



Municipality of Mississippi Mills

COUNCIL AGENDA

Tuesday, October 20, 2020

5:30 p.m.

Council Chambers, Municipal Office

3131 Old Perth Road

Pages

A. CALL TO ORDER

B. CONSIDERATION OF A CLOSED SESSION

Recommended Motion:

THAT Council enter into an in camera session

B.1. Update on 28 Mill St. Lease Agreement

A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (Municipal Act s. 239 2(k))

B.2. Appointments to Advisory Committee

Personal matters about an identifiable individual (Municipal Act s. 239 2(b))

C. RISE AND REPORT

D. O CANADA

E. MOMENT OF SILENT MEDITATION

F. ATTENDANCE

G. APPROVAL OF AGENDA

H. DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

I. APPROVAL OF MINUTES

Recommended Motion:

THAT Council minutes dated September 29 and October 6, 2020 be approved as presented.

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J. DELEGATION, DEPUTATIONS, AND PRESENTATIONS

- J.1. Chris Loreto and Caitlin McClung, Strategic Corp, re: Service Delivery Review Final Report** 18 - 29
Recommended Motion:
THAT the deputation by Chris Loreto and Caitlin McClung, Strategy Corp, re: Service Delivery Review Final report be received for information.
- J.2. Cathy Peacock, Mississippi Mills Public Library Board Chair re: Cost Sharing Agreement**
Recommended Motion:
THAT the delegation by Cathy Peacock, Library Board Chair, re: Cost Sharing Agreement be received for information.
- J.3. Amanda Etherington, Water Dragon Swim Team Coach, re: Cost Sharing Agreement**
Recommended Motion:
THAT the delegation by Amanda Ethrington, Water Dragon Swim Team Coach, re: Cost Sharing Agreement be received for information.

K. PUBLIC MEETINGS

- K.1. Zoning Amendment Application Z-17-20 Plan 6262 MS PT Lots 7 and 8; RP 27R10569 Part 2, Carss St. Almonte** 30 - 37

L. COMMITTEE OF THE WHOLE REPORT 38 - 40

Recommended Motion:
THAT Council Approve the following Committee of the Whole motions from the October 6, 2020 meeting.

- L.1. CW145-20 Consent Reports**
Library Board Minutes - August 12, 2020
Committee of Adjustment - August 19, 2020
- L.2. CW146-20 Budget Approval - Supply and Installation of Outdoor Digital Sign RFP Award**
- L.3. CW147-20 Notice of Motion Greystone Trail Extension**
- L.4. CW148-20 Info List Item #6 - Request for Revisions to Municipal Elections**
- L.5. CW148-20 Info List Item #7 - Increased Broadband Coverage**
- L.6. CW148-20 Info List Item #10 - Parkland Dedication, Development Charges and the Community Benefits Charges Authority**

Other Items to Council

L.7. Phase 2 Funding under the Municipal Operating Stream of the Safe Restart Agreement

41 - 42

Recommended Motion:

THAT Council deems that Covid 19 related costs and pressures for the Municipality are in excess of the funding received under Phase 1 of the Municipal Operating stream of the Safe Restart agreement with the Province of Ontario in 2020;

AND FURTHERMORE THAT Council directs the Treasurer to apply under Phase 2 of the Municipal Operating Funding stream of the Safe Restart Agreement with the Province of Ontario;

AND FURTHERMORE THAT Council also directs the Treasurer to complete all of the required financial reporting to the Province of Ontario on Covid 19 operating costs and pressures by the imposed deadlines.

L.8. Proclamation – Waste Reduction Week (October 19-25, 2020)

Recommended Motion:

WHEREAS the Municipality of Mississippi Mills is committed to reducing waste, conserving resources, and educating the community about sustainable living;

AND WHEREAS Mississippi Mills recognizes the generation of solid waste and the needless waste of resources as global environmental problems and endeavor to take the lead in our community toward environmental sustainability;

THEREFORE BE IT RESOLVED THAT the Council of the Municipality of Mississippi Mills hereby declares October 19 - 25, 2020 as Waste Reduction Week.

M. BY-LAWS

Recommended Motion:

THAT By-law 20-102 be taken as read, passed, signed and sealed in Open Council.

M.1. By-law 20-102 Appoint Acting Clerk Moyle

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N. ANNOUNCEMENTS AND INVITATIONS

O. CONFIRMATORY BY-LAW

P. ADJOURNMENT

Recommended Motion:

THAT the meeting be adjourned at x:xx p.m.



The Corporation of the Municipality of Mississippi Mills

Special Council Meeting

MINUTES

September 29, 2020

4:00 p.m.

Council Chambers, Municipal Office

3131 Old Perth Road

PRESENT: Mayor Lowry
Deputy Mayor Minnille
Councillor Dalgity
Councillor Maydan
Councillor Holmes
Councillor Guerard
Councillor Ferguson

Staff Present Ken Kelly, CAO
Jennifer Russell, Deputy Clerk

A. CALL TO ORDER

Mayor Lowry called the meeting to order at 4:00 p.m.

B. ATTENDANCE

All of Council in attendance.

C. APPROVAL OF AGENDA

Resolution No 372-20

Moved by Councillor Maydan

Seconded by Councillor Dalgity

THAT the agenda be approved as presented.

CARRIED

D. DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

None

E. CONSIDERATION OF A CLOSED SESSION

None

F. RISE AND REPORT

None

G. DELEGATION, DEPUTATIONS, AND PRESENTATIONS

None

H. PUBLIC MEETINGS

None

I. SPECIAL REPORTS

I.1 2020-2023 Strategic Plan

CAO Ken Kelly summarized the purpose of the Strategic Plan, Council's role in the process, the 13 priorities, and the summary of consultation with the public. The Mayor opened the floor for discussion and comments.

Comments included:

- Feedback from public consultation missing the Youth perspective
- Strategic Plan extends past the term of council
- Infrastructure and long term financial plan important items
- Economic development should be refocused
- Gaps in the public comments from certain demographics
- Lack of cell phone and broadband service still a big issue in rural areas
- 13 priorities should be prioritized to address staffing gaps, financial situation, and needs and wants
- Projects will be completed internally and by external consultants
- COVID 19 impact on municipality and agriculture should be addressed
- Strat plan more Almonte centered, excluding rural areas

- Public consultation to continue to determine public preference with further discussions

Resolution No 373-20

Moved by Councillor Holmes

Seconded by Deputy Mayor Minnille

THAT considering Strategic Plan Priority item 12, Economic and Branding Plan, the conversation reflects the current and future affects and realities of COVID 19.

CARRIED

Resolution No 374-20

Moved by Councillor Holmes

Seconded by Councillor Ferguson

THAT considering Strategic Plan Priority item 12, Economic and Branding Plan, discussions reflect the agriculture and local food systems as a priority.

CARRIED

Resolution No 375-20

Moved by Councillor Holmes

Seconded by Councillor Dalgity

THAT considering the Strategic Plan Priority item 10, Communications and Engagement Plan, discussions include strategies to engage Youth.

CARRIED

Resolution No 376-20

Moved by Councillor Dalgity

Seconded by Councillor Holmes

THAT the strategic planning process identifies age friendly (including youth), rural, agriculture, COVID-19 and environmental impact items be considered where applicable.

