Sackville
NEW BRUNSWICK

INTRODUCTION

The intent of this Terms of Reference is to clarify the role of Liaison Councillors and outline the area of responsibilities within the respective operational departments of the Town.

This Terms of Reference is a guiding document for Sackville Town Council, Liaison Councillor responsibilities. There are several companion documents that relate to it, including By-law No. 251 – A By-law Respecting the Procedure and Organization of Council, and the Province of New Brunswick Local Government Resource Manual for Elected Municipal Officials.

In accordance with By-law No. 251 - A By-law Respecting the Procedure and Organization of Council, the Mayor appoints the Council liaisons at the commencement of an incoming Council and the Mayor may revise such appointments from time to time. The Chief Administrative Officer (CAO) will delegate staff resources to the respective service area of responsibility. At the beginning of a term of office, the Mayor generally will consult with all members of Council regarding their interests and availability, and appoints Liaison Councillors to the various service areas of responsibility. The Mayor may appoint a minimum of one Councillor to be assigned to each category and a maximum of two, if desired and may revise the appointments as s/he desires during their term of office.

In accordance with By-law No. 251 – A By-law Respecting the Procedure and Organization of Council, service areas are as follows:

1. Finance & Administration
2. Tourism & Business Development
3. Recreation Programs & Events
4. Public Works and Urban Beautification
5. Public Safety (Fire & RCMP)
6. Policy/By-Law
7. Personnel
8. Corporate Affairs and Strategic Development

MANDATE

Liaison Councillors are responsible for keeping the rest of Council appraised of the service area to which they are assigned. Council Liaisons are also responsible for presenting the departmental report, presenting relative motions to Council for consideration and tabling any matters that are of a policy concern for the Town.

Meetings of Liaison Councillors on the respective areas of responsibility, are considered information sessions, and should occur once a month and on a regular, pre-determined schedule.

Sackville Town Council uses a Liaison Councillor structure to help manage its legislative process and to facilitate the communication process between Council and department managers so as to enable Council to be make informed decisions. With some exceptions, most business of the Town is introduced and discussed at a Liaison Councillor meeting and in instances where subject matters may require the presentation of additional information or require greater consultation, such matters are placed on the agenda of a Special Meeting of Council (Discussion Group Meeting). Decisions of Council are then made at Regular Council Meetings.

The Liaison Councillor structure is based upon the principle of separation of policy from administration and enables the CAO and Town Managers to provide professional and technical advice to Council from an operational perspective. Managers will update their Liaison Councillors monthly as projects and initiatives are progressed via operations and administration. Liaison Councillors are then responsible for updating Council as a whole and advancing motions at the Regular meeting of Council for consideration. Council as a whole then determines direction on the policy matters and confirms their decisions on required operational matters by way of motions by majority of Council in the best interest of the municipality.

Liaison Councillors are not involved in the day-to-day administrative operations of the municipality.

SERVICE AREA RESPONSIBILITIES

The following is a listing of the service areas whereby Council Liaisons are assigned to with an overview of the areas of responsibility within each department.

1) **FINANCE & ADMINISTRATION**

    Staff Assignment:
    -   Treasurer
    -   Assistant Treasurer

    AREAS OF RESPONSIBILITY:

    The Town's Finance and Administration department is responsible for the overall financial affairs of the corporation (General Government and Water & Sewer Utility). In addition, the department is also responsible for various administrative functions. Illustrative examples of areas of responsibility include;

- ➤ Coordinate fiscal matters for the Town of Sackville
  - Annual budget (operating and capital / General & W&S Utility)
  - Capital debt management
  - Rates for taxation
  - Rates for water and sewer services
  - Monitor expenditure of funds / revenue and reports to Council
  - Recommendations re appointment of auditors, legal services and insurance agents
  - Purchasing & Tendering, Accounts Payable / Receivables
  - Recommendations regarding the acquisition, disposal and use of all Town owned land and facilities
- ➤ Corporate Technology, including IT Agreement with Mount Allison, internet and audio/visual
- ➤ Town Hall Administration (i.e. receptionist)
- ➤ By-law Enforcement
- ➤ Animal Control

2) TOURISM & BUSINESS DEVELOPMENT

Staff Assignment:

- Manager Business Development & Tourism
- Sr. Manager of Corporate Projects

AREAS OF RESPONSIBILITY:

The Town's Tourism and Business Development division is tasked with promoting Sackville as a tourism destination, as well as working with local businesses and tourism sector operators to develop Sackville as such. Other responsibilities include the implementation and monitoring of the Tourism Strategy, the operations of the Visitor Information Centre and Waterfowl Park, and assisting with the growth and development of the existing businesses as it relates to Tourism and furthering the property stock of our heritage properties through the administration of the Town's Heritage Bylaw. Illustrative examples of areas of responsibility include;

