



REPORT ADM-2014-024

TO: Mayor and Members of Council

FROM: Karen Landry, CAO/Clerk

MEETING DATE: December 17, 2014

SUBJECT: Committee Governance Review
File No. C12

RECOMMENDATIONS

That Report ADM-2014-024 regarding Committee Governance Review be received; and

That the terms of reference attached as Schedule "C1-C6" to Report ADM-2014-024 for the following committees be approved:

- Recreation Committee
- Audit Committee
- Fire and Rescue Services Committee
- Heritage Committee
- Property Standards Committee; and
- Badenoch Community Centre Board

That Council enact a By-law to amend its Procedural By-law to further define when and how notice of Council, Committee and Board meetings will be given; and

That staff upon completion of the Recreation and Parks Master Plan and Fire Master Plan report back to Council on the outcomes and impacts on the affected advisory committees; and

That Council direct staff to table a Committee Governance Review report at the final meeting of the outgoing Council in 2018, and at the first business meeting of the 2018-2022 Township Council.

DISCUSSION

Background

In September 2013, Council requested staff to review the governance structure and purpose of Township Committees.

Purpose

The purpose of conducting a governance review is to ensure the governance structure and processes:

- are focussed and aligned with identified Township priorities; and
- contribute to an efficient and effective decision-making process

The purpose of Report ADM-2014-024 is to:

- outline the differences between a “committee” and a “board”; and
- establish evaluation criteria for committee selection; and
- outline the role of staff as a resource to a committee; and
- outline legislative requirements with regard to the term of office for a committee and to recommend “term of office” appointments where not legislated; and
- outline the training requirements for members appointed to a committee; and
- recommend implementing specific timeframes for giving notice related to council and committee meetings; and
- provide a governance review of the various committees of Council; and
- update the terms of reference and structure of the respective committees; and
- provide a summary of the associated costs and staff resourcing

BOARDS AND COMMITTEES

The *Municipal Act* authorizes Council to establish committees and municipal service boards.

Boards

A municipality may create a Municipal Service Board for control and management of such services and activities of the municipality as the municipality considers appropriate and shall do so by delegating the powers and duties of the municipality to the board in accordance with the *Municipal Act*.

When establishing a Municipal Service Board (MSB) a municipality shall provide for the following:

1. The name, composition, quorum and budgetary process of the board.
2. The eligibility of persons to hold office as board members.
3. The manner of selecting board members, the resignation of members, the determination of when a member’s seat becomes vacant and the filling of vacancies.
4. The term of office and remuneration of board members.
5. The number of votes of the board members.
6. The requirement that the board follow rules, procedures and policies established by the municipality.
7. The relationship between the municipality and the board, including their financial and reporting relationship.

Section 23 of the *Municipal Act* restricts the powers and duties that can be delegated. For example section 23 sets out additional requirements and parameters a Municipal Board is subject to. Further, section 23(2) of the *Municipal Act* states:

“If a municipal service or activity is under the control and management of a municipal service board, nothing in this Act or a by-law made under this Act,

- (a) authorizes the municipal service board to provide for the financing of the municipal service or activity otherwise than by fees and charges under Part XII (Fees and Charges) unless the municipal service board has the consent of the municipality to do so;
- (b) removes from the municipality its power to finance the capital and operating costs of providing the service or activity as if the municipality had control and management of the service or activity; or
- (c) removes from the municipality its power to deal with real and personal property in connection with the service or activity as if the municipality had control and management of the service or activity.”

The most common purpose for establishing an MSB in southern Ontario is for Parking Authorities.

Membership

Must be composed of at least two members and the municipality cannot require any member of a municipal service board to be elected to that office under the *Municipal Elections Act*.

The term of office cannot exceed four years but a member may be eligible for appointment for more than one term.

Committees

The *Municipal Act* states “committee” means any advisory or other committee, subcommittee or similar entity of which at least 50 per cent of the members are also members of one of more councils or local boards.

The Township’s procedural by-law states “committee” means any standing advisory or other committee, subcommittee or similar entity composed of members of the Township of Puslinch Council alone or together with members of another official body or the public, or a committee composed of solely members of the public appointed by the Council.

Typically the difference between a Standing Committee and an Advisory Committee is that a Standing Committee is comprised only of members of Council with no citizen

representation. An Advisory Committee may be comprised of citizen representation only, or council member and citizen representation.

All committees of Puslinch Council are advisory committees with the exception of Committee of Adjustment and the Property Standards Committee.

Wellington County municipalities

For Council's information a list of the committees established for the various municipalities in Wellington County is attached as Schedule A.

PROPOSED AMENDMENTS TO COMMITTEE GOVERNANCE

Evaluation Criteria for Committee Selection

The appointment of members of the public to committees, must conform with the transparency and accountability requirements contained in the *Municipal Act*.

- Section 224 (d.1) of the *Municipal Act* provides that it is the role of Council to ensure the accountability and transparency of the operations of the municipality.
- Section 270 of the *Municipal Act* provides that a municipality shall adopt and maintain policies with respect to the manner in which the municipality will try to ensure that its actions are accountable and transparent to the public.
- The Township's By-law passed under section 270 of the *Municipal Act* provides that "transparency means that the Township's decision making process is open and clear to the public."

These transparency obligations are applicable to the appointment of members by Council to committees. These obligations are met where Council adopts and implements the following procedures in respect of its appointment process:

- Setting reasonable qualifications for the position, such as education, skills and knowledge of the community
- Advertising publicly for potential candidates
- Requiring that applications be completed by the potential candidates
- Evaluating applications against the qualifications sought
- Publicly passing a resolution or by-law to appoint members to a committee

Staff recommend that in addition to the evaluation criteria noted for each respective committee, that the following also apply:

- Owner, tenant or resident of Puslinch
- Board/Committee/Tribunal experience an asset

Role of Staff – Committee Support

A key feature of effective and efficient councils is a well-developed understanding of council-staff relations, more specifically the role of each party. Section 224 and 227 of the Municipal Act, 2001 outlines the role of council and the role of staff respectively:

“227. It is the role of the officers and employees of the municipality,

- (a) to implement council’s decisions and establish administrative practices and procedures to carry out council’s decisions;
- (b) to undertake research and provide advice to council on the policies and programs of the municipality; and
- (c) to carry out other duties required under this or any act and other duties assigned by the municipality.”

Based on the above, it is recommended that staff not be appointed as members to any committee, but serve as an advisory resource to the applicable committee.