CARRIED

Resolution No 377-20

Moved by Councillor Holmes

Seconded by Councillor Maydan

THAT communications be issued thanking the public for their valuable input and explaining the Strategic Plan process, including other opportunities for public engagement. Each respondent shall receive this communication directly.

CARRIED

Resolution No

Moved by Councillor Maydan

Seconded by Councillor Guerard

THAT Council accept this report with the results of the public consultation as information;

AND THAT Council approve the Strategic Plan 2020-23 as amended for implementation

WITHDRAWN

Resolution No 378-20

Moved by Councillor Maydan

Seconded by Councillor Dalgity

THAT Council accept this report with the results of the public consultation as information;

AND THAT Council approve the Strategic Plan 2020-23 as amended.

CARRIED

J. CONFIRMATORY BY-LAW

Resolution No 379-20

Moved by Deputy Mayor Minnille

Seconded by Councillor Dalgity

THAT By-law 20-088, being a by-law to confirm the proceedings of the Council of the Corporation of the Municipality of Mississippi Mills at its special meeting held on the 29th day of September, 2020, be read, passed, signed and sealed in Open Council this 29th day of September, 2020.

CARRIED

K. ADJOURNMENT

Resolution No 380-20

Moved by Councillor Dalgity

Seconded by Councillor Ferguson

THAT the meeting be adjourned at 5:53 p.m.

CARRIED

Christa Lowry, MAYOR

Jennifer Russell, DEPUTY CLERK



The Corporation of the Municipality of Mississippi Mills

Council Meeting

MINUTES

27-20

October 6, 2020

4:00 p.m.

**Council Chambers, Municipal Office
3131 Old Perth Road**

PRESENT: Mayor Lowry
Deputy Mayor Minnille
Councillor Dalgity
Councillor Maydan
Councillor Holmes
Councillor Guerard
Councillor Ferguson

Staff Present Jeanne Harfield, Clerk
Ken Kelly, CAO
Jennifer Russell, Deputy Clerk
Maggie Yet, Planner I

A. CALL TO ORDER

Mayor Lowry called the meeting to order at 4:00 p.m.

B. CONSIDERATION OF A CLOSED SESSION

Resolution No 385-20

Moved by Councillor Maydan

Seconded by Councillor Holmes

THAT Council enter into an in camera session

CARRIED

B.1 Service Delivery Review

B.2 28 Mill St. Lease Agreement

B.3 Appoint Acting Clerk

B.4 Vacation Policy Exemption Request

C. RISE AND REPORT

Council will return in-camera at the end of Council to complete discussion on the following items: 28 Mill St. Lease Agreement, Appoint Acting Clerk, and Vacation Policy Exemption Request.

C.1 Service Delivery Review

Information was provided in camera.

D. O CANADA

Council stood for the playing of O Canada

E. MOMENT OF SILENT MEDITATION

Council observed a moment of silent meditation.

F. ATTENDANCE

The Clerk announced attendance

G. APPROVAL OF AGENDA

Resolution No 386-20

Moved by Councillor Holmes

Seconded by Councillor Maydan

THAT the agenda be approved as presented.

CARRIED

H. DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

Deputy Mayor Minnille declared a conflict of interest on item B.2. 28 Mill St. Lease Agreement as his son is employed by the MRPC.

I. APPROVAL OF MINUTES

Resolution No 387-20

Moved by Councillor Ferguson

Seconded by Councillor Dalgity

THAT the Council minutes dated September 10, 15 and 22, 2020 be approved as presented.

CARRIED

J. DELEGATION, DEPUTATIONS, AND PRESENTATIONS

K. PUBLIC MEETINGS

K.1 Zoning Amendment Application, Lot 12, Concession 11 Pakenham, 191 Waba Road, Pakenham

Planner I, Maggie Yet provided an overview of the proposed amendment no comments were received and no individuals registered to provide comments to Council. Should anyone wish to make comments, they may do so directly to the Planning Department.

L. COMMITTEE OF THE WHOLE REPORT

Resolution No 388-20

Moved by Councillor Maydan

Seconded by Councillor Dalgity

THAT Council approve the following Committee of the Whole motions from the September 15, 2020 meeting.

CARRIED

L.1 CW128-20 Installing Stop Signs and Street Name Signs in Riverfront Estates and Mill Run

Resolution No 389-20

THAT Council direct staff to install the stop signs and street signs in Riverfront Estates and Mill Run.

L.2 CW129-20 Roads and Public Works Activity Report

Resolution No 390-20

THAT Council receive the Roads & Public Works Activity Report as prepared by the A/Director of Roads & Public Works, dated September 15, 2020, as information.

L.3 CW132-20 ZBA Z-13-20, Block 13, Plan 27M-47, Ramsay Ward

Resolution No 391-20

THAT Council approve the Zoning By-law Amendment to change the zoning on the lands known as Block 131, Plan 27M-47, Ramsay Ward, Municipality of Mississippi Mills from “Local Commercial – Special Exception 3” (C7-3) to “Rural Residential – Special Exception” (RR-4) to permit a single detached dwelling.

L.4 CW133-20 Lottery Licence By-law

Resolution No 392-20

THAT Council repeal By-law 01-53;

AND THAT Council direct staff to draft a lottery protocol based on the provisions identified in option 1.

L.5 CW135-20 - Notice of Motion Broadband Temporary Access to Residents

Resolution No 393-20

WHEREAS in December 2016 the Canadian Radio-television and Telecommunications Commission declared broadband internet an essential service for Canadians;

AND WHEREAS current access to high-speed internet for many residents in Mississippi Mills is limited;

AND WHEREAS due to the COVID-19 pandemic, many residents are continuing to work from home, run businesses from home or school their children from home;

AND WHEREAS the Mississippi Mills Public Library (MMPL) provides reliable high-speed internet at both Almonte and Pakenham branches for residents having trouble working from home;

THEREFORE BE IT RESOLVED THAT Council directs the Community, Culture and Economic Development Coordinator to investigate if Mississippi Mills residents working from home, running a business from

home or supporting children`s education from home require additional services beyond what can be provided by the MMPL at this time,

AND BE IT FURTHER RESOLVED THAT if additional services are required to meet the temporary needs of residents, the Community, Culture and Economic Development Coordinator identify and coordinate solutions according to the resources available to the Municipality.

L.6 CW136-20 Info List Item #1 - Conserving Barns of Cultural Heritage Significance

Resolution No 394-20

THAT Council direct staff to share information about conserving barns of cultural heritage significance on the municipal website;

AND THAT this information be shared with the Municipality's Heritage Advisory Committee.

L.7 CW136-20 Info List Item #4 - Broadband Access Delegation

Resolution No 395-20

THAT Council direct staff to share the media release from Lanark County regarding their delegation for broadband access on the municipal website.

L.8 CW136-20 Info List Item # 5 - Support to Obtain Historical Records from Land Registry Office in Almonte

Resolution No 396-20

THAT Council direct staff to draft a letter of support to the Board of Archives Lanark in their request to obtain the Land Abstract Books, documents, wills, microfilm, maps and surveys housed in the Land Registry Office #27 located in Almonte and that these documents be kept locally.