- ➤ Coordinate / liaise with volunteer groups hosting events of tourism or economic benefit
- ➤ Liaise with various tourism partners, business organizations and businesses
- ➤ Liaise with organizations regarding various programs / initiatives (ie Farmers market, Sappyfest, Renaissance Sackville, EOS, etc
- ➤ Liaise with organizations to develop appropriate programs and policies to assist with integration of new residents to our Town
- ➤ Develop, implement economic development, marketing programs and initiatives to support the local businesses of our Town
- ➤ Attract regional and national and international events that will contribute to economic activity

➢ Support Heritage Board (applications, permits, administrative support, grants, etc)
➢ Liaise with the SE Planning Commission staff
➢ Facilitate public consultation process with SERSC to review of official plan (2020) and zoning and development bylaw review for the Town of Sackville

3) RECREATION PROGRAMS & EVENTS

Staff Assignment
- Manager of Recreation Programs
- Sr. Manager of Corporate Projects

AREAS OF RESPONSIBILITY:

The Town's Recreation Programs and Events division is responsible for many of the 'quality of life' services that contribute to Sackville's reputation as an outstanding town. The division is responsible for overseeing the development, management and delivery of all aspects of a broad range of recreational programs and events within the Town of Sackville. Other responsibilities include stimulating and supporting individual and group participation in active living and other recreational opportunities within the community and region and working with local interest groups to discuss programming and facility needs. Illustrative examples of areas of responsibility include;

➢ Monitor the development and implementation of recreation programs
➢ Continue growth of diverse recreational programming in the Town
➢ Coordinate with other community agencies the orderly planning and development of recreational services for the community
➢ Maintain a public relations and information program related to recreation activities
➢ Develop appropriate areas for leisure activities
➢ Review and make recommendations regarding grants for programs and organizations
➢ Liaise with volunteer groups hosting events currently within the Town such as minor hockey tournaments, Senior's College events and programming, Sackville Public Library, etc.
➢ Oversee and coordinate Town events, such as Fall Fair, Winterfest, Canada Day Celebrations, NB Day, Volunteer Recognition Night, Sackville Arts Wall, Sackville Sports Wall of Fame, Sport Recognition Night, etc.

4) PUBLIC PROPERTY & FACILITIES
Staff Assignment:

- Town Engineer
- Manager of Public Works
- Manager of Recreation Facilities

AREAS OF RESPONSIBILITY:

The Public Property & Facilities Division provides citizens with a wide variety of public services including: planning, design, construction, maintenance and operation of the infrastructure for water supply and distribution, sanitary sewage collection, transportation services, storm water drainage, solid waste collection and facilities management. Other roles include the operation, maintenance and appearance of Town owned buildings and facilities, including parks, sports fields, trails and open spaces. Illustrative examples of areas of responsibility include;

➢ Develop a long-term Capital Works Program
➢ Develop plans and make recommendations for the maintenance of streets, sidewalks, storm sewers and road signs
➢ Develop plans and make recommendations regarding the construction of new streets, sidewalks, storm sewers, traffic control devices, road signs and other related infrastructure, including active transportation
➢ Establish plans for snow removal, salting and sanding of streets and sidewalks
➢ Oversee the maintenance of all Town owned properties including recreational facilities, sports fields & trails
➢ Establish plans for the maintenance of traffic control devices, the marking of streets and crosswalks and parking meters
➢ Make recommendations regarding the tendering and purchasing for public works and urban beautification projects and equipment
➢ Coordinate a public information program regarding Public Property & Facilities projects
➢ Develop plans and make recommendations for the construction and maintenance of water lines, sanitary sewer lines and related infrastructure
➢ Make recommendations regarding the tendering and purchasing for sewage and water projects
➢ Oversee policies for the provision of water and sewer services for the Town of Sackville
➢ Be responsible for the maintenance of fire hydrants
➢ Assist the Tourism & Business Development department on the installation and removal of Christmas decorations and lights
➢ Oversee fleet management
➢ Be responsible for grass cutting, flowers, street furniture, street banner installation/removal, tree maintenance and planting on Town property including sports fields and trails
➢ Maintain and improve the Town's directional signage programs

5) PUBLIC SAFETY

The Public Safety division provides Police, Fire and Emergency Management Planning services to protect the life and property of our citizens, and to protect our community's environment so our community can continue to enjoy a high quality of life. Other responsibilities include the day-to-day operations of the Fire Station and RCMP detachment, fleet readiness, and providing safety and awareness campaigns for the public. Illustrative examples of areas of responsibility include;

