



Staff Report

Administration

Report To: Committee of The Whole
Meeting Date: January 16, 2019
Report Number: FAF.19.009
Subject: Establishing a Sustainable Path Committee
Prepared by: Shawn Everitt, Interim CAO

A. Recommendations

THAT Council receive Staff Report FAF.19.009, entitled "Establishing a Sustainable Path Committee";

AND THAT Council authorize the development of formal Committee of Council being the Sustainable Path Committee that will include three (3) members of Council, and the potential representation of members from the Public and Town Staff resources available to be determined through the development of a Draft Terms of Reference for future review and consideration by Council;

AND THAT Council appoint _____, _____,

and _____ representing Council to the Sustainable Path Committee with the initial mandate of drafting a Terms of Reference including the proposed Committee composition for future review and consideration by Council.

B. Overview

This report recommends development of a Sustainable Path Committee along with the appointment of three (3) members of Council to the Sustainable Path Committee, and that a draft Terms of Reference including the proposed composition of the Committee be brought forward to Council in the future for consideration.

C. Background

In 2007 the initial Integrated Community Sustainability Plan Steering Committee was formed. In 2010 a formal Terms of Reference for this Steering Committee was approved and is included as Attachment 1 of this report.

In 2013 the Sustainable Path Implementation Steering Committee Terms of Reference was approved and can be referred to as Attachment 2 of this report.

For additional information and future consideration, the composition as identified in Section 5.0 of the Terms of Reference are as follows;

Section 5.0 Membership

The membership qualifications for the ISC is based on the following principles:

- Members shall have demonstrable strength in one or more of the three pillars of sustainability – environment, community/culture and economy;
- Members shall demonstrate experience in organizations/associations, building partnerships, communications and a strong understanding of the Sustainable Path;
- Members shall reside in the community or adjacent communities

- Membership will include:
 - One (1) members of The Blue Mountains Town Council;
 - One (1) municipal staff representative;
 - A minimum of four (4) and maximum of eight (8) representatives of the Community Partners

Participation by Specialty Advisors, Partners and Youth

The ISC may also seek non-voting additional resources as required to assist it such as:

- **Specialty Advisors:** The ISC may request the assistance of Specialty Advisors, who reflect specific expertise in the three pillars of sustainability (environment, community/culture, economy).
- **Partners:** As sustainable activities are identified, the ISC may encourage organizations to cooperate on similar activities.
- **Youth Liaison:** The ISC will ensure youth are engaged in the implementation of the Sustainable Path through establishing a liaison with C4YC or other youth groups. When possible, a youth representative shall sit as a member of the ISC.

Also included in the Terms of Reference approved in 2013, it was clearly stated in the document that the Town of The Blue Mountains will act as stewards of the Plan. In this capacity the Town has agreed to allocate staff, physical space, and limited financial resources to support the ISC's activities. This commitment will be reviewed on an annual basis.

The Town will initially provide the following specific resources:

- The CAO will sit as a ISC member
- Act as facilitator
- Secretariat services – including note-taking, and follow-up activities;
- Providing physical space for meetings
- Advertising and placing notices on the Town's website as needed
- Providing limited seed money for committee activities, such as web site development, conference participation, stipends for speakers, etc.

In 2018, Council dissolved the original Sustainable Path Committee in response to the Committee's request that the Committee be dissolved.

Over the past number of years, the reduction of Town resources due to the elimination of a staff position that was key to the sustainability work and the overall reduction of available funding to the sustainability budget created significant barriers to allow the Committee to remain in place and limited their overall effectiveness. Although, the Committee's efforts were significant and valued greatly, it was determined that the Committee would ultimately dissolve.

At the December 17, 2018 meeting of Council, staff received direction from Council to bring forward a report outlining the establishment of a new Sustainable Path Committee.

D. Analysis

Council directed staff to bring forward a report for the appointment of three members of Council to a newly established Sustainable Path Committee. Staff is recommending that these three member of Council work with staff to develop a draft Terms of Reference that includes developing a proposed Committee composition.

In addition, as part of the drafting of the Terms of Reference, staff is also recommending that a specific Town Department responsible for the Sustainable Path be identified and that specific staff resources be identified along with a review of the required budget to ensure appropriate resources are provided to the ensure the success of the Committee moving forward.