M. BY-LAWS

Resolution No 390-20

Moved by Deputy Mayor Minnille

Seconded by Councillor Ferguson

THAT By-laws 20-090 to By-law 20-100 be taken as read, passed, signed and sealed in Open Council.

CARRIED

M.1 Bylaw 20-090 Part Lot Control Block 20 Plan 27M-91 Reaume St (Neilcorp)

Resolution No 391-20

THAT by-law 20-090 being a by-law to remove certain lands from the part-lot control provisions of the Planning Act for the lands known as Block 20, Plan 27M-91

M.2 Bylaw 20-091 Part Lot Control Block 21 Plan 27M-91 Reaume St (Neilcorp)

Resolution No 392-20

THAT by-law 20-091 being a by-law to remove certain lands from the part-lot control provisions of the Planning Act for the lands known as Block 21, Plan 27M-91

M.3 Bylaw 20-092 Part Lot Control Block 39 Plan 27M-88 Stewart Lee Ave (Doyle Homes)

Resolution No 393-20

THAT by-law 20-092 being a by-law to remove certain lands from the part-lot control provisions of the Planning Act for the lands known as Block 39, Plan 27M-88

M.4 Bylaw 20-093 Part Lot Control Block 46 Plan 27M-88 Johanna St (Doyle Homes)

Resolution No 394-20

THAT by-law 20-093 being a by-law to remove certain lands from the part-lot control provisions of the Planning Act for the lands known as Block 46, Plan 27M-88

M.5 Bylaw 20-094 Part Lot Control Block 47 Plan 27M-88 Spring St (Doyle Homes)

Resolution No 395-20

THAT by-law 20-094 being a by-law to remove certain lands from the part-lot control provisions of the Planning Act for the lands known as Block 47, Plan 27M-88

M.6 Bylaw 20-095 Repeal Appoint Glen Gordon, Building Inspector, By-law Enforcement and Property Standards Officer (repeal 11-34)

Resolution No 396-20

THAT By-law 20-095 being a by-law to repeal by-law 11-34 which is a by-law appointing William Glen Gordon as a Building Inspector, a By-law Enforcement Officer and a Property Standards Officer

M.7 Bylaw 20-096 Repeal Lottery Licencing Fee (repeal 01-53)

Resolution No 397-20

THAT by-law 20-096 being a by-law to repeal by-law 01-53 which is a by-law respecting the licensing of lotteries

M.8 Bylaw 20-097 Stop signs for Mill Run

Resolution No 398-20

THAT By-law 20-097 being a by-law to provide for the erection of a stop sign at intersections in Mill Run

M.9 Bylaw 20-098 Stop signs for Riverfront Estates

Resolution No 399-20

THAT By-law 20-098 being a by-law to provide for the erection of stop signs at intersections in Riverfront Estates.

M.10 Bylaw 20-099 ZBLA Lynx Hollow (repeals 20-070)

Resolution No 400-20

THAT By-law 20-099 being a by-law to amend By-law No. 11-83 being the Zoning By-law for the Municipality of Mississippi Mills for the lands known as 100 Lynx Hollow, Pakenham Ward, Municipality of Mississippi Mills.

M.11 Bylaw 20-100 ZBLA White Tail Ridge - Block 131 27M47

Resolution No 401-20

THAT by-law 20-100 being a by-law to amend By-law No. 11-83 being the Zoning By-law for the Municipality of Mississippi Mills for the lands known as Block 131, Plan 27M-47, Ramsay Ward.

N. ANNOUNCEMENTS AND INVITATIONS

Councillor Ferguson - November 11 Remembrance Services update

O. RETURN TO CLOSED SESSION

Resolution No 402-20

Moved by Deputy Mayor Minnille

Seconded by Councillor Guerard

THAT Council return to an in-camera session at 6:15 p.m. regarding a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on personal matters about an identifiable individual (Municipal Act s. 239 2(b))

CARRIED

P. RISE AND REPORT

P.1 28 Mill St. Lease Agreement

Staff direction was provided in camera

P.2 Appoint Acting Clerk

Staff direction was provided in camera.

P.3 Vacation Policy Exemption Request

Resolution No 403-20

Moved by Councillor Holmes

Seconded by Councillor Maydan

THAT Council approve that an additional five (5) days of vacation be carried over into 2021 for employee 0711;

AND THAT the additional five (5) days' vacation must be used prior to March 31, 2021.

CARRIED

Q. CONFIRMATORY BY-LAW

Resolution No 404-20

Moved by Councillor Dalgity

Seconded by Councillor Ferguson

THAT By-law 20-101, being a by-law to confirm the proceedings of Council of the Corporation of the Municipality of Mississippi Mills at its regular meeting held on the 6th day of October, 2020, be read, passed, signed and sealed in Open Council this 6th day of October, 2020.

CARRIED

R. ADJOURNMENT

Resolution No 405-20

Moved by Councillor Maydan

Seconded by Councillor Holmes

THAT the meeting be adjourned at 7:10 p.m.

CARRIED

Christa Lowry, MAYOR

Jeanne Harfield, CLERK



Municipality of Mississippi Mills: Service Delivery Review

Service Delivery Review –
Final Report to Council

October 20th, 2020



Purpose of Today's Discussion

- The purpose of today's presentation is to present the findings and recommendations from StrategyCorp's detailed analysis into four high potential service delivery improvement initiatives:



▶ **Strategic Governance Review**



▶ **Technological Modernization Opportunities**



▶ **Organizational Review**



▶ **Contracted Services Review**

- In total, StrategyCorp identified 32 improvement opportunities through this Service Delivery Review.
 - The last phase of this review focuses on driving 15 improvements related to the Target Operating Model that address foundational elements of the organization that would **build future capacity** to realize the potential outcomes of the remaining identified opportunities.

A Roadmap for Change

While the recommendations outlined in this report around organizational structure and talent enhancement are important to the long-term success of the Municipality, their implementation must first be enabled by a modernized IT infrastructure.

Without such improvements in technology, Mississippi Mills may be unable to fully support broader organizational changes.

StrategyCorp proposes the following high-level sequencing to implement this report's recommendations.

I.

Build Capacity

Undertake technological modernization opportunities and work through any residual challenges

II.

Shift Focus

Proceed with strategic governance and organizational recommendations to refine the aims of the enterprise

III.

Enhance Service Provision

Proceed with remaining recommendations to enhance service quality and value for money of key services

Technology Modernization Opportunities

Findings: Mississippi Mills' processes and technology are outdated, limiting most other improvement opportunities, and the Municipality lacks the capacity to successfully implement digital tools.



A Plan for Digital Transformation:

Implement a digital transformation strategy based on two key pillars – a **comprehensive strategy** to assess the current state and deliver value over time, and an **agile process** to deliver products at speed and scale. By focusing first on near-term improvements that could produce a step-change in productivity, the Municipality could realize substantial improvements in service delivery, customer experience, productivity and employee satisfaction, and modernize the Municipality's approach over the long term. Development and deployment of both aspects of this strategy are necessary to drive tangible improvements.

Comprehensive Strategy

- Mississippi Mills' IT and digital practices to date have not been framed within an understood framework that **links technology and information management to functions across the Municipality**.
- An **IT Master Plan is needed** to clearly articulate what the IT goals are for the Municipality and then assess how digital tools help achieve those goals prioritizing:
 - i. **Data collection;**
 - ii. **Information management;** and
 - iii. **Information sharing.**

Agile Process

- Focus on **identifying the pain points** that can be solved, **delivering the minimum, specific solution** to help alleviate the problem, and then iterate over time to build a more robust solution.

