet a minimum of monthly, with the actual frequency to be determined by the Committee once it is seated.

The traditional meeting time of this Committee is the second Saturday of the Month at 9:00 am.

## **TERM**

The term of the Committee shall coincide with the term of the appointing Council.



## **Heritage Conservation District Advisory Committee Terms of Reference**

### **MANDATE**

On October 23, 2012, St. Marys Town Council passed By-Law 62 of 2012 to establish a Heritage Conservation District (HCD) in downtown St. Marys and adopt the Heritage Conservation District Plan dated March 20, 2012 (HCD Plan). The By-law became effective in May, 2013.

According to the St. Marys HCD Plan, no person (including the Municipality) can erect, demolish, remove or alter any external portion of a building or structure without a heritage permit issued by the Town of St. Marys. The heritage permit process supports the objectives of the HCD Plan in ensuring the maintenance of the cultural heritage value or interest of the HCD.

The purpose of the St. Marys Heritage Conservation District Advisory Committee (HCDAC) is to recommend the approval, modifications or refusal of a heritage permit application received by the Town of St. Marys with respect to a property within the St. Marys HCD. In particular, the committee is responsible for the following:

1. To provide comments on heritage permit applications based on the objectives, policies and guidelines set out in the HCD Plan.
2. To protect and enhance the cultural heritage value or interest of the HCD through the heritage permit application commenting process.
3. To review heritage permit applications referred to the HCDAC by the Chief Building Official, or any successor or designate, and recommend whether a heritage permit is required.
4. To advise and consult with the applicant of a heritage permit of any applicable objectives, policies and guidelines set out in the HCD Plan which will ensure the maintenance of the cultural heritage value or interest of the HCD.
5. To recommend to the Chief Building Official, or any successor or designate, approval or refusal of a heritage permit application within sixty (60) days of the receipt of the application by the Chief Building Official.
6. Where the HCDAC has recommended approval of a heritage permit, the HCDAC may recommend to the Chief Building Official, or any successor or designate, any terms or conditions to be attached to a heritage permit.

7. To refer the heritage permit application to the St. Marys Town Council where the HCDAC deems appropriate.

The Committee will **not** be responsible for the following:

- Undertaking or directing the daily operations of the Town.
- Administrative matters including directions to staff.
- Reviewing staff structure, staff compensation, or other staffing related matters.
- Preparing, approving or delivering the annual budget and capital projects.
- Performing project and program implementation, unless assigned by Council.
- Reviewing any matter that may be subject to the Town's closed meeting provisions.
- Acting as a forum to debate decided matters of Council, or a forum to organize political advocacy for Council to reconsider decided matters.

## **COMMITTEE STRUCTURE**

- 1 Elected Official as appointed by Council.
- One member from the St. Marys Heritage Committee.
- Up to three members of the public appointed by Council, at least two of which shall be property owners within the HCD.
- Eligible members of the public are those who are entitled to be an elector in the Town under section 17 of the Municipal Elections Act and are not employees or immediate family members of employees of the Town.

## **GENERAL RULES OF OPERATION**

The Committee is subject to the control and direction of Council. The Committee is subject to the rules established in Council's Code of Conduct and Council's Procedure By-Law. All meetings of the Committee are open to the public, and rules governing the procedure for Council meetings shall be observed by the Committee insofar as they are applicable.

All appointed members will be voting members, and a quorum of the Committee shall be the majority of those appointed by Council as members of the Committee.

At the first meeting, the members shall determine the preferred day and time for Committee meetings.

If the Committee refuses or neglects to give due consideration to any matter assigned to it or before it, the Committee may, by Council resolution, be discharged of its responsibilities.

## **ROLE OF COUNCIL REPRESENTATIVES**

- The Council Representative is a participating voting member of the Committee
- The Mayor may attend and participate in Committee meetings as ex officio and shall have voting rights in accordance with the Town Procedure By-law

## **ROLE OF COMMITTEE CHAIR**

A committee Chair and Vice-Chair will be elected yearly from committee members to preside over meetings and committee business.

The Chair's role is to:

- In accordance with the Town's Procedure By-Law, preside at all meetings, and control proceedings and discussion to ensure smooth transition of the business as listed on the agenda.
- Vote on all matters requiring a formal motion.
- Report on the activities of the Committee to Council as required.

