



# Staff Report

## Administration

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**Report To:** Committee of The Whole  
**Meeting Date:** November 3, 2020  
**Report Number:** FAF.20.164  
**Subject:** Committees of Council Terms of Reference Housekeeping Matters  
**Prepared by:** Shawn Everitt, Chief Administrative Officer

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### A. Recommendations

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THAT Council receive Staff Report FAF.20.164, entitled "Committees of Council Terms of Reference Housekeeping Matters";

AND THAT Council invite written comments regarding the revised Terms of Reference through the Committee Chair on behalf of the Committee, for circulation at the December 1, 2020 Committee of the Whole meeting;

AND THAT, with respect to the Agricultural Advisory Committee Terms of Reference, Council endorses the Mandate as included in Attachment 1a, which was updated to provide clarity and align with the October 6, 2020 Integrity Commissioner Opinion and requests staff to provide the same to the Agricultural Advisory Committee for their approval;

AND THAT, with respect to the Council Compensation Review Committee, Council endorses the change from the Director of Human Resources acting as Chair to the Mayor, or Deputy Mayor as designate in a non-voting capacity;

AND THAT, with respect to the Sustainability Advisory Committee Terms of Reference, Council endorses the removal of the headings for Resource Requirements, Task Force/Working Groups and Reporting Structure Headings which were previously added by Committee members, understanding that resource requirements have been identified and approved for the Committee, and the Sub-Committee heading has been made more robust to provide clarity to sub-committee work and alleviate the need for Task Forces and Working Groups and requests staff to provide the same to the Sustainability Advisory Committee for their approval;

AND THAT, where a Committee is developing a Plan (Community Communications Advisory Committee, Economic Development Advisory Committee, Joint Municipal Physician Recruitment and Retention Committee, Sustainability Advisory Committee, and Transportation Committee) Council directs the staff lead for the Committee to ensure the Plan provides a recommendation regarding the continued relevance and any suggested composition changes by no later than Quarter 2 of 2022;

AND THAT, where a Committee is not in the process of developing a Plan (Agricultural Advisory Committee, Council Compensation Review Committee, Grants and Donations Committee) Council requests staff and Committee members to undertake a review of the Committees' respective compositions and relevance for Council consideration no later than Quarter 2 of 2022;

AND THAT Council endorse the Committee of Council Terms of Reference template included as Attachment 3;

AND THAT Council direct staff to bring back all relevant Committee Terms of Reference documents to the December 1, 2020 Committee of the Whole meeting for approval of revised Terms of Reference documents.

## **B. Overview**

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This report requests Council endorsement of various changes to the Committees of Council Terms of References.

## **C. Background**

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For the 2018 to 2022 Term of Council, Council established a number of new Committees of Council ("Committees") and also re-established several **existing\*\*** Committees of Council, as noted below:

1. **Agricultural Advisory Committee\*\***
2. Community Communications Advisory Committee
3. Council Compensation Review Committee
4. **Economic Development Advisory Committee\*\***
5. Grants and Donations Committee
6. Joint Municipal Physician Recruitment and Retention Committee
7. Sustainability Advisory Committee
8. Transportation Committee
9. Leisure Activities Plan Steering Committee<sup>1</sup>

The Committees were established with Terms of Reference documents to articulate their respective Mandates and Purposes, and to provide guidance to members on Committee expectations, meeting frequency, membership and composition, and other matters.

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<sup>1</sup> No changes are proposed to the Leisure Activities Plan Steering Committee due to the short duration of the Committee's Term

Throughout the first two years of the 2018 to 2022 Term, the Committees have provided valuable feedback and recommendations to Council regarding a variety of matters, and have initiated work on several cornerstone Corporate documents that, once developed and endorsed by Council, will inform municipal activities and operations for years to come (such as: Integrated Community Sustainability Plan, Communications Strategy, Economic Development Strategy, Physician Recruitment and Retention Strategy, and Transportation Master Plan).

During this same timeframe, staff have gained valuable insight into how Council can effectively manage and coordinate the Committees and have developed recommended changes to the various Committee Terms of Reference documents that provide a level of consistency, fairness, and ultimately will enhance Committee effectiveness moving forward.

The Analysis section of the report provides a greater level of detail regarding the recommended Terms of Reference changes. As previously noted, the draft revised Terms of References are provided as Attachment 1 to this staff report.

## **D. Analysis**

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### **Suggested Changes to All Terms of Reference Documents for the Eight Committees of Council**

The following changes were made to all Terms of Reference documents:

- Inclusion of Communication Policy & Protocol in Terms of Reference documents that did not previously include it
- Revised Accountability section to indicate that “updates will be provided through the approved minutes with any recommendations requiring Council consideration clearly identified. Approved minutes will be provided to Council through a Committee Report at Committee of the Whole. Matters that are time sensitive will be taken directly to Council with consultation between the Chair and the Chief Administrative Officer”
- Under Membership / Voting:
  - Inclusion of reference that “individuals that may be identified as prime candidates can be notified of [any appointment] opportunity by the Committee”
  - Inclusion that members must be residents or property owners of the Town of The Blue Mountains<sup>2</sup>
  - Reiterate that Non-voting members (being Town staff) do not count towards quorum
  - Removal of reference to Chief Administrative Officer<sup>3</sup>
  - Replace reference to Administrative Assistant/Executive Assistant with Recording Secretary, or Designate for consistency

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<sup>2</sup> Does not come into effect until the 2022 Term of Council. The Economic Development Advisory Committee, whose membership is dictated by various Committees, Business Associations and Organizations is exempt from this requirement, unless Committee composition changes are requested. Further, Joint Municipal Physician Recruitment and Retention Committee is composed of Council representatives from neighbouring municipalities, and members of the public from those municipalities.

<sup>3</sup> Exclusions: Council Compensation Review Committee, Joint Municipal Physician Recruitment and Retention Committee

- Note a meeting can take place without staff present, with the exception of the Recording Secretary, and that staff must notify the Chair if they are unable to attend a meeting
- Indicates that “Members must not be involved in any current or pending litigation with the Town or involved in proceedings before any adjudicative body or tribunal (including the Local Planning Appeal Tribunal) where the Town is a party”
- Inclusion of Exclusions section
- Inclusion of Role of the Integrity Commissioner
- Inclusion of Role of the Committee Chair, which provides guidance on the term of the Chair and Vice Chair
- Inclusion of virtual meeting language consistent with the Town’s current Procedural By-law under Quorum section
- Inclusion of Sub-Committee section in Terms of Reference documents that did not previously include it, along with the following changes:
  - “Requests for sub-committees must be made in writing in advance of a meeting and be contained within the agenda package with a clearly articulated mandate, composition, and timeline for Committee consideration”
  - “Members, including any members of the public who are assisting with the sub-committee work, must not be involved in any current or pending litigation with the Town or involved in proceedings before any adjudicative body or tribunal (including the Local Planning Appeal Tribunal) where the Town is a party”
  - Chair of the sub-committee will “provide clear notice to members that they must follow the protocols and policies identified in the Committee Terms of Reference (i.e. member Code of Conduct), understanding that sub-committees are not required to follow the Town’s current Procedural By-law with respect to notice provisions and the holding of meetings
  - “Upon establishment of a sub-committee, the Council member representative shall identify to Council through the consideration of the approved Committee minutes that a sub-committee has been created and bring attention to the specified sub-committee mandate and its relevance to the overall Committee mandate
  - Sub-committees do not have the support of the Recording Secretary or other Town staff
  - Sub-Committees to provide written report to full Committee using the specified Sub-Committee Memorandum template in accordance with the timeline identified when the Recording Secretary provides a call for agenda items
- Meeting Details, Agenda, Minutes & Procedure section:
  - Indicate meeting schedule (date and time) and note “with some exceptions” to allow greater flexibility when meetings need to be rescheduled due to statutory holidays or scheduling conflicts
  - Remove requirement for Chief Administrative Officer to approve Committee agendas
  - Specifies that the Committee Chair shall cancel Committee meetings if quorum cannot be obtained

- “Committee meetings are not live streamed but are videoed and voice recorded where IT infrastructure is available”.
- “The Terms of Reference is a living document and will be reviewed once per term of Council at a minimum and may be revised as required by approval of Council in consultation with the Committee”
- Reference to Committee Handbook added in Related Policies & Training Requirements section

### **Suggested Changes to Specific Terms of Reference Documents**

#### Agricultural Advisory Committee

- Committee Mandate
  - Clarified Item #2 and #5 to clearly identify the tie between the business community and agribusiness in the Town of The Blue Mountains
  - Added “and the community” to Item #3
  - Clarified wording around Item #6 (formerly #1) as the language that was previously included, which was developed in 2008, appeared contradictory to an opinion provided by the Town’s Integrity Commissioner

#### Community Communications Advisory Committee

- Inclusion of reference to “Manager of Communications and Economic Development”

#### Council Compensation Review Committee

- Inclusion of report to Council outlining proposed compensation package in the Committee Purpose statement
- Term of the Committee in accordance with direction provided by Council
- **Mayor identified as Chair of the Committee in a non-voting capacity**
- **Mayor added as Non-Voting member, with Deputy Mayor identified as Designate**
- Sub-Committees
  - shall not have a member of Council in their composition
  - Mayor to identify when sub-committees are established through the minutes being provided to Council
- Removal of Objective & Timeline Table and removal of separate Agenda, Minutes, Procedure Heading to be aligned with other Committee Terms of Reference documents
- Meeting frequency established by the Chair
- Specify in the Meeting Details, Agenda, Minutes & Procedure section that the “Committee shall be chaired by the Mayor, or Deputy Mayor as Designate, in a non-voting capacity”

### Economic Development Advisory Committee

- Inclusion of reference to “Manager of Communications and Economic Development”
- Removal of separate Meeting Time and Location, and Agenda, Minutes, Procedure Heading to be aligned with other Committee Terms of Reference documents

### Joint Municipal Physician Recruitment and Retention Committee<sup>4</sup>

- Removal of separate Agendas, Minutes, Procedure Heading to be aligned with other Committee Terms of Reference documents
- **Inclusion of “Mayors of participating towns or municipalities in an ex-officio capacity, if the appointed Council member representative or alternate is not in attendance”**

### Sustainability Advisory Committee

- Collapse of Background heading under “Purpose”
- Relocation of former section 3 “The Purpose of the Sustainability Committee” under the Background section
- Specify that Economic Development Advisory Committee member on the Sustainability Advisory Committee shall be a resident or property owner in the Town of The Blue Mountains
- Inclusion of reference to “Manager of Sustainability and Solid Waste”
- Removal of Resource Requirements
- Removal of separate Task Force/Working Groups and Reporting Structure Headings to be aligned with other Committee Terms of Reference documents

### Transportation Committee

- Inclusion of reference to “Transportation Master Plan Project Coordinator”

Staff feel the changes previously outlined changes to the Terms of Reference will add a level of consistency to Committee operations. With Council’s endorsement, staff will provide the Terms of Reference documents to all Committee members.

## **E. Strategic Priorities**

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### **1. Communications and Engagement**

We will enhance communications and engagement between Town Staff, Town residents and stakeholders.

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<sup>4</sup> Joint Municipal Physician Recruitment and Retention Committee is currently reviewing its Terms of Reference and additional changes may be suggested

## **2. Organizational Excellence**

We will continually seek out ways to improve the internal organization of Town Staff and the management of Town assets.

Strategic Priority 1 and 2 were selected because Committees of Council are expected to run more effectively with detailed understanding by current and prospective Committee members of their roles, responsibilities, and expectations. The Terms of Reference changes will also assist Town staff in preparing for and facilitating meetings more effectively, and set operating parameters for sub-committees, and detail the role of staff with respect to the Committees.

## **F. Environmental Impacts**

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N/A

## **G. Financial Impact**

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Staff time related to Committees of Council is tracked and reported to Council at regular intervals.

## **H. In consultation with**

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Executive Assistant to the Chief Administrative Officer Liz Saunders

Executive Assistant to Committees of Council Sarah Merrifield

## **I. Public Engagement**

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The topic of this Staff Report has not been subject to a Public Meeting and/or a Public Information Centre as neither a Public Meeting nor a Public Information Centre are required. However, any comments regarding this report should be submitted to Shawn Everitt, [cao@thebluemountains.ca](mailto:cao@thebluemountains.ca).

## **J. Attached**

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1. Revised Draft Committee of Council Terms of Reference Documents
  - a. Agricultural Advisory Committee
  - b. Community Communications Advisory Committee
  - c. Council Compensation Review Committee
  - d. Economic Development Advisory Committee
  - e. Grants and Donations Committee
  - f. Joint Municipal Physician Recruitment and Retention Committee
  - g. Sustainability Advisory Committee
  - h. Transportation Committee
2. Committee of Council Handbook Index
3. Committee of Council Terms of Reference Template

Respectfully Submitted,

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Shawn Everitt  
Chief Administrative Officer

For more information, please contact:  
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## **Agricultural Advisory Committee**

### **TERMS OF REFERENCE**

#### **1. PURPOSE**

The Agricultural Advisory Committee (“AGAC”) is an advisory committee of Council established to identify, review, discuss, and make recommendations to Council on agricultural related issues.

#### **2. MANDATE**

The Mandate of the Town’s Agricultural Advisory Committee is to:

1. Identify key issues of concern for agriculture which can be addressed by local, regional, and provincial governments
2. Provide advice relating to on economic strategies, development plans or studies dealing with agriculture and a wide range of other rural issues that may impact the business community
3. Advise Council and the community of changes and key issues within the agricultural industry
4. Identify and recommend programs which encourage public awareness, land stewardship, and education of agricultural and rural issues
5. Promote fostering a positive community image and a healthy business environment for existing and prospective businesses
6. Review and comment during the development of the key Corporate Plans, such as: Official Plan, Zoning By-law, Integrated Community Sustainability Plan, etc. where there is an impact on agricultural land and uses

#### **3. COMMUNICATION POLICY & PROTOCOL**

The purpose is to establish guidelines for effective communication practice and tactics to support the activities between the Committee, the public and the media.

##### **Definition**

Communication protocol of the Committee includes social media, interviews, advertisements and other relevant correspondence, etc., and will be conducted by the

Committee Chair and/or support staff of participating towns and municipalities, to promote the progress of initiatives and to communicate all/any engagement activities.

To achieve successful communication practices -- a coordinated approach will reflect consistent standards, messaging and branding and will be in collaboration with staff of respective towns and municipalities on all communication regarding what the Committee is doing.

### **Protocol Objectives**

The Committee will have a profile in the community and as a result, members may be engaged in activities that put them in direct contact with citizens and various organizations. The primary responsibility for communication of information is held by the Committee Chair.

All Committee members are expected to know and abide by relevant conduct policies and applicable legislation. In addition, the following guidelines should be understood by advisory Committee members:

- Only the Committee Chair can speak on behalf of the Committee.
- Committee members shall not direct any messaging without approval of the Chair.
- The Committee Chair plays an important role in ensuring that a functional relationship with high integrity exists within the Committee, and with Council, the public and staff of participating towns and municipalities. Conflict can be a constructive part of the group decision-making process. When conflict becomes ongoing, inappropriate, unconstructive, or offensive, the Chair may need to intervene with an appropriate dispute resolution mechanism.

### **Policy Directives**

- Communications produced from the Committee cannot be contradictory to the policies and by-laws of participating towns and municipalities or respective Councils.
- Any communication of a policy nature shall be recommended to Councils for their ratification.
- If a staff liaison is uncomfortable with a proposed communication from the Committee, the staff member should direct it to the Department Head for guidance.

## **4. ACCOUNTABILITY**

Updates to Council will be provided through the approved minutes with any recommendations requiring Council consideration clearly identified. Approved minutes will be provided to Council through a Committee Report at Committee of the Whole.

Matters that are time sensitive may be taken directly to Council with consultation between the Chair and the Chief Administrative Officer.

## **5. MEMBERSHIP / VOTING**

The AGAC will be comprised of up to nine (9) voluntary members who are appointed by Council for a term that runs concurrently with Council plus an additional six (6) months post-election. Composition is noted below:

### **Voting Members**

- 1 member of Council
- 8 members of the public at large
- Mayor as ex-officio (not counted towards Committee membership or quorum)

Openings for the membership shall be publicly advertised as appointment opportunities arise. Individuals that may be identified as prime candidates can be notified of the opportunity by the Committee. The agricultural community who are residents or property owners of The Blue Mountains, and any nominated representative of an organization involved in agricultural and rural issues are invited to apply. Committee members and applicants must be residents or property owners of the Town of The Blue Mountains.