Term of Appointment

Staff recommend that all future appointments be concurrent with the term of Council. Continuity within the committee may still be maintained by appointing members for a second term. Should Council concur with this recommendation, the procedural by-law and terms of reference will be amended to reflect this determination.

Training Requirements

As council is aware, legislation requires a municipality to provide training on specific policies to its employees including members of Council and its committees. Committee members are required to receive the following training:

Accessibility
Workplace Violence and Harassment Policy
Health and Safety

Staff are in the process of developing an orientation program for its Committees, and as part of that process, will ensure that all required training is completed and on file.

ACCOUNTABILITY/TRANSPARENCY/PROCEDURAL REQUIREMENTS

Procedural By-law

The Township’s Procedural By-law in accordance with Section 238 (2.1) states in Section B.6 the following regarding notice of meetings:

“Notice of Council Meetings and of Committee and Local Board Meetings shall be given by publication of future meetings in previous minutes and posting of the meeting agendas on the Township website prior to the meetings. In the case of a Special Meeting Notice, the Agenda shall be posted on the Township website as soon as practicable after notice of the Special Meeting has been given and any other notification shall be made that is permitted within the timeframe.”

Staff recommend that the above section be replaced with the following to specify the minimum timelines for making agendas and all relevant material on a matter available to the public:

Notice of Meetings

- (1) The Clerk shall provide the public with notice of the Council and Committee schedule by annually posting the meeting dates on the Township of Puslinch website. Any amendment to the schedule or cancellation of a meeting shall be posted on the website.
- (2) The meeting agenda shall constitute notice of each meeting. The agenda shall include the location of the meeting and all relevant material on a matter to be considered by Council or a Committee.
- (3) Notice of a Council or Committee meeting shall be provided by:
 - a. Posting the agenda on the Township’s website; and
 - b. In the case of a Council Meeting, making it available at the Township Office on the Friday prior to the Council Meeting; and
 - c. In the case of a Committee Meeting, making it available at the Township Office a minimum of (2) two business days prior to the meeting.
- (4) Notice of a Special Council meeting shall be provided as soon as it is available by:
 - a. Posting the agenda on the Township’s website; and
 - b. Making it available at the Township Office.
- (5) Addendum Agenda items for Council that are identified prior to 12:00 noon on the Tuesday prior to the Council meeting shall be posted on the Township’s website and by making it available at the Township office.

Standard Commencement time for Evening Council and Committee Meetings

Commencing in 2015 as noted in Report ADM-2014-016 the open evening session of Council, Committee and Public Meetings will commence at 7:00 p.m. Please note that the closed session portion of a Council meeting may commence earlier and will be noted accordingly on the Township’s website and agenda.

TOWNSHIP'S COMMITTEE STRUCTURE

The Township's current Committee structure is divided into the following categories:

1. Appeal Committees - PSC
2. Legislated Committees – HC, CoA, AAC, ECA
3. Advisory Committees – RC, FR, AUD, PAC

The current terms of reference for the various Township committees are attached as Schedule B.

APPEAL COMMITTEES

1. Property Standards Committee (PSC)

Section 15.6 of the *Building Code Act* requires Council to establish a PSC if the municipality has a Property Standards By-law. Council passed By-law 7/11 to establish a Property Standards Committee.

The PSC is a quasi-judicial tribunal with its members appointed by Council and operating independently and is autonomous.

Mandate – As stipulated in the *Building Code Act*

Where an owner who has been served with a Property Standards Order is not satisfied with the terms and conditions of the Order, he/she may appeal the Order to the PSC. The PSC, operating under the provisions of the *Statutory Powers and Procedure Act*, may confirm, modify or rescind the Order or extend the time for compliance. The PSC's decision may be further appealed to the Superior Court of Justice.

Membership

Council

The *Building Code Act* requires a PSC to be composed of such persons, not fewer than three, as council considers advisable to hold office for such term and on such conditions as the by-law may establish.

Meeting Schedule

As needed

Recommendations - PSC

Staff is not recommending any amendments to the PSC at this time; but suggests that a standard terms of reference for the committee be adopted in accordance with Schedule C-1.

LEGISLATED COMMITTEES

1. Accessibility Advisory Committee (AAC) – County of Wellington

The AAC is a mandatory committee established under Section 12 of the *Ontarians with Disabilities Act*, which states that the Council of every municipality having a population of not less than 10,000 shall establish an accessibility advisory committee, the majority of the members to include persons with disabilities. The committee is responsible to advise Council annually about the preparation, implementation and effectiveness of its accessibility plan.

The County of Wellington is required to establish an Accessibility Advisory Committee and has assumed responsibility on behalf of the local county municipalities.

Meeting Schedule

Approximately 3 – 4 times per year at the Elora Library.

2. Heritage Committee (HC)

HC is a discretionary committee under Section 28 of the *Ontario Heritage Act*, which states the Council of a municipality may, by by-law establish a municipal heritage committee to advise and assist the Council on matters relating to Part IV and V of the Act and such other heritage matters as Council may specify by by-law. Council passed By-law 2/11 to establish a Heritage Committee.

Mandate

The HC was initially established as a Local Architectural Conservation Advisory Committee in 1986 and their mandate indicates they are currently responsible for:

- Part IV and V of the Act including the conservation of property of cultural heritage value or interest and heritage conservation districts
- Providing input to Council on the operating and capital budget
- Recording sites of heritage significance within the Township and to award heritage plaques to those recognized as worthy of preservation and to record others for historical information only
- Encouraging owners of plaqued sites to maintain these properties so that preservation continues to be realistic

- Commenting on any zoning changes or demolition permits that apply to those plagued sites
- Reviewing existing practices and policies and making recommendations to improve the delivery of services to the public
- Bringing forward and discussing concerns by public or staff

Membership

5 Citizens with 1 representative being from the Puslinch Historical Society

The *Ontario Heritage Act* states the committee shall be composed of not fewer than 5 members appointed by Council.

Meeting Schedule

Quarterly

Recommendations - HC

Terms of Reference

Staff recommends amendments to the terms of reference as follows:

- Removal of appointment of the Secretary by Council. Legislative support to the Committee will be provided by staff as outlined in the Terms of Reference
- Removal of the responsibility to provide input to Council on the operating and capital budget, as the budget of HC consists of the remuneration paid to its members and the cost for heritage recognition plaques

Attached as Schedule C-2 is the proposed terms of reference for this committee.