The 2019 budget as proposed includes the Review and Updating of the Sustainable Path that was developed between 2008 and 2009. The proposed project allows for a complete and fulsome 10-year review.

E. The Blue Mountains Strategic Plan

Goal #1: Create Opportunities for Sustainability

Objective #1 Retain Existing Business

Objective #2 Attract New Business

Objective #3 Promote a Diversified Economy

Objective #4 Support Value-Added Agriculture and Culinary Tourism

Objective #5 Improved Visibility and Local Identity

Goal #2: Engage Our Communities & Partners

Objective #1 Improve External Communication with our Constituents

Objective #2 Use Technology to Advance Engagement

Objective #3 Strengthen Partnerships

Goal #3: Support Healthy Lifestyles

Objective #1 Promote the Town as a Healthy Community

Objective #2 Increase the Range of Housing Choices and Promote Housing Affordability

Objective #3 Manage Growth and Promote Smart Growth
Objective #4 Commit to Sustainability

Goal #4: Promote a Culture of Organizational & Operational Excellence
Objective #1 To Be an Employer of Choice
Objective #2 Improve Internal Communications Across our Organization
Objective #3 To Consistently Deliver Excellent Customer Service
Objective #4 To Be a Financially Responsible Organization
Objective #5 Constantly Identify Opportunities to Improve Efficiencies and Effectiveness

Goal #5: Ensure Our Infrastructure is Sustainable
Objective #3 Implement Best Practices in Sustainable Infrastructure
Objective #4 Ensure that Infrastructure is Available to Support Development

F. Environmental Impacts

A key focus of the overall sustainability of the Community will be the key mandate of this Committee.

G. Financial Impact

Staff resources. Future and ongoing impacts to be determined.

H. In consultation with

Senior Management Team

I. Public Engagement

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.

J. Attached

1. March 2010 Integrated Community Sustainability Plan Terms of Reference
2. April 2013 The Sustainable Path Implementation Steering Committee Terms of Reference

Respectfully Submitted,

Shawn Everitt
Interim Chief Administrative Officer

For more information, please contact:
Shawn Everitt, Interim CAO
cao@thebluemountains.ca
519-599-3131 extension 232

Development of an Integrated
Community Sustainability Plan
(ICSP)
For The Blue Mountains

Draft Terms of Reference for the
ICSP Steering Committee

March 2010

1. Introduction

The Blue Mountains has embarked to develop an Integrated Community Sustainability Plan (ICSP). An ICSP is an overarching, long-term development strategy that provides a path towards a 'Sustainable Community'. It is a planning document that outlines the objectives, goals and actions for different facets of the community.

A Steering Committee has been established to over-see the development of the plan and provide guidance and direction during the plan development.

This document delineates the purpose, scope, role and responsibility for the Steering Committee and its members. It can be amended as needed as the ICSP planning processes progresses.

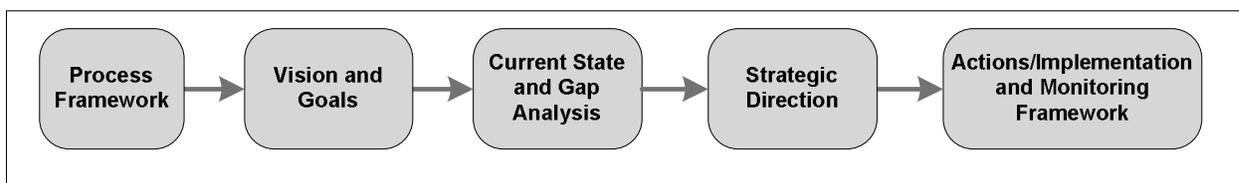
2. Organization of the ICSP Planning Process

The Steering Committee established for this project is comprised of members of Town Council, Senior Management, and Stakeholders.

The process being followed comprises five major planning phases. The process is collaborative, and consists of the following key organizational elements:

- The Steering Committee
- Project Team
- Theme-based Working Groups
- Community Engagement and Consultation

Figure 1: Framework for The Blue Mountains ICSP development process



ICSP Steering Committee: The Steering Committee consists of Members of Council, Town CAO, and selected Community Partners . The Steering Committee has overall responsibility for the preparation of the ICSP, and recommendation of the Plan to Town Council.