### **Non-voting members (do not count towards quorum)**

- Director of Operations
- Other staff that may be required for specific subject matters relating to the mandate of the Committee. Attendance of additional staff will be requested by the Committee through the lead department Director
- Recording Secretary, or Designate
- The attendance of staff is not a requirement to obtain quorum, therefore, a meeting can take place without staff present with the exception of the Recording Secretary
- Staff is required to notify the Chair when they are not able to attend a meeting

### **Members will:**

1. Represent as many of the following groups as possible and provide appropriate representation of various agricultural interests:
  - a) Grey Cattlemen's Association
  - b) Georgian Bay Fruit Growers Association
  - c) Christian Farmers
  - d) National Farm Union
  - e) Ontario Federation of Agriculture
  - f) Young Farmers
  - g) Organic Farming
  - h) Sheep Producers/Dairy Farmers

2. Possess relevant farm experience, technical training in an agriculture-based field, and/or current involvement in agricultural activities
3. Commit to full participation in regularly scheduled meetings
4. Commit to significant preparation for meetings via agenda review including previous minutes and all documentation
5. Commit to attending monthly meetings as outlined in the Town's current Procedural By-law
6. Members must not be involved in any current or pending litigation with the Town or involved in proceedings before any adjudicative body or tribunal (including the Local Planning Appeal Tribunal) where the Town is a party

## 6. EXCLUSIONS

In accordance with the October 6, 2020 opinion of the Town's Integrity Commissioner, Members shall not provide comments in their capacity as Advisory Committee members with respect to *Planning Act* matters. Members who wish to comment on *Planning Act* matters may do so through the legislated process, as a member of the public where the member has satisfied for him or herself that no conflict of interest exists.

## 7. ROLE OF THE INTEGRITY COMMISSIONER

The Town has secured the services of an Integrity Commissioner in accordance with the *Municipal Act, 2001* "who reports to council and who is responsible for performing in an independent manner the functions assigned by the municipality with respect to any or all of the following:

1. The application of the code of conduct for members of council and the code of conduct for members of local boards.
2. The application of any procedures, rules and policies of the municipality and local boards governing the ethical behaviour of members of council and of local boards.
3. The application of sections 5, 5.1 and 5.2 of the Municipal Conflict of Interest Act to members of council and of local boards.
4. Requests from members of council and of local boards for advice respecting their obligations under the code of conduct applicable to the member.
5. Requests from members of council and of local boards for advice respecting their obligations under a procedure, rule or policy of the municipality or of the local board, as the case may be, governing the ethical behaviour of members.
6. Requests from members of council and of local boards for advice respecting their obligations under the *Municipal Conflict of Interest Act*.
7. The provision of educational information to members of council, members of local boards, the municipality and the public about the municipality's codes of conduct for members of council and members of local boards and about the *Municipal Conflict of Interest Act, 2017, c. 10, Sched. 1, s. 19 (1).*"

It is not the role of staff to provide advice regarding conflict of interest or procedural matters. Town staff receives direction from Council and staff's involvement in the Committee is limited to providing information to Committees as a whole, and not on an individual basis. Committee of Council members are expected to contact the Integrity Commissioner for advice related to the matters noted above.

## **8. ROLE OF THE COMMITTEE CHAIR**

The Committee Chair shall be nominated by Committee members for a term of eighteen months and the final term cannot be chaired by a member of Council.

Each Committee shall also nominate a Vice Chair who shall assume the role of the Chair when he or she is unavailable.

Duties of the Chair include, but are not limited to:

- Facilitate the meeting in accordance with the Town's current Procedural By-law and identify the order of proceedings and speakers
- Encourage active participation by all Advisory Committee members
- Maintain decorum and ensure fairness and accountability
- Ensure attendance of members is maintained in accordance with the Town's current Procedural By-law
- The Chair is responsible for ensuring appropriate behaviour and language is used during all deputations, and public comment periods by both Committee members and members of the public
- Ensure the Committee agendas, Committee requests, and scope of focus reflect the mandate of the Committee
- Set Committee agendas in coordination with the Recording Secretary and review draft Committee minutes prior to circulation to the full Committee
- Liaise with Town staff
- The Chair has no authority to make decisions on his/her own and will run a meeting in a fair and efficient manner so the will of the majority prevails after the minority has had a fair chance to present its point of view
- If quorum is not obtained by the deadline indicated, the meeting shall be cancelled by the Chair upon notification of quorum not being met by the Recording Secretary. In the event quorum is obtained by the deadline but the Committee does not have quorum the day of the meeting within fifteen (15) minutes after the hour appointed the meeting shall be cancelled by the Chair. If quorum is lost during the meeting, the Chair shall suspend the meeting without further discussions taking place by Committee members and staff. The Committee shall take a five (5) minute break to allow for quorum to be re-achieved. Should quorum not be achieved after the five (5) minute break, the Chair shall adjourn the meeting.
- When speaking publicly as Chair of the Committee, the Chair shall represent the views of the Committee not personal views, and ensure compliance with the

Communications Protocol outlined herein

- Be prepared to meet with Council and/or attend Council and Committee of the Whole meetings upon Council's request

## 9. QUORUM

Quorum for the Committee, per the standards of the *Municipal Act, 2001*, is 5 voting members, which must include at least one (1) Council representative, regardless of the total number of members in attendance.

Should the Chair and/or Vice Chair be unable to attend a meeting, or should they both be unavailable for a meeting, quorum shall not be achieved and the meeting cannot proceed.

The Council representative appointed to the Committee counts towards quorum. The Mayor is an ex-officio member of the committee and does not count towards quorum but does have the right to vote and make motions.

With respect to virtual meetings and in accordance with the Town's current Procedural By-law:

- Members may participate at Committee meetings electronically, subject to an electronic participation policy, and where infrastructure is available
- During any period where an emergency has been declared to exist in all or part of the municipality under section 4 or 7.0.1 of the *Emergency Management and Civil Protection Act* a Committee member who is participating virtually shall be counted towards quorum and a Committee member can participate electronically in a meeting that is closed to the public

## 10. SUB-COMMITTEES

Requests for sub-committees must be made in writing in advance of a meeting and be contained within the agenda package with a clearly articulated mandate, composition and timeline for Committee consideration.

- Sub-committees shall be ad hoc in nature, with specific, clearly articulated mandates and timelines
- Membership on sub-committees may include additional individuals with specific expertise who are not Council-appointed Committee members
- Sub-committees must include a member of Council in their composition and shall be composed such that a quorum of the membership is not met (maximum sub-committee membership of quorum minus 1)
- Members, including any members of the public who are assisting with the sub-committee work, must not be involved in any current or pending litigation with the Town or involved in proceedings before any adjudicative body or tribunal

- (including the Local Planning Appeal Tribunal) where the Town is a party
- A Chair shall be identified upon the creation of a sub-committee. The Chair of a sub-committee must be a member of the full Committee and will provide clear notice to members that they must follow the protocols and policies identified in the Committee Terms of Reference (i.e. member Code of Conduct), understanding that sub-committees are not required to follow the Town's current Procedural By-law with respect to notice provisions and the holding of meetings
  - Upon establishment of a sub-committee, the Council member representative shall identify to Council through the consideration of the approved Committee Minutes that a sub-committee has been created and bring attention to the specified sub-committee mandate and its relevance to the overall Committee mandate
  - Sub-committees will not have the support of the Recording Secretary or other Town staff
  - Sub-committees will provide a written report on sub-committee matters to the full Committee on an as-needed basis using the sub-committee memorandum template
  - Sub-committee memorandums shall be submitted to the Committee Chair and the Recording Secretary for inclusion in the agenda in accordance with the timeline identified in the Call for Agenda Items

## **11. REMUNERATION**

No compensation shall be provided to members of the Committee for their participation.

## **12. MEETING DETAILS, AGENDA, MINUTES & PROCEDURE**

The Committee will meet monthly on the third Thursday of the Month at 6:00 p.m. with some exceptions. Additional meetings of the Committee may be called by the Chair.

The Recording Secretary shall send out meeting invites to all Committee members and post notice of the meeting to the Town's website.

The Call for Agenda Items will be circulated with the meeting invitation along with a deadline for quorum to be obtained. Agenda items shall be set by the Committee Chair. Members who wish to include an item on the Agenda shall contact the Chair for consideration. If quorum is not obtained by the deadline indicated, the meeting shall be cancelled by the Chair upon notification of quorum not being met by the Recording Secretary. In the event quorum is obtained by the deadline but the Committee does not have quorum the day of the meeting within fifteen (15) minutes after the hour appointed the meeting shall be cancelled by the Chair.

Meetings may be held in the Council Chambers at the Town Hall, 32 Mill Street Thornbury. If the Council Chambers are not available an appropriate alternative location will be selected.

All meetings are open to the public. Committee meetings are not live streamed, but are videoed and voice recorded where IT infrastructure is available.

Minutes shall be approved by the Committee within thirty (30) business days by email, or by motion at the subsequent Committee meeting. Minutes will be kept by the Recording Secretary who will distribute the minutes to all of Council in accordance with Town practice. All meetings shall be conducted in accordance with the Town's current Procedural By-law.

The Terms of Reference is a living document and will be reviewed once per term of Council at a minimum and may be revised as required by approval of Council in consultation with the Committee.

### **13. RELATED POLICIES & TRAINING REQUIREMENTS**

POL.COR.07.07 Code of Conduct for Members of Council

POL.COR.17.04 Accessibility Standards for Customer Service

POL.COR.18.04 Protocol Policy for Complaints Related to Council Members and Local Boards

POL.COR.18.08 Workplace Violence & Harassment Policy

POL.COR.18.10 Social Media Policy

POL.COR.19.02 Council Staff Relationship Protocol

[Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c.11](#)

[Municipal Conflict of Interest Act, R.S.O. 1990](#)

[Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990](#)

Committee Handbook





## **Community Communications Advisory Committee**

### **TERMS OF REFERENCE**

#### **1. PURPOSE**

The Community Communications Advisory Committee (“CCAC”) is an advisory committee of Council with a mandate to foster collaborative engagement and function as a “listening piece” for stakeholders, residents, Town staff and Council.

#### **2. MANDATE**

The Mandate of the Town’s Community Communications Advisory Committee is to:

1. Assist, in an advisory capacity, Council, Town staff, and the public on matters related to Town communication, both internal and external
2. Cultivate a positive culture of engagement and dialogue among residents, stakeholders, staff and Council
3. Assist with the development of a Strategic Communications Plan for the Town and assess ongoing progress and implementation of the same
  - a) Create a flexible vision for long-term and evolving community engagement
4. Oversee the development of policies and plans in support of the Strategic Communications Plan and remain committed to the policy and advocacy work that will be undertaken by the CCAC

#### **3. COMMUNICATION POLICY & PROTOCOL**

The purpose is to establish guidelines for effective communication practice and tactics to support the activities between the Committee, the public and the media.

##### **Definition**

Communication protocol of the Committee includes social media, interviews, advertisements and other relevant correspondence, etc., and will be conducted by the Committee Chair and/or support staff of participating towns and municipalities, to promote the progress of initiatives and to communicate all/any engagement activities.

To achieve successful communication practices -- a coordinated approach will reflect consistent standards, messaging and branding and will be in collaboration with staff of respective towns and municipalities on all communication regarding what the Committee is doing.

### **Protocol Objectives**

The Committee will have a profile in the community and as a result, members may be engaged in activities that put them in direct contact with citizens and various organizations. The primary responsibility for communication of information is held by the Committee Chair.

All Committee members are expected to know and abide by relevant conduct policies and applicable legislation. In addition, the following guidelines should be understood by advisory Committee members:

- Only the Committee Chair can speak on behalf of the Committee.
- Committee members shall not direct any messaging without approval of the Chair.
- The Committee Chair plays an important role in ensuring that a functional relationship with high integrity exists within the Committee, and with Council, the public and staff of participating towns and municipalities. Conflict can be a constructive part of the group decision-making process. When conflict becomes ongoing, inappropriate, unconstructive, or offensive, the Chair may need to intervene with an appropriate dispute resolution mechanism.

### **Policy Directives**

- Communications produced from the Committee cannot be contradictory to the policies and by-laws of participating towns and municipalities or respective Councils.
- Any communication of a policy nature shall be recommended to Councils for their ratification.
- If a staff liaison is uncomfortable with a proposed communication from the Committee, the staff member should direct it to the Department Head for guidance.

## **4. ACCOUNTABILITY**

Updates to Council will be provided through the approved minutes with any recommendations requiring Council consideration clearly identified. Approved minutes will be provided to Council through a Committee Report at Committee of the Whole. Matters that are time sensitive may be taken directly to Council with consultation between the Chair and the Chief Administrative Officer.

## 5. MEMBERSHIP / VOTING

The CCAC will be comprised of up to seven (7) voluntary members who are appointed by Council for a term that runs concurrently with Council plus an additional six (6) months post-election. Composition is noted below:

### Voting Members

- 2 members of Council
- 5 members of the public at large
- Mayor as ex-officio (not counted towards Committee membership or quorum)

Openings for the membership shall be publicly advertised as appointment opportunities arise. Individuals that may be identified as prime candidates can be notified of the opportunity by the Committee. Committee members and applicants must be residents or property owners of the Town of The Blue Mountains.

### Non-voting members (do not count towards quorum)

- Communications and Economic Development Coordinator
- Manager of Communications and Economic Development
- Other staff that may be required for specific subject matters relating to the mandate of the Committee. Attendance of additional staff will be requested by the Committee through the lead department Director
- Recording Secretary, or Designate
- The attendance of staff is not a requirement to obtain quorum, therefore, a meeting can take place without staff present with the exception of the Recording Secretary
- Staff is required to notify the Chair when they are not able to attend a meeting

### Members will:

1. Demonstrate a strong interest and commitment to fostering communications within the Town;
2. Help further the goals of the CCAC through provision of input based on professional expertise;
3. Make recommendations in the most collaborative and collective manner possible;
4. Participate as a leader, capable of taking an ambassador role within the community in support of decisions made by the CCAC and by Council
5. Commit to full participation in regularly scheduled meetings
6. Commit to significant preparation for meetings via agenda review including previous minutes and all documentation
7. Commit to attending monthly meetings as outlined in the Town's current Procedural By-law

8. Members must not be involved in any current or pending litigation with the Town or involved in proceedings before any adjudicative body or tribunal (including the Local Planning Appeal Tribunal) where the Town is a party

## 6. EXCLUSIONS

In accordance with the October 6, 2020 opinion of the Town's Integrity Commissioner, Members shall not provide comments in their capacity as Advisory Committee members with respect to *Planning Act* matters. Members who wish to comment on *Planning Act* matters may do so through the legislated process, as a member of the public where the member has satisfied for him or herself that no conflict of interest exists.

## 7. ROLE OF THE INTEGRITY COMMISSIONER

The Town has secured the services of an Integrity Commissioner in accordance with the *Municipal Act, 2001* "who reports to council and who is responsible for performing in an independent manner the functions assigned by the municipality with respect to any or all of the following:

1. The application of the code of conduct for members of council and the code of conduct for members of local boards.
2. The application of any procedures, rules and policies of the municipality and local boards governing the ethical behaviour of members of council and of local boards.
3. The application of sections 5, 5.1 and 5.2 of the Municipal Conflict of Interest Act to members of council and of local boards.
4. Requests from members of council and of local boards for advice respecting their obligations under the code of conduct applicable to the member.
5. Requests from members of council and of local boards for advice respecting their obligations under a procedure, rule or policy of the municipality or of the local board, as the case may be, governing the ethical behaviour of members.
6. Requests from members of council and of local boards for advice respecting their obligations under the *Municipal Conflict of Interest Act*.
7. The provision of educational information to members of council, members of local boards, the municipality and the public about the municipality's codes of conduct for members of council and members of local boards and about the *Municipal Conflict of Interest Act, 2017, c. 10, Sched. 1, s. 19 (1).*"

It is not the role of staff to provide advice regarding conflict of interest or procedural matters. Town staff receives direction from Council and staff's involvement in the Committee is limited to providing information to Committees as a whole, and not on an individual basis. Committee of Council members are expected to contact the Integrity Commissioner for advice related to the matters noted above.

## 8. ROLE OF THE COMMITTEE CHAIR

The Committee Chair shall be nominated by Committee members for a term of eighteen months and the final term cannot be chaired by a member of Council.

Each Committee shall also nominate a Vice Chair who shall assume the role of the Chair when he or she is unavailable.

Duties of the Chair include, but are not limited to:

- Facilitate the meeting in accordance with the Town's current Procedural By-law and identify the order of proceedings and speakers
- Encourage active participation by all Advisory Committee members
- Maintain decorum and ensure fairness and accountability
- Ensure attendance of members is maintained in accordance with the Town's current Procedural By-law
- The Chair is responsible for ensuring appropriate behaviour and language is used during all deputations, and public comment periods by both Committee members and members of the public
- Ensure the Committee agendas, Committee requests, and scope of focus reflect the mandate of the Committee
- Set Committee agendas in coordination with the Recording Secretary and review draft Committee minutes prior to circulation to the full Committee
- Liaise with Town staff
- The Chair has no authority to make decisions on his/her own and will run a meeting in a fair and efficient manner so the will of the majority prevails after the minority has had a fair chance to present its point of view
- If quorum is not obtained by the deadline indicated, the meeting shall be cancelled by the Chair upon notification of quorum not being met by the Recording Secretary. In the event quorum is obtained by the deadline but the Committee does not have quorum the day of the meeting within fifteen (15) minutes after the hour appointed the meeting shall be cancelled by the Chair. If quorum is lost during the meeting, the Chair shall suspend the meeting without further discussions taking place by Committee members and staff. The Committee shall take a five (5) minute break to allow for quorum to be re-achieved. Should quorum not be achieved after the five (5) minute break, the Chair shall adjourn the meeting.
- When speaking publicly as Chair of the Committee, the Chair shall represent the views of the Committee not personal views, and ensure compliance with the Communications Protocol outlined herein
- Be prepared to meet with Council and/or attend Council and Committee of the Whole meetings upon Council's request

## 9. QUORUM

Quorum for the Committee, per the standards of the *Municipal Act, 2001*, is 4 voting members, which must include at least one (1) Council representative, regardless of the total number of members in attendance.