## **ROLE OF COMMITTEE MEMBERS**

The Committee Members shall:

- Report to the Chair any issues that they feel should be addressed by the Committee.
- Attend and participate in Committee meetings.
- Contribute time, knowledge, skill and expertise during meetings in order to fulfill the Committee's mandate and report their concerns and issues to the Committee.
- Abide by the procedural decisions made by the Chair.
- Disclose any pecuniary interests per the requirements of the *Municipal Conflict of Interest Act*.
- Actively participate in carrying out the responsibilities of the Committee.
- Be considered to be voting members of the Committee.

## **ROLE OF STAFF**

- Corresponding with members of the Committee.
- Is without voting privileges.
- Act as the Committee Secretary, including meeting package preparation.
- Research reports and prepare meeting packages in co-operation with the Chair.
- Give notice of meetings and prepare all associated correspondence.
- Preserve all records and correspondence in accordance with the Town Records Retention By-law.
- Act as a resource personnel for Town policies and procedures.

## **REPORTING REQUIREMENTS**

Committee minutes are to be provided to the CAO/Clerk for insertion on the Council agenda. Recommendations for Council's consideration are to be presented to Council in a report format under signature of the supervising Director.

## **FINANCIAL PLANNING**

Members of the public serving on the Committee will receive remuneration in the amount of \$20.00 per meeting attended. There will be no remuneration for Council members serving on the Committee.

Reimbursement for travel and other expenses incurred in the performance of Committee duties will be paid in accordance with the Town's policies.



Any financial requirement of the Committee shall be approved by Council prior to expenditure.

## **FREQUENCY OF MEETINGS**

The Committee will meet a minimum of monthly, with the actual frequency to be determined by the Committee once it is seated.

The traditional meeting time of this committee is the second Monday of the month at 6:15 pm.

## **TERM**

The term of the Committee shall coincide with the term of the appointing Council.

## Economic Development Advisory Committee Terms of Reference

### MANDATE

The Economic Development Advisory Committee is responsible for providing advice to Town Council to assist in advancing Council's strategic goals of creating competitive economic development and tourism environment; business retention, attraction, and expansion; establishing and implementing a youth strategy; and developing a long term plan for attracting a workforce.

The primary objectives of the Committee are to:

1. Advise Council and staff in implementing existing strategic and economic development plans, including both short and long term objectives. This includes continuously assessing the present situation and capabilities and identifying emerging economic conditions, trends, and niche markets.
2. Advise Council and staff on policy matters affecting, tourism, industrial and commercial requirements, zoning, transportation, utility services, tax implications, development fees, sales policy, and other issues relative to community economic development.
3. Research and make recommendations to Council for enhancing the image of the community and for developing other amenities and services related to community economic development. This includes:
  - recommending changes to Town policy to continue to improve the economic development climate; and
  - acting as sounding board in analyzing advantages and disadvantages of proposed Town actions on new policies and implementation, as submitted for discussion by Council, the Department, and other sources.
4. Research and make recommendations on business and industrial developments in the community as well as proposed future local and regional projects which could affect the community's economic growth as it relates to the economy of the province and the region.
5. Undertake other projects as determined by Council which impact the economic growth of the community and are within the Committee's terms of reference.
6. Assist Council in communicating St. Marys' vision for community economic development to the community.

The Committee will not be responsible for the following:

- Undertaking or directing the daily operations of the Town.

- Administrative matters including directions to staff.
- Reviewing staff structure, staff compensation, or other staffing related matters.
- Preparing, approving or delivering the annual budget and capital projects.
- Performing project and program implementation, unless assigned by Council.
- Reviewing any matter that may be subject to the Town's closed meeting provisions.
- Acting as a forum to debate decided matters of Council, or a forum to organize political advocacy for Council to reconsider decided matters.

## **COMMITTEE STRUCTURE**

The Committee shall consist of:

- 1 Elected Official as appointed by Council; and
- 11 members of the public appointed by Council. Eligible members of the public are those who are entitled to be an elector in the Town under section 17 of the Municipal Elections Act and are not employees or immediate family members of employees of the Town
- Eligible members of the public include youth (under 18 years of age) who reside in the Town of St. Marys.

## **GENERAL RULES OF OPERATION**

The Committee is subject to the control and direction of Council. The Committee is subject to the rules established in Council's Code of Conduct and Council's Procedure By-Law. All meetings of the Committee are open to the public, and rules governing the procedure for Council meetings shall be observed by the Committee insofar as they are applicable.

All appointed members will be voting members, and a quorum of the Committee shall be the majority of those appointed by Council as members of the Committee.

At the first meeting, the members shall determine the preferred day and time for Committee meetings.

If the Committee refuses or neglects to give due consideration to any matter assigned to it or before it, the Committee may, by Council resolution, be discharged of its responsibilities.

