



Township of McNab/Braeside

Report to Council

Subject: Implementation of Advisory Committee Policy and Structure for 2018-2022 Term of Council	Author: Oliver Jacob Title: Councillor
Report Number: 2019-JAN-22-01	Date: January 22 nd , 2019

Recommendations:

That Council receive Report No. 2019-JAN-22-01 (Implementation of Advisory Committee Policy and Structure for the 2018-2022 Term of Council) as information;

Further That Council adopt Policy No. 2019-01 (Advisory Committees), attached hereto as Appendix A, to govern the proceedings of Township Advisory Committees;

Further That Council hereby strike the following Advisory Committees, with the terms of reference outlined in the Advisory Committee Policy, for a period to coincide with the current term of Council;

1. Accessibility Advisory Committee
2. Arts, Heritage and Culture Advisory Committee
3. Community Development Advisory Committee
4. Corporate Services Advisory Committee
5. Parks, Trails and Open Spaces Advisory Committee
6. Planning Advisory Committee
7. Recreation Advisory Committee

Background

The Township of McNab/Braeside has historically appointed various advisory committees at the beginning of each new term of Council as directed under Section 72 of the [Procedural Policy](#).

Prior to the 2014-2018 term of Council, Advisory Committees were formed as Council-driven entities where the Chair and Vice-Chair roles would be filled by Members of Council. The committee structure resulted in numerous issues with community members feeling undervalued, resulting in resignations that left several committees unable to function.

During the 2014-2018 term of Council, most Advisory Committees were appointed with no Members of Council. At the time of appointment, it was desired that these committees be citizen-driven to ensure that residents had ample opportunity to participate in the decision-

making process and to provide suggestions to Council. However, it was seen that there was a lack of communication between some committees and Council through the term and that the expertise of committee members was not being used as effectively as possible.

The 2014-2018 Advisory Committees included;

- Accessibility Committee;
- Planning Advisory Committee;
 - Building Sub-Committee
- Economic Development Committee (now defunct);
- Parks and Recreation Committee;
 - Trails Sub-Committee (now defunct)
- Fire Committee;
- Heritage and Museum Committee (now defunct);
- Public Works Committee.

In addition, Council struck several Ad Hoc Committees, including the Canada 150 Relay Ad Hoc Committee who planned and organized a one-time event to recognize the country's sesquicentennial. This Ad Hoc Committee was chaired by a Member of Council.

Additional administrative committees were formed by the CAO/Clerk to address internal governance as required.

With the start of the new term of Council on December 1, 2018, all existing committees were terminated and Council has thus far neither struck new committees nor made appointments in accordance with the Procedural Policy.

Discussion:

When reviewing potential committee structures, it is important to review the different types of committees and how these different structures impact decision-making.

Citizen-Driven

Citizen-driven Advisory Committees are composed of primarily community members and staff liaisons in the belief that allowing community members to lead committee discussions would allow for increased community participation in decision-making. The benefits of citizen-driven committees are that issues are identified by the community and solutions proposed by these same individuals, more perspectives are considered in the decision-making process and the community can feel like its feedback is being considered by Council. The disadvantages of this structure are that there is often a lack of communication between the committee and Council and the committee may feel undervalued if its recommendations are not understood or adopted by Council. Concerns were also identified regarding Council feedback not being received by committees and the lack of clarity about Council direction on committee business.

