
Subject: Terms of Reference: Transportation Strategy Steering Committee

Report to: Public Works Committee

Report date: Tuesday, September 19, 2023

Recommendations

1. That the terms of reference attached as Appendix 1 **BE ENDORSED** for the establishment of a new advisory committee to the Public Works Committee called the Transportation Strategy Steering Committee (TSSC) to replace existing transportation-related steering committees;
2. That Regional Council **REQUEST** the Local Area Municipalities submit their recommendations for representatives for the Transportation Strategy Steering Committee, based on the criteria outlined in Report PW 40-2023, to the Regional Clerk no later than October 27, 2023;
3. That the Transportation Steering Committee (TSC) **BE DISSOLVED** and that past members of the Committee **BE NOTIFIED**;
4. That the Active Transportation Sub Committee (ATSC) **BE DISSOLVED** and that past members of the Committee **BE NOTIFIED**; and
5. That the Greater Niagara Circle Route Committee (GNCRC) **BE DISSOLVED** and that past members of the Committee **BE NOTIFIED**.

Key Facts

- The purpose of this report is to seek Council's approval to establish a new advisory committee (Transportation Strategy Steering Committee) to assist with the implementation of the Transportation Division's strategy & vision for the coming years.
- In 2015 Council endorsed the creation of the Transportation Steering Committee (TSC) and the Active Transportation Sub Committee (ATSC).
- TSC & ATSC were tasked with assisting in the major initiatives that the Division was working on at the time, including securing all-day GO Rail service to Niagara, facilitating and supporting an integrated region-wide inter-municipal transit network,

developing a mobility hub strategy and advancing the planning for the NGTA (Niagara to GTA) corridor.

- Many of the Committee's goals have been achieved or significantly implemented, supported by the implementation of the Transportation Master Plan (2017).
- It is now time to refocus the efforts of the Division on current initiatives that will assist in supporting and achieving Council's Strategic Priorities, along with oversight and care for the past initiatives that are well on their way.
- The Greater Niagara Circle Route Committee (GNCRC) was established to advise Council on the completion of the trail's component of the route and to collaborate with agencies to complete, maintain, operate, and grow the route.
- It is intended that the new TSSC will continue advocacy for the Greater Niagara Circle Route and any further initiatives will be carried out by the TSSC.

Financial Considerations

It is expected that the dissolution of the TSC/ATSC & GNCRC and establishment of a single Committee with similar advisement responsibilities would have positive financial impacts. There would be savings in staff time, support for meetings, meeting materials and the overall number of meetings would be greatly reduced. The financial and time savings would allow for the refocus of these resources to other corporate priorities as needed.

Analysis

Niagara has a very diverse transportation system made up of various modes including roads, trails, transit, walkways, multi-use paths, rail, air and marine. In planning for the future of Niagara staff need to remain engaged and apprised of all modes of transportation to ensure that we protect the integrity and the unique quality of our transportation network.

Under the previous term of Council, the Transportation Division chaired three (3) advisory committees: TSC, ATSC, GNCRC. The committees had specific mandates and operated under their own respective terms of reference. Many of the initiatives within the mandates of these committees have either been completed or have advanced to a point where the primary work has been completed as follows:

1. Securing all-day GO service has progressed under the guidance of the GO Implementation Office. Transportation Services has supported this initiative with significant investment in the three GO districts (Niagara Falls, St. Catharines and Grimsby) with continued support to the GO Office with respect to Lincoln. Strategic road projects in the three GO districts referenced above are in the design phase and planned for implementation in this term of Council.
2. Facilitating and supporting an integrated region-wide inter-municipal transit network has also progressed to completion. With the creation of the Niagara Transit Commission and consolidation of transit, transit is well-positioned to serve the residents of Niagara for years to come.
3. The implementation of the 2017 Transportation Master Plan was a key milestone in the work plan of the TSC. With new developments and priority areas in Niagara an update to the 2017 plan is imminent. The newly created TSSC will carry on and build upon the success of the 2017 Master Plan by expanding into new areas of focus.
4. Advocacy for the implementation of the Niagara to GTA corridor will continue to be a key area of focus for the newly created TSSC. Exploring opportunities for funding and grant programs to advance the future of this critical connection will remain as a top priority.

This report seeks to dissolve the previous three (3) committees (TSC, ATSC, GRCRC) and replace them with one strategic advisory committee TSSC to assist in informing Public Works Committee and ultimately Council on the progress of strategic initiatives during this term of Council.

A renewed focus on areas of current strategy is reflected in the draft terms of reference attached for Council's consideration. The advisory committee, TSSC, will draw upon elected representatives and members from various areas of interest in transportation with a mandate for providing advice as outlined in the terms of reference attached as Appendix 1. The strategic area of focus has been classified into two distinct groupings (Strategic Transportation Planning & Active Transportation) as outlined below:

Strategic Transportation Planning

1. Niagara Region Transportation Master Plan Update
2. NGTA Corridor
3. GO Rail expansion

4. Road Safety & Vision Zero
5. Other strategic transportation initiatives as directed by Council or led by senior staff that require support

Active Transportation

1. Cycling for all ages and abilities as a means of transportation, healthy living, recreation and tourism
2. Active Transportation Master Plan
3. Way finding and signage
4. Niagara Region Complete Streets Design Guidelines
5. Greater Niagara Circle Route

The attached terms of reference has been created based on a review of the existing terms of reference for the three committees currently in place. The goal, to dissolve the three (3) committees (TSC, ATSC & GNCRC) and replace them with a single committee (TSSC), will not lose focus of the existing three (3) committees. It is expected that the new committee will continue to focus on strategy, active transportation and the Greater Niagara Circle Route.

Appointment of Transportation Strategy Steering Committee Members

The composition of the committee will be as per the attached terms of reference as follows:

- Municipal Members, 12 Councillors (one (1) from each Municipality)
- Public Members, eight (8) from the public at large
- Staff Members, four (4) Transportation Services Division (non-voting)

Subject to Council approval of the establishment of the Transportation Strategy Steering Committee, this report also recommends that each Local Area Municipality be asked to forward a nomination for their elected official for the TSSC to the Regional Clerk, no later than October 27, 2023. The nominee may be a Local or Regional Councillor.

The Local Area Municipality appointment recommendations will subsequently be brought forward to Regional Council for approval in November to allow for the inaugural meeting of the committee to follow in Q1 2024.

An initial call for membership will be made for public members with an interest in the following areas to submit applications for the committee: road safety, active transportation, cycling enthusiasts, and entrepreneurs. Notification of this opportunity will be given to past members of the TSC, ATSC, and GNCRC. The initial call for membership will be made in accordance with Niagara Region's established application process.

Alternatives Reviewed

Alternatively, staff could maintain the existing three committees and continue the process of individual meetings for each committee.

Staff are not recommending this option as the mandate of the TSC & ATSC have been fulfilled to a large extent and re-writing the terms of reference would be required to refocus the committees on new strategic areas.

