


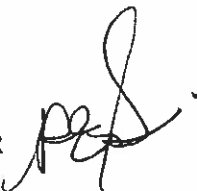
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**TO:** GENERAL COMMITTEE

**SUBJECT:** STRUCTURE OF COMMITTEES OF COUNCIL

**PREPARED BY AND KEY CONTACT:** D. MCALPINE, CITY CLERK/DIRECTOR OF LEGISLATIVE AND COURT SERVICES, EXT. 4421

**SUBMITTED BY:** D. MCALPINE, CITY CLERK/DIRECTOR OF LEGISLATIVE AND COURT SERVICES 

**GENERAL MANAGER APPROVAL:** P. ELLIOTT-SPENCER, MBA, CPA, CMA, GENERAL MANAGER OF COMMUNITY AND CORPORATE SERVICES 

**CHIEF ADMINISTRATIVE OFFICER APPROVAL:** C. LADD, CHIEF ADMINISTRATIVE OFFICER 

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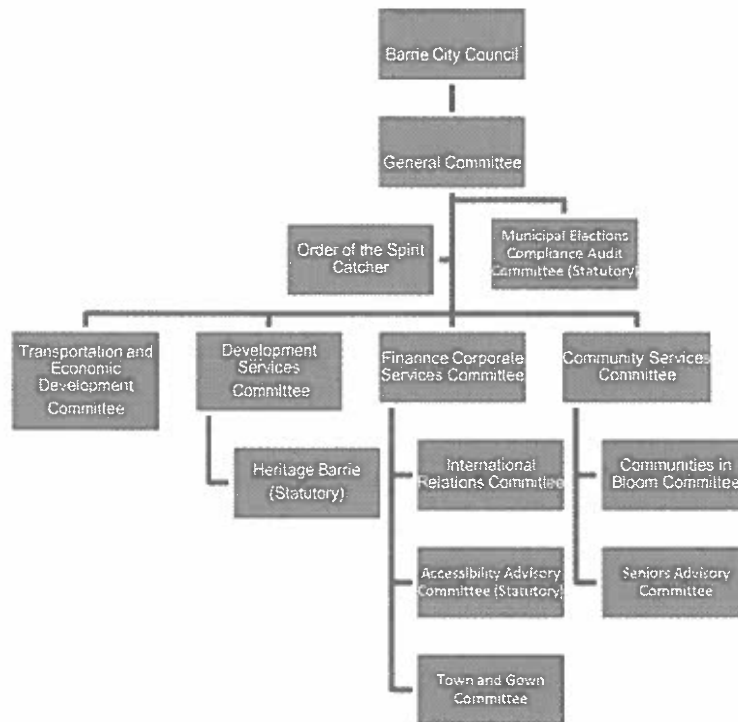
**RECOMMENDED MOTION**

1. That in accordance with Mayor J. Lehman's recommendations, the Reference and Advisory Committee structures contained in Procedural By-law 2013-072 be amended as outlined in Appendix "A" to Staff Report CLK012-14.
2. That the City's business licensing by-laws be amended to reflect that appeals of business licence decisions shall be heard by a Business Licensing Appeal Committee comprised of five (5) citizen members.
3. That in accordance with the request from the Board of the Nottawasaga Valley Conservation Authority, the City of Barrie voluntarily reduce its appointment to the Nottawasaga Valley Conservation Authority to one (1) member.
4. That the Legislative and Court Services Department be authorized to advertise for candidates for appointment to those committees for which advertisements have not previously been circulated.

**PURPOSE & BACKGROUND**

5. The City's Procedural By-law 2013-072, provides a listing of the reference, advisory and special committees that have been established by City Council.

6. The chart below outlines the structure of advisory committees and other committees that currently report to Council:



7. Councillor and citizen appointments for the various Boards and Committees expired on November 30, 2014 in most cases. There are some exceptions within legislation that permit appointees to remain on a Board until their replacements have been appointed. After the swearing in of each new City Council member, appointments are made to a variety of Council and committees.
8. The Legislative and Court Services Department advertised in the local newspapers for the vacancies on the various statutory/non-discretionary boards and committees. Advertisements for appointments to non-statutory/discretionary advisory committees have not occurred at this time.