Council-Led

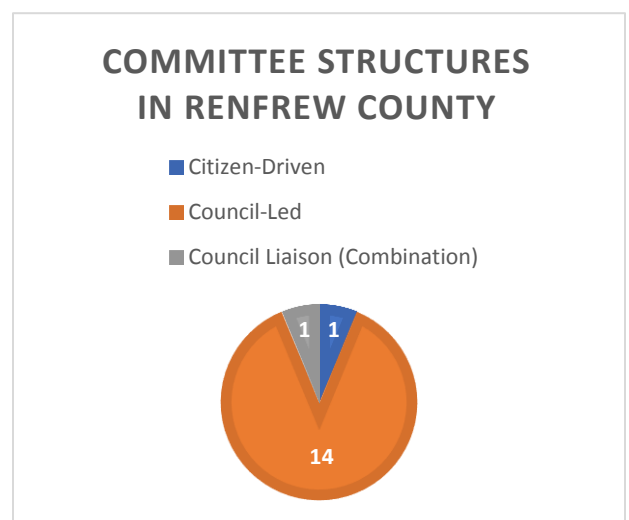
Council-led Advisory Committees are composed of both Members of Council and community members with a desire to ensure that committees remain focused on the priorities of Council as a whole and the strategic direction given by Council. The Members of Council typically serve as Chair of the committee to ensure that meetings are run efficiently and the agenda is followed. The benefits of Council-led committees include a clear connection between Council and committees and the lack of communication barriers between the two bodies, a strong Chair to guide conversation and keep the discussion going to get things done, and a solid understanding of Council's strategic direction. The disadvantages include the potential for community members to feel undervalued in the decision-making process and the potential for Members of Council to monopolize the conversation and steer the committee to serve their particular desires.

Council Liaison (a combination of the two preceding structures)

A hybrid model combines the two structures listed above in an effort to augment the advantages and minimize the disadvantages. Such models typically include committees that comprise both Members of Council and community members. Community members typically outnumber the Members of Council, who serve to ensure that Council direction is understood and that Council is aware of committee work. The Council Liaison (as the Member of Council is referred to), therefore, does not serve as Chair of the committee and allows the committee to explore its interests within the established Terms of Reference. This empowers community members to freely discuss their opinions and to identify alternate points of view. While issues may arise between the Committee Chair and Council Liaison, these would likely be less intense than in either of the above structures.

Best Practices Review

Now that the different possible structures have been outlined, it is important to look for municipal best practices at local municipalities. The County of Renfrew is composed of seventeen (17) lower-tier municipalities (including the Township of McNab/Braeside). Almost all municipalities have listed their standing committees on their website, which allowed for a quick review of committee structures. The pie chart, at right, illustrates the types of committee structures utilized throughout the County.



Almost all municipalities in Renfrew County appoint Members of Council to lead their committees. The Township of McNab/Braeside is the only municipality that uses citizen-driven committees and the Town of Petawawa has adopted a Council Liaison model for its Accessibility Advisory Committee. Note that one municipality (Town of Laurentian Hills) does not have standing committees as it has adopted a Committee of the Whole (COW) model

instead.

Ultimately, each municipality has appointed different committees to best serve the needs and desires of their residents. As a result, there are over a dozen examples of municipal committees being used in the County of Renfrew. The following table outlines the local committees, ordered from most common to least common. The committees that were utilized by over half of the municipalities are highlighted in green.

Committee Name	Quantity
Parks and Recreation	12
Planning	9
Public Works / Development and Works / Operations	9
Corporate Services / General Government / Finance & Administration	9
Community Development / Economic Development / Tourism	8
Accessibility	7
Waste Management	5
Police Services	5
Protective Services / Protection and Safety	4
Human Resources	4
Fire	3
Emergency Management / Preparedness	3
Trails	1
Seniors	1
Transportation	1

After reviewing the best practices in Renfrew County, it is apparent that the vast majority of municipalities have adopted a Council-led model with at least one (1) Member of Council on each committee. Furthermore, over half of the surveyed municipalities have similar committees (Parks and Recreation, Planning, Public Works, Corporate Services, Community Development).

Advisory Committee Policy and Draft Terms of Reference

The best practices review also identified a range of municipal by-laws, policies and committee terms of reference that could be incorporated into a comprehensive Advisory Committees Policy for the Township of McNab/Braeside. An Advisory Committee Policy complements the Procedural Policy and outlines the specific requirements, roles and compositions that are applicable to all committees. It can be applied to all committees equally and allows for clear and concise Terms of Reference.

Options

There are a number of options that Council may wish to review with regard to this report to Council. They are detailed below for Council's information.