Recruitment

Staff recommends when recruiting members for HC that experience, education or knowledge in the following areas be sought:

- Heritage Building
- Cultural Planning

3. Election Compliance Audit (ECA) – County of Wellington

The ECA is a mandatory committee established under Section 81.1(1) of the *Municipal Elections Act*, which states that Council shall before October 1 of an election year establish a committee for the purposes of section 81. Council passed By-law 46/14 to establish a Joint Municipal Compliance Audit Committee with the County of Wellington.

Mandate

The *Municipal Elections Act* specifically sets out the responsibilities of the ECA which is primarily to:

- review and consider a compliance audit application received by an elector and decide whether it should be granted or rejected;
- if granted, appoint an auditor to conduct a compliance audit;
- consider the auditor's report

Membership

3 Citizens

The following citizens have been appointed to the Joint Compliance Audit Committee:

Leigh Fishleigh
Bill Robson
Paul Ruffolo

The *Municipal Elections Act* states the committee shall be composed of not fewer than three (3) and not more than seven (7) members and shall not include:

- employees or officers of the municipality or local board;
- members of council or local board;
- any persons who are candidates in the election for which the committee is established.

Recruitment

The establishing By-law states that members shall have:

- accounting and audit experience in preparing or auditing the financial statements of municipal candidates
- academic-college or university professors with expertise in political science or local government administration
- legal profession with experience in municipal law, municipal election law or administrative law;
- professionals who in the course of their duties are required to adhere to codes or standards of their profession which may be enforced by disciplinary tribunals; and
- other individuals with knowledge of the campaign financing rules of the *Municipal Elections Act*.

The term of office of the committee and its members is the same as the term of office of the council or local board that takes office following the next regular election.

Meeting Schedule

As needed.

ADVISORY COMMITTEES

On November 2, 2011, Council enacted By-law 50/11 which repealed By-law 26-88 establishing a Community Recreation Board and to create several advisory committees and define their respective terms of reference.

The purpose of an advisory committee is to provide advice and recommendations to Council as requested in areas within their mandates.

1. Recreation Committee (RC)

Mandate

The RC was initially established by By-law 18/70 as the Community Recreation Commission under the *Community Centres Act, R.S.O. 1960*. RC has undergone a number of revisions over the years and its current mandate states that it is responsible for:

- Advising Council on issues that affect all recreation facilities, parks, playing fields, playgrounds and community centre (including policy and fee schedules)
- Providing input to Council on the operating and capital budget
- Reviewing existing practices and policies and making recommendations to improve the delivery of services to the public
- Bringing forward and discussing concerns raised by taxpayers, users or staff that may affect the operation of the department
- Encouraging and assisting, where necessary, programs of recreation to meet the needs and interest of the community

Membership

2 Members of Council

5 Citizens

A Member of Council shall act as the Chair and Vice-Chair

Meeting Schedule

3rd Tuesday of each month at 7:00 p.m.

Recommendations - RC

The Township has retained Monteith Brown to complete a Recreation & Parks Master Plan. A primary focus of RC at this time is to create awareness and participate as a project team in the development of the Township's Recreation & Parks Master Plan.

Terms of Reference

Staff recommend that a comprehensive review of the Committee's terms of reference be conducted upon completion of the Recreation & Parks Master Plan to incorporate any initiatives or outcomes.

In the interim, staff recommend that the terms of reference attached as Schedule C-3 be adopted. The following summarizes the proposed amendments:

- Removal of appointment of the Secretary by Council. Legislative support to the Committee will be provided by staff as outlined in the Terms of Reference.

Recruitment

Staff recommend when recruiting members for RC that experience, education or knowledge in the following areas be sought:

- Recreation
- Marketing
- Communication
- Business
- Financial
- Fundraising
- Demonstrated commitment and interest in the community

Membership

Staff recommend the membership be composed of five (5) members being:

- 1 Member of Council
- 4 Citizens

Attached as Schedule "D" is a summary of the number of members in attendance at the meetings held in 2014. In 2014, the committee had a vacancy that was not filled due to no applications being filed to express interest in serving on the committee at the time.

2. Fire and Rescue Committee (FR)

Mandate

The FR was initially established by By-law 03/07 and By-law 50/11 and its mandate states that its current responsibilities are:

- Advising Council on issues that affect the department including policy and fee schedules
- Providing input to Council on the operating and capital budget
- Reviewing existing practices and policies and making recommendations to improve the delivery of services to the public
- Bringing forward and discussing concerns raised by taxpayers, users or staff that may affect the operation of the department
- Reviewing and recommending long range planning, including pending and proposed capital purchases and replacements

Membership

2 Members of Council
Fire Chief
Deputy Fire Chief
President of the Puslinch Firefighters' Association

Meeting Schedule

3rd Wednesday every other month at 1:00 p.m.

Recommendations - FR

The Township has retained Dillon Consulting to complete a Fire Master Plan. A primary focus of the committee at this time is to create awareness and participate as a stakeholder in the Fire Master Plan.

Terms of Reference

Staff recommend that a comprehensive review of the Committee's terms of reference be conducted upon completion of the Fire Master Plan to incorporate any initiatives or outcomes.

In the interim, staff recommend that the Terms of Reference attached as Schedule C-4 be adopted. The following summarizes the proposed amendments:

- Removal of appointment of the Secretary by Council. Legislative support to the Committee will be provided by staff as outlined in the Terms of Reference.

Membership

Staff recommend that the membership be composed of three (3) members of Council. Should Council wish to consider citizen representation on this Committee, staff recommend that this be evaluated upon completion of the Fire Master Plan.

As outlined earlier in this report, and as noted in the proposed terms of reference, staff will serve the committee in an advisory capacity and will not have voting privileges.

Although committee membership is comprised of a majority of members of Council, the Committee is constituted and conducts business as an advisory Committee of Council only.

3. Audit Committee (AUD)

Mandate

The AUD was initially established by By-law 50/11 and its mandate indicates it is responsible for meeting with the Township's Auditor, reviewing and implementing the management letter and making recommendations to Council, as required.

Membership

2 Members of Council
1 Citizen
CAO/Clerk-Treasurer
Deputy Treasurer

Meeting Schedule

Bi-annually

Recommendations - AUD

Terms of Reference

Staff recommend that the Terms of Reference as outlined on Schedule C-5 be adopted.

Membership

Staff recommend that the membership be amended to include:

2 Members of Council
1 Citizen

and that staff service in an advisory capacity to the committee.

