



## **Working Groups Terms of Reference for Our Future Huron-Kinloss Plan**

March 4, 2013



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## 1 Purpose of the Working Group Terms of Reference

This document outlines the role of the Working Groups for Our Future Huron-Kinloss, the Township of Huron-Kinloss' Sustainability and Strategic Plan. It also presents guidelines for how the Working Groups will operate, including how and when meetings will take place. This document may be amended as the planning process unfolds. Any amendments to these Terms of Reference (TOR) will be done in consultation with the Steering Committee and Working Group members.

## 2 Project Overview

The Township of Huron-Kinloss is undertaking an exciting project to establish a Sustainability and Strategic Plan called Our Future Huron-Kinloss. This project will lay the foundation for Huron-Kinloss' sustainable and vibrant future through a collaborative, inclusive, and educational public and staff engagement process that will identify goals, strategic directions, and actions to guide the Township and community years into the future. Community input will be used to develop a Sustainability and Strategic Plan that the Township will use to establish a long-term vision and mission for the Township, as well as goals, directions, and action plans focusing on cultural vibrancy, economic prosperity, environmental health, and social wellbeing. Four Working Groups – one to represent each of the four pillars of sustainability – will be formed to provide ongoing advice and direction to the development of the plan.

## 3 Mandate

The Working Groups will work in an advisory role for the development of the Sustainability and Strategic Plan. Members are guided by these Terms of Reference and will participate in the Working Groups at the discretion of the Township of Huron-Kinloss staff.

The mandate of the Working Groups is to provide an ongoing forum for advice, feedback and guidance to the Steering Committee at key points during the sustainability and strategic planning process. The Project Team includes the Steering Committee, Working Groups, and a consulting team from Lura Consulting. The Working Group includes citizen representatives representing the broad community, user and landowner interests in and around the Township of Huron-Kinloss, and one staff member from the Township. The Working Groups will participate in the development of the major steps of the planning process work and review input received from members of the public and stakeholders engaged in the consultation process.

The role of a Working Group member includes:

- **Acting as a sounding board** for the Steering Committee to share and discuss ideas and findings at meetings;
- **Coming prepared to meetings** by reviewing the reports prior to the meetings and having comments, questions and concerns previously identified;

- **Providing guidance, critiques and suggestions** on proposed study approaches, concepts and materials (including materials to be presented at public meetings);
- **Actively participating in discussions on** current conditions, mission statement and goals, strategies and actions, and the implementation and monitoring framework;
- **Providing a sense of the broader community’s reactions and concerns** and how these might be addressed;
- **Participating in two-way communication** between members’ organizations and the Project Team;
- **Attending all the Working Group meetings** whenever possible; and
- **Acting as “ambassadors”** of sustainability during the development and creation of the Sustainability and Strategic Plan. This can include ensuring members within their own organizations are informed about the process and key deliverables and solicited for input as well as attending and participating in community events.

The Working Groups will also be invited to provide feedback on the Steering Committee’s proposed community engagement material and any other relevant matters that the Steering Committee refers to the Working Groups for comment.

## 4 Working Group Work Plan

The Steering Committee has planned for four meetings with the Working Groups over a period of eight months. Several of these meetings may be planned as workshops and training sessions providing additional time for more in depth training, discussions and feedback. Smaller working groups may also form.

The following general work plan has been developed to illustrate the topics proposed for Working Groups’ meetings. The work plan also anticipates that the Working Groups will provide input and feedback on the meeting topics discussed in each meeting. It is important that the meeting topics are adhered to in order to ensure the onward development of the project. If a member of the Working Group is unable to attend a meeting, they will be encouraged to send any feedback and concerns to the Steering Committee prior to the scheduled meeting.

Meeting	Topic	Tentative Timing
Meeting #1	<ul style="list-style-type: none"> <li>• Introduction</li> <li>• SWOT Analysis of Pillars</li> </ul>	Evening of Wednesday April 3rd, 2013 at 7:00 p.m.
Meeting #2	<ul style="list-style-type: none"> <li>• Vision, Mission Statement</li> <li>• Goals and Directions elements</li> </ul>	Evening of Monday May 13 <sup>th</sup> , 2013 at 7:00 p.m.
Meeting #3	<ul style="list-style-type: none"> <li>• Identify gaps and potential actions</li> </ul>	Evening of Tuesday July 16 <sup>th</sup> , 2013 at 7:00 p.m.
Meeting #4	<ul style="list-style-type: none"> <li>• Celebration of successes and contributions</li> </ul>	Evening of Tuesday October