Should the Chair and/or Vice Chair be unable to attend a meeting, or should they both be unavailable for a meeting, quorum shall not be achieved and the meeting cannot proceed.

The Council representative appointed to the Committee counts towards quorum. The Mayor is an ex-officio member of the committee and does not count towards quorum but does have the right to vote and make motions.

With respect to virtual meetings and in accordance with the Town's current Procedural By-law:

- Members may participate at Committee meetings electronically, subject to an electronic participation policy, and where infrastructure is available
- During any period where an emergency has been declared to exist in all or part of the municipality under section 4 or 7.0.1 of the *Emergency Management and Civil Protection Act* a Committee member who is participating virtually shall be counted towards quorum and a Committee member can participate electronically in a meeting that is closed to the public

## 10. SUB-COMMITTEES

Requests for sub-committees must be made in writing in advance of a meeting and be contained within the agenda package with a clearly articulated mandate, composition and timeline for Committee consideration.

- Sub-committees shall be ad hoc in nature, with specific, clearly articulated mandates and timelines
- Membership on sub-committees may include additional individuals with specific expertise who are not Council-appointed Committee members
- Sub-committees must include a member of Council in their composition and shall be composed such that a quorum of the membership is not met (maximum sub-committee membership of quorum minus 1)
- Members, including any members of the public who are assisting with the sub-committee work, must not be involved in any current or pending litigation with the Town or involved in proceedings before any adjudicative body or tribunal (including the Local Planning Appeal Tribunal) where the Town is a party
- A Chair shall be identified upon the creation of a sub-committee. The Chair of a sub-committee must be a member of the full Committee and will provide clear notice to members that they must follow the protocols and policies identified in

the Committee Terms of Reference (i.e. member Code of Conduct), understanding that sub-committees are not required to follow the Town's current Procedural By-law with respect to notice provisions and the holding of meetings

- Upon establishment of a sub-committee, the Council member representative shall identify to Council through the consideration of the approved Committee Minutes that a sub-committee has been created and bring attention to the specified sub-committee mandate and its relevance to the overall Committee mandate
- Sub-committees will not have the support of the Recording Secretary or other Town staff
- Sub-committees will provide a written report on sub-committee matters to the full Committee on an as-needed basis using the sub-committee memorandum template
- Sub-committee memorandums shall be submitted to the Committee Chair and the Recording Secretary for inclusion in the agenda in accordance with the timeline identified in the Call for Agenda Items

## **11. REMUNERATION**

No compensation shall be provided to members of the Committee for their participation.

## **12. MEETING DETAILS, AGENDA, MINUTES & PROCEDURE**

The Committee will meet monthly on the third Monday of the Month at 9:00 a.m. with some exceptions. Additional meetings of the Committee may be called by the Chair.

The Recording Secretary shall send out meeting invites to all Committee members and post notice of the meeting to the Town's website.

The Call for Agenda Items will be circulated with the meeting invitation along with a deadline for quorum to be obtained. Agenda items shall be set by the Committee Chair. Members who wish to include an item on the Agenda shall contact the Chair for consideration. If quorum is not obtained by the deadline indicated, the meeting shall be cancelled by the Chair upon notification of quorum not being met by the Recording Secretary. In the event quorum is obtained by the deadline but the Committee does not have quorum the day of the meeting within fifteen (15) minutes after the hour appointed the meeting shall be cancelled by the Chair.

Meetings may be held in the Council Chambers at the Town Hall, 32 Mill Street Thornbury. If the Council Chambers are not available an appropriate alternative location will be selected.

All meetings are open to the public. Committee meetings are not live streamed, but are videoed and voice recorded where IT infrastructure is available.

Minutes shall be approved by the Committee within thirty (30) business days by email, or by motion at the subsequent Committee meeting. Minutes will be kept by the Recording Secretary who will distribute the minutes to all of Council in accordance with Town practice. All meetings shall be conducted in accordance with the Town's current Procedural By-law.

The Terms of Reference is a living document and will be reviewed once per term of Council at a minimum and may be revised as required by approval of Council in consultation with the Committee.

### **13. RELATED POLICIES & TRAINING REQUIREMENTS**

POL.COR.07.07 Code of Conduct for Members of Council

POL.COR.17.04 Accessibility Standards for Customer Service

POL.COR.18.04 Protocol Policy for Complaints Related to Council Members and Local Boards

POL.COR.18.08 Workplace Violence & Harassment Policy

POL.COR.18.10 Social Media Policy

POL.COR.19.02 Council Staff Relationship Protocol

[Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c.11](#)

[Municipal Conflict of Interest Act, R.S.O. 1990](#)

[Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990](#)

Committee Handbook





## **Council Compensation Review Committee**

### **TERMS OF REFERENCE**

#### **1. PURPOSE**

The Council Compensation Review Committee (“CCRC”) is an advisory committee of Council for the purposes of reviewing relevant municipal comparators and recommending a compensation package for elected officials that is fair and reasonable to both Council and the citizens of the Town of The Blue Mountains (“Town”). The CCRC will present a report to Council outlining a proposed compensation package as directed by Council

#### **2. MANDATE**

The Mandate of the Town’s (insert Committee name) is to:

1. Assist, in an advisory capacity, Council and staff on matters related to Council compensation
2. Provide advice to Council and staff in developing a compensation package for elected officials which:
  - a) Reflects the nature, responsibilities and accountability associated with these positions including Council participation on committees and boards
  - b) Is reflective of the research and comparators established
  - c) Demonstrates fiscal responsibility
  - d) Attracts strong, qualified candidates to local government

#### **3. COMMUNICATION POLICY & PROTOCOL**

The purpose is to establish guidelines for effective communication practice and tactics to support the activities between the Committee, the public and the media.

##### **Definition**

Communication protocol of the Committee includes social media, interviews, advertisements and other relevant correspondence, etc., and will be conducted by the Committee Chair and/or support staff of participating towns and municipalities, to promote the progress of initiatives and to communicate all/any engagement activities.

To achieve successful communication practices -- a coordinated approach will reflect consistent standards, messaging and branding and will be in collaboration with staff of respective towns and municipalities on all communication regarding what the Committee is doing.

### **Protocol Objectives**

The Committee will have a profile in the community and as a result, members may be engaged in activities that put them in direct contact with citizens and various organizations. The primary responsibility for communication of information is held by the Committee Chair.

All Committee members are expected to know and abide by relevant conduct policies and applicable legislation. In addition, the following guidelines should be understood by advisory Committee members:

- Only the Committee Chair can speak on behalf of the Committee.
- Committee members shall not direct any messaging without approval of the Chair.
- The Committee Chair plays an important role in ensuring that a functional relationship with high integrity exists within the Committee, and with Council, the public and staff of participating towns and municipalities. Conflict can be a constructive part of the group decision-making process. When conflict becomes ongoing, inappropriate, unconstructive, or offensive, the Chair may need to intervene with an appropriate dispute resolution mechanism.

### **Policy Directives**

- Communications produced from the Committee cannot be contradictory to the policies and by-laws of participating towns and municipalities or respective Councils.
- Any communication of a policy nature shall be recommended to Councils for their ratification.
- If a staff liaison is uncomfortable with a proposed communication from the Committee, the staff member should direct it to the Department Head for guidance.

## **4. ACCOUNTABILITY**

Updates to Council will be provided through the approved minutes with any recommendations requiring Council consideration clearly identified. Approved minutes will be provided to Council through a Committee Report at Committee of the Whole. Matters that are time sensitive may be taken directly to Council with consultation between the Chair and the Chief Administrative Officer.

## 5. MEMBERSHIP / VOTING

The CCRC will be comprised of up to two (2) members of the public who are appointed by Council for a term that runs concurrently with the first nine (9) months following the election of a new Council. The CCRC will also reconvene within the final eighteen months of the term to review the implementation of final Council Compensation recommendations approved by Council. The CCRC shall be reestablished by Council at a minimum of every two years and/or at the request of Council or the Chief Administrative Officer to continue its mandate. Composition is noted below:

### Voting Members

- 2 members of the public at large

Openings for the membership shall be publicly advertised as appointment opportunities arise. Individuals that may be identified as prime candidates can be notified of the opportunity by the Committee. Committee members and applicants must be residents or property owners of the Town of The Blue Mountains.

The Mayor shall not sit as ex-officio on the Council Compensation Review Committee, but shall sit as Chair of the Committee in a non-voting capacity.

### Non-voting members (do not count towards quorum)

- Mayor as Chair, or Deputy Mayor as Designate
- Chief Administrative Officer
- Director of Human Resources
- Other staff that may be required for specific subject matters relating to the mandate of the Committee. Attendance of additional staff will be requested by the Committee through the CAO
- Recording Secretary, or Designate
- The attendance of staff is not a requirement to obtain quorum, therefore, a meeting can take place without staff present with the exception of the Recording Secretary
- Staff is required to notify the Chair when they are not able to attend a meeting

### Members will:

1. Have demonstrated expertise in their affiliations
2. Understand the sensitive nature of the material being discussed and maintain confidentiality throughout the process to fulfill the CCRC's mandate
3. Be able to allocate sufficient time to review the agenda, minutes, and any applicable documentation in advance of each regularly scheduled meeting
4. Commit to attending monthly meetings as outlined in the Town's current Procedural By-law
5. Participate as a Team member

6. Members must not be involved in any current or pending litigation with the Town or involved in proceedings before any adjudicative body or tribunal (including the Local Planning Appeal Tribunal) where the Town is a party

## 6. EXCLUSIONS

In accordance with the October 6, 2020 opinion of the Town's Integrity Commissioner, Members shall not provide comments in their capacity as Advisory Committee members with respect to *Planning Act* matters. Members who wish to comment on *Planning Act* matters may do so through the legislated process, as a member of the public where the member has satisfied for him or herself that no conflict of interest exists.

## 7. ROLE OF THE INTEGRITY COMMISSIONER

The Town has secured the services of an Integrity Commissioner in accordance with the *Municipal Act, 2001* "who reports to council and who is responsible for performing in an independent manner the functions assigned by the municipality with respect to any or all of the following:

1. The application of the code of conduct for members of council and the code of conduct for members of local boards.
2. The application of any procedures, rules and policies of the municipality and local boards governing the ethical behaviour of members of council and of local boards.
3. The application of sections 5, 5.1 and 5.2 of the Municipal Conflict of Interest Act to members of council and of local boards.
4. Requests from members of council and of local boards for advice respecting their obligations under the code of conduct applicable to the member.
5. Requests from members of council and of local boards for advice respecting their obligations under a procedure, rule or policy of the municipality or of the local board, as the case may be, governing the ethical behaviour of members.
6. Requests from members of council and of local boards for advice respecting their obligations under the *Municipal Conflict of Interest Act*.
7. The provision of educational information to members of council, members of local boards, the municipality and the public about the municipality's codes of conduct for members of council and members of local boards and about the *Municipal Conflict of Interest Act, 2017, c. 10, Sched. 1, s. 19 (1).*"

It is not the role of staff to provide advice regarding conflict of interest or procedural matters. Town staff receives direction from Council and staff's involvement in the Committee is limited to providing information to Committees as a whole, and not on an individual basis. Committee of Council members are expected to contact the Integrity Commissioner for advice related to the matters noted above.

## 8. ROLE OF THE COMMITTEE CHAIR

The Committee Chair shall be nominated by Committee members for a term of eighteen months and the final term cannot be chaired by a member of Council.

Each Committee shall also nominate a Vice Chair who shall assume the role of the Chair when he or she is unavailable.

Duties of the Chair include, but are not limited to:

- Facilitate the meeting in accordance with the Town's current Procedural By-law and identify the order of proceedings and speakers
- Encourage active participation by all Advisory Committee members
- Maintain decorum and ensure fairness and accountability
- Ensure attendance of members is maintained in accordance with the Town's current Procedural By-law
- The Chair is responsible for ensuring appropriate behaviour and language is used during all deputations, and public comment periods by both Committee members and members of the public
- Ensure the Committee agendas, Committee requests, and scope of focus reflect the mandate of the Committee
- Set Committee agendas in coordination with the Recording Secretary and review draft Committee minutes prior to circulation to the full Committee
- Liaise with Town staff ~~as requested~~
- The Chair has no authority to make decisions on his/her own and will run a meeting in a fair and efficient manner so the will of the majority prevails after the minority has had a fair chance to present its point of view
- If quorum is not obtained by the deadline indicated, the meeting shall be cancelled by the Chair upon notification of quorum not being met by the Recording Secretary. In the event quorum is obtained by the deadline but the Committee does not have quorum the day of the meeting within fifteen (15) minutes after the hour appointed the meeting shall be cancelled by the Chair. If quorum is lost during the meeting, the Chair shall suspend the meeting without further discussions taking place by Committee members and staff. The Committee shall take a five (5) minute break to allow for quorum to be re-achieved. Should quorum not be achieved after the five (5) minute break, the Chair shall adjourn the meeting.
- When speaking publicly as Chair of the Committee, the Chair shall represent the views of the Committee not personal views, and ensure compliance with the Communications Protocol outlined herein
- Be prepared to meet with Council and/or attend Council and Committee of the Whole meetings upon Council's request

## 9. QUORUM

Quorum for the Committee, per the standards of the *Municipal Act, 2001*, is 2 voting members.

The Mayor is not an ex-officio member of the Committee.

Should the Chair and/or Vice Chair be unable to attend a meeting, or should they both be unavailable for a meeting, quorum shall not be achieved and the meeting cannot proceed.

With respect to virtual meetings and in accordance with the Town's current Procedural By-law:

- Members may participate at Committee meetings electronically, subject to an electronic participation policy, and where infrastructure is available
- During any period where an emergency has been declared to exist in all or part of the municipality under section 4 or 7.0.1 of the *Emergency Management and Civil Protection Act* a Committee member who is participating virtually shall be counted towards quorum and a Committee member can participate electronically in a meeting that is closed to the public

## 10. SUB-COMMITTEES

Requests for sub-committees must be made in writing in advance of a meeting and be contained within the agenda package with a clearly articulated mandate, composition and timeline for Committee consideration.

- Sub-committees shall be ad hoc in nature, with specific, clearly articulated mandates and timelines
- Membership on sub-committees may include additional individuals with specific expertise who are not Council-appointed Committee members
- Members, including any members of the public who are assisting with the sub-committee work, must not be involved in any current or pending litigation with the Town or involved in proceedings before any adjudicative body or tribunal (including the Local Planning Appeal Tribunal) where the Town is a party
- A Chair shall be identified upon the creation of a sub-committee. The Chair of a sub-committee must be a member of the full Committee and will provide clear notice to members that they must follow the protocols and policies identified in the Committee Terms of Reference (i.e. member Code of Conduct), understanding that sub-committees are not required to follow the Town's current Procedural By-law with respect to notice provisions and the holding of meetings
- Upon establishment of a sub-committee, the Mayor shall identify to Council through the consideration of the approved Committee Minutes that a sub-

committee has been created and bring attention to the specified sub-committee mandate and its relevance to the overall Committee mandate

- Sub-committees will not have the support of the Recording Secretary or other Town staff
- Sub-committees will provide a written report on sub-committee matters to the full Committee on an as-needed basis using the sub-committee memorandum template
- Sub-committee memorandums shall be submitted to the Committee Chair and the Recording Secretary for inclusion in the agenda in accordance with the timeline identified in the Call for Agenda Items

## **11. REMUNERATION**

No compensation shall be provided to members of the Committee for their participation.

## **12. MEETING DETAILS, AGENDA, MINUTES & PROCEDURE**

Council Compensation Review Committee will meet for up to nine (9) months following the election of a new Term of Council at a frequency established by the Chair. The Council Compensation Review Committee will meet monthly on the fourth Wednesday of the Month at 2:00 p.m. with some exceptions. Additional meetings of the Council Compensation Review Committee may be called by the Chair.

The Recording Secretary shall send out meeting invites to all Committee members and post notice of the meeting to the Town's website.

