

# The Corporation of the City of Kawartha Lakes

## Council Report

Report Number CLK2014-003

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**Date:** June 24, 2014  
**Time:** 2:00 p.m.  
**Place:** Council Chambers

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**Ward Community Identifier:**

**Subject:** Review of Committees of Council

**Author/Title:** Judy Currins, City Clerk

**Signature:**



**Recommendation(s):**

**RESOLVED THAT** Report CLK2014-003, **Review of Committees of Council**, be received;

**THAT** a four step process to establish a committee of Council as outlined in Report CLK2014-003, be adopted;

**THAT** the Committee of Council Assessment Criteria Tool, appended to Report CLK2014-003 be adopted and completed by the Lead Department assigned by the CAO prior to the establishment of any Committee of Council;

**THAT** all existing Committees of Council be reviewed by their Lead Department using the Assessment Criteria Tool with results reported to Council by the end of October 2014;

**THAT** the Terms of Reference template for all Committees of Council appended to Report CLK2014-003, be adopted;

**THAT** all Committees of Council be advised of the new Terms of Reference, including the requirements for an annual work plan and report to Council;

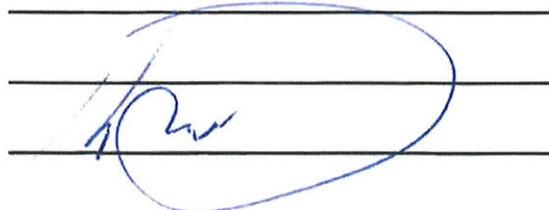
**THAT** staff amend existing Terms of Reference for Committees of Council using the new template and that any required by-laws be presented;

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**Department Head:**

**Corporate Services Director / Other:**

**Chief Administrative Officer:**



**THAT** policy number 028CAO002 – Non-legislated Committees of Council be reviewed and a report back on any amendments to the policy by end of Q3;

**THAT** a process to form a Task Force and a Terms of Reference template (for the Task Force) be established, with a report back by the end of October 2014;

**THAT** the Acting Director of Community Services provide a report on Recreation Volunteer Management Committees;

**THAT** the City Clerk schedule a training session in December for Councillors appointed to advisory committees relating to Committees of Council and the role of Councillor Liaison; and

**THAT** the City Clerk develop an Orientation Program for all Committees of Council, Chairs and Secretaries for implementation in January 2015.

### **Background:**

At the Council Meeting of November 26, 2013, Council adopted the following resolution as part of Report CAO2013-009:

**THAT** the City Clerk provide a preliminary report to Council on the process to review Committees of Council by March 2014 with the report to include recommendations on the Terms of Reference template, a training process for members of Council and volunteers who sit on the Committees, volunteer recruitment process, boarder community committees, terms of committee appointments, Councillor Liaison responsibilities and committee reporting responsibilities to Council;

This report addresses that direction.

### **Rationale:**

Active volunteers and volunteerism are widely regarded as fundamental to the building of community spirit and identification with the City. This municipality has relied on the efforts of volunteers who have given countless hours sitting on advisory committees for the past number of years. Members of the public who volunteer in the City of Kawartha Lakes make a vital contribution to our communities. Regardless of the time given or the task completed, volunteers improve resident quality of life, promote local heritage, demonstrate civic pride and strengthen social and community identity.

Many of our citizens participate in their local communities by being part of a volunteer Committee of Council. These committees are most frequently created as an opportunity to provide advice and recommendations to Council on actions, policies and procedures related to specific areas of interest.

In November 2013, City Council requested a preliminary report on the process to review Committees of Council. Committees of Council are typically advisory in nature and practice. This report does not include the Planning Committee or Management Boards. It also does not address External Committees/Agencies as they are operated by an independent third party organization with appointed representation from the City as a member.

