

Queens Place Emera Centre Advisory Committee  
Terms of Reference

The Region of Queens (ROQ) former committee structure for Queens Place Emera Centre known as the 'Queens Place Steering Committee' was formed in 2007 and met regularly throughout the years into the spring 2015. The committee was comprised of members of council and staff.

In late 2015, Council and Management participated in a strategic review process which revisited the Regions vision statements. This led to the development of establishing priorities that would guide council and provide staff direction over the coming years.

QPEC was identified as an area that required further consideration. Public consultation sessions were held regarding user feasibility and programming. These sessions assisted in identifying a number of objectives. In order to continue this work the creation of a new standing committee was brought forward by management to be initiated during late summer, early fall of 2016. This committee is to be comprised of a representation of stakeholder groups.

The following outlines the Committees Vision and Mandate.

**Vision –** *As the facility of choice for those from home and away, Queens Place Emera Centre will provide first class experiences through the deliverance of dynamic and sensational activity options, supported by excellent customer service. By means of responsible financial management and transparency, Queens Place will play an integral role in the overall economic vitality of the Region of Queens Municipality.*

**Mandate -** *To serve in an advisory and consultative capacity to the Region of Queens in developing and enhancing the facilities, programs and services that will assist in meeting the short and long term strategic goals and support the Vision of Queens Place Emera Centre.*

**1. Goals**

The overall purpose of the Advisory Committee is to provide advice and feedback. For further clarity the following provides general direction on the goals of the committee:

- 1.1 To review the most current and historical revenue and expenditure performance of the facility;
- 1.2 To provide advice on intentions to eliminate barriers to people of all ages and abilities at Queens Place Emera Centre and consider potential capacity opportunities;
- 1.3 Develop a utilization target and strategies to achieve utility and revenue targets;
- 1.4 To consider the following factors when making recommendations:
  - a) The impact on all potential facility tenants and users;
  - b) The requirements for health, safety and risk management;
  - c) The availability of resources monetary and personnel;
  - d) The socio economic impacts for the community of Queens as a whole.

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- 1.5 Develop a performance measurement system; and
- 1.6 To assist in the development and review of an annual report.

**2. Definitions**

- 2.1 *Facility User* – those who are regular users of the arena surface or hold an annual membership to the fitness centre.

**3. Membership**

It is the intent that the membership will be representative of all stakeholder groups, as per section 5.6.

- 3.1 The Committee shall be comprised of up to twelve (12) members:
  - a) Four members of existing facility users;
  - b) Six members at-large from competency based backgrounds; and
  - c) Two members of Council.
- 3.2 The Chief Administrative Officer for the Region of Queens (CAO) shall designate staff resources to support this Committee and they will have no voting privileges.

**4. Terms**

- 4.1 Membership will consist of terms of two years following the Region of Queens fiscal calendar. The committee will become active in the fall of 2016; therefore the first term will end on March 31, 2018. (1.5 years).

4.2 Membership terms are defined as follows:

- a) Council members shall be appointed for a two-year term or until such time as their successor(s) are appointed.
- b) Facility User member terms shall be staggered so that two (2) positions become vacant each year.
- c) At-large member terms shall be staggered so that three (3) positions become vacant each year.

The resulting terms are therefore staggered terms, to ensure continuity in the Committees' activities.

- 4.3 The initial appointment of facility users and at-large members shall be (5) one-year terms, and (5) two-year terms.
- 4.4 Facility user and at-large members may be reappointed for a subsequent two (2) year term where no other interest has been received through the expression of interest process.

**5. Member Selection**

- 5.1 Facility user and at-large memberships shall be sought by a publically advertised expression of interest.

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- 5.2 Application for committee positions shall be procured 3 months prior to the end of a term and all applicants are to submit a letter that can respond to the selection criteria, so as to assist the General Manager in making a recommendation to the Nominating Committee.
- 5.3 Council representation will be appointed through the Nominating Committee of Council.
- 5.4 Any resignation shall be tendered in writing to the General Manager. Subsequently a replacement will be sought through the application process to fill the remaining term.
- 5.5 Should a member be absent for 3 consecutive meetings they will be considered no longer a member and advertising for replacement will commence immediately.
- 5.6 It is the intent of the committee to have a range of competency based members sitting on the committee. Selection of members will be based on experience and knowledge therefore applicants with experience and expertise in the following will be considered an asset:
  - a) Finance and Business development;
  - b) Marketing and Event Coordination;
  - c) Education;
  - d) Health and Wellness;
  - e) Seniors and Youth; and
  - f) Recreation and Facility Planning
- 5.7 Including but not limited to the above competencies all applicants must demonstrate the following:
  - a) Residence in the Region of Queens;
  - b) Skills and abilities to make the commitment of time and effort required to carry out committee responsibilities; and
  - c) Good character.
- 5.8 If insufficient qualified applications are received, the General Manager may recommend that position(s) remain unfilled, so that the committee may continue there work.
- 5.9 All letters of interest will be treated as confidential documents and shall be forwarded to the Nominating Committee along with the recommendation for appointment by the General Manager.
- 5.10 Final decision of member selection is at the full discretion of Council and all decisions are final.

**6. Code of Conduct**

- 6.1 The Committee will conduct its business in accordance with the Region of Queens Code of Conduct, Policy 74.

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- 6.2 Recommendation of the Committee will reflect the best interests of both the Region of Queens and the Queens Place Emera Centre.
- 6.3 Members shall act in good faith and maintain confidentiality when conducting business during in-camera meetings, and for greater clarity this would include any reports or verbal discussions that occur during closed meetings.
- 6.4 Members will be asked to sign a confidentiality statement in accordance with 6.3 prior to the commencement of the first committee meeting.

**7. Member Responsibilities**

The role of a member of the Committee includes the following responsibilities,

- 7.1 Members shall become familiar with the facility and its operation which will include the budget process and financial statements.
- 7.2 Members shall work together as a team to assist in providing advice that will benefit the entire Region.
- 7.3 Members shall declare any situation that is or has the potential to be a conflict of interest.

**8. Meetings**

- 8.1 The Committee shall meet at the QPEC on a date and time within the standard business week and hours, Monday to Friday 9AM-5PM, unless otherwise requested by the Chair or the General Manager. There will be a minimum of ten (10) meetings held per fiscal year.
- 8.2 All meeting are open to the public, however the Committee may meet in closed sessions in accordance with the provisions of Section 22 of the *Municipal Government Act*.
- 8.3 A quorum of the Committee is a majority of the number of voting members.
- 8.4 The agenda shall be set by the General Manager in consultation with the Chair. Any supporting documents will be distributed to members no later than seven (7) days prior to the date of the meeting.
- 8.5 The Committee shall elect the Chair and Vice-Chair at the first meeting by the members at through a nomination and/or consensus process.
- 8.6 The Chair shall preside over the meetings of the Committee and assist in reaching consensus.
- 8.7 The Chair with respect to meetings will:
  - a) Maintain order and decorum among the members;
  - b) Receive, submit and announce results on all motions;
  - c) Represent and support the Committee on decisions and recommendations.

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8.8 The Vice-Chair shall assume the authority and perform all duties of the Chair in the absence of the Chair.

**9. Communication and Governance**

9.1 Communication of Committee work shall comply with the Region of Queens Communication Strategy.

9.2 This Committee is considered a Standing Committee of Council in accordance with Section 48(iv), *Council Procedures* will remain in place for a minimum 2 year term or until such time that the Council of the Region of Queens Municipality authorizes an alternative governance structure.