The Call for Agenda Items will be circulated with the meeting invitation along with a deadline for quorum to be obtained. Agenda items shall be set by the Committee Chair. Members who wish to include an item on the Agenda shall contact the Chair for consideration. If quorum is not obtained by the deadline indicated, the meeting shall be cancelled by the Chair upon notification of quorum not being met by the Recording Secretary. In the event quorum is obtained by the deadline but the Committee does not have quorum the day of the meeting within fifteen (15) minutes after the hour appointed the meeting shall be cancelled by the Chair.

Meetings may be held in the Council Chambers at the Town Hall, 32 Mill Street Thornbury. If the Council Chambers are not available an appropriate alternative location will be selected.

All meetings are open to the public. Committee meetings are not live streamed, but are videoed and voice recorded where IT infrastructure is available.

Minutes shall be approved by the Committee within thirty (30) business days by email, or by motion at the subsequent Committee meeting. Minutes will be kept by the Recording Secretary who will distribute the minutes to all of Council in accordance with

Town practice. All meetings shall be conducted in accordance with the Town's current Procedural By-law.

The Terms of Reference is a living document and will be reviewed once per term of Council at a minimum and may be revised as required by approval of Council in consultation with the Committee.

### **13. RELATED POLICIES & TRAINING REQUIREMENTS**

POL.COR.07.07 Code of Conduct for Members of Council

POL.COR.17.04 Accessibility Standards for Customer Service

POL.COR.18.04 Protocol Policy for Complaints Related to Council Members and Local Boards

POL.COR.18.08 Workplace Violence & Harassment Policy

POL.COR.18.10 Social Media Policy

POL.COR.19.02 Council Staff Relationship Protocol

[Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c.11](#)

[Municipal Conflict of Interest Act, R.S.O. 1990](#)

[Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990](#)

Committee Handbook





## **Economic Development Advisory Committee**

### **TERMS OF REFERENCE**

#### **1. PURPOSE**

The Economic Development Advisory Committee is an advisory Committee of Council that will make recommendations to Council and provide insight into matters relating to the economic development and economic wellbeing of the Town of The Blue Mountains.

#### **2. MANDATE**

The Mandate of the Town's Economic Development Advisory Committee is to:

1. Assist, in an advisory capacity, Council and staff on matters relating to economic development
2. Provide advice to Council and staff in developing and implementing an economic development strategy
3. Review and/or participate in the development of Town policies, programs and initiatives relating to Economic Development
4. To provide a forum for the exchange of ideas and action plans on programs and initiatives of other Council committees and entities relating to Economic Development
5. Support and develop economic opportunities to encourage sustainability and prosperity within the community
6. Work in partnership with staff and local economic development partners to actively assist in fostering and promoting a positive community image and a healthy business environment for existing and prospective businesses

#### **3. COMMUNICATION POLICY & PROTOCOL**

The purpose is to establish guidelines for effective communication practice and tactics to support the activities between the Committee, the public and the media.

## **Definition**

Communication protocol of the Committee includes social media, interviews, advertisements and other relevant correspondence, etc., and will be conducted by the Committee Chair and/or support staff of participating towns and municipalities, to promote the progress of initiatives and to communicate all/any engagement activities.

To achieve successful communication practices -- a coordinated approach will reflect consistent standards, messaging and branding and will be in collaboration with staff of respective towns and municipalities on all communication regarding what the Committee is doing.

## **Protocol Objectives**

The Committee will have a profile in the community and as a result, members may be engaged in activities that put them in direct contact with citizens and various organizations. The primary responsibility for communication of information is held by the Committee Chair.

All Committee members are expected to know and abide by relevant conduct policies and applicable legislation. In addition, the following guidelines should be understood by advisory Committee members:

- Only the Committee Chair can speak on behalf of the Committee.
- Committee members shall not direct any messaging without approval of the Chair.
- The Committee Chair plays an important role in ensuring that a functional relationship with high integrity exists within the Committee, and with Council, the public and staff of participating towns and municipalities. Conflict can be a constructive part of the group decision-making process. When conflict becomes ongoing, inappropriate, unconstructive, or offensive, the Chair may need to intervene with an appropriate dispute resolution mechanism.

## **Policy Directives**

- Communications produced from the Committee cannot be contradictory to the policies and by-laws of participating towns and municipalities or respective Councils.
- Any communication of a policy nature shall be recommended to Councils for their ratification.
- If a staff liaison is uncomfortable with a proposed communication from the Committee, the staff member should direct it to the Department Head for guidance.

#### 4. ACCOUNTABILITY

Updates to Council will be provided through the approved minutes with any recommendations requiring Council consideration clearly identified. Approved minutes will be provided to Council through a Committee Report at Committee of the Whole. Matters that are time sensitive may be taken directly to Council with consultation between the Chair and the Chief Administrative Officer.

#### 5. MEMBERSHIP / VOTING

The Economic Development Advisory Committee will be comprised of up to 13 voluntary members who are appointed by Council for a term that runs concurrently with Council plus an additional six (6) months post-election. Composition is noted below:

##### **Voting Members**

- 2 members of Council
- 1 member representing the Blue Mountains Agricultural Advisory Committee
- 1 member representing the Blue Mountain Village Association
- 1 member representing the Blue Mountains Chamber of Commerce
- 1 member representing the Clarksburg Business Association
- 1 member representing The Blue Mountains Attainable Housing Corporation
- 1 member representing the Blue Mountains Transportation Committee
- 1 member representing the Blue Mountains Sustainability Committee
- 1 member representing the Georgian Triangle Development Institute
- 1 member representing the South Georgian Bay Tourism
- 1 member representing the Small Business Enterprise Centre
- 1 member representing the Thornbury Business Improvement Area
- Mayor as ex-officio (not counted towards Committee membership or quorum)

Potential Members are brought forward for consideration by their respective committees, boards or coalitions.

##### **Non-voting members (do not count towards quorum)**

- Communications and Economic Development Coordinator
- Manager of Communications and Economic Development
- Other staff that may be required for specific subject matters relating to the mandate of the Committee. Attendance of additional staff will be requested by the Committee through the lead department Director
- Recording Secretary, or Designate
- The attendance of staff is not a requirement to obtain quorum, therefore, a meeting can take place without staff present with the exception of the Recording Secretary
- Staff is required to notify the Chair when they are not able to attend a meeting

**Members will:**

1. Have demonstrated expertise in their affiliation(s)
2. Be able to allocate sufficient time during the day for participation in regularly scheduled meetings
3. Be able to allocate sufficient time to review the agenda, minutes and any applicable documentation in advance of each regularly scheduled meeting
4. Demonstrate a strong interest in and commitment to remaining informed on economic development issues
5. Commit to full participation in regularly scheduled meetings
6. Commit to significant preparation for meetings via agenda review including previous minutes and all documentation
7. Commit to attending monthly meetings as outlined in the Town's current Procedural By-law
8. Members must not be involved in any current or pending litigation with the Town or involved in proceedings before any adjudicative body or tribunal (including the Local Planning Appeal Tribunal) where the Town is a party

**6. EXCLUSIONS**

In accordance with the October 6, 2020 opinion of the Town's Integrity Commissioner, Members shall not provide comments in their capacity as Advisory Committee members with respect to *Planning Act* matters. Members who wish to comment on *Planning Act* matters may do so through the legislated process, as a member of the public where the member has satisfied for him or herself that no conflict of interest exists.

**7. ROLE OF THE INTEGRITY COMMISSIONER**

The Town has secured the services of an Integrity Commissioner in accordance with the *Municipal Act, 2001* "who reports to council and who is responsible for performing in an independent manner the functions assigned by the municipality with respect to any or all of the following:

1. The application of the code of conduct for members of council and the code of conduct for members of local boards.
2. The application of any procedures, rules and policies of the municipality and local boards governing the ethical behaviour of members of council and of local boards.
3. The application of sections 5, 5.1 and 5.2 of the Municipal Conflict of Interest Act to members of council and of local boards.
4. Requests from members of council and of local boards for advice respecting their obligations under the code of conduct applicable to the member.
5. Requests from members of council and of local boards for advice respecting their obligations under a procedure, rule or policy of the municipality or of the local board, as the case may be, governing the ethical behaviour of members.

6. Requests from members of council and of local boards for advice respecting their obligations under the *Municipal Conflict of Interest Act*.
7. The provision of educational information to members of council, members of local boards, the municipality and the public about the municipality's codes of conduct for members of council and members of local boards and about the *Municipal Conflict of Interest Act*. 2017, c. 10, Sched. 1, s. 19 (1)."

It is not the role of staff to provide advice regarding conflict of interest or procedural matters. Town staff receives direction from Council and staff's involvement in the Committee is limited to providing information to Committees as a whole, and not on an individual basis. Committee of Council members are expected to contact the Integrity Commissioner for advice related to the matters noted above.

## **8. ROLE OF THE COMMITTEE CHAIR**

The Committee Chair shall be nominated by Committee members for a term of eighteen months and the final term cannot be chaired by a member of Council.

Each Committee shall also nominate a Vice Chair who shall assume the role of the Chair when he or she is unavailable.

Duties of the Chair include, but are not limited to:

- Facilitate the meeting in accordance with the Town's current Procedural By-law and identify the order of proceedings and speakers
- Encourage active participation by all Advisory Committee members
- Maintain decorum and ensure fairness and accountability
- Ensure attendance of members is maintained in accordance with the Town's current Procedural By-law
- The Chair is responsible for ensuring appropriate behaviour and language is used during all deputations, and public comment periods by both Committee members and members of the public
- Ensure the Committee agendas, Committee requests, and scope of focus reflect the mandate of the Committee
- Set Committee agendas in coordination with the Recording Secretary and review draft Committee minutes prior to circulation to the full Committee
- Liaise with Town staff
- The Chair has no authority to make decisions on his/her own and will run a meeting in a fair and efficient manner so the will of the majority prevails after the minority has had a fair chance to present its point of view
- If quorum is not obtained by the deadline indicated, the meeting shall be cancelled by the Chair upon notification of quorum not being met by the Recording Secretary. In the event quorum is obtained by the deadline but the Committee does not have quorum the day of the meeting within fifteen (15) minutes after the hour appointed the meeting shall be cancelled by the Chair. If

quorum is lost during the meeting, the Chair shall suspend the meeting without further discussions taking place by Committee members and staff. The Committee shall take a five (5) minute break to allow for quorum to be re-achieved. Should quorum not be achieved after the five (5) minute break, the Chair shall adjourn the meeting.

- When speaking publicly as Chair of the Committee, the Chair shall represent the views of the Committee not personal views, and ensure compliance with the Communications Protocol outlined herein
- Be prepared to meet with Council and/or attend Council and Committee of the Whole meetings upon Council's request

## 9. QUORUM

Quorum for the Committee, per the standards of the *Municipal Act, 2001*, is 7 voting members, which must include at least one (1) Council representative, regardless of the total number of members in attendance.

Should the Chair and/or Vice Chair be unable to attend a meeting, or should they both be unavailable for a meeting, quorum shall not be achieved and the meeting cannot proceed.

The Council representative appointed to the Committee counts towards quorum. The Mayor is an ex-officio member of the committee and does not count towards quorum but does have the right to vote and make motions.

With respect to virtual meetings and in accordance with the Town's current Procedural By-law:

- Members may participate at Committee meetings electronically, subject to an electronic participation policy, and where infrastructure is available
- During any period where an emergency has been declared to exist in all or part of the municipality under section 4 or 7.0.1 of the *Emergency Management and Civil Protection Act* a Committee member who is participating virtually shall be counted towards quorum and a Committee member can participate electronically in a meeting that is closed to the public

## 10. SUB-COMMITTEES

Requests for sub-committees must be made in writing in advance of a meeting and be contained within the agenda package with a clearly articulated mandate, composition and timeline for Committee consideration.

- Sub-committees shall be ad hoc in nature, with specific, clearly articulated mandates and timelines
- Membership on sub-committees may include additional individuals with specific

expertise who are not Council-appointed Committee members

- Sub-committees must include a member of Council in their composition and shall be composed such that a quorum of the membership is not met (maximum sub-committee membership of quorum minus 1)
- Members, including any members of the public who are assisting with the sub-committee work, must not be involved in any current or pending litigation with the Town or involved in proceedings before any adjudicative body or tribunal (including the Local Planning Appeal Tribunal) where the Town is a party
- A Chair shall be identified upon the creation of a sub-committee. The Chair of a sub-committee must be a member of the full Committee and will provide clear notice to members that they must follow the protocols and policies identified in the Committee Terms of Reference (i.e. member Code of Conduct), understanding that sub-committees are not required to follow the Town's current Procedural By-law with respect to notice provisions and the holding of meetings
- Upon establishment of a sub-committee, the Council member representative shall identify to Council through the consideration of the approved Committee Minutes that a sub-committee has been created and bring attention to the specified sub-committee mandate and its relevance to the overall Committee mandate
- Sub-committees will not have the support of the Recording Secretary or other Town staff
- Sub-committees will provide a written report on sub-committee matters to the full Committee on an as-needed basis using the sub-committee memorandum template
- Sub-committee memorandums shall be submitted to the Committee Chair and the Recording Secretary for inclusion in the agenda in accordance with the timeline identified in the Call for Agenda Items

## **11. REMUNERATION**

No compensation shall be provided to members of the Committee for their participation.

## **12. MEETING DETAILS, AGENDA, MINUTES & PROCEDURE**

The Committee will meet monthly on the second Monday of the Month at 9:00 a.m. with some exceptions. Additional meetings of the Committee may be called by the Chair.

The Recording Secretary shall send out meeting invites to all Committee members and post notice of the meeting to the Town's website.

The Call for Agenda Items will be circulated with the meeting invitation along with a deadline for quorum to be obtained. Agenda items shall be set by the Committee Chair.

Members who wish to include an item on the Agenda shall contact the Chair for consideration. If quorum is not obtained by the deadline indicated, the meeting shall be cancelled by the Chair upon notification of quorum not being met by the Recording Secretary. In the event quorum is obtained by the deadline but the Committee does not have quorum the day of the meeting within fifteen (15) minutes after the hour appointed the meeting shall be cancelled by the Chair.

Meetings may be held in the Council Chambers at the Town Hall, 32 Mill Street Thornbury. If the Council Chambers are not available an appropriate alternative location will be selected.

All meetings are open to the public. Committee meetings are not live streamed, but are videoed and voice recorded where IT infrastructure is available.

Minutes shall be approved by the Committee within thirty (30) business days by email, or by motion at the subsequent Committee meeting. Minutes will be kept by the Recording Secretary who will distribute the minutes to all of Council in accordance with Town practice. All meetings shall be conducted in accordance with the Town's current Procedural By-law.

The Terms of Reference is a living document and will be reviewed once per term of Council at a minimum and may be revised as required by approval of Council in consultation with the Committee.

### **13. RELATED POLICIES & TRAINING REQUIREMENTS**

POL.COR.07.07 Code of Conduct for Members of Council

POL.COR.17.04 Accessibility Standards for Customer Service

POL.COR.18.04 Protocol Policy for Complaints Related to Council Members and Local Boards

POL.COR.18.08 Workplace Violence & Harassment Policy

POL.COR.18.10 Social Media Policy

POL.COR.19.02 Council Staff Relationship Protocol

[Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c.11](#)

[Municipal Conflict of Interest Act, R.S.O. 1990](#)

[Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990](#)

Committee Handbook





## **Grants and Donations Committee**

### **TERMS OF REFERENCE**

#### **1. PURPOSE**

The Grants and Donations Committee is an advisory Committee of Council responsible for raising funds to support the Grants and Donations program and for receiving, reviewing and approving grants and donations applications based on the grant criteria and application process approved by Council.

#### **2. MANDATE**

The Mandate of the Town's Grants and Donations Committee is to:

1. Design and implement fundraising activities that will raise funds to support the Grants and Donations program
2. Take an active role in the organizational logistics, event/activity preparation, assisting in actual day of operations of events and fundraising activities
3. Administer, receive, review and approve the annual grants and donations applications
4. Provide advice to Council and seek approval for the guidelines, criteria and application process, and
5. Provide a report to Council on the financial position and the status of all grants and donations

#### **3. COMMUNICATION POLICY & PROTOCOL**

The purpose is to establish guidelines for effective communication practice and tactics to support the activities between the Committee, the public and the media.

##### **Definition**

Communication protocol of the Committee includes social media, interviews, advertisements and other relevant correspondence, etc., and will be conducted by the Committee Chair and/or support staff of participating towns and municipalities, to promote the progress of initiatives and to communicate all/any engagement activities.

To achieve successful communication practices -- a coordinated approach will reflect consistent standards, messaging and branding and will be in collaboration with staff of respective towns and municipalities on all communication regarding what the Committee is doing.

### **Protocol Objectives**

The Committee will have a profile in the community and as a result, members may be engaged in activities that put them in direct contact with citizens and various organizations. The primary responsibility for communication of information is held by the Committee Chair.