Recommendations for Immediate Action in Mississippi Mills:

- i. **Hire a dedicated IT resource**
- ii. **Implement a CMMS**
- iii. **Digitize and automate manual, paper-based processes**

Short-Term Recommendations



Hire a dedicated IT resource

Recommendation: Hire a dedicated *IT Support and Implementation Coordinator* to meet the human resourcing needs of integrating digital solutions into the Municipality's operations.

Addressing Key Pain Points

- ✓ Improved IT planning
- ✓ Implementation capacity
- ✓ Improved IT support

Cost Drivers

- *Salary and Benefits* - \$72,000-96,000 annually
- *Reduced IT Support Service Fees* - The Municipality could expect to reduce the amount of service fees it spends on IT support which is currently estimated to average \$40,000 annually over the next 5 years



Implement a Work Order Software

Recommendation: Implementation of a computerized maintenance management system (CMMS) to track and report on reactive and preventative maintenance.

Addressing Key Pain Points

- ✓ Improved responsiveness to service requests
- ✓ Improved cross-departmental collaboration
- ✓ Increased and centralized data tracking
- ✓ Improved data analysis
- ✓ Increased efficiency through automation

Cost Drivers

- *Upfront implementation fees including hardware needs* – estimated \$150,000*
- *Annual Licensing Fees* – estimated \$30,000*



Automate Timesheet Entry

Recommendation: Implement a single-source timesheet and payroll management software that allows employees to directly input their time into the payroll system.

Addressing Key Pain Points

- ✓ Increased efficiency through automation
- ✓ Improved accuracy through automation

Cost Drivers

- *Efficiency Savings* - \$12,000 annually
- *Software Fees* - estimated \$10,000 annually

* Based on Kincardine’s 2019 implementation budget for CityWorks module. Actual costs would be dependent on the Mississippi Mills’ needs.

Strategic Governance Review

Findings: Mississippi Mills lacks coordinated, institutionalized strategic planning across all layers of the organization (Council, administration, committees).



A Plan for Strong Governance:

1. Implement a Corporate Strategic Planning Framework and Enterprise Risk Management Plan
2. Align organization with the priorities set through the Corporate Strategic Planning Framework
3. Council to implement an annual professional development education program for itself

Outcomes: These recommendations focus on policy and process changes that would support strengthened culture and governance. While difficult to quantify, such changes would lead to measurable improvements including:

- ✓ Clear guidance on priorities for the administration and the community;
- ✓ More effective decision-making on allocation of scarce resources;
- ✓ Better role understanding and cohesion between Council, staff, and committees; and
- ✓ More efficient and effective service delivery.

Corporate Strategic Planning Framework and Cycle

- Mississippi Mills needs to **develop a Corporate Strategic Planning Framework** ("CSPF") that aligns the key plans and policies of a municipality. The key categories of plans and policies in a Strategic Planning Framework are shown to the right.
- Strategic planning is a regular and repeating process of good governance in partnership with administration and the community. To ensure that strategic planning becomes a regular process, Council should **establish a Strategic Planning Cycle** and enshrine this cycle in its CSPF. The recommended planning cycle based on leading practice is shown below.



- Commence strategic planning process** post-election and leading into Q1 of new Council
- Approve strategic plan** and align Council and staff work plans to strategy during Q2

- Quarterly progress reporting** on delivering against the strategic plan (done at the end of every quarter to end of Council term)
- Annual strategic review** in Q4 of every calendar year

Leading Practices

Enterprise Risk Management Plan

- It is recommended that the Municipality develop an **Enterprise Risk Management Policy** as part of its policy suite that sets out the key categories and specific risks faced by a municipality and the activities undertaken to mitigate these risks.

Strategic Review Process

- Council with senior administrative staff should **conduct a special council meeting for the purposes of reviewing the strategic plan**, progress in achieving the goals set in the plan, and to re-calibrate any element of the plan to reflect any change in circumstances. This review then informs budget and work planning for the next calendar year. Leading practice is to have someone run, implement and track (develop a score card that reflects current standards and data collection) from a corporate position (process should be overseen by CAO and Corporate Services Director).

Aligning Organization around Strategic Priorities

Aligning Council Agendas

- Structuring an agenda where **action items are clearly distinguished** with clear links to the Strategic Plan will help to focus Council on its priorities.
- **Consider a consent agenda** approach for informational or routine items to allow for more time on action items.

Aligning Staff Reports

- Staff Reports should be restructured to include two key features:
 - i. **Relevance to Strategic Plan Priorities;** and
 - ii. **Risk Considerations.**
- The addition of these elements to reports will focus staff and council to consider matters against stated priorities.

Aligning Committee Work

The Municipality has established *Terms of Reference* for each of its statutory and non-statutory advisory committees but lacks an overarching general policy on non-statutory advisory committees. Council should **develop, adopt, and implement an overarching general by-law on non-statutory advisory committees** that sets out, in addition to standard clauses related to legislative and other authorities, the following:

- ▶ The *general purpose* and role of non-statutory advisory committees, including committee *relationship to Council* and limits to their mandates;
- ▶ *Criteria* to guide Council in deciding when to create, amend, or retire an advisory committee;
- ▶ Process for *regular Council review* of committee mandates, structure, and responsibilities;
- ▶ Process for *annual work planning* (for Council approval) and regular and *annual reporting* of committee activities to Council;
- ▶ *Acceptable levels of staff support* and attendance at committee meetings;
- ▶ Work and *participation expectations* of committee members, particularly with respect to the role of chairs, vice-chairs, and secretaries; and
- ▶ Process for *setting budgets for committees*, including spending authorities and a full cost accounting of staff time to committee deliberations.

Strengthening Councillors as Governors of Mississippi Mills

Findings: Mississippi Mills has an opportunity to work towards clearly defining and strengthening Council’s role by striking the appropriate balance between operational and strategic oversight and bolstering the staff-Council relationship through regular training on the roles and responsibilities of elected officials, staff, and the broader Ministry of Municipal Affairs and Housing. Through interviews, both staff and Council identified the critical need for continuous improvement in their collaboration, openness, and trust.

- While it is a small municipality, Mississippi Mills has an opportunity to be a leader in how its council is supported in fulfilling their roles as fiduciaries, stewards, policy-makers, and representatives.

It is recommended that **Council set an annual education plan for itself** that includes an annual refresher on the Code of Conduct and its practical application as well as elements of Council’s onboarding orientation. On-going education could include key topics and trends in the municipal sector including:

- | | |
|---|---------------------------------|
| ✓ <i>financial management</i> | ✓ <i>asset management</i> |
| ✓ <i>risk management</i> | ✓ <i>performance management</i> |
| ✓ <i>public engagement</i> | ✓ <i>strategy execution</i> |
| ✓ <i>technology in service delivery</i> | |

Education needs must be defined by Council collectively and time should be carved out annually to consider and plan for the education needs of Council. Ongoing education is key to Council progressing as the governance body of the Municipality.

