



**Municipality of Mississippi Mills**

**SPECIAL COMMITTEE OF THE WHOLE  
AGENDA**

**Thursday, January 23, 2020  
10:30 a.m.**

**Board Room, Mississippi Valley Conservation Authority**

---

- A. CALL TO ORDER**
- B. ATTENDANCE**
- C. APPROVAL OF AGENDA**
- D. DISCLOSURE OF PECUNIARY INTEREST OR GENERAL NATURE THEREOF**
- E. OTHER/NEW BUSINESS**

- 1. CAO Ken Kelly  
Re: Strategic Planning Session 3

Pages 2-38

- F. ADJOURNMENT**

This is the current draft of the notes capturing our discussions with regards to content for the strategic plan.

We are focusing on the content first before we put any efforts into making this into a presentation ready document.

While it looks simplistic it captures and provides significant direction to your stakeholders even in its current form.

At the moment it is still draft and has not been adopted by Council so it does not have any force and effect.

Once it is reviewed on Thursday Jan 23, 2020 my plan is to then circulate and discuss it with the Senior Management Team on Wednesday Jan 29, 2020. I would think that we may need two iterations with the Senior Management Team.

One thing to note in terms of implementing this plan is that many of the action items will become items within the performance appraisals of staff. This is how we will connect the strategic plan to the day to day operations and ensure that the actions get completed.

## Infrastructure

- Goal:  
Provide infrastructure that is safe and reliable that meets the expectations of residents (ratepayers) for environmental and financial sustainability.

Items used to develop the Goal (these will be deleted as they are now captured in the goal above and are just included here for completeness and to illustrate the transition from our discussion to the draft Goal):

- o Safe/reliable that meets legislated standards
  - o Roads, sewer, water
  - o Meets expectations of residents within context of financial feasibility
  - o Respects the environment
- Actions items:
    - o More ditching of roads in rural areas
    - o Plan review
    - o Complete downtown revitalization
    - o Better brushing of roads in rural especially at stop signs
    - o Transportation plan review (explore methods to assist rural residents get to appointments, etc.)
    - o Assessment of road conditions vs need
    - o Update/merge master and active transportation plans
    - o Sidewalks (accessible, repair, new schedule)
    - o Review recycling and garbage

## Operational Excellence (efficiency vs effectiveness)

- Goal:  
Strive to integrate across facilities, equipment and staff.  
Provide excellence in services, processes and communications while recognizing both rural, suburban and urban needs.  
Know what we do best (upper/lower tier) and utilize staff, technology, team work, cross functional training and partnerships/approaches to provide excellent modern service delivery.

- Items used to develop the Goal (these will be deleted as they are now captured in the goal above and are just included here for completeness and to illustrate the transition from our discussion to the draft Goal):
  - o People – excellence in HR (right people and enough – right supports)
  - o Integration of facilities
  - o Integrate communication and processes
  - o Integration – cross training

- Recognize need for involvement from rural areas
  - Maintenance (who does what?)
  - Improving communications
  - Modernization
  - Team work
  - Upper tier/lower tier
  - Support climate action
- Action items:
- Service Delivery Review
  - Succession Plan
  - Communications Plan Review (review and implement)
  - Review opportunities for efficiencies in house
  - IT plan
  - Contract for police/by-law and review police service contract (communications – where the money goes re: policing)
  - Facility assessment and rationalization
  - Technology upgrade
  - HR Plan – the right people and enough people (Staffing and facilities plan for growth)
  - Training Customer Service and Problem solving
  - How are we organized and can we reshape ourselves?
  - Method of easily displaying progress or projects, finances, etc. on web (ie dashboard)
  - Implement performance management (citizen satisfaction, annual reporting)
  - Community engagement
  - Policies to set expectations for engagement (What will we ask your opinion)
  - Tools for engagement

## **Economic Development**

- Goal:  
Diversify economy to encourage local employment (millennials, entrepreneurs, digital economy, knowledge economy) with a mix of residential development, small and light industry.
- Promote Mississippi Mills through assets such as Library, museum network, OVRT, recreation and tourist opportunities.
- Items used to develop the Goal (these will be deleted as they are now captured in the goal above and are just included here for completeness and to illustrate the transition from our discussion to the draft Goal):

- Diversify Economy
- Encourage local employment (millennials, entrepreneurs, digital economy, knowledge economy)
- Small/light industry
- Library OVRT
- Actions:
  - Promotion Plan
  - Action Plan
  - Tourism Strategy
  - IT Strategy
  - Economic Climate
  - Support expanding farmers market local grown food
  - Encourage BIA, Chamber, Other business groups
  - Downtown lights
  - Advocate for broadband/cell services in rural areas
  - Local economy analysis

## **Quality of Life**

### Goal:

Appealing and affordable full service municipality offering an excellent age friendly quality of life.

- Items used to develop the Goal (these will be deleted as they are now captured in the goal above and are just included here for completeness and to illustrate the transition from our discussion to the draft Goal):
  - Affordability
  - Age friendly community
  -
- Actions:
  - Climate action plan
  - Review property standards
  - Implement vision zero

## **Financial Management**

### Goal:

Use multi year operational and capital to sustainability plan and fund the future. Establish a predictable, sustainable approach to reserves, debt management and tax increases.

- Items used to develop the Goal (these will be deleted as they are now captured in the goal above and are just included here for completeness and to illustrate the transition from our discussion to the draft Goal):
  - Reserves
  - Cost of living tax increase
  - Plan for the future (multi-year operational plan)
  - Fund the future
  - Sustainable
- Actions:
  - Update long term financial plan
  - Debt reduction strategy
  - Review asset management plan
  - Grant strategy
  - Review asset investment
  - inventory

### **Parking Lot**

- ORPC/Hydro



---

## Public Works Advisory Committee Terms of Reference

---

### 1.0 Mission Statement

The Public Works Advisory Committee is an advisory committee of Council with a mandate to advise and support Council on matters that relate to public works such as: roads and bridges, active transportation and environment. The Public Works Advisory Committee will also provide support on other related issues as requested by Council.

