



DATE OF MEETING November 28, 2016

AUTHORED BY SHEILA GURRIE, DEPUTY CORPORATE OFFICER
JANE ARMSTRONG, CITY CLERK

SUBJECT COUNCIL SELECT COMMITTEES

OVERVIEW

Purpose of Report

To obtain Council's approval of the Select Committees; Select Committees Terms of Reference; and, general Committee Operating Guidelines.

Recommendation

That Council:

1. approve the Select Committees as follows for a three (3) year term:
 - 1.) Finance and Audit Committee;
 - 2.) Grants Advisory Sub-Committee;
 - 3.) Design Advisory Panel;
 - 4.) Community Planning and Development;
 - 5.) Community Vitality;
 - 6.) Parks, Recreation and Wellness;
 - 7.) Public Safety;
 - 8.) Nanaimo Youth Advisory Council; and,
 - 9.) Public Works and Engineering.
2. approve the Terms of Reference for the Select Committees;
3. approve the Operating Guidelines for the Select Committees;
4. direct Staff to proceed with a call for membership for all Select Committees.

BACKGROUND

At the July 11, 2016 Council Meeting, select committees were established and their interim terms of reference (ToRs) approved. Council further authorized committee members to review the interim ToRs and Staff to draft committee operating guidelines.

During September and October, Committees were consulted and their feedback incorporated into the draft ToRs attached for Council's approval (Attachment A).

Unique committee features are set-out in the terms of reference: 1) name and purpose; 2) membership; 3) eligibility; 4) meeting frequency; 5) Grant approval process; and, 5) Staff support. Terms and conditions common to all committees are set-out in the Committee Operating Guidelines attached for Council's approval (Attachment B) and include:

- appointment and roles of Council members;
- recruitment and appointment of public members, including terms and conditions;

- authority, responsibilities and accountability of committees, including reporting to Council;
- authority, responsibilities and conduct of committee members; and,
- meeting administration and procedures, including roles of City Staff.

The ToRs and Operating Guidelines are based on Watson Report recommendations, *Community Charter* and Council procedure bylaw requirements, and best practices amongst local governments.

Committee Work and Reporting (Strategic Directions)

All committees are advisory, providing advice and recommendations to Council on matters within their ToR. To ensure that committee work directly links to Council objectives, the Guidelines provide for Strategic Directions (Attachment C) to be developed each year by Staff for Council approval. Topic content includes Core Service Review and Strategic Plan initiatives and on-going departmental work and projects (e.g. master plans, review of rezoning applications, draft bylaws and policies). Within this scheme Council may also assign projects to committees, and committees may make recommendations on matters within their ToR for Council approval.

To ensure accountability for committee activities, the Guidelines provide for regular reporting to Council: 1) in the case of scheduled items, through semi-annual and annual reports; 2) in the case of Council assignments, through final reports by the date specified in the assignment; and 3) in the case of committee initiated projects, by amending the strategic directions to include Council approved projects.

OPTIONS

That Council:

1. approve the Select Committees as follows for a three (3) year term:
 - 1.) Finance and Audit Committee;
 - 2.) Grants Advisory Sub-Committee;
 - 3.) Design Advisory Panel;
 - 4.) Community Planning and Development;
 - 5.) Community Vitality;
 - 6.) Parks, Recreation and Wellness;
 - 7.) Public Safety;
 - 8.) Nanaimo Youth Advisory Council; and,
 - 9.) Public Works and Engineering.
2. approve the Terms of Reference for the Select Committees;
3. approve the Operating Guidelines for the Select Committees;
4. direct Staff to proceed with a call for membership for all Select Committees.
 - **Budget Implication:** Staff time to administer and provide technical support to Council's committee system.
 - **Legal Implication:** Committees are established and members appointed by Council in accordance with section 142 of the *Community Charter*. Committee operations must meet the *Community Charter* and procedure bylaw requirements.
 - **Policy Implication:** Currently no policy exits.
 - **Strategic Priorities Implication:** Supports good governance by linking committee work with Council objectives.
 - **Political Implication:** Some persons may not favour the new committee system.

2. That Council provide alternate direction to Staff.

SUMMARY POINTS

- At the July 11, 2016 Council Meeting, Select Committees were established and their interim terms of reference (ToRs) approved. At the same meeting, committee members were authorized to review the ToRs and Staff to prepare Committee Operating Guidelines.
- During September and October Committees were consulted and their recommendations included in the draft ToRs attached for Council approval (Attachment A).
- Draft Committee Operating Guidelines to be approved by Council (Attachment B) are based on common and best practice standards for local governments.

ATTACHMENTS

Attachment A – Draft Terms of References

Attachment B – Committee Operating Guidelines

Attachment C – Strategic Directions Template

Submitted by:



Sheila Gurrie,
Deputy Corporate Officer

Submitted by:



Jane Armstrong,
City Clerk



TERMS OF REFERENCE

COMMUNITY PLANNING AND DEVELOPMENT COMMITTEE

PURPOSE:

The purpose of the Committee is to bring a broad community-based perspective to the monitoring, implementation, and amendment of the City's Official Community Plan (OCP), Transportation Plan, Zoning Bylaw and associated plans.

The purpose of the Committee is to provide Council recommendations on the following:

- development proposals which require amendments to the OCP and/or Zoning Bylaw;
- proposed changes to the OCP and related community planning and development plans;
- rezoning applications to ensure proposed developments comply with relevant policies;
- community perspective to the planning and approval process;
- strategies to integrate principles economic health, social equity, land use, sustainability, and environmental into all aspects of planning and development;
- implementation and education of the Transportation Master Plan; and
- regional transportation initiatives as they relate to planning and development.

MEMBERSHIP:

The membership of the Committee will be as follows:

- a minimum of seven (7) members; and
- three (3) members of Council.

Additional non-voting representatives will be invited to participate as required for neighbourhood plan amendments.

ELIGIBILITY:

An individual who is a member of one of the following communities may be given preference for membership on this Committee:

- business community;
- neighbourhood associations;
- development community;
- transportation user groups;
- broad-based perspective of planning and development; and
- environmental stewardship and sustainability.

GRANTS:

If there are any City Grants related to the Committee the following process will take place:

1. The grant application is received by the City.
2. A Staff/peer review takes place to ensure the applications meet the criteria for a specific grant.
3. The applications that meet the criteria are put on a list in order of relevance by Staff and sent to the Grants Advisory Sub-Committee.
4. The Grants Advisory Sub-Committee recommends recipients from the list provided for the grant to the Finance and Audit Committee for approval.