Staff Assignment:

- Police Chief
- Fire Chief

AREAS OF RESPONSIBILITY:

- ➢ RCMP will perform the duties of peace officers and render such services as is necessary to preserve peace, protect life and property, prevent crime and offenses against the laws of Canada and the province
- ➢ RCMP will apprehend criminals, offenders and others who may be lawfully taken into custody
- ➢ RCMP execute all warrants and perform all duties and services in relation to the laws of Canada, the Province and the municipality
- ➢ Make recommendations for programs and policies for fire prevention safety and inspection
- ➢ Make recommendations regarding the Sackville Fire Department's resource needs including equipment, technology, personnel, etc.
- ➢ Make recommendations regarding the placement of fire hydrants
- ➢ Liaise with Provincial and Federal Emergency Management Officials
- ➢ Make recommendations for policies and programs relating to education, prevention, investigation and enforcement for both fire and police
- ➢ Review and make recommendations for improvements to the Emergency Management Plan and ensure the Town's readiness to implement as required
- ➢ Oversee and monitor the department's performance relative to the strategic plan and established benchmarks

6) **POLICY & BYLAW**

The role of the Policy and By-law division is to provide advice to Council and the Corporation with respect to revisions to policy, by-laws and procedures. Illustrative examples of areas of responsibility include;

Staff Assignment:

- Town Clerk
- Assistant Clerk

AREAS OF RESPONSIBILITY:

- ➢ Maintain corporate records (minutes, etc.)
- ➢ Oversee by-laws (update, maintain, revise, etc.)

> ➢ Administer all requests and processes as required by the RTIPPA legislation (ie information requests)
> ➢ Provide administrative support to Mayor, Council & CAO
> ➢ Ensure compliance with Municipalities Act

7) PERSONNEL (HUMAN RESOURCES)

The role of the Personnel Liaison group is to oversee all matters and programs pertaining to the management of employees, recruitment, labour relations / contract negotiations, and employee & Council benefits. To promote a positive work environment that is a safe and healthy environment and is sensitive to the needs and wellbeing of the municipal employees and the corporation. Illustrative examples of areas of responsibility include;

Staff Assignment:

- Chief Administrative Officer

AREAS OF RESPONSIBILITY:

> ➢ Manage and direct the overall workforce of the organization
> ➢ Develop & implement an Organizational Structure that is aligned with the priorities of the Town
> ➢ Conduct the Staffing processes and programs (hiring, development, training, discipline, etc.)
> ➢ Administer Labour Relations (collective bargaining, administration of contracts, etc.)
> ➢ Oversee and implement a Compensation plan that is fair and equitable
> ➢ Implement HR programs (Health & Safety, EAP, etc.)

8) CORPORATE AFFAIRS AND STRATEGIC DEVELOPMENT

The Corporate Affairs and Strategic Development Group is tasked with providing proactive advice and guidance into issues aimed at improving the effectiveness and implementation of various programs intended to enhance the overall efficiency and growth of the corporation and community in a sustainable way. This includes actively liaising with senior levels of government, municipal stakeholders, Mount Allison University, private sector and other partners and/or organizations external to the organization. Illustrative examples of areas of responsibility include;

Staff Assignment:

- Chief Administrative Officer
- Sr. Manager of Corporate Projects

AREAS OF RESPONSIBILITY:

- ➢ Conduct 2016-21 Strategic Planning process & implementation of priorities
- ➢ Communicate and Advocacy with Federal / Provincial Governments and partners re: Town priorities (i.e. legislation, economic development, major funding programs, etc.)
- ➢ Liaise with Federal/Provincial Governments with regard to all issues of interest or concern to the Town of Sackville
- ➢ Pursue relationship opportunities with Mount Allison University
- ➢ Be responsible for the overall Corporate Communication
  - • oversee Town's website
  - • branding, advertising, letterhead, business cards, signage, vehicle identification,
  - • create marketing and advertising strategies for all Town events and activities
- ➢ Liaise with municipal organizations such as FCM, UMNB, etc.
- ➢ Pursue Economic Development opportunities and businesses interested in investing in Sackville
  - • new business development opportunities, job creation policies & programs, marketing (i.e. residential growth, youth retention)
- ➢ Integrate Sustainability as part of the overall culture within our organization in how we do our business
  - • oversee sustainability projects that the Town is involved in
- ➢ Be strategic in the identification of priority projects that furthers the growth and sustainability of our community
- ➢ Oversee the progress of the Town strategic priorities as determined by Council