Organizational Review

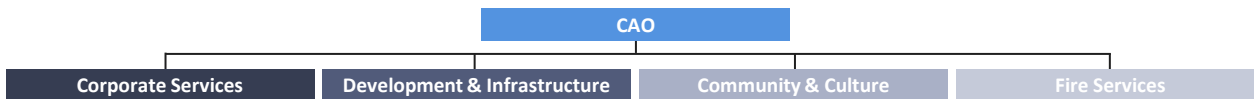
Findings: Mississippi Mills' organizational structure is not optimized to achieve the Municipality's potential strategic goals primarily due to its lean structure.



A Plan for Organizational Excellence:

Undergo an organizational re-design, based on design principals including:

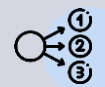
1. Creating **5 new positions** in finance, IT, strategic support, HR, and recreation programming, and **reprofiling 11 positions** across the organization; and
2. Streamlining and re-aligning of existing functions into **four core departments**.



- Although all of the recommended new and re-profiled staff positions are needed, **prioritization** should be given to the creation of positions are critical enablers to service modernization including the **Deputy Treasurer, IT Support & Implementation Coordinator**, and **Strategic Initiatives & Communications Coordinator** positions.

Outcomes: These recommendations would add **an additional 3 FTEs** to the organization for a **net cost of \$241,200-301,200**. This additional capacity would lead to significant improvements in service performance, productivity, and risk management across the organization.

Organizational Design Principals



Optimize management for the purposes of streamlining accountabilities, ensuring appropriate spans of control, and allowing management to perform strategic functions.



Where required, elevate certain activities to corporate level functions to drive corporate cultural change, encourage collaboration and continuous improvement.



The organizational structure should reflect the ability to deliver against core services and strategic priorities.



Better align "like" functions within departmental structures to enhance accountability, operational efficiency, and opportunities for cross-training staff for succession planning and building future capacity.



Ensure the organizational structure is in line with sector-accepted practices and approaches.

Contracted Services Review: Winter Control

Findings: Mississippi Mills is not an exorbitant spender in its Winter Control services, and as such, should first consider the development of a Winter Maintenance Policy that includes clear service level standards before deciding on whether to alter its reliance on contracting.



A Plan for Contracted Services:

StrategyCorp has provided a framework to assist management in this decision-making process that includes the following recommendations:

1. Approve and renew service level standards within context of updated Transportation Master Plan, whether to meet or exceed provincial requirements
2. Enhance and formalize reporting on service level standards annually and after major snowfall to better inform strategic decision-making
3. Evaluate to what extent the division of responsibility with Lanark county may be improved, perhaps in light of growth in Almonte

Outcomes: These recommendations would result in improved service performance and potentially lead to cost and productivity savings when applied to various contracting and management decisions.



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THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

STAFF REPORT

DATE: October 20, 2020

TO: Committee of the Whole

FROM: Tyler Duval, Planning Consultant

SUBJECT: **BACKGROUND REPORT – ZONING BY-LAW AMENDMENT Z-17-20
PLAN 6262 MS PT LOTS 7 AND 8; RP 27R10569 PART 2
Almonte Ward, Municipality of Mississippi Mills**

**CIVIC
ADDRESS:** n/a

OWNER: Rachel Ortt

PURPOSE AND EFFECT

The purpose of the Zoning By-law Amendment application is to change the zoning of the subject lands from “Residential First Density (R1)” to “Residential Second Density – Subzone D (R2D)” to permit and facilitate the construction of a semi-detached bungalow fronting onto Carrs Street. The proposed zoning provisions are as follows:

1. Minimum lot frontage of 7.5 m per unit;
2. Minimum lot area of 225 m² per unit;
3. Maximum building height of 11 m;
4. Minimum front yard setback of 3 m;
5. Minimum exterior side yard setback of 3 m;
6. Minimum rear yard setback of 7.5 m;
7. Minimum interior side yard setback of 1.2 m

DESCRIPTION OF SUBJECT LANDS

The subject land is a vacant lot within the urban boundary of Almonte with a lot area of approximately 1093 m² (0.27 acres). The property is a corner lot on the northwest corner of the Martin St. N and Carrs St. intersection. Frontage on Carrs Street is approximately 27.43 m, while frontage on Martin Street is 38.71m.

Land uses adjacent to the site are residential, with low density single detached dwellings along Carrs Street and along Mitcheson Street. To the north of the site, there are 5 acres of undeveloped urban lands. To the east, across Martin Street there are a few rural residential lots and a large 89 acre parcel currently zoned for Development (D Zone).

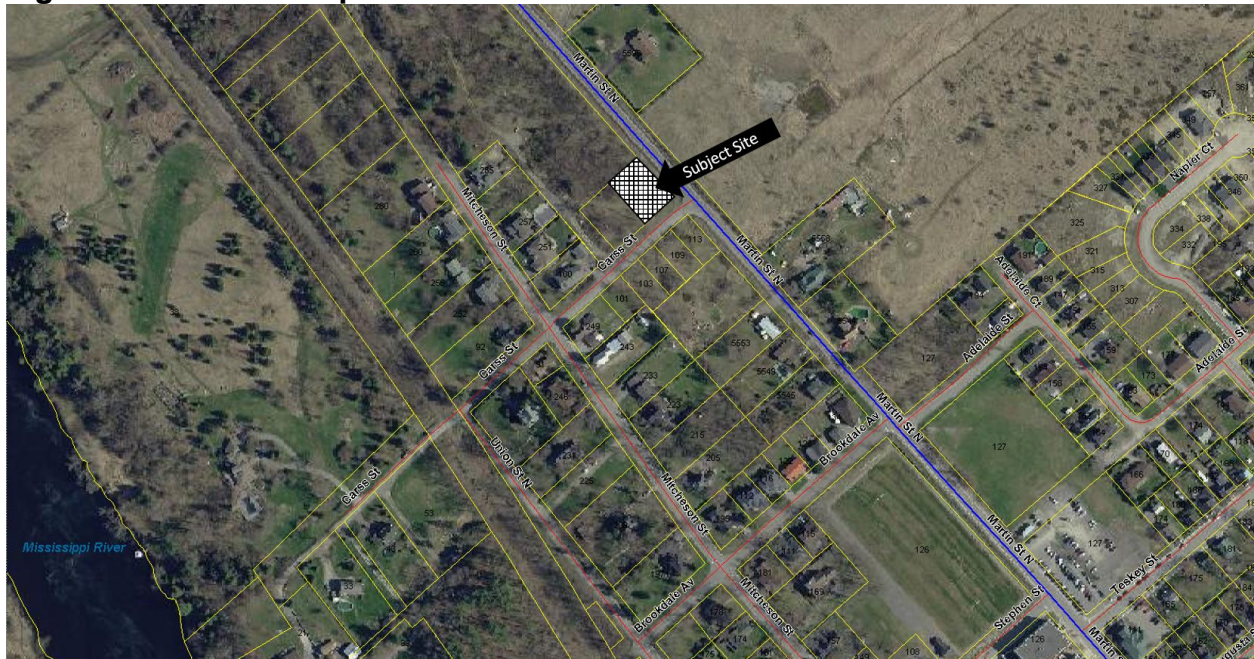
SERVICING & INFRASTRUCTURE

The lot is to be serviced by municipal water and sanitary services.