The proposed dissolution and amalgamation of the committees serves to provide savings in both cost and staff time, this is an improvement to the current business practice.

Relationship to Council Strategic Priorities

Effective Region

- Implement continuous improvement and modernized processes to ensure value-for-money with Regional services and programs, achieved by advancing the delivery of the subject committees
- Explore and implement opportunities to improve service delivery through shared services, achieved by the consolidation of support services required and a more robust cross-section of committee members

Equitable Region

- Provide opportunities for a safe and inclusive Niagara by listening and responding to our community needs and planning for future growth, this aligns with the overall goals of the proposed TSSC which will be largely focused on community needs and future growth planning

Other Pertinent Reports

- PW 64-2015 Terms of Reference: The Transportation Steering Committee (TSC) and the Active Transportation Sub-Committee (ATSC)

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This report was prepared in consultation with Scott Fraser, Associate Director Transportation Planning and reviewed by Donna Gibbs, Director Legal and Court Services.

Appendices

Appendix 1	Transportation Strategy Steering Committee Terms of Reference
Appendix 2	PW 64-2015 Terms of Reference: The Transportation Steering Committee (TSC) and the Active Transportation Sub-Committee (ATSC)

Transportation Strategy Steering Committee (TSSC)

Terms Of Reference

Appendix to Report PW 40-2023

Recommended for Approval by the Public Works Committee on September 12, 2023

Ratified by Regional Council on September 21, 2023

Consolidated Version as of <date>

TABLE OF CONTENTS

1. Preamble.....	3
2. Mandate	3
2.1 Areas of Focus	4
3. Goals/Purpose	5
4. Reporting Structure	6
5. Work Plan	6
6. Budget.....	6
7. Membership	7
7.1 Composition	7
7.2 Term.....	7
7.3 Privacy	8
8. Roles and Responsibilities	8
8.1 Chair & Vice Chair.....	8
8.2 Committee Members.....	8
9. Working Groups	9
10. Resources	9
11. Absenteeism.....	10
12. Amendments to the Terms of Reference.....	11

1. Preamble

Niagara Region is committed to developing a balanced and sustainable transportation network for moving people and goods while considering the mobility needs of all vulnerable road users including pedestrian and cyclists. The Regional Transportation Master Plan (TMP) (as updated from time to time) will serve as a blueprint for the enhancement of a sustainable transportation network. In addition, Niagara Region is committed to implementing various transportation programs, policies and guidelines in collaboration and cooperation with the community at large and in keeping with the regulatory requirements and industry best practices.

These terms of reference establish the mandate and the mechanism for communication and collaboration with representatives from Council, strategic partners and Niagara's broader community for active transportation and strategic planning initiatives.

In order to develop a balanced and sustainable transportation network which considers the mobility needs of all interested parties (walking, cycling, marine, air, commercial vehicles, rail, transit and auto) a comprehensive TMP was most recently updated in 2017. The TMP is a holistic view on moving people and goods as required, it serves as a "blueprint" for the next 25 years and requires regular monitoring and updates.

The Transportation Strategy Steering Committee (TSSC) is an advisory committee to the Public Works Committee (PWC). The TSSC will advise on matters related to transportation policy and planning across disciplines affecting the transportation network in Niagara. The committee plays an advocacy role in matters related to education and engagement for improved mobility throughout the network. The committee is to maintain a broad view of the competing transportation needs and provide input to guide decision-making by Regional Council.

2. Mandate

The core mandate of the TSSC is to provide input to staff and Regional Council through the PWC on policies, programs, and initiatives related to building and planning balanced and sustainable transportation systems.

The committee shall participate in, or recommend studies and research related to its mandate and areas of focus as outlined in the sections below.

The committee, as directed by Regional Council and in alignment with Regional Council's strategic priorities, shall collaborate with other agencies to develop alternatives and solutions related to transportation planning and policy development.

Transportation Strategy Steering Committee Terms of Reference

The committee will also assist in forming advice and recommendations to the PWC in collaboration with staff.

2.1 Areas of Focus

The areas of strategic focus, along with the role of the committee, are outlined below and further defined in section 3.

2.1.1 Strategic Transportation Planning

Strategic Focus	TSSC Role
Niagara Region Transportation Master Plan	Key stakeholder on issues affecting long-term transportation planning, transportation systems development, cycling and active transportation during the master plan update
NGTA Corridor	Advocacy group supporting the PWC by championing the accelerated implementation of the NGTA East corridor by the Province
GO Rail expansion	Stakeholder
Road Safety and Vision Zero	Advocacy and advisory body
Other strategic transportation initiatives as directed by Council or led by senior staff that require support	Advisement body

2.1.2 Active Transportation

Strategic Focus	TSSC Role
Cycling for all ages and abilities as means of transportation, healthy living, recreation and tourism	Advocacy and advisory body
Active Transportation Master Plan	Support the implementation of the future active transportation network (cycling and pedestrian) evolving from the TMP
Way finding and signage	Support the development and implementation of a consistent way finding and signage plan for cyclists and complementary transportation modes such as walking, and transit
Niagara Region Complete Streets Design Guidelines	Advocacy, to strengthen the implementation on a regional level with the support of our Local Partners
Greater Niagara Circle Route	Support the expansion of the Greater Niagara Circle Route, plan and advocate for future improvements to the existing network

3. Goals/Purpose

- **Transportation Master Plan (TMP) Update**, participate in the TMP update by completion of the following tasks:
 - Attend stakeholder meetings
 - Advocate for the participation of interested parties across the Region
 - Provide feedback on sensitive issues as requested by staff
 - Support/review update reports intended to engage PWC and Council on the progress of the TMP update
- **NGTA Corridor**, advocate for the advancement of the NGTA corridor by undertaking the following actions:
 - Advocate for funding when programs become available
 - Champion the project and any programs related to the advancement of the project
 - Advocate to higher levels of Government at designated events with the goal of raising the awareness of the benefits of investment in the project
- **GO Rail Expansion**, advocate for the future expansion of GO service by participation in the following tasks:
 - Attend meetings as required related to the future expansion of GO service
 - Advocate for future expansion of GO Rail service at designated events when requested
 - Remain connected to initiatives and opportunities that may provide for future expansion of GO service
- **Road Safety**, participate in the overall Vision Zero initiative and Road Safety Program by completing the following tasks:
 - Participate as an advisory body on specific aspects of the Region's Road Safety Strategic Plan
 - Advocate for advanced road safety principal implementation
 - Advocate for appropriate funding to meet Region wide safety goals
 - Remain connected to the community and higher levels of Government with the strategic goal of identifying funding opportunities for the overall advancement of road safety in Niagara
- **Active Transportation Master Plan**, participate in the development of the ATMP by participation in the following:
 - Participate as a stakeholder in the development of the ATMP and wayfinding strategies

- Advocate for the active participation of Local Municipal and Provincial levels of Government to ensure a holistic approach to the network
- Remain connected to initiatives that may assist the Region and Local Municipalities in achieving a more connected network Region wide
- **Complete Streets**, Advocate for implementation of Complete Streets on a broad level across the Region by execution of the following tasks:
 - Participation in advocacy with local user groups on the benefits of Complete Streets
 - Remain connected and educated on the benefits of complete streets to strengthen the ability to advocate for the need and positive outcomes of the initiative
 - Advocate to respective local municipal Councils on the benefits of Complete Streets implementation
 - Support and advise fellow Councillors on the progress of the initiative
- **Greater Niagara Circle Route**, advocate for the expansion and improvement of the network through the following tasks:
 - Participate in active education related to the benefits and opportunities connected to the GNCR
 - Attend events where possible to assist in education and advocacy for the GNCR with the goal of increasing ridership and economic growth
 - Attend meetings as requested with affected local municipalities to enhance the network and establish short and long-term growth plans

4. Reporting Structure

The TSSC will report to Regional Council through the Public Works Committee.

