

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

STAFF REPORT

DATE: June 1, 2021
TO: Committee of the Whole
FROM: Cynthia Moyle, Acting Clerk
SUBJECT: Committee Restructuring 3

RECOMMENDATION:

THAT the Committee of the Whole receive the Committee Restructuring 3 report for information;

AND THAT Committee of the Whole provide Staff with direction to amend the report to be brought back to the June 15 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.

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

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).

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.

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

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

Local Board – A municipal service board, public utility commission, public library board, board of health or any other board, commission, committee or board or local authority established or exercising any power or authority established or exercising any power or authority under any general or special act with respect to any of the affairs.

Minor Variance – A change from the specific requirements of the Zoning By-Law. Zoning By-Laws are specific in terms of setbacks, lot coverage etc., while they are crafted to anticipate most scenarios, they simply cannot anticipate all. The minor variance process allows a property owner the opportunity to seek permission or relief from a specific provision of the Zoning By-Law. The minor variance application must meet the four (4) tests to determine if the minor variance applies (Section 45(1) of the Planning Act). The four (4) tests are:

1. Is the application minor in nature?
2. Is it desirable for the appropriate development or use of land, building or structure?
3. Is it in keeping with the general intent and purpose of the Zoning By-Law?
4. Is it in keeping with the general intent and purpose of the Official Plan?

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 comprised of all members of Council 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.

Current Committee Structure

The current committee structure breakdown is as follows:

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

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

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

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

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

Public Appointments – Ottawa River Power Corporation and Carleton Place Library Board.

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. **Public Safety** – Fire and Emergency Management and Preparedness, Municipal Law Enforcement and management of the Ontario Provincial Police contract.

The Chief Administrative Officer is responsible for Corporate Communication and Economic Development.

DISCUSSION:

For this portion 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

Accessibility for Ontarians with Disabilities Act, 2005

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

Municipal Heritage Advisory Committee By-Law (By-law 19-08)

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

Planning Act & Property Standards By-Law (By-law 03-35)

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

Emergency Management and Civil Protection Act and O.Reg 380/04

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.

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.

Local Boards and Other Special Purpose Bodies

Mississippi Mills Public Library Board

Public Libraries Act

Council works in partnership with the public library board to deliver library services that are responsive to community needs. Council is directly responsible for appointing public library board members and provides most of their funding. The appointed Council member will report monthly at the Corporate Service Committee of the Whole meetings.

Mississippi River Power Corporation (MRPC)

Ontario Business Corporations Act

The Corporation of the Municipality of Mississippi Mills owns 100% of the shares in MRPC. Council is directly responsible for appointing MRPC board members. The appointed Council member will report monthly at the Corporate Services Committee of the Whole meetings.

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 & Condominium Status Information Report
- iii) Property Standards & Committee of Adjustment Consent Report

- iv) Planning Activity Monthly Report – include minor site plans approved under delegated authority, consent applications, zoning amendment applications, official plan amendment applications and etc.
- v) Mississippi Valley Conservation Authority Board of Directors Report

Building Permits and Inspections

- i) Quarterly Building Status Report

Public Works (including Utilities)

- i) Capital Projects/Contracts Status Report – includes budget and progress payments approved
- ii) Operations Status Report

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

Fire Chief would provide a monthly status report on the Fire Department's activities.

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 and cycling; and
- e. 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) – report to include delegated authority;
- b. Clerk (including Corporate Communications);
- c. Finance – special meetings to be set to deal with annual budget process;
- d. Human Resources – recruitment, labour statistics;
- e. Facilities Management;
- f. Information Technology; and
- g. Outside agencies reporting to Council such as Carleton Place Library, Mississippi Mills Public Library, Mississippi River Power Corporation, and Ottawa River Power Corporation. List to be kept up to date with changes.

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 Public Safety & Community Services

Working Groups

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

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

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

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

Staff recommendation is to disband the following advisory committees:

- 1. Finance and Policy Committee;
- 2. Public Works Committee;
- 3. Community and Economic Development Committee 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 or Adopt a Park; 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 Committees would be established:

- 1. Business Improvement Area (BIA) - a group of property and business owners within a defined geographic area who collectively develop, promote, and protect the commercial viability of the area. A BIA is established through municipal by-law and is governed under *The Municipal Act, 2001, Sub-sections 204-215*.
- 2. Almonte Parade Committee – responsible for coordinating and managing the conduct of the annual Canada Day and Santa Claus Parades. Committee would

establish a theme for the parade and organize all aspects of the event – parade entries, public safety, donations, etc.

3. Pakenham Parade Committee - responsible for coordinating and managing the conduct of the annual Canada Day and Santa Claus Parades. Committee would establish a theme for the parade and organize all aspects of the event – parade entries, public safety, donations, etc.