## **ANALYSIS**

### **Reference Committees**

9. In general, the role of a Reference Committee is to provide advice and guidance to City Council (through General Committee) on the direction and nature of policy development and to complete fact finding and detailed analysis of the matters before the Reference Committee. Reference Committees deal with matters within the duties of the individual Committee, matters referred to it by City Council, matters on its pending list and/or items of an Advisory Committee that reports to it. The business dealt with by each Reference Committee must fall within the duties of the Reference Committee under the Procedural By-law. The Mayor is an ex-officio member of each of the Reference Committees.

10. Mayor J. Lehman has proposed a reference committee structure with three (3) committees, each composed of four (4) members of City Council (plus the Mayor as an ex-officio member). Regularly scheduled meetings are proposed to occur every second month (or at the call of the Chair), with the exception of the months of July and August. During the 2010 to 2014 term of City Council a number of the reference committees meetings were cancelled based upon the relatively low amount of business that had been referred to the Committees. Additional meetings if required, would be at the call of the Chair.
11. It is proposed that the meeting dates for the year be established at each of the first Reference Committee meetings, with the intent that no more than two of the Committees would meet in any month, unless there was a matter of urgency requiring a Committee's attention.
12. It has also been proposed that the appeals of decisions of the Issuer of Licences for business licence decisions be heard by a five (5) person committee, comprised of citizen members only. This would require that each of the Business Licensing By-laws be amended to reference the new Committee and the Procedural By-law be amended to delete this responsibility from the Finance and Corporate Services Committee.
13. The following outlines the proposed Reference Committee duties:

Community Services Committee (4 members):

Operational matters including fire prevention, operations and training, community emergency management, parks operations, environmental (water supply, treatment and distribution, wastewater collection and treatment, environmental investigation and response and waste management), recreation, cultural, special events, seniors, youth and by-law enforcement services

Finance and Corporate Services Committee (4 members):

Corporate sustaining matters including financial (capital and operating budgets, revenue and taxation, financial policies, procurement and audit functions), legal, real estate, risk management, information technology, legislative, court, human resources, accessibility, health and wellness, communications, fleet, history and archives, corporate facility management and licensing services. Also includes Intergovernmental, Service and Community Partner relations.

Infrastructure, Investment, and Development Services Committee (4 members):

Infrastructure, investment and development matters including land and property development and use, property standards, street names, building standards, zoning, plumbing and building inspections, planning services (policy planning, development control, growth management, development policies and standards, housing policy, subdivision services, and heritage properties), City Centre revitalization, Infrastructure planning, design, and construction (roads, water, sanitary and storm sewers), Business Development – retention, attraction, and transportation services (roads maintenance, traffic management, transit operations, parking operations, rail, and airport services).

Conducts public meetings in accordance with the Building Code Act, with respect to significant adjustments of permit fees.

14. Currently, the only Reference Committee with final and binding decision-making authority is the Finance and Corporate Services Committee as it relates to decisions to keep, refuse, revoke or suspend a licence. It is anticipated that in the future, Council will give consideration to delegating authority to reference committees for decision-making related to the administration of Council approved policies. Examples of possible decisions that could be referred to a Reference Committee include the installation of All-Way Stops and the implementation of parking restrictions.
15. Mayor Lehman is also recommending that Reference Committees establish standing agenda items related to staff reporting of progress toward Council's Strategic Priorities. The Chairs of the Committees would establish a portion of the agenda dedicated to receiving an update from City staff concerning strategic priorities that fall within the Committee's mandate, anticipated to be 10 minutes or less in length. The establishment of standing agenda items will be co-ordinated by the Legislative and Court Services Department in conjunction with the Mayor and Committee Chairs, but will be subject to a vote of the Committee. It is anticipated that these standing agenda items will change from time to time as priorities are accomplished or become more prominent.