## **ROLE OF COUNCIL REPRESENTATIVES**

The Council Representative is a participating voting member of the Committee.

The Mayor may attend and participate in Committee meetings as ex officio and shall have voting rights in accordance with the Town Procedure By-law.

## **ROLE OF COMMITTEE CHAIR**

A committee Chair and Vice-Chair will be elected yearly from committee members to preside over meetings and committee business.

The Chair's role is to:

- In accordance with the Town's Procedure By-Law, preside at all meetings, and control proceedings and discussion to ensure smooth transition of the business as listed on the agenda.
- Vote on all matters requiring a formal motion.
- Report on the activities of the Committee to Council as required.

## **ROLE OF COMMITTEE MEMBERS**

The Committee Members shall:

- Report to the Chair any issues that they feel should be addressed by the Committee.
- Attend and participate in Committee meetings.
- Contribute time, knowledge, skill and expertise during meetings in order to fulfill the Committee's mandate and report their concerns and issues to the Committee.
- Abide by the procedural decisions made by the Chair.
- Disclose any pecuniary interests per the requirements of the *Municipal Conflict of Interest Act*.
- Actively participate in carrying out the responsibilities of the Committee.
- Be considered to be voting members of the Committee.

## **ROLE OF STAFF**

- Corresponding with members of the Committee.
- Is without voting privileges.
- Act as the Committee Secretary, including meeting package preparation.
- Research reports and prepare meeting packages in co-operation with the Chair.
- Give notice of meetings and prepare all associated correspondence.
- Preserve all records and correspondence in accordance with the Town Records Retention By-law.
- Act as a resource personnel for Town policies and procedures.

## **REPORTING REQUIREMENTS**

Committee minutes are to be provided to the CAO/Clerk for insertion on the Council agenda. Recommendations for Council's consideration are to be presented to Council in a report format under signature of the supervising Director.

## **FINANCIAL PLANNING**

Members of the public serving on the Committee will receive remuneration in the amount of \$20.00 per meeting attended. There will be no remuneration for Council members serving on the Committee.

Reimbursement for travel and other expenses incurred in the performance of the Committee's duties will be paid in accordance with the Town's policies.

Any financial requirement of the Committee shall be approved by Council prior to expenditure.



## **FREQUENCY OF MEETINGS**

The Committee will meet a minimum of bi-monthly with added meetings as deemed necessary. Annually, the Committee will determine meeting dates and time.

## **TERM**

The term of the Committee shall coincide with Council's term of office.



## **Senior Services Advisory Committee Terms of Reference**

### **MANDATE**

The mandate of the Senior Services Advisory Committee is to advise on all aspects of the provision of senior services and programming in St. Marys, and to promote and maintain communication with the public on senior services' needs. It operates under the direction of the municipality of the Town of St. Marys.

The Senior Services Advisory Committee shall be responsible for:

1. Providing a conduit for citizens to raise issues and concerns regarding senior programs and services issues;
2. Providing feedback on matters pertaining to policies, practices and programs;
3. Conducting advocacy on behalf of senior services users in the Municipality;
4. Reviewing and advising on the senior services needs of the community;
5. Assist with the coordination of community efforts necessary for the development and implementation of senior services facilities and programs;
6. Becoming thoroughly acquainted with services, facilities and activities coordinated and funded by senior services;
7. To promote volunteerism and participation through supporting of projects, programs and services related to senior services programs.
8. Undertaking projects as assigned by Council from time to time.

The Committee will not be responsible for the following:

- Undertaking or directing the daily operations of the Town.
- Administrative matters including directions to staff.
- Reviewing staff structure, staff compensation, or other staffing related matters.
- Preparing, approving or delivering the annual budget and capital projects.
- Performing project and program implementation, unless assigned by Council.
- Reviewing any matter that may be subject to the Town's closed meeting provisions.
- Acting as a forum to debate decided matters of Council, or a forum to organize political advocacy for Council to reconsider decided matters.

### **COMMITTEE STRUCTURE**

- 1 Elected Official as appointed by Council.
- 9 members of the public appointed by Council.
- Eligible members of the public are those who are entitled to be an elector in the Town under section 17 of the Municipal Elections Act and are not employees or immediate family members of employees of the Town.

## **GENERAL RULES OF OPERATION**

The Committee is subject to the control and direction of Council. The Committee is subject to the rules established in Council's Code of Conduct and Council's Procedure By-Law. All meetings of the Committee are open to the public, and rules governing the procedure for Council meetings shall be observed by the Committee insofar as they are applicable.