MEETING FREQUENCY:

In addition to regularly scheduled meetings, the Committee will meet upon call of the Chair or the request of two Committee Members.

STAFF SUPPORT:

The following City Departments may provide support to the Committee in accordance with the ***City of Nanaimo Committee Operating Guidelines***:

- Community Development
- Engineering and Public Works
- City Clerk
- Other Staff as required

City of Nanaimo

COMMUNITY PLANNING AND DEVELOPMENT COMMITTEE KEY DATE CALENDAR – 2017

Committee meetings are held in the boardroom on the first floor of the Service and Resource Centre Building at 411 Dunsmuir Street unless otherwise stated.

Committee	Start Time	Day of the Month
Community Planning and Development Committee	5:00 p.m.	3 rd Tuesday

January 1 *New Year's Day*
January 17 **Community Planning and Development**

February 13 *Family Day*
February 21 **Community Planning and Development**

March 21 **Community Planning and Development**

April 7-9 **AVICC-Convention – Campbell River**
April 14 *Good Friday*
April 17 *Easter Monday*
April 18 **Community Planning and Development**

May 16 **Community Planning and Development**
May 22 *Victoria Day*

June 1 to 4 **FCM Convention - Ottawa**
June 20 **Community Planning and Development**

July 3 *Canada Day Stat*
July 18 **Community Planning and Development**

August 7 *Canada Day Stat*
August 15 **Community Planning and Development**

September 4 *Labour Day*
September 19 **Community Planning and Development**
September 25 to 29 **UBCM Conference - Vancouver**

October 9 *Thanksgiving Day*
October 17 **Community Planning and Development**

November 13 *Remembrance Day Stat*
November 21 **Community Planning and Development**

December 19 **Community Planning and Development**
December 25 *Christmas Day*
December 26 *Boxing Day*



TERMS OF REFERENCE

COMMUNITY VITALITY COMMITTEE

PURPOSE:

The purpose of the Committee is to bring together community members to provide education, advice and recommendations to Council on policies and programs for the arts, culture, heritage and social planning, in order to support an inclusive, healthy and vital community.

The Committee's purpose is to provide Council advice and recommendations on the following:

- Planning and developing heritage conservation services and facilities.
- Fostering creativity, planning and developing arts and cultural programs, services, and facilities.
- Social planning in areas such as: education, poverty reduction, affordable housing, homelessness, food security, protection of the vulnerable, harm reduction, social isolation, and social connectivity.
- Strategizing to address environmental responsibility, social equity, cultural vitality, and a healthy and sustainable community.

MEMBERSHIP:

The membership of the Committee will be as follows:

- a minimum of seven (7) members; and
- a minimum of three (3) members of Council.

ELIGIBILITY:

An individual with the following skills and expertise in at least one of the following categories may be given preference for membership on this Committee:

- Broad-based social perspective on community issues, social equity, and/or multiculturalism; and
- Broad-based arts, environment, culture and/or heritage perspective on community issues.

GRANTS:

If there are any City Grants related to the Committee the following process will take place:

1. The grant application is received by the City.
2. A Staff/peer review takes place to ensure the applications meet the criteria for a specific grant.
3. The applications that meet the criteria are put on a list in order of relevance by Staff and sent to the Grants Advisory Sub-Committee.
4. The Grants Advisory Sub-Committee recommends recipients from the list provided for the grant to the Finance and Audit Committee for approval.

MEETING FREQUENCY:

In addition to regularly scheduled meetings, the Committee will meet upon call of the Chair or the request of two Committee Members.

STAFF SUPPORT:

The following City Departments may provide support to the Committee in accordance with the ***City of Nanaimo Committee Operating Guidelines***:

- Community Development
- City Clerk
- Parks & Recreation
- Other Staff as required

City of Nanaimo

COMMUNITY VITALITY COMMITTEE

KEY DATE CALENDAR – 2017

Committee meetings are held in the boardroom on the first floor of the Service and Resource Centre Building at 411 Dunsmuir Street unless otherwise stated.

Committee	Start Time	Day of the Month
Culture, Heritage, and Social Planning Committee	4:30 p.m.	1 st Wednesday

<i>January 1</i>	<i>New Year's Day</i>
January 4	Culture, Heritage and Social Planning Committee
February 1	Culture, Heritage and Social Planning Committee
<i>February 13</i>	<i>Family Day</i>
March 1	Culture, Heritage and Social Planning Committee
April 5	Culture, Heritage and Social Planning Committee
April 7-9	AVICC-Convention – Campbell River
<i>April 14</i>	<i>Good Friday</i>
<i>April 17</i>	<i>Easter Monday</i>
May 3	Culture, Heritage and Social Planning Committee
<i>May 22</i>	<i>Victoria Day</i>
June 1 to 4	FCM Convention - Ottawa
June 7	Culture, Heritage and Social Planning Committee
<i>July 3</i>	<i>Canada Day Stat</i>
July 5	Culture, Heritage and Social Planning Committee
August 2	Culture, Heritage and Social Planning Committee
<i>August 7</i>	<i>BC Day Stat</i>
<i>September 4</i>	<i>Labour Day</i>
September 6	Culture, Heritage and Social Planning Committee
September 25 to 29	UBCM Conference – Vancouver
October 4	Culture, Heritage and Social Planning Committee
<i>October 9</i>	<i>Thanksgiving Day</i>
November 1	Culture, Heritage and Social Planning Committee
<i>November 13</i>	<i>Remembrance Day Stat</i>
December 6	Culture, Heritage and Social Planning Committee
<i>December 25</i>	<i>Christmas Day</i>
<i>December 26</i>	<i>Boxing Day</i>



TERMS OF REFERENCE

FINANCE AND AUDIT COMMITTEE

PURPOSE:

The purpose of the Committee is to assist Council in fulfilling its oversight responsibilities over the finances of the City of Nanaimo in accordance with provisions of the *Community Charter* by providing advice on the following:

Financial Matters:

- Recommend to Council best practices that ensure integrity of financial statements, financial recording and reporting processes and systems of internal controls through best practices in policies and procedures;
- Oversee and review the preparation of annual and long-term financial plans for recommendation to Council;
- Receive and review periodic budget and other financial reports on behalf of Council;
- Review strategic key performance indicators as they relate to financial performance;
- Review and make recommendations with respect to relevant legislation or changes thereof affecting financial resources and environmental issues relating to the City of Nanaimo.
- Review Council's investment portfolio.