5. Work Plan

The TSSC will provide advice and input to staff in the development of an annual work plan identifying the specific initiatives and activities to be undertaken within each of the areas of focus, inclusive of budget needs, to further guide decision-making and resource management. The work plan will be presented to the TSSC for approval on an annual basis.

6. Budget

Niagara Region Public Works Department (Transportation Services Division) is responsible for identifying appropriate funding in its annual budget(s) to support

the activities of the TSSC Committee. Subject to budget considerations, additional funding may be assigned for specific studies, projects or events proposed by the TSSC for a particular year.

7. Membership

7.1 Composition

Membership for the TSSC shall not exceed a maximum of 25 members.

Membership for the TSSC shall include:

- One (1) Local or Regional Councillor representing each local area municipality appointed based on the recommendation from the local area municipality
- Eight (8) representatives from the public at large, including but not limited to representatives from tourism, major educational institutions, active transportation advocacy organizations, accessibility advocates, and DEI representatives
- Four (4) members of the Transportation Division, including the Director Transportation Services and Associate Directors in the following sections: Planning, Engineering, Systems/Operations (non-voting members)

The members shall represent the geographic diversity of the Region and a broad cross-section of residents, and gender balance. The membership shall be approved by Council and the term is concurrent with Regional Council's elected term of office.

The initial call for membership is made in accordance with Niagara Region's established application process. During the term of membership should a member be removed or resign, replacement of that member shall be in accordance with the appropriate process for municipal or public members.

All attempts will be made to stay within the guideline composition; however, if the applications received or the qualifications of applicants do not fully address the guideline composition criteria, the most capable and qualified applicants will be recommended for appointment to fulfill the membership composition.

7.2 Term

The term of membership shall be four years, concurrent with Regional Council's elected term of office, and the membership shall be approved by

Council in accordance with membership requirements in the Terms of Reference.

7.3 Privacy

The meetings and minutes of the TSSC are public. Members should be aware that their names will be in the public realm and a list of membership may be provided when requested. Member information, other than name or municipality, will be kept confidential in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*.

8. Roles and Responsibilities

8.1 Chair & Vice Chair

A Chair and Vice Chair will be elected from Committee members at the first meeting to preside over meetings and Committee business for a two-year term. The Chair and Vice Chair shall be Councillor members of the committee.

It is the role of the Chair to preside over Committee meetings so that its business can be carried out efficiently and effectively, and to act as a liaison between the Committee, the Public Works Committee and Regional Council. The Chair shall also ensure the following:

- Encourage balanced and professional discussion
- Enforce on all occasions the observance of order and decorum among members
- Adjourn the meeting when business is concluded

It is the role of the Vice Chair to preside over Committee meetings in the absence of the Chair and to perform any other duties delegated by the Chair or as assigned by the Committee through a majority vote.

8.2 Committee Members

All TSSC members, including the Chair and Vice Chair, have the responsibility to help achieve the TSSC's Mandate and Goals/Purposes. Committee members are also responsible for:

- Reviewing meeting materials in advance of the meetings and arrive prepared to provide a broad perspective on the issues under consideration

- Working diligently to complete assigned activities
- Participation on working groups, as appropriate
- Committing to describe, process and resolve issues in a professional and respectful manner
- Providing input to help identify future projects or strategic priorities for future years' work
- Communicating activities of the Committee to groups represented or those who may have an interest and offer information back to the Committee.

9. Working Groups

To fulfill its mandate and accomplish its goals, the TSSC may establish working groups to deal with specific issues or projects. The working groups will meet, as needed, to review specific issues referred to them by the TSSC and otherwise complete their assigned tasks.

Working groups are considered to be time-limited, project specific sub-committees of the TSSC in that they are convened to accomplish a specific task (or tasks) in a narrowly defined time period.

Working groups must be comprised of at least 5 members of the TSSC and may include community members and other individuals with relevant knowledge and expertise. Local municipal participation should be sought depending on the nature of the work being undertaken.

Working groups shall be chaired where possible by a member of the TSSC and regular updates shall be provided to the TSSC regarding recommendations on assigned projects. Working groups may meet at a time and place as decided by the Chair of the working group.

TSSC shall receive administrative support from the Office of the Regional Clerk for meeting and agenda management.

10. Resources

The Transportation Services Division is the designated lead department providing resource support for the TSSC; however, the Committee also has access to the technical expertise of staff from other Regional departments as may be required. It is recognized that staff time and the level of participation will be dependent on other departmental priorities as determined by senior management and/or Regional Council. As required, additional resources may be sought. Additional resourcing may be required for projects with senior levels of government.

Transportation Strategy Steering Committee
Terms of Reference

Resource support may also be provided, by invitation, from staff of the Provincial Ministries, in particular the Ministry of Transportation (MTO), the Niagara Parks Commission, the local municipal councils and other local agencies, to offer expertise and assistance on matters under consideration by the Committee and/or for information-sharing purposes.

The Committee shall receive administrative support from the Office of the Regional Clerk for meeting and agenda management.

11. Meetings

A meeting schedule following a quarterly cycle shall be set for the TSSC. The schedule will be circulated to the members for approval each year. Should a time-sensitive matter arise, the TSSC may meet at the call of the Chair.

The TSSC meetings may be held in a virtual format, at Regional Headquarters or another suitable location as may be determined. All meetings will be open to the public.

Meetings shall be governed by the Region's Procedural By-law, being a by-law to govern the calling, place and proceedings of the meetings of Council and its Committees, as may be amended from time-to-time.

For any items arising from TSSC meetings that require Council's approval or endorsement, TSSC will present a report to the PWC outlining the recommendations of the TSSC and the recommendations of its members.

Meeting minutes for TSSC shall be included on the PWC meeting agenda for the information of the Committee and Regional Council.

A committee member who is unable to attend a meeting, shall forward his/her regrets to the Office of the Regional Clerk as soon as possible. Should the Office of the Regional Clerk not have confirmation of quorum 24 hours prior to the meeting, the meeting shall be cancelled.

11. Absenteeism

Members who miss three unauthorized consecutive meetings shall be deemed to have resigned from the Committee and will be notified of this in writing by the Committee Chair.