Specifically, the purpose of this report is to make recommendations on the current Terms of Reference template, a training process for members of Council and volunteers who sit on the Committees, the volunteer recruitment process, border community committees, the terms of committee appointments, the Councillor Liaison responsibilities and the committee reporting responsibilities to Council.

This preliminary report will review the above issues and provide Council with information on the committee operating efficiency and effectiveness.

The City has broken down its committees into five categories:

**Legislated:** Mandatory committees formed to meet a requirement of law or to make recommendations to Council on Discretionary Committees;

**Advisory Board:** Formed to provide recommendations to Council on areas determined by Council.

**Volunteer Recreation Management:** Discretionary Committees formed to manage recreation facilities.

**Agencies:** Committees formed by an external body where municipal representation has been requested to make decisions independent of Council Management Boards - Discretionary formed in accordance with legislation.

**Local Boards:** Discretionary - formed in accordance with legislation

The City currently is involved in 69 agencies, boards and committees, of which 39 are advisory committees, 2 are task forces, 1 local board, 2 management boards, 13 volunteer recreation management committees and 12 agencies, as reflected in Appendix A.

Data was collected from the various committees as a starting point. The data covered the terms of reference, meeting frequency, meeting duration, Council and staff resources used, the volunteer base engaged and the recommendations brought forward from the Committee to Council on issues. As the City has recently adopted a Strategic Plan, and as the Corporation progresses with performance management, it is an ideal time to review Committees of Council to ensure value is added by efforts expended. One of the identified enablers in the Strategic Plan to advance Council's objectives (as outlined in the community vision) is to "Identify and Secure Partnerships and Collaboration". Utilizing the community's talent base through Committees is essential to advancing our community vision.

#### Observations:

Based on known data in 2012, 4759 hours were dedicated to support the forty-one (41) legislated and non-legislated committees. This exceeds the equivalent of two (2) FTE/yr. Of that 2,190 [ $219 \times (3 + 2) \times 2 = 2,190$ ] were hours tallied for Council and Staff attendance/administration and the balance, 2569 hours, were volunteer hours [ $(4759 - 2190) / 4759 \times 100 = 54\%$ ] This is worth noting as we have indicated the significance of volunteerism and unanswered questions regarding the City's ability to maintain and attract volunteer(s). Of equal importance, is the suspicion that the 54% of volunteer contributions is not evenly spread across the Municipality, resulting in concerns about attracting volunteers in some communities, as is the case for many jurisdictions across Canada.

Reviewing further a sampling of the minutes from these committees, some committees are strictly administrative / informational while others are very structured and contribute with recommendations on policy and legislation, increasing advocacy and promotion of various activities. Three to five of the 41 committees regularly provide Council with recommendations while the balance or 88% of the committees provide no direct recommendations to Council. Greater analysis on volunteers and their contributions is called for which may be revealing in terms of community representation and future increased expectations by Council and staff to support the various committees that comprise the City. Attention as well should be given to the issue of ageing, since this impacts volunteerism.

The last revision to the Committees of Council recruitment policy and Terms of Reference Template was in 2007. As Council and the City strategic directions change, Committees continuance need to be aligned with these priorities to provide value to Council and the communities that are represented. A consistent process and expectations are required moving forward. It is important to focus efforts to the municipal Council strategic direction, adapt the structure to maximize flexibility for effective and procedurally correct decision making in an open and transparent way.

Senior Management and staff dealing with Committees have identified some of the inconsistencies and issues relating to current committee operations and the terms of reference, including:

Terms of Reference:

- Some approved by by-law, some by resolution
- Terms of Reference wording is inconsistent
- Sections are missing in some
- No date of approval
- No review timeframe for task forces
- Criteria for committee not clear
- Doesn't fit all our types of committees (recreation management)

Operation of Committee:

- No orientation
- No clear expectation of members - council and volunteer
- Liability to Corporation of their actions
- Insurance coverage – only formed to get access to insurance coverage
- Training – has not been consistent
- No clear guidelines for Chair, staff, Council Liaison
- Meeting for nothing – agendas should have quality items – if just administrative – cancel meeting
- Option to discontinue but treat volunteers as resources – less formal, less administration, more focused to specific issues
- Only put in place to direct staff
- No clear policy for committee expenditures
- Committee Meeting Rooms – challenge
- Lack of quorum in many cases

Recruitment:

- Cumbersome recruitment process – alternative – committee do all, make for term of council – only have to do once with few exceptions, one training
- Not successful recruitment – challenge on how to advertise and either short in number of applications received or they lack the required skill set/expertise/qualifications

Accountability:

- No reporting requirements – need better, more consistent reporting method
- Public notice of meetings – not consistent
- May not be in line with new strategic priorities
- No meeting schedules published, limited public participation
- Minutes and Agendas not regularly posted in a timely manner
- Minutes not provided at all
- No clear criteria to form a new advisory committee
- Few committees have a work plan
- Annual Work plans should be approved by Council
- Not following proper procedures – agenda posted with no business items – all business items added at meeting with adoption of agenda
- Working on issues outside of Council's jurisdiction
- Volume of minutes is unmanageable
- Some committees forget they report to Council

As you can see, a number of inconsistencies and issues have been identified and will be addressed in the report that follows.

**Creation of a Committee**

Currently, there is no established process to create a committee. Many times a resolution of Council recommends the formation of a committee without any analysis or clear details of the purpose for the committee. There are a number of factors that may prompt the creation of a new committee of council including:

- Legislated requirement including federal or provincial legislation or a by-law
- Fulfillment of a provincial mandate
- Council or Staff request
- Public issues
- Contentious issues.

It is important for Council to have all of the facts relating to any new committee including anticipated mandate and Council's expectations. These should be established prior to the recruitment of members and formation of the committee to ensure that scarce resources are channeled to achieve Council's strategic priorities and to ensure value for the Corporation.

It is recommended that the creation of a committee follow four parameters, without exception:

1. Receive the request to form a new committee from council or the public, including an explanation of the purpose and objective.
2. Direction to staff and Clerk to research report back to Council utilizing the established criteria
3. Comprehensive report to Council
4. Council adopts or abandons the creation of Committee Terms of Reference

The staff report qualifying factors would include:

- Alignment with the Strategic Plan
- Considerations of corporate and departmental goals and objectives
- Terms of reference including sunset clause, and reporting requirements
- Public stewardship and financial value
- Duplications
- An assessment of the criteria to establish a committee,
- Any public interest or feedback received.

The process to assess the formation of a new advisory Committee of Council would be a stepped approach following a path of:

- 1) Defining – creation of parameters
- 2) Measures – qualifying factors
- 3) Analysis - assessment criteria.

This process would align with the overall City performance management program. The recommended Assessment Criteria Checklist is attached as Appendix B. It is recommended that a review of all existing Committees be undertaken during the 3rd quarter of 2014 with a report to Council by end of October advising of the results.

### **Terms of Reference**

It is recommended that the existing Terms of Reference template be abandoned and replaced by Appendix B. Generally, the revised Terms of Reference are shorter and more concise. Once Council has adopted a new terms of reference template, the next step would be to review all existing committees list. The assessment criteria and only those Committees that move forward would be considered for new terms of reference. The balance would be dissolved.

Included in the Terms of Reference, each Committee will be required to provide and present to Council an annual work plan outlining the goals for the year. An annual report is also required to update Council on the Committee's progress and also to measure its effectiveness in relation to their established mandate and Council's strategic priorities. The annual report will ensure Council maintains their required oversight of activities without having to read 100's of sets of minutes. In addition, it provides Council with a way to measure the Committee's performance. The Council Liaison position also has the opportunity to advise Council if they feel a committee is not reaching its mandate during the year.

Annual work plan approaches have proven to work very well. Members are contributing more, there is better liaison with city departments and more quality recommendations, advocacy and participation has occurred.