Enterprise Risk Matters:

- Oversee the process of selecting external financial auditors and recommend appointment of the same to Council;
- Engage, serve as primary contact and report on reviews of external auditors;
- Recommend to Council audit reviews of City of Nanaimo where warranted;
- Receive, review and report on audit outcomes and initiatives, and recommend required action;
- Oversee the City of Nanaimo's enterprise risk management practices and processes relating to risk mitigation and business continuity.

Community Investment Matters:

- Recommend best practices and policies relating to community investment for Council's consideration with regard to general financial grants to community organizations and non- statutory tax exemption (Permissive Tax Exemptions under Section 224 and 227 of the *Community Charter*), and licenses and non-market licenses;
- Receive, review funding applications from community organizations and recommend grant fund awards for Council consideration.

Subsidiary Companies and Service Agreements:

- Advise Council on matters of governance and service and other agreements relating to City of Nanaimo subsidiary companies and organizations providing services on behalf of the City of Nanaimo;
- Receive and review performance reports from the City of Nanaimo's subsidiary companies and organizations providing services on behalf of the City of Nanaimo under agreement;
- Recommend strategic investments for Council's consideration.

MEMBERSHIP:

The membership of the Committee will be as follows:

- All members of Council

ELIGIBILITY:

All members of Council

TERM:

The Term of the Committee members will match the Member's term in office.

MEETING FREQUENCY:

There will be monthly, regularly scheduled meetings. Procedural bylaw will have to be followed for special or extra meetings.

STAFF SUPPORT:

The following City Departments may provide support to the Committee in accordance with the ***City of Nanaimo Committee Operating Guidelines***:

- Office of the Chief Financial Officer
- Office of the Chief Administrative Officer
- City Clerk
- Other Staff as required

City of Nanaimo

FINANCE AND AUDIT COMMITTEE

KEY DATE CALENDAR – 2017

Committee meetings are held in the boardroom on the first floor of the Service and Resource Centre Building at 411 Dunsmuir Street unless otherwise stated.

Committee	Start Time	Day of the Month
Finance and Audit Committee	9:30 a.m.	2 nd Wednesday

January 1 *New Year's Day*
January 11 **Finance and Audit Committee**

February 8 **Finance and Audit Committee**
February 13 *Family Day*

March 8 **Finance and Audit Committee**

April 12 **Finance and Audit Committee**
April 7-9 **AVICC-Convention – Campbell River**
April 14 *Good Friday*
April 17 *Easter Monday*

May 10 **Finance and Audit Committee**
May 22 *Victoria Day*

June 1 to 4 **FCM Convention - Ottawa**
June 14 **Finance and Audit Committee**

July 3 *Canada Day Stat*
July 12 **Finance and Audit Committee**

August 9 **Finance and Audit Committee**
August 7 *BC Day Stat*

September 4 *Labour Day*
September 13 **Finance and Audit Committee**
September 25 to 29 **UBCM Conference - Vancouver**

October 11 **Finance and Audit Committee**
October 9 *Thanksgiving Day*

November 8 **Finance and Audit Committee**
November 13 *Remembrance Day Stat*

December 13 **Finance and Audit Committee**
December 25 *Christmas Day*
December 26 *Boxing Day*



TERMS OF REFERENCE

GRANTS ADVISORY SUB-COMMITTEE

PURPOSE:

The Grants Advisory Sub-Committee is a sub-committee of the Finance and Audit Committee.

The Purpose of the Grants Advisory Sub-Committee is to provide the Finance and Audit Committee advice and recommendations on the following:

- the amount of financial assistance which the municipality should grant to applicants, including permissive taxation exemptions. Recommendations shall be made in accordance with the guidelines and criteria defined in this Policy;
- policies with regard to non-statutory tax exemption (Permissive Tax Exemptions under Sections 224 and 227 of the *Community Charter*); and
- requests for the subsidized use of civic facilities and resources as if they were requests for financial assistance ("in-kind" grants).

Committee members will:

- maintain the confidentiality of all matters reviewed by the Committee;
- provide all applicants with observations, recommendations and/or reasons for the recommendations of the Committee;
- ensure that civic grant funding does not subsidize activities that are the responsibility of senior governments, as this would represent a downloading of senior government costs to local taxpayers;
- ensure that priority of funding in all categories shall be given to small organizations, rather than larger ones; and,
- ensure that grants from the City will be awarded on the basis of demonstrated need for the service within the community.

MEMBERSHIP:

The membership of the Committee will be as follows:

- 1 (one) member recommended by the Parks, Recreation and Wellness Committee
- 2 (two) member recommended by the Community Vitality Committee
- 1 (one) member recommended by the United Way
- 2 (two) Council members as appointed by Council
- 1 (one) member recommended by the Nanaimo Alcohol and Drug Action Committee
- 2 (two) members of the general public appointed by Council
- 1 (one) non-voting Staff liaison recommended by the City Manager

The bodies recommending appointees shall be requested to ensure that the recommended representatives provide a good balance of knowledge in their respective areas of service, and to ensure the commitment and attendance of their recommended representatives.

MEETING FREQUENCY:

In addition to regularly scheduled meetings, the Committee will meet upon call of the Chair or the request of two Committee Members.

TERM:

The maximum term for any member shall be three years.

STAFF SUPPORT:

The following City Departments may provide support to the Committee in accordance with the ***City of Nanaimo Committee Operating Guidelines***:

- Office of the Chief Financial Officer
- Office of the Chief Administrative Officer
- City Clerk
- Other Staff as required

City of Nanaimo

GRANTS ADVISORY SUB-COMMITTEE KEY DATE CALENDAR – 2017

Committee meetings are held in the boardroom on the first floor of the Service and Resource Centre Building at 411 Dunsmuir Street unless otherwise stated.