The semi-detached units will front onto Carrs Street, with either unit to include an attached garage.

There are no sidewalks on either Carrs Street or Martin Street N; none are currently proposed to be added.

Figure 1 – Context Map



COMMUNITY OFFICIAL PLAN (COP)

Schedule B of the Official Plan identifies the subject lands as “Residential”.

3.6.1 Goal and Objectives

It is a goal of this Plan to:

Promote a balanced supply of housing to meet the present and future social and economic needs of all segments of the community.

The following objectives are designed to implement the goal:

- 1. Promote and support development which provides for affordable, rental and/or increased density of housing types.*

[...]

3. *Ensure that land use policies and zoning do not establish barriers to a more balanced supply of housing.*
 4. *Direct the majority of new residential development to areas where municipal sewer and water services are/will be available and which can support new development.*
 5. *Ensure that residential intensification, infilling and redevelopment within existing neighbourhoods is compatible with surrounding uses in terms of design.*
- [...]

Figure 2 – Community Official Plan Designation



Generally, “Residential” lands shall be used for low and medium density uses and accessory uses (Policy 3.6.2).

The Residential Land Use objectives instruct that the Municipality “*Promote and support development which provides for affordable, rental and/or increased density of housing types*” and where intensification is planned within existing neighbourhoods that the new development is “*compatible with surrounding uses in terms of design*”.

The development is proposed to be on full municipal water and sanitary services.

3.6.2 Residential Permitted Uses

Lands designated "Residential" shall be predominately used for low and medium density residential uses and associated accessory uses.

[...]

3.6.5 Range of Housing Types

1. The Town shall support a wide range of housing types, zoning standards and subdivision design standards.

2. The Town has established the following housing mix targets:

- Low Density - 70%*
- Medium Density - 30%*

*3. Low density residential development shall include single detached, semidetached, duplex, converted dwellings, and triplex housing. In general, the **gross density** for low density residential development shall be 15 units per hectare (6 units per acre).*

[...]

As proposed, the gross density generated by the semi-detached units would be 18.2 units per hectare, whereas the general target for a low density use 15 UPH, as per Policy 3.6.5(3).

ZONING BY-LAW #11-83

The subject property is proposed to be zoned "Residential Second Density – Subzone D" (R2D) in the Municipality of Mississippi Mills Zoning Bylaw 11-83. The Residential Second Density Zone permits a mix of low density residential uses including single, semi-, duplex, triplexes and converted dwellings.

The intent of the R2 Zone is to allow a number of other residential uses to provide additional housing choices within the second density residential areas within the urban area of Almonte and rural settlement areas and villages as described in the Community Official Plan.

The following table represents the proposed developments adherence to the prescribed zone provisions:

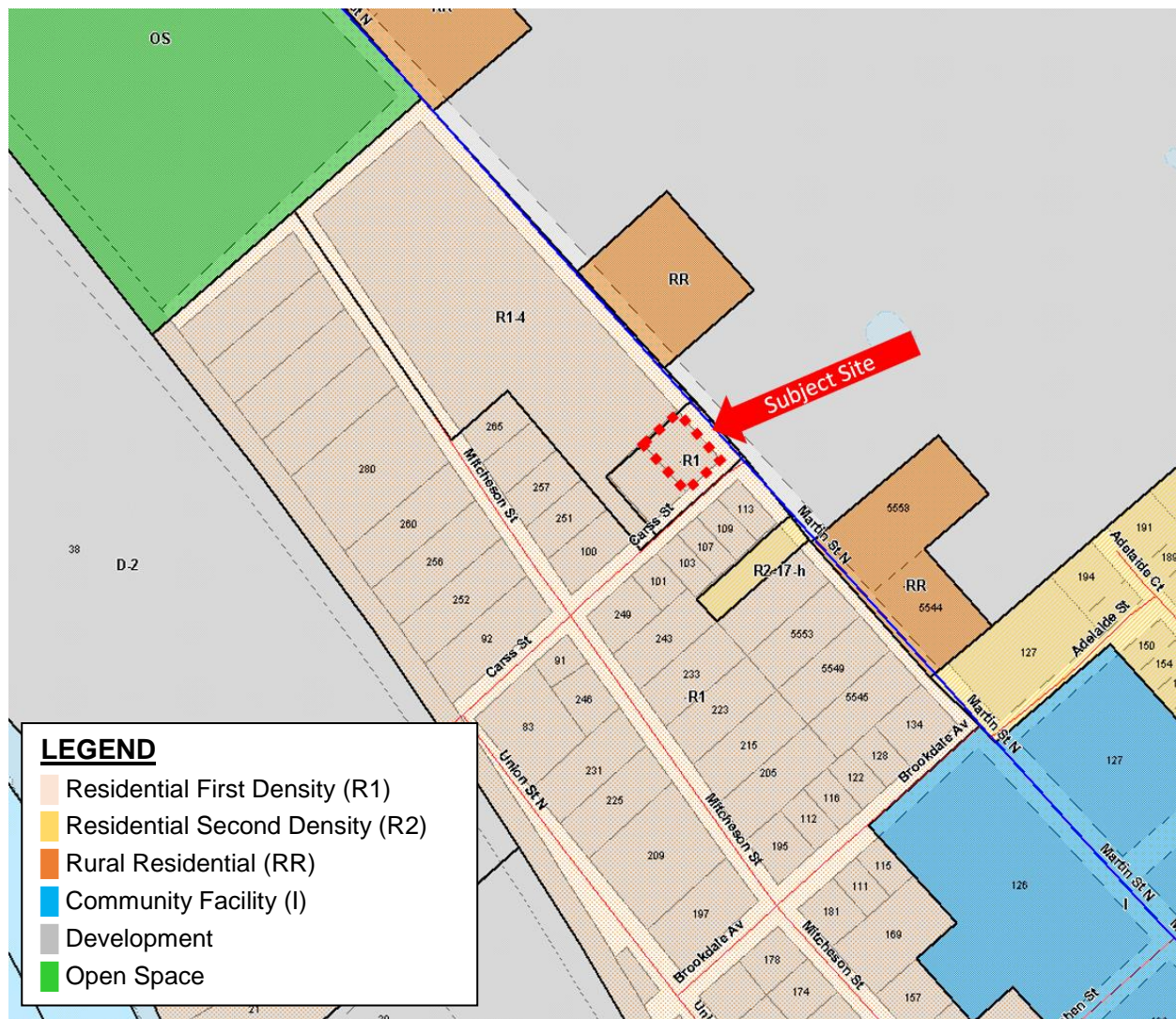
Table 1 – Zone Provisions of the Residential Second Density Zone Subzone D

Provisions	Semi-detached, Dwelling Unit	Proposed Development
Lot Area, Minimum (m ²)	225 (per unit)	511.5
Lot Frontage, Minimum (m)	7.5 (per unit)	12.83
Front Yard, Minimum (m)	3	3.05
Rear Yard, Minimum (m)	7.5	24.28
Side Yard, Minimum (m)	1.2	1.22
Exterior Side Yard, Minimum (m)	3	3
Maximum Height (m)	11	less than 11
Lot Coverage, Maximum* (%)	40%*	45%*
Dwelling Unit Area, Minimum (m ²)	65 (per unit)	132 (per unit)

*If the dwelling type is a bungalow, maximum lot coverage is 45%

The minimum required parking (1 space per unit) is proposed to be provided within attached garages on either unit.