#### Advisory Committees

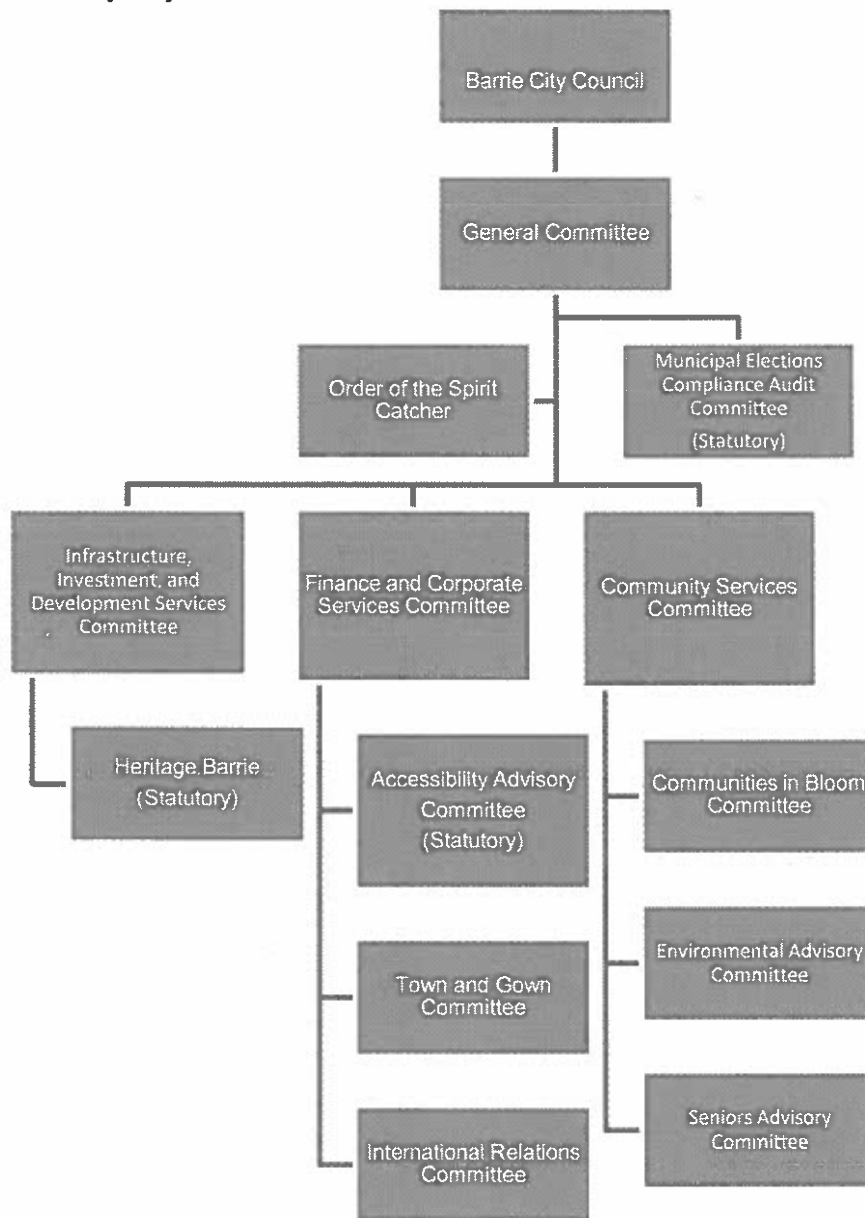
16. Advisory Committees are established by City Council to consider and provide recommendations for City Council's consideration on a specific matter, reporting through a Reference Committee and General Committee. Advisory Committees are typically comprised of a majority of citizens and one or two members of City Council. The business dealt with by each Advisory Committee must fall within the mandate of the Committee as established by City Council. Staff in the Legislative and Court Services Department prepare agendas and record the meetings of the Advisory Committees.
17. It is also suggested that a representative of the Barrie Community Foundation be added to the Order of the Spirit Catcher Committee and the Committee be authorized to make final and binding decisions with respect to Order of the Spirit Catcher Award recipients. For the past two years, the Barrie Community Foundation has coordinated a highly successful gala to raise the profile of the Order of the Spirit Catcher recipients and in turn the importance of volunteers in the community. The coordination of the Order of the Spirit Catcher awards and gala evening would be facilitated by increasing the composition of the Committee to include a representative of the Barrie Community Foundation. In the past, it has been challenging to coordinate the timing of the Order of the Spirit Catcher Evening with the Council decision-making process, as the recommendation(s) with respect to award recipients have required Council approval. Providing the Committee with the authority to decide the award recipients will address this challenge.