- a. Adopt the Advisory Committee Policy and Strike Advisory Committees as presented
The recommended option is to adopt the attached Advisory Committee Policy as presented, including the draft Terms of Reference for 2018-2022 Advisory Committees.

The Advisory Committee Policy would bring together policies and procedures to govern the role, membership, reporting and other requirements for all Advisory Committees. It would consolidate information for committee members and residents and increase the accountability of Township committees. Advisory Committees would be required to submit bi-annual reports to Council and all committee notices and agendas would be circulated to all Members of Council for their information.

It would also allow for the creation of new Advisory Committees and precipitate a public notice period for Township residents to nominate themselves for committee seats. The policy would create Advisory Committees with one (1) Member of Council (as Council Liaison), between two (2) and six (6) community members and staff adviser(s) appointed by the CAO/Clerk, who would internally select a Committee Chair and Vice Chair.

The exceptions would be the Planning Advisory Committee, which would continue as currently constituted, and the Community Development Advisory Committee, which would comprise all Members of Council and up to four (4) community members.

After reviewing the 2014-2018 committee structure, the following Advisory Committees are being recommended to consider pressing issues facing the Township and in accordance with the best practices review of local municipalities.

- **Accessibility Advisory Committee:** The purpose of this committee is to fulfill the municipality's obligations under the *Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c.11* as amended and to ensure that community members have the opportunity to provide feedback through this avenue.
- **Arts, Heritage and Culture Advisory Committee:** The purpose of this committee is to create opportunities for the development of arts and culture within the community and to foster a spirit of heritage throughout the municipality.
- **Community Development Advisory Committee:** The purpose of this committee is to ensure that residents have a voice in the decision-making process through a Community Engagement Strategy, Branding and Communications Strategy and opportunities for economic development.
- **Corporate Services Advisory Committee:** The purpose of this committee is

to ensure that the municipality remains accountable to its residents through the development of a renewed Strategic Planning document and the preliminary review of financial information with input from residents.

- **Parks, Trails and Open Spaces Advisory Committee:** The purpose of this committee is to provide an avenue for the revitalization of municipal assets (parks, trails and open spaces) with an understanding of active living, environmental stewardship and sustainability.
 - **Planning Advisory Committee:** This committee will continue to function as it has in the past. Its composition would be all Members of Council with the Deputy Mayor as Committee Chair and the Mayor as Committee Vice Chair in accordance with the Procedural Policy.
 - **Recreation Advisory Committee:** The purpose of this committee is to provide an opportunity for residents to provide feedback and suggestions on recreation programming, community festivals and special events.
- b. Amend the Advisory Committee Policy to add/remove Advisory Committees and/or change the draft Terms of Reference
Council may, at its discretion, decide to appoint Advisory Committees with different terms of reference. Should Council see a need to focus on specific issues or concerns, they may strike a new committee with its own unique terms of reference.
- c. Refrain from appointing Advisory Committees
While not recommended, the appointment of Advisory Committees is, in most cases, optional and Council may decide to refrain from creating new committees for the current term of Council.

Policy Considerations:

None

Financial Considerations:

Given that no budget is allocated to committees, there would be no direct impact on the 2019 Budget. However, there may be consideration required for overtime hours for staff to attend committee meetings held outside of regular operating hours at the discretion of the CAO/Clerk.

Meeting Dates:

None

Consultation:

Lindsey Lee, CAO/Clerk
Angela Young, Deputy Clerk

Angela Lochtie, Treasurer
Ryan Frew, Director of Public Works
Mandy Cannon, Executive Assistant

Documents:

1. Advisory Committee Policy (includes draft Terms of Reference)

	Township of McNab/Braeside Corporate Policies and Procedures Manual	
	Section: Council	Policy # 2019-01
Policy Name: Advisory Committees		
Effective Date: January 22, 2019 Resolution No: XXXX	Revision Date: Resolution No:	Coverage: All Township Advisory Committees

1.0 Policy Statement

The Township of McNab/Braeside values the tremendous contributions of Members of Council, staff and community members to the good governance of the municipality through its Advisory Committee system.

