



**The Corporation of the Township of Ignace
Special Meeting of Council
Tuesday May 2nd , 2023 @ 4:30 p.m.
Multi Purpose Room**

IGNACE MULTI PURPOSE ROOM

Public Notice that Council Meetings have now resumed open to the public sessions.

Acknowledgement of the Lands

1. Call to Order

Interim Mayor Baigrie calls the Special Meeting of Council to order this 2nd day of May 2023,
at _____ p.m.

2. Adjourn to Closed Meeting

Motion: # 2023.05.02. ____

Moved by: _____ Seconded by: _____

THAT, Council convenes into the Closed Session of this Special Meeting of Council this 25th day of
April 2023, chaired by Interim Mayor Baigrie, at _____ p.m., to discuss the following items:

Closed Session Matters

Pursuant to Section 239(2)(b)(f) and (3.1) of the Municipal Act:

(b) personal matters about an identifiable individual, including municipal employees;

(d) labour relations or employee negotiations;

**(f) litigation or potential litigation, including matters before administrative tribunals, affecting
the municipality or local board;**

(i) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of person, group of persons, or organization; and

(k) 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:

To Consider:

1. HR Matters
2. Contract Negotiations

(3.1) Education or Training Sessions

1. The meeting is held for the purpose of educating or training the members.

2. At the meeting, no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the council, local board, or committee. 2006, c. 32, Sch. A, s. 103 (1).

Carried

3. Reconvene to Special Meeting of Council

Motion: # 2023.05.02. _____

Moved by: _____

Seconded by: _____

THAT, Council Reconvenes to the Special Meeting of Council this 2nd day of May 2023, chaired by Interim Mayor Baigrie at ____ p.m.

Carried

4. Call for Amendments to the Agenda

5. Approval of the Agenda

Motion: # 2023.05.02. ____

Moved by: _____

Seconded by: _____

THAT, Council for the Corporation of the Township of Ignace does hereby approve the Agenda for the Special meeting of Council this 25th day of April 2023, as _____.

Carried

6. Declarations of Pecuniary Interest

The Chair calls for any declaration of pecuniary interest, and the general nature thereof under the Municipal Conflict of Interest Act with respect to the agenda for this meeting.

7. Delegations/Deputations/Presentation

8. Items for Discussion

- 8.1 Report from the Interim Clerk/Treasurer – NOMA expenses/per diems pg 5
- 8.2 Organizational Chart pg 6-11
- 8.3 AMCTO Zone 9 Meeting/Conference pg 12

9. Business Arising from Closed Session

10. By-Laws

11. Confirmatory By-Law

Motion: # 2023.04.25. ____

Moved by: _____

Seconded by: _____

THAT, By-Law **22.2023**, Being A By-Law to Confirm the Proceedings of The Council of The Corporation of The Township of Ignace Special Meeting dated May 2nd , 2023, be read a First, Second, and Third Time, and Passed.

Carried

12. Adjournment

Motion: # 2023.05.02. ____

Moved by: _____

Seconded by: _____

THAT, the Special Meeting of Council this 2nd day of May 2023, be adjourned at _____.

Carried



The Corporation of the Township of Ignace
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Ignace, ON, P0T 1T0
clerk@ignace.ca
807-747-0323 (c)

Prepared By: Rhonda Smith, Interim Clerk/Treasurer
Report To: Mayor & Council
Subject: NOMA Per Diem
Date: April 30, 2023

Recommendation

That, Council for the Corporation of the Township of Ignace does hereby accept the report of the Interim Clerk/Treasurer regarding the NOMA Per Diems.

Background

The OGRA Conference was held from April 26, 2023 to April 29, 2023 in Thunder Bay, Ontario. Cllr. Jodie Defeo, Project Manager Keith Roseborough and Interim Clerk/Treasurer Rhonda Smith attended.

We made a lot of good connections and had a very good meeting with Municipal Affairs and Housing along with MPAC and NWMO. There was a tremendous amount of networking with great conversations regarding Municipal affairs.

Closing

That, the Council for the Township of Ignace does hereby consent to the repayment of the expenses incurred and the per diem requested.

Sincerely,

Rhonda Smith
Interim Clerk/Treasurer

Professional Advice to Council

Date: April 15, 2023

Topic: Municipal Operation – Organization and Realignment of Positions

Prepared By: Peggy Young-Lovelace, Governance & Community Development Consultant,
Expertise for Municipalities (E4m)

Reasons for this Report

To provide advice to Council regarding the re-organization and realignment of officer and employee functions and reporting relationships within the municipal operation and further to seek direction from Council to proceed with the proposed changes.

Recommendation

That Council does adopt the Chart of Operations and the Operational Reporting Chart as prepared by E4m and directs E4m to prepare new job profiles/employment contracts (including legal review) for impacted positions and authorizes E4m to undertake assessments of those in a management position to determine fit and competency as well as to prepare appropriate learning plans.

Further that Council directs E4m to prepare a new