18. The following table summarizes the changes to Council's Advisory Committees as recommended by Mayor Lehman:

<u>Current Committee</u>	<u>Mandate/Objective(s):</u>	<u>Reports To</u>	<u>Recommendation</u>
Accessibility Advisory Committee	To champion issues related to the provision of an accessible community on behalf of all Barrie's citizens	Finance and Corporate Services Committee	Maintain (Statutory)
Communities In Bloom Committee	To help facilitate the development of Barrie, in the Communities in Bloom National Municipal Beautification contest, with a focus on flowers, landscaping, gardens, beautification and environmental awareness	Community Services Committee	Maintain
Environmental Advisory Committee	To promote the protection, maintenance and awareness of the environment within the community and to provide advice concerning environmental policy, planning and sustainability.	Community Services Committee	Maintain
Heritage Barrie Committee	The Heritage Barrie Committee is responsible for establishing the criteria for the evaluation of properties of architectural or historical value and prepare and maintain a list of all properties worthy of conservation under the Heritage Act. The Committee keeps up to date on all heritage conservation legislation and programs and recommends to Council any programs worthy of consideration by the City. It provides information to property owners about the preservation of heritage properties and supplies information about the conservation of such properties.	Infrastructure, Investment, and Development Services Committee	Maintain (Statutory).
International Relations Committee	To co-ordinate and enhance the City of Barrie's relationships with international communities for the benefit of the social, economic, educational and cultural development of our citizens and our community. The specific objectives of the mandate are achieved through the work of the individual sub-committees	Finance and Corporate Services Committee	Maintain

<u>Current Committee</u>	<u>Mandate/Objective(s):</u>	<u>Reports To</u>	<u>Recommendation</u>
Municipal Elections Compliance Audit Committee	The powers and functions of the 2010 Municipal Election Compliance Audit Committee are established in subsection 81 of the <i>Municipal Elections Act, 1996</i>	General Committee	Maintain (statutory)
Order of the Spirit Catcher Committee	To review all nominations for the Order of the Spirit Catcher Award (adult and youth) and determine recipient(s) of the Award	General Committee	Maintain Committee <ul style="list-style-type: none"> <li>• Add a representative of the Barrie Community Foundation</li> <li>• Authorize the Committee to make final and binding decisions with respect to award recipients</li> </ul>
Seniors Advisory Committee	To represent and provide advice on Barrie seniors' perspectives on municipal matters related to: <ol style="list-style-type: none"> <li>Seniors Housing and related planning matters;</li> <li>Transportation; and</li> <li>Communications and Civic Participation by seniors</li> </ol>	Community Services Committee	Maintain
Town and Gown Committee	The mandate of this committee is to develop and enhance relationships, communications and policies between Georgian College, students, the City and the community	Corporate Services Committee	Maintain

The Chart below displays the Committee structure (for Committees reporting through Council) as recommended by Mayor Lehman:



Committees/Boards that do not report through Council/Other Organization's Committee's

19. There are a number of Committees that have traditionally requested and/or required appointments by Council and do not report through City Council. In some cases, these are Committees/Boards associated with the City's partners such as the Barrie Police Services or the Greater Chamber of Commerce.