2.0 Purpose

The purpose of the Advisory Committees Policy is to simplify and consolidate policies and procedures relating to Advisory Committees into one clear and cohesive document for Members of Council, staff and community members.

3.0 Scope

This policy applies to all Advisory Committees of the Township of McNab/Braeside. Unless otherwise stated in this policy or the committee terms of reference, all Advisory Committees shall generally adhere to the Procedural Policy and Council Code of Conduct.

4.0 Responsibility

Responsibility for the implementation and execution of this policy falls to the Clerk's Office under the direction of the CAO/Clerk, or their designate.

5.0 Definitions

5.1 "Administrative Committee" means a committee or working group appointed by the CAO/Clerk to serve the internal needs of the municipality and to be composed entirely of staff.

5.2 "Advisory Committee" means a Committee of Council comprising one or more Members of Council and/or members of the public appointed by Council for a specific purpose or mandate and includes Ad Hoc Committees and Sub-Committees as defined herein.

5.2.1 "Ad Hoc Committee" means a special purpose committee of limited duration, created

by Council to inquire and report on a particular matter or concern and which dissolves automatically upon submitting its final report unless otherwise directed by Council.

5.2.2 "Sub-Committee" means a committee appointed by an Advisory Committee or Ad Hoc Committee of its own members for the consideration of a particular matter or concern under its mandate.

5.3 "CAO/Clerk" means the Chief Administrative Officer / Clerk of the Township of McNab/Braeside.

5.4 "Community Member" means an individual who is appointed by Council to serve on an Advisory Committee.

5.5 "Council" means the Municipal Council of the Township of McNab/Braeside.

5.6 "Council Code of Conduct" means the code of conduct adopted by Council in accordance with the Section 223(2) of the *Municipal Act, 2001, S.O. 2001 c.25* as amended.

5.7 "Council Liaison" means the Member of Council appointed to an Advisory Committee, except the Planning Advisory Committee, who shall act as the communication link between Council and the committee.

5.8 "Procedural Policy" means the policy adopted by Council to regulate the proceedings of Council and Committee meetings in accordance with Section 238 of the *Municipal Act, 2001, S.O. 2001 c.25* as amended.

5.9 "Township" means the Corporation of the Township of McNab/Braeside.

6.0 Procedures

6.1 Membership

6.1.1 All Advisory Committees will be composed of one (1) Member of Council and between two (2) and six (6) community members except as provided for in Sections 6.1.1.1 and 6.1.1.2.

6.1.1.1 The Planning Advisory Committee shall be composed of all Members of Council, with the Deputy Mayor serving as Chair and the Mayor as Vice Chair.

6.1.1.2 The Community Development Advisory Committee shall be composed of all Members of Council and up to four (4) community members.

6.1.2 The Mayor shall sit ex-officio on all Advisory Committees.

6.1.3 All community members shall be individuals appointed by Council who have skills, assets, knowledge and/or expertise in the particular field of the Committee.

6.1.4 Community members serve on a volunteer basis and will not receive any compensation for their service unless specifically allocated by Council.

- 6.1.5 A Community member who misses three (3) consecutive committee meetings without the approval of the committee may be subject to forfeiture of their committee seat at the discretion of Council, on the recommendation of the committee.
- 6.1.6 Members of Council appointed to Advisory Committees are there to act in an advisory capacity, like the community members appointed, as all final decisions are made by Council as a whole at a Council Meeting unless authority has been delegated by Council.
- 6.1.7 Any vacancy shall be filled in accordance with the Public Notice and Engagement procedure outlined in this Policy.