Recruitment

Staff recommend when recruiting members for AUD that experience, education or knowledge in the following areas be sought:

- Professional Accounting Designation (C.A.,C.G.A.,C.M.A or C.P.A.)
- Extensive knowledge of applicable financial legislative requirements
- University Degree in Business, Finance, Accounting or other related Discipline
- Municipal experience is an asset

4. **Badenoch Community Centre Board**

Mandate

The Badenoch Community Centre Committee terms of reference are established by By-law 50/11 and BC is currently responsible for:

- Advising Council on issues that affect the Badenoch Community Centre (including policy and fee schedules)
- Providing input to Council on the operating and capital budget
- Reviewing existing practices and policies and make recommendations to improve the delivery of services to the public
- Bringing forward and discussing concerns raised by taxpayers, users or staff that may affect the operation of the department

The Township has a lease agreement with the Board for the Badenoch Community Centre.

Membership

2 Members of Council
5 Citizens

Meeting Schedule

Last Thursday of January, February, April, June, September and November

Recommendations - Badenoch

The Township has retained Monteith Brown to complete a Recreation & Parks Master Plan.

It is recommended that the Committee's terms of reference be reviewed further upon completion of the Recreation & Parks Master Plan to incorporate any initiatives, outcomes and legislative requirements.

In the interim, staff recommend that:

- the membership be composed of six (6) members being:
- 1 Member of Council
- 5 Citizens

External Committees and Agency Appointments

In addition to the above, appointments are made to external agencies and boards e.g. Conservation Authorities, COPS, etc. For the purposes of this report, information on the Well Protection Committee is provided since its establishment is as a result of an agreement between the Township and Nestle Waters Canada being Nestle Canada Inc.

1. Well Protection Committee (WP)

Mandate

The WP was initially established through agreement with Nestle Waters Canada dated March 18, 2009. The Committee is responsible for dealing with complaints that may be raised by the Well Owners about their wells being affected by the Nestle Waters Canada operations and remedied by Nestle Waters Canada.

Membership

1 Member of Council
1 Citizen
1 GRCA – Board member
2 Representatives of Nestle

Meeting Schedule

As required

Recommendations - WP

When recruiting for the Citizen Appointee to WP that experience, education or knowledge in the following areas be sought:

- Environment

Financial Implications

All committees require staff resources to varying degrees, including staff representatives from the relevant department and the services of committee coordinators.

The 2014 operating budgets and actuals as of November 30, 2014 for committee remuneration is attached as information on Schedule E.

Applicable Legislation and Requirements

Municipal Act

Ontario Heritage Act

Accessibility for Ontarians with Disabilities Act

Ontarians with Disabilities Act

Building Code Act

Health and Safety Act

Attachments

Schedule "A" - County Committee Summary

Schedule "B" – Current Mandates for Committees subject to this report

Schedule "C1"- Proposed Terms of Reference Property Standards Committee

Schedule "C2"- Proposed Terms of Reference Heritage Committee

Schedule "C3" – Proposed Terms of Reference Recreation Committee

Schedule "C4"- Proposed Terms of Reference Fire Committee

Schedule "C5" – Proposed Terms of Reference Audit Committee

Schedule "C6" – Proposed Terms of Reference Badenoch Community Centre Board

Schedule "D" – Attendance Summary

Schedule "E" – Budget

SCHEDULE "A"

Committees

Municipalities

	Centre Wellington	Guelph/ Eramosa	Wellington North	Minto	Mapleton	Puslinch	Erin
Economic Development	*****	Includes Strategic Planning – Comprised of Council *****	*****		*****		*****
Planning Advisory						*****	
Heritage	*****	*****				*****	*****
Committee of Adjustment	*****	*****	*****	*****	*****	*****	*****
Trails/ Environment		*****					*****
Administration & Finance			*****				
Recreation & Culture & Parks			Standing Committee *****	*****	*****	*****	*****
Erin Trail Committee							*****
Minto Retiree Activity Group				*****			
Clifford Recreation				*****			
Property Standards	*****	*****	*****	*****		*****	*****
Let's Get Hillsburgh Growing							*****
Minto – Mapleton				*****			
Fire & Rescue Services				*****		*****	
Badenoch Community Centre						*****	
Victoria Park Seniors Center or Senior's Advisory	*****			*****			
Fill Ad Hoc.							****

Well Protection						*****	
Clifford Harriston Palmerston Revitalization				*****			
Cultural Round Table				*****			
Farmers' Market Harriston Palmerston				*****			
Drinking Water Quality Standards				*****			
Norgan Theatre Board				*****			
Walkable Communities				*****			
Community Gardens				*****			
Trees for Farms				*****			
Incubator Board of Directors				*****			

SCHEDULE “B”

Mandate

AUDIT

Committee of Council

Responsibilities

- Act as the Township's Audit Committee for the purposes of meeting with auditor, reviewing and implementing management letter and make recommendations to Council, as required

Membership

- The Committee shall be composed of 2 Councillors, Chief Administrative Officer/Clerk-Treasurer, Deputy Treasurer and 1 qualified member of the public
- One Councillor shall be appointed as the Committee Chair and the other as Vice-Chair

Meeting Schedule

- Meetings shall be held and called by the Chair as required

Reporting

- The Chair is responsible for regular reporting to Council
- Council shall receive minutes of all committee meetings

Compensation

- Compensation to be determined by Council

Mandate

BADENOCH COMMUNITY CENTRE

Committee of Council

Responsibilities

- Generally act as committee of Council on issues that affect the community centre (incl. policy and fee schedules)
- Provide input to the Council related to budget preparation including both operational and capital projects
- Review existing practices and policies of the community centre and make recommendations to improve the delivery of services to the public
- Bring forward and discuss concerns raised by public, users or staff that may affect the operation of the community centre

Membership

- The Committee shall be composed of 2 Councillors and 5 members of the public

Meeting Schedule

- Meetings shall be held bi-monthly on the last Thursday of each month at 7:30 p.m. or called by the Chair as required

Reporting

- The Council representatives are responsible for regular reporting to Council regarding the operation of the community centre
- Council shall receive minutes of all committee meetings

Compensation

- Compensation to be determined by Council

Mandate

FIRE & RESCUE

Committee of Council

Responsibilities

- Generally act as advisory committee to the Council on issues that affect the department (incl. policy and fee schedules)
- Provide input to the Council related to budget preparation including both operational and capital projects
- Review existing practices and policies of the department and make recommendations to improve the delivery of services to the public
- Bring forward and discuss concerns raised by taxpayers or staff that may affect the operation of the department
- Review and recommend long range planning, including pending and proposed capital purchases and replacements