All Committee members are expected to know and abide by relevant conduct policies and applicable legislation. In addition, the following guidelines should be understood by advisory Committee members:

- Only the Committee Chair can speak on behalf of the Committee.
- Committee members shall not direct any messaging without approval of the Chair.
- The Committee Chair plays an important role in ensuring that a functional relationship with high integrity exists within the Committee, and with Council, the public and staff of participating towns and municipalities. Conflict can be a constructive part of the group decision-making process. When conflict becomes ongoing, inappropriate, unconstructive, or offensive, the Chair may need to intervene with an appropriate dispute resolution mechanism.

### **Policy Directives**

- Communications produced from the Committee cannot be contradictory to the policies and by-laws of participating towns and municipalities or respective Councils.
- Any communication of a policy nature shall be recommended to Councils for their ratification.
- If a staff liaison is uncomfortable with a proposed communication from the Committee, the staff member should direct it to the Department Head for guidance.

## **4. ACCOUNTABILITY**

Updates to Council will be provided through the approved minutes with any recommendations requiring Council consideration clearly identified. Approved minutes will be provided to Council through a Committee Report at Committee of the Whole. Matters that are time sensitive may be taken directly to Council with consultation between the Chair and the Chief Administrative Officer.

## 5. MEMBERSHIP / VOTING

The Grants and Donations Committee will be comprised of up to 7 voluntary members who are appointed by Council for a term that runs concurrently with Council plus an additional six (6) months post-election. Composition is noted below:

### Voting Members

- 2 members of Council
- 5 members of the public at large
- Mayor as ex-officio (not counted towards Committee membership or quorum)

Openings for the membership shall be publicly advertised as appointment opportunities arise. Individuals that may be identified as prime candidates can be notified of the opportunity by the Committee. Committee members and applicants must be residents or property owners of the Town of The Blue Mountains.

### Non-voting members (do not count towards quorum)

- Director of Finance and IT Services
- Administrative Assistant, Finance and IT Services
- Other staff that may be required for specific subject matters relating to the mandate of the Committee. Attendance of additional staff will be requested by the Committee through the lead department Director
- Recording Secretary, or Designate
- The attendance of staff is not a requirement to obtain quorum, therefore, a meeting can take place without staff present with the exception of the Recording Secretary
- Staff is required to notify the Chair when they are not able to attend a meeting

### Members will:

1. Have demonstrated expertise in fundraising
2. Have demonstrated experience in leading and or assisting with events and fundraising activities including taking part in the day of activities of a fundraising event or activity
3. Demonstrate a strong interest in and commitment to remaining informed on community issues and in particular community grants and donations
4. Be able to allocate sufficient time during the day for participation in regularly scheduled meetings
5. Commit to attending monthly meetings as outlined in the Town's current Procedural By-law
6. Be able to allocate sufficient time to review the agenda, minutes and applicable documentation in advance of each regularly scheduled meeting
7. Participate as a team member

8. Commit to attending monthly meetings as outlined in the Town's current Procedural By-law
9. Members must not be involved in any current or pending litigation with the Town or involved in proceedings before any adjudicative body or tribunal (including the Local Planning Appeal Tribunal) where the Town is a party

## 6. EXCLUSIONS

In accordance with the October 6, 2020 opinion of the Town's Integrity Commissioner, Members shall not provide comments in their capacity as Advisory Committee members with respect to *Planning Act* matters. Members who wish to comment on *Planning Act* matters may do so through the legislated process, as a member of the public where the member has satisfied for him or herself that no conflict of interest exists.

## 7. ROLE OF THE INTEGRITY COMMISSIONER

The Town has secured the services of an Integrity Commissioner in accordance with the *Municipal Act, 2001* "who reports to council and who is responsible for performing in an independent manner the functions assigned by the municipality with respect to any or all of the following:

1. The application of the code of conduct for members of council and the code of conduct for members of local boards.
2. The application of any procedures, rules and policies of the municipality and local boards governing the ethical behaviour of members of council and of local boards.
3. The application of sections 5, 5.1 and 5.2 of the Municipal Conflict of Interest Act to members of council and of local boards.
4. Requests from members of council and of local boards for advice respecting their obligations under the code of conduct applicable to the member.
5. Requests from members of council and of local boards for advice respecting their obligations under a procedure, rule or policy of the municipality or of the local board, as the case may be, governing the ethical behaviour of members.
6. Requests from members of council and of local boards for advice respecting their obligations under the *Municipal Conflict of Interest Act*.
7. The provision of educational information to members of council, members of local boards, the municipality and the public about the municipality's codes of conduct for members of council and members of local boards and about the *Municipal Conflict of Interest Act, 2017, c. 10, Sched. 1, s. 19 (1).*"

It is not the role of staff to provide advice regarding conflict of interest or procedural matters. Town staff receives direction from Council and staff's involvement in the Committee is limited to providing information to Committees as a whole, and not on an individual basis. Committee of Council members are expected to contact the Integrity Commissioner for advice related to the matters noted above.

## 8. ROLE OF THE COMMITTEE CHAIR

The Committee Chair shall be nominated by Committee members for a term of eighteen months and the final term cannot be chaired by a member of Council.

Each Committee shall also nominate a Vice Chair who shall assume the role of the Chair when he or she is unavailable.

Duties of the Chair include, but are not limited to:

- Facilitate the meeting in accordance with the Town's current Procedural By-law and identify the order of proceedings and speakers
- Encourage active participation by all Advisory Committee members
- Maintain decorum and ensure fairness and accountability
- Ensure attendance of members is maintained in accordance with the Town's current Procedural By-law
- The Chair is responsible for ensuring appropriate behaviour and language is used during all deputations, and public comment periods by both Committee members and members of the public
- Ensure the Committee agendas, Committee requests, and scope of focus reflect the mandate of the Committee
- Set Committee agendas in coordination with the Recording Secretary and review draft Committee minutes prior to circulation to the full Committee
- Liaise with Town staff ~~as requested~~
- The Chair has no authority to make decisions on his/her own and will run a meeting in a fair and efficient manner so the will of the majority prevails after the minority has had a fair chance to present its point of view
- If quorum is not obtained by the deadline indicated, the meeting shall be cancelled by the Chair upon notification of quorum not being met by the Recording Secretary. In the event quorum is obtained by the deadline but the Committee does not have quorum the day of the meeting within fifteen (15) minutes after the hour appointed the meeting shall be cancelled by the Chair. If quorum is lost during the meeting, the Chair shall suspend the meeting without further discussions taking place by Committee members and staff. The Committee shall take a five (5) minute break to allow for quorum to be re-achieved. Should quorum not be achieved after the five (5) minute break, the Chair shall adjourn the meeting.
- When speaking publicly as Chair of the Committee, the Chair shall represent the views of the Committee not personal views, and ensure compliance with the Communications Protocol outlined herein
- Be prepared to meet with Council and/or attend Council and Committee of the Whole meetings upon Council's request

## 9. QUORUM

Quorum for the Committee, per the standards of the *Municipal Act, 2001*, is 4 voting members, which must include at least one (1) Council representative, regardless of the total number of members in attendance.

Should the Chair and/or Vice Chair be unable to attend a meeting, or should they both be unavailable for a meeting, quorum shall not be achieved and the meeting cannot proceed.

The Council representative appointed to the Committee counts towards quorum. The Mayor is an ex-officio member of the committee and does not count towards quorum but does have the right to vote and make motions.

With respect to virtual meetings and in accordance with the Town's current Procedural By-law:

- Members may participate at Committee meetings electronically, subject to an electronic participation policy, and where infrastructure is available
- During any period where an emergency has been declared to exist in all or part of the municipality under section 4 or 7.0.1 of the *Emergency Management and Civil Protection Act* a Committee member who is participating virtually shall be counted towards quorum and a Committee member can participate electronically in a meeting that is closed to the public

## 10. SUB-COMMITTEES

Requests for sub-committees must be made in writing in advance of a meeting and be contained within the agenda package with a clearly articulated mandate, composition and timeline for Committee consideration.

- Sub-committees shall be ad hoc in nature, with specific, clearly articulated mandates and timelines
- Membership on sub-committees may include additional individuals with specific expertise who are not Council-appointed Committee members
- Sub-committees must include a member of Council in their composition and shall be composed such that a quorum of the membership is not met (maximum sub-committee membership of quorum minus 1)
- Members, including any members of the public who are assisting with the sub-committee work, must not be involved in any current or pending litigation with the Town or involved in proceedings before any adjudicative body or tribunal (including the Local Planning Appeal Tribunal) where the Town is a party
- A Chair shall be identified upon the creation of a sub-committee. The Chair of a sub-committee must be a member of the full Committee and will provide clear notice to members that they must follow the protocols and policies identified in

the Committee Terms of Reference (i.e. member Code of Conduct), understanding that sub-committees are not required to follow the Town's current Procedural By-law with respect to notice provisions and the holding of meetings

- Upon establishment of a sub-committee, the Council member representative shall identify to Council through the consideration of the approved Committee Minutes that a sub-committee has been created and bring attention to the specified sub-committee mandate and its relevance to the overall Committee mandate
- Sub-committees will not have the support of the Recording Secretary or other Town staff
- Sub-committees will provide a written report on sub-committee matters to the full Committee on an as-needed basis using the sub-committee memorandum template
- Sub-committee memorandums shall be submitted to the Committee Chair and the Recording Secretary for inclusion in the agenda in accordance with the timeline identified in the Call for Agenda Items

## **11. REMUNERATION**

No compensation shall be provided to members of the Committee for their participation.

## **12. MEETING DETAILS, AGENDA, MINUTES & PROCEDURE**

The Committee will meet monthly on the first Friday of the Month at 1:00 p.m. with some exceptions. Additional meetings of the Committee may be called by the Chair.

The Recording Secretary shall send out meeting invites to all Committee members and post notice of the meeting to the Town's website.

The Call for Agenda Items will be circulated with the meeting invitation along with a deadline for quorum to be obtained. Agenda items shall be set by the Committee Chair. Members who wish to include an item on the Agenda shall contact the Chair for consideration. If quorum is not obtained by the deadline indicated, the meeting shall be cancelled by the Chair upon notification of quorum not being met by the Recording Secretary. In the event quorum is obtained by the deadline but the Committee does not have quorum the day of the meeting within fifteen (15) minutes after the hour appointed the meeting shall be cancelled by the Chair.

Meetings may be held in the Council Chambers at the Town Hall, 32 Mill Street Thornbury. If the Council Chambers are not available an appropriate alternative location will be selected.

All meetings are open to the public. Committee meetings are not live streamed, but are videoed and voice recorded where IT infrastructure is available.

Minutes shall be approved by the Committee within thirty (30) business days by email, or by motion at the subsequent Committee meeting. Minutes will be kept by the Recording Secretary who will distribute the minutes to all of Council in accordance with Town practice. All meetings shall be conducted in accordance with the Town's current Procedural By-law.

The Terms of Reference is a living document and will be reviewed once per term of Council at a minimum and may be revised as required by approval of Council in consultation with the Committee.

### **13. RELATED POLICIES & TRAINING REQUIREMENTS**

POL.COR.07.07 Code of Conduct for Members of Council

POL.COR.17.04 Accessibility Standards for Customer Service

POL.COR.18.04 Protocol Policy for Complaints Related to Council Members and Local Boards

POL.COR.18.08 Workplace Violence & Harassment Policy

POL.COR.18.10 Social Media Policy

POL.COR.19.02 Council Staff Relationship Protocol

[Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c.11](#)

[Municipal Conflict of Interest Act, R.S.O. 1990](#)

[Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990](#)

Committee Handbook





## **Joint Municipal Physician Recruitment and Retention Committee**

### **TERMS OF REFERENCE**

#### **1. PURPOSE**

The Town of The Blue Mountains (“Town”) Joint Municipal Physician Recruitment and Retention Committee (“Committee”) is an advisory committee of the councils of participating towns or municipalities for matters related to the development, implementation and progress monitoring of a sustainable solution for the recruitment and retention of Primary Care Physicians (“Physicians”) for the Committee membership catchment population.

#### **2. MANDATE**

The Mandate of the Joint Municipal Physician Recruitment and Retention Committee is to:

1. Undertake strategic planning, program development, implementation and evaluation of initiatives for the recruitment and retention of new and existing Physicians, medical student locums and/or resident physicians within the area served by the Committee membership catchment population by support of Councils of participating towns or municipalities
2. Extend an invitation to all neighbouring towns or municipalities to become members of the Joint Municipal Physician Recruitment and Retention Committee
3. Educate the Council, community and stakeholders of participating towns or municipalities with regard to the Mandate of the Committee
4. Connect with stakeholders who may assist in recruitment and retention of physicians, i.e., Medical Schools and their respective Post Graduate programs, local health care providers, surrounding acute care hospitals, Rural Ontario Medical Program (ROMP), the new Ontario Health Teams (LHIN replacements), local Chambers of Commerce and other applicable stakeholders
5. Actively work with the local medical community, health care providers and ROMP in developing, supporting and sustaining a physician mentoring/training program

6. Connect with community stakeholders that may be able to provide in-kind support
7. Make recommendations by April 15, 2021 whether the services of a Physician Recruiter be retained to aid the Committee in meeting its specified mandate:
  - a. Establish the set of skills and competencies required and costs associated with delivering the Physician recruitment and retention strategy
  - b. The Physician Recruiter shall be governed and managed by the terms and conditions of a separate agreement with the participating towns or municipalities
8. Recommend to Councils of participating towns or municipalities, on an annual basis, an operational budget that will also contemplate a long-term strategy for funding recruitment efforts
9. Recognize that this mandate cannot be undertaken in isolation of other health care professionals given the interprofessional nature of current and, more importantly, future primary health care delivery models that Physicians are educated to practice within

### **3. COMMUNICATION POLICY & PROTOCOL**

The purpose is to establish guidelines for effective communication practice and tactics to support the activities between the Committee, the public and the media.

#### **Definition**

Communication protocol of the Committee includes social media, interviews, advertisements and other relevant correspondence, etc., and will be conducted by the Committee Chair and/or support staff of participating towns and municipalities, to promote the progress of initiatives and to communicate all/any engagement activities.

To achieve successful communication practices -- a coordinated approach will reflect consistent standards, messaging and branding and will be in collaboration with staff of respective towns and municipalities on all communication regarding what the Committee is doing.

#### **Protocol Objectives**

The Committee will have a profile in the community and as a result, members may be engaged in activities that put them in direct contact with citizens and various organizations. The primary responsibility for communication of information is held by the Committee Chair.

All Committee members are expected to know and abide by relevant conduct policies and applicable legislation. In addition, the following guidelines should be understood by advisory Committee members:

- Only the Committee Chair can speak on behalf of the Committee.

- Committee members shall not direct any messaging without approval of the Chair.
- The Committee Chair plays an important role in ensuring that a functional relationship with high integrity exists within the Committee, and with Council, the public and staff of participating towns and municipalities. Conflict can be a constructive part of the group decision-making process. When conflict becomes ongoing, inappropriate, unconstructive, or offensive, the Chair may need to intervene with an appropriate dispute resolution mechanism.

### **Policy Directives**

- Communications produced from the Committee cannot be contradictory to the policies and by-laws of participating towns and municipalities or respective Councils.
- Any communication of a policy nature shall be recommended to Councils for their ratification.
- If a staff liaison is uncomfortable with a proposed communication from the Committee, the staff member should direct it to the Department Head for guidance.

## **4. ACCOUNTABILITY**

Updates to Council will be provided through the approved minutes with any recommendations requiring Council consideration clearly identified. Approved minutes will be provided to Council through a Committee Report at Committee of the Whole. Matters that are time sensitive may be taken directly to Council with consultation between the Chair and the Chief Administrative Officer.

## **5. MEMBERSHIP / VOTING**

The Committee will be defined by the number of participating towns or municipalities. Councils of each participating town or municipality will appoint up to two (2) members for a term that runs concurrent with its respective Council plus an additional six (6) months post-election. Composition from each participating town or municipality is noted below:

### **Voting Members**

- One (1) Council member and one (1) alternate, representing one (1) vote
- Up to One (1) community member, representing one (1) vote
- Mayors of participating towns or municipalities in an ex-officio capacity, if the appointed Council member representative or alternate is not in attendance

Annually the Committee shall, from amongst its members, choose a Committee Chair and Vice Chair. The Vice Chair will become the Chair for the following year and a new Vice Chair will be chosen and affirmed. A member may only hold the position of Chair or

Vice Chair for 1 term of Council. The current Chair would remain in place until November 2022.

Openings for community membership shall be publicly advertised as appointment opportunities arise and is the responsibility of the respective municipality. Individuals that may be identified as prime candidates can be notified of the opportunity by the Committee. Members of the community who are residents or property owners of their respective municipalities are invited to apply.