12. Amendments to the Terms of Reference

The Terms of Reference should be reviewed and refined at a minimum of every four years to ensure that they remain current and meaningful.

Proposals to amend the Terms of Reference shall require the approval of a majority of the members present. Proposed amendments to the Terms of Reference shall be submitted to Regional Council for approval through the Public Works Committee and shall take effect only upon the approval of Council.

REPORT TO: Public Works Committee

MEETING DATE: Tuesday, November 24, 2015

SUBJECT: Terms of Reference: the Transportation Steering Committee (TSC) and the Active Transportation Sub-Committee (ATSC)

RECOMMENDATIONS

1. The terms of reference attached as Appendix I **BE ENDORSED** for a new advisory committee to the Public Works Committee called the Transportation Steering Committee (TSC).
2. The terms of reference attached as Appendix II **BE ENDORSED** for a new Sub-Committee to the TSC called the Active Transportation Sub-Committee (ATSC).
3. That the Transportation Strategy Steering Committee (TSSC) **BE DISSOLVED** and the current TSSC Chair and members **BE APPOINTED** as the Chair and the members of the new TSC, respectively.
4. That the Regional Niagara Bicycling Committee (RNBC) **BE DISSOLVED** and the current members of the RNBC **BE APPOINTED** as the members of the new ATSC.

KEY FACTS

- The Transportation Strategy Steering Committee (TSSC) was established in 2001 to develop the Niagara Region Transportation Strategy. The Strategy was developed in 2002 and subsequently updated in 2012. The Strategy recommended a Transportation Master Plan for Niagara.
- Work to develop the Niagara Region Transportation Master Plan has been initiated this year.
- Embedded in the terms of reference for the Niagara Regional Bicycling Committee (RNBC) is that the terms must be reviewed and refined every four years to keep them meaningful and current. These terms of reference were last updated in 2009 and the process of updating the existing terms of reference initiated in 2013.
- In early 2015, the Regional Council recommended that the Commissioner of Public Works and the Chair(s) of the Transportation Strategy Steering Committee and the Regional Niagara Bicycling Committee continue discussions with respect to possible changes to the mandates, and include in such review consideration of the possible amalgamation of these two committees.

CONSIDERATIONS

Financial

Minimal financial impact is anticipated due to the new committee structure in place of two advisory committees. Staff involvement and time would be similar in the new structure. There would be savings in staff time in terms of support for and at meetings (six meetings as opposed to twelve per year); however, this would be offset with the additional time involved with the sub-committees and working groups, as outlined in the proposed terms of reference for the new Transportation Steering Committee (TSC) and the Active Transportation Sub-Committee (ATSC).

Corporate

The staff resources from Public Works, Planning and Development, and Public Health supporting the TSSC and the RBNC will support the new TSC and the ATSC. Staff resources from the Clerk's office will support the TSC. Resource support from other departments may be required on need basis.

Governmental Partners

The proposed new advisory committee structure includes member representatives from the local area municipalities appointed by their Councils. The committee terms also propose inviting staff from other government agencies such as the Ministry of Transportation and Niagara Parks Commission for advisement on related matters.

Public and/or Service Users

In addition to the representatives from Regional and Municipal Councils, members will be selected from the public at large from organizations such as major educational institutions and those having varied qualifications or interests.

ANALYSIS

Niagara enjoys a mix of transportation modes such as roadways, transit, trails, walkways, bikeways, rail, air and marine with the assets under various jurisdictions. Regional transportation planning and policy development needs to keep in view the interplays between various transport modes and carried out in coordination with the appropriate jurisdictions.

Currently Niagara Region has two transportation advisory committees – the TSSC and the RNBC. These committees have specific mandates as outlined in their respective terms of reference. The TSSC mandate needs to be redefined with the completion of the Transportation Strategy which has been used as a key document for the Transportation Master Plan study. The RNBC mandate needs to be reviewed based on the committee's existing terms of reference and to ensure alignment with Regional Council Strategic Priorities.

Council's strategic priorities focus on fostering an environment for economic prosperity within the Region with one of the pillars being the efficient movement of people and goods. Securing all-day GO Rail service to Niagara, facilitating and supporting an integrated region-wide inter-municipal transit network, developing a mobility hub strategy and advancing the planning for the NGTA (Niagara to GTA) corridor are the key objectives for the moving people and goods pillar.

The Niagara Region Transportation Master Plan will develop a comprehensive transportation planning blue-print document for the next twenty years with periodic reviews covering the modes of transportation mentioned above and bringing in efficiencies by looking at all modes of transport.

The Council strategic priorities, changing environment and the global focus on economic prosperity and the inter-dependencies of the various transportation modes require a well-rounded (holistic) approach when developing transportation solutions. Thus, an advisory committee to the Regional Public Works Committee advising on various transportation planning and policy related matters covering all modes of transportation is prudent and more suited with Council's current Strategic Plan.

This advisory committee called the **Transportation Steering Committee (TSC)** will draw elected representatives and members from various areas of interest in transportation with a mandate for providing advice as outlined in the terms of reference attached as Appendix I.

Within this advisory committee there could be sub-committees established for specific areas of focus (e.g. active transportation, transit, air, sea, etc.) to resource specific initiatives allowing the overall committee to maintain a broad view of the competing transport needs.

The terms of reference for one of the sub-committees, the **Active Transportation Sub-Committee (ATSC)** has been attached as Appendix II. The reporting relationships between the standing committee (PWC), the advisory committee (TSC), and one of the sub-committees (ATSC) is shown in Graphic 1 to Appendix I.

Consultation with TSSC and RNBC

In developing the terms of reference the drafts were presented to the TSSC and the RNBC members for review and comments.

The TSSC members received the terms of reference at their July 8 meeting and amended terms on October 27 wherein the members endorsed the TSC terms of reference.

The RNBC members received the terms of reference at their July 8 meeting and passed a motion to keep the RNBC current terms of reference intact and that the TSSC and the

RNBC not be amalgamated. The PWC (Sep 2) referred the motion back to the RNBC for consideration in view of the new members joining the committee. The members at the Sep 9 RNBC deferred the decision on the terms of reference to the Oct 21 meeting to allow time for staff to provide additional information. This meeting was deferred to Nov 3 when the members received the updated terms of reference (RNBC C 24-2015) showing the structure of advisory committee (TSC) and sub-committee (ATSC) to the PWC.

At the Nov 3 meeting at length discussions were held on the terms of reference for the TSC and the ATSC. The terms of reference attached as Appendix I and II reflect the suggestions and comments provided by the RNBC members.

With the formation of the new TSC and the ATSC, staff recommends the dissolution of the current TSSC and the RBNC.