Membership

- The Committee shall be composed of 2 Councillors, Fire Chief, Deputy Fire Chief and the President of the Puslinch Firefighter's Assoc.
- One Councillor shall be appointed as the Committee Chair and the other as Vice-Chair
- Secretary shall be appointed by Council

Meeting Schedule

- Meetings shall be held bi-monthly on the 3rd Wednesday of each month at 1:00 p.m. or called by the Chair as required

Reporting

- The Fire Chief shall provide activity reports at each committee meeting.
- Fire Chief's attendance at Council meetings may be required
- The Chair is responsible for regular reporting to Council regarding the operation of the department
- Council shall receive minutes of all committee meetings

Compensation

- Compensation to be determined by Council

Mandate

HERITAGE

Committee of Council

Responsibilities

- Generally act as advisory committee to the Council on issues that affect the Township relating to Parts IV and V of the Ontario Heritage Act
- Provide input to the Council related to budget preparation including both operational and capital projects
- To record sites of heritage significance within the Township and to award heritage plaques to those recognized as worthy of preservation and to record others for historical information only
- To encourage owners of plaqued sites to maintain these properties so that preservation continues to be realistic
- To comment on any zoning changes or demolition permits that apply to those plaqued sites
- Review existing practices and policies of the committee, make recommendations to Council
- Bring forward and discuss concerns raised by public or staff

Membership

- The Committee shall be composed of 5 members of the public
- Secretary shall be appointed by Council

Meeting Schedule

- Meetings shall be held at least once every four months or called by the Chair as required

Reporting

- The Chair is responsible for regular reporting to Council
- Council shall receive minutes of all committee meetings

Compensation

- Compensation to be determined by Council

Mandate

RECREATION

Committee of Council

Responsibilities

- Generally act as an advisory committee to the Council on issues that affect all recreation facilities, parks, playing fields, playgrounds, programs and community centre (including policy and fee schedules)
- Provide input to the Council related to budget preparation including both operational and capital projects
- Review existing practices and policies of the department and make recommendations to improve the delivery of services to the public
- Bring forward and discuss concerns raised by taxpayers, users or staff that may affect the operation of the department
- To encourage and assist, where necessary, programs of recreation to meet the needs and interests of the community

Membership

- The Committee shall be composed of 2 Councillors and 5 members of the public
- One of the Councillors shall be appointed as the Committee Chair and the other as Vice-Chair
- Secretary shall be appointed by Council

Meeting Schedule

- Meetings are to be held on the 3rd Tuesday of each month at 7:00 p.m. or called by the Chair as required

Reporting

- Written activity reports for Booking, Facilities & Grounds shall be provided at each committee meeting
- Staff attendance may be required at committee meetings
- The Chair is responsible for regular reporting to Council regarding the operation of the department
- Council shall receive minutes of all committee meetings

Compensation

- Compensation to be determined by Council

Schedule “C1”
Property Standards Committee

TERMS OF REFERENCE

1. ENABLING LEGISLATION

Section 15.6 of the *Building Code Act* states:

If a municipality has passed a Property Standards By-law, Council shall establish a Property Standards Committee.

The Property Standards Committee was established through the adoption of By-law 2014-XXX.

2. MANDATE

The primary function of the Property Standards Committee is to hear and determine all appeals in accordance with procedures established under the provisions of the *Statutory Powers Procedure Act*.

The Committee considers appeals to Property Standards Orders issued by Property Standards Officers (Municipal Law Enforcement Officer).

Deliverables

The Committee will accomplish its mandate in accordance with the *Building Code Act* by:

1. Hearing an appeal filed by the appellant
2. Rendering a decision to confirm, modify or rescind the Order or extend the time for complying with the Order.

3. TYPE OF COMMITTEE

Statutory Committee

4. MEMBERSHIP AND ROLES AND RESPONSIBILITIES

1. Composition

The Property Standards Committee is composed of the following:

Role	Member Name
Members of Council	5
Chair	To be determined
Vice-Chair	To be determined
Role	Support
Support Staff	Building & By-law Coordinator
Departmental Representatives	Chief Building Official Building Inspector/By-law Enforcement Officer

A Member's term on the committee shall be concurrent with the Term of Council or until a successor is appointed.

2. Roles and Responsibilities

A Chair and Vice-Chair shall be appointed at the first meeting of the Committee and shall serve in this capacity for a minimum of 2 years.

The Chair's main role is to facilitate meetings.

The Committee will review and confirm at the end of the second year of the each term of Council the appointments of the Chair and Vice-Chair.

3. Qualifications

Member of Council

5. MEETING SCHEDULE

The Committee meets as needed.

Hearing Notification

Notice of a Hearing will be made available to the public in accordance with the notice provisions of the Township's procedural by-law. Hearings will be held at the Municipal Office of the Township of Puslinch.

6. REPORTING REQUIREMENTS AND METHOD

The Committee is established by Council and has the power to make the final decision, which may be appealed to the Superior Court of Justice by notifying the Clerk of the municipality in writing and by applying to the court within 14 days after a copy of the decision is sent.

7. BUDGET AND RESOURCES

Resource Budget

The following Township of Puslinch staff resources will be required per meeting for the successful operation of this Committee:

Staff Resource	Time Commitment (FTE) per meeting - estimate
Building & By-law Coordinator	FTE – 3 hours
Chief Building Official	FTE – 1.5 hours
Building Inspector/By-law Enforcement Officer	FTE – 1.5 hours

8. COMPLETION CRITERIA

This will be an on-going Committee until dissolved by Council.

SCHEDULE “C2” Heritage Committee

TERMS OF REFERENCE

1. ENABLING LEGISLATION

Section 28 of the *Ontario Heritage Act* states a municipality may by by-law establish a heritage committee to advise and assist the Council on all matters relating to the conservation of property or cultural heritage value or interest and heritage conservation districts and such other heritage matters as the Council may specify by by-law.

The Heritage Committee was established through the adoption of By-law 2014-XXX.

2. MANDATE

The primary function of the Heritage Committee is to advise Council and make recommendations on heritage designations, applications for repeal of designations, applications for alterations, and/or removal/demolition of Part IV and Part V properties under the *Ontario Heritage Act*.