20. In terms of City Committees and/or Boards that do not report through Council, the following change is proposed:
- The composition of Barrie Hydro Holdings Inc.'s board of directors be altered to delete the one citizen member position.
21. In terms of external organization's Boards and Committees, the following is proposed/requests have been received:
- The Nottawasaga Valley Conservation Authority has once again requested that each municipality entitled to two (2) members, voluntarily reduce their member appointees to one (1) to improve NVCA governance effectiveness and efficiency. The City of Barrie did not experience any loss of power in the day to day governance of the Authority and the reduction does not impact the City's voting power with respect to the Authority's budget (non-matching levy portion), as it is based on a weighted vote. This recommendation is supported by Mayor J. Lehman.
  - The County of Simcoe has altered its membership structure for the Simcoe County Housing Corporation Board of Directors. The County is seeking two (2) members of Council to the Board of Directors. The Board is responsible for the provision, operation and maintenance of housing accommodation in accordance with the Social Housing Reform Act, as well as the administration of programs providing rent-geared-to-income assistance to households of low to moderate income

### **ENVIRONMENTAL MATTERS**

22. There are no environmental matters related to the recommendation concerning the structure of committees.

### **ALTERNATIVE(S)**

23. The following alternatives are available for consideration by General Committee.

**Alternative #1:** General Committee could maintain the existing Reference Committee structure with four committees.

Based on the frequency of the meetings held during the 2010 to 2014 term of Council, this structure is not recommended.

**Alternative #2:** General Committee could maintain the existing composition for the Order of the Spirit Catcher Committee and choose not to delegate decision-making authority for the award recipients to the Committee.

The Barrie Community Foundation has established a successful gala event to promote the importance of the Order of the Spirit Catcher Awards, increase the recognition of the award recipients and to act as a fundraiser. It would assist in facilitating the coordination of the gala for a representative of the Foundation to be included on the Committee. Delegating the authority for final decision-making with respect to award recipients would also facilitate the preparations for the gala.



**Alternative #3:** General Committee could maintain the existing composition for Barrie Hydro Holdings Inc. and seek a citizen representative for the Board.

Mr. Ross Archer was selected as the citizen member for the Board based on his years of experience on the Barrie Public Utilities Commission and resulting insights into the Hydro industry. As he has indicated that he is unable to participate on the Board at this time, it is proposed that the citizen member position be deleted.

**Alternative #4:** General Committee could choose to fill both of the positions Barrie is entitled to on the Nottawasaga Valley Conservation Authority Board.

The Conservation Authority has requested the voluntary reduction. In the past, Barrie has not experienced any measurable loss of power in the day to day governance of the Authority. The voluntary reduction does not impact the City's voting power with respect to the Authority's budget (non-matching levy portion), as it is based on a weighted vote.

### **FINANCIAL**

24. There are no direct financial implications associated with the recommendations in this report. Indirectly, the proposed recommendations impact the amount of resources required to support the Committees.
25. Currently, the average amount of staff hours is required to support each Reference and Advisory Committee varies according to the frequency, timing and amount of agenda material required for each committee meeting. At this time, it is not anticipated that the proposed changes will result in additional resource requirements related to Committee support.

### **LINKAGE TO 2014-2018 COUNCIL STRATEGIC PLAN**

26. The 2014-2018 Council Strategic Plan has not been finalized as of the writing of this report.

APPENDIX "A"

Committees and Recommended Committee Structures

Reference Committees	
Committee	Proposed Composition
<p><b>Community Services Committee</b> Regularly scheduled meetings to be held every other month or at the call of the Chair. No meetings to be regularly scheduled in July or August.</p>	<p><u>Addition of 1 member of Council</u> 4 Councillors</p>
<p><b>Infrastructure, Investment, and Development Services Committee</b> Regularly scheduled meetings to be held every other month or at the call of the Chair. No meetings to be regularly scheduled in July or August.</p>	<p><u>Addition of 1 member of Council</u> 4 Councillors</p>
<p><b>Finance and Corporate Services Committee</b> Regularly scheduled meetings to be held every other month or at the call of the Chair. No meetings to be regularly scheduled in July or August.</p>	<p><u>No change to composition proposed</u> 4 Councillors</p>

