Water Efficiency Strategy Update - Community Liaison Committee
Terms of Reference

Purpose
The Community Liaison Committee (CLC) provides a forum for community input and guidance to the Project Team, during the update of the Water Efficiency Strategy. This Committee will be established at the outset of the Project and will help the City understand and consider the aspirations and concerns of the community as they relate to our current water efficiency programs and future program requirements to meet Council approved water demand reduction targets of the 2014 Water Supply Master Plan.

Mandate
The mandate of the CLC is to provide an ongoing forum for consultation and feedback to the Project Team at key points throughout the development of the Guelph Water Efficiency Strategy Update, including:

- Objectives and scope of the Strategy Update
- Issues and opportunities to be addressed
- Alternative solutions to be assessed
- Evaluation method and criteria to be applied
- Preferred alternatives and go-forward strategy

The Liaison Committee will also help the Project Team ensure that Community Engagement efforts provide the public with a clear understanding of the project and encourage participation, in keeping with the City of Guelph’s Community Engagement Framework.

Membership
The Community Liaison Committee consists of up to 20 key stakeholders, and includes members of the Project Team and the City’s existing Water Conservation and Efficiency Public Advisory Committee. Participating members are drawn from a variety of stakeholder groups, and represent a balance of interests that reflect the range of perspectives in the community. To provide continuity and preserve previous learnings, Advisory Committee members of the initial Water Conservation and Efficiency Strategy – conducted in 2008 and 2009 – will be invited to participate on this new Committee. Table 1 lists the recommended make-up of the Committee.

<table>
<thead>
<tr>
<th>Stakeholder Group</th>
<th># Members (Up to)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business/Industry</td>
<td>2</td>
</tr>
<tr>
<td>Home Builder/Developer</td>
<td>2</td>
</tr>
<tr>
<td>Environmental Interest</td>
<td>3</td>
</tr>
<tr>
<td>Academia</td>
<td>2</td>
</tr>
</tbody>
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CLC members are expected to serve for the full extent of the study, with the mandate of committee completed upon Council’s approval of the 2015 Water Efficiency Strategy Update. Membership is voluntary and open to participation from interested and eligible community members. It is required that CLC members must understand, and agree to the terms and conditions outlined in these Terms of Reference.

In addition, the Project Team may request representation on the CLC from other existing City advisory committees, City staff, other municipal and agency staff. Project and consultant team members would also be resources to the committee, as required.

**Recruiting**

The Project Team – working with appropriate organizations and City staff – will identify potential stakeholder group representatives for all categories listed above, except community at large. The Project Team will contact the stakeholder groups to determine interest and availability of individuals, starting with those members of the previous Public Advisory Committee.

Public at Large representation on the CLC will be fulfilled by the City’s existing Water Conservation and Efficiency Public Advisory Committee. This representation is consistent with the terms of recruitment for this long standing Advisory Committee with further information available through the Water Conservation and Efficiency Public Advisory Committee’s Terms of Reference.

**Role of the Chair**

The Chair will plan meeting agendas, preside over meetings and coordinate activities of the Community Liaison Committee. The Chair will also assist the committee to develop and approve meeting process rules and other procedures related to committee effectiveness. The Chair will be supported by the Project Team in developing the details of the meeting protocols.

A Chair with extensive facilitation experience will be initially appointed from the project’s Consultant Team to enable all members to participate fully in the discussion. The Community Liaison Committee can decide to appoint a replacement Chair – by way of vote – from its membership, if it so wishes.
CLC Meetings

It is anticipated that there will be a minimum of four (4) CLC meetings over the project duration. To facilitate a CLC meeting, a minimum of 11 members and/or alternate members is required. Meetings will be held at accessible locations in the evenings, such as City Hall – or as convenient to the majority of members – so as to encourage attendance at each meeting. All Committee meetings will be open to the public, with date, time and place of each meeting published on the City’s website. Members of the public who wish to attend a Committee meeting should notify the Chair three days in advance of the meeting so that space and seating arrangements can be adjusted. The Chair will make every effort to accommodate members of the public, but cannot guarantee adequate space or seating if advance notification of attendance is not provided. Those seeking an opportunity to address the Committee should also make a request to the Chair three days prior to the meeting. Notification of attendance or requests to address the Committee can be made by telephone to 519-822-1260 x2106 or by email to wayne.galliher@guelph.ca.

Decision-making

As an advisory body, the CLC should operate by consensus to the extent possible. Consensus is where participants openly discuss views and opinions, seeking to develop common ground and narrow areas of disagreement to the best of their ability. Where differing viewpoints and opinions exist, these will be noted in the CLC meeting reports.

The Liaison Committee may establish working groups or sub-committees to address specific issues if necessary. Membership on working groups may be open to other interested stakeholders, with the consent of the committee.

Minutes, Documentation and Administration

Community Liaison meeting notes will be taken by a representative of the Consultant Team, and will be circulated to the Committee members following each meeting for review and comment. Minutes of the meeting will be approved by the CLC at the following meeting.

All minutes and documentation produced or received by the Liaison Committee will be made accessible to the public through the City's website (i.e., http://guelph.ca/plans-and-strategies/water-efficiency-strategy-update/). All administrative services associated with the Committee will be the responsibility of the Project or Consultant Team.