All appointed members will be voting members, and a quorum of the Committee shall be the majority of those appointed by Council as members of the Committee.

At the first meeting, the members shall determine the preferred day and time for Committee meetings.

If the Committee refuses or neglects to give due consideration to any matter assigned to it or before it, the Committee may, by Council resolution, be discharged of its responsibilities.

## **ROLE OF COUNCIL REPRESENTATIVES**

- The Council Representative is a participating voting member of the Committee
- The Mayor may attend and participate in Committee meetings as ex officio and shall have voting rights in accordance with the Town Procedure By-law.

## **ROLE OF COMMITTEE CHAIR**

A committee Chair and Vice-Chair will be elected yearly from committee members to preside over meetings and committee business.

The Chair's role is to:

- In accordance with the Town's Procedure By-Law, preside at all meetings, and control proceedings and discussion to ensure smooth transition of the business as listed on the agenda.
- Vote on all matters requiring a formal motion.
- Report on the activities of the Committee to Council as required.

## **ROLE OF COMMITTEE MEMBERS**

The Committee Members shall:

- Report to the Chair any issues that they feel should be addressed by the Committee.
- Attend and participate in Committee meetings.
- Contribute time, knowledge, skill and expertise during meetings in order to fulfill the Committee's mandate and report their concerns and issues to the Committee.
- Abide by the procedural decisions made by the Chair.
- Disclose any pecuniary interests per the requirements of the *Municipal Conflict of Interest Act*.
- Actively participate in carrying out the responsibilities of the Committee.
- Be considered to be voting members of the Committee.

## **ROLE OF STAFF**

- Corresponding with members of the Committee.
- Is without voting privileges.
- Act as the Committee Secretary, including meeting package preparation.
- Research reports and prepare meeting packages in co-operation with the Chair.
- Give notice of meetings and prepare all associated correspondence.
- Preserve all records and correspondence in accordance with the Town Records Retention By-law.
- Act as a resource personnel for Town policies and procedures.

## **REPORTING REQUIREMENTS**

Committee minutes are to be provided to the CAO/Clerk for insertion on the Council agenda. Recommendations for Council's consideration are to be presented to Council in a report format under signature of the supervising Director.

## **FINANCIAL PLANNING**

Members of the public serving on the Committee will receive remuneration in the amount of \$20.00 per meeting attended. There will be no remuneration for Council members serving on the Committee.

Reimbursement for travel and other expenses incurred in the performance of Committee duties will be paid in accordance with the Town's policies.

Any financial requirement of the Committee shall be approved by Council prior to expenditure.

## **FREQUENCY OF MEETINGS:**

The Committee will meet a minimum of monthly, with the actual frequency to be determined by the Committee once it is seated.

The traditional meeting time of this Committee is the third Tuesday of the month at 3:30 pm.

## **TERM**

The term of the Committee shall coincide with the term of the appointing Council.

## **Recreation Advisory Committee Terms of Reference**

### **MANDATE**

The Recreation Advisory Committee shall advise and assist Council and the citizens of the Town of St. Marys on matters relating to recreation.

The Committee will be responsible for the following:

1. Review and understand the Town of St. Marys current inventory of recreation programs, including the costs to deliver the programs and the revenue generated from these programs;
2. Research and make recommendations to Council on strategies to maximize user participation in existing programs/services, increase usage of municipal recreation facilities, and increase overall participation in recreation programs;
3. Research and make recommendations to Council for new revenue generating strategies related to recreation;
4. Research and make recommendations to Council on how best to improve the overall user experience at the Town's recreation facilities;
5. Make recommendations to Council regarding the scope of a future planned Recreation Services Master Plan.
6. Research and make recommendations to Council regarding how to increase existing partnerships and develop new recreation partnerships.
7. Undertake projects assigned to the Committee by Council from time to time.

The Committee will not be responsible for the following:

- Undertaking or directing the daily operations of the Town.
- Administrative matters including directions to staff.
- Reviewing staff structure, staff compensation, or other staffing related matters.
- Preparing, approving or delivering the annual budget and capital projects.
- Performing project and program implementation, unless assigned by Council.
- Reviewing any matter that may be subject to the Town's closed meeting provisions.
- Acting as a forum to debate decided matters of Council, or a forum to organize political advocacy for Council to reconsider decided matters.

### **COMMITTEE STRUCTURE**

- 1 Elected Official as appointed by Council.
- Up to five members of the public appointed by Council.
- Eligible members of the public are those who are entitled to be an elector in the Town under section 17 of the Municipal Elections Act and are not employees or immediate family members of employees of the Town.
- Eligible members of the public include youth (under 18 years of age) who reside in the Town of St. Marys.