<b>Advisory Committees</b>	
<b>Committee</b>	<b>Proposed Composition</b>
Accessibility Advisory Committee	<u>No Change proposed</u> 1 Member of Council 6 Citizens
Communities in Bloom Committee	<u>No Change proposed</u> 1 Member of Council 5 Citizens
Environmental Advisory Committee	<u>No Change proposed</u> 2 members of Council 5 Citizens
Heritage Barrie	<u>No Change proposed</u> 2 Members of Council 5 citizens (Up to 9 Citizens are permitted)
International Relations Committee	<u>No Change proposed</u> 1 Councillor 1 Georgian College Representative 1 Base Borden Representative Including up to two representatives from each of the following sub-committees: <ul style="list-style-type: none"> <li>• German Twinning Sub-Committee, Japan Friendship Sub-Committee, China Friendship Agreement Sub-Committee, Youth Ambassador Sub-Committee, The Borough of Harrogate, North Yorkshire, United Kingdom Sub-Committee and Puerto Princessa, Philippines Sub-Committee</li> </ul>
Order of the Spirit Catcher Committee	<u>Add representative and delegate final decision-making for award recipients</u> 2 Members of Council 1 representative of the Barrie Community Foundation, to be selected by the Foundation.
Seniors Advisory Committee	<u>No Change proposed</u> 1 member of Council 1 representative from the Canadian Association of Retired Persons (CARP), to be selected by CARP 1 representative from the 55+ Advisory Council, to be selected by the 55+ Advisory Council 4 representatives of not-for-profit agencies servicing the needs of the seniors' community 4 citizen members, representative of the seniors' community at large in Barrie.
Town and Gown Committee	<u>No Change proposed</u> Ward 1 Councillor 2 reps. Georgian College (1 of which may be a student) 1 citizen representative 1 representative of the Barrie's East End Homeowner's Association

<b>Other Committee, Corporation and Boards</b>	
<b>Organization/Committee and Purpose</b>	<b>Proposed Composition</b>
<p><b>Barrie Hydro Holdings Inc.</b> In 2000, the City of Barrie incorporated Barrie Hydro Holdings Inc., Barrie Hydro Distribution Inc. and Barrie Hydro Energy Services Inc. under the Ontario Business Corporations Act to operate Barrie's electrical distribution corporation and related companies for the benefits of the citizens of Barrie. Effective January 1, 2009, Barrie Hydro Distribution Inc. was merged with PowerStream Inc. The City of Barrie is the sole Shareholder of Barrie Hydro Holdings Inc. (BHHI). BHHI in turn holds the shares in PowerStream Holdings Inc. and Barrie Hydro Energy Services Inc. (BHESI). BHESI is in the process of being wound up.</p>	<p><u>Citizen director position to be deleted</u> Mayor 10 members of Council</p>
<p><b>Barrie Municipal Non-Profit Housing Corporation</b> The Barrie Municipal Non-Profit Housing Corporation was established to provide and operate housing accommodations with or without any public space, recreational facilities and commercial space of buildings appropriate primarily for persons of low and modest income at rentals below the median current rental market in the area in which the accommodation is located.</p>	<p><u>No Change</u> 2 Members of Council as Directors All Members of City Council are "Members" of the Barrie Municipal Non-Profit Housing Corporation.</p>
<p><b>Barrie Police Services Board</b> The Barrie Police Services Board is responsible for the policing and maintenance of law and order in the area of the City of Barrie and the members of the Police Force are subject to the government of the Board, and shall obey its lawful direction pursuant to Section 31 of the Police Services Act</p>	<p><u>No Change</u> 2 Members of Council 1 Citizen 2 individuals appointed by the Provincial Government</p>
<p><b>Barrie Public Library Board</b> The Board is governed under the terms of the Public Libraries Act. The board is responsible for selecting and appointing a professionally qualified Chief Librarian and determining the library objectives and policies. They are also responsible for the library's annual budget based on recommendations of the Chief Librarian, producing reports to the City Council as required plus maintaining a working relationship with government officials, local agencies and other institutions</p>	<p><u>No Change</u> 2 Members of Council (1 member of Council from a South end ward) 5 Citizens</p>
<p><b>Business Licensing Appeal Committee</b> This Committee would have the authority to conduct hearings related to the licensing and regulating of businesses and its decisions to keep a licence, refuse a licence, revoke a licence or suspend a licence are final and binding</p>	<p><u>New</u> 5 Citizens</p>
<p><b>Committee of Adjustment</b> This is a statutory committee, under the Provincial Planning Act, which has the power to grant land severances and/or minor variances to the City's Zoning By-law</p>	<p><u>No Change</u> 5 citizens</p>