### 2.0 General

- a. Provide support and advice to Council, applicable Staff and other associated Advisory Committees relative to public works.
- b. To make recommendations as directed by Council with respect to Public Works practices, policies and procedures, as well as maintenance standards.
- c. The Committee shall provide recommendations to Council/Committee of the Whole on matters that have been referred by Council/Committee of the Whole to the Committee.
- d. The Committee shall respond to proposed policies, projects, planning and other matters as referred by Council, and/or Department Heads/CAO.
- e. To make recommendations to Council concerning the prioritization and implementation of Active Transportation Master Plan.
- f. Review and provide comment on new public works capital projects with the objective of meeting complete street objectives.
- g. Provide a voice and forum for accessible, pedestrian friendly and cycling friendly community, environmental issues, and transportation-related matters.
- h. Members shall follow Municipal policies and procedures and comply with applicable legislation, and shall act in accordance with the Municipal Conflict of Interest Act.
- i. The Committee may appoint, as it deems necessary, working groups to act in an advisory capacity to the Committee.

### **3.0 Appointment of Committee**

- a. The Committee shall consist of the following:
  - i. 1-2 Council members
  - ii. Mayor (ex-officio)
  - iii. Staff support
  - iv. 5 to 7 members of the public representing various sectors of the community. Ideally membership may include representation from all wards and expertise in the following areas:
    - Public works
    - Active transportation
    - Environment
- b. The Chair shall be elected by the Committee for a one (1) year term. With the provision that the Chair will be eligible for re-election after the completion of the term.
- c. The term of office for committee members shall be two (2) years with an option to renew for an additional two (2) year term.
- d. The Public Works Advisory Committee shall meet bi-monthly, with a minimum of four (4) meetings per year.
- e. The Public Works Advisory Committee shall report directly to Council, with each of the committee minutes forwarded to Council for acceptance.
- f. If a Committee member is absent for three consecutive meetings without a justifiable cause, he/she shall be deemed to have forfeited his/her membership unless the absence is approved by the Committee.

### **4.0 Committee Support**

The Director of Roads and Public Works is designated as the staff resource. Additional staff resources may be utilized as required.

### **5.0 Expenses/Budget**

Committee members may be compensated for extraordinary expenses incurred as a result of their membership on the Committee or its working groups on the basis that the expenditure was approved in advance.





---

## **Parks and Recreation Advisory Committee Terms of Reference**

---

### **1.0 Mission Statement**

The Parks and Recreation Advisory Committee is an advisory committee of Council with a mandate to provide support and advice to Council, applicable Staff and other associated Advisory Committees relative to enhancing the quality of life for Mississippi Mills residents through a wide range of innovative, inclusive and accessible programming, providing opportunities for physical activity, social interaction and community engagement.

### **2.0 General**

- a. Provide support and advice to Council, applicable Staff and other associated Advisory Committees relative to promoting recreation activities, programming, recreation facilities, recreation trails and parks.
- b. The Committee shall provide recommendations to Council/Committee of the Whole on matters that have been referred by Council/Committee of the Whole to the Committee.
- c. The Committee shall respond to proposed policies, projects, planning and other matters as referred by Council, and/or Department Heads/CAO.
- d. Support Council and staff in the advancement of parks, sport and recreation planning and programming.
- e. Help identify to staff and/or Council recommendations regarding: community parks, recreation trails, sport, and recreation services that exist or may be needed.
- f. Identify activities that support community and individual well-being through a collaborative delivery of sustainable parks and recreation opportunities.
- g. Provide a voice and forum for recreational organizations, agencies, and or community groups for the greater good of Mississippi Mills.
- h. Encourage community involvement in matters and projects related to parks and recreation.
- i. Members shall follow Municipal policies and procedures and comply with applicable legislation, and shall act in accordance with the Municipal Conflict of Interest Act.

- j. The Committee may appoint, as it deems necessary, working groups to act in an advisory capacity to the Committee.

### **3.0 Appointment of Committee**

- a. The Committee shall consist of the following:
  - i. 1 to 2 Council members
  - ii. Mayor (ex-officio)
  - iii. Staff support
  - iv. 5- 7 members of the public representing various sectors of the business community with diverse knowledge. Ideally membership may include representation from all wards with expertise in recreation-related activities.
- b. The Chair shall be elected by the Committee for a one (1) year term. With the provision that the Chair will be eligible for re-election after the completion of the term.
- c. The term of office for committee members shall be two (2) years with an option to renew for an additional two (2) year term.
- d. The Parks and Recreation Advisory Committee shall meet a minimum of six (6) times per year.
- e. The Parks and Recreation Advisory Committee shall report directly to Council, with each of the committee minutes forwarded to Council for acceptance.
- f. If a Committee member is absent for three consecutive meetings without a justifiable cause, he/she shall be deemed to have forfeited his/her membership unless the absence is approved by the Committee.

### **4.0 Committee Support**

The Recreation Manager is designated as the staff resource. Additional staff resources may be utilized as required.

### **5.0 Expenses/Budget**

Committee members may be compensated for extraordinary expenses incurred as a result of their membership on the Committee or its working groups on the basis that the expenditure was approved in advance.



---

## **Finance and Policy Committee Terms of Reference**

---

### **1.0 Mission Statement**

The Finance and Policy Advisory Committee's role is to serve in an advisory capacity to Council in regards to matters related to: budget; investment; long range financial planning and policies; corporate policies and by-laws.