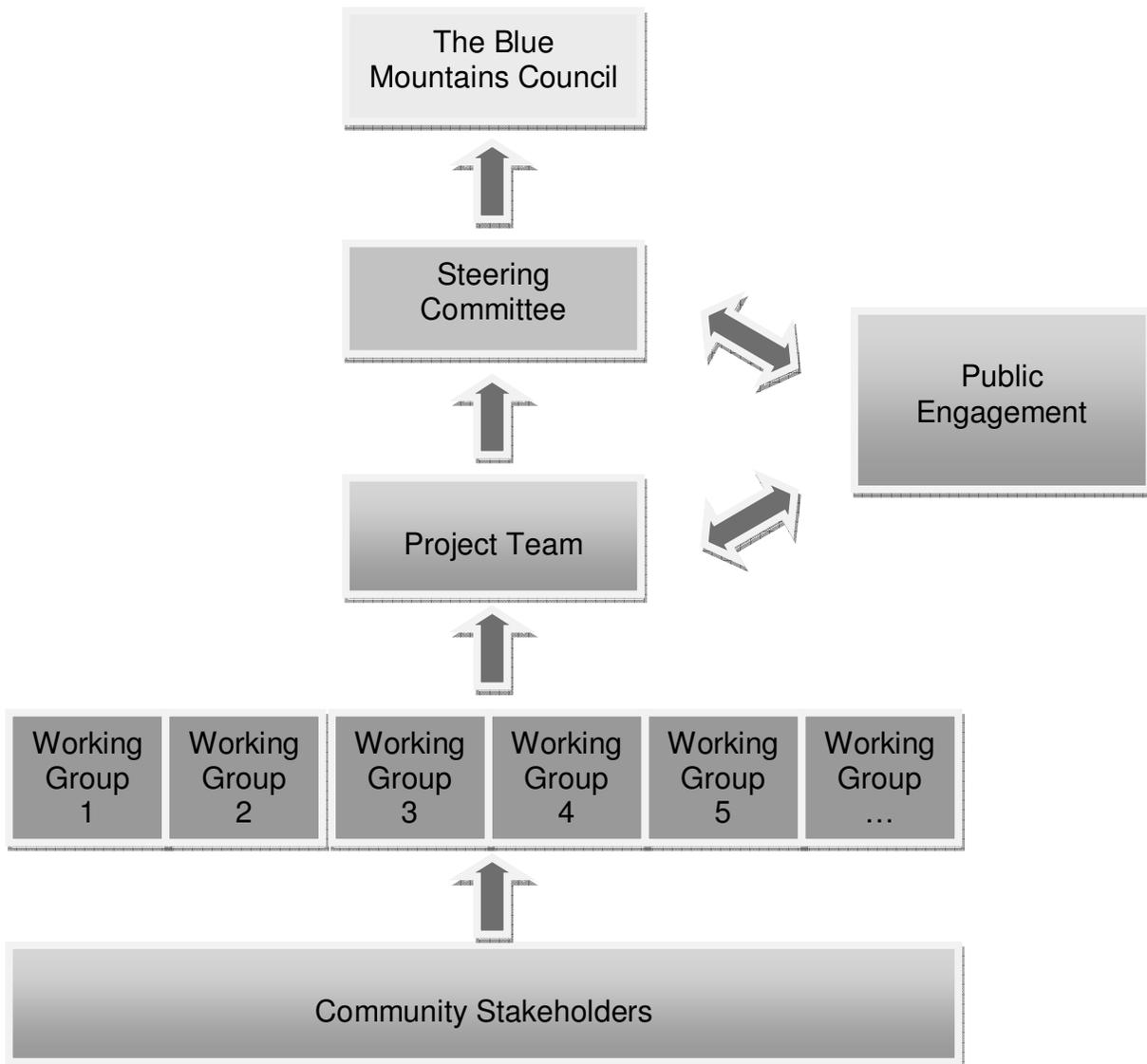
Project Team: The Project Team consists of the consulting team (Lura Consulting and The Natural Step) and Town staff that include: Reg Russwurm (Director of Engineering &

Public Works), Jeffery Fletcher (Manager of Solid Waste & Environmental Initiatives) and Adam McMullin (Environmental Initiatives Coordinator).