6.2 Staff Resources

- 6.2.1 At their discretion, the CAO/Clerk shall appoint staff to serve as advisors to Advisory Committees.
- 6.2.2 Staff Advisors shall be considered full members of the committee to which they are appointed.
- 6.2.3 Staff Advisors shall act as the recording secretary of the committee on which they serve. They will prepare the meeting agenda, in consultation with the Committee Chair, and prepare meeting minutes in the format prescribed by the CAO/Clerk.
- 6.2.4 In the absence of dedicated Staff Advisors, Advisory Committees shall appoint a recording secretary from among their members who will prepare the meeting agenda, in consultation with the Committee Chair (if applicable), and prepare meeting minutes in the format prescribed by the CAO/Clerk.

6.3 Quorum

- 6.3.1 Quorum shall be established at 50% plus one (1) of the total committee membership and shall not be less than three (3) members.
- 6.3.2 If there is no quorum within fifteen (15) minutes of the time set for the meeting, and unless two-thirds of those present agree to an extension of up to an additional fifteen (15) minutes, the meeting shall adjourn until the next regular meeting and the recording secretary shall record the names of those present and the time adjourned.

6.4 Meetings

- 6.4.1 All Advisory Committees shall meet at least six (6) times per calendar year and all Advisory Committee meetings are open to the public.
- 6.4.2 All Advisory Committee meetings shall be held on a set date/time in the Council Chambers of the Township of McNab/Braeside.
- 6.4.3 The CAO/Clerk, or their designate, shall provide written notice of committee meetings by hand delivery or e-mail to each committee member and all Members of Council so as to be received no later than seven (7) days in advance of each regular

meeting.

- 6.4.4 Notice of all Special Meetings will set forth the matters to be considered at such Special Meeting and will be given to all committee members and all Members of Council not less than twenty-four (24) hours in advance of the time fixed for the meeting; and the CAO/Clerk, or their designate, shall give such other notice of the meeting to members by telephone, e-mail or as otherwise practical within the circumstances.
- 6.4.5 Meeting agendas shall be provided to Committee Members and all Members of Council at least forty-eight (48) hours in advance of each regular meeting.
- 6.4.6 At the first committee meeting of the new term, each Advisory Committee, except the Planning Advisory Committee, shall appoint a Chair and Vice Chair from among their members to serve in these positions for a four-year term coinciding with the term of Council.
- 6.4.7 The duties of the Committee Chair include:
 - 6.4.7.1 Calling meetings to order;
 - 6.4.7.2 Conducting meetings in accordance with the Procedural Policy;
 - 6.4.7.3 Fostering a positive atmosphere to encourage the exchange of ideas and perspectives;
 - 6.4.7.4 Acting as committee spokesperson, as needed;
 - 6.4.7.5 Representing the Advisory Committee, when necessary;
 - 6.4.7.6 Ensuring that the Committee deals with policy issues effectively;
 - 6.4.7.7 Ensuring public dialogue and communication on policy matters are effective and coordinated;
 - 6.4.7.8 Ensuring that the needs of the Committee for administrative support, analysis and advice are provided through the Office of the CAO/Clerk;
 - 6.4.7.9 Ensuring that all Committee members are fully informed on all matters within the jurisdiction of the Committee and for the duties and responsibilities of the Committee;
 - 6.4.7.10 Working with Staff Advisors and the Council Liaison as appropriate; and
 - 6.4.7.11 Communicating any matter that is required to be communicated to another Committee to the CAO/Clerk.
- 6.4.8 The Committee Vice Chair shall preside over meetings in the absence of the Committee Chair and shall exercise the authority granted to the Presiding Officer for the duration of the absence from the meeting.

6.4.9 The format of meeting agendas will include the following sections:

- Call to Order
- Roll Call
- Adoption of the Agenda
- Disclosures of Pecuniary Interest
- Approval of Previous Minutes
- Presentations / Delegations
- Matters Tabled / Deferred / Unfinished Business
- Staff Reports
- New Business
- Announcements
- Closed Session (if applicable)
- Adjournment

6.4.10 Where possible, committee decisions shall be made by way of consensus. Where a resolution is to go to Council, a motion must be moved, seconded and recorded in writing before voting. A motion is deemed to be carried if a majority of members present vote in the affirmative.