ALTERNATIVES REVIEWED

- *Discontinue the TSSC as the mandate is fulfilled*
This is not preferred as a committee comprising of a broad segment of the elected representatives and individuals from educational institutions and from interest groups would be needed for advisement on transportation planning and policy related matters.
- *Maintain the current RNBC structure with minor modifications to the terms of reference*
This is not preferred due to the need to take a holistic approach towards transportation as outlined in the report.
- *A new advisory committee aligned with the Council Strategic Priorities*
Preferred for reasons outlined in the report.

ORIGIN OF REPORT

CLK -01-2015 recommended that the Commissioner of Public Works and the Chair(s) of the Transportation Strategy Steering Committee and the Regional Niagara Bicycling Committee continue discussions with respect to possible changes to the mandates, and include in such review consideration of the possible amalgamation of these two committees.

OTHER PERTINENT REPORTS

RNBC (2009)	Terms of Reference
TSSC (2001)	Terms of Reference
TSSC-C 14-2015	Sustainable Transportation Advisory Committee
TSSC-C 15-2015	Terms of Reference for the Transportation Steering Committee and the Active Transportation Sub-Committee
RNBC-C 18-2015	Sustainable Transportation Advisory Committee
RNBC-C 21-2015	Terms of Reference
RNBC-C 24-2015	Terms of Reference for the Transportation Steering Committee (TSC) and the Active Transportation Sub-Committee (ATSC)

SUBMITTED & SIGNED BY:

Ron Tripp, P. Eng., Commissioner
Public Works Department

APPROVED & SIGNED BY:

Harry Schlange
Chief Administrative Officer

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APPENDICES

Appendix I – TSC Terms of Reference

Appendix II – ATSC Terms of Reference

TRANSPORTATION STEERING COMMITTEE (TSC)

TERMS OF REFERENCE

DRAFT

Appendix to Report <acronym and number>

Recommended for Approval by the <name of standing committee> on <date>

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Transportation Steering Committee
Terms of Reference

TABLE OF CONTENTS

1. PREAMBLE.....	3
2. MANDATE.....	4
2.1 Areas of Focus	4
2.1.1 Strategic Transportation Planning	4
2.1.2 Inter-Municipal Transit Facilitation.....	5
2.1.3 Active Transportation	5
3. MEMBERSHIP	5
3.1 Composition.....	5
4. SUB-COMMITTEES	6
5. WORK PLAN	6
6. BUDGET AND RESOURCES	6
7. MEETINGS.....	7
8. ABSENTEEISM	7
9. PERIODIC REVIEW.....	7

Transportation Steering Committee
Terms of Reference

1. PREAMBLE

Regional Council's strategic priorities for 2015-18 are founded on a two-pronged approach which includes implementing transformative changes to the way the Region does business and fostering an environment for economic prosperity. The latter is based on four pillars which focus on:

1. Moving people and goods
2. Investment innovation and entrepreneurship
3. Building workforce ready labour market, and
4. Positioning Niagara globally

Within the moving people and goods pillar there are a number of strategic priorities, which include the expansion of GO rail to Niagara, the development of a mobility hub strategy, the preparation of a regional transportation master plan, the development of an inter-municipal transit solution and obtaining Provincial commitment to the Niagara-GTA corridor.

In order to develop a balanced and sustainable transportation system which considers the mobility needs of all stakeholders (walking, cycling, marine, air, commercial vehicles, rail, transit and auto) a comprehensive Regional Transportation Master Plan which will take a holistic view on moving people and goods is required. This document will serve as a "blue print" for the next 25 years and will be a living document which requires regular monitoring and updates.

Currently there are two sub-committees of the Public Works Committee (PWC) that provide input on transportation related matters. The first is the Region Niagara Bicycling Committee whose mandate is to be an advisory arm of Regional Council through the PWC to provide input on cycling issues, projects, policies and programs that promote safe bicycling for all ages as a means of sustainable transportation, recreation, and tourism.

The second committee is the Transportation Strategy Steering Committee whose mandate is to develop a region wide multi-modal transportation strategy. This Strategy was developed in 2002 and updated in 2012 at which time it recommended the completion of a Regional Transportation Master Plan.

Both sub-committees have had successes in their respective areas. Moving forward to support and achieve the new council initiatives there is a need for a revised sub-committee structure which reflects the diversity of the overall transportation system. This will align the expertise currently on these sub-committees and enhance it with the introduction of new individuals with varied expertise and knowledge in other transportation modes. As such, there is a need for a transportation advisory committee that focuses overall on sustainable transportation across all modes.

Transportation Steering Committee Terms of Reference

The Transportation Steering Committee (TSC) is an advisory committee to the PWC for advisement on matters related to transportation policy and planning across disciplines affecting transportation in Niagara. The committee plays an advocacy role in matters related to education and encouragement for improved mobility. Additionally, as required, within this committee there are sub-committees established for specific areas (e.g. active transportation, transit, goods movement etc.) to resource specific initiatives which allows the overall committee to maintain a broad view of the competing transportation needs.

2. **MANDATE**

The core mandate is to provide input to staff and Regional Council through the PWC on policies, programs, and initiatives related to transportation systems planning and development.

The committee shall participate in, or recommend studies and research related to its mandate and areas of focus as outlined in the sections below.

The committee as directed by Regional Council and in alignment with Regional Council's strategic priorities, shall collaborate with other agencies to develop alternatives and solutions related to transportation planning and policy development to assist in forming advise and recommendations to the PWC.

The committee, as approved by Regional Council, shall set-up sub-committees for effective input to issues related to transportation planning and advocacy.

2.1 **Areas of Focus**

The areas of strategic focus, along with the role of the committee are outlined below:

2.1.1 Strategic Transportation Planning

Strategic Focus	TSC Role
Niagara Region Transportation Master Plan	Key stakeholder on issues affecting long-term transportation planning, transportation systems development, cycling and active transportation during the master plan development and implementation
NGTA Corridor	Advocacy group supporting the PWC champion the accelerating implementation of the NGTA East corridor by the Province
GO Rail expansion	Stakeholder
Mobility Hub Strategy	Stakeholder
Other strategic transportation initiatives as directed by Council or led by senior staff that require support	Advisement body

Transportation Steering Committee
Terms of Reference

2.1.2 Inter-Municipal Transit Facilitation

Strategic Focus	TSC Role
Inter-Municipal Transit Pilot and other related request from Local Area Municipalities	Stakeholder and Advisory

2.1.3 Active Transportation

Strategic Focus	TSC Role
Cycling for all ages and abilities as means of transportation, healthy living, recreation and tourism	Advocacy and advisory body
Regional Bikeways Network	Support the implementation of the current Regional Bikeways Network Plan and the future active transportation network (cycling and pedestrian) evolving from the Transportation Master Plan
Way finding and signage	Driver for the development and implementation of a consistent way finding and signage plan for cyclists and complementary transportation modes such as walking and transit
Develop and maintain partnerships towards promoting walking and cycling, and "Complete Streets" in Niagara	Advocacy and advisory body. Partnerships with communities, local, provincial and bi-national groups as approved by Regional Council

3. MEMBERSHIP

3.1 Composition

Membership for the TSC shall not exceed a maximum of 23 members.