### **Councillor Liaison Position**

In an informal survey conducted by Councillor Hodgson, many Councillors noted they are on many committees; and some committees have more than one Councillor. The majority felt that only one member of Council would be required on Advisory Committees if proper training of their role is achieved. It is recommended that Advisory Committees only have one appointed member of Council identified as Councillor Liaison.

### **Orientation for Volunteer Members**

At the first meeting of each year, an orientation session using a prescribed format shall take place. This will ensure the action is completed by orienting new members, refreshing existing members and focusing the entire committee toward the end goal. Councillor Liaisons are strongly recommended to attend.

An orientation checklist will be created and supplied to each department to allow for conducting an orientation session and to ensure that all members are provided with updated information. The orientation session will:

- introduce the Committee to the staff
- set clear expectations
- allow for the explanation of insurance coverage and have each volunteer sign a volunteer waiver
- provide an explanation of why it is important to keep records of their activities particularly with events, inspections off-site and any partnering that takes place to run events
- provide an explanation on the use of sub-committees and the fact that they are not covered under the current insurance policy unless the members are appointees of the original Committee.

## **Recruitment**

Recruiting and maintaining volunteer committee members has been a challenge. Currently many committees do not have their maximum membership and find it difficult to meet quorum. as earlier noted in the analysis.

It is possible volunteers may feel they are not accomplishing what they expected they would or they are simply too busy for the time commitment of regular meetings. If the recommendation above to create an annual work plan is adopted, members may feel more fulfilled and appreciated. As well, if the meeting structure was revised to more informal working meetings as opposed to structured formal meetings, there may be more contributions by the volunteer members. The number of formal meetings may be reduced to quarterly or semi-annually depending on the adopted work plan.

To get full value from the recruitment exercise, it is recommended that members be appointed for two and four year terms. This will allow the terms of members to stagger, it will reduce the need for annual advertising and interviews, it will maximize the orientation efforts and work plan development. This recommendation has been included in the revised Terms of Reference.

### Managing Risk with Volunteers

The City of Kawartha Lakes General Liability insurance policy extends coverage to Committees of Council under the control of, answerable to, or the responsibility of the City of Kawartha Lakes. The intent is that the Committee of Council works in conjunction with the municipality. To be an insured the City must be aware of all planned activities so that the City can assess the risks and ensure that proper policies and procedures are being followed.

Committees of Council and volunteers are not entitled to any benefits normally provided by the City including WSIB nor does coverage provided extend to injury sustained by the volunteer or any loss or damage to their personal property. The volunteer is responsible for his or her own medical or health insurance coverage.

The City's insurance coverage only extends to the City's activities and those activities of the Committee of Council that is authorized by the City. If a Committee is partnering with another group who does not have their own insurance it is not automatically the responsibility of the City to assume their liability. In the event of a loss, the City's insurer would only be obligated to defend the City and the authorized Committee of Council, not another group partnered with. Therefore it is not in the best interest of the City and/or a Committee to partner with another group who does not have insurance unless the City and/or Committee is willing to take control of the entire event. This is an area of particular concern from a corporate risk management perspective. Many Committees of Council take it upon themselves to create "sub-committees" and

develop community partnerships in the belief that the City's insurance coverage continues as a blanket over all partners. It does not. Simply put, the City's insurer needs to know that the City, or its designated committee has direct care and control over an activity.

On a general note, any Committee should not be making any promises on behalf of the group or the City unless they know they are in a position to properly and safely complete the task. Any commitments they make, and if not followed through on would result in the City bearing the responsibility. . The same would be true for any of their events; it would be the City's policy that would respond in the event of a loss, with the City having to finance all expenses within its deductible. This is the ultimate risk that the City needs to mitigate if it continues to assign responsibility to volunteers.