Working Groups: A number of Theme-based Working Groups will be formed to provide a forum for in-depth discussions on specific theme areas. Their role is to develop goals and objectives to achieve the overall vision (within their theme), develop an understanding of the current conditions within the Town and environs; identify policy and data gaps between the Goals and the current conditions and develop strategic directions and actions.

Public engagement processes: A public engagement process will be developed to support the work of the Steering Committee. Its purpose is to gather public input to the process through a number of mechanisms, including public workshops, meetings, open houses, e-consultation, surveys and opinion polls, and focus groups as appropriate.

Figure 2: TBM – ICSP – Organizational Diagram



3. Mandate of the ICSP Steering Committee

The purpose of the Steering Committee is to oversee the development of the Town's Integrated Community Sustainability Plan.

The Steering Committee will meet at key points throughout the planning process, with the main purpose of:

- Reviewing and recommending the Sustainability Plan, the Work Plan and Sustainability Plan Framework;
- Assisting in identifying and recruiting Working Group members;
- Attending Training Sessions;
- Attending meetings of the Working Groups as needed;
- Reviewing project material and providing feedback and direction to the project team;
- Acting as “Ambassadors” for the development and creation of the ICSP.

4. Steering Committee Members

Members are appointed by Steering Committee. The members include:

- Lindsay Ayers – Blue Mountain Resorts
- Norine Baron – Beaver Valley Outreach
- Matt Code – Free Spirit Tours
- R.J. Gamble – Town Councilor
- Isaac Goodings – Youth Representative
- Paul Graham – Town CAO
- Cameron Kennedy – Town Councilor
- John McGee – Town Councilor
- Terry McKague – Breaker Technology Inc.
- James McKinlay – Agriculture Advisory Committee
- Rob Potter – Marsh Street Centre

Term of Membership

Membership in the Steering Committee is for the duration of the project (February 2009 – June 2010) with a potential extension for the implementation phase.

5. Roles and Responsibilities

The Steering Committee provides direction to the project team and reports its advice and recommendations to Council. The following are the roles and responsibilities of each of the key participants.

- Attend each Steering Committee meeting to the extent possible;
- Provide direction, input and insight into each stage of the ICSP's development
- Work collaboratively with other Steering Committee members
- Consider all matters put forward to them by the Project Team
- Assist in identifying linkages and furthering integration of the Working Group's work.

- Ensure that advice, recommendations, and consensus positions from the Working Groups are fully considered as part of developing The Blue Mountains ICSP; and,
- Be open, receptive, and give careful consideration to advice and ideas received from Working Group members, and strive to reflect consensus positions in The Blue Mountains ICSP
- Act as ambassadors for the Plan

6. Structure and Process

Chairperson

The chair of the Steering Committee is Lindsay Ayers. Appointed by the Steering Committee, the chair is responsible for directing and managing Steering Committee meetings and with support from the project team, acting as a project ambassador and all other aspects of the Steering Committee process.

Operating Procedures

- The Steering Committee will strive to complete its work in a timely fashion
- Steering Committee members will work collaboratively with other members and other working groups as needed
- The results and action items from each meeting will be documented
- Steering Committee will be provided with support from members of the Project Team as required to achieve its Terms of Reference.

Work Plan

The Steering Committee will oversee all aspects of the ICSP's development, in accordance with the following milestones:

1. Development of the ICSP Framework/Terms of Reference – March-May 2009
2. Participation in Sustainability Workshops – April 2009
3. Development of the ICSP Vision – May 2009
4. Working Group Formation – June 2009
5. Reviewing the Goals, Objectives and Strategic Directions developed by the Theme-Based Working Groups – June - September, 2009
6. Fall Workshop: Reviewing Consolidated Goals – November 2009
7. Public Workshop – November 2009
8. Winter Workshop: Reviewing Consolidated Strategies & Actions – December 2009
9. Reviewing the Pre-Draft Plan – January - February 2010
10. Review ICSP Draft #1 – April 2010
11. Public Workshop – April 2010
12. Reviewing Final ICSP – May 2010
13. Plan Completion – June 2010
14. Public Plan Unveiling - June 2010

Progress reports and updates will be made to Town Council as necessary.

