

Report to Council from the Visions to Action Steering Committee

RE: Implementation of Visions to Action SSP
Special Meeting of Council Thursday, June 26, 2008
Revised Friday, June 27, 2008

1.0 Introduction

Council has formally adopted the Visions to Action Strategic Sustainability Plan (SSP), and has identified the key Focus Areas and Strategic Actions they would like to see addressed as the first priority in the implementation of the Plan. The SSP recommends the option of Task Forces as a means of engaging the resources available in the community and the larger region, to research and work on the various SSP initiatives, and to provide recommendations and advice to advise Council and Staff on moving those initiatives towards a successful conclusion.

The Steering Committee has been asked to consider how the Task Force concept might be initiated in Rossland, including a review of the implementation strategies of other relevant communities, and to provide recommendations to Council for their consideration and action.

The Steering Committee has considered this matter very carefully. There is clearly an enthusiasm for this concept within the community as a means of continuing the positive and constructive public engagement that has been a hallmark of the Visions to Action process. The concept offers a potentially innovative opportunity to expand the resources available to Council to achieve the goals set out in the SSP. However it is important that roles be clearly defined and understood. Enthusiasm must be tempered by the capacity of City staff and Council to manage the complexities of a changing community in the shorter term while also working towards the longer-term goals described in the SSP.

The concept of advisory committees is not new for Rossland, but the notion of formally establishing Task Forces of citizens to accomplish specific objectives within the context of a comprehensive strategic plan is an innovation that is both exciting and challenging. The recommendations we are offering here anticipate the need to proceed cautiously, but with confidence and trust that all participants – citizens, councillors, staff and those who will ultimately be responsible for implementing agreed recommendations – will work cooperatively together to make this concept work.

2.0 Recommendations

The Visions to Action Steering Committee recommends the following:

2.1 Recommendation to Council #1

Creation of a “Sustainability Commission”: a new vehicle that would replace the current Steering Committee and provide oversight, coordination and continuity to the important task of guiding the implementation of the SSP under the direction of Council.

The Sustainability Commission would initially include the following nine participants:

- Four citizen representatives selected at large and appointed by Council from a community-wide posting process;
- Task Force Chairs (initially three), or their alternates;
- The Mayor or the Mayor’s council member designate; and,

- The City Chief Administrative Officer or his designate.

Clerical support for the Commission is recommended.

The Chair of the Sustainability Commission would be appointed by the Mayor.

It is recommended that the term of office for the four citizen representatives operate in accordance with the Council Committee System Policy #0137 whereby:

- The term of appointment is one year;
- An individual can serve for up to four consecutive one year terms on any one committee;
- When considering re-appointments for a consecutive term committee stability and membership continuity will be considered;
- All members remain in office until their respective successors are appointed; and,
- All Council Commission appointments expire on November 30 in the year of a general local election.

The Sustainability Commission would be responsible for the following:

- Maintaining the ongoing Visions to Action process;
- Appointing Visions to Action Focus Area Task Forces and developing their Terms of Reference;
- Coordinating Task Force work plans, priorities and recommendations to Council;
- Monitoring the progress of implementation of the Visions to Action Strategic Sustainability Plan and reporting progress to City Council, City Staff and the Community;
- Liaising between the Focus Areas Task Forces and City Council and staff on matters regarding Visions to Action;
- Leading the implementation of a city-wide sustainability monitoring mechanism; and
- Liaising between the City and the community and ensuring two-way communication on matters regarding implementation of the Visions to Action Strategic Sustainability Plan.

2.2 Recommendation to Council #2

Creation of the following three Task Forces reporting through the Sustainability Commission to Council:

- **Housing and Affordability Task Force**
- **Community Economic Development Task Force**
- **Water Stewardship Task Force**

These Task Forces represent three of the four Focus Areas already prioritized by Council. Solid waste has, at this time, been excluded in the Water Stewardship Task Force to maintain the focus on the key area of community interest. The fourth prioritized Focus Area, Land Management, is currently under intensive scrutiny through the OCP process and, at least for the time being, is more appropriately addressed through the normal planning processes. Other Focus Area Task Forces may be created in the future, either replacing the existing Task Forces or increasing the total number of Task

Forces. The number of active Task Forces at any one time may be limited by the capacity of the City staff, implementing agencies and Council.

Each Task Force would be comprised of up to seven members including two professionals or persons with specific qualifications pertinent to the issues to be addressed, and up to five community representatives. The Chair would be appointed by the Sustainability Commission. Where possible and appropriate, Task Forces may link with other organizations working on similar issues at a local or regional level. Working with the Sustainability Commission, the Task Forces will ensure information and progress is shared with the community.