A Committee of Council is a representation of the City of Kawartha Lakes and therefore must always act in the best interest of the municipality and its citizens. If the tools and processes are put in place as noted above, it will assist to limit the city risk and better inform the volunteers of the coverage through the orientation process. During the analysis of each Committee, consideration will be given to the requirement of criminal record checks to be included in the Terms of Reference.

The next steps, assuming that Council approves the assessment criteria and revised terms of reference, would be:

- That the lead department appointed by the CAO will review all existing committees using the assessment criteria checklist
- A Report will come back to Council on the outcome of the assessment with recommendations for each Committee
- Depending on the decision of Council after the assessment criteria has been completed and reports, revise the Terms of Reference for all committees carried forward
- Clerk's Office develop the Orientation Program for implementation in January 2015
- Clerk's Office develop the Councillor Liaison training to be used during Council Orientation in 2014.

#### Volunteer Recreation Management Boards

Volunteer Recreation Management Boards were created to assist with the management in an independent way, some of the smaller community centres throughout the municipality. This type of committee of council is different from an advisory committee as they have decision making powers, control finances, and manage facilities and other city assets on a daily basis. It is recommended that the Acting Director of Community Services report separately on options to deal with Volunteer Recreation Management Boards.

## Border Community Committees

This issue was reviewed with the Acting Director of Community Services since the one Border Community that exists is for a recreation purpose. It was felt that there is no real issue at this point, however, it would be recommended that if future committees form, that the assessment criteria and four step process to create it is followed. This will allow Council to have input into the expectations, funding, etc. in relation to their strategic priorities. If Council wishes a more in-depth analysis or more detailed review of this issue, further direction will be required.

### **Other Alternatives Considered:**

Council may wish to do nothing with respect to Committees of Council at this time. This is not recommended as the current process is not as efficient as it could be nor is Council seeing the results from the time and effort being put forth by volunteers. With a proper process, it will streamline the creation of committees, develop a proper training tool to start the committee on their work with a clear and concise expectation of Council and have proper approval and reporting formats.

### **Financial Considerations:**

There will be a cost to review the existing committees, however, the potential for more efficient use of time and efforts of Council, staff and volunteers should be far greater than the one-time cost to review. With a good process in place to create new committees, time will not be expended on non-essential work in the future.

### **Relationship of Recommendation(s) To Strategic Priorities:**

The recommendations contained within this report will support Council's strategic priorities by creating stronger relationships with the City's volunteer base and maximize the volunteer efforts.

### **Review of Accessibility Implications of Any Development or Policy:**

N/A

**Servicing Comments:**

N/A

**Consultations:**

Mark Fisher, CAO  
Senior Management Team  
Jolene Ramsay, Insurance and Risk Management Coordinator

**Attachments:**



Appendix A -  
Committees of Council



Appendix B -



Appendix C -

Committee of Council

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**Department Head: Mark Fisher, CAO**

**Department File:**

## **Schedule A to Report CLK2014-003**

The current committees included in each category can be broken down as follows:

### Legislated Advisory Committees (12)

Accessibility Advisory Committee,  
Community Emergency Management Program,  
Drainage Board,  
Heritage Victoria,  
Municipal Election Compliance Audit Committee,  
Property Standards Committee,  
Public Review Committee (PRC) Lindsay Ops Landfill,  
PRC Fenelon Landfill Site,  
Public Library Board,  
Victoria Manor Committee of Management,  
Committee of Adjustment (non-advisory)  
Kawartha Lakes-Haliburton Housing Corporation.