Figure 3 – Zoning By-law #11-83



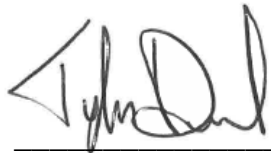
PUBLIC COMMENTS RECEIVED:

Staff circulated the application in accordance with the provisions of the Planning Act. Notice was posted on the subject property and circulated by mail to all property owners within 120m of the subject lands. Notice was also circulated to prescribed agencies and public bodies electronically.

One request for further information (specification of affected site) was requested by a resident in the neighbourhood. No further comments were provided by the resident.

A second request for further information was received by Staff via email. The specific questions were answered. No further comments were provided by the resident. The list of questions and their respective answers can be found in Appendix B. A staff report analyzing the merits of the application will be prepared following the public meeting in order to fully consider any and all public comments received.

All of which is respectfully submitted,



Tyler Duval, MCIP, RPP, M.PI.
Planning Consultant



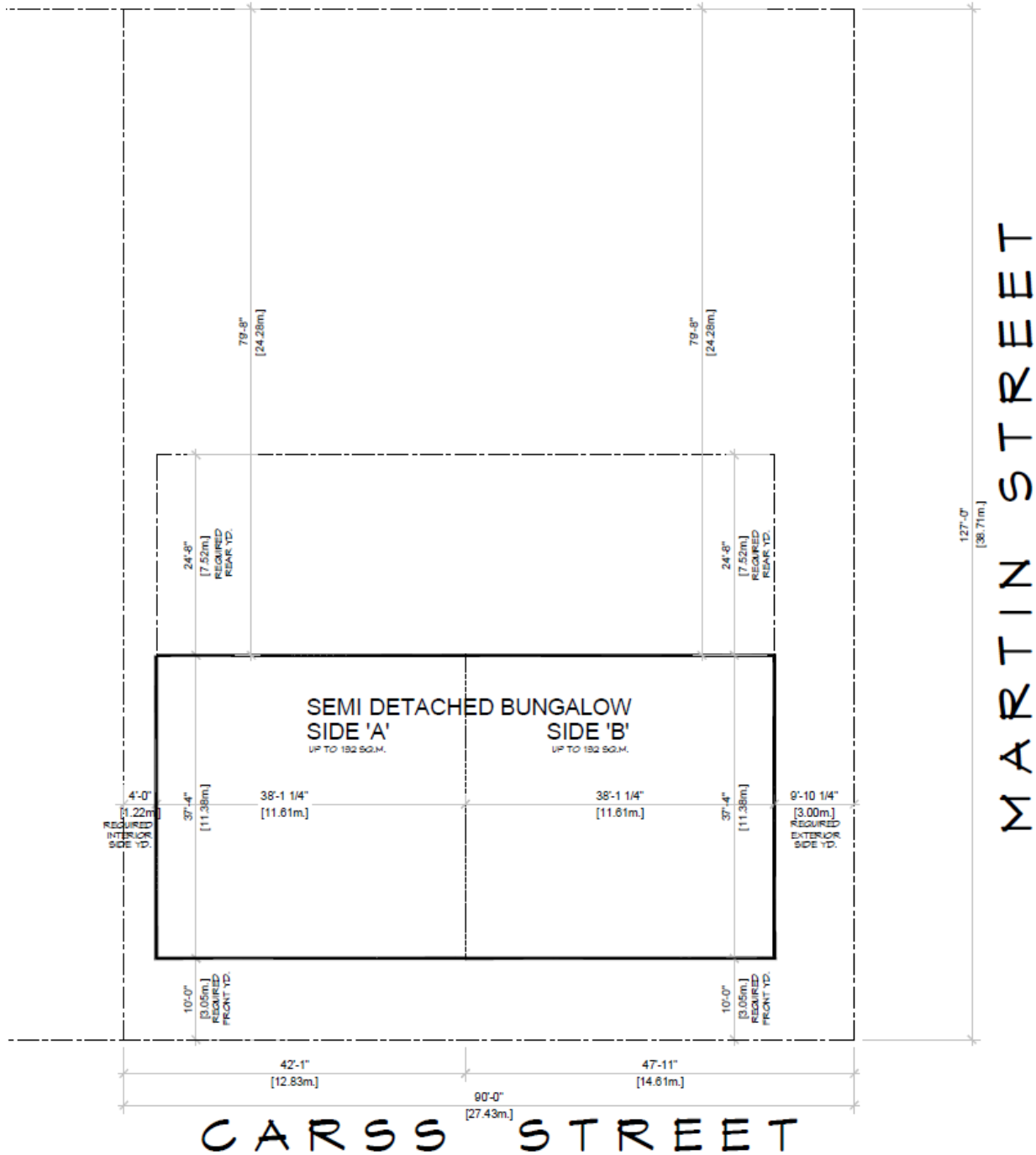
Ken Kelly
Chief Administrative Officer

Attachments:

Appendix A – Proposed Site Plan

Appendix B – Public Comments/Questions

Appendix A – Proposed Site Plan



Appendix B – Public Comments/Questions

- 1) What are the dimensions of the property being considered for rezoning?
- 2) In what direction will the building be facing (Carss St or Martin StN)?
- 3) If facing Martin StN has permission been granted for access?
- 4) What will happen to the street light and hydro pole located on the corner of Carss Street and Martin Street North?
- 5) If approved will this set a precedent for future requests for rezoning?
- 6) If lots approved in this area were approved for single family homes why is rezoning even being considered?
- 7) Traffic on Martin Street North by this property is very heavy and very few people drive the speed limit coming up the hill and I would hope that this is addressed before any more homes are built along this stretch

.....
“I strongly object to the proposal to change the from R1 to R2D.

Carss street is a narrow no sidewalk street. Parking on the street is not occurring now because R1 homes have ample laneway parking.

The lot is on the corner of Carss and Martin. Martin st is a very busy road. School buses will have a very difficult time to navigate crowded streets.

The proposed change would have the semi-detached used as rentals. Absentee landlords do not make good neighbors. There are suitable housing divisions that have semi- detached and multi- unit dwellings in well planned neighborhoods.

We chose our home on Carss street In Almonte because It offered a home that was in a great location within walking distance to Trails, hospital, and shopping in a unique town. We have experienced a semi- detached in Barrhaven and the forever crowded parking streets.

I urge council to reject this change to preserve the small town aspects of my neighborhood.

There are opportunities for entrepreneurs in large developments.

If you pass this amendment, there will be no rationale to not pass more.”



REPORT OF THE COMMITTEE OF THE WHOLE October 20, 2020

The following is the Committee of the Whole report from October 6, 2020 meeting.

A. Consent Reports

Motion No. CW145-20

That the following consent reports from the October 6, 2020 Committee of the Whole meeting be received for information:

- Library Board - August 12, 2020
- Committee of Adjustment - August 19, 2020

B. Staff Reports

Recreation and Culture

1. Budget Approval – Supply and Installation of Outdoor Digital Sign RFP Award

Motion No CW146-20

THAT Committee of the Whole recommend that Council authorize a maximum of \$11,337 be used from the 2020 Economic Development Operating budget to cover the additional cost for the Community Digital Sign installation.