**Non-voting members (do not count towards quorum)**

- Chief Administrative Officers of each participating towns or municipalities or their designate
- Where an individual(s) who is a practicing or retired physician has provided background information to the Committee that has been determined to be value-added and professional-based, the Committee Chair shall provide notice to Council through the approved minutes that the individual(s) has confirmed their willingness to participate in an advisory role as a non-voting member(s) of the Committee
- Other staff that may be required for specific subject matters relating to the mandate of the Committee. Attendance of additional staff will be requested by the Committee through the lead department Director
- Recording Secretary, or Designate
- The attendance of staff is not a requirement to obtain quorum, therefore, a meeting can take place without staff present with the exception of the Recording Secretary
- Staff is required to notify the Chair when they are not able to attend a meeting

**Members will:**

1. Have demonstrated interest and/or expertise in healthcare;
2. Be able to allocate sufficient time for participation in regularly scheduled meetings;
3. Be able to allocate sufficient time to review the agenda, minutes and any applicable documentation in advance of each regularly scheduled meeting;
4. Demonstrate a strong interest in and commitment to remaining informed on current and emerging health trends that impact the recruitment and retention of primary care physicians;
5. Participate as a team member;
6. Be capable of an ambassador role;
7. Members must not be involved in any current or pending litigation with the Town or involved in proceedings before any adjudicative body or tribunal (including the Local Planning Appeal Tribunal) where the Town is a party

## 6. EXCLUSIONS

In accordance with the October 6, 2020 opinion of the Town's Integrity Commissioner, Members shall not provide comments in their capacity as Advisory Committee members with respect to *Planning Act* matters. Members who wish to comment on *Planning Act* matters may do so through the legislated process, as a member of the public where the member has satisfied for him or herself that no conflict of interest exists.

## 7. ROLE OF THE INTEGRITY COMMISSIONER

The Town has secured the services of an Integrity Commissioner in accordance with the *Municipal Act, 2001* "who reports to council and who is responsible for performing in an independent manner the functions assigned by the municipality with respect to any or all of the following:

1. The application of the code of conduct for members of council and the code of conduct for members of local boards.
2. The application of any procedures, rules and policies of the municipality and local boards governing the ethical behaviour of members of council and of local boards.
3. The application of sections 5, 5.1 and 5.2 of the Municipal Conflict of Interest Act to members of council and of local boards.
4. Requests from members of council and of local boards for advice respecting their obligations under the code of conduct applicable to the member.
5. Requests from members of council and of local boards for advice respecting their obligations under a procedure, rule or policy of the municipality or of the local board, as the case may be, governing the ethical behaviour of members.
6. Requests from members of council and of local boards for advice respecting their obligations under the *Municipal Conflict of Interest Act*.
7. The provision of educational information to members of council, members of local boards, the municipality and the public about the municipality's codes of conduct for members of council and members of local boards and about the *Municipal Conflict of Interest Act, 2017, c. 10, Sched. 1, s. 19 (1).*"

It is not the role of staff to provide advice regarding conflict of interest or procedural matters. Town staff receives direction from Council and staff's involvement in the Committee is limited to providing information to Committees as a whole, and not on an individual basis. Committee of Council members are expected to contact the Integrity Commissioner for advice related to the matters noted above.

## 8. ROLE OF THE COMMITTEE CHAIR

The Committee Chair shall be nominated by Committee members after the 2018 to 2022 Term of Council. The Committee shall also nominate a Vice Chair annually who shall assume the role of the Chair when he or she is unavailable. Following the term of the Vice Chair, he or she shall assume the role of the Chair for the following year.

Duties of the Chair include, but are not limited to:

- Facilitate the meeting in accordance with the Town's current Procedural By-law and identify the order of proceedings and speakers
- Encourage active participation by all Advisory Committee members
- Maintain decorum and ensure fairness and accountability
- Ensure attendance of members is maintained in accordance with the Town's current Procedural By-law
- The Chair is responsible for ensuring appropriate behaviour and language is used during all deputations, and public comment periods by both Committee members and members of the public
- Ensure the Committee agendas, Committee requests, and scope of focus reflect the mandate of the Committee
- Set Committee agendas in coordination with the Recording Secretary and review draft Committee minutes prior to circulation to the full Committee
- Liaise with Town staff
- The Chair has no authority to make decisions on his/her own and will run a meeting in a fair and efficient manner so the will of the majority prevails after the minority has had a fair chance to present its point of view
- If quorum is not obtained by the deadline indicated, the meeting shall be cancelled by the Chair upon notification of quorum not being met by the Recording Secretary. In the event quorum is obtained by the deadline but the Committee does not have quorum the day of the meeting within fifteen (15) minutes after the hour appointed the meeting shall be cancelled by the Chair. If quorum is lost during the meeting, the Chair shall suspend the meeting without further discussions taking place by Committee members and staff. The Committee shall take a five (5) minute break to allow for quorum to be re-achieved. Should quorum not be achieved after the five (5) minute break, the Chair shall adjourn the meeting.
- When speaking publicly as Chair of the Committee, the Chair shall represent the views of the Committee not personal views, and ensure compliance with the Communications Protocol outlined herein
- Be prepared to meet with Council and/or attend Council and Committee of the Whole meetings upon Council's request

## 9. QUORUM

Quorum for the Committee, per the standards of the *Municipal Act, 2001*, is 50% plus one (1) of the membership, which must include the Council member from each participating town or municipality, and at least one (1) community member regardless of the number of members in attendance.

The Council representative appointed to the Committee counts towards quorum. The Mayor is an ex-officio member of the committee and does not count towards quorum but does have the right to vote and make motions.

With respect to virtual meetings and in accordance with the Town's current Procedural By-law:

- Members may participate at Committee meetings electronically, subject to an electronic participation policy, and where infrastructure is available
- During any period where an emergency has been declared to exist in all or part of the municipality under section 4 or 7.0.1 of the *Emergency Management and Civil Protection Act* a Committee member who is participating virtually shall be counted towards quorum and a Committee member can participate electronically in a meeting that is closed to the public

## 10. SUB-COMMITTEES

Requests for sub-committees must be made in writing in advance of a meeting and be contained within the agenda package with a clearly articulated mandate, composition and timeline for Committee consideration.

- Sub-committees shall be ad hoc in nature, with specific, clearly articulated mandates and timelines
- Membership on sub-committees may include additional individuals with specific expertise who are not Council-appointed Committee members
- Sub-committees must include a member of Council in their composition and shall be composed such that a quorum of the membership is not met (maximum sub-committee membership of quorum minus 1)
- Members, including any members of the public who are assisting with the sub-committee work, must not be involved in any current or pending litigation with the Town or involved in proceedings before any adjudicative body or tribunal (including the Local Planning Appeal Tribunal) where the Town is a party
- A Chair shall be identified upon the creation of a sub-committee. The Chair of a sub-committee must be a member of the full Committee and will provide clear notice to members that they must follow the protocols and policies identified in the Committee Terms of Reference (i.e. member Code of Conduct), understanding that sub-committees are not required to follow the Town's current Procedural By-law with respect to notice provisions and the holding of meetings
- Upon establishment of a sub-committee, the Council member representative shall identify to Council through the consideration of the approved Committee Minutes that a sub-committee has been created and bring attention to the specified sub-committee mandate and its relevance to the overall Committee mandate

- Sub-committees will not have the support of the Recording Secretary or other Town staff
- Sub-committees will provide a written report on sub-committee matters to the full Committee on an as-needed basis using the sub-committee memorandum template
- Sub-committee memorandums shall be submitted to the Committee Chair and the Recording Secretary for inclusion in the agenda in accordance with the timeline identified in the Call for Agenda Items

## **11. REMUNERATION**

No compensation shall be provided to members of the Committee for their participation.

## **12. MEETING DETAILS, AGENDA, MINUTES & PROCEDURE**

The Committee will meet monthly on the third Thursday of the Month at 10:00 a.m. with some exceptions. Additional meetings of the Committee may be called by the Chair.

The Recording Secretary shall send out meeting invites to all Committee members and post notice of the meeting to the Town's website.

The Call for Agenda Items will be circulated with the meeting invitation along with a deadline for quorum to be obtained. Agenda items shall be set by the Committee Chair. Members who wish to include an item on the Agenda shall contact the Chair for consideration. If quorum is not obtained by the deadline indicated, the meeting shall be cancelled by the Chair upon notification of quorum not being met by the Recording Secretary. In the event quorum is obtained by the deadline but the Committee does not have quorum the day of the meeting within fifteen (15) minutes after the hour appointed the meeting shall be cancelled by the Chair.

Meetings may be held in the Council Chambers at the Town Hall, 32 Mill Street Thornbury. If the Council Chambers are not available an appropriate alternative location will be selected.

All meetings are open to the public. Committee meetings are not live streamed, but are videoed and voice recorded where IT infrastructure is available.

Minutes shall be approved by the Committee within thirty (30) business days by email, or by motion at the subsequent Committee meeting. Minutes will be kept by the Recording Secretary who will distribute the minutes to all of Council in accordance with Town practice. All meetings shall be conducted in accordance with the Town's current Procedural By-law.



The Terms of Reference is a living document and will be reviewed once per term of Council at a minimum and may be revised as required by approval of Council in consultation with the Committee.

### **13. RELATED POLICIES & TRAINING REQUIREMENTS**

POL.COR.07.07 Code of Conduct for Members of Council

POL.COR.17.04 Accessibility Standards for Customer Service

POL.COR.18.04 Protocol Policy for Complaints Related to Council Members and Local Boards

POL.COR.18.08 Workplace Violence & Harassment Policy

POL.COR.18.10 Social Media Policy

POL.COR.19.02 Council Staff Relationship Protocol

[Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c.11](#)

[Municipal Conflict of Interest Act, R.S.O. 1990](#)

[Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990](#)

Committee Handbook

The training noted above can be achieved for members of Council from other towns or municipalities that have been provided similar legislative training.



## Sustainability Advisory Committee

### TERMS OF REFERENCE

#### 1. PURPOSE

Sustainability Advisory Committee “Committee” is an advisory committee of Council and will make recommendations to the Town on its path to Sustainability. The Committee will be responsible for the implementation of an Integrated Community Sustainability Plan/Vision2Action (“Plan”) process. The Committee will support and guide the development, implementation, monitoring /tracking and reporting of an Integrated Community Sustainability Plan/Vision2Action Plan.

For the purposes of the Committee, the definition of sustainability is “meeting the needs of the present without compromising the ability of future generations to meet their own needs”.

#### Background

The Integrated Community Sustainability Plan /Vision2Action is referred to as a “Plan”, a living document intended to guide the Town on its path to sustainability. The Integrated Community Sustainability Plan/Vision2Action process is a high-level overarching Plan that guides the community into a sustainable future while supporting environmental, social/cultural and economic/financial requirements. The Plan identifies short, medium and long-term actions for implementation, tracks and monitors progress, defines success and is reviewed on an annual basis. It provides guidance for the development of and/or alignment with municipal plans, policies and decisions (i.e. municipal development plan, Strategic Plan, transportation, energy plan, purchasing policy, capital planning, etc.) under one integrated decision-making framework. The result is more than a document: it is an on-going process of engaging stakeholders in the community in co-creating a vision of a sustainable future linking a collaborative action today with realistic planning.

The Committee will make recommendations for:

1. Implementation of the community led Integrated Community Sustainability Plan/Vision2Action priorities outlined in the Plan

2. Prioritizing the action items identified in the Plan
3. Provide input on potential funding and other resource allocation
4. Engage businesses, developers, community organizations, stakeholders and the larger community to endorse and carry out the Plan
5. Participate in facilitator training and facilitate public events as needed
6. Review and provide input on draft Plan documents; and accept actions for implementation
7. Oversee promotion, outreach of the Plan and play a key role in the community leadership of the Plan and celebration of the Plan's accomplishments

The Committee will work collaboratively with each other, Council, Town staff and community groups as needed to ensure implementation. To support the Committee deliverables, further sub-committees can be considered as well as community action task force committees to help drive forward the short- and long-term initiatives as defined in the Plan.

## 2. MANDATE

The Mandate of the Town's Sustainability Advisory Committee is to:

1. Create a process of consultation with community stakeholders around sustainability in the Town
2. Support the development of a framework, that is characterized as being municipally led and community supported, to include best practices, strategies and actions that will guide the Town in the right direction forward as it prepares for sustainability for over the next 20 years, into 2040. An Integrated Community Sustainability Plan /Vision2Action Plan will outline best practices as to how we will achieve our vision
3. Assist in the implementation of the sustainability framework and community led priorities outlined in the Plan
4. Provide advice to Council on matters relating to the Integrated Community Sustainability Plan /Vision2Action Plan with focused initiatives that might include: public engagement opportunities, assistance in the development of the community's vision (including descriptions of success), input on current reality and indicators, and develop recommended actions and reporting measures
5. Raise community awareness and support education and understanding of sustainability by:
  - a) **Education**
    - I. Provide information and advice to support understanding of sustainability
    - II. Partner with other stakeholders, business groups and regional community groups to share information

**b) Awareness**

- I. Promote awareness and stewardship regarding the Plan through engagement, outreach and advocacy reach out to the community through activities and special events
- II. Raise community awareness on sustainability type activities

**c) Advice**

- I. Provide input and guidance to the Town and the community
  - II. Work with assigned Town staff and the community
6. The Committee will assist in reviewing all relevant existing documents including the Official Plan, Strategic Plan, regional plans and other archive documents to include the Sustainable Path and will extract information relevant to the Integrated Community Sustainability Plan/Vision2Action Plan
  7. Facilitate a paradigm shift to support a municipality-wide culture of sustainability and integrated sustainability into all Town decisions and Council's priorities
  8. Support the building of a resilient community by adopting best practices of sustainability
  9. Coordination and cooperation with the Town's Committees will be conducted through the Plan and will include: Agricultural Advisory Committee, the Economic Development Advisory Committee, the Transportation Advisory Committee, the Community Communications Advisory Committee, and the Attainable Housing Corporation

**3. COMMUNICATION POLICY & PROTOCOL**

The purpose is to establish guidelines for effective communication practice and tactics to support the activities between the Committee, the public and the media.

**Definition**

Communication protocol of the Committee includes social media, interviews, advertisements and other relevant correspondence, etc., and will be conducted by the Committee Chair and/or support staff of participating towns and municipalities, to promote the progress of initiatives and to communicate all/any engagement activities.

To achieve successful communication practices -- a coordinated approach will reflect consistent standards, messaging and branding and will be in collaboration with staff of respective towns and municipalities on all communication regarding what the Committee is doing.

**Protocol Objectives**

The Committee will have a profile in the community and as a result, members may be engaged in activities that put them in direct contact with citizens and various

organizations. The primary responsibility for communication of information is held by the Committee Chair.

All Committee members are expected to know and abide by relevant conduct policies and applicable legislation. In addition, the following guidelines should be understood by advisory Committee members:

- Only the Committee Chair can speak on behalf of the Committee.
- Committee members shall not direct any messaging without approval of the Chair.
- The Committee Chair plays an important role in ensuring that a functional relationship with high integrity exists within the Committee, and with Council, the public and staff of participating towns and municipalities. Conflict can be a constructive part of the group decision-making process. When conflict becomes ongoing, inappropriate, unconstructive, or offensive, the Chair may need to intervene with an appropriate dispute resolution mechanism.

#### **Policy Directives**

- Communications produced from the Committee cannot be contradictory to the policies and by-laws of participating towns and municipalities or respective Councils.
- Any communication of a policy nature shall be recommended to Councils for their ratification.
- If a staff liaison is uncomfortable with a proposed communication from the Committee, the staff member should direct it to the Department Head for guidance.

#### **4. ACCOUNTABILITY**

Updates to Council will be provided through the approved minutes with any recommendations requiring Council consideration clearly identified. Approved minutes will be provided to Council through a Committee Report at Committee of the Whole. Matters that are time sensitive may be taken directly to Council with consultation between the Chair and the Chief Administrative Officer.

#### **5. MEMBERSHIP / VOTING**

The Sustainability Advisory Committee will be comprised of up to 6 voluntary members who are appointed by Council plus 1 voluntary member appointed by the Economic Development Advisory Committee for a term that runs concurrently with Council plus an additional six (6) months post-election. Composition is noted below:

##### **Voting Members**

- 2 members of Council

- 4 members of the public at large
- 1 member of the Town’s Economic Development Advisory Committee who is not a member of Town Council but is a resident or property owner in the Town of The Blue Mountains
- Mayor as ex-officio (not counted towards Committee membership or quorum)

Openings for the membership shall be publicly advertised as appointment opportunities arise. Individuals that may be identified as prime candidates can be notified of the opportunity by the Committee. Committee members and applicants must be residents or property owners of the Town of The Blue Mountains.