### Non-Legislated Advisory Committees (29)

Agricultural Development Advisory Board (ADAB),  
Aggregate Secondary Plan Steering Committee,  
Audit Committee,  
Bobcaygeon Legacy C.H.E.S.T. Fund Grant Committee,  
Budget Committee,  
City Property Disposition Task Force,  
Coboconk-Norland and Area Business Committee of Council,  
Committee to Hear Appeals – Orders to Restrain,  
Community Policing Committee,  
Environmental Advisory Committee,  
Fortification By-law Appeal Committee,  
Governance Review Task Force (concluded Dec 2013),  
Human Resources Committee,  
Legacy C.H.E.S.T. Audit Committee,  
Lindsay Legacy C.H.E.S.T. Fund Grant Committee,  
Lindsay Parks Advisory Committee,  
Northwest Trunk Sanitary Sewer Steering Committee,  
Omeme Business Committee of Council,  
Transit Board,  
Waste Management Committee,  
Joint Social and Housing Services Advisory Committee,  
Fenelon Falls Cemetery Board,  
Fenelon Falls Museum Board,  
Fenelon Falls Powerlinks Committee,

Joint Cemetery Board,  
Kinmount Committee for Planning and Economic Development,  
Lindsay Nayoro Twinning Committee,  
Trails Advisory Committee,  
Wilson Estate Advisory Committee.

Local Board (1)

Lindsay Downtown Business Improvement (BIA).

Management Boards (2)

Kawartha Lakes Municipal Airport Board  
Trolley Management Board

Recreation Volunteer Management Committees (13)

Baddow Community Centre,  
Bolsover Community Centre,  
Burnt River Community Centre,  
Carden Community Center,  
Coboconk Railway Station Restoration Committee,  
Dalton Community Centre,  
Janetville Community Centre,  
Kinmount Community Centre,  
Kirkfield Festival Committee,  
Manilla Community Centre,  
Norland School Hall Community Centre,  
Palestine Community Centre,  
Seagrave Park Association.

Agencies (12)

Haliburton, Kawartha, Pine Ridge District Health Unit Board,  
Kawartha Lakes Community Health Care Initiative,  
Kawartha Lakes Police Services Board,  
Queen Elizabeth Provincial Park Committee,  
Ross Memorial Hospital Board,  
Safe Communities  
Kawartha Lakes, Sturgeon Lake Management Plan Executive Liaison  
Group,  
Trent Conservation Coalition Source Protection Committee,  
Ganaraska Region Conservation Authority,  
Kawartha Region Conservation Authority,  
Lake Simcoe Region Conservation Authority,  
Otonabee Region Conservation Authority.

## Appendix "B" to Report CLK2014-003

### Assessment Criteria List to Form a new Advisory Committee of Council

\_\_\_\_\_ Statutory requirement – Is the existence of this committee required by Federal/Provincial/By-law legislation and regulation

List Legislation/Order/By-law \_\_\_\_\_

Is there a clear committee mandate?

Is the committee's mandate relevant?

Is the committee's mandate achievable?

Is the committee's mandate unique?

Is the committee's mandate aligned with corporate goals?

Is the committee operating effectively? (for review year)

If not a Statutory requirement – must fulfil five (5) of the following eight (8) criteria

\_\_\_\_\_ Aligns with Strategic Map and Priorities (or other approved Master Plans, guiding documents)

\_\_\_\_\_ Requires citizen voice(s) or external stakeholder expertise to develop public policy or fulfill corporate mandate

\_\_\_\_\_ Broad subject matter is handled by multiple internal divisions and/or external stakeholders

\_\_\_\_\_ Emerging issue of clear importance to the municipality

\_\_\_\_\_ Significantly helps steam-line discussion and decision making at Council

\_\_\_\_\_ Handles work that staff do not perform

\_\_\_\_\_ Needed for the long-term (minimum four years – term of council)

\_\_\_\_\_ Mandate and work plan and can be clearly articulated

# Appendix “C” to Report Number CLK

Terms of Reference Template Revised 2014

## TERMS OF REFERENCE

**NAME:** *(name of Committee/Board)*

Date Established by Council:

Regular Review Timeframe:

Date Committee Ends: (if applicable)

**MISSION:** *(a brief description of the mission, goals and objectives of the Committee)*

The XXXXX Committee is established to

## ROLES AND RESPONSIBILITIES:

It is the responsibility of all appointed members to comply with:

- the City Code of Conduct,
- the City Accountability and Transparency Policy
- the City Procedural By-law
- Other applicable City by-laws and policies
- Municipal Act
- Municipal Freedom of Information and Protection of Privacy Act

No individual member or the Committee as a whole has the authority to make direct representations of the City to Federal or Provincial Governments

Members shall abide by the rules outlined within the Municipal Conflict of Interest Act and shall disclose the pecuniary interest to the Secretary and absent himself or herself from meetings for the duration of the discussion and voting (if any) with respect to that matter.