Deliverables

The Committee will accomplish its mandate by:

1. Providing comments to Council on all heritage applications.
2. Commenting on various development applications which may impact existing or potential heritage properties or districts when required.
3. Commenting on demolition permits that apply to heritage properties.
4. Recording sites of heritage significance that are worthy of preservation, and awarding heritage plaques.
5. Recording historical information related to properties with heritage significance.
6. Promoting public awareness of Puslinch's heritage.
7. Discussing concerns raised by the public and staff.

3. TYPE OF COMMITTEE

Statutory Committee - Discretionary

4. MEMBERSHIP AND ROLES AND RESPONSIBILITIES

1. Composition

The Heritage Committee is composed of the following Members:

Role	Member Name
Members of the Public	5
Chair	To be determined
Vice-Chair	To be determined
Role	Support
Support Staff	Legislative Assistant
External Resources	N/A

A Member's term on the committee shall be concurrent with the Term of Council or until a successor is appointed.

2. Roles and Responsibilities

A Chair and Vice-Chair shall be appointed at the first meeting of the Committee and shall serve in this capacity for a minimum of 2 years.

The Chair's main role is to facilitate meetings.

The Committee will review and confirm at the end of the second year of the each term of Council the appointments of the Chair and Vice-chair.

4. Qualifications

Citizen Appointee with the following qualifications:

- Interest in Heritage buildings
- Demonstrated commitment and interest in the municipality

5. MEETING SCHEDULE

The Committee meets quarterly on the first Monday of the month at 7:00 p.m., and as many additional times as the Committee deems necessary.

Agenda Notification

Agendas for the committee meetings will be made available to the public in accordance with the notice provisions of the Township's procedural by-law. Meetings will be held at the Municipal Office of the Township of Puslinch.

General Meeting Schedule Guidelines

Three or more consecutive cancellation of meetings shall result in a report to Council for evaluation as to the Committee's mandate and functionality except in the following situations:

- Where the Committee has determined that meetings shall not be held during the summer months and December to recognize holiday schedules as they relate to quorum requirements.
- During a municipal election year, meetings shall be cancelled where possible in the last quarter.

6. REPORTING REQUIREMENTS AND METHOD

Specific Requirements

This Committee is established by Council and reports to Council.

Written reports or minutes from this Committee shall be submitted to Council after each meeting.

General Requirements

The Committee shall make recommendations to Council in response to a request from either Council or staff in the area of the Committee's mandate.

The Committee may make recommendations on issues within their mandate for Council's consideration.

7. BUDGET AND RESOURCES

Resource Budget

The following Township of Puslinch staff resources will be required per meeting for the successful operation of this Committee:

Staff Resource	Time Commitment (FTE) per meeting - estimate
Legislative Assistant	FTE - 5 hours

8. COMPLETION CRITERIA

This will be an on-going Committee until dissolved by Council.

**SCHEDULE “C3”
Recreation Committee**

TERMS OF REFERENCE

1. ENABLING LEGISLATION

The Township’s procedural by-law provides that Council may at any time as is deemed necessary establish a Committee for matters within its jurisdiction.

The Recreation Committee was established through the adoption of By-law 2014-XXX.

2. MANDATE

The primary function of the Recreation Committee is to assist Council on issues that affect all recreation facilities, parks, playing fields, playgrounds, programs and community centre.

Deliverables

The Committee will accomplish its mandate by:

1. Advising Council on issues that affect all recreation facilities, parks, playing fields, playgrounds, programs and community centre (including policy and fee schedules)
2. Providing input to Council on the operating and capital budget
3. Reviewing existing practices and policies and making recommendations to improve the delivery of services to the public
4. Bringing forward and discussing concerns raised by taxpayers, users or staff that may affect the operation of the department
5. Encouraging and assisting, where necessary, programs of recreation to meet the needs and interests of the community
6. Reviewing revenue and expense reports

3. TYPE OF COMMITTEE

Advisory Committee

4. MEMBERSHIP AND ROLES AND RESPONSIBILITIES

1. Composition

The Recreation Committee is composed of the following Members:

Role	Member Name
Members of Council	1
Members of the Public	4
Chair	To be determined
Vice-Chair	To be determined
Role	Support
Support Staff	Deputy Clerk Director of Public Works and Parks Customer Service Representative
External Resources	N/A

A Member's term on the committee shall be concurrent with the Term of Council or until a successor is appointed.

2. Roles and Responsibilities

A Chair and Vice-Chair shall be appointed at the first meeting of the Committee and shall serve in this capacity for a minimum of 2 years.

The Chair's main role is to facilitate meetings.

The Committee will review and confirm at the end of the second year of the each term of Council the appointments of the Chair and Vice-chair.

3. Qualifications

Member of Council

Citizen Appointee with the following qualifications

- Recreation
- Marketing
- Fundraising
- Business
- Financial
- Communication
- Demonstrated commitment and interest in the municipality

5. MEETING SCHEDULE

The Committee meets on the 3rd Tuesday of each month at 7:00 p.m., and as many additional times as the Committee deems necessary.

Agenda Notification

Agendas for the committee meetings will be made available to the public in accordance with the notice provisions of the Township's procedural by-law. Meetings will be held in the Council Chambers at the Municipal Office of the Township of Puslinch.

General Meeting Schedule Guidelines

Three or more consecutive cancellation of meetings shall result in a report to Council for evaluation as to the Committee's mandate and functionality except in the following situations:

- Where the committee has determined that meetings shall not be held during the summer months and December to recognize holiday schedules as they relate to quorum requirements.
- During a Municipal election year, meetings shall be cancelled where possible in the last quarter.

6. REPORTING REQUIREMENTS AND METHOD

Specific Requirements

This Committee is established by Council and reports to Council.

Written reports or minutes from this Committee shall be submitted to Council after each meeting.

General Requirements

The Committee shall make recommendations to Council in response to a request from either Council or staff in the area of the Committee's mandate.

The Committee may make recommendations on issues within their mandate for Council's consideration.

7. BUDGET AND RESOURCES

Resource Budget

The following Township of Puslinch staff resources will be required per meeting for the successful operation of this Committee:

Staff Resource	Time Commitment (FTE) per meeting – estimate
Customer Service Representative	FTE - 4 hours
Deputy Clerk	FTE – 3 hours
Director of Public Works & Parks	FTE – 2 hours

8. COMPLETION CRITERIA

This will be an on-going Committee until dissolved by Council.

**SCHEDULE “C4”
Fire & Rescue Committee**

TERMS OF REFERENCE

1. ENABLING LEGISLATION

The Township’s procedural by-law provides that Council may at any time as is deemed necessary to establish a Committee for matters within its jurisdiction.