Roles and Responsibilities

In addition to the Participant Responsibilities identified in the City’s Community Engagement Framework (see Appendix A,) Community Liaison Committee members will:

- Consider matters, issues or information provided by the Project Team relating to the Strategy Update process, and provide advice and recommendations as requested.
• Liaise with the organization they represent (if applicable) to bring forward advice, issues or comments from their organization and to return information and results to the organization from the CLC.

• Strive to operate in a consensus mode where participants openly discuss views and opinions and seek common ground.

• Ensure that the results of CLC discussions are accurately recorded in the meeting records, or in any additional documents that the CLCs or the Project Team may determine are needed.

• Embrace the City of Guelph’s Guiding Principles for Community Engagement and Community Engagement Framework when providing advice or recommendations and when interacting with the Project Team.

In addition to the Employee Responsibilities identified in the City’s Community Engagement Framework (see Appendix A,) Project Team members will:

• Strive to provide accurate, understandable information to CLC members, so they can contribute informed advice and recommendations.

• Ensure that appropriate City staff – or other resource people – are present at discussions on specific issues or components of the planning process.

• Ensure that advice, recommendations, and consensus positions from the CLC are fully considered in developing the Master Plan.

• Be open, receptive, and give careful consideration to advice and ideas received from CLC members, and strive to reflect consensus positions in the Master Plan.

• Embrace the City of Guelph’s Guiding Principles for Community Engagement and Community Engagement Framework when interacting or planning to interact with the CLC.

Reporting Relationship
The CLC is an advisory body to the Project Team, and to City Council through the Project Team. All meeting minutes and recommendations from the Committee to the Project Team will be posted on the City’s web site for review by Council and the public and will be included in the final Strategy Update documents.

By participating on this Committee, CLC members are not expected to waive their rights to the democratic process, and may continue to avail themselves of participation opportunities through delegation to committees of Council, and/or providing written briefs. Any positions taken by individual members are without prejudice.

Appendix A

Community Engagement Framework - Select Excerpts
Guiding Principles for Community Engagement
The following principles build on those approved by Guelph City Council in 1998. They have been updated to reflect emerging community engagement practices. Community engagement in the City of Guelph embraces these principles.

1. **Inclusive** - The City encourages participation by those who will be affected by a decision. The City builds relationships with stakeholders by using a range of tools to engage varied audiences.

2. **Early Involvement** - The City involves the public as early as possible in the community engagement process so stakeholders have time to learn about the issue and actively participate.

3. **Access to Decision Making** - The City designs processes that will give participants the opportunity to influence decisions.

4. **Coordinated Approach** - The City co-ordinates community engagement activities to use community and City resources effectively.

5. **Transparent and Accountable** - The City designs processes that are open and clear. Stakeholders will understand their role, the level of engagement and the outcome of the process.

6. **Open and Timely Communication** - The City provides information that is timely, accurate, objective, easily understood, accessible and balanced.

7. **Mutual Trust and Respect** - The City engages the community in a fair and respectful way that fosters understanding between diverse views, values and interests.

8. **Evaluation and Continuous Improvement** - The City commits resources to evaluating engagement processes to ensure engagement activities are effective.

9. **Equitable Engagement Process** - The City designs engagement processes that allow all community members a reasonable opportunity to contribute and to develop a balanced perspective.

**Council Responsibilities**
As key leaders within the City, the support of City Council is important for successful community engagement. Council is asked to:

- Review information gathered through community engagement processes to inform Council decisions.
- Consider appropriate project timelines and resources needed for community engagement.
Employee Responsibilities
City employees who are responsible for the design and implementation of community engagement processes will:

- Pursue community engagement with the belief that community involvement leads to better decisions
- Ensure that community engagement activities comply with the Community Engagement Framework and Policy, its processes, worksheets and tools
- Develop project charters or project plans that provide adequate timelines and resources for community engagement
- Notify the Community Engagement Team of any planned community engagement activities
- Design engagement processes that reflect the promise made to stakeholders according to the level of engagement
- Design engagement processes that reach out to vulnerable populations
- Ensure all community members who want to be involved are included
- Ensure all communication is clearly presented, balanced and understandable to the target audience
- Ensure that participants are aware of their responsibilities in the engagement process and support participants to fulfill those responsibilities
- Foster long-term relationships based on mutual trust and respect
- Ensure the project accurately reflects all the feedback received
- Ensure decisions and recommendations acknowledge the needs, values and desires of the community
- Ensure consultants or external organizations undertaking community engagement activities on behalf of a City department comply with the Community Engagement Framework and Policy

Participant Responsibilities
Successful community engagement processes require respectful and constructive contributions of participants. Participants are responsible to:

- Pursue community engagement with the belief that community involvement leads to better decisions
- Focus on the decisions to be made or the question to be answered
- Recognize the City must consider the needs of the whole community
- Strive to reach sustainable solutions
• Request alternative ways of participating if required
• Listen to understand the views of others
• Identify concerns and issues early in the process
• Participate openly, honestly and constructively, offering ideas, suggestions and alternatives
• Work in the process in a transparent, respectful and cooperative manner
• Stay abreast of the project, engagement activities and related issues
• Provide input and feedback within project timelines
• Encourage others to become engaged, and offer input to the project and engagement activities
• Provide contact information as requested, to receive updates about the community engagement process