The Committee will abide by any terms and conditions which may be set out by the City’s Council, CAO, City Clerk, City Solicitor, Auditor and/or Insurer for any activities relating to Committee business.

**ACTIVITIES:** The following represent the general activities of the Committee:

(List specific activities, such as:)

- a) To prepare, by September 15<sup>th</sup> of each year, a projected budget and/or annual workplan for the succeeding year, for Council approval during the budget process. Workplan to include details on promotion of public education programs, review of other government reports, programs and legislation for any impacts on

the City or its programs, and future City policy direction all with the view of advancing the City's adopted strategic priorities and the proposed budget.

- b) To make recommendations to Council on strategy, policies and various issues to achieve Council's strategic priorities relating to the Board/Committee's mandate.
- c) Prepare an annual written report to Council by the end of January of the following year to outline the Board/Committees achievements in line with the approved workplan.
- d) Other – as recommended and approved by Council.

**COMPOSITION:**

The Committee shall be comprised of a maximum of (*state number of members*) consisting of (*state number of public volunteers*) members of the public and (*state number of council members*) Council representative(s). Committee members will be appointed by Council in accordance with established policy. The Councillor appointed by the Council will be ex-officio on the Committee and have full authority to debate and vote. The Committee shall, at its first meeting in each year, elect from its membership a Chair, and Vice-Chair. It is acknowledged that there are no per diems for any Committee positions and it is acknowledged that none of the above positions shall be paid for their services. All committee members are considered volunteer positions. Mileage costs and other minor expenses related to committee activities may be eligible for reimbursement subject to budget approvals by Council. No attendance at conferences or workshops shall be allowed by a volunteer member unless clearly identified in the workplan/budget and approved by Council.

**TERM OF APPOINTMENT:**

Unless exempted by legislation, members will be appointed to varying terms to a maximum of a three year term. An equal number of appointees will be for a one year term and two year term with the balance appointed to a three year term for the first appointees. Successive appointments will be for a three year term to ensure knowledge succession and that there be no complete turnover of membership in any given year. OR

Members will be appointed for a term of two or four years. Successive appointments will be for a two year term to ensure knowledge succession and that there be no complete turnover of membership in any given year.

**RESOURCES:**

The (*name the department*) will provide support in the form of advice, day-to-day liaison with the City, updates on program and promotional ideas and initial assistance in their implementation to the degree resources are available. The Department will also assist in the preparation and submission of budget requests/grant submissions, if needed and attend meetings of the committee upon request.

**TIMING OF MEETINGS:**

Meetings will be held on a set day and time as may be determined by the Committee/Board or at the call of the Chair.

**MEETINGS:**

The Committee shall hold a minimum of (*state number*) meetings in each calendar year. The Chair shall cause notice of the meetings, including the agenda for the meetings, to be provided to members of the Committee a minimum of three (3) business days prior to the date of each meeting. Quorum for meetings shall consist of a majority of the members of the Committee. No meeting shall proceed without quorum. OR

The Committee shall hold a minimum of two (2) formal business meetings in each calendar year to discuss the budget/workplan and the annual report. Other formal business meetings shall be at the call of the Chair. The Chair shall cause notice of the meetings, including the agenda for the meetings, to be provided to members of the committee a minimum of five (5) business days prior to the date of each meeting. Quorum for formal business meetings shall consist of a majority of the members of the Committee. No meeting shall proceed without quorum.