Membership for the TSC shall include:

- Members of Regional Council
- Members of Local Council
- The Chairs of the sub-committees, if not already a member of the TSC
- Up to five (5) members from the public at large

The membership from the public at large may target but is not limited to the following interest groups/areas:

- Major educational institutions
- Individuals or organizations having varied qualifications and interests

The members shall represent the geographic diversity of the Region and broad cross-section of residents, and gender balance

Transportation Steering Committee
Terms of Reference

The membership shall be approved by Council and the term is concurrent with Regional Council's elected term of office.

The initial call for membership is made in accordance with Niagara Region's established application process.

All attempts will be made to stay within the guideline composition; however, if the applications received or the qualifications of applicants do not fully address the guideline composition criteria, the most capable and qualified applicants will be recommended for appointment to fulfill the membership composition.

4. SUB-COMMITTEES

The TSC shall convene sub-committees for the purpose of carrying on projects and initiatives while keeping in view the areas of focus and priorities. The sub-committees are considered to be time-limited, project-specific sub-committees of the TSC to accomplish specific deliverables within a defined time period in order to fulfill the mandate of the TSC. The number of sub-committees shall be kept to a maximum of three.

The composition of each sub-committee shall be in accordance with its terms of reference.

Appendix 1 shows the high level reporting relationship of the TSC and its sub-committees.

5. WORK PLAN

The TSC will provide guidance to staff in the development of an annual work plan identifying the specific initiatives and activities to be undertaken within each of the areas of focus, inclusive of budget needs, to further guide decision-making and resource management.

A two-year rolling plan will be developed to guide the annual plans.

6. BUDGET AND RESOURCES

Niagara Region Public Works Department (Transportation Services Division) is responsible for identifying appropriate funding in its annual budget(s) to support the activities of the TSC and its sub-committees. Subject to budget considerations, additional funding may be assigned for specific studies, projects or events proposed by the TSC for a particular year.

Niagara Region Public Works Department is the designated lead department providing resource support for the TSC; however, the Committee also has access to the technical expertise of staff from other Regional departments as may be required. It is recognized that staff time and the level of participation are dependent on other departmental priorities as determined by senior management and/or Regional Council.

Transportation Steering Committee
Terms of Reference

Resource support may also be provided, by invitation, from staff of the Provincial Ministries, in particular the Ministry of Transportation (MTO), the Niagara Parks Commission, the local municipal councils and other local agencies, to offer expertise and assistance on matters under consideration by the Committee and/or for information-sharing purposes.

The Committee shall receive administrative support from the Office of the Regional Clerk for meeting and agenda management.

7. MEETINGS

A meeting schedule following a 6-week rotation shall be set for the TSC. The schedule will be circulated to the members for approval each year. Should a time-sensitive matter arise, the TSC may meet at the call of the Chair. The TSC meetings will be held at Regional Headquarters at a time as determined by the members. All meetings are open to the public.

Meetings shall be governed by the Region's Procedural By-law, being a by-law to govern the calling, place and proceedings of the meetings of Council and its Committees, as may be amended from time to time. This includes rules surrounding quorum, selection of Chair and Vice-Chair, conflict of interest, confidentiality, open meetings, and all other matters addressed in the Procedural By-law.

For any items arising from TSC meetings that require Council's approval or endorsement, Regional staff will present a report to the PWC outlining the recommendations of the TSC and the recommendations of staff.

Meeting minutes for TSC shall be included on the PWC meeting agenda for the information of, and consideration by, the Committee and Regional Council.

A committee member who is unable to attend a meeting, shall forward his/her regrets to the Office of the Regional Clerk as soon as possible. Should the Office of the Regional Clerk not have confirmation of quorum 24 hours prior to the meeting, the meeting shall be cancelled.

8. ABSENTEEISM

Members who miss three unauthorized consecutive meetings shall be deemed to have resigned from the Committee and will be notified of this in writing by the Committee Chair.

9. PERIODIC REVIEW

The Terms of Reference are reviewed and refined at a minimum of every four years to ensure that they remain current and meaningful.

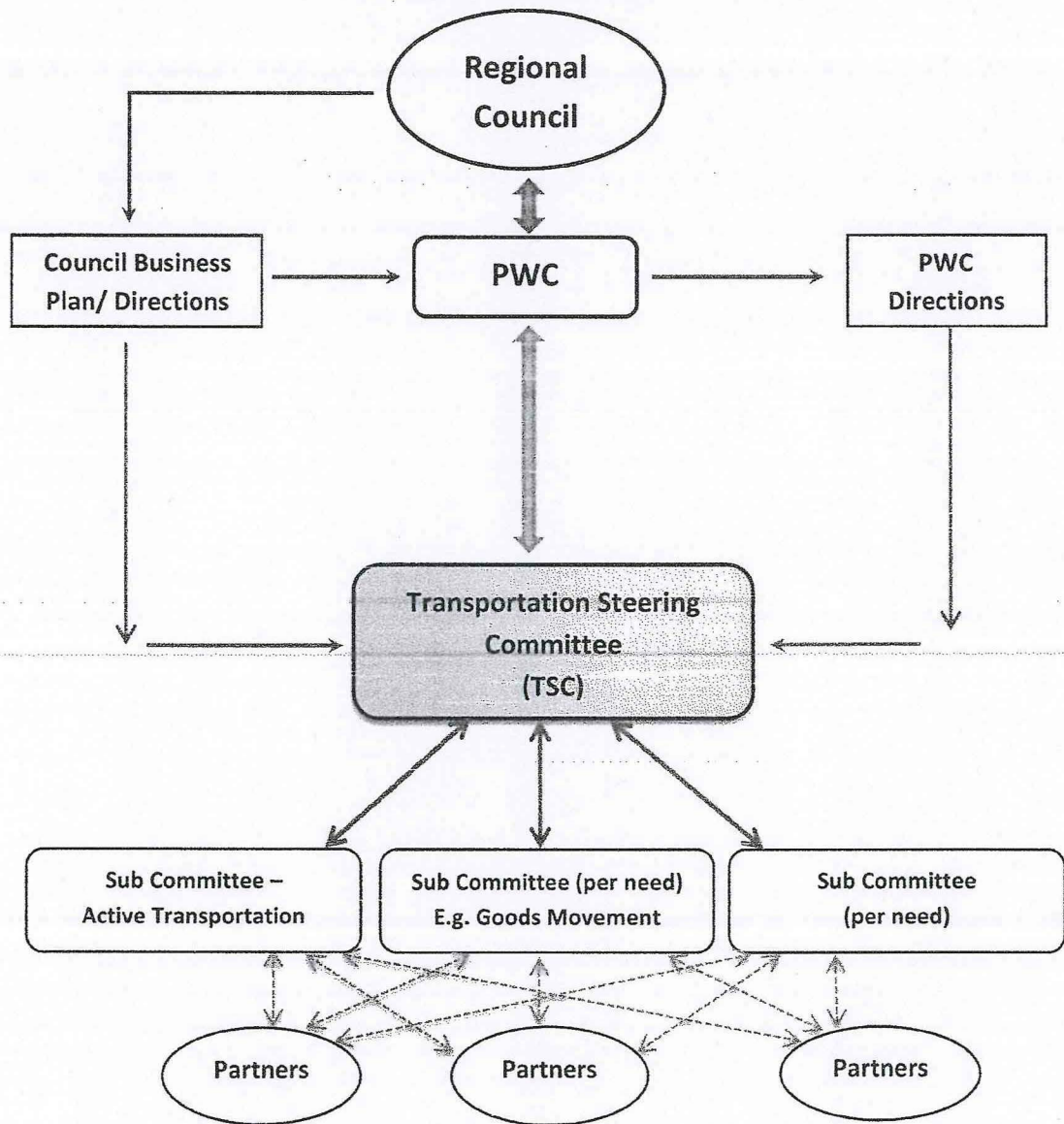
Proposals to amend the Terms of Reference shall require the approval of a majority of the members present. Proposed amendments to the Terms of Reference are submitted

