

**THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS**

**STAFF REPORT**

**DATE:** April 20, 2021  
**TO:** Committee of the Whole  
**FROM:** Cynthia Moyle, Acting Clerk  
**SUBJECT:** Committee Restructuring #1

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**RECOMMENDATION:**

**THAT the Committee of the Whole receive this report for information;**

**AND THAT Committee of the Whole provide Staff with direction to amend the report to be brought back at an upcoming meeting.**

**BACKGROUND:**

**Definitions**

For the purpose of this report:

**Advisory Committee** - A committee established to provide advice to Council in accordance with the committee's Mandate/Terms of Reference.

**Committee of the Whole (COW)** – A committee of all Council Members convened to facilitate discussion using a less formal meeting process in which the Committee of the Whole will not generally vote on any substantive matter (Procedural By-Law 19-127).

**Special Purpose (Ad Hoc) Committee** - A committee established by Council for the purpose of dealing with a special project with a clear mandate and a start and finish date.

**Standing Committee** - A committee of members of Council appointed by Council to consider policy matters with respect to the committee's mandate. Council has the final say on all matters.

**Striking Committee** – A committee of Council comprised of the Mayor and Deputy Mayor for the purpose of preparing recommendations for appointments to Boards and Commissions and Sub-Committee/Working Groups.

**Sub-Committee/Working Group** - A committee/working group established by a standing, advisory or legislated committee and authorized by Council with a clear mandate that has a beginning and ending and reports directly to the standing, advisory or legislated committee.

**Consent Reports** - A listing of items that include, but are not limited to, those with no delegations, where no discussion is anticipated, informational items and routine matters.

**Information Reports** – The presentation of data, facts, response, and other types of information without analysis or recommendations.

**Community Development** - A process for making a community a better place to live and work (eg. Bicentennial Celebration).

**Economic Development** - Purely and simply the creation of wealth from which many community benefits are created (eg. Business Park).

### **Current Committee Structure**

The current committee structure breakdown is as follows:

**Statutory Committees** - Accessibility, Heritage, Property Standards & Committee of Adjustment, Mississippi Mills Public Library Board, Community Policing Advisory Committee, Emergency Management Community Control Group;

**Committee of the Whole Meetings** – A committee comprised of **all** Council Members which meets immediately following Council meetings on the 1<sup>st</sup> and 3<sup>rd</sup> Tuesday of each month. The Committee receives reports from Staff on all departmental and programming issues;

**Council Board Representation** - Mississippi Valley Conservation Authority, and Mississippi River Power Corporation; Joint Recreation Cost Sharing Committee (2 Council appointed members);

**Other Appointments** – Ottawa River Power Corporation, Carleton Place Library Board, Carleton Place Parks and Recreation Committee, and North Lanark Regional Museum.

**Working Groups** – Beautification, Riverwalk Expansion, Pakenham Walking Trail, and Mississippi Mills Bicentennial Planning Committee; and

**Advisory Groups** – Agriculture, Community and Economic Development, Finance and Policy, Public Works and Parks and Recreation.

### **Service Areas**

Council engaged Strategy Corp to conduct a Service Delivery Review (SDR) during the summer of 2020 to identify ways to modernize service delivery, reduce future costs, and make the best use of limited resources, to service our growing community. Council adopted the organizational design at a special meeting held on October 27, 2020.

The organizational redesign divides Mississippi Mills' service areas into the following four (4) core departments:

1. **Development & Infrastructure Services**– Building, Public Works, Engineering, Planning and Environment (Climate Change).
2. **Corporate Services** - Finance, Human Resources, Facilities Management, Information Technology, and outside agencies reporting to Council.
3. **Community & Cultural Services** - Parks and Recreation, Crossing Guards, Day Care, Community Development including Culture and Tourism/Special Events/Festivals; and
4. **Protective Services** – Fire and Emergency Management and Preparedness, Municipal Law Enforcement and management of the Ontario Provincial Police contract.

The Chief Administrative Officer encompasses Corporate Communication, Economic Development and the Municipal Clerk reports directly to Council.

### **DISCUSSION:**

For this section of the report, the report is grouped into sections by Committee type, titles in **bold** font.

### **Statutory Committees**

The Community Policing Advisory Committee will be dissolved with the implementation of the Community Safety and Policing Act that the Province will be implementing in 2022. Mississippi Mills will instead have a representative on a Police Service Board that will be formed as part of the new governance model for OPP detachments.

### **Accessibility Committee**

The Member of Council who is appointed to the Accessibility Committee will be the committee's liaison to Council and accountable to colleagues around the Council table for committee activities. The appointed Council Member will report monthly at the Corporate Services Committee of the Whole Meetings.

### **Heritage Committee**

The Member of Council who is appointed to the Heritage Committee will be the committee's liaison to Council and accountable to colleagues around the Council table for committee activities. The appointed Council Member will report monthly at the Development & Infrastructure Services Committee of the Whole Meetings.