### **2.0 General**

- a. Provide support and advice to Council, applicable Staff and other associated Advisory Committees on policy and financial matters.
- b. To make recommendations to Council as directed by Council with respect to cost saving opportunities and financial matters or policies.
- c. To make recommendations to Council as directed by Council with respect to updates to current or proposed by-laws and policies.
- d. The Committee shall provide recommendations to Council/Committee of the Whole on matters that have been referred by Council/Committee of the Whole to the Committee.
- e. The Committee shall respond to proposed policies, projects, planning and other matters as referred by Council, and/or Department Heads/CAO.
- f. Members shall follow Municipal policies and procedures and comply with applicable legislation, and shall act in accordance with the Municipal Conflict of Interest Act.
- g. The Committee may appoint, as it deems necessary, working groups to act in an advisory capacity to the Committee

### **3.0 Appointment of Committee**

- a. The Committee shall consist of the following:
  - i. 1-2 Council members
  - ii. Mayor (ex-officio)
  - iii. Staff support

- iv. 5 to 7 members of the public representing various sectors of the community. Ideally membership may include representation from all wards and expertise in the following areas:
  - Policy development
  - Finance
  - Law
  - Government
- b. The Chair shall be elected by the Committee for a one (1) year term. With the provision that the Chair will be eligible for re-election after the completion of the term.
- c. The term of office for committee members shall be two (2) years with an option to renew for an additional two (2) year term.
- d. The Finance and Policy Advisory Committee shall meet bi-monthly, with a minimum of four (4) meetings per year.
- e. The Finance and Policy Committee shall report directly to Council, with each of the committee minutes forwarded to Council for acceptance.
- f. If a Committee member is absent for three consecutive meetings without a justifiable cause, he/she shall be deemed to have forfeited his/her membership unless the absence is approved by the Committee.

#### **4.0 Committee Support**

The Treasure is designated as the staff resource. Additional staff resources may be utilized as required.

#### **5.0 Expenses/Budget**

Committee members may be compensated for extraordinary expenses incurred as a result of their membership on the Committee or its working groups on the basis that the expenditure was approved in advance.

---

## Emergency Management Community Control Group Terms of Reference

---

*\*This is a mandated committee per the Emergency Management and Civil Protection Act and O.Reg 380/04*

### 1.0 Mission Statement

*The Emergency Management and Civil Protection Act, R.S.O. 1990,c.E.9 and its associated regulations and standards, requires the implementation of a mandatory emergency management program by all Ontario municipalities. The emergency management program shall consist of the following:*

- designation of a community emergency management coordinator (CEMC);
- formation of a community emergency management program committee;
- publication of an approved community emergency plan;
- development of an appropriate community emergency operations centre;
- development of an appropriate community emergency response capability;
- conduct annual training and exercises for the emergency operations control group, employees of the municipality and other persons with respect to the provision of necessary services and the procedures to be followed in emergency response and recovery activities;
- development and implementation of a public awareness program and education on risks to public safety and on public preparedness for emergencies;
- identification of individuals to act as community emergency information staff;
- conduct an annual review of the community emergency management program.

### 2.0 General

- a. The members of the group shall complete the annual training that is required by the Chief, Emergency Management Ontario. O. Reg. 380/04, s. 12 (3).
- b. The group shall direct the municipality's response in an emergency, including the implementation of the municipality's emergency response plan. O. Reg. 380/04, s. 12 (4).
- c. The group shall develop procedures to govern its responsibilities in an emergency. O. Reg. 380/04, s. 12 (5).
- d. The committee shall advise the council on the development and implementation of the municipality's emergency management program O. Reg. 380/04, s. 11 (5).

- e. The group shall conduct an annual practice exercise for a simulated emergency incident in order to evaluate the municipality's emergency response plan and its own procedures. O. Reg. 380/04, s. 12 (6).
- f. The committee shall conduct an annual review of the municipality's emergency management program and shall make recommendations to the council for its revision if necessary. O. Reg. 380/04, s. 11 (6).
- g. If determined necessary as a result of the evaluation under subsection (6), the group shall revise its procedures and shall make recommendations to the council for the revision of the municipality's emergency response plan. O. Reg. 380/04, s. 12 (7).
- h. The group may at any time seek the advice and assistance of the following:
  - i. Officials or employees of any level of government who are involved in emergency management.
  - ii. Representatives of organizations outside government who are involved in emergency management.
  - iii. Persons representing industries that may be involved in emergency management.

### **3.0 Appointment of Committee**

- a. The Emergency Management Community Control Group shall be composed of the following:
  - i. The municipality's emergency management program co-ordinator;
  - ii. A senior municipal official appointed by the council;
  - iii. Such members of the council, as may be appointed by the council;
  - iv. Such municipal employees who are responsible for emergency management functions, as may be appointed by the council; and
  - v. Such other persons as may be appointed by the council, the persons appointed may only be:
    - officials or employees of any level of government who are involved in emergency management;
    - representatives of organizations outside government who are involved in emergency management; or
    - persons representing industries that may be involved in emergency management.
- b. The Emergency Management Community Control Group shall meet a minimum of four (4) times per year.



---

## The Community Policing Advisory Committee Terms of Reference

---

### 1.0 Mission Statement

The Mississippi Mills Community Policing Advisory Committee (CPAC) is to provide a mechanism for independent community guidance, governance and accountability for policing at the local level.

### 2.0 General

The responsibilities of the Mississippi Mills Community Policing Advisory Committee (CPAC) include, but shall not be limited to the following:

- a. To provide input to the Detachment Commander regarding priorities and objectives for police services in the community.
- b. To receive regular reports from the Detachment Commander concerning community policing issues, initiatives and statistics as requested by the Committee.
- c. To ensure meetings are open to the public. When public is excluded such exclusion shall only be done in accordance with Section 35 of the *Police Services Act*.
- d. To receive and address issues brought to the Board's attention by the citizens of Mississippi Mills.
- e. To attend community events and meetings, when reasonably practical and when invited.

### 3.0 Appointment of Committee

- a. The Committee shall consist of five (5) members. There shall be three (3) members appointed from the community and two (2) members of Council.
- b. All new appointees to the CPAC will receive training with respect to their roles and responsibilities.
- c. The CPAC shall elect a Chair and Vice-Chair and appoint a Secretary-Treasurer.
- d. All members of the CPAC shall sign a Code of Conduct for Committee / Board members.
- e. The CPAC shall meet at least four (4) times a year and a majority of the members shall constitute a quorum.