Transportation Steering Committee
Terms of Reference

to Regional Council for approval through the PWC via a staff report accompanying the recommended Terms of Reference and take effect only upon the approval of Regional Council.

DRAFT

Appendix – I (Graphic 1)
Transportation Steering Committee
Reporting Relationships



NOTE:

- Reports/ recommendations from the Sub Committees go to the PWC through the TSC
In case of very time sensitive matters staff can take report to directly to the PWC
- Subcommittees are working committees
- Sub-Committees receive directions from the senior Regional staff, the TSC, the PWC, the Regional Council
- **Partners (partnerships) formed only after endorsement/ approval from the Regional Council**

TERMS OF REFERENCE
ACTIVE TRANSPORTATION SUB-COMMITTEE
OF THE
TRANSPORTATION STEERING COMMITTEE

DRAFT

Appendix to Report <acronym and number>

Recommended for Approval by the <name of standing committee> on <date>

Ratified by Regional Council on <date>

Consolidated Version as of <date>

TABLE OF CONTENTS

1. GENERAL	3
2. MANDATE.....	3
2.1 Area of Strategic Focus (Active Transportation)	3
3. ROLES AND RESPONSIBILITIES.....	4
4. MEMBERSHIP	4
4.1 Composition.....	4
4.2 Absenteeism.....	5
5. TERM	5
6. ELECTION OF CHAIR	6
7. ROLE OF THE CHAIR	6
8. ROLE OF THE ATSC COORDINATOR.....	6
9. WORK PLAN AND RESOURCES	7
10. MEETING SCHEDULE, TIME & LOCATION.....	7
11. QUORUM.....	7
12. CONDUCT OF ATSC BUSINESS	8
13. AMENDMENTS TO THE TERMS OF REFERENCE.....	9

1. GENERAL

Niagara Region is committed to developing a balanced and sustainable transportation system for moving people and goods while considering the mobility needs of all stakeholders including walking, and cycling. The Regional Transportation Master Plan will serve as a blue print for a sustainable transportation system. In addition, Niagara Region is committed to implementing the various transportation programs, policies and guidelines in collaboration and cooperation with the community at large and in keeping with the regulatory requirements, i.e. Regional Official Plans and industry best practices.

These terms of reference establish the mandate and the mechanism for communication and collaboration with representatives from Niagara's broader community for Active Transportation (Walking and Cycling) as part of sustainable transportation.

2. MANDATE

The mandate of the Active Transportation Sub-Committee (ATSC) shall be to provide advice and recommendations to the Regional Council on Active Transportation (Walking and Cycling) matters through the Transportation Steering Committee (TSC), an advisory arm of the Public Works Committee. The committee shall also play an advocacy role in matters related to education and encouragement for improved mobility.

2.1 Area of Strategic Focus (Active Transportation)

The strategic focus of the ATSC shall be on the Active Transportation component of the TSC mandate. The focus area on Active Transportation from the TSC terms of reference brought out below for reference:

Strategic Focus	Transportation Steering Committee Role
Cycling for all ages and abilities as means of transportation, healthy living, recreation and tourism	Advocacy and advisory body.
Regional Bikeways Network	Support the implementation of the current Regional Bikeways Network Plan and the future active transportation network (cycling and walking) evolving from the Transportation Master Plan.
Way finding and signage	Driver for the development and implementation of a consistent way finding and signage plan for cyclists and complementary transportation modes such as walking, and transit.
Develop and maintain partnerships towards promoting walking and cycling, and "Complete Streets" in Niagara	Advocacy and advisory body. Partnerships with communities, local, provincial and bi-national groups as approved by Regional Council.

Active Transportation Sub-Committee
Terms of Reference

The area of strategic focus is subject to amendment with the evolving need to modify the TSC terms of reference.

3. ROLES AND RESPONSIBILITIES

The primary roles and responsibilities of the ATSC within the mandate of the TSC are to:

- Serve as the focal point for the collection, review and exchange of information to facilitate Niagara Region's efforts related to its Active Transportation planning and policy, education and encouragement, and network development;
- Provide recommendations to TSC;
- Examine and advise on issues and comments related to Active Transportation referred by the Regional Council, and its standing committees, the TSC, or from senior staff; Provide comments to staff on provincial level policy related to Active Transportation.
- Advocate for walking and cycling as means of transportation; support municipalities in their application for walk-friendly and bicycle-friendly awards;
- Develop partnerships for promoting active transportation (walking and cycling) and complete streets;
- Upon request, assist Staff in promoting public interest and involvement in the implementation of Active Transportation programs, and in the evaluation of opportunities for partnerships;
- The Chair of the ATSC, so designated, shall be an ex-officio member of the TSC.

4. MEMBERSHIP

4.1 Composition

Membership for the ATSC shall not exceed a maximum of 15 members.

Membership for the ATSC shall include:

- A maximum of 10 representatives from the public at large representing residents, institutions or businesses from across Niagara
- One (1) representative from the tourism sector
- At least one (1) representative of the TSC
- At least 1 Regional Council representative and other interested members of Regional Council

Active Transportation Sub-Committee
Terms of Reference

Members of the community at large shall, to the extent possible, be selected to reflect a broad cross section of Regional residents and interests. Experience in Active Transportation or related activities would be considered beneficial.

All attempts will be made to stay within the guideline composition; however, if the applications received or the qualifications of applicants do not fully address the guideline composition criteria, the most capable and qualified applicants will be recommended for appointment to fulfill the membership composition.

Each member shall be:

- A resident of the Regional Municipality of Niagara;
- At least 18 years old;
- A volunteer

Applications for membership on the ATSC shall be reviewed by an ATSC selection committee comprised of the Chair and Vice Chair of the TSC and the senior Transportation Services staff or designate and the ATSC Coordinator. The selection committee shall forward the recommended members for approval to the Regional Council through the TSC.

Vacancies shall be filled in accordance with the composition requirements as set out in these terms of reference and in following the established practices.