### **Property Standards & Committee of Adjustment**

The Planner shall present a monthly Property Standards & Committee of Adjustment Consent Report at the Development & Infrastructure Services Committee of the Whole Meetings.

### **Emergency Management Community Control Group**

The meetings for this group shall be closed to the public and the minutes shall not be published as per the Emergency Management and Civil Protection Act.

### **Mississippi Mills Public Library Board**

The appointed Council member will report monthly at the Corporate Service Committee of the Whole meeting.

### **All Statutory Committees**

Council shall require and approve a work plan for each Statutory Committee aligning with the municipal election cycle.

All Statutory Committees shall report progress on an annual basis to Council.

## **Departmental Committee of the Whole**

The Committee of the Whole meetings shall be separated into three (3) areas of service delivery to facilitate the decision-making process of Council as follows:

- 1.1 Development & Infrastructure Services;
- 1.2 Public Safety & Community Services; and
- 1.3 Corporate Services.

Three (3) Chairs shall be appointed for a one (1) year term by the Striking Committee for the respective committees above.

1. **Development & Infrastructure Services Committee** shall be responsible for enhancing and maintaining municipal infrastructure while balancing community growth through land use planning. The Development & Infrastructure Services Committee would provide advice and recommendations to Council resulting from matters related to:

- a. Planning;
- b. Building Permits and Inspections;
- c. Public Works (including Utilities);
- d. Environment (including Climate Change).

The Development & Infrastructure Services Committee would be divided into three (3) sections with the standard agenda items as follows:

### **Planning**

- i) Statutory Public Meetings – planning related.

The Planning Act requires the Municipality to hold statutory public meetings to consider all applications and amendments to the Official Plan, Zoning By-laws and Plans of Subdivision. The purpose of the public meeting is to consider the staff report and provide a public forum for debate on the merits of the application.

#### **Format for Public Meeting**

- Municipal Staff will provide a brief overview of the application.
- Members of the public and/or stakeholders in attendance and wishing to speak may make an oral submission.
- The Chair may call on the applicant and/or Staff to provide clarification on matters raised by the public and/or stakeholders.

- The applicant or their representative may appear and provide information regarding the application at the conclusion of the public meeting.

- ii) Subdivision Status Information Report
  - iii) Property Standards & Committee of Adjustment Consent Report
  - iv) Mississippi Valley Conservation Authority Board of Directors Report
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- a. Building Permits and Inspections
  - i) Quarterly Building Status Report
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- b. Public Works (including Utilities)
  - i) Capital Projects/Contracts Status Report
  - ii) Operations Status Report
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- c. Environment
  - i) Climate Change
  - iii) Waste/Recycling

## **Membership**

Membership of the Development & Infrastructure Services Committee shall consist of all members of Council.

2. **Public Safety & Community Services Committee** shall be responsible for creating and maintaining a safe and healthy community that promotes and supports the quality of life, while encouraging resident involvement in the culture and life of their communities. The Public Safety & Community Services Committee would provide advice and recommendations to Council resulting from matters related to:
  - a. Public Safety - Fire Services, Emergency Services, and By-Law Enforcement; and
  - b. Community Services - Parks and Recreation; Day Care; and Community Development including Culture and Tourism/Special Events/Festivals, and trails.

## **Public Safety**

Minutes of the Emergency Management Control Group will be published under the Public Safety Services as information when available.

## **Community Services**

- a. Parks and Recreation including Joint Recreation Cost Share Committee Reports;
- b. Day Care;
- c. Community Development including Culture and Tourism/Special Events/Festivals;
- d. Trails;
- e. Bike Lanes; and
- f. Other

## **Membership**

Membership of the Public Safety & Community Services Committee shall consist of all members of Council.

3. **Corporate Services Committee** shall be responsible for ensuring appropriate policies, principles and procedures are established to guide effective corporate governance, strategic planning and priority, annual review and recommendation of operating and capital budgets.

The Corporate Services Committee would provide advice and recommendations to Council resulting from matters related to:

- a. CAO (including Economic Development);
- b. Clerk (including Corporate Communications);
- c. Finance;
- d. Human Resources;
- e. Facilities Management;
- f. Information Technology; and
- g. Outside agencies reporting to Council such as Carleton Place Library, Mississippi Mills Public Library, Mississippi Valley Conservation Authority, Mississippi River Power Corporation, and Ottawa River Power Corporation.

The Corporate Services Committee would have special meetings set during the annual budget process.

## **Membership**

Membership of the Corporate Services Committee shall consist of all members of Council.

## **Schedule**

A sample calendar would look like:

**a. First Tuesday**

Council at 6:00 p.m.

Development & Infrastructure Services Committee

– immediately following Council

**b. Third Tuesday**

Council at 6:00 p.m.