Committee	Start Time	Day of the Month
Grants Advisory Sub-Committee	2:00 p.m.	3 rd Wednesday

January 1.....	New Year's Day
January 18	Grants Advisory Sub-Committee
February 15.....	Grants Advisory Sub-Committee
February 13	Family Day
March 15.....	Grants Advisory Sub-Committee
April 7-9.....	AVICC-Convention – Campbell River
April 19	Grants Advisory Sub-Committee
April 14.....	Good Friday
April 17.....	Easter Monday
May 17	Grants Advisory Sub-Committee
May 22.....	Victoria Day
June 1 to 4	FCM Convention - Ottawa
June 21	Grants Advisory Sub-Committee
July 3.....	Canada Day Stat
July 19.....	Grants Advisory Sub-Committee
August 7.....	BC Day Stat
August 16.....	Grants Advisory Sub-Committee
September 20.....	Grants Advisory Sub-Committee
September 25 to 29	UBCM Conference - Vancouver
October 9.....	Thanksgiving Day
October 18	Grants Advisory Sub-Committee
November 15.....	Grants Advisory Sub-Committee
November 13	Remembrance Day Stat
December 20.....	Grants Advisory Sub-Committee
December 25.....	Christmas Day
December 26.....	Boxing Day



TERMS OF REFERENCE

NANAIMO YOUTH ADVISORY COUNCIL

PURPOSE:

The mandate of the Nanaimo Youth Advisory Committee (NYAC) is to provide Mayor and Council with a youth perspective on municipal issues. The NYAC will also provide input and advice to City staff as requested and will seek to involve and inform the young people of Nanaimo on issues that affect them and the community as a whole.

The City of Nanaimo believes that:

- Youth are integral parts of the community and, like all residents, have inherent rights and responsibilities;
- Youth should be encouraged and given the opportunity to take a leading role in issues which affect their lives;
- Youth are able to make positive contributions to their communities; and,
- That an investment in young people is an investment in the future.

MEMBERSHIP:

The membership of the Committee will be as follows:

- a minimum of seven (7) members between 15 and 24 years of age
- One (1) members of Council.

ELIGIBILITY:

An individual meeting the following criteria may be given preference for membership on this Committee:

- Contrasting cultural, educational, and socio-economic backgrounds
- Diversity of age within the 15 to 24 year membership requirement
- Snuneymuxw First Nation or other First Nation backgrounds

GRANTS:

If there are any City Grants related to the Committee the following process will take place:

1. The grant application is received by the City.
2. A Staff/peer review takes place to ensure the applications meet the criteria for a specific grant.
3. The applications that meet the criteria are put on a list in order of relevance by Staff and sent to the Grants Advisory Sub-Committee.
4. The Grants Advisory Sub-Committee recommends recipients from the list provided for the grant to the Finance and Audit Committee for approval.

MEETING FREQUENCY:

In addition to regularly scheduled monthly meetings, the Committee will meet upon call of the Chair or the request of two Committee Members.

STAFF SUPPORT:

The following City Departments may provide support to the Committee in accordance with the *City of Nanaimo Committee Operating Guidelines*:

- Community Development
- City Clerk
- Other Staff as required

City of Nanaimo

NANAIMO YOUTH ADVISORY COUNCIL KEY DATE CALENDAR – 2017

Council meetings are held in the boardroom on the first floor of the Service and Resource Centre Building at 411 Dunsmuir Street unless otherwise stated.

Council	Start Time	Day of the Month
Nanaimo Youth Advisory Council	4:30 p.m.	3 rd Wednesday

January 1.....	New Year's Day
January 18	Nanaimo Youth Advisory Council
February 15.....	Nanaimo Youth Advisory Council
February 13.....	Family Day
March 15.....	Nanaimo Youth Advisory Council
April 7-9.....	AVICC-Convention – Campbell River
April 19	Nanaimo Youth Advisory Council
April 14.....	Good Friday
April 17.....	Easter Monday
May 17	Nanaimo Youth Advisory Council
May 22.....	Victoria Day
June 1 to 4	FCM Convention - Ottawa
June 21	Nanaimo Youth Advisory Council
July 3.....	Canada Day Stat
July 19	Nanaimo Youth Advisory Council
August 7.....	BC Day Stat
August 16.....	Nanaimo Youth Advisory Council
September 20.....	Nanaimo Youth Advisory Council
September 25 to 29	UBCM Conference - Vancouver
October 9.....	Thanksgiving Day
October 18	Nanaimo Youth Advisory Council
November 15.....	Nanaimo Youth Advisory Council
November 13.....	Remembrance Day Stat
December 20.....	Nanaimo Youth Advisory Council
December 25.....	Christmas Day
December 26.....	Boxing Day



TERMS OF REFERENCE

PARKS, RECREATION, AND WELLNESS COMMITTEE

PURPOSE:

The purpose of the Committee is to provide a forum for the community to provide Council and staff input on creating and operating parks, recreation and wellness programs, services, and facilities that meet the needs of all of the community in a sustainable and dynamic way.

The Committee's purpose is to provide Council advice and recommendations on the following:

- planning, development, and provisions of parks, recreation, and wellness services;
- coordination of parks, recreation, and wellness programming with partners;
- environmental stewardship of parks and sustainable operations in the context of parks and recreation;
- equitable access to parks, recreation and wellness services and facilities by all citizens;
- recommendations on applications for funding, and subsidies for recreation facilities; and,
- other issues referred to the Committee by the Director of Parks and Recreation, CAO or Council.

MEMBERSHIP:

The membership of the Committee will have up to 15 members and will consist of the following:

- a maximum of eight (8) members at-large
- three (3) members of Council
- three (3) RDN (Electoral Area representatives); and,
- One (1) District of Lantzville representative

Note: Membership is dictated by existing bylaw; any changes require an amendment.

ELIGIBILITY:

(Applies to members-at large) An individual with the following skills and expertise may be given preference for membership on this Committee:

- parks and park stewardship;
- recreation;
- active lifestyle and wellness;
- environmental stewardship; and,

- promotion of health

GRANTS:

If there are any City Grants related to the Committee the following process will take place:

1. The grant application is received by the City.
2. A Staff/peer review takes place to ensure the applications meet the criteria for a specific grant.
3. The applications that meet the criteria are put on a list in order of relevance by Staff and sent to the Grants Advisory Sub-Committee.
4. The Grants Advisory Sub-Committee recommends recipients from the list provided for the grant to the Finance and Audit Committee for approval.

MEETING FREQUENCY:

In addition to regularly scheduled meetings, the Committee will meet upon call of the Chair or the request of two Committee Members.

Meetings will not be held in August or December.