Task Forces are appointed to accomplish specified tasks within a defined timeline, culminating in Task Force recommendations that will be reviewed, evaluated and prioritized for submission to Council through the Sustainability Commission. When its objectives are completed the Task Forces will either disband or re-form with new objectives.

There are distinct differences in the nature of the eleven Focus Areas; however, it would be beneficial to have some consistency in structure and approach to indicate to prospective Task Force members what will be expected of them: What will the Task Force do?

Recognizing that the intent is not to re-do the work already done in the development of the SSP and by Council the Steering Committee recommends the general approach outlined below. The following general approach is proposed:

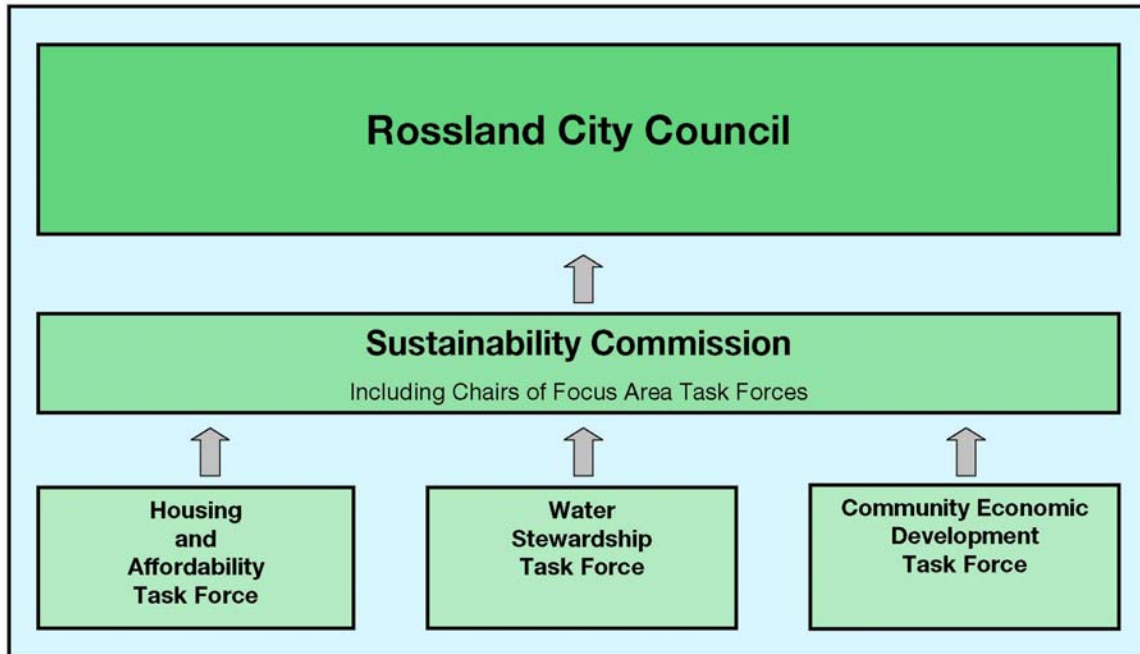
1. **Assemble, compile and analyze information and data** to gain an understanding of the current status, pertinent issues, and the forces and uncertainties that will influence future needs. Focus down on the specific problems or issues that need to be addressed.
2. **Assess these issues from the perspective of supply and demand**, both current (what is available) and future (what is needed). In this supply/demand model, consider both quantity and quality as both are important for a sustainable community.
3. **Identify the gaps** that need to be addressed.
4. **Identify actions to fill those gaps.** With respect for the Strategic Actions already prioritized by Council, research alternative options; consider experience in other communities; explore partnership and funding opportunities; and consider the management implications.
5. **Review what is being done and what needs to be done.** Identify who will be responsible for implementing the recommended actions.
6. **Identify indicators of success to monitor progress.**
7. **Develop specific recommendations for discussion** at the Commission table and endorsement for presentation to Council. If appropriate and with Council approval, take action.

Each Focus Area has its statement of 'Desired Future' that complements the overall 'Community Vision' and a set of 'End-State Goals' targeted for 2030. Each End-State Goal has a number of 'Strategic Actions' described in detail in Appendix D and summarized in the 'How will we get there' section of each Focus Area. These Strategic Actions are cross-referenced with the Goals in Appendix E. The V2A website also contains various reference documents prepared by Sheltair during the SSP

development. With Council approval, the Task Forces may expand their consideration beyond those Strategic Actions prioritized by Council or included in the SSP; however, the Desired Futures and End-State Goals represent community aspirations that must be respected.

