

**Recreation Parks Trails & Facilities
Master Plan
Steering Committee Terms of Reference**

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AUTHORS

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TABLE OF CONTENTS

1. Background	1
2. Role of the Master Plan Steering Committee	1
3. Responsibilities of the Steering Committee Chair	1
4. Responsibilities of Steering Committee Members	2
5. General	2
5.1 Membership	2
5.2 Schedule	2
5.3 Reporting Relationships	2
5.4 Quorum and Decision-making	3
5.5 Frequency of Meetings	3
5.6 Agenda, Minutes, and Decision Papers	3
5.7 Proxies	3

1. BACKGROUND

The Master Plan will be used as a policy document to assist in determining recreation parks trails and facilities requirements for the Township that, in conjunction with the Township's Strategic Plan, will inform future investment and developments.

The Master Plan will allow the Township to guide and manage the direction of parks, open spaces, recreation and leisure services, programs, events, facilities and amenities. The Township will look for an approach that has regard for the provision of environmentally sustainable, accessible parks and recreation facilities, programs and services that will meet the dynamic needs of the Township.

The Master Plan will guide policy development and service delivery, prioritize demands and opportunities, assess current parks and recreational facilities, playgrounds and programs, existing user fees and cost recovery opportunities, and will include consultation with user groups, the public and Township staff.

The Master Plan will provide a framework to manage and sustain parks, trails and open space, review recreation and leisure programs and facilities and related amenities in a cost effective, proactive manner, consistent with leading industry standards and best practices, for the next ten years.

The Master Plan must reflect the fact that the Township also provides leisure and recreation opportunities for many non-residents from within and outside of the Muskoka Lakes District.

The outcome and results must supply a clear action plan to guide and direct the Township in the development and sustainability of future recreation facilities and opportunities.

2. ROLE OF THE MASTER PLAN STEERING COMMITTEE

The role of the Recreation Parks Trails and Facilities Steering Committee is as follows:

- Ensures project is aligned with organizational strategy.
- Ensures project makes good use of assets.
- Assist with resolving strategic level issues and risks.
- Approve or reject changes to the project with a high impact on timelines and budget.
- Assess project progress and report on project to senior management and higher authorities.
- Provide advice and guidance on business issues facing the project.
- Use influence and authority to assist the project in achieving its outcomes.
- Review and approve final project deliverables.

3. RESPONSIBILITIES OF THE STEERING COMMITTEE CHAIR

The Steering Committee Chair is the Project Sponsor. Should the Project Sponsor be unable to attend a meeting, Vice Chair will serve as Committee Chair.

The responsibilities of the Steering Committee Chair are as follows:

- Sets the agenda for each meeting.
- Ensures that agendas and supporting materials are delivered to members in advance of meetings.
- Makes the purpose of each meeting clear to members and explains the agenda at the beginning of each meeting.
- Clarifies and summarizes what is happening throughout each meeting.
- Keeps the meeting moving by putting time limits on each agenda item and keeping all meetings to two hours or less.
- Encourages broad participation from members in discussion by calling on different people.

- Ends each meeting with a summary of decisions and assignments.
- Follows up with consistently absent members to determine if they wish to discontinue membership.
- Finds replacements for members who discontinue participation.

4. RESPONSIBILITIES OF STEERING COMMITTEE MEMBERS

Individual Steering Committee members have the following responsibilities:

- Understand the goals, objectives, and desired outcomes of the project.
- Understand and represent the interests of project stakeholders.
- Take a genuine interest in the project’s outcomes and overall success.
- Act on opportunities to communicate positively about the project.
- Check that the project is making sensible financial decisions – especially in procurement and in responding to issues, risks and proposed project changes.
- Check that the project is aligned with the organizational strategy as well as policies and directions across government as a whole.
- Actively participate in meetings through attendance, discussion, and review of minutes, papers and other Steering Committee documents.
- Support open discussion and debate, and encourage fellow Steering Committee members to voice their insights.

5. GENERAL

5.1 Membership

The table below lists the membership of the Steering Committee.

Name	Title	Organization
TBD		

5.2 Schedule

5.2.1 Project Schedule

The tentative schedule is to complete the development of the master plan by the fourth quarter of 2021. The final schedule will be set by the Consultant selected to complete the study.

5.3 Reporting Relationships

5.3.1 Reporting to Council

The Steering Committee reports to Township Council through the General and Finance Committee of Council.

5.4 Quorum and Decision-making

5.4.1 Quorum

A minimum number of four Steering Committee members are required for decision-making purposes. The quorum must include a minimum number of two members of Council and two members representing the stakeholder groups.

5.4.2 Decision-making Process

The Steering Committee will strive to achieve consensus on all matters where a majority approve a given course of action, but that the minority agrees to go along with the course of action, potentially with some modifications. Where consensus is not possible a decision on a course of action will require support from more than 50% members who attend the meeting if there is quorum.

5.5 Frequency of Meetings

Steering Committee meetings will be at the Call of the Chair and will be timed to coincide with key milestones/decision points, which are set out in the Project Plan.

5.6 Agenda, Minutes, and Decision Papers

A package will be distributed to members three to five business days in advance of a Steering Committee meeting. This package will include the following:

- Agenda for upcoming meeting.
- Minutes of previous meeting.
- A progress report for the project.
- Decision papers (if applicable).
- Any other documents/information to be considered at the meeting.

5.7 Proxies

Members of the Steering Committee cannot send proxies to meetings. Proxies are not entitled to participate in discussion and are not allowed a role in decision-making.