STAFF SUPPORT:

The following City Departments may provide support to the Committee in accordance with the *City of Nanaimo Committee Operating Guidelines*:

- Parks and Recreation
- Engineering and Public Works
- Community Development
- City Clerk
- Other Staff as required

City of Nanaimo

PARKS, RECREATION, AND WELLNESS COMMITTEE KEY DATE CALENDAR – 2017

Committee meetings are held in the boardroom on the first floor of the Service and Resource Centre Building at 411 Dunsmuir Street unless otherwise stated.

Committee	Start Time	Day of the Month
Parks, Recreation, and Wellness Committee	5:30 p.m.	4 th Wednesday

January 1.....	New Year's Day
January 25	Parks, Recreation and Wellness Committee
February 13	Family Day
February 22	Parks, Recreation and Wellness Committee
March 22.....	Parks, Recreation and Wellness Committee
April 7-9	AVICC-Convention – Campbell River
April 14.....	Good Friday
April 17.....	Easter Monday
April 26	Parks, Recreation and Wellness Committee
May 22.....	Victoria Day
May 24	Parks, Recreation and Wellness Committee
June 1 to 4	FCM Convention - Ottawa
June 28.....	Parks, Recreation and Wellness Committee
July 3.....	Canada Day Stat
July 26	Parks, Recreation and Wellness Committee
August 7.....	BC Day Stat
September 4	Labour Day
September 25 to 29	UBCM Conference - Vancouver
September 27.....	Parks, Recreation and Wellness Committee
October 9	Thanksgiving Day
October 25	Parks, Recreation and Wellness Committee
November 13	Remembrance Day Stat
November 22.....	Parks, Recreation and Wellness Committee
December 25.....	Christmas Day
December 26.....	Boxing Day



TERMS OF REFERENCE

PUBLIC SAFETY COMMITTEE

PURPOSE:

The Community Safety Committee is responsible for maintaining and enhancing a safe and healthy community that promotes and supports quality of life while encouraging resident involvement and input.

The Committee's purpose is to provide Council advice on the following:

- integrated prevention based approach to public safety;
- provision of protective services to support public safety throughout the city;
- reducing the adverse effects to the community arising from public disorder or criminal activities;
- integrating enforcement and social responses to issues of community safety; and
- services and strategies that lead to the protection of vulnerable persons.

MEMBERSHIP:

The membership of the Committee will be as follows:

- seven (7) members-at-large; and
- three (3) members of Council.

Non-voting representatives and community partners may be invited to attend the meeting specific to topics of shared interest.

Subject matter experts as non-voting representatives including but not limited to: Fire Chief, Social Planner, Manager of Police Support Services, Officer-in-Charge RCMP Nanaimo Detachment, Emergency Program Manager, Manager of Bylaws or designates.

ELIGIBILITY:

An individual with the following skills and expertise may be given preference for membership on this Committee:

- demonstrated background in social community services, emergency planning, Canadian Justice services, fire services, protection services, enforcement or prevention services

GRANTS:

If there are any City Grants related to the Committee the following process will take place:

1. The grant application is received by the City.
2. A Staff/peer review takes place to ensure the applications meet the criteria for a specific grant.
3. The applications that meet the criteria are put on a list in order of relevance by Staff and sent to the Grants Advisory Sub-Committee.
4. The Grants Advisory Sub-Committee recommends recipients from the list provided for the grant to the Finance and Audit Committee for approval.

MEETING FREQUENCY:

In addition to regularly scheduled meetings, the Committee will meet upon call of the Chair or the request of two Committee Members.

STAFF SUPPORT:

The following City Departments may provide support to the Committee in accordance with the ***City of Nanaimo Committee Operating Guidelines***:

- Community Services
- Nanaimo Police Support Services
- Nanaimo Fire Rescue & Emergency Management
- Bylaw and Parking Services
- City Clerk
- Chief Operations Officer
- Other Staff as required

City of Nanaimo

PUBLIC SAFETY COMMITTEE
KEY DATE CALENDAR – 2017

Committee meetings are held in the boardroom on the first floor of the Service and Resource Centre Building at 411 Dunsmuir Street unless otherwise stated.

Committee	Start Time	Day of the Month
Public Safety Committee	3:30 p.m.	1 st Thursday

January 1 *New Year's Day*
January 5 **Public Safety Committee**

February 2 **Public Safety Committee**
February 13 *Family Day*

March 2 **Public Safety Committee**

April 6 **Public Safety Committee**
April 7-9 **AVICC-Convention – Campbell River**
April 14 *Good Friday*
April 17 *Easter Monday*

May 4 **Public Safety Committee**
May 22 *Victoria Day*

June 1 to 4 **FCM Convention - Ottawa**
June 1 **Public Safety Committee**

July 3 *Canada Day Stat*
July 6 **Public Safety Committee**

August 3 **Public Safety Committee**
August 7 *BC Day Stat*

September 4 *Labour Day*
September 7 **Public Safety Committee**
September 25 to 29 **UBCM Conference - Vancouver**

October 5 **Public Safety Committee**
October 9 *Thanksgiving Day*

November 2 **Public Safety Committee**
November 13 *Remembrance Day Stat*

December 7 **Public Safety Committee**
December 25 *Christmas Day*
December 26 *Boxing Day*



TERMS OF REFERENCE

PUBLIC WORKS AND ENGINEERING COMMITTEE

PURPOSE:

The purpose of the Committee is to provide a forum for Council and Staff to seek input from the community and experts on subject matters regarding Public Works & Engineering. Participation of community members is of utmost importance.

The Committee's purpose is to provide recommendations to Council on the following (in the context of Public Works & Engineering Water, sewer, storm, infrastructure, garbage, and fleet).

- capital priorities and planning;
- water management;
- environmental sustainability;
- asset management and financial sustainability;
- transportation master plan;
- community accessibility;
- relevant federal and provincial government policies and programs; and
- other issues referred to the Committee by Director, CAO, COO or Council.

These focus areas have been identified according to the following documents:

- Core Service Review
- current Transportation Master Plan
- Yearly Financial Plan; and
- 2016-2019 Strategic Plan.

The order and thus priority may change depending on changes to emerging issues as identified by the Committee.

MEMBERSHIP:

The membership of the Committee will be as follows:

- a minimum of seven (7) members; and
- three (3) members of Council.