6.5 Reporting

6.5.1 Staff Reports, as determined by the CAO/Clerk, shall normally be submitted to the applicable Advisory Committee for input as part of the consultation process with any alternate points of view being noted in the report.

6.5.2 Meeting minutes shall be presented to Council as information after they are adopted by the committee.

6.5.3 The Council Liaison will be the lead liaison to Council for the Committee and shall provide bi-annual updates on committee business to Council, in conjunction with the Committee Chair as necessary.

6.6 Conduct

6.6.1 Committee member conduct is governed by the Council Code of Conduct. In general, a committee member may not:

- 6.6.1.1 Speak disrespectfully;
- 6.6.1.2 Use offensive words or non-parliamentarian language;
- 6.6.1.3 Disobey the committee rules or decision of the Presiding Officer, or of the committee on questions of order or practice or upon the interpretation of the rules of procedure;
- 6.6.1.4 Leave his/her seat or make any noise or disturbance while a vote is being taken and until the result is declared.

6.6.2 In the event that any member persists to be in a breach of the foregoing section, after having been called to order by the Chair, the person may be ordered by the

Chair to leave their seat for that meeting; but in the case of ample apology being made by the offender, they may, by vote of the members present, be permitted forthwith to resume their seat.

6.7 Public Notice and Engagement Policy

- 6.7.1 The Township of McNab/Braeside seeks to ensure that it is providing equal opportunity for all residents and taxpayers to participate in the decision-making process through Advisory Committees.
- 6.7.2 Should a vacancy occur, the CAO/Clerk or their designate is authorized to undertake the following procedure to fill the vacant position, subject to final approval by Council.
 - 6.7.2.1 When Council solicits members of the public to participate on an Advisory Committee, the CAO/Clerk will place an advertisement in the local newspaper, share on Township social media and post on the Township website inviting members of the public to apply to fill the vacancy.
 - 6.7.2.2 The advertisement will be posted and applications will remain open for a period of at least fourteen (14) days from the date of issuance, at the discretion of the CAO/Clerk. Applications, in the prescribed form, may be submitted to the CAO/Clerk by mail, in-person, fax or email until the prescribed closing time.
 - 6.7.2.3 The CAO/Clerk shall prepare a Report to Council outlining the applications received, their recommendations for appointments and any other information practicable for Council's information.
 - 6.7.2.4 Council retains the final authority to appoint individuals by majority vote.

6.8 Miscellaneous

- 6.8.1 Each Advisory Committee shall have the authority to create sub-committees from within its membership as deemed necessary.
- 6.8.2 Any Member of Council may attend meetings of a special purpose Advisory Committee, but may not vote if not appointed to the committee as a voting member.
- 6.8.3 The CAO/Clerk is hereby authorized and directed to appoint administrative committees composed of staff to address internal governance issues as they see fit.

7.0 Attachments

- 7.1 Accessibility Advisory Committee (Terms of Reference)
- 7.2 Arts, Heritage and Culture Advisory Committee (Terms of Reference)
- 7.3 Community Development Advisory Committee (Terms of Reference)
- 7.4 Corporate Services Advisory Committee (Terms of Reference)
- 7.5 Parks, Trails and Open Spaces Advisory Committee (Terms of Reference)
- 7.6 Planning Advisory Committee (Terms of Reference)

7.7 Recreation Advisory Committee (Terms of Reference)

Township of McNab/Braeside Accessibility Advisory Committee

Terms of Reference

Mandate:

To provide advice to Council on promoting and facilitating accessible services and a barrier-free community through assisting in the identification, removal and prevention of barriers faced by persons with disabilities in accordance with the *Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c.11* as amended.