<b>Other Committee, Corporation and Boards</b>	
<p><b>County of Simcoe - Affordable Housing Advisory Committee</b> Established in April, 2014 to provide leadership and guidance to support the County's 10 year Affordable Housing and Homelessness Prevention Strategy.</p>	<p><u>No Change</u> One representative (may be Member of Council or staff)</p>
<p><b>County of Simcoe – Performance Management Committee (Archives and Museums)</b> The Committee is responsible for overseeing the activities of the Simcoe County Museum and archives</p>	<p><u>No Change</u> 1 Member of Council</p>
<p><b>Simcoe County Housing Corporation Board of Directors</b> The Board is responsible for the provision, operation and maintenance of housing accommodation in accordance with the Social Housing Reform Act, as well as the administration of programs providing rent-geared-to-income assistance to households of low to moderate income</p>	<p><u>Altered Opportunity for City of Barrie representation</u> 2 Members of Council</p>
<p><b>County of Simcoe – Human Services Committee</b> The Committee provides policy guidance and operations oversight for Ontario Works, Social Housing, Children's Services, and Land Ambulance.</p>	<p><u>No Change</u> 4 Members of Council Note: One of the four appointees may vote on matters related to Long Term Care</p>
<p><b>Downtown Barrie BIA Board</b> The purpose of the Downtown Barrie Business Improvement Board is to provide for the improvement, beautification and maintenance of municipally owned lands, buildings and structures in the area and the promotion of the area as a business or shopping area</p>	<p><u>No Change</u> 2 Members of Council 12 Directors (BIA appointees to be confirmed by Council) 1 Honourary Director (BIA appointees to be confirmed by Council)</p>
<p><b>Farmer's Market Committee</b> The Committee was established to oversee the operation of the Farmers' Market</p>	<p><u>No Change</u> 3 Members of Council based on 1950s agreement although only 1 member has been appointed in the last several terms of Council</p>
<p><b>Greater Barrie Chamber of Commerce</b> To support the aims and objectives of the Chamber of Commerce, to promote the Commercial, Civic, Industrial and Agricultural interests of the area, and further, to preserve and enhance the operation of Canada's private and competitive enterprise system based upon individual freedom of choice and personal responsibility</p>	<p><u>No Change</u> 1 Member of Council Mayor (ex-officio)</p>
<p><b>Lake Simcoe Regional Airport Corporation</b> A new Governance Model for the LSRA was approved by Council on November 23, 2009. Council approved the creation of a municipal services corporation to operate the airport. A municipal services corporation is managed by a Board of Directors. Under the revised Lake Simcoe Regional Airport Agreement, the Board of Directors consists of nine (9) directors, five (5) directors of the Board shall be appointed by the City of Barrie, two (2) directors of the Board shall be appointed by the Township of Oro-Medonte and two (2) of the directors of the Board shall be appointed by the County of Simcoe,</p>	<p><u>No Change</u> 2 Members of Council 3 Citizens/Staff</p>