ELIGIBILITY:

All residents are eligible to apply; however, an individual with the following skills and/or expertise may be given preference for membership on this Committee:

- member of the engineering consulting community, development community, contracting community, transportation community;
- broad-based perspective on community services and delivery of those services;
- accessibility; and
- environmental sustainability

GRANTS:

If there are any City Grants related to the Committee the following process will take place:

1. The grant application is received by the City.
2. A Staff/peer review takes place to ensure the applications meet the criteria for a specific grant.
3. The applications that meet the criteria are put on a list in order of relevance by Staff and sent to the Grants Advisory Sub-Committee.
4. The Grants Advisory Sub-Committee recommends recipients from the list provided for the grant to the Finance and Audit Committee for approval.

MEETING FREQUENCY:

In addition to regularly scheduled meetings, the Committee will meet upon call of the Chair or the request of two Committee Members.

STAFF SUPPORT:

The following City Departments may provide support to the Committee in accordance with the *City of Nanaimo Committee Operating Guidelines*:

- Engineering and Public Works
- Community Development
- City Clerk
- Chief Operations Officer
- Other Staff as required

OBSERVERS & COMMUNITY SUPPORTS:

Non-voting representatives may be invited to attend the meeting specific to topics of shared interest. All regular meetings are open to the public.

City of Nanaimo

PUBLIC WORKS AND ENGINEERING COMMITTEE KEY DATE CALENDAR – 2017

Committee meetings are held in the boardroom on the first floor of the Service and Resource Centre Building at 411 Dunsmuir Street unless otherwise stated.

Committee	Start Time	Day of the Month
Public Works and Engineering Committee	4:30 p.m.	2 nd Wednesday

January 1 *New Year's Day*
January 11 **Public Works and Engineering Committee**

February 8 **Public Works and Engineering Committee**
February 13 *Family Day*

March 8 **Public Works and Engineering Committee**

April 7-9 **AVICC-Convention – Campbell River**
April 12 **Public Works and Engineering Committee**
April 14 *Good Friday*
April 17 *Easter Monday*

May 10 **Public Works and Engineering Committee**
May 22 *Victoria Day*

June 1 to 4 **FCM Convention - Ottawa**
June 14 **Public Works and Engineering Committee**

July 3 *Canada Day Stat*
July 12 **Public Works and Engineering Committee**

August 7 *BC Day Stat*
August 9 **Public Works and Engineering Committee**

September 13 **Public Works and Engineering Committee**
September 25 to 29 **UBCM Conference - Vancouver**

October 9 *Thanksgiving Day*
October 11 **Public Works and Engineering Committee**

November 8 **Public Works and Engineering Committee**
November 13 *Remembrance Day Stat*

December 13 **Public Works and Engineering Committee**
December 25 *Christmas Day*
December 26 *Boxing Day*

Committee Operating Guidelines



Lisa Zwarn, Consultant

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COMMITTEE OPERATING GUIDELINES

Part 1 – Specific Terms and Conditions Applicable to Individual Committees

1 Terms of Reference

- 1.1 The following subjects are addressed in each Committee's Terms of Reference:
- a) Purpose;
 - b) Membership composition and eligibility;
 - c) Meeting frequency;
 - d) Grants approval process; and,
 - e) Staff support

Part 2 – Terms and Conditions Applicable to All Committees

A. General

1 Definitions

1.1 In this part:

- a) **Agenda Package** means the agenda cover sheet setting out the order of business and all supporting materials including Staff reports and correspondence;
- b) **Annual Strategic Directions** means the Annual Strategic Directions prepared each year for Council's approval in accordance with section 4.
- c) **Corporate Officer** means the statutory position of Corporate Officer appointed by Council; and,
- d) **Staff Liaison** means the staff member assigned by the CAO (Department Head) who is responsible for a Committee and provides subject matter expertise and support to a Committee.

B. Committee Function and Administration

2 Accountability

- 2.1. Council will annually provide Strategic Directions to each committee on matters to be addressed in the upcoming year and each committee will regularly report its progress to Council in accordance with section 4.
- 2.2. In addition to section 2.1, Council may require a committee to inquire into any matter and report its findings and opinions, with or without recommendations, to Council either:
 - a) by the time specified in the assignment; or,
 - b) within three (3) months of being assigned the matter, if no time has been specified.
- 2.3. Where a committee assigns a specific task to a member, that member will report back with an update at the next Regular Committee Meeting either:
 - a) orally, if the member is in attendance; or
 - b) in writing, if the member is absent.

3 Financial and Administrative Resources

- 3.1. The Chief Administrative Officer may assign staff members to provide administrative support to a committee.
- 3.2. The committee will not instruct any City Staff assigned to the committee on what tasks are to be completed or how any task is to be completed.

- 3.3. In accordance with the financial plan, the City may:
- a) allocate specific funding to a committee to assist the committee in carrying out its mandate; and,
 - b) delegate its authority to the committee to authorize the expenditures of that specific funding.
- 3.4. In order to spend any specific funding allocated to a committee, the following must occur:
- a) the committee must pass a resolution to authorize that particular expenditure; and,
 - b) the staff member must have the authority to approve the expenditure pursuant to the City's Purchasing Policy.

4 Code of Conduct

- 4.1. A member will do the following:
- a) use his or her knowledge, skills and abilities to the best of his or her ability;
 - b) act in the best interests of the organization;
 - c) consider the needs of the community;
 - d) engage in professional behavior at all times;
 - e) not use or disclose for personal gain information on decisions, findings, plans, bids, or other matters concerning the committee in a closed meeting;
 - f) maintain confidentiality of any issue or matter before the committee;
 - g) attend committee meetings on a regular basis;
 - h) be informed and prepare appropriately before the meeting in order to participate meetings; and,
 - i) complete any tasks assigned by the committee to the member.
- 4.2. A member who is in a situation that has the potential to undermine his or her impartiality because of a possible clash between the public interest and his or her self, professional or business interest is in a conflict of interest.
- 4.3. A member who is in a conflict of interest including a potential conflict of interest must do the following:
- a) declare the conflict of interest;
 - b) not Remain or attend at any part of a meeting during which the matter involving the conflict of interest is under consideration;
 - c) not participate in any discussion of the matter involving the conflict of interest at such a meeting;
 - d) refrain from voting on a question in respect of the matter involving the conflict of interest;
 - e) not attempt in any way, whether before, during or after such a meeting, to influence the voting on any question in respect of the matter involving the conflict of interest; and,
 - f) not attempt in any way to influence a decision, recommendation or other action to be made or taken involving the conflict of interest:
 - i. At a meeting during which the matter involving the conflict of interest or potential conflict of interest;

- ii. By an officer or employee of the City;
 - iii. By a delegate who has received delegated council authority.
- 4.4. If a member fails to disclose a conflict of interest or a potential conflict of interest, Council may remove that member from the committee at any time.
- 5 Remuneration**
 - 5.1. The City will not pay a committee member any remuneration for serving on a committee.
 - 5.2. The City will reimburse a member for any expenses incurred while doing business on behalf of the City as a member, provided that:
 - a) the expenses have been approved by the Staff Liaison responsible for that committee;
 - b) the Staff Liaison has approved the expenses before the expenses are incurred; and,
 - c) the member has completed the appropriate form and submitted the form with the original receipts within 30 days after incurring the expenses.