#### **4.0 Committee Support**

A staff resource person will be utilized for taking minutes and compiling the agenda. Additional staff resources may be utilized as required.

#### **5.0 Expenses/Budget**

Committee members may be compensated for extraordinary expenses incurred as a result of their membership on the Committee or its working groups on the basis that the expenditure was approved in advance.





---

## Community Economic Development Advisory Committee Terms of Reference

---

### 1.0 Mission Statement

The Community Economic Development Advisory Committee (CEDC) is an advisory committee of Council with a mandate to foster, promote and implement economic, business and tourism development initiatives within the Municipality of Mississippi Mills. Mississippi Mills is a diverse municipality with strong rural and urban roots; the committee will work to promote development across all sectors.

### 2.0 General

- a. Provide support and advice to Council, applicable Staff and other associated Advisory Committees relative to promoting community and economic development.
- b. The Committee shall provide recommendations to Council/Committee of the Whole on matters that have been referred by Council/Committee of the Whole to the Committee.
- c. The Committee shall respond to proposed policies, projects, planning and other matters as referred by Council, and/or Department Heads/CAO.
- d. Identify activities, events and opportunities to promote economic growth and tourism in Mississippi Mills.
- e. Provide a voice and forum for businesses, rural and urban communities, beautification, and arts and culture for the greater good of Mississippi Mills.
- f. Encourage community involvement in matters and projects related to economic development.
- g. The Committee shall assist with the development of new and innovative programs and services that positively affect the operation of the Department of Recreation and Culture.
- h. Members shall follow Municipal policies and procedures and comply with applicable legislation, and shall act in accordance with the Municipal Conflict of Interest Act.

- i. The Committee may appoint, as it deems necessary, working groups to act in an advisory capacity to the Committee.

### **3.0 Appointment of Committee**

- a. The Committee shall consist of the following:
  - i. 1 to 2 Council members
  - ii. Mayor (ex-officio)
  - iii. Staff support
  - iv. 5- 7 members of the public representing various sectors of the business community with diverse knowledge. Ideally membership may include representation from all wards and expertise in the following areas:
    - rural business community
    - urban business community
    - arts and culture community
    - marketing or tourism related experience
    - beautification
- b. The Chair shall be elected by the Committee for a one (1) year term. With the provision that the Chair will be eligible for re-election after the completion of the term.
- c. The term of office for committee members shall be two (2) years with an option to renew for an additional two (2) year term.
- d. If a Committee member is absent for three consecutive meetings without a justifiable cause, he/she shall be deemed to have forfeited his/her membership unless the absence is approved by the Committee.
- e. The CEDC shall meet a minimum of six (6) times per year.
- f. The CEDC shall report directly to Council, with each of the committee minutes forwarded to Council for acceptance.

### **4.0 Committee Support**

The Community Economic & Culture Coordinator is designated as the staff resource. Additional staff resources may be utilized as required.

### **5.0 Expenses/Budget**

Committee members may be compensated for extraordinary expenses incurred as a result of their membership on the Committee or its working groups on the basis that the expenditure was approved in advance.

## APPENDIX I

---

### **Riverwalk Expansion Working Group Guidelines**

---

The Riverwalk Expansion Working Group is an advisory group to the Community Economic Development Committee. The Riverwalk Expansion Working Group has a clear mandate to promote, advance, define, extend and fundraise for the expansion of the Riverwalk.

#### **General Objectives:**

- Promote and encourage community involvement in the Riverwalk project.
- Assist with projects and programs related to the Riverwalk.
- Host public fundraising events or initiatives for the Riverwalk.
- Liaise with the CEDC on the Riverwalk expansion.
- Report back to the CEDC with advice or information in writing, verbal report, or as a delegation to the CEDC.

#### **Membership:**

- The working group should be comprised of Mississippi Mills residents representing the various sectors of the community.
- 1 member of the CEDC will be a liaison between the working group and the CEDC.
- The terms of office for the working group shall be established by the CEDC.

## APPENDIX II

---

### Beautification Working Group Guidelines

---

The Beautification Working Group is an advisory group to the Community Economic Development Advisory Committee. The purpose of the working group is to promote, advance and maintain the aesthetics of the natural and built resources of Mississippi Mills.

#### **General Objectives:**

- Coordinate and/or assist with projects and programs related to: public art, streetscapes, banners, planting (including baskets), maintenance and clean up (Pitch in Program)
- Encourage community involvement in advancing and maintaining the beautification and aesthetics of Mississippi Mills.
- Assist with the implementation of programs as prescribed by the Community Economic Development Advisory Committee.
- Report back to the Community Economic Development Advisory Committee with advice or information in writing, verbal report, or as a delegation to the Community Economic Development Advisory Committee.

#### **Membership:**

- The working group should be comprised of Mississippi Mills residents representing the various sectors.
- 1 member of the Community Economic Development Advisory Committee will be a liaison between the working group and the Community Economic Development Advisory Committee.
- The terms of office for the working group shall be established by the Community Economic Development Advisory Committee.



---

## Property Standards and Committee of Adjustment Terms of Reference

---

\* *This is a mandated committee as per The Planning Act (Committee of Adjustment) and by Municipal By-law 03-35 (Property Standards)*

### 1.0 Background

This Committee serves two functions: the consideration of applications under Section 45 of the *Planning Act*; and consideration of appeals under the Property Standards By-law (by-law 03-35).

### 2.0 Powers of Committee

The Committee of Adjustment is established by By-law 13-08 passed under the *Planning Act*, Section 44. Pursuant to the *Planning Act*, Section 45, the Committee may consider applications for minor variance to the Municipality's Zoning By-law, may permit a change or extension of a legal non-conforming use and may be requested to interpret the Zoning by-law where a term is defined in a general manner. This does not include the authority to grant relief from application fees, as this has been reserved by and for Council.

The Property Standards Committee is established by By-law 03-35 passed under section 15.6 of the *Building Code Act*. The Property Standards Committee considers appeals to orders issued by an enforcement officer directing a property owner to comply with the Property Standards by-law as established under Section 15 of the *Act*.