	<ul style="list-style-type: none"> <li>• High-level review of draft Plan</li> <li>• Invite potential community partners to participate in implementation</li> </ul>	1 <sup>st</sup> , 2013 at 7:00 p.m.
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## 5 Membership

The Working Groups will consist of four groups of six to eight members. Each group will represent one of the following four pillars of sustainability:

Stakeholder Sectors	
Cultural Vibrancy	Includes: Arts, heritage, and community events.
Economic Prosperity	Includes: Downtowns and commercial areas, tourism, agriculture, and industry.
Environmental Health	Includes: Lake Huron, shoreline, rivers, green space, wildlife, energy, and waste.
Social Wellbeing	Includes: Recreation, health, trails, transportation community centres, volunteer groups and service clubs

The Working Groups are intended to provide a multi-stakeholder forum for discussion, providing advice and input at key points, establish ambassadors of the project, engage other citizens and organizations, and share community knowledge and insight.

The following are the key terms and conditions of Working Group membership:

- Membership is voluntary and open to citizens and representatives of interested and affected stakeholder organizations, subject to Township approval.
- Members understand, accept and agree to abide by these Terms of Reference.
- Members are willing to commit to participate on the Working Group throughout the duration of the sustainability planning process (approximately 4 meetings over eight months).
- Members agree to attend as many Working Group meetings as possible.
- Members will strive to complete work in a timely fashion and be prepared for all Working Group meetings.
- Through their participation on the Working Group, members agree to ensure a two-way flow of information between the organizations they represent and the Steering Committee.

## 6 Term of Membership

Membership in the Working Group is for the remaining duration of the project – approximately eight months, concluding late October 2013.

## 7 Facilitation and Secretariat

Meeting facilitation will be undertaken by Lura Consulting. The facilitation will include:

- Development of meeting agendas in consultation with the Steering Committee and the Working Groups.
- Facilitation of Working Group meetings.

Township staff will be responsible for:

- Record keeping and preparation of summaries for Working Group meetings.

The point of contact for all Working Group correspondence is:

James Knott  
Lura Consulting  
Phone: 905-548-7697  
Email: jknott@lura.ca

## 8 Decision Making

It is envisioned that a consensus-based approach – where members seek general agreement on advice and recommendations to the Steering Committee – will be the operating mode for the Working Groups. If consensus is not achieved, differing perspectives and viewpoints will be recorded and noted in the Working Group meeting minutes. Voting will not be utilized.

## 9 Meeting Management, Agendas and Reporting

The following procedures will be used in convening meetings of the Working Groups:

- Meetings will be scheduled at the outset of the Working Group process, and subject to confirmation based on the study schedule.
- Meetings will generally be held at the same time for the duration of 2 hours.
- Meetings will be held at the Ripley-Huron Community Centre Auditorium.
- Lura will develop the Working Group agendas – in consultation with the Working Group and Steering Committee – and coordinate accompanying materials; the agenda will be distributed to Working Group members at least one week in advance of each meeting.
- Working Group members will be consulted on agenda items for future meetings at the conclusion of each Working Group meeting.

- Action items and key points will be prepared from each Working Group meeting. Meeting highlights will be prepared within 10 business days of each meeting for review and finalization by the Working Group.
- Working Group members will also receive project information made available to the public and be invited to attend public forums.
- The meetings are open to the public, media, etc., and other interested parties may observe the Working Group meetings; however, should these parties wish to participate they may act as a delegate at an assigned time on the agenda.

## 10 Resources

On behalf of the team for the project, Lura Consulting will provide the resources needed to support operation of the Working Groups, including: facilitation and secretarial support; and meeting materials and supplies. The meeting venue and refreshments will be provided by the Township of Huron-Kinloss.

## 11 Reporting Relationship

The Working Group is acting in an advisory capacity to the Steering Committee, and is not responsible for the decisions made by the Steering Committee or the Township of Huron-Kinloss. By participating as members of the Working Group, members are not expected to waive their rights to participate in the democratic process, and may continue to avail themselves in participation opportunities through other channels.

## 12 Media Contact

Individual Working Group members' opinions are not necessarily representative of the views of the entire Working Group. In the event that individual Working Group members receive media enquiries, such inquiries should be referred to the designated contact:

Sonya Watson  
Clerk  
Township of Huron-Kinloss  
Phone: 519-395-3735  
Email: [swatson@huronkinloss.com](mailto:swatson@huronkinloss.com)

## 13 Freedom of Information and Protection of Privacy

Please note that the personal information provided through the Working Group process will form part of the public record, as per the *Freedom of Information and Protection of Privacy Act*, and will not be protected from disclosure.