<b>Other Committee, Corporation and Boards</b>	
<p><b>Lake Simcoe Region Conservation Authority</b> The Authority is responsible for surveys and studies regarding floodplain mapping, watercourses and preliminary engineering studies, water basin planning, river bank erosion control, water quality monitoring and water management regulations. They are also responsible for water monitoring and flood warnings, water control projects such as new dams and weirs, reconstruction, channel improvements, lands an conservation areas acquisition and management. They also provide conservation services programs, waterfront programs, community relations programs, special projects, fish and wildlife and an outdoor education Centre design, construction and development</p>	<p><u>No Change</u> 2 Members of Council or citizens</p>
<p><b>MacLaren Art Centre</b> The MacLaren Art Centre is a non-profit organization which supports the visual arts by motivating public awareness, appreciation and understanding of the visual arts through the professional operation of a public art gallery</p>	<p><u>No Change</u> 2 Members of Council</p>
<p><b>Nottawasaga Valley Conservation Authority</b> The Nottawasaga Valley Conservation Authority was established in 1960 to carry out a comprehensive program of natural resources management within the combined watersheds or drainage basins of the Nottawasaga River, Pretty River, Batteaux Creek, Black Ash Creek and Silver Creek. It is responsible for operating local conservation areas (New Lowell, Osprey Wetlands, Tiffin, Nottawasaga Bluffs, Petun, and Willow Creek Depot) under the Conservation Authorities Act.</p>	<p><u>One member of Council proposed (as per NVCA request)</u> 1 Member of Council</p>
<p><b>Physician Recruitment Task Force</b> The Royal Victoria Hospital and area partners have formed a task force to facilitate physician recruitment to Barrie and area. The City of Barrie has provided staff support for the Committee and contributed funding to assist the Task Force with its work</p>	<p><u>No Change</u> 2 Members of Council</p>
<p><b>Property Standards Committee</b> The purpose of this committee is to hear appeals from owners or occupants who are not satisfied with the terms of an Order issued under the City's Property Standards By-law</p>	<p><u>No Change</u> 5 Citizens</p>
<p><b>Public Art Committee</b> The Committee promotes awareness and understanding of the importance of high quality art. It provides expert community input on the City's public art policies and procedures, giving guidance and advice to City departments, agencies, sponsors, boards and commissions from the earliest stages of public art projects proposed for City owned lands and potential donations to the City.</p>	<p><u>No Change</u> 2 Members of Council 6 Citizens (to be recommended to Council by the Public Art Nominations Committee)</p>
<p><b>Royal Victoria Hospital Foundation</b> The Royal Victoria Hospital Foundation was established by the RVH in 1982 as a vehicle to provide funding to improve patient care – whether through the purchase of medical equipment and technology, operating programs or capital projects</p>	<p><u>No Change</u> 1 Member of Council</p>

<b>Other Committee, Corporation and Boards</b>	
<p><b>Simcoe Muksoka District Health Unit</b>                      The District Health Unit is responsible for providing public health programs and services to the area communities in the health unit. The programs include healthy growth and development, healthy lifestyles, communicable disease control, healthy environment programs and other matters which come under the Health Protection and Promotion Act</p>	<p><u>No Change</u>                      2 Members of Council</p>
<p><b>Tourism Barrie</b>                      The primary objective of tourism Barrie is develop and promote the tourism industry of the City of Barrie and certain adjacent areas as may from time to time be determined by the Board. It liaisons with and monitors the actions of all levels of government as they relate to tourism and the industry and make representation(s) on behalf of the Bureau whenever it is deemed prudent and necessary by the Executive Committee or the Board of Directors. It generates tourism on behalf of the supporters by offering programs that compliment their efforts. The Board is to maintain, encourage and enhance the business and technical knowledge and skills of the Bureau's supporters and their employees through on-going educational programs, seminars, publications and the establishment of industry standards thereby raising the level of industry service to the public</p>	<p><u>No Change</u>                      1 Member of Council</p>