**Non-voting members (do not count towards quorum)**

- Director of Operations
- Manager of Sustainability and Solid Waste
- Other staff that may be required for specific subject matters relating to the mandate of the Committee. Attendance of additional staff will be requested by the Committee through the lead department Director
- Recording Secretary, or Designate
- The attendance of staff is not a requirement to obtain quorum, therefore, a meeting can take place without staff present with the exception of the Recording Secretary
- Staff is required to notify the Chair when they are not able to attend a meeting

**Members will:**

1. Demonstrate a strong interest and commitment to fostering sustainability and have experience in matters related to community and regional sustainability
2. Demonstrate a holistic understanding of both urban and rural sustainability
3. Commit to full participation in regularly scheduled day-time meetings
4. Commit to significant preparation for meetings via agenda review including previous minutes and all documentation
5. Commit to significant preparation for meetings via agenda review including previous minutes and all documentation
6. Commit to attending monthly meetings as outlined in the Town’s current Procedural By-law
7. Members must not be involved in any current or pending litigation with the Town or involved in proceedings before any adjudicative body or tribunal (including the Local Planning Appeal Tribunal) where the Town is a party
8. Commit to attending monthly meetings as outlined in the Town’s current Procedural By-law;
9. Participate as a leader, capable of taking an ambassador role within the community in support of all decisions made by the Committee and by Council;

10. Members must not be involved in any current litigation with the Town or Town matters being considered through LPAT, other legislated bodies, or other public agencies

## 6. EXCLUSIONS

In accordance with the October 6, 2020 opinion of the Town's Integrity Commissioner, Members shall not provide comments in their capacity as Advisory Committee members with respect to *Planning Act* matters. Members who wish to comment on *Planning Act* matters may do so through the legislated process, as a member of the public where the member has satisfied for him or herself that no conflict of interest exists.

## 7. ROLE OF THE INTEGRITY COMMISSIONER

The Town has secured the services of an Integrity Commissioner in accordance with the *Municipal Act, 2001* "who reports to council and who is responsible for performing in an independent manner the functions assigned by the municipality with respect to any or all of the following:

1. The application of the code of conduct for members of council and the code of conduct for members of local boards.
2. The application of any procedures, rules and policies of the municipality and local boards governing the ethical behaviour of members of council and of local boards.
3. The application of sections 5, 5.1 and 5.2 of the Municipal Conflict of Interest Act to members of council and of local boards.
4. Requests from members of council and of local boards for advice respecting their obligations under the code of conduct applicable to the member.
5. Requests from members of council and of local boards for advice respecting their obligations under a procedure, rule or policy of the municipality or of the local board, as the case may be, governing the ethical behaviour of members.
6. Requests from members of council and of local boards for advice respecting their obligations under the *Municipal Conflict of Interest Act*.
7. The provision of educational information to members of council, members of local boards, the municipality and the public about the municipality's codes of conduct for members of council and members of local boards and about the *Municipal Conflict of Interest Act, 2017, c. 10, Sched. 1, s. 19 (1).*"

It is not the role of staff to provide advice regarding conflict of interest or procedural matters. Town staff receives direction from Council and staff's involvement in the Committee is limited to providing information to Committees as a whole, and not on an individual basis. Committee of Council members are expected to contact the Integrity Commissioner for advice related to the matters noted above.

## 8. ROLE OF THE COMMITTEE CHAIR

The Committee Chair shall be nominated by Committee members for a term of eighteen months and the final term cannot be chaired by a member of Council.

Each Committee shall also nominate a Vice Chair who shall assume the role of the Chair when he or she is unavailable.

Duties of the Chair include, but are not limited to:

- Facilitate the meeting in accordance with the Town's current Procedural By-law and identify the order of proceedings and speakers
- Encourage active participation by all Advisory Committee members
- Maintain decorum and ensure fairness and accountability
- Ensure attendance of members is maintained in accordance with the Town's current Procedural By-law
- The Chair is responsible for ensuring appropriate behaviour and language is used during all deputations, and public comment periods by both Committee members and members of the public
- Ensure the Committee agendas, Committee requests, and scope of focus reflect the mandate of the Committee
- Set Committee agendas in coordination with the Recording Secretary and review draft Committee minutes prior to circulation to the full Committee
- Liaise with Town staff ~~as requested~~
- The Chair has no authority to make decisions on his/her own and will run a meeting in a fair and efficient manner so the will of the majority prevails after the minority has had a fair chance to present its point of view
- If quorum is not obtained by the deadline indicated, the meeting shall be cancelled by the Chair upon notification of quorum not being met by the Recording Secretary. In the event quorum is obtained by the deadline but the Committee does not have quorum the day of the meeting within fifteen (15) minutes after the hour appointed the meeting shall be cancelled by the Chair. If quorum is lost during the meeting, the Chair shall suspend the meeting without further discussions taking place by Committee members and staff. The Committee shall take a five (5) minute break to allow for quorum to be re-achieved. Should quorum not be achieved after the five (5) minute break, the Chair shall adjourn the meeting.
- When speaking publicly as Chair of the Committee, the Chair shall represent the views of the Committee not personal views, and ensure compliance with the Communications Protocol outlined herein
- Be prepared to meet with Council and/or attend Council and Committee of the Whole meetings upon Council's request

## 9. QUORUM



Quorum for the Committee, per the standards of the *Municipal Act, 2001*, is 4 voting members, which must include at least one (1) Council representative, regardless of the total number of members in attendance.

Should the Chair and/or Vice Chair be unable to attend a meeting, or should they both be unavailable for a meeting, quorum shall not be achieved and the meeting cannot proceed.

The Council representative appointed to the Committee counts towards quorum. The Mayor is an ex-officio member of the committee and does not count towards quorum but does have the right to vote and make motions.

With respect to virtual meetings and in accordance with the Town's current Procedural By-law:

- Members may participate at Committee meetings electronically, subject to an electronic participation policy, and where infrastructure is available
- During any period where an emergency has been declared to exist in all or part of the municipality under section 4 or 7.0.1 of the *Emergency Management and Civil Protection Act* a Committee member who is participating virtually shall be counted towards quorum and a Committee member can participate electronically in a meeting that is closed to the public

## 10. SUB-COMMITTEES

Requests for sub-committees must be made in writing in advance of a meeting and be contained within the agenda package with a clearly articulated mandate, composition and timeline for Committee consideration.

- Sub-committees shall be ad hoc in nature, with specific, clearly articulated mandates and timelines
- Membership on sub-committees may include additional individuals with specific expertise who are not Council-appointed Committee members
- Sub-committees must include a member of Council in their composition and shall be composed such that a quorum of the membership is not met (maximum sub-committee membership of quorum minus 1)
- Members, including any members of the public who are assisting with the sub-committee work, must not be involved in any current or pending litigation with the Town or involved in proceedings before any adjudicative body or tribunal (including the Local Planning Appeal Tribunal) where the Town is a party
- A Chair shall be identified upon the creation of a sub-committee. The Chair of a sub-committee must be a member of the full Committee and will provide clear notice to members that they must follow the protocols and policies identified in the Committee Terms of Reference (i.e. member Code of Conduct),

understanding that sub-committees are not required to follow the Town's current Procedural By-law with respect to notice provisions and the holding of meetings

- Upon establishment of a sub-committee, the Council member representative shall identify to Council through the consideration of the approved Committee Minutes that a sub-committee has been created and bring attention to the specified sub-committee mandate and its relevance to the overall Committee mandate
- Sub-committees will not have the support of the Recording Secretary or other Town staff
- Sub-committees will provide a written report on sub-committee matters to the full Committee on an as-needed basis using the sub-committee memorandum template
- Sub-committee memorandums shall be submitted to the Committee Chair and the Recording Secretary for inclusion in the agenda in accordance with the timeline identified in the Call for Agenda Items

## **11. REMUNERATION**

No compensation shall be provided to members of the Committee for their participation.

## **12. MEETING DETAILS, AGENDA, MINUTES & PROCEDURE**

The Committee will meet monthly on the second Wednesday of the Month at 2:00 p.m. with some exceptions. Additional meetings of the Committee may be called by the Chair.

The Recording Secretary shall send out meeting invites to all Committee members and post notice of the meeting to the Town's website.

The Call for Agenda Items will be circulated with the meeting invitation along with a deadline for quorum to be obtained. Agenda items shall be set by the Committee Chair. Members who wish to include an item on the Agenda shall contact the Chair for consideration. If quorum is not obtained by the deadline indicated, the meeting shall be cancelled by the Chair upon notification of quorum not being met by the Recording Secretary. In the event quorum is obtained by the deadline but the Committee does not have quorum the day of the meeting within fifteen (15) minutes after the hour appointed the meeting shall be cancelled by the Chair.

Meetings may be held in the Council Chambers at the Town Hall, 32 Mill Street Thornbury. If the Council Chambers are not available an appropriate alternative location will be selected.

All meetings are open to the public. Committee meetings are not live streamed, but are videoed and voice recorded where IT infrastructure is available.

Minutes shall be approved by the Committee within thirty (30) business days by email, or by motion at the subsequent Committee meeting. Minutes will be kept by the Recording Secretary who will distribute the minutes to all of Council in accordance with Town practice. All meetings shall be conducted in accordance with the Town's current Procedural By-law.

The Terms of Reference is a living document and will be reviewed once per term of Council at a minimum and may be revised as required by approval of Council in consultation with the Committee.

### **13. RELATED POLICIES & TRAINING REQUIREMENTS**

POL.COR.07.07 Code of Conduct for Members of Council

POL.COR.17.04 Accessibility Standards for Customer Service

POL.COR.18.04 Protocol Policy for Complaints Related to Council Members and Local Boards

POL.COR.18.08 Workplace Violence & Harassment Policy

POL.COR.18.10 Social Media Policy

POL.COR.19.02 Council Staff Relationship Protocol

[Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c.11](#)

[Municipal Conflict of Interest Act, R.S.O. 1990](#)

[Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990](#)

Committee Handbook



## Transportation Committee

### TERMS OF REFERENCE

#### 1. PURPOSE

The Town of The Blue Mountains (“Town”) Transportation Committee (“TC”) will advise Council regarding matters related to active and vehicular transportation including, but not limited to: transportation needs, transit demand, traffic and parking regulations, development activity, trails, cycling, safety.

#### 2. MANDATE

The Mandate of the Town’s Transportation Committee is to:

1. Support transportation initiatives which encourage economic and environmental sustainability, promote public safety and encourage healthy active living within the community
2. Liaise with stakeholders in the development of a sustainable transportation network in accordance with established design standards and best practices
3. Review and/or participate in the development of Town policies, programs and initiatives including, but not limited to:
  - a. Transportation Master Plan Environmental Assessment
  - b. Parking Strategy Study
  - c. Comprehensive Speed Limit Review
  - d. Trails Master Plan

#### 3. COMMUNICATION POLICY & PROTOCOL

The purpose is to establish guidelines for effective communication practice and tactics to support the activities between the Committee, the public and the media.

##### Definition

Communication protocol of the Committee includes social media, interviews, advertisements and other relevant correspondence, etc., and will be conducted by the Committee Chair and/or support staff of participating towns and municipalities, to promote the progress of initiatives and to communicate all/any engagement activities.

To achieve successful communication practices -- a coordinated approach will reflect consistent standards, messaging and branding and will be in collaboration with staff of respective towns and municipalities on all communication regarding what the Committee is doing.

### **Protocol Objectives**

The Committee will have a profile in the community and as a result, members may be engaged in activities that put them in direct contact with citizens and various organizations. The primary responsibility for communication of information is held by the Committee Chair.

All Committee members are expected to know and abide by relevant conduct policies and applicable legislation. In addition, the following guidelines should be understood by advisory Committee members:

- Only the Committee Chair can speak on behalf of the Committee.
- Committee members shall not direct any messaging without approval of the Chair.
- The Committee Chair plays an important role in ensuring that a functional relationship with high integrity exists within the Committee, and with Council, the public and staff of participating towns and municipalities. Conflict can be a constructive part of the group decision-making process. When conflict becomes ongoing, inappropriate, unconstructive, or offensive, the Chair may need to intervene with an appropriate dispute resolution mechanism.

### **Policy Directives**

- Communications produced from the Committee cannot be contradictory to the policies and by-laws of participating towns and municipalities or respective Councils.
- Any communication of a policy nature shall be recommended to Councils for their ratification.
- If a staff liaison is uncomfortable with a proposed communication from the Committee, the staff member should direct it to the Department Head for guidance.

## **4. ACCOUNTABILITY**

Updates to Council will be provided through the approved minutes with any recommendations requiring Council consideration clearly identified. Approved minutes will be provided to Council through a Committee Report at Committee of the Whole. Matters that are time sensitive may be taken directly to Council with consultation between the Chair and the Chief Administrative Officer.

## 5. MEMBERSHIP / VOTING

The Transportation Committee will be comprised of up to 5 voluntary members who are appointed by Council for a term that runs concurrently with Council plus an additional six (6) months post-election. Composition is noted below:

### Voting Members

- 2 members of Council
- 3 members of the public at large
- Mayor as ex-officio (not counted towards Committee membership or quorum)

Openings for the membership shall be publicly advertised as appointment opportunities arise. Individuals that may be identified as prime candidates can be notified of the opportunity by the Committee. Committee members and applicants must be residents or property owners of the Town of The Blue Mountains.

### Non-voting members (do not count towards quorum)

- Director of Operations
- Transportation Master Plan Project Coordinator
- Other staff that may be required for specific subject matters relating to the mandate of the Committee. Attendance of additional staff will be requested by the Committee through the lead department Director
- Recording Secretary, or Designate
- The attendance of staff is not a requirement to obtain quorum, therefore, a meeting can take place without staff present with the exception of the Recording Secretary
- Staff is required to notify the Chair when they are not able to attend a meeting

### Members will:

1. Demonstrate a strong interest in passive and active transportation opportunities;
2. Hold qualifications or expertise through work/life experience and/or academic qualifications, or other means sufficient to understand the general technical nature of transportation systems;
3. Commit to full participation in regularly scheduled day-time meetings;
4. Commit to significant preparation for meetings via agenda review including previous minutes and all documentation;
5. Commit to attending monthly meetings as outlined in the Town's current Procedural By-law;
6. Participate as a leader, capable of taking an ambassador role within the community in support of all decisions made by the TC and by Council;
7. Members must not be involved in any current or pending litigation with the Town or involved in proceedings before any adjudicative body or tribunal (including the

Local Planning Appeal Tribunal) where the Town is a party

## 6. EXCLUSIONS

In accordance with the October 6, 2020 opinion of the Town's Integrity Commissioner, Members shall not provide comments in their capacity as Advisory Committee members with respect to *Planning Act* matters. Members who wish to comment on *Planning Act* matters may do so through the legislated process, as a member of the public where the member has satisfied for him or herself that no conflict of interest exists.

## 7. ROLE OF THE INTEGRITY COMMISSIONER

The Town has secured the services of an Integrity Commissioner in accordance with the *Municipal Act, 2001* "who reports to council and who is responsible for performing in an independent manner the functions assigned by the municipality with respect to any or all of the following:

1. The application of the code of conduct for members of council and the code of conduct for members of local boards.
2. The application of any procedures, rules and policies of the municipality and local boards governing the ethical behaviour of members of council and of local boards.
3. The application of sections 5, 5.1 and 5.2 of the Municipal Conflict of Interest Act to members of council and of local boards.
4. Requests from members of council and of local boards for advice respecting their obligations under the code of conduct applicable to the member.
5. Requests from members of council and of local boards for advice respecting their obligations under a procedure, rule or policy of the municipality or of the local board, as the case may be, governing the ethical behaviour of members.
6. Requests from members of council and of local boards for advice respecting their obligations under the *Municipal Conflict of Interest Act*.
7. The provision of educational information to members of council, members of local boards, the municipality and the public about the municipality's codes of conduct for members of council and members of local boards and about the *Municipal Conflict of Interest Act, 2017, c. 10, Sched. 1, s. 19 (1).*"

It is not the role of staff to provide advice regarding conflict of interest or procedural matters. Town staff receives direction from Council and staff's involvement in the Committee is limited to providing information to Committees as a whole, and not on an individual basis. Committee of Council members are expected to contact the Integrity Commissioner for advice related to the matters noted above.

## 8. ROLE OF THE COMMITTEE CHAIR

The Committee Chair shall be nominated by Committee members for a term of eighteen months and the final term cannot be chaired by a member of Council.

Each Committee shall also nominate a Vice Chair who shall assume the role of the Chair when he or she is unavailable.

Duties of the Chair include, but are not limited to:

- Facilitate the meeting in accordance with the Town's current Procedural By-law and identify the order of proceedings and speakers
- Encourage active participation by all Advisory Committee members
- Maintain decorum and ensure fairness and accountability
- Ensure attendance of members is maintained in accordance with the Town's current Procedural By-law
- The Chair is responsible for ensuring appropriate behaviour and language is used during all deputations, and public comment periods by both Committee members and members of the public
- Ensure the Committee agendas, Committee requests, and scope of focus reflect the mandate of the Committee
- Set Committee agendas in coordination with the Recording Secretary and review draft Committee minutes prior to circulation to the full Committee
- Liaise with Town staff
- The Chair has no authority to make decisions on his/her own and will run a meeting in a fair and efficient manner so the will of the majority prevails after the minority has had a fair chance to present its point of view
- If quorum is not obtained by the deadline indicated, the meeting shall be cancelled by the Chair upon notification of quorum not being met by the Recording Secretary. In the event quorum is obtained by the deadline but the Committee does not have quorum the day of the meeting within fifteen (15) minutes after the hour appointed the meeting shall be cancelled by the Chair. If quorum is lost during the meeting, the Chair shall suspend the meeting without further discussions taking place by Committee members and staff. The Committee shall take a five (5) minute break to allow for quorum to be re-achieved. Should quorum not be achieved after the five (5) minute break, the Chair shall adjourn the meeting.
- When speaking publicly as Chair of the Committee, the Chair shall represent the views of the Committee not personal views, and ensure compliance with the Communications Protocol outlined herein
- Be prepared to meet with Council and/or attend Council and Committee of the Whole meetings upon Council's request



## 9. QUORUM

Quorum for the Committee, per the standards of the *Municipal Act, 2001*, is 3 voting members, which must include at least one (1) Council representative, regardless of the total number of members in attendance.