6 Reporting to Council

- 6.1. The Staff Liaison will submit the Annual Strategic Directions to Council which contains the following information:
 - a) the name of the committee;
 - b) the goals and objectives for the committee to achieve during the year;
 - c) the measurements which will be used to determine if the goals and objectives are achieved;
 - d) any constraints which may impact the strategic directions; and,
 - e) the subject matters which the committee intends to address during the year.
- 6.2. The Staff Liaison, on behalf of the Committee will submit the Annual Strategic Directions to Council at a Council meeting held in January of every year.
- 6.3. Council may do the following the Committee's Strategic Directions:
 - a) approve as presented;
 - b) amend and then approve as amended; or,
 - c) not approve and provide direction or instructions to the Committee in place of the Strategic Directions.
- 6.4. The Staff Liaison, on behalf of the Committee, will submit a mid-year report to Council at a Council meeting held in either July or August, which contains the following:
 - a) the name of the committee;
 - b) the matters which the committee has considered to date; and,
 - c) the status of the Committee's progress on its Strategic Directions for that year.
- 6.5. The Staff Liaison, on behalf of the Committee, will submit an annual report to Council which contains the following information:
 - a) The name of the committee;

- b) The name of the committee members;
- c) The number of times that the committee has met during the year;
- d) A list of the various subjects examined by the committee;
- e) Highlights of the committee's accomplishments;
- f) Any trends or issues of concern of which the committee thinks that Council should be aware; and,
- g) Any other additional information that Council has requested be included.

6.6. The Staff Liaison will submit the annual report on behalf of the Committee to Council at a Council meeting held in November or December of every year.

7 Scope

7.1. A committee must adhere to the following guiding principles:

- a) serve Council to the best of its ability;
- b) keep the welfare of the community foremost;
- c) treat all individuals with dignity and respect;
- d) operate in a transparent and collaborative manner;
- e) provide meaningful input into matters to be considered by Council;
- f) operate in a manner which makes the most efficient and effective use of the committee's and staff's time;
- g) work with other committees in a positive manner on matters which impact the committees;
- h) engage in clear communications in order to assist in efficient, informed decision making and effective distribution of information;
- i) respect diversity of opinion;
- j) appreciate inquiry and curiosity; and,
- k) accept uncertainty, ambiguity and lack of absolutes where necessary;

7.2. The committee may do the following:

- a) review and provide input on matters within the Terms of Reference of the committee and the Committee's Annual Strategic Directions;
- b) make recommendations for Council's consideration on matters within the committee's Terms of Reference;
- c) bring forward new initiatives to Council on matters not set out in the committee's work plan for Council's approval to amend the committee's work plan to include the new initiative;
- d) exercise authority delegated by Council to the committee; and,
- e) work in collaboration with other committees on matters within the mandates of the committees.

7.3. Council will determine if a matter falls within the mandate of a committee, if there is any uncertainty.

7.4. Committees will work in a collaborative manner to make joint recommendations to Council for matters which overlap in Terms of Reference of those committees.

C. Committee Structure and Operations

8 Appointment Process

- 8.1. The Corporate Officer will recruit persons to serve on a committee.
- 8.2. The Corporate Officer may use whatever means the Corporate Officer determines necessary to obtain quality applications for each committee based on its Terms of Reference.
- 8.3. Any person wanting to serve as a committee member will submit an application form (1 application per committee) with the following information to the Corporate Officer using the applicable form by November 15 of the year preceding the year of appointment, or as required by unexpected vacancies on a Committee:
 - a) the person's name, address, phone number and email address;
 - b) the name of the preferred committee on which the person is interested in serving;
 - c) a brief resume;
 - d) a description of the person's knowledge, skills and abilities applicable to the committee;
 - e) any details about the person's involvement on previous committees of the City; and,
 - f) any other information the person thinks is relevant to the application (to a maximum of five (5) extra pages).
- 8.4. The Corporate Officer will:
 - a) review all applications received by the deadline; and
 - b) make recommendations as to which persons should be appointed to which committees.
- 8.5. In making appointment recommendations to Council, the Corporate Officer may consider the following criteria:
 - a) the person's knowledge, skills and abilities vis-à-vis the Terms of Reference of the Committee;
 - b) the person's past behavior while previously serving on a committee;
 - c) the potential for conflict of interest between the person and the subject matters considered by the committee in accordance with the committee's Terms of Reference;
 - d) the current composition of the Committee in terms of knowledge, skills and abilities;
 - e) any information provided by the department responsible for the Committee; and,
 - f) any other information that the Corporate Officer deems relevant to the application.
- 8.6. Unless specified in the Terms of Reference, all applicants will be residents of the City of Nanaimo.
- 8.7. Council may, at its pleasure, appoint persons to fill committee vacancies or appoint additional members to a committee by motion in a Council meeting.

- 8.8. Council member appointments to select committees are reviewed annually each December by Council or as required.

9 Chair and Vice Chair

- 9.1. Council will:
- a) Appoint the Chair of a committee annually.
 - b) Suspend a Chair or Vice Chair of a committee for any length of time and for any reason.
 - c) Remove a person as the Chair or the Vice Chair of a committee at any time and for any reason.
- 9.2. The Chair will be a member of Council and the Vice Chair may be a committee member other than a Council member.
- 9.3. The following persons will not serve as a Chair or Vice Chair:
- a) the Chief Administrative Officer;
 - b) any Staff Liaison; and
 - c) any employee or agent of the City.
- 9.4. If Council has not appointed a person to serve as a Chair or a person to serve as Vice Chair, then the committee may choose its Chair and Vice Chair at the next committee meeting after there is a vacancy.
- 9.5. In choosing a Committee Chair or Vice Chair, the following criteria may be considered:
- a) the number of years that the person has served on any committee of the City;
 - b) the experience and familiarity that a person has with the mandate of the committee; and,
 - c) whether the person has experience serving as a Chair or a Vice Chair on any committee.
- 9.6. The Recording Secretary and any staff member assigned to a committee will assist in the training of a Chair or a Vice Chair to fulfill his or her duties and responsibilities.
- 9.7. The term of office for a Chair and for a Vice Chair will be one year.
- 9.8. Only the Chair may speak for the Committee outside of a committee meeting.
- 9.9. Unless otherwise stipulated, each member of a Committee has equal voting rights.