The Fire & Rescue Committee was established through the adoption of By-law 2014-XXX.

2. MANDATE

The primary function of the Fire & Rescue Committee is to assist the Council on issues that affect the department.

Deliverables

The Committee will accomplish its mandate by:

1. Providing advice and recommendations to Council with respect to policies, practices and fees.
2. Providing input to Council on the operating and capital budget for Fire & Rescue Services.
3. Providing advice and recommendations to Council with regard to service delivery improvements.
4. Discussing concerns raised by the public, users or staff that affect the operation of the department.
5. Implementing and reviewing long range plans, including pending and proposed capital purchases and replacements.
6. Providing advice and recommendations to Council with respect to any special project or issue as requested by Council.

3. TYPE OF COMMITTEE

Advisory Committee

4. MEMBERSHIP AND ROLES AND RESPONSIBILITIES

1. Composition

The Fire & Rescue Committee is composed of the following:

Role	Member Name
Members of Council	3

Chair	To be determined
Vice-Chair	To be determined
Role	Support
Support Staff	Fire Chief Deputy Fire Chief President of the Puslinch Firefighters' Association Chief Administrative Officer/Clerk

A Member's term on the committee shall be concurrent with the Term of Council or until a successor is appointed.

2. Roles and Responsibilities

A Chair and Vice-Chair shall be appointed at the first meeting of the Committee and shall serve in this capacity for a minimum of 2 years.

The Chair's main role is to facilitate meetings.

The Committee will review and confirm at the end of the second year of the each term of Council the appointments of the Chair and Vice-Chair.

5. Qualifications

Member of Council

5. MEETING SCHEDULE

The Committee meets bi-monthly and as many additional times as the Committee deems necessary.

Agenda Notification

Agendas for the committee meetings will be made available to the public in accordance with the notice provisions of the Township's procedural by-law. Meetings will be held at the Municipal Office of the Township of Puslinch.

General Meeting Schedule Guidelines

Three or more consecutive cancellation of meetings shall result in a report to Council for evaluation as to the Committee's mandate and functionality except in the following situations:

- Where the committee has determined that meetings shall not be held during the summer months and December to recognize holiday schedules as they relate to quorum requirements.
- During a municipal election year, meetings shall be cancelled where possible in the last quarter.

6. REPORTING REQUIREMENTS AND METHOD

Specific Requirements

This Committee is established by Council and reports to Council.

Written reports or minutes from this Committee shall be submitted to Council after each meeting.

General Requirements

The Committee shall make recommendations to Council in response to a request from either Council or staff in the area of the Committee's mandate.

The Committee may make recommendations on issues within their mandate for Council's consideration.

7. BUDGET AND RESOURCES

Resource Budget

The following Township of Puslinch staff resources will be required per meeting for the successful operation of this Committee:

Staff Resource	Time Commitment (FTE) per meeting - estimate
Committee Coordinator	FTE - 4 hours
Fire Chief	FTE – 2 hours
Deputy Fire Chief	FTE – 2 hours
President of the Firefighters' Association	FTE – 2 hours
CAO/Clerk	FTE – 2 hours

8. COMPLETION CRITERIA

This will be an on-going Committee until dissolved by Council.

**SCHEDULE “C5”
Audit Committee**

TERMS OF REFERENCE

1. ENABLING LEGISLATION

The Township’s procedural by-law provides that Council may at any time as is deemed necessary establish a Committee for matters within its jurisdiction.

The Audit Committee was established through the adoption of By-law 2014-XXX.

2. MANDATE

The primary function of the Audit Committee is to assist Council in maintaining the accountability and financial integrity of the municipality by ensuring:

- the corporate financial reporting and the annual financial statements are credible, objective and meet all legislative requirements;
- that best management practices and controls are developed and implemented by management and staff.

Deliverables

The Committee will accomplish its mandate by:

1. Providing advice and recommendations to Council with respect to the financial control framework including financial reporting, accounting policies, information systems integrity, approval processes and the safeguard of assets.
2. Reviewing and providing recommendations to Council regarding the annual financial statements and management letter of the External Auditor.
3. Providing advice and recommendations to Council with respect to any special project or issue as requested by Council.

3. TYPE OF COMMITTEE

Advisory Committee

4. MEMBERSHIP AND ROLES AND RESPONSIBILITIES

1. Composition

The Audit Committee is composed of the following:

Role	Member Name
------	-------------

Members of Council	2
Members of the Public	1
Chair	To be determined
Vice-Chair	To be determined
Role	Support
Support Staff	Deputy Treasurer Director of Finance/Treasurer Chief Administrative Officer/Clerk
External Resources	Township's Auditor

A Member's term on the committee shall be concurrent with the Term of Council or until a successor is appointed.

2. Roles and Responsibilities

A Chair and Vice-Chair shall be appointed at the first meeting of the Committee and shall serve in this capacity for a minimum of 2 years.

The Chair's main role is to facilitate meetings.

The Committee will review and confirm at the end of the second year of each term of Council the appointments of the Chair and Vice-Chair.

6. Qualifications

Member of Council

Citizen Appointee with the following qualifications:

- Professional Accounting Designation (C.A.,C.G.A.,C.M.A or C.P.A.)
- Extensive knowledge of applicable financial legislative requirements
- University Degree in Business, Finance, Accounting or other related Discipline
- Municipal experience is an asset

5. MEETING SCHEDULE

The Committee meets approximately two (2) times annually, as set out below, and as many additional times as the Committee deems necessary.

March/April

- To recommend approval of the annual financial statements

- To review the external auditor's management letter

October/November

- To review and approve the scope of the external audit
- To follow up with senior management on the action taken on the previous external auditor's management letter

Agenda Notification

Agendas for the committee meetings will be made available to the public in accordance with the notice provisions of the Township's procedural by-law. Meetings will be held in the Council Chambers at the Municipal Office of the Township of Puslinch.

General Meeting Schedule Guidelines

Three or more consecutive cancellation of meetings shall result in a report to Council for evaluation as to the Committee's mandate and functionality except in the following situations:

- Where the committee has determined that meetings shall not be held during the summer months and December to recognize holiday schedules as they relate to quorum requirements.
- During a municipal election year, meetings shall be cancelled where possible in the last quarter.

6. REPORTING REQUIREMENTS AND METHOD

Specific Requirements

This Committee is established by Council and reports to Council.

Written reports or minutes from this Committee shall be submitted to Council after each meeting.

