

Regional Recreational Facility Project Steering Committee
Terms of Reference
March, 2026

1. Mandate & Purpose

The Steering Committee (“the Committee”) provides high-level guidance, input, and advice to ensure the Regional Recreational Facility is developed as a collaborative, inclusive, and sustainable regional asset. The Committee focuses on strategic questions of ownership, governance, partnership equity, design intent, funding, and regional alignment. Day-to-day operations and project administration remain the responsibility of the Town of Smiths Falls (“the Town”) as lead organization.

2. Authority

- a. Advisory only. The Committee operates by consensus where possible and does not direct staff, operations, procurement, or staffing.
- b. Final authority rests with Smiths Falls Council. Recommendations to Council are non-binding.

3. Scope of Work (Core Responsibilities)

- a. **Guide Strategy:** Advise on ownership models, governance options, design priorities, and fundraising approaches.
- b. **Validate Equity Principles:** Recommend a partner contribution framework that balances fairness across the region with recognition of the Town’s lead role and risk.
- c. **Funding & Partnerships:** Endorse a coordinated fundraising, sponsorship, and grant strategy; identify strategic partner roles.
- d. **Regional Alignment:** Ensure outcomes reflect regional demand, access, and political realities; support inter-municipal collaboration.
- e. **Design Oversight (Strategic):** At key milestones, review high-level design deliverables for alignment with agreed principles (e.g., accessibility, climate resilience, lifecycle cost).
- f. **Advocacy:** Act as ambassadors within their municipalities/organizations.
- g. **Risk & Change Awareness:** Identify strategic risks and material scope changes that may affect governance, funding, or regional alignment and flag them to Council.

4. Out of Scope (Boundaries & Limitations)

- a. Operations, project management, procurement, contracts, staffing, budgeting/financial administration, and public communications execution remain with the Town and project team.
- b. The Committee does not adjudicate user group scheduling, fees, or operational policies.

5. Composition & Membership

Total voting membership: 13

- a. **Smiths Falls Council:** 3 members (Mayor as Chair)
- b. **Partner Municipalities:** 5 political representatives (1 per partner).
- c. **User Groups:** 5 representatives (2 hockey: minor/junior; 1 Adult sport; 2 non-hockey, e.g., pickleball, basketball etc).
- d. **Administration (non-voting):** Director of Community Services (Secretary/Staff Liaison).

Alternates: Each municipal partner may designate one elected alternate in writing; alternates have voting rights only when acting in place of the member; all members will be appointed via resolution of Smiths Falls Town Council.

6. Selection & Term

- a. Political representatives are appointed by their respective councils.
- b. User group representatives are selected through an open call coordinated by the Town with clear criteria (e.g., regional perspective, time commitment, conflict-free, ability to consult within their sector).
- c. Term: From appointment to the earlier of: (a) Council's adoption of a final governance/funding framework and schematic design endorsement; or (b) Committee dissolution by Council (see Section 15).
- d. Vacancies: Filled by the nominating body for the remainder of the term.

7. Chairing & Secretariat

- a. **Chair:** Smiths Falls Mayor
- b. **Vice-Chair:** Elected by Committee from among political members at the inaugural meeting.
- c. **Secretariat:** Provided by the Town (agenda, minutes, logistics, records).

8. Meetings & Quorum

- a. **Frequency:** Monthly or at the call of the Chair; additional meetings as needed at milestones.
- b. **Quorum:** 50% + 1 of voting members (rounded up). Alternates count if substituting.
- c. **Hybrid/Virtual:** Permitted.



- d. **Procedures:** Committee follows simplified meeting procedures adopted at the inaugural meeting (aligned with municipal best practice).

9. Decision-Making

- a. **Consensus preferred.** Where consensus is not achievable, a simple majority vote of members present carries.
- b. **Minority Views:** At the Chair's discretion, minority perspectives may be noted in the minutes and forwarded to Council for awareness.

10. Reporting & Deliverables

- a. **Minutes & Action Logs:** Circulated within 7 days of meetings.
- b. **Council Updates:** Brief update memos following each milestone (below), with recommendations where appropriate.
- c. **Key Deliverables:**
 - 1. Recommended Governance & Ownership Framework (with rationale).
 - 2. Recommended Partner Equity Framework (capital/operating contributions, recognition, decision rights).
 - 3. Endorsed Design Intent & Guiding Principles (accessibility, inclusion, sustainability, lifecycle cost, operational efficiency).
 - 4. Endorsed Regional Fundraising/Grant Strategy (roles, targets, risk considerations).
 - 5. Risk Register (Strategic) top risks and mitigation recommendations.

11. Milestone Review Points

- M1:** Confirmation of Project Vision, Design Intent & Engagement Plan.
- M2:** Preferred Governance/Ownership direction (option analysis).
- M3:** Draft Partner Equity Framework and Cost-Sharing Principles.
- M4:** Concept Design endorsement in principle (program, size, site fit).
- M5:** Schematic Design endorsement in principle (cost range, phasing, O&M implications).
- M6:** Funding & Grants Strategy alignment (advocacy tasks, timelines).
- M7:** Pre-Procurement Readiness memo to Council (confirming the above).

12. Member Roles & Conduct

- a. **Duties:** Prepare, attend, participate, and consult with their constituencies as appropriate.
- b. **Code of Conduct:** Members adhere to applicable municipal codes and respectful workplace standards.
- c. **Confidentiality:** Non-public materials remain confidential until released by the Town.
- d. **FOI/Privacy:** Records may be subject to FOI requests; personal information handled per legislation.



- e. **Conflicts of Interest:** Disclose promptly; recuse where appropriate; recorded in minutes.
- f. **Remuneration:** None. Standard expense reimbursement may apply per Town policy (if pre-approved).

13. Inclusion, Accessibility & Reconciliation

- a. Apply AODA and universal design principles in advice and review.
- b. Apply an equity and inclusion lens to access, fees, scheduling, and regional benefit.
- c. Support meaningful Indigenous engagement consistent with Council direction and established relationships.

14. Communications & Media

- a. The Town of Smiths Falls Mayor is the official spokesperson. Media inquiries are directed to the Director of Community Services or designate.
- b. Members may promote the project as ambassadors but must not speak on behalf of the Town or disclose confidential information.

15. Review & Sunset

- a. **Interim Review:** After M4 (Concept Design), the Committee's effectiveness and composition may be adjusted by Council.
- b. **Sunset:** The Committee dissolves upon Council's acceptance of M7 (Pre-Procurement Readiness) or at Council's discretion.

16. Administrative Provisions

- a. **Record-Keeping:** Agendas, minutes, and materials maintained by the Town.
- b. **Indemnification:** Members acting in good faith within this TOR are covered per Town policy/by-law.
- c. **Amendments:** Council approval required.