Meeting Management and Documentation

All meetings will be planned and managed by the Chair with assistance from the project team.

The Sustainable Path

Implementation Steering Committee

Terms of Reference

April 2013

1.0 Purpose

This document briefly outlines the background and purpose of The Blue Mountains' "Sustainable Path" Implementation Steering Committee (referred to hereafter as "the ISC"). It forms the operational basis for the ISC. It can be amended by mutual consent of the ISC members. The Terms of Reference are based on the ISC being a non-incorporated organization in its initial operating phase. The Terms of Reference will be reviewed annually.

2.0 Background

In 2010, over 100 Community Partners within The Blue Mountains signed a commitment to support the "The Blue Mountains Sustainable Path" (referred to hereafter as 'the Sustainable Path'). This integrated community sustainability plan was designed by the community, for the community. It sets out a cohesive vision and a number of goals, strategies and actions to achieve that vision, over a 50 year period.

In August 2011, the ISC was formed, with four community members elected by the Community Partners, and three Town representatives were appointed by Council. In November 2011 a youth representative was added to the ISC.

It is important to note that the Sustainable Path is not a specific work plan for the Town but rather a blueprint for the full participation of the community. The Town should be seen as a key Community Partner and is expected to provide leadership by being respectful of the Sustainable Path in making its decisions. This is true of the community as well, whether the actions of established businesses and organizations or organizations established specifically to achieve the Sustainable Path goals. It is also important to note that the ISC is not a committee of the Town.

3.0 Implementation Steering Committee Mandate

The principal purpose of the ISC as set out in "the Sustainable Path" is to:

Monitor progress of the plan and facilitate its implementation

This role includes:

- Providing leadership and inspiration to the Community Partners and the full community toward implementing the Sustainable Path;
- Promoting and instilling a partnership approach to the implementation of the Sustainable Path;
- Working with Community Partners to encourage them to integrate the Sustainable Path goals into their strategic plans;
- Engaging Community Partners, members of the public, businesses and other government agencies in the actions identified within the Sustainable Path;
- Acting as Community Ambassadors and Advocates for the implementation of the Sustainable Path;

- Participating in complementary initiatives, such as the Official Plan Review process, community by-laws, and other studies to monitor the acceptance and uptake of the Sustainable Path principles and priorities where feasible;
- Facilitating the identification of priority projects and Community Partners programs or actions on an annual basis;
- Identifying and promoting funding opportunities (where needed) for projects and actions that support the Sustainable Path;
- Promoting and facilitating community engagement in the implementation of the Sustainable Path;
- Developing and implementing a communications plan;
- Overseeing a process for measuring progress and reporting success, including:
 - Developing current conditions statements and targets for each goal;
 - Working with Community Partners to maintain an inventory of actions and programs that support the Sustainable Path;
 - Facilitating an annual report and/or conference to update Community Partners and members of the community on the progress and success of the Sustainable Path.
- Facilitating the review of the Sustainable Path every 5 years, commencing in 2015, if required;
- Developing annual work plans to guide the work, and monitoring achievements/effectiveness of the ISC and the community, and,
- Determining the optimum and most effective organizational model to assume this role into the future.

4.0 Work Plan

The ISC will establish an annual work plan and communicate that plan to the community.

5.0 Membership and Participation in the ISC

Membership

The membership qualifications for the ISC is based on the following principles:

- Members shall have demonstrable strength in one or more of the three pillars of sustainability – environment, community/culture and economy;
- Members shall demonstrate experience in organizations/associations, building partnerships, communications and a strong understanding of the Sustainable Path;
- Members shall reside in the community or adjacent communities.
- Membership will include:
 - One (1) members of The Blue Mountains Town Council;
 - One (1) municipal staff representative;
 - A minimum of four (4) and maximum of eight (8) representatives of the Community Partners.

A current list of members will be maintained on the ISC web site.