The ATSC may form task forces and ad-hoc working groups to review specific issues or projects assigned. The task force and ad-hoc working groups must be comprised of at least two (2) members of the ATSC and may include community members and other individuals (outside of the ATSC) with relevant knowledge and expertise. The number of such work group or task force members outside of the ATSC should not exceed three (3) unless permitted by the TSC.

4.2 Absenteeism

Members who miss three unauthorized consecutive meetings, shall be deemed to have resigned from the Committee and will be notified of this in writing by the Committee Chair.

5. TERM

The term of the ATSC shall be concurrent with Regional Council's elected term of office.

Niagara Region shall advertise for volunteers to serve on the ATSC for the new term.

At the end of the term of Council, members of the outgoing ATSC who are interested in continuing to serve shall submit a written request to the ATSC Coordinator for consideration by the selection committee through the process identified in Section 4. Continuation of membership on the ATSC is not guaranteed and shall be at the sole discretion of Niagara Region Council following a review of applications received.

6. ELECTION OF CHAIR

A Regional Councillor will be made chair however in the absence of a Regional Councillor the Chair shall be elected annually from and by the members of the ATSC at the first meeting of each year. The term of the Chair shall be for one (1) year.

7. ROLE OF THE CHAIR

The role of the Chair is as follows:

- To preside over meetings of the ATSC;
- Encourage balanced and professional discussions;
- Enforce on all occasions the observance of order and decorum among members;
- Adjourn the meeting when business is concluded;
- Be the primary contact for the ATSC Coordinator for ongoing liaison, correspondence and solicitation of input from the ATSC membership;
- The Chair of the ATSC, so designated, shall sit on the TSC; and,
- Establish and maintain partnerships formed only after endorsement / approval from Regional Council.

In the absence of the Chair, another member so designated shall assume the role and rights of the Chair.

8. ROLE OF THE ATSC COORDINATOR

Niagara Region staff (the ATSC Coordinator) will coordinate the activities and business of the ATSC including meetings and be the primary resource to the ATSC. The primary roles of the ATSC Coordinator shall be to:

- Provide administrative and procedural direction, and/or technical assistance to the ATSC;
- Coordinate requests for items to be included on the meeting agendas;
- Prepare and distribute the meeting agendas and related background information to the ATSC membership;
- Coordinate the involvement of outside agencies, as necessary;
- Prepare and forward any ATSC meeting notes to the TSC;
- Act as the primary contact between the ATSC and Niagara Region and between the ATSC and other agencies;
- Inform ATSC members of latest initiatives and regulatory developments;
- Coordinate and follow-up on matters arising from meeting discussions.

9. WORK PLAN AND RESOURCES

The ATSC will develop an annual work plan, including budget and resource requests, to accomplish the projects and initiatives assigned in coordination with the ATSC coordinator. This work plan will further guide decision-making and resource management for the TSC.

Niagara Region Public Works Department (Transportation Services Division) is the designated lead department providing resource support for the ATSC; however, the Committee also has access to the technical expertise of staff from Public Health, Planning and Development Services and Niagara Regional Police Services along with other Regional departments as may be required. It is recognized that staff time and the level of participation will be dependent on other departmental priorities as determined by senior management and/or Regional Council. As required, additional resources may be sought. Additional resourcing may be required for projects with senior levels of government.

Resource support may also be provided, by invitation, from staff of the Provincial Ministries, in particular the Ministry of Transportation (MTO), the Niagara Parks Commission, the local municipal councils and other local agencies, to offer expertise and assistance on matters under consideration by the Committee and/or for information-sharing purposes.

10. MEETING SCHEDULE, TIME & LOCATION

The ATSC shall meet every six weeks; however, additional meetings may be scheduled at the call of the Chair and the ATSC coordinator with approval from senior Regional staff, to deal with any urgent matters.

The meeting schedule will be established by the ATSC Coordinator in collaboration with the ATSC members and adopted by the ATSC each year.

The ATSC meetings will be held at Regional Headquarters at a time as determined by the members.

Meetings may be cancelled at the direction of the Chair.

Task force and ad-hoc working groups will meet as needed.

11. QUORUM

Quorum shall be the majority of the ATSC members (i.e. 50% plus one).

As soon as there is quorum after the time set for the meeting, the Chair shall call the meeting to order;

Active Transportation Sub-Committee
Terms of Reference

If a quorum is still not present within thirty (30) minutes after the time set for the meeting, then the names of the members present shall be recorded and the meeting shall be adjourned until the date of the next meeting;

If a quorum is lost during a meeting and is not regained within fifteen (15) minutes, the meeting shall be adjourned until the date of the next meeting.

12. CONDUCT OF ATSC BUSINESS

Niagara Region staff will prepare committee meeting agendas with input from the ATSC members. Agendas will be forwarded to each member at least three (3) business days prior to the meeting.

Discussion of agenda items shall recognize the two-hour duration set for ATSC meetings.

Consultants may be asked to attend ATAC meetings at the discretion of Niagara Region's Director of Transportation and/or the ATSC Coordinator as designate.

The ATSC may also choose to retain a consultant through the regional staff subject to budget availability to assist with its review of information provided by Niagara Region. All correspondence to any agency prepared by the consultant or an ATSC member shall be prepared in consultation with Niagara Region staff and shall include Niagara Region on the distribution.

Members shall disclose to the ATSC any conflicts of interest related to agenda items prior to discussion of such items.

Discussions will be based on the principle that everyone has a right to express his or her opinion.

All follow-up required as a result of the discussions at ATSC meetings shall be undertaken through the ATSC Coordinator who shall respond to the ATSC members within fourteen (14) days of the meeting.

Meeting notes shall be recorded by a secretary designated by the ATSC Coordinator or by a staff member present. Meeting notes shall not be verbatim and may not necessarily reference the names of the individual members who participated in discussion of specific agenda items. The meeting notes and recommendations shall be submitted by the ATSC Coordinator to the ATSC members for information no later than three (3) weeks following the meeting.

Once approved, meeting notes resulting from all ATSC meetings and recommendations will be forwarded to the TSC for information and consideration.

Any recommendations of the ATSC will be the subject of a staff report prepared for the consideration of the TSC. In the event of time sensitive matters the report can be provided to PWC.

Any member of the general public can request to be included on a mailing list for distribution of notices, agendas and meeting notes for the ATSC meetings.

Updates by the Chair on significant matters not yet documented in the meeting notes may be provided to the TSC at its next meeting.

The ATSC Coordinator shall continue to liaise with members of the ATSC between regular meetings, as necessary, to facilitate the timely progress of Niagara Region's initiatives.

13. AMENDMENTS TO THE TERMS OF REFERENCE

Amendments to the Terms of Reference shall be at the sole discretion and approval of Regional Council. Staff will bring the amended TOR to the ATC in advance for discussion.

These Terms of Reference do not give the Active Transportation Sub-Committee (ATSC) the power to commit Niagara Region to any particular action or to give specific direction to any Niagara Region staff member.