RECREATION AND CULTURE STRATEGY ADVISORY COMMITTEE
TERMS OF REFERENCE

1. Purpose/Mandate

The Advisory Committee members will be comprised of a broad and diverse sounding board of people that will provide input and strategic advice to the Steering Committee, Strathcona County's decision-making body responsible for leading the development of a well-informed and well-supported strategy for recreation, parks, and culture. The Advisory Committee will offer input and strategic advice for the Steering Committee to consider as it works to ensure that the strategy meets the needs of the County and is realistic and feasible to implement. The Advisory Committee members will take a systems-level view of the strategy and ensure that the different inputs into it, including literature, trends and best practices, internal expertise, and public and stakeholder input, areas of focus and priorities are robust, given due consideration, and are appropriately balanced to get the best result.

2. Composition and Administration

The Advisory Committee will:

- Have a multi-stakeholder composition that provides input and strategic advice to the strategy Steering Committee;
- Be accountable to Strathcona County's Executive Leadership Team;
- Be administered and supported by the Recreation, Parks and Culture department;
- Be co-chaired by the Associate Commissioner, Community Services Division and a community representative; and
- Community representatives will receive recreation passes of their choice per meeting attended.

The Advisory Committee will consist of 10-14 members as follows:

- Two Strathcona County Senior Administration employees representing Economic Development & Tourism and Family and Community services departments
- Five to eight community representatives recruited to ensure and reflect the views of the greater Strathcona County community
- Four community stakeholder representatives from the Sherwood Park & District Chamber of Commerce, Primary Care Network, Elk Island Public Schools and Elk Island Catholic Schools

3. Advisory Committee Guiding Principles

Respect: We value the presence and contributions of all our members, and actively strive to recognize and make space for each individual's skills, ideas and unique perspectives.

Accountability: We are impeccable with our word and commitments, assuming responsibility for our actions, decisions, and deliverables.

Openness: We share information, ideas and our experiences freely and with the best outcomes of our project in mind.

Transparency: We strive for evidence-based decisions and work to demonstrate how we've used input and ideas.

Innovation: We seek to develop and apply new ideas, processes, practices, technologies and business models to more effectively and efficiently address known or emerging needs.

Learning: We commit to continuous improvement and recognize that these opportunities present themselves by taking the time to assess and advance our skills, practices and processes.

Communication: We strive for openness and transparency in all aspects of our work to ensure inclusion, clarity and common understanding.

4. Roles and Responsibilities

The Advisory Committee is responsible for providing input and strategic advice to the Steering Committee, Strathcona County's decision-making body responsible for leading the development of a well-informed and well-supported strategy for recreation, parks, and culture. The Advisory Committee will offer input and strategic advice for the Steering Committee to consider as it works to ensure that the strategy meets the needs of the County and is realistic and feasible to implement. It is accountable to the Executive Leadership Team

The committee reviews, evaluates and provides input and strategic advice to the Steering Committee on the following deliverables:

- o Literature review
- o Demographic and community profile assessment
- o Needs assessment
- o Assessment of available County open space, indoor and outdoor facilities
- o Trends and best practice research
- o Jurisdictional review data
- o Areas of focus and priorities
- o Building Community – A strategy for recreation, parks and culture
- o Implementation Plan

Once the strategy and then implementation plan are drafted, the Advisory Committee will review them and offer any further input and strategic advice, beyond what was offered during the development process, to improve the draft documents before they are reviewed by the County's Executive Leadership team and prior to submission for Council approval.

4.1 Co-Chairs

The Co-Chairs of the Advisory Committee are the project's Executive Sponsor, Associate Commissioner, Community Services Division and a community representative.

The Co-Chairs are responsible for:

Leadership
- Providing guidance, direction and support to the Advisory Committee members
- Leading Advisory Committee meetings
- Delegating responsibilities for Advisory Committee action items, as required
- Ensuring action items are addressed by their assignment owners

- Communicating Advisory Committee key insights, input and feedback to the Steering Committee and Working Group, as required

Communication
- Liaising with the Executive Leadership Team to provide regular progress updates and identify issues that require direction from Executive Leadership Team
- Attending all Advisory Committee meetings
- Present reports to the Executive Leadership Team, as required
- Attending Steering Committee meetings, as required

Administration
- Establishing and upholding Advisory Committee member compilation with input from Executive Leadership Team
- Providing orientation to Advisory Committee members
- Developing agendas and ensuring meeting summaries are taken and distributed for each meeting
- Preparing reports to Executive Leadership Team, as required

4.2 Advisory Committee Membership

4.2.1 County Department Representatives

County department representatives are senior County employees from departments outside of Recreation, Parks and Culture with subject-matter expertise and an investment in the outcomes of the strategy for recreation, parks and culture relative to their area of work.

County department representatives will include:

- Economic Development & Tourism
- Family and Community Services

4.2.2. Community Representatives

Community representatives are residents of Strathcona County with a demonstrated interest in advancing the collective future of Strathcona County's recreation, parks and culture users' opportunities and experiences, within the RPC'S five core functions of programs, indoor facilities, Parks, Fields, Trails and Other Open Spaces, Community Development and Special Events.