Participation by Specialty Advisors, Partners and Youth

The ISC may also seek non-voting additional resources as required to assist it such as:

- **Specialty Advisors:** The ISC may request the assistance of Specialty Advisors, who reflect specific expertise in the three pillars of sustainability (environment, community/culture, economy).
- **Partners:** As sustainable activities are identified, the ISC may encourage organizations to cooperate on similar activities.

- **Youth Liaison:** The ISC will ensure youth are engaged in the implementation of the Sustainable Path through establishing a liaison with C4YC or other youth groups. When possible, a youth representative shall sit as a member of the ISC.

6.0 Election of Members

Membership (excluding Town Council and Staff representatives) is renewed through a nomination and voting election process. To participate in the ISC voting process a Community Partner must have formally declared their support for the implementation of the Sustainable Path by signing the Implementation Declaration.

The process shall be as follows:

- Community Partners shall nominate a qualified candidate and include the nominees bio and reason for standing for election;
- The nomination and election process will be managed by Town staff and will include:
 - A public call for nominations;
 - Confirmation of the qualification of the nomination;
 - The issuance of a ballot including nominees' info;
 - The scrutinizing of the vote count;
 - Notification of results to all nominees and,
 - Convening of the first ISC meeting following the vote.

7.0 Term of Membership

Members are elected and/or appointed to serve a two (2) year term. Town Council representatives are appointed by Council. Council membership term may be modified to align with the Municipal election cycle. To permit the evolution to a staggered Committee membership, the original members may stand for election at the end of their term for a one (1) year term.

There are no restrictions on the number of times an individual may be elected.

In the event of a member resignation during the term, a replacement may be recruited through canvassing the Community Partners and by placing a notice on the Town/Committee website. The ISC may appoint a member to fill a vacancy term following the public call for interest.

8.0 Committee Structure and Resources

Chair and Vice-Chair At the first meeting following elections, the ISC members will select a member as Chair and if deemed necessary also a Vice Chair.

The Role of the Chair will be to:

- Chair the meeting;
- Work with the Town's resource person in formulating agendas, scheduling meetings, and ensuring follow-up items are communicated;
- Reviewing minutes in advance of their distribution to the ISC;
- Providing oversight to the work plan of the ISC;
- Serving as the spokesperson (or appointing a delegate) for the ISC; and,
- Encourage Committee effectiveness.

The Vice-Chair shall assume all or some of the Chair person's responsibilities upon the Chair's request and shall act in his/her place in the event of the Chair's absence. Given the small size of the ISC, both the Chair and Vice Chair shall actively participate in the meeting's discussion and vote as any other member.

The Town of the Blue Mountains acts as stewards of the Plan. In this capacity the Town has agreed to allocate staff, physical space, and limited financial resources to support the ISC's activities. This commitment will be reviewed on an annual basis.

9.0 The Town will initially provide the following specific resources:

- The CAO will sit as a ISC member
- Act as facilitator (Adam McMullin)
- Secretariat services – including note-taking, and follow-up activities;
- Providing physical space for meetings
- Advertising and placing notices on the Town's website as needed
- Providing limited seed money for committee activities, such as web site development, conference participation, stipends for speakers, etc.

10.0 Communications and Reporting

The ISC shall:

- Communicate its and the community's progress on a regular basis, in accordance with the communications plan;
- Ensure that Town Council and Community Partners are kept up to date with progress;
- Hold meetings that are open to the public at key decision points, such as the identification of priorities, establishment of work groups, and annual progress reporting.

11.0 Governance

- **Meetings:** Meetings will be held monthly, with the exception of July and August, or at the call of the Chair.
- **Attendance:** Members will strive to attend all meetings. In the event that attendance is not possible, reasonable advanced notice must be provided to the Town's resource person. In the event that the member misses three consecutive meetings or 30% of the annual meetings, with no justification, then the ISC shall terminate the member's position on the ISC, and recruit a replacement.
- **Voting:** ISC decisions or motions should be made through consensus, where possible. However, if a consensus cannot be achieved, a majority vote is required. Should the vote result in a tie, the motion or decision is lost.
- **Rules:** The ISC will follow Robert's Rules in the conduct of its meetings.

12.0 Contact Information

The point of contact for the ISC is:

Adam McMullin
ISC Coordinator
info@oursustainablepath.ca
519-599-3131 ext. 264