As described in Figure 1.0, the Task Forces will report to the Sustainability Commission who in turn, will report to Council.

Figure 1.0 Proposed Commission and Task Force reporting structure



Overview of Individual Task Forces

Housing and Affordability Task Force

The Housing and Affordability Task Force will be a community-based work group with the skills and interest to conduct or guide a Housing Needs Assessment. This group should include representatives of community stakeholder groups including the development community. The Housing and Affordability Task Force will also act as a sounding board for staff and Council when they require input regarding decisions that will affect Rossland’s housing availability.

Housing and Affordability Priority Strategic Actions	
ID #48	Establish a housing authority for Rossland with a mandate to research housing needs, plan effective solutions and work with others to implement plans that will retain Rossland's current demographic mix.

Community Economic Development Task Force

The Community Economic Development Task Force will be a community-based group with strong ties to local and regional organizations such as the Lower Columbia Community Development Team and regional employers such as TeckCominco and the Interior Health Authority.

Community Economic Development Task Force Priority Strategic Actions	
ID #38	Develop a Regional or Community Economic Development Strategy.
ID #41	Develop an information package (web and print) that outlines the business advantages of locating in Rossland and the region.
ID #47	Create a plan to provide world-class telecommunications infrastructure in Rossland that assists residents and local businesses to compete and prosper in the new economy.
ID #145	Identify opportunities for heritage, arts and culture to contribute to the economy.
ID #147	Actively recruit fulltime residents with mobile careers.

Water Stewardship Task Force

The initial task for the Watershed Stewardship Task Force will be to compile review and assess available information and reports and identify, with staff agreement, appropriate opportunities to contribute. As outlined in the steps above.

2.3 Recommendation to Council #3

Establish criteria for evaluation of Sustainability Commission and Task Force recommendations, including economic, environmental and social sustainability criteria, funding availability, City operational capacity, partnership strengths, regional relationship, etc.

2.4 Recommendation to Council #4

Clearly communicate the roles and responsibilities of the Sustainability Commission and the Task Forces to ensure complete understanding of their advisory function to Council, with no delegated powers to act independently and recognizing Council's right to accept or not accept any recommendations submitted to them.

3.0 Implementation Process

Council Tasks

- Step 1: Approval of implementation process (done)
- Step 2: Advertise for applications for Sustainability Commission
- Step 3: Review of applications and appoint Sustainability Commission
- Step4 : Appointment of Sustainability Commission Chair by Mayor
- Step 5: Establish criteria for evaluation of Sustainability Commission and Task Force recommendations (can be accomplished simultaneously with following steps – Task Forces and Sustainability Commission working with Council).
- Ongoing: Clearly communicate the roles and responsibilities of the Sustainability Commission and the Task Forces

Sustainability Commission Tasks

- Step 1: Define Terms of Reference for Task Forces
- Step 2: Advertise for applications for Task Forces
- Step 3: Review applications and appoint Task Forces
- Step 4: Appointment of Task Force Chairs
- Step 5: Establish criteria for evaluation of Sustainability Commission and Task Force recommendations (can be accomplished simultaneously with following steps – Task Forces and Sustainability Commission working with Council).
- Ongoing: Clearly communicate the roles and responsibilities of the Sustainability Commission and the Task Forces



SUSTAINABILITY COMMISSION

TERMS OF REFERENCE (Draft)

(to be incorporated into the Commission Bylaw)

*please note that these terms of reference are in draft form and will be revised by Council through the creation of the Commission Bylaw

1. Commission Purpose

- 1.1. This is a Commission established by Council Bylaw to oversee implementation and ongoing management of the City of Rossland's Visions to Action Strategic Sustainability Plan.

2. Duties

- 2.1. The Commission will maintain the ongoing Visions to Action process.
- 2.2. The Commission will appoint Visions to Action Focus Area Task Forces and develop their Terms of Reference.
- 2.3. The Commission will coordinate Task Force work plans, priorities and recommendations to Council.
- 2.4. The Commission will monitor the progress of implementation of the Visions to Action Strategic Sustainability Plan and report progress to City Council, City Staff and the Community.
- 2.5. The Commission will liaise between the Focus Areas Task Forces and City Council and staff on matters regarding Visions to Action.
- 2.6. The Commission will lead the implementation of a city-wide sustainability monitoring mechanism.
- 2.7. Regarding implementation of the Visions to Action Strategic Sustainability Plan, the Commission will liaise between the City and the community and ensure two-way communication.