## **GENERAL RULES OF OPERATION**

The Committee is subject to the control and direction of Council. The Committee is subject to the rules established in Council's Code of Conduct and Council's Procedure By-Law. All meetings of the Committee are open to the public, and rules governing the procedure for Council meetings shall be observed by the Committee insofar as they are applicable.

All appointed members will be voting members, and a quorum of the Committee shall be the majority of those appointed by Council as members of the Committee.

At the first meeting, the members shall determine the preferred day and time for Committee meetings.

If the Committee refuses or neglects to give due consideration to any matter assigned to it or before it, the Committee may, by Council resolution, be discharged of its responsibilities.

## **ROLE OF COUNCIL REPRESENTATIVES**

- The Council Representative is a participating voting member of the Committee
- The Mayor may attend and participate in Committee meetings as ex officio and shall have voting rights in accordance with the Town Procedure By-law.

## **ROLE OF COMMITTEE CHAIR**

A committee Chair and Vice-Chair will be elected yearly from committee members to preside over meetings and committee business.

The Chair's role is to:

- In accordance with the Town's Procedure By-Law, preside at all meetings, and control proceedings and discussion to ensure smooth transition of the business as listed on the agenda.
- Vote on all matters requiring a formal motion.
- Report on the activities of the Committee to Council as required.

## **ROLE OF COMMITTEE MEMBERS**

The Committee Members shall:

- Report to the Chair any issues that they feel should be addressed by the Committee.
- Attend and participate in Committee meetings.
- Contribute time, knowledge, skill and expertise during meetings in order to fulfill the Committee's mandate and report their concerns and issues to the Committee.
- Abide by the procedural decisions made by the Chair.
- Disclose any pecuniary interests per the requirements of the *Municipal Conflict of Interest Act*.
- Actively participate in carrying out the responsibilities of the Committee.
- Be considered to be voting members of the Committee.

## **ROLE OF STAFF**

- Corresponding with members of the Committee.
- Is without voting privileges.
- Act as the Committee Secretary, including meeting package preparation.
- Research reports and prepare meeting packages in co-operation with the Chair.
- Give notice of meetings and prepare all associated correspondence.
- Preserve all records and correspondence in accordance with the Town Records Retention By-law.
- Act as a resource personnel for Town policies and procedures.

## **REPORTING REQUIREMENTS**

Committee minutes are to be provided to the CAO/Clerk for insertion on the Council agenda. Recommendations for Council's consideration are to be presented to Council in a report format under signature of the supervising Director.

## **FINANCIAL PLANNING**

Members of the public serving on the Committee will receive remuneration in the amount of \$20.00 per meeting attended. There will be no remuneration for Council members serving on the Committee.

Reimbursement for travel and other expenses incurred in the performance of Committee duties will be paid in accordance with the Town's policies.

Any financial requirement of the Committee shall be approved by Council prior to expenditure.

## **FREQUENCY OF MEETINGS**

The Committee will meet a minimum of monthly, with the actual frequency to be determined by the Committee once it is seated.

## **TERM**

The term of the Committee shall coincide with the term of the appointing Council.

## **Green Committee Terms of Reference**

### **MANDATE**

The Green Committee is committed to educating the residents of St. Marys, advising the municipality and researching issues of environmental importance to the community, including:

1. Advise the Municipality of St. Marys on pertinent environmental issues that are within the jurisdiction of the Town, including trails and green spaces.
2. Support approved municipal initiatives with respect to the education of the citizens and to facilitate public perspective on how particular environmental and sustainability issues impact on the community
3. To review, comment on and provide input during the preparation and implementation of environmental and sustainability plans, strategies and initiatives
4. To advise on short-term, intermediate and long-term environmental and sustainability strategic initiatives.
5. To raise new, relevant, unexplored environmental/sustainability issues to be considered by the Town.
6. Undertake other environmental projects assigned by Council from time to time.

The Committee will **not** be responsible for the following:

- Undertaking or directing the daily operations of the Town.
- Administrative matters including directions to staff.
- Reviewing staff structure, staff compensation, or other staffing related matters.
- Preparing, approving or delivering the annual budget and capital projects.
- Performing project and program implementation, unless assigned by Council.
- Reviewing any matter that may be subject to the Town's closed meeting provisions.
- Acting as a forum to debate decided matters of Council, or a forum to organize political advocacy for Council to reconsider decided matters.

### **COMMITTEE STRUCTURE**

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## **TERM**

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