### 3.0 Scope

The Committee is a quasi-judicial authority responsible for considering minor variance and appeals in a merits based assessment and in an unbiased manner and must conduct hearings in a transparent, balanced and responsible manner.

With respect to the *Planning Act*, Section 45 the Committee must determine if requests for minor variance meet the four tests established under the *Act*. It has authority to determine if changes in non-conforming use or enlargement of non-conforming structures represent appropriate changes consistent with good planning principals and is to make decisions that are consistent with the intent of the Official Plan and Zoning By-law and Provincial Policies.

With respect to Section 15 of the *Building Code Act* the Committee may alter or rescind property standards orders issued by municipal enforcement staff where the Committee determines that such action would be consistent with the Property Standards By-law, the Official Plan and/or an applicable policy statement.

#### **4.0 Appointment of Committee**

- a. The Committee shall be composed of three (3) qualified electors of the Municipality. No member of the committee shall be a paid employee of the Municipality. Preference will be given to candidates with relevant experience in planning and architecture. (as per By-law 03-35 and By-law 13-08).
- b. The term of office for members shall be the Term of Council and hold office until their successors are appointed.
- c. Members are eligible for re-appointment at the discretion of Council.
- d. When a member resigns from the Committee before the expiration of his/her term, Council shall appoint another eligible person for the unexpired portion of that term.
- e. If a Committee member fails to attend three (3) consecutive meetings of the Committee without reason, his/her position shall be deemed to be vacant.
- f. The Committee shall elect, annually, a Chairperson and such other officers as may be required from its members. In the Chairperson's absence, the Committee shall appoint another member as acting chair.
- g. The Committee shall hold regular meetings at the call of the Secretary-Treasurer.
- h. At any meeting of the Committee, a quorum shall consist of two (2) members of the Committee.

#### **5.0 Committee Support**

The Director of Planning is designated as the staff resource. Additional staff resources may be utilized as required.

## APPENDIX I

### THE CORPORATION OF THE TOWN OF MISSISSIPPI MILLS

#### BY-LAW NO. 13-08

**BEING** a by-law to establish a Committee of Adjustment for the Town of Mississippi Mills.

**WHEREAS** pursuant to Section 44(1) of the Planning Act, R.S.O. 1990, c. P. 13 as amended, the council of a municipality may by by-law constitute and appoint a committee of adjustment composed of such persons, not fewer than three, as the council considers advisable;

**NOW THEREFORE** the Council of the Corporation of the Town of Mississippi Mills hereby enacts as follows:

1. In this by-law, unless the context otherwise requires,
  - a) "Committee" means the Committee of Adjustment;
  - b) "Council" means the Council of the Corporation of the Town of Mississippi Mills;
  - c) "Town" means the Corporation of the Town of Mississippi Mills.
2. The Committee shall be composed of three (3) qualified electors of the Town. No member of the committee shall be a paid employee of the Town. Preference will be given to candidates with relevant experience in planning and architecture.
3.
  - a) The Committee members shall be appointed by Council.
  - b) The term of office for members shall be the Term of Council and hold office until their successors are appointed, and are eligible for re-appointment.
  - c) When a member resigns from the Committee before the expiration of his/her term, Council shall appoint another eligible person for the unexpired portion of that term.
  - d) If a Committee member fails to attend three (3) consecutive meetings of the Committee without reason, his/her position shall be deemed to be vacant.
  - e) The Committee shall elect, annually, a Chairperson and such other officers as may be required from its members. In the Chairperson's absence, the Committee shall appoint another member as acting chair.
  - f) The Committee shall hold regular meetings at the call of the Secretary-Treasurer.
  - g) At any meeting of the Committee, a quorum shall consist of two (2) members of the Committee.

4. The Committee shall be tasked with the following matters pertaining to a zoning by-law passed under section 34 of the Planning Act, R.S.O. 1990, c. P. 13 as amended:
  - a) Consider applications concerning minor variance from the provisions of the zoning by-law, in respect of the land, building or structure or the use.
  - b) Consider applications pertaining to the enlargement or expansion of legal non-complying or non-conforming uses provided that they legally existed prior to the passing of the zoning by-law.
5. Committee members shall receive a per diem rate of \$75.00 per meeting to be paid at the end of each fiscal year.
6. The Town Planner shall serve as Secretary-Treasurer for the Committee with the following duties:
  - a) Shall keep on file minutes and records of all applications and the decisions thereon and all other official business of the committee subject to legislative requirements.
  - b) Shall ensure proper notice is provided as required under the Planning Act, R.S.O. 1990, c. P. 13 as amended.
  - c) Provide an annual report to the Committee and members of Council.
7. The following rules apply to the holding of hearings and decisions:
  - a) The hearing on any application shall be held within thirty days after the application is received by the secretary-treasurer.
  - b) The committee, before hearing an application, shall in the manner and to the persons and public bodies and containing the information prescribed, give notice of the application.
  - c) The hearing of every application shall be held in public, and the committee shall hear the applicant and every other person who desires to be heard in favour of or against the application, and the committee may adjourn the hearing or reserve its decision.
  - d) The chair, or in his or her absence the acting chair, may administer oaths.
  - e) No decision of the committee on an application is valid unless it is concurred in by the majority of the members of the committee that heard the application, and the decision of the committee, whether granting or refusing an application, shall be in writing and shall set out the reasons for the decision, and shall be signed by the members who concur in the decision.
  - f) Any authority or permission granted by the committee may be for such time and subject to such terms and conditions as the committee considers advisable and as are set out in the decision.