Should the Chair and/or Vice Chair be unable to attend a meeting, or should they both be unavailable for a meeting, quorum shall not be achieved and the meeting cannot proceed.

The Council representative appointed to the Committee counts towards quorum. The Mayor is an ex-officio member of the committee and does not count towards quorum but does have the right to vote and make motions.

With respect to virtual meetings and in accordance with the Town's current Procedural By-law:

- Members may participate at Committee meetings electronically, subject to an electronic participation policy, and where infrastructure is available
- During any period where an emergency has been declared to exist in all or part of the municipality under section 4 or 7.0.1 of the *Emergency Management and Civil Protection Act* a Committee member who is participating virtually shall be counted towards quorum and a Committee member can participate electronically in a meeting that is closed to the public

## 10. SUB-COMMITTEES

Requests for sub-committees must be made in writing in advance of a meeting and be contained within the agenda package with a clearly articulated mandate, composition and timeline for Committee consideration.

- Sub-committees shall be ad hoc in nature, with specific, clearly articulated mandates and timelines
- Membership on sub-committees may include additional individuals with specific expertise who are not Council-appointed Committee members
- Sub-committees must include a member of Council in their composition and shall be composed such that a quorum of the membership is not met (maximum sub-committee membership of quorum minus 1)
- Members, including any members of the public who are assisting with the sub-committee work, must not be involved in any current or pending litigation with the Town or involved in proceedings before any adjudicative body or tribunal (including the Local Planning Appeal Tribunal) where the Town is a party
- A Chair shall be identified upon the creation of a sub-committee. The Chair of a sub-committee must be a member of the full Committee and will provide clear notice to members that they must follow the protocols and policies identified in

the Committee Terms of Reference (i.e. member Code of Conduct), understanding that sub-committees are not required to follow the Town's current Procedural By-law with respect to notice provisions and the holding of meetings

- Upon establishment of a sub-committee, the Council member representative shall identify to Council through the consideration of the approved Committee Minutes that a sub-committee has been created and bring attention to the specified sub-committee mandate and its relevance to the overall Committee mandate
- Sub-committees will not have the support of the Recording Secretary or other Town staff
- Sub-committees will provide a written report on sub-committee matters to the full Committee on an as-needed basis using the sub-committee memorandum template
- Sub-committee memorandums shall be submitted to the Committee Chair and the Recording Secretary for inclusion in the agenda in accordance with the timeline identified in the Call for Agenda Items

## **11. REMUNERATION**

No compensation shall be provided to members of the Committee for their participation.

## **12. MEETING DETAILS, AGENDA, MINUTES & PROCEDURE**

The Committee will meet monthly on the third Tuesday of the Month at 1:00 p.m. with some exceptions. Additional meetings of the Committee may be called by the Chair.

The Recording Secretary shall send out meeting invites to all Committee members and post notice of the meeting to the Town's website.

The Call for Agenda Items will be circulated with the meeting invitation along with a deadline for quorum to be obtained. Agenda items shall be set by the Committee Chair. Members who wish to include an item on the Agenda shall contact the Chair for consideration. If quorum is not obtained by the deadline indicated, the meeting shall be cancelled by the Chair upon notification of quorum not being met by the Recording Secretary. In the event quorum is obtained by the deadline but the Committee does not have quorum the day of the meeting within fifteen (15) minutes after the hour appointed the meeting shall be cancelled by the Chair.

Meetings may be held in the Council Chambers at the Town Hall, 32 Mill Street Thornbury. If the Council Chambers are not available an appropriate alternative location will be selected.

All meetings are open to the public. Committee meetings are not live streamed, but are videoed and voice recorded where IT infrastructure is available.

Minutes shall be approved by the Committee within thirty (30) business days by email, or by motion at the subsequent Committee meeting. Minutes will be kept by the Recording Secretary who will distribute the minutes to all of Council in accordance with Town practice. All meetings shall be conducted in accordance with the Town's current Procedural By-law.

The Terms of Reference is a living document and will be reviewed once per term of Council at a minimum and may be revised as required by approval of Council in consultation with the Committee.

### **13. RELATED POLICIES & TRAINING REQUIREMENTS**

POL.COR.07.07 Code of Conduct for Members of Council

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Committee Handbook

# Committee of Council Handbook Index

1. Committee of Council Orientation Training Materials, as provided by Solicitor Harold Elston, July 16, 2019
2. Links to the following legislation:
  - a. [Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c.11](#)
  - b. [Municipal Conflict of Interest Act, R.S.O. 1990](#)
  - c. [Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990](#)
3. Town's Current Procedural By-law
4. The following Town Policies
  - a. POL.COR.07.07 Code of Conduct for Members of Council and Local Boards
  - b. POL.COR.17.04 Accessibility Standards for Customer Service
  - c. POL.COR.18.04 Protocol Policy for Complaints Related to Council Members and Local Boards
  - d. POL.COR.18.08 Workplace Violence & Harassment Policy
  - e. POL.COR.18.10 Social Media Policy
  - f. POL.COR.19.02 Council Staff Relationship Protocol
5. "How To" Draft a Committee Motion
6. Integrity Commissioner Opinions
  - a. Addendum dated November 8, 2019 in response to Memorandum dated July 20, 2019 and Addendum dated July 31, 2019
  - b. Memorandum to Chairs of Committees and Local Boards, dated October 6, 2020
7. Committees of Council Terms of Reference
  - a. Agricultural Advisory Committee
  - b. Communications Advisory Committee
  - c. Council Compensation Review Committee
  - d. Economic Development Advisory Committee
  - e. Grants and Donations Committee
  - f. Joint Municipal Physician Recruitment and Retention Committee
  - g. Sustainability Advisory Committee
  - h. Transportation Committee
8. Contact details for Integrity Commissioner  
Suzanne Craig  
519-599-3131 ext. 425  
[suzannecraigintegrity@gmail.com](mailto:suzannecraigintegrity@gmail.com)
9. Committees of Council Sub-Committee Request Form
10. Committees of Council Sub-Committee Report Template
11. Corporate Strategic Plan document



**(Committee Name)**

## TERMS OF REFERENCE

### 1. PURPOSE

The **(Insert Committee Name)** is an advisory Committee of Council **(insert purpose statement)**.

### 2. MANDATE

The Mandate of the Town's **(insert Committee name)** is to:

1. list items
2. list items
3. list items

### 3. COMMUNICATION POLICY & PROTOCOL

The purpose is to establish guidelines for effective communication practice and tactics to support the activities between the Committee, the public and the media.

#### Definition

Communication protocol of the Committee includes social media, interviews, advertisements and other relevant correspondence, etc., and will be conducted by the Committee Chair and/or support staff of participating towns and municipalities, to promote the progress of initiatives and to communicate all/any engagement activities.

To achieve successful communication practices -- a coordinated approach will reflect consistent standards, messaging and branding and will be in collaboration with staff of respective towns and municipalities on all communication regarding what the Committee is doing.

#### Protocol Objectives

The Committee will have a profile in the community and as a result, members may be engaged in activities that put them in direct contact with citizens and various

**(COMMITTEE NAME)**

Page 1 of 8

DATE APPROVED: **DATE**

Terms of Reference

**DATE REVISED: DATE**

organizations. The primary responsibility for communication of information is held by the Committee Chair.

All Committee members are expected to know and abide by relevant conduct policies and applicable legislation. In addition, the following guidelines should be understood by advisory Committee members:

- Only the Committee Chair can speak on behalf of the Committee.
- Committee members shall not direct any messaging without approval of the Chair.
- The Committee Chair plays an important role in ensuring that a functional relationship with high integrity exists within the Committee, and with Council, the public and staff of participating towns and municipalities. Conflict can be a constructive part of the group decision-making process. When conflict becomes ongoing, inappropriate, unconstructive, or offensive, the Chair may need to intervene with an appropriate dispute resolution mechanism.

#### **Policy Directives**

- Communications produced from the Committee cannot be contradictory to the policies and by-laws of participating towns and municipalities or respective Councils.
- Any communication of a policy nature shall be recommended to Councils for their ratification.
- If a staff liaison is uncomfortable with a proposed communication from the Committee, the staff member should direct it to the Department Head for guidance.

#### **4. ACCOUNTABILITY**

Updates to Council will be provided through the approved minutes with any recommendations requiring Council consideration clearly identified. Approved minutes will be provided to Council through a Committee Report at Committee of the Whole. Matters that are time sensitive may be taken directly to Council with consultation between the Chair and the Chief Administrative Officer.

#### **5. MEMBERSHIP / VOTING**

The (insert Committee name) will be comprised of up to (number) voluntary members who are appointed by Council for a term that runs concurrently with Council plus an additional six (6) months post-election. Composition is noted below:

##### **Voting Members**

- X members of Council
- X members of the public at large

- Mayor as ex-officio (not counted towards Committee membership or quorum)

Openings for the membership shall be publicly advertised as appointment opportunities arise. Individuals that may be identified as prime candidates can be notified of the opportunity by the Committee. Committee members and applicants must be residents or property owners of the Town of The Blue Mountains.

**Non-voting members (do not count towards quorum)**

- Staff position(s) identified as Committee resource
- Other staff that may be required for specific subject matters relating to the mandate of the Committee. Attendance of additional staff will be requested by the Committee through the lead department Director
- Recording Secretary, or Designate
- The attendance of staff is not a requirement to obtain quorum, therefore, a meeting can take place without staff present with the exception of the Recording Secretary
- Staff is required to notify the Chair when they are not able to attend a meeting

**Members will:**

1. list items
2. list items
3. list items
4. Commit to full participation in regularly scheduled meetings
5. Commit to significant preparation for meetings via agenda review including previous minutes and all documentation
6. Commit to attending monthly meetings as outlined in the Town’s current Procedural By-law
7. Members must not be involved in any current litigation with the Town or Town matters being considered through LPAT, other legislated bodies, or other public agencies

**6. EXCLUSIONS**

In accordance with the October 6, 2020 opinion of the Town’s Integrity Commissioner, Members shall not provide comments in their capacity as Advisory Committee members with respect to *Planning Act* matters. Members who wish to comment on *Planning Act* matters may do so through the legislated process, as a member of the public where the member has satisfied for him or herself that no conflict of interest exists.

**7. ROLE OF THE INTEGRITY COMMISSIONER**

The Town has secured the services of an Integrity Commissioner in accordance with the *Municipal Act, 2001* “who reports to council and who is responsible for performing in an independent manner the functions assigned by the municipality with respect to any or all of the following:

(COMMITTEE NAME)

1. The application of the code of conduct for members of council and the code of conduct for members of local boards.
2. The application of any procedures, rules and policies of the municipality and local boards governing the ethical behaviour of members of council and of local boards.
3. The application of sections 5, 5.1 and 5.2 of the Municipal Conflict of Interest Act to members of council and of local boards.
4. Requests from members of council and of local boards for advice respecting their obligations under the code of conduct applicable to the member.
5. Requests from members of council and of local boards for advice respecting their obligations under a procedure, rule or policy of the municipality or of the local board, as the case may be, governing the ethical behaviour of members.
6. Requests from members of council and of local boards for advice respecting their obligations under the *Municipal Conflict of Interest Act*.
7. The provision of educational information to members of council, members of local boards, the municipality and the public about the municipality's codes of conduct for members of council and members of local boards and about the *Municipal Conflict of Interest Act*. 2017, c. 10, Sched. 1, s. 19 (1)."

It is not the role of staff to provide advice regarding conflict of interest or procedural matters. Town staff receives direction from Council and staff's involvement in the Committee is limited to providing information to Committees as a whole, and not on an individual basis. Committee of Council members are expected to contact the Integrity Commissioner for advice related to the matters noted above.

## **8. ROLE OF THE COMMITTEE CHAIR**

The Committee Chair shall be nominated by Committee members for a term of eighteen months and the final term cannot be chaired by a member of Council.

Each Committee shall also nominate a Vice Chair who shall assume the role of the Chair when he or she is unavailable.

Duties of the Chair include, but are not limited to:

- Facilitate the meeting in accordance with the Town's current Procedural By-law and identify the order of proceedings and speakers
- Encourage active participation by all Advisory Committee members
- Maintain decorum and ensure fairness and accountability
- Ensure attendance of members is maintained in accordance with the Town's current Procedural By-law
- The Chair is responsible for ensuring appropriate behaviour and language is used during all deputations, and public comment periods by both Committee members and members of the public
- Ensure the Committee agendas, Committee requests, and scope of focus reflect the mandate of the Committee

(COMMITTEE NAME)

Page 4 of 8

DATE APPROVED: DATE

Terms of Reference

DATE REVISED: DATE



- Set Committee agendas in coordination with the Recording Secretary and review draft Committee minutes prior to circulation to the full Committee
- Liaise with Town staff
- The Chair has no authority to make decisions on his/her own and will run a meeting in a fair and efficient manner so the will of the majority prevails after the minority has had a fair chance to present its point of view
- If quorum is not obtained by the deadline indicated, the meeting shall be cancelled by the Chair upon notification of quorum not being met by the Recording Secretary. In the event quorum is obtained by the deadline but the Committee does not have quorum the day of the meeting within fifteen (15) minutes after the hour appointed the meeting shall be cancelled by the Chair. If quorum is lost during the meeting, the Chair shall suspend the meeting without further discussions taking place by Committee members and staff. The Committee shall take a five (5) minute break to allow for quorum to be re-achieved. Should quorum not be achieved after the five (5) minute break, the Chair shall adjourn the meeting.
- When speaking publicly as Chair of the Committee, the Chair shall represent the views of the Committee not personal views, and ensure compliance with the Communications Protocol outlined herein
- Be prepared to meet with Council and/or attend Council and Committee of the Whole meetings upon Council's request

## 9. QUORUM

Quorum for the Committee, per the standards of the *Municipal Act, 2001*, is (number) voting members, which must include at least one (1) Council representative, regardless of the total number of members in attendance.

Should the Chair and/or Vice Chair be unable to attend a meeting, or should they both be unavailable for a meeting, quorum shall not be achieved and the meeting cannot proceed.

The Council representative appointed to the Committee counts towards quorum. The Mayor is an ex-officio member of the committee and does not count towards quorum but does have the right to vote and make motions.

With respect to virtual meetings and in accordance with the Town's current Procedural By-law:

- Members may participate at Committee meetings electronically, subject to an electronic participation policy, and where infrastructure is available
- During any period where an emergency has been declared to exist in all or part of the municipality under section 4 or 7.0.1 of the *Emergency Management and Civil Protection Act* a Committee member who is

participating virtually shall be counted towards quorum and a Committee member can participate electronically in a meeting that is closed to the public

## 10. SUB-COMMITTEES

Requests for sub-committees must be made in writing in advance of a meeting and be contained within the agenda package with a clearly articulated mandate, composition and timeline for Committee consideration.

- Sub-committees shall be ad hoc in nature, with specific, clearly articulated mandates and timelines
- Membership on sub-committees may include additional individuals with specific expertise who are not Council-appointed Committee members
- Sub-committees must include a member of Council in their composition and shall be composed such that a quorum of the membership is not met (maximum sub-committee membership of quorum minus 1)
- Members, including any members of the public who are assisting with the sub-committee work, must not be involved in any current litigation with the Town or Town matters being considered through LPAT, other legislated bodies, or other public agencies
- A Chair shall be identified upon the creation of a sub-committee. The Chair of a sub-committee must be a member of the full Committee and will provide clear notice to members that they must follow the protocols and policies identified in the Committee Terms of Reference (i.e. member Code of Conduct), understanding that sub-committees are not required to follow the Town's current Procedural By-law with respect to notice provisions and the holding of meetings
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## 11. REMUNERATION

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(COMMITTEE NAME)

Page 6 of 8

DATE APPROVED: DATE

Terms of Reference

DATE REVISED: DATE

participation.

## 12. MEETING DETAILS, AGENDA, MINUTES & PROCEDURE

The Committee will meet monthly on the (first/second/third/fourth WEEKDAY) of the Month at (time a.m./p.m.) with some exceptions. Additional meetings of the Committee may be called by the Chair.

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(COMMITTEE NAME)

Page 7 of 8

DATE APPROVED: DATE

Terms of Reference

DATE REVISED: DATE

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Committee Handbook

(COMMITTEE NAME)

Page 8 of 8

DATE APPROVED: DATE

Terms of Reference

DATE REVISED: DATE