3. Membership

- 3.1. The Sustainability Commission membership will consist of four citizen representatives appointed by Council, Chairs of the Focus Area Task Forces or their alternates, the Mayor or the Mayor's Council member designate and the City's Chief Administrative Officer or the Chief Administrative Officer's designate.
- 3.2. All members of the Commission will have voting rights with the exception of the Chief Administrative Officer or his designate.
- 3.3. The term of appointment will be in accordance with the Council Committee System Policy 0137.
- 3.4. The Commission Chair and alternate will be selected by the Mayor.

4. Operations of the Commission

4.1. Meeting Schedule

The Commission shall meet a minimum of three times per year or as required.

Meeting minutes will be taken by the City clerical support person and circulated to the Commission members and the Deputy City Clerk for inclusion on Council agendas.

4.2. Rules of Procedure

The Commission shall prescribe its own rules, providing they are not inconsistent with its enabling statute, establishment bylaw, the Local Government Act, Community Charter or Council policy, and the Council's Procedure Bylaw. The Commission may rely for reference upon the advice of the staff liaison or the Deputy City Clerk.

5. Authority

5.1. The Commission has the authority to make recommendations to Council on anything related to Section 2.

5.2. The Commission will also consider and make recommendations on any matter submitted to it by City Council.

5.3. The Commission may have delegations at its meetings, and may by majority motion close the meeting to the public pursuant to the *Community Charter*.

5.4. The Commission does not have the authority to pledge the credit of the City, or to authorize any expenditures to be charged against the City.

5.5. Members will not misrepresent themselves as having any authority beyond that delegated by Council.

6. Reporting

6.1. When responding on an issue referred by Council the Commission, with clerical assistance provided by the City, will submit reports to Council in accordance with Council policy and the Council Procedure Bylaw. If deemed appropriate by the City Administrator, Commission reports will be accompanied by a staff report. The Commission shall not reconsider a decision of Council except with a referral from Council.

6.2. Reports and minutes from Commission meetings scheduled in the week prior to a Council meeting will be submitted for the agenda for the next Council meeting, or as soon as reasonably possible.



THE CORPORATION OF THE CITY OF ROSSLAND

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Website: www.rossland.ca

VOLUNTEER APPLICATION

Civic Committees, Commissions, Boards, Task Forces

Name of Applicant: _____

Mailing Address of Applicant: _____

Residential Address of Applicant: _____

Contact: Work: _____ Fax: _____

Home: _____ E-mail: _____

1. Is your primary residence in the City of Rossland? Yes No

2. Are you a business operator in the City of Rossland? Yes No

3. Name of Committee/Commission/Board/Task Force you are applying to:

Sustainability Commission

4. Are you applying as a representative of a community association or other organization?

Yes No

If YES, identify the association/organization: _____

5. Are you currently serving on a Committee/Commission/Board/Task Force?

Yes No

If yes, identify the Committee/Commission/Board/Task Force:

6. Have you previously volunteered on any City of Rossland Committee/Commission/Board/Task Forces?

Yes No

If YES, provide name of the Committee/Commission/Board/Task Force(s) and length of service:

7. Have you volunteered on any Committee/Commission/Board/Task Force for another municipality or any community organization?

If YES, provide details:

8. What skills and goals will you bring to the Committee/Commission/Board/Task Force?

9. Business/Work experience in the past five years?

10. How is your business/work experience related to the mandate of the Committee/Commission/Board/Task Force?

11. Do you have an education background or professional qualifications related to the mandate of the Committee/Commission/Board/Task Force?

12. Are you available to participate throughout the year? Yes No

If NO, please explain: _____

13. Other relevant information, if any:

Date of Application: _____

Your application/resume will be made available to Rossland City Council, civic staff, and the applicable Committee/Commission/Board/Task Force for the sole purpose of making appointments. Your information is collected under the authority of the *Freedom of Information and Protection of Privacy Act* and any applicable bylaws.

Contact Information:

Deputy City Clerk, City of Rossland
1899 Columbia Avenue
P.O. Box 1179
Rossland, BC V0G 1Y0
Telephone: (250) 362-7396
Fax: (250) 362-5451

Email: cityhall@rossland.ca or
visionstoaction@telus.net
**Return Application by 4:30pm on
Wednesday, June 16, 2008**