Working meetings throughout the year to advance the efforts of the workplan shall be held at the call of the Chair with the Chair providing notice of the working meetings to all members of the Committee a minimum of three (3) business days prior to the date of each meeting. No formal minutes are required to be taken at working meetings, however, notes shall be taken.

Any member of the Committee who misses three consecutive formal business meetings, without being excused by the Committee, may be removed from the Committee in accordance with adopted policy.

**PROCEDURES:**

Procedures for the formal business meetings of the Committee shall be governed by Procedural By-law and Legislation or, where both of these are silent, by Robert's Rules of Order.

**CLOSED MEETINGS:**

The Committee may, upon affirmative vote of the majority of its members present at a meeting, determine to hold any meeting or part of a meeting as a closed session in order to discuss sensitive personal issues or legal matters. If the Committee elects to hold a closed session, all persons not entitled to vote (with the exception of the staff liaison and visiting members of Council, if any, and all persons excepted by the members) shall vacate the premises where the meeting is taking place. Closed meetings can only be held in accordance with Section 239 of the Municipal Act. Prior to the commencement of closed session, a resolution shall be passed stating the general nature of the matter to be discussed and what section of the Municipal Act applies. The Committee shall maintain a record of the meeting which will be stored in the lead department. Formal minutes are not required for working meetings.

**AGENDAS AND MINUTES:**

A copy of the Agenda shall be provided to the City Clerk's office at the same time it is provided to Committee Members. The City Clerk's office will distribute the agenda to Council members as per established policy and have it posted on the website. At the first meeting of each year, an Orientation Session shall be held for new members.

Minutes of all formal business meetings and notes from working meetings of the Committee/Board shall be forwarded to the *(name of Department)* not later than two weeks after the meeting. Minutes of all formal business meeting of the Committee/Board shall be forwarded to the City Clerk's Office not later than two weeks after the meeting. Action items requested of staff and/or Council will be brought to the attention of the *(name of the Department)* at that time. The City Clerk's Office will electronically circulate the formal business meeting minutes to all members of Council for their information. The City Clerk's Office will maintain a set of printed minutes on file for public review.

**REPORTS:**

Two written reports are required per year from the Board/Committee, being the workplan/budget and the annual report. If there are recommendations of the *(name of committee)* that fall outside of these two reports, they are to be forwarded to Council in a formal written report on the City report template. It will be the responsibility of the Committee to identify those recommendations to the *(name of the Department)* for final preparation of the report.

**LOCATION OF MEETINGS:**

The location of the meetings will be set by the Committee.

**PURCHASING POLICY:**

This Committee has no purchasing or procurement responsibilities. OR  
ALTERNATIVELY: This Committee has the following purchasing responsibilities within the budget allocated as follows (most should not have any purchasing responsibilities)

**INSURANCE:**

*(This will be specific to the committee and will advise the members clarification of the position of the city insurers with respect to the specific committee and to what extent the city's coverage will be extended.)*

**EXPULSION OF MEMBER:**

The Committee may recommend to Council the expulsion of a member or Council may remove a member for reasons as listed, but not limited to, the member being in contravention of the Municipal Act, the Municipal Freedom of Information and Protection of Privacy Act, the Provincial Offences Act, the Municipal Conflict of Interest Act; disrupting the work of the Board/Committee or other legal issues. The process for expulsion of a member is outlined with Policy Number 028 CAO 002.

**Terms of Reference:**

Any responsibilities not clearly identified within these Terms of Reference shall be the responsibility of the City of Kawartha Lakes. Council may, at its discretion, change the Terms of Reference for this Committee/Board at any time. Any changes proposed to these Terms of Reference by the Committee/Board shall be recommended to Council via the Director through a report to the appropriate Committee of Council.

**At the discretion of Council or upon the mandate of the Board/ Committee being fulfilled, the Committee may be dissolved by resolution of Council.**