



## Northern Rockies Primary Care Planning Committee (Select Committee of Council)

### TERMS OF REFERENCE

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#### **Committee Purpose**

The purpose of the Northern Rockies Primary Care Planning Committee (the “Committee”) is to examine primary care stabilization in the Northern Rockies Regional Municipality, including governance, partnership, and service model options, and to provide findings and recommendations to Regional Council.

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#### **MANDATE**

The Committee is mandated to:

1. Assess current and projected primary care capacity and risks in the Northern Rockies.
2. Identify and evaluate governance, partnership, and service delivery models used in other rural and northern jurisdictions.
3. Engage key health sector partners to inform analysis and ensure shared understanding of challenges and opportunities.
4. Explore potential infrastructure, funding, and operational considerations related to primary care stabilization.
5. Produce a final report to Regional Council outlining findings and recommended options for consideration (mid-2026).

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#### **AUTHORITY**

The Committee is advisory in nature and operates under the authority of **Section 142 of the Community Charter**. The Committee has no decision-making authority over municipal policy, expenditures, hiring, or service delivery.

All final decisions remain with Regional Council.

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#### **DELIVERABLES**

The Committee will deliver to Regional Council:

1. **An Interim Workplan** (if required by Council),
2. **Progress reports**
  - OPTION A - at key milestones:
    - After environmental scan / risk summary
    - After partnership model analysis
    - After draft recommendations
    - Final report
  - OPTION B - monthly
3. **A Final Report** outlining:
  - Current and projected primary care status
  - Analysis of models and options
  - Partnership considerations

- Governance pathways
- Infrastructure implications (if applicable)
- Recommended future actions

## **MEMBERSHIP & REPRESENTATION**

Membership shall consist of:

### **Voting Members**

- From NRRM
- From Neighboring Nations
- Residents From Community (6-8)

Committee members will be appointed by Council at the recommendation of the Chair and based on accepted invitation.

Member recommendations are based on:

- Their experience, availability and expertise they can bring to the supporting the Committee to fulfill its mandate.
- Having a vested interest in the stabilization of primary care in the community while not having a direct financial interest in the outcome.
- A representation of knowledge, experience and perspectives across various sectors.

### **Non-Voting Committee Resources/Stakeholders:**

- For consultative purposes:
  - Interested/Invested Parties
  - Subject matter experts as required

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## **MEETINGS & TIMELINE**

- The Chair will:
  - Appoint an alternate Chair at the Committee's first inaugural meeting.
  - Preside over meetings, unless unavailable at which point the Alternate Chair will preside.
  - Approve agendas prior to distribution to the Committee.
  - Represent the Committee in reporting to Council.
- Meeting frequency shall be determined by the Committee at its inaugural meeting - **suggest biweekly for minimum of first 3 months)**
- Meetings may be held in person, virtually, or hybrid.
- Quorum shall consist of **50% + 1 of voting members.**
- Decisions will be made by consensus. Where consensus is not possible both perspectives will be reported to Council.
- Conflict of interest declarations are required at the first meeting and as issues arise. It should be noted that conflict of interest may be real, potential, or perceived, and may be either pecuniary (financial) or non-pecuniary. Exercising transparency in the declaration will allow the Committee to be informed on whether the conflict is material to the member's participation at any given point moving forward.
- Administrative support will prepare agendas, minutes, and meeting records and may be delivered by a resource external to the NRRM. Meeting records will be provided at a frequency to support informed Committee discussions and timely decision making.
- Meetings are not open to the public unless Council directs otherwise, consistent with select committee provisions.

### **Duration & Sunset Clause**

The Committee will dissolve automatically upon delivery of the Final Report to Regional Council, unless extended by Council resolution.

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### **REPORTING TO COUNCIL**

The Committee reports to Regional Council through:

- Written updates (as required)
- The Final Report containing findings and recommendations

The Committee may request additional direction from Council at any time.

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### **BUDGET AND RESOURCES**

Budget allocations for research, facilitation, or external expertise will be approved by Regional Council through normal budget processes.

The 2026 Budget includes a proposed \$65,000 for potential consulting fees and meeting costs.

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### **EXPECTATIONS OF MEMBERSHIP**

Members are expected to:

- Be familiar with and adhere to the [Council Procedure Bylaw No. 01, 2009](#) as it applies to Committee meetings.
  - Understand and commit to the mandate of the Committee
  - Be accountable and responsive to participating organizations and individuals
  - Be open and transparent
  - Attend all regular Committee meetings
  - Be collaborative in nature and respectful
  - Remain accessible to each other; and to the Committee
  - Regularly consult with the peer groups that they represent
  - Participate respectfully
  - Maintain confidentiality of sensitive information
  - NRRM Staff named in the terms of reference will fully participate in the same capacity as all other committee members, free to share opinions, thoughts and ideas as relevant and not be hampered by any perceived employment constraints.
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