Goals:

1. Provide advice and guidance to Council on matters related to accessibility and the elimination of barriers faced by persons with disabilities;
2. Provide a forum for residents to raise issues and concerns regarding the accessibility of Township services, programming and facilities;
3. Provide feedback to Council and staff on the implementation, status, and effectiveness of the Township's Multi-Year Accessibility Plan;
4. Review and monitor existing and proposed policies, practices and procedures to ensure accessibility for persons with disabilities;
5. Pending time constraints, the committee can request and review any site plan or drawings received by the municipality, described in Section 41 of the *Planning Act, 1990, R.S.O. 1990, c. P 13* as amended;
6. Review, access and make recommendations to Council on barriers for persons with disabilities on all owned, leased, or operated facilities of the Township of McNab/Braeside;
7. Raise public awareness of issues affecting persons with disabilities;
8. Promote a "barrier-free" and accessible community;
9. Consult with persons with disabilities and groups, organizations, and service agencies that serve persons with disabilities to encourage two-way communication of concerns;
10. Perform all other functions specified in the *Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c. 11* as amended and its Regulations;
11. Ensure continued compliance with the *Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c. 11* as amended and its Regulations;
12. Perform any other task(s) delegated by Council.

Township of McNab/Braeside

Arts, Heritage and Culture Advisory Committee

Terms of Reference

Mandate:

To provide advice to Council on issues relating to arts, heritage and culture and to provide an avenue for residents to support arts, heritage and cultural activities within the municipality. The Arts, Heritage and Culture Advisory Committee would also serve as the Heritage Advisory Committee in accordance with the *Ontario Heritage Act, R.S.O. 1990, c. O.18* as amended.

Goals:

1. Provide advice to Council on matters related to arts, heritage and culture within the community;
2. Provide a forum for residents to raise issues and concerns regarding arts, heritage and culture;
3. Advocate for a strong and viable arts and culture identity for McNab/Braeside;
4. Encourage community involvement in matters and projects related to arts and culture including public forum workshop and recreation activities;
5. Provide advice and support to the Museum Curator of the Waba Cottage Museum and Gardens;
6. Serve as the Heritage Advisory Committee in accordance with the *Ontario Heritage Act, R.S.O. 1990, c. O.18* as amended;
7. Advise and make recommendations to Council regarding Part IV and Part V properties under the *Ontario Heritage Act, R.S.O. 1990, c. O.18* as amended;
8. Develop and maintain an inventory of the Township's significant heritage buildings, cultural landscapes and cemeteries;
9. Educate and promote heritage awareness, conservation and preservation within the community;
10. Provide input regarding heritage matters to other committees as required;
11. Recognize community initiatives for the preservation of historically significant attributes;
12. Perform any other task(s) delegated by Council.

Township of McNab/Braeside
Community Development Advisory Committee
Terms of Reference

Mandate:

To provide advice to Council on community engagement, economic development and marketing and communication. To support and promote McNab/Braeside as an attractive place to live, work, invest and play, in order to ensure a robust and sustainable local community and economy into the future.

Goals:

1. Provide advice and guidance to Council on matters related to policies, practices and programs concerning community engagement, economic development and marketing and communications;
2. Facilitate the creation, implementation and ongoing review of a Community Engagement Strategy with extensive internal (Council and staff) and external (public) consultation;
3. Facilitate the creation, implementation and ongoing review of a Branding Strategy for the Township;
4. Review and monitor existing and proposed policies, practices and procedures to ensure communications with residents are effective, efficient and informative;
5. Review and provide feedback on the municipal website in accordance with the Branding Strategy and any other applicable strategy, plan or policies adopted by Council;
6. Make recommendations related to community economic development including developing a more dynamic and diverse business environment, by encouraging and supporting existing businesses while working to attract new business opportunities;
7. Identify activities, events and opportunities to promote community economic growth and tourism in the Township;
8. Encourage community involvement in decision-making through committees, volunteerism and programming;
9. Provide a voice and forum for businesses, the rural agriculture community, and community groups to engage with the municipality in the future;
10. Perform any other task(s) delegated by Council.

Township of McNab/Braeside
Corporate Services Advisory Committee
Terms of Reference

Mandate:

To provide advice to Council on financial, administrative and policy issues and concerns. To ensure that the Township of McNab/Braeside continues to be a strong, effective and efficient municipality that strives to serve its residents well.