Public Safety & Community Services Committee

– immediately following Council

Corporate Services Committee

– immediately following Community & Protective Services

**Working Groups**

**1. Beautification**

Explore partnership with Almonte & District Horticultural Society and Pakenham Horticultural Society.

**2. Riverwalk Expansion**

Disband Riverwalk Expansion Working Group.

**3. Mississippi Mills Bicentennial Planning Committee**

Council shall require and approve a work plan for each Working Committee aligning with the municipal election cycle.

Working Committee shall report progress on an annual basis to respective Committee of the Whole.

Report directly to Council during celebration year.

**Advisory Groups**

The role of advisory committees is to provide advice to Council in accordance with the committee's Mandate/Terms of Reference. The nature of Advisory Committee recommendations to Council is purely advisory. Advisory Committees have no authority, as per section below:

Section 224 of the Municipal Act states:



*It is the role of council,*

- a. to represent the public and consider the well-being and interests of the municipality;*
- b. to develop and evaluate the policies and programs of the municipality;*
- c. to determine which services the municipality provides;*
- d. to ensure that administrative policies, practices and procedures and controllership policies, practice and procedures are in place to implement the decisions of council;*
  - d.1) to ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality;*
- e. to maintain the financial integrity of the municipality; and*
- f. to carry out the duties of council under this or any other Act.*

Council makes the final decision on all matters that affect a municipality.

Staff recommendation is to disband the following advisory committees:

1. Finance and Policy Committee;
2. Public Works Committee;
3. Community and Economic Development Committee (see note) and;
4. Parks and Recreation Committee.

The following steps will be taken to disband all advisory committees listed above:

- a. Council resolution dissolving all Advisory Committees;
- b. Advisory committee members will be removed from the active committee lists;
- c. Thank you letters on behalf of Council will be sent to committee members for serving on the respective advisory committee with encouragement to volunteer on the Mississippi Mills Bicentennial Planning Committee; and
- d. Relevant staff members will be informed.

An advisory committee should only be created to provide advice and technical expertise on a major public issue and act as a vehicle for public engagement on an issue of municipal interest.

The following new Working Committee would be formed called the Small Business Committee with the mandate to organize breakfast meetings, business achievement awards, parades, etc. The terms of reference would need to be drafted for Council approval.

The Agricultural Advisory Committee would be changed to a working committee with a new Terms of Reference with a focus on agriculture projects including topics such as nutrient management, agricultural related land use policies, agri-tourism, value added agriculture, agricultural education and any other emerging agricultural issues.

Mississippi Mills' is committed to public engagement and there are better ways to involve residents and work collaboratively with Council for the betterment of the community. Council may wish to explore a public engagement framework.

## **Implementation**

Proposed implementation for January 2022.

## **Other Considerations**

- Closed Session ("In Camera") meetings when the situation arises shall be scheduled at the end of each Council meeting.
- The authority of any Committee of the Whole is limited to the making of recommendations to Council. No decision to take any action or do anything other than administrative in nature, shall be recognized as emanating from any Committee, and all Committee recommendations shall be referred to Council before becoming effective.
- Persons who wish to appear as delegations shall be assigned to a Committee of the Whole agenda and only assigned to a Council agenda if time sensitive.
- Presentations shall be assigned to a Committee of the Whole agenda unless the nature of the presentation is to recognize the contribution of Council (i.e. presentation of a certificate, employee long service recognition).

## **FINANCIAL IMPLICATIONS:**

Potential staff savings in attendance at meetings.

## **SUMMARY:**

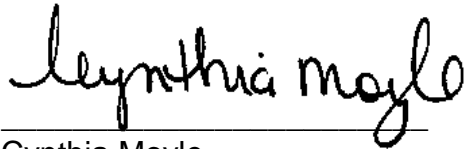
Conducting effective meetings ensures agenda items are dealt with in an organized manner. Redesigning the Committee of the Whole meeting structure into 3 departmental areas 1. Development & Infrastructure Services, 2. Public Safety & Community Services and 3. Corporate Services, will help move the business of Council along in a timely, transparent, and accountable manner.

Next steps, Staff amend the report based on Council direction and present for adoption.

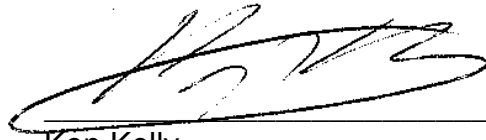
Staff would also need to amend the procedural by-law based on the changes in the adopted report.

Respectfully submitted by,

Reviewed by:

A handwritten signature in cursive script, reading "Cynthia Moyle".

Cynthia Moyle,  
Acting Clerk

A handwritten signature in cursive script, reading "Ken Kelly".

Ken Kelly,  
Chief Administrative Officer

ATTACHMENTS:

- Current Committee Flow Chart
- Proposed Committee Flow Chart
- Proposed Committee Calendar