The terms of reference for the new working committees 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, agri-tourism, value added agriculture, agricultural education, and any other emerging agricultural issues. The Agricultural Advisory Committee Chair would be the appointed Council Member to this committee. As a further consideration, the committee structure may consider extending an invitation to the Lanark County Zone 8 OMFRA Representative as an advisor/resource participant.

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

1. Staff recommendation is to disband immediately the following two (2) advisory committees:
 - 1.1 Finance and Policy Committee; and
 - 1.2 Public Works Committee
2. Staff recommendation is to begin revising the Agricultural Advisory Committee's Terms of Reference – resource material – Agriculture Economic Development – A Resource Guide for Communities – Executive Summary (attachment # 4). This would be a joint initiative with committee members and staff.
3. Staff recommendation is to draft Terms of Reference for the Almonte and Pakenham Parade Committees.
4. Staff recommendation is for Community Economic & Cultural Coordinator to work in partnership with Almonte Downtown Businesses to create a Business Improvement Area (BIA).
5. Staff recommendation is to implement the new committee structure effect January 1, 2022 with the current Council (2018 – 2022) to work out any glitches. This provides

an opportunity for newly elected Council (2022 – 2026) to smoothly transition into this new reporting structure.

6. Staff recommendation is to dissolve the Community and Economic Development and Parks and Recreation Committee effective December 31, 2021.
7. Staff recommendation is to complete a full review of the procedural by-law to take effect January 1, 2022. The new committee structure will need to be taken into consideration for this review.

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.
- A time sensitive matter will be directly dealt with at the next regular Council meeting. A time sensitive matter means a matter that relates to a significant financial, legal or contractual deadline that may require a decision of, or direction from, Council before the next regular meeting of Council.
- Presentations/delegations 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.

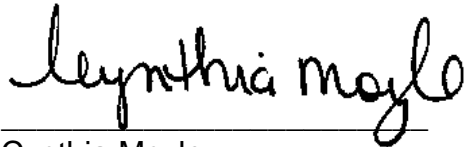
SUMMARY:

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.

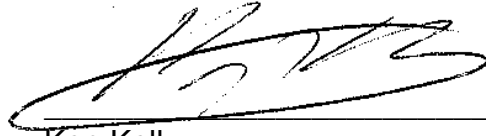
Staff would also need to amend the procedural by-law based on the changes in the adopted report.

Respectfully submitted by,

Reviewed by:



Cynthia Moyle,
Acting Clerk



Ken Kelly,
Chief Administrative Officer

ATTACHMENTS:

1. Current Committee Flow Chart
2. Proposed Committee Flow Chart
3. Proposed Committee Calendar
4. Agriculture Economic Development – A Resource Guide for Communities – Executive Summary
5. Sample Agenda – Development & Infrastructure Services Committee

DRAFT COMMITTEE AGENDA

The Corporation of the Municipality of Mississippi Mills

Development & Infrastructure Services Committee

Date
Time
Location

Chair's Name

A. CALL TO ORDER

B. ATTENDENCE

C. DISCLOSURE OF PECNIARY INTEREST AND GENERAL NATURE THEREOF

D. APPROVAL OF AGENDA

E. APPROVAL OF MINUTES

F. PUBLIC MEETINGS at 7:00 p.m.

G. DELEGATIONS AND PRESENTATIONS

H. PLANNING

G.1. Staff Reports

G.1.1 Subdivision Status Information Report – *report to provide information on new residential construction including the status and illustration of Draft Approved Plans of Subdivision, Registered Plans of Subdivision and Active Plans in Process.*

G.1.2. Property Standards & Committee of Adjustment Consent Report – *report to provide information on minor variance applications (refer to definition) and property standards appeals on orders issued.*

G.1.3 Planning Activity Report – *report to provide information on minor site plans approved under delegated authority, pre-consultation meetings and any other activity.*

G.1.4 Other Planning Reports – zoning, site plans, etc.

G.2 Mississippi Valley Conservation Authority Board of Directors Report

I. BUILDING PERMITS AND INSPECTIONS

H.1 Staff Reports

H. 1 Quarterly Building Status Report

F.2. Other Building Reports

J. PUBLIC WORKS (including Utilities)

I.1 Staff Reports

I.1.1 Capital Projects/Contracts Status Report

I.1.2 Operations Status Report

I.1.3 Other Public Works Reports

K. ENVIRONMENT

J.1 Climate Change

J.2 Waste/Recycling

L. INFORMATION AND CORRESPONDENCE

M. MEETING DATE

N. ADJOURNMENT