- g) If the committee imposes terms and conditions, it may also require the owner of the land to enter into one or more agreements with the municipality dealing with some or all of the terms and conditions, and in that case the requirement shall be set out in the decision.
  - h) An agreement entered into may be registered against the land to which it applies and the municipality is entitled to enforce the agreement against the owner and, subject to the *Registry Act* and the *Land Titles Act*, against any and all subsequent owners of the land.
  - i) The secretary-treasurer shall not later than ten days from the making of the decision send one copy of the decision, certified by him or her,
    - o to the Minister, if the Minister has notified the committee by registered mail that he or she wishes to receive a copy of all decisions of the committee;
    - o to the applicant; and
    - o to each person who appeared in person or by counsel at the hearing and who filed with the secretary-treasurer a written request for notice of the decision, together with a notice of the last day for appealing to the Municipal Board.
8. In carrying out the provisions of this by-law, the Committee shall at all times be the agent of the Town and while acting bona fide within the limits of the authority of this by-law neither the Committee nor any member thereof shall incur any liability by reason of anything done or left undone by the Committee, provided however, that nothing in this paragraph contained shall authorize or empower the Committee to incur any debt, liability or obligation for which the Town shall become liable without having previously obtained the approval of Council.
9. This by-law shall come into effect on the day of its passing.

**BY-LAW READ**, passed, signed and sealed in open Council this 22<sup>nd</sup> day of January, 2013.

---

John Levi, Mayor

---

Robert Tremblay, Town Clerk

## APPENDIX II

### BY-LAW NO. 13-08 (Section 8.3)

(This section is amended by By-law 09-86)

#### 8.3 PROPERTY STANDARDS COMMITTEE

- 8.3.1 Every person who initiates an appeal of an Order made under Section 15.2(2) of the Ontario Building Code Act, S.O. 1992, c23, shall submit a Notice of Appeal in the time frame and manner as prescribed in section 15.3(1) of the Act. All Notices of Appeal shall be accompanied by a non-refundable payment of one hundred (\$100.00) dollars.
- 8.3.2 A Property Standards Committee shall be established and shall consist of a minimum of three (3) people appointed by Council.
- 8.3.3 The members of the Committee shall appoint one of themselves as Chair, and when the Chair is absent, the Committee may appoint another member to act as Chair pro tempore and any member of the Committee may administer oaths.
- 8.3.2 The Secretary shall keep on file minutes and records of all applications and the decisions thereon and of all other official business of the Committee and Section 74 of the Municipal Act applies mutatis mutandis to such documents. The Secretary shall be comprised of a Municipal Staff member, appointed by the Committee.
- 8.3.4 A majority of the Committee constitutes a quorum and the Committee may adopt its own rules of procedure but before hearing an appeal it shall give notice or direct that notice be given of such hearing to such persons as the Committee considers should receive notice.
- 8.3.5 Where an appeal has been taken, the Committee shall hear the appeal and shall have all the powers and functions of the Officer who made the order and may:
- a. Confirm, modify or rescind the order to demolish or repair;
  - b. Extend the time for complying with the order if, in the Committee's opinion, the general intent and purpose of the by-law and of the Official Plan or policy statement are maintained.



---

## **Agriculture Advisory Committee Terms of Reference**

---

### **1.0 Mission Statement**

The Agriculture Advisory Committee is an advisory committee of Council with a mandate to advise and support Council on matters of impact to the agricultural community for the benefit of the entire Municipality. The Agriculture Advisory Committee will also provide support on other related issues as requested by Council.

### **2.0 General**

- a. Provide support and advice to Council, applicable Staff and other associated Advisory Committees on agricultural matters (policies, projects, other governmental programs, etc.)
- b. The Committee shall support awareness raising initiatives to support the local agriculture community as directed by Council.
- c. The Committee shall provide recommendations to Council/Committee of the Whole on matters that have been referred by Council/Committee of the Whole to the Committee.
- d. The Committee shall respond to proposed policies, projects, planning and other matters as referred by Council, and/or Department Heads/CAO.
- e. Members shall follow Municipal policies and procedures and comply with applicable legislation, and shall act in accordance with the Municipal Conflict of Interest Act.
- f. The Committee may appoint, as it deems necessary, working groups to act in an advisory capacity to the Committee

### **3.0 Appointment of Committee**

- a. The Committee shall consist of the following:
  - i. 1 Council member
  - ii. Mayor (ex-officio)
  - iii. Staff support

- iv. 5 to 7 members of the public representing various sectors of the community. Ideally membership may include representation from all wards and expertise in the following areas:
  - Agriculture
  - Agri-tourism
  - Rural development
- b. The Chair shall be elected by the Committee for a one (1) year term. With the provision that the Chair will be eligible for re-election after the completion of the term.
- c. The term of office for committee members shall be two (2) years with an option to renew for an additional two (2) year term.
- d. The Agriculture Advisory Committee shall meet bi-monthly, with a minimum of four (4) meetings per year.
- e. The Agriculture Advisory Committee shall report directly to Council, with each of the committee minutes forwarded to Council for acceptance.
- f. If a Committee member is absent for three consecutive meetings without a justifiable cause, he/she shall be deemed to have forfeited his/her membership unless the absence is approved by the Committee.

#### **4.0 Committee Support**

The Director of Planning is designated as the staff resource. Additional staff resources may be utilized as required.

#### **5.0 Expenses/Budget**

Committee members may be compensated for extraordinary expenses incurred as a result of their membership on the Committee or its working groups on the basis that the expenditure was approved in advance.



---

## Accessibility Advisory Committee Terms of Reference

---

*\*This is a mandated committee per the Accessibility for Ontarians with Disabilities Act, 2005 (AODA)*

### 1.0 Mission Statement

The Accessibility Advisory Committee (AAC) advises and assists Council and staff in promoting and facilitating accessible services and facilities. This is achieved through the review of municipal policies, programs and services and the identification, removal and prevention of barriers faced by people with disabilities.

### 2.0 General

- a. Advise municipal council about:
  - i. the requirements and implementation of accessibility standards
  - ii. the preparation of accessibility reports
  - iii. other matters for which the council may seek its advice
- b. Review site plans and drawings described in section 41 of the *Planning Act* that the committee selects.
- c. Perform all other functions that are specified in the regulations.
- d. To advise Council on other accessibility related issues.
- e. Members shall follow Municipal policies and procedures and comply with applicable legislation, and shall act in accordance with the Municipal Conflict of Interest Act.
- f. The AAC may appoint, as it deems necessary, working groups to act in an advisory capacity to the Committee.