CARRIED

C. Notice of Motion

1. Councillor Holmes Motion – Greystone Trail Extension

Motion No CW147-20

WHEREAS the existing Greystone Trail is 1 kilometre in length beginning at the Appleton Side road and extending down to Greystone Crescent;

AND WHEREAS in 2017 the former Active Transportation Advisory Committee recommended to Council that the municipality explore the option for a trail extension from Industrial Drive to Paterson Street to connect with the Greystone trail;

AND WHEREAS in the fall of 2017 Council provided direction to staff to proceed with discussions with the Upper Canada District School Board relating to the trail extension from Industrial Drive to Paterson Street;

AND WHEREAS as a result of staff turnover these discussions were never completed;

THEREFORE BE IT RESOLVED THAT the Committee of the Whole recommends that Council direct staff to recommence discussions with the Upper Canada District School Board regarding the potential extension of the Greystone Trail from Industrial Drive to Paterson Street;

AND THAT the outcome of these discussions form part of the review of the Active Transportation Master plan review as identified in the Strategic Plan.

CARRIED

D. Information List # 010-20

1. Item # 6

Request for Revisions to Municipal Elections

Motion CW148-20

BE IT RESOLVED, that the Council of the Municipality of Mississippi Mills ask Minister of Municipal Affairs and Housing, the Hon, Steve Clark, to review the Municipal Elections Act and provide amendments to ensure that loopholes are closed on any pay to play schemes in rural communities where non-resident electors are permitted to participate in elections so that \$100.00 leases do not turn into ballots for garden sheds;

AND BE IT FURTHER RESOLVED, that the Council of the Municipality of Mississippi Mills ask the Minister of Municipal Affairs and Housing, the Hon. Steve Clark, to review the Municipal Elections Act and provide amendments to provide clearer, stronger wording, to assist municipal Clerks in addressing issues to allow for a more definitive decision to be made when adding names to the voters' list;

AND BE IT FURTHER RESOLVED, that the Council of the Municipality of Mississippi Mills ask the Minister of Municipal Affairs and Housing, the Hon. Steve Clark, to ensure that there is a clear and accessible way to report election fraud;

AND BE IT FURTHER RESOLVED, that the Council of the Municipality of Mississippi Mills ask the Minister of Municipal Affairs and Housing, the Hon. Steve Clark, to ensure that the rules described in the Municipal Elections Act are actually enforceable even if there is not current case law.

AND BE IT FURTHER RESOLVED, that support for this resolution be sent to Premier Doug Ford, Daryl Kramp, M.P.P. for Hastings-Lennox and Addington, all Ontario Municipalities and the Association of Municipalities of Ontario.

2. Item # 7

Increased Broadband Coverage

Motion CW148-20

THAT Council accept the correspondence from the Honourable Maryam Monsef, Minister for Women and Gender Equality and Rural Economic Development, regarding increased broadband coverage.

3. Item # 10**Parkland Dedication, Development Charges and the Community Benefits
Charges Authority****Motion CW148-20**

THAT Council direct staff to share the information from the Ministry of Municipal Affairs and Housing regarding the changes to the *Development Charges Act*, *Planning Act*, *More Homes, More Choice Act* and *COVID 19 Economic Recovery Act* on the municipal website.

Submitted by,

Reviewed by,

John Dalgity,
Committee of the Whole Chair

Jeanne Harfield,
Clerk

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

STAFF REPORT

DATE: October 20, 2020

TO: Council

FROM: Rhonda Whitmarsh, Treasurer

SUBJECT: Phase 2 Funding under the Municipal Operating Stream of the Safe Restart Agreement

RECOMMENDATION:

THAT Council deems that Covid 19 related costs and pressures for the Municipality are in excess of the funding received under Phase 1 of the Municipal Operating stream of the Safe Restart agreement with the Province of Ontario in 2020;

AND FURTHERMORE THAT Council directs the Treasurer to apply under Phase 2 of the Municipal Operating Funding stream of the Safe Restart Agreement with the Province of Ontario;

AND FURTHERMORE THAT Council also directs the Treasurer to complete all of the required financial reporting to the Province of Ontario on Covid 19 operating costs and pressures by the imposed deadlines.

BACKGROUND:

On August 12, 2020 the Municipality was informed that it would be receiving \$361,000 under Phase 1 of the Municipal Operating Funding Stream of the Safe Restart Agreement with the Province of Ontario to assist with Covid related costs and pressures.

The application deadline for Phase 2 has just been announced as October 30, 2020. One of the requirements of the application is a resolution of Council.

DISCUSSION:

There is \$695 million in Phase 2 funding under the Municipal Operating Stream of the Safe Restart Agreement that is available to all 444 municipalities in Ontario. The application deadline is October 30, 2020. To be eligible to apply, Municipalities must be able to prove that Covid 19 related costs and pressures exceed the funding received under Phase 1 after considering other mitigation tools such as the use of reserves, other grants, expense reductions, etc.

In addition to a resolution of Council, the application must also include the following:

- 1) The Council approved 2020 operating budget;
- 2) The actual financial results of the Municipality to September 30, 2020;
and
- 3) A forecast of the financial results of the Municipality to December 31, 2020.

Items 1 and 2 are readily available and item 3 is presently being worked on in preparation of the application deadline date.

It is expected that Covid 19 costs and pressures will continue as long as there are restrictions in place for Recreation activities and indoor gatherings and as long as capacity levels remain lower at the Daycare.

The Province of Ontario will not be finalizing their allocation methodology until all the applications for Phase 2 funding have been received and reviewed. Following that, applicants will be notified if they will be receiving Phase 2 funding before the end of 2020 with funds expected to be distributed early in 2021.

FINANCIAL IMPACT:

There are no financial implications associated with this report.

SUMMARY

I am requesting Council approve the resolution that is required to be submitted with the application for funding under Phase 2 of the Municipal Operating Stream of the Safe Restart Agreement for Covid 19 related costs and pressures in excess of the funding received under Phase 1.

Respectfully submitted,

Reviewed by,



Rhonda Whitmarsh, Treasurer

Ken Kelly, CAO

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

BY-LAW NO. 20-102

BEING a by-law to appoint Cynthia Moyle as Acting Clerk for the Corporation of the Municipality of Mississippi Mills.

WHEREAS Section 228 of the *Municipal Act, 2001* provides that the Clerk may delegate to any person, other than a member of council, any of the Clerk's powers and duties;

AND WHEREAS the Clerk, Jeanne Harfield, will be on maternity leave effective November, 2020 for a period of up to 12 months;

NOW THEREFORE the Council of the Corporation of the Municipality of Mississippi Mills enacts as follows:

1. **THAT** Cynthia Moyle is hereby appointed as Acting Clerk for the Corporation of the Municipality of Mississippi Mills and shall exercise all the authority, powers and rights, and shall perform all the duties and obligations which by statute or by by-law are or may be conferred or imposed upon the Acting Clerk and any other duties that may be imposed by Council.
2. **THAT** this by-law shall take effect on the day of its passing.

BY-LAW READ, passed, signed and sealed in open Council this 20th day of October, 2020.

Christa Lowry, Mayor

Jeanne Harfield, Clerk