4.2.3 Community Stakeholders

Community stakeholders are representatives from the following organizations:

- Sherwood Park & District Chamber of Commerce
- Primary Care Network
- Elk Island Public Schools
- Elk Island Catholic Schools

4.3 Advisory Committee Member Responsibilities

Each Advisory Committee Member is responsible for:

Contributions
- Participating in Advisory Committee meetings and other relevant events
- Facilitating and enabling discussion by providing subject matter expertise as it relates to advancing the development of the strategy for recreation, parks and culture
- Providing input and strategic advice on the research and information, presented by the Steering Committee, Working Group and project consultant, that will inform the development of the strategy for recreation, parks and culture

Expectations
- Collaborating with fellow Advisory Committee members to promote respect, accountability, openness, transparency, innovation and learning
- Committing and contributing to the purpose of the Advisory Committee
- Preparing for and participating in meetings and other relevant events
- Ensuring the Advisory Committee Guiding Principles are represented in all work to develop the strategy for recreation, parks and culture
- Actively supporting and advocating for work integral to advancing the development of the strategy for recreation, parks and culture

4.4 Administrative Assistant

The Administrative Assistant is a dedicated administrative support position for the project that helps with all aspects to standardize the Advisory Committee's operations.

The Administrative Assistant is responsible for:

Coordination and documentation
- Coordinating meeting space and ensuring all materials are on hand for the meeting
- Supporting the Advisory Committee Co-Chairs in development of meeting agendas
- Documenting key input and feedback resulting from meetings through meeting summaries
- Establishing and maintaining a shared electronic drive for Advisory Committee documents

Communication
- Assisting the Advisory Committee Co-Chairs to develop meeting agendas
- Liaising with the Advisory Committee Co-Chairs to schedule meetings and confirm member attendance
- Recording key insights, input and feedback at Advisory Committee meetings
- Distributing agendas and meeting summaries within five business days of the meeting
- Distributing pre-reading materials a minimum of five business days in advance of the meeting

Administration
- Supporting the Advisory Committee Co-Chairs orientation of Advisory Committee members

- Assisting the Advisory Committee Co-Chairs in preparing reports to the Executive Leadership Team, as required

4.5 Advisory Committee Member Conduct

4.5.1 Meeting attendance

A member who is unable to attend a meeting is required to advise the Co-chair(s) in advance of the meeting of their absence. Missing two meetings becomes at the discretion of the Co-chair(s) whether the member be removed.

4.5.2. External Communication

Committee members may promote and share information about initiatives related to development of the strategy for recreation, parks and culture (e.g., public engagement opportunities) with the community-at-large. All inquiries related to the Advisory Committee and its work shall be directed to Russ Pawlyk, Director of Recreation, Parks and Culture.

5. Advisory Membership Selection, Meeting Schedule and Terms of Service

5.1 Member Selection

County Department representatives will be determined collaboratively between the Executive Sponsor and Project Sponsor.

Community representatives will be determined through an open call for applications. Selection will be based on the requirements noted in the open call.

Community stakeholder representatives will be determined collaboratively between the Executive Director and the Project sponsor.

5.2 Meeting Schedule

The Advisory Committee will meet five to seven times between May 2018 and July 2019. Additional meetings may be called at the discretion of the Advisory Committee Co-chairs, as required to align with the project milestones.

5.3 Term of service

The Advisory Committee will remain in effect until the July 2019, with the possibility of a three-month extension.

6. Decision-making on Input and Strategic Advice to the Steering Committee and Advisory Committee Logistics

6.1 Quorum

A quorum will consist of 2/3 of the Advisory Committee members, including a minimum of one community representative and one community stakeholder representative.

6.2 Decision-making procedures

All decisions related to the strategy will be made by Strathcona County. Although the Advisory Committee is not an official decision-making body, it requires procedures to ensure there is general agreement on the input and strategic advice being presented to the Steering Committee and to make decisions related to Advisory Committee logistics.

During Advisory Committee meetings, decisions related to meeting logistics, agenda items and giving input and strategic advice to the Steering Committee will be made through consensus or general agreement. If consensus or general agreement cannot be achieved decision-making authority will lie with the Executive Sponsor.

The Advisory Committee Co-Chairs may call for an email vote on an item that requires a decision related to meeting logistics, agenda items and giving input and strategic advice to the Steering Committee in advance of a scheduled meeting as long as adequate time is given to provide meaningful consideration of the item.

The Administrative Assistant will record the key insights, input and feedback through minutes of the meeting.

7. Advisory Committee Communications Channels and Practices

Communication Channel	Description/ Objective	Responsibility	Distribution Method	Frequency of Distribution
Advisory Committee Document Repository	Provide a repository for all project documents	Advisory Committee Administrative Assistant	Email and Hard Copy	Upon occurrence
Advisory Committee Agenda and Minutes	Provide record for project related agenda items and decisions that will be managed controlled and tracked during the life of the project	Advisory Committee Administrative Assistant	Email and Hard Copy	Upon occurrence
Advisory Committee Action Log	Populate a log for all project related action items	Advisory Committee Chair and Members	Email	Upon occurrence
Advisory Committee Meetings	Provide an overview of the progress on the project, make project advancement decisions and, escalate any project risks or issues which impact the project's scope, schedule and/or budget.	Advisory Committee Chair	• In-Person • Conference Call • Meeting Minutes • PowerPoint • Email	Upon occurrence