### 3.0 Committee Structure

- a. The Committee shall consist of the following:
  - i. 1 to 2 Council members
  - ii. Mayor (ex-officio)

- iii. Staff support
- iv. No less than five(5) and no more than (7) members of the public comprised of the following:
  - Majority of members who are people with disabilities
  - 1 professional from the stakeholder community
  - 1 citizen volunteer
- b. The Chair shall be elected by the Committee for a one (1) year term. With the provision that the Chair will be eligible for re-election after the completion of the term.
- c. The term of office for committee members shall be concurrent with the term of Council.
- d. If a Committee member is absent for three consecutive meetings without a justifiable cause, he/she shall be deemed to have forfeited his/her membership unless the absence is approved by the Committee.
- e. The AAC shall meet a minimum of six (6) times per year.
- f. The AAC shall report directly to Council, with each of the AAC minutes forwarded to Council for acceptance.

#### **4.0 Committee Support**

The Clerk or Deputy Clerk is designated as the staff resource. Additional staff resources may be utilized as required.

#### **5.0 Expenses/Budget**

Committee members may be compensated for extraordinary expenses incurred as a result of their membership on the Committee or its working groups on the basis that the expenditure was approved in advance.



---

## Municipal Heritage Advisory Committee Terms of Reference

---

*\*This is a mandated committee established as per By-law 19-08*

### 1.0 Mission Statement

This Municipal Heritage Advisory Committee provides advice and assistance to Council, Municipal staff and private property owners on matters relating to the conservation of the community's cultural heritage assets.

### 2.0 General

**(a) Identify Heritage Resources:**

On an ongoing basis, to compile a list of properties and other resources which are of heritage value or interest according to the Regulation 9/06 of the Ontario Heritage Act. These properties are known as "Listed Properties" and shall be included in a municipal database.

**(b) Recommend the Protection of Heritage Properties:**

Recommend to Council and Staff that properties of significant cultural heritage value or interest be protected by designation under Part IV of the Ontario Heritage Act. The Committee will advise Staff of the necessary information for inclusion in the Bylaw including: legal description, statements of significance, and appropriate heritage attributes in accordance with the Ontario Heritage Act.

The Committee will also engage in early consultation with the property owner to gauge interest and receptiveness to designation properties, including providing information and resources related to frequently asked questions.

**(c) Recommend the Designation of Heritage Districts:**

Review technical reports and background studies provided by qualified consultants regarding heritage conservation district boundaries, property hierarchies, heritage attributes and statements of significance for designation under Part V of the Ontario Heritage Act.

**(d) Approval of Heritage Grant Funding:**

At the request of the Director, provide direction and decisions on the approval of heritage grant funding for properties within the Downtown

Almonte Heritage Conservation District, where in the opinion of the Director the scope of work for a project falls outside the standard approval criteria (By-law 16-62).

- (e) Recommend Alterations and Additions:**  
To make recommendations to Staff regarding the approval of specific alterations or additions to designated properties, which are likely to affect the property's heritage attributes established in the designating bylaw.
- (f) Recommend Regarding Demolition:**  
To make recommendations to Council regarding the demolition of buildings and structures associated with listed or designated properties.
- (g) Recommend Acceptance of Heritage Impact Statements:**  
At the request of the Director, provide recommendations for the acceptance or modification to Heritage Impact Statements associated with alternations, additions, demolitions or new construction on designated properties.
- (h) Provide Comment on Planning Applications and Proposals:**  
At the request of the Director, provide comments on development applications which have potential for impact on heritage resources, and make recommendations regarding mitigative measures for consideration.
- (i) Promote Heritage Conservation Within the Municipality:**  
Undertake and engage in promotion and education efforts which foster general awareness of the Municipalities cultural heritage resources and the benefits and myths associated with designation.
- (j) Reporting:**  
Prepare and annual report to Staff and Council on the year's activities and expenditures and a projected budget for the succeeding year.

### **3.0 Appointment of Committee**

- a. The Heritage Committee shall consist of no less than five (5) members and no more than nine (9) members, which will include one Council member, at least one member at large, and ideally at least one member from each of the three Wards.
- b. The Heritage Committee shall, at its first meeting of each year, elect from its members its own working groups (who, other than the chairperson thereof, may include persons who are not members of the Heritage Committee), and its own officers, who shall consist of a chairperson and secretary, and such other officers as the Heritage Committee deems advisable.



- c. All meetings of the Heritage Committee shall be open at all times to any person who expresses a desire to attend.
- d. The Heritage Committee should meet once a month, but at least once every four months.
- e. The term of office for committee members will be four years.
- f. Council may, within 60 days of receiving written notice from the Heritage Committee that a vacancy exists in the committee membership, appoint a new member to fill the remaining term of the vacancy. A vacancy shall be considered to exist upon the receipt of voluntary resignation or upon the committee records indicating that a member has been absent for three consecutive meetings unless excused by a simple majority vote of a quorum present.

#### **4.0 Committee Support**

The Director of Planning is designated as the staff resource. Additional staff resources may be utilized as required.

#### **5.0 Expenses/Budget**

Committee members may be compensated for extraordinary expenses incurred as a result of their membership on the Committee or its working groups on the basis that the expenditure was approved in advance.

## APPENDIX I

### THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

#### BY-LAW NO. 19-08

**BEING** a by-law to establish a Municipal Heritage Advisory Committee and provide for the appointment of members thereto.