Goals:

1. Provide advice and guidance to Council on matters related to policies, practices and programs concerning administration, finance and policy-making;
2. Provide a forum for residents to raise issues and concerns regarding administration, finance and policy-making;
3. Review financial information, including annual Financial Statements and Budgets, to identify and recommend cost-saving opportunities and financial policies;
4. Make recommendations for updates to current or proposed by-laws and policies, corporate, administrative and implementation procedures, and by-law enforcement protocols and measures;
5. Undertake a renewed Strategic Planning process to create, implement and maintain a strong guiding document that provides opportunities for meaningful consultation with internal (Council and staff) and external (public) stakeholders.
6. Perform any other task(s) delegated by Council.

Township of McNab/Braeside
Parks, Trails and Open Spaces Advisory Committee
Terms of Reference

Mandate:

To provide advice to Council on issues relating to the planning and operating of all Township parks, trails and open spaces and to promote active living, environmental stewardship and sustainability throughout the municipality.

Goals:

1. Provide advice and guidance to Council on matters related to policies, practices and programs concerning parks, trails and open spaces;
2. Provide a forum for residents to raise issues and concerns regarding parks, trails and open spaces;
3. Create, implement and review a guiding document for parks, trails and open spaces to provide guidance to staff and Council on how the community wishes to utilize these municipal assets;
4. Coordinate the revitalization of Township parks, trails and open spaces in consultation with Township staff and the public;
5. Promote opportunities to better utilize Township parks, trails and open spaces;
6. Promote opportunities to support the principles of active living and accessibility for all segments of society (e.g. young people, families, seniors);
7. Foster awareness of environmental stewardship and sustainability at both the institutional and individual levels;
8. Perform any other task(s) delegated by Council.

Township of McNab/Braeside Planning Advisory Committee

Terms of Reference

Mandate:

To provide advice to Council with respect to community planning matters, development and planning policies in accordance with the *Planning Act, 1990, R.S.O. 1990, c. P. 13* as amended.

Goals:

1. Provide advice and guidance to Council on matters related to policies, practices and programs concerning planning matters, land use policy, zoning policy and municipal buildings;
2. Provide a forum for residents to raise issues and concerns regarding planning;
3. Act as the Planning Advisory Committee in accordance with Section 8(1) of the *Planning Act, 1990, R.S.O. 1990, c. P. 13* as amended;
4. Review, from time to time, the provisions of the Official Plan and Zoning By-law and related municipal policy, and recommend to Council amendments thereto which would be in the best interests of the Township of McNab/Braeside and its residents;
5. To review and provide Council with recommendations on the following types of applications;
 - a. Official Plan amendments;
 - b. Zoning By-law amendments;
 - c. Development or redevelopment of uses (subdivisions, condominiums, site plan control);
 - d. Any other application referred by Council for consideration.
6. Receive information from the Building Department concerning building and septic inspections;
7. Perform any other task(s) delegated by Council.

Township of McNab/Braeside Recreation Advisory Committee

Terms of Reference

Mandate:

To provide advice to Council as to how the Township of McNab/Braeside can enhance the quality of life of its residents and visitors through the provision of recreation programming, community festivals and special events.

Goals:

1. Provide advice and guidance to Council on matters related to policies, practices and programs concerning recreation programming and community life;
2. Provide a forum for residents to raise issues and concerns regarding recreation programming and community life;
3. Promote volunteerism through supporting projects and services related to Township recreation programming;
4. Review and advise on the recreation needs of the community;
5. Conduct advocacy initiatives on behalf of recreational users in the municipality, when necessary, including fundraising;
6. Work with the Recreation Department and other external stakeholders (community recreation groups) to ensure that all programs and services are accessible and attain the expected level of service for residents;
7. Liaise with appropriate Advisory Committees, community groups and individuals to ensure awareness of the needs of residents and users and to advise staff about opportunities for new partnerships and collaborations;
8. Perform any other task(s) delegated by Council.