General Requirements

The Committee shall make recommendations to Council in response to a request from either Council or staff in the area of the Committee's mandate.

The Committee may make recommendations on issues within their mandate for Council's consideration.

7. BUDGET AND RESOURCES

Resource Budget

The following staff resources will be required per meeting for the successful operation of this Committee:

Staff Resource	Time Commitment (FTE) per meeting - estimate
Deputy Treasurer	FTE - 2 hours
Director of Finance/Treasurer	FTE – 3.5 hours
Chief Administrative Officer/Clerk	FTE - 2 hours

8. COMPLETION CRITERIA

This will be an on-going Committee until dissolved by Council.

**SCHEDULE “C6”
Badenoch Community Centre Committee**

TERMS OF REFERENCE

1. ENABLING LEGISLATION

The Township’s procedural by-law provides that Council may at any time as is deemed necessary to establish a Committee for matters within its jurisdiction.

The Badenoch Community Centre Committee was established through the adoption of By-law 2014-XXX.

2. MANDATE

The primary function of the Badenoch Community Centre Committee is to assist the Council on issues that affect the Badenoch Community Centre.

Deliverables

The Committee will accomplish its mandate by:

1. Providing advice and recommendations to Council with respect to policies and practices including fees that affect the Badenoch Community Centre.
2. Providing input to Council on the operating and capital budget for the Badenoch Community Centre.
3. Providing advice and recommendations to Council with regard to service delivery improvements.
4. Discussing concerns raised by the public, users or staff that affect the operation of the Badenoch Community Centre.
5. Providing advice and recommendations to Council with respect to any special project or issue as requested by Council.

3. TYPE OF COMMITTEE

Advisory Committee

4. MEMBERSHIP AND ROLES AND RESPONSIBILITIES

1. Composition

The Badenoch Community Centre Committee is composed of the following:

Role	Member Name
Members of Council	1
Members of the Public	5

Chair	To be determined
Vice-Chair	To be determined
Role	Support
Support Staff	N/A
External Resources	N/A

A Member's term on the committee shall be concurrent with the Term of Council or until a successor is appointed.

2. Roles and Responsibilities

A Chair and Vice-Chair shall be appointed at the first meeting of the Committee and shall serve in this capacity for a minimum of 2 years.

The Chair's main role is to facilitate meetings.

The Committee will review and confirm at the end of the second year of the each term of Council the appointments of the Chair and Vice-Chair.

7. Qualifications

Member of Council

Citizen appointee with the following qualifications:

- Recreation
- Marketing
- Fundraising
- Business
- Financial
- Communication
- Demonstrated commitment and interest in the municipality

5. MEETING SCHEDULE

The Committee meets approximately 6 times annually, and as many additional times as the Committee deems necessary.

Agenda Notification

Agendas for the committee meetings will be made available to the public in accordance with the notice provisions of the Township's procedural by-law. Meetings will be held at the Badenoch Community Centre.

General Meeting Schedule Guidelines

Three or more consecutive cancellation of meetings shall result in a report to Council for evaluation as to the Committee's mandate and functionality except in the following situations:

- Where the committee has determined that meetings shall not be held during the summer months and December to recognize holiday schedules as they relate to quorum requirements.
- During a municipal election year, meetings shall be cancelled where possible in the last quarter.

6. REPORTING REQUIREMENTS AND METHOD

Specific Requirements

This Committee is established by Council and reports to Council.

Written reports or minutes from this Committee shall be submitted to Council after each meeting.

General Requirements

The Committee shall make recommendations to Council in response to a request from either Council or staff in the area of the Committee's mandate.

The Committee may make recommendations on issues within their mandate for Council's consideration.

7. BUDGET AND RESOURCES

Resource Budget

The following Township of Puslinch staff resources will be required per meeting for the successful operation of this Committee:

Staff Resource	Time Commitment (FTE) per meeting – estimate
N/A	FTE – N/A

8. COMPLETION CRITERIA

This will be an on-going Committee until dissolved by Council.

SCHEDULE "D"
Recreation 2014

Meeting Date	Number of Council Members in Attendance	Number of Council Members Appointed	Number of Citizen Appointees in Attendance	Number of Citizen Appointees Appointed	Number of Vacant Positions on Committee
January	2	2	4	4	1
February	2	2	4	4	1
March Special	2	2	3	4	1
March	1	2	3	4	1
April	2	2	3	4	1
May	2	2	4	4	1
June	2	2	4	4	1
July	2	2	3	4	1
August	1	2	2	4	1
September	2	2	3	4	1
October	2	2	4	4	1
November	1	2	3	4	1

SCHEDULE "E"

Committees Financial Report - 2014-11

EXPENDITURES

Recreation Committee

Account	Description	Curr Mnth Actual	Curr Mnth Budget	YTD Actual	YTD Budget	\$ Budget Remaining	Total 2014 Budget	% Budget Remaining
01-0075-4001	PT Wages	-	423	3,994	4,648	1,076	5,070	21%
01-0075-4101	PT Benefits	-	4	178	46	128	50	-256%
	Totals	-	427	4,172	4,693	948	5,120	19%

Heritage Committee

01-0050-4001	PT Wages	-	163	-	1,788	1,950	1,950	100%
01-0050-4101	PT Benefits	-	17	-	183	200	200	100%
01-0050-4200	Office Supplies & Equipment	222	8	251	92	151	100	-151%
01-0050-4308	Mileage	-	4	-	46	50	50	100%
01-0050-4315	WSIB	-	1	-	9	10	10	100%
	Totals	222	193	251	2,118	2,059	2,310	89%

Fire Committee

01-0180-4001	PT Wages	-	-	-	-	-	-	0%
01-0180-4101	PT Benefits	-	-	-	-	-	-	0%
	Totals	-	-	-	-	-	-	0.0%

Committee of Adjustment

01-0090-4001	PT Wages	-	266	-	2,924	3,190	3,190	100%
01-0090-4101	PT Benefits	-	4	74	46	24	50	-48%
	Totals	-	270	74	2,970	3,166	3,240	98%

Planning Advisory Committee

01-0060-4001	PT Wages	-	423	-	4,648	5,070	5,070	100%
01-0060-4101	PT Benefits	-	4	96	46	46	50	-92%
	Totals	-	427	96	4,693	5,024	5,120	98%

Audit Committee

01-0170-4001	PT Wages	-	14	169	156	1	170	1%
01-0170-4101	PT Benefits	-	4	4	46	46	50	91%
	Totals	-	18	173	202	47	220	21%