**WHEREAS** Section 28 of the Ontario Heritage Act, R.S.O. 1990, Chap. 0.18 provides that the council of a municipality may by by-law establish a Municipal Heritage Committee to advise and assist the council on all matters relating to Parts IV and V of the Ontario Heritage Act;

**AND WHEREAS** the Council of the Corporation of the Municipality of Mississippi Mills deems it advisable to establish such a committee and provide for the appointment of members thereto;

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

1. A Municipal Heritage Advisory committee to be known as the Mississippi Mills Heritage Committee is hereby established.
2. The Heritage Committee shall consist of no less than five (5) members and no more than nine (9) members, which will include one Council member, at least one member at large, and ideally at least one member from each of the three Wards.
3. The Council of the Corporation of the Municipality of Mississippi Mills may by resolution replace members as terms of membership expire, or appoint from time to time such new members as it deems desirable.
4. The Heritage Committee acknowledges that appointment and replacement of members shall be made in consultation with the Corporation of the Municipality of Mississippi Mills, to ensure that the combined total membership of the local advisory committee is not less than five members.
5. The Heritage Committee shall, at its' first meeting of each year, elect from its members its own working groups (who, other than the chairperson thereof, may include persons who are not members of the Heritage Committee), and its own officers, who shall consist of a chairperson and secretary, and such other officers as the Heritage Committee deems advisable.
6. All meetings of the Heritage Committee shall be open at all times to any person who expresses a desire to attend.

7. The Heritage Committee should meet once a month, but at least once every four months.
8. The term of office for committee members will be four years.
9. Council may, within 60 days of receiving written notice from the Heritage Committee that a vacancy exists in the committee membership, appoint a new member to fill the remaining term of the vacancy. A vacancy shall be considered to exist upon the receipt of voluntary resignation or upon the committee records indicating that a member has been absent for three consecutive meetings unless excused by a simple majority vote of a quorum present.
10. The terms of reference of the Heritage Committee shall be as follows:
  - (a) **Identify Heritage Resources:**

On an ongoing basis, to compile a list of properties and other resources which are of heritage value or interest according the Regulation 9/06 of the Ontario Heritage Act. These properties are known as “Listed Properties” and shall be included in a municipal database.
  - (b) **Recommend the Protection of Heritage Properties:**

Recommend to Council and Staff that properties of significant cultural heritage value or interest be protected by designation under Part IV of the Ontario Heritage Act. The Committee will advise Staff of the necessary information for inclusion in the Bylaw including: legal description, statements of significance, and appropriate heritage attributes in accordance with the Ontario Heritage Act.

The Committee will also engage in early consultation with the property owner to gauge interest and receptiveness to designation properties, including providing information and resources related to frequently asked questions.
  - (c) **Recommend the Designation of Heritage Districts:**

Review technical reports and background studies provided by qualified consultants regarding heritage conservation district boundaries, property hierarchies, heritage attributes and statements of significance for designation under Part V of the Ontario Heritage Act.
  - (d) **Approval of Heritage Grant Funding:**

At the request of the Director, provide direction and decisions on the approval of heritage grant funding for properties within the Downtown Almonte Heritage Conservation District, where in the opinion of the Director the scope of work for a project falls outside the standard approval criteria (Bylaw 16-62).

- (e) Recommend Alterations and Additions:**  
To make recommendations to Staff regarding the approval of specific alterations or additions to designated properties, which are likely to affect the property's heritage attributes established in the designating bylaw.
- (f) Recommend Regarding Demolition:**  
To make recommendations to Council regarding the demolition of buildings and structures associated with listed or designated properties.
- (g) Recommend Acceptance of Heritage Impact Statements:**  
At the request of the Director, provide recommendations for the acceptance or modification to Heritage Impact Statements associated with alternations, additions, demolitions or new construction on designated properties.
- (h) Provide Comment on Planning Applications and Proposals:**  
At the request of the Director, provide comments on development applications which have potential for impact on heritage resources, and make recommendations regarding mitigative measures for consideration.
- (i) Promote Heritage Conservation Within the Municipality:**  
Undertake and engage in promotion and education efforts which foster general awareness of the Municipalities cultural heritage resources and the benefits and myths associated with designation.
- (j) Reporting:**  
Prepare and annual report to Staff and Council on the year's activities and expenditures and a projected budget for the succeeding year.

11. This By-law shall come into force and take effect on the passing thereof.

12. By-law No. 07-16 and shall be and hereby is repealed.

**BY-LAW READ**, passed, signed and sealed in open Council this 22<sup>nd</sup> day of January 2019.

---

Christa Lowry, Mayor

---

Jeanne Harfield, Acting Clerk

**Appendix A (to By-law 19-08)**  
Heritage Conservation District  
Grant Criteria

The Council of the Municipality of Mississippi Mills has established a Heritage Grant Program to encourage the conservation of properties designated under Part V of the Ontario Heritage Act.

The Municipality will provide matching grant funding up to 50% (or a \$5,000 maximum) of the estimated cost of eligible heritage conservation work. This program is available for any designated property that is not eligible for the tax relief program because they do not pay tax on the property.

**Application Intake:**

Applications will be received by staff between March 1<sup>st</sup> and September 31<sup>st</sup> each fiscal year. Grants will be awarded on a first come first serve basis until the annual grant reserve is depleted.

**Application Review:**

Applications will be reviewed by the Planning Department for consistency with the Guidelines of the Heritage Conservation District Plan. Applications which demonstrate conformity with the guidelines will be approved by Staff. Applications which fail to demonstrate compliance will be forward to the Municipal Heritage Advisory Committee for review and final decision.

Any applicant unsatisfied with the decision of staff will be eligible to appeal to the Municipal Heritage Advisory Committee. The decision of the Advisory Committee shall be final.

**Minimum Eligibility Criteria:**

Successful applications must meet one of more of the following minimum eligibility criteria:

- Work represents repair or restoration of existing original materials and historic features;
- Work represents the removal of later layers and previous interventions that are not original to a structure;
- New development is contemporary in style, demonstrates good design and craftsmanship, and respects the diversity of building types and styles in the District;
- Work improves pedestrian environments and public spaces in a way which is sensitive to the character of the area;
- Work conserves, protects or enhances significant views of the river and townscape;

- Work represents the use of correct materials, sizes and detail appropriate to the buildings style and context;
- Work seeks to preserve, retain and protect the ongoing use and conservation of the property;