10 Communications

- 1.1. Email will be the preferred method to communicate with all members.
- 10.1. A committee member will provide the Recording Secretary with an email address to be used for all communications relating to committee or City business.

- 10.2. The Recording Secretary and Staff will use the email address provided when communicating with committee members.
- 10.3. A member will:
 - a) assist the Freedom of Information Head with any requests for information; and,
 - b) provide all records in the member's possession pertaining to an information request.
- 10.4. Any communications between one committee and another committee will include the chairs of both committees.

11 Membership

- 1.1. A member may only serve on one committee at a time.
- 11.1. Unless specified elsewhere, the term for all committee appointments is two calendar years.
- 11.2. A person who is not a Council member may not serve more than two (2) consecutive terms on the same Committee.
- 11.3. 2017 will be deemed the first year for all Council select committees except those specifically exempted by motion.
- 11.4. All of the select committees have staggered commencement of terms of office for the members and Council may, for whatever reasons, decide:
 - a) which members will serve for a one-year term; and,
 - b) which members will serve for a two-year term.
- 11.5. The one-year term of office set out in section 4.5(a) does not count towards the maximum number of consecutive terms set out in this section.
- 11.6. If member no longer wishes to serve as a member, the member will:
 - a) give written notice to the Corporate Officer indicating the resignation date; and
 - b) return any City property provided to the member during his or her term of office.
- 11.7. A member may not use any City property or resources for his or her personal benefit or for the benefit of a person associated with the member.

12 Roles of the Committee Members

- 12.1. Each committee member has the following duties and responsibilities:
 - a) Prepare for and attend committee meetings;
 - b) complete any tasks assigned by the committee;
 - c) be accountable for all actions taken in the name of the committee;
 - d) contribute to the direction and work of the committee to the best of his or her ability;
 - e) adhere to the Code of Conduct set-out in Section B (3); and,

- f) adhere to the Committee operating principles set out in Section B (6).
- 12.2. In addition to those of an individual committee member, a Council Member who is assigned to a committee has the following duties and responsibilities:
- a) act as a liaison between the committee and Council;
 - b) provide the committee with Council's perspective on matters coming before the committee, where a perspective has been expressed by Council; and,
 - c) assist the Committee in developing feasible options which align with the City's strategic direction, master plans, financial plans, goals, and objectives.
- 12.3. The Chair has the following duties and responsibilities, in addition to those of being a member:
- a) be the liaison between the committee, Staff, and other committees;
 - b) provide leadership to the committee;
 - c) preside at all meetings of the committee, if present;
 - d) supervise the other members in the execution of their duties;
 - e) build consensus and foster teamwork;
 - f) work with the Recording Secretary to develop agendas for meetings; and,
 - g) act as the official representative of the committee, as needed.
- 12.4. The Vice Chair has the following duties and responsibilities, in addition to those of being a member;
- a) perform of the duties of the Chair, if the Chair is unavailable; and,
 - b) assist the Chair and the Recording Secretary as needed.
- 12.5. The Corporate Officer has the following duties and responsibilities:
- a) conduct the correspondence of the committee;
 - b) issue notices of meetings for the committee;
 - c) prepare meeting agendas;
 - d) ensure that the minutes for all meetings are kept;
 - e) supervise the custody and maintenance of all committee records; and,
 - f) maintain the register of members.
- 12.6. Any staff member assigned to a committee has the following duties and responsibilities:
- a) assist the committee in any appropriate manner to carry out the committee's mandate;
 - b) communicate to the committee any information or restrictions coming from Council or senior management which may have an impact on the committee;
 - c) ensure that any financial resources allocated to the committee are spent in accordance with the City's policies; and,
 - d) where a committee member becomes a staff member, they are to resign from the Committee immediately upon employment.

D. Meeting Administration

13 General

- 13.1. The committees are subject to the same rules and conditions as Council, set out in the Council Procedure Bylaw.

- 13.2. A committee must meet at least once per year, if the frequency of the meetings is not set out in the committee's terms of reference.
- 13.3. The Corporate Officer will determine:
 - a) the regular schedule of days and times for the committee meetings; and
 - b) the location of the meetings of a committee.

14 Minutes and Agendas

- 14.1. Minutes and Agendas will be administered in accordance with the Council Procedure Bylaw.

15 Quorum

- 15.1. Unless specified otherwise, quorum for a committee will be the majority of voting members of the committee currently holding office.

2017 Annual Strategic Directions for the Community Vitality Committee

Item 1: Port Drive Waterfront Master Plan

How does it relate to the following?

Strategic Plan Update 2016-2019	Adopted Plans and Documents	Programs
<ul style="list-style-type: none">▪ Phased Development of South Downtown Waterfront▪ Recreation▪ Port Drive/ South Downtown Waterfront	<ul style="list-style-type: none">▪ South Downtown Waterfront Initiative	

Item 2: Hospital Area Plan

How does it relate to the following?

Strategic Plan Update 2016-2019	Adopted Plans and Documents	Programs
<ul style="list-style-type: none">▪	<ul style="list-style-type: none">▪	<ul style="list-style-type: none">▪

Item 3: OCP Amendment Applications

How does it relate to the following?

Strategic Plan Update 2016-2019	Adopted Plans and Documents	Programs
<ul style="list-style-type: none">▪	<ul style="list-style-type: none">▪	<ul style="list-style-type: none">▪

Item 4: Climate Adaptation/Resilience Strategy

How does it relate to the following?

Strategic Plan Update 2016-2019	Adopted Plans and Documents	Programs
<ul style="list-style-type: none">▪	<ul style="list-style-type: none">▪	<ul style="list-style-type: none">▪

Item 5: Census 2016 Data Analysis/Presentation

How does it relate to the following?

Strategic Plan Update 2016-2019	Adopted Plans and Documents	Programs
<ul style="list-style-type: none">▪	<ul style="list-style-type: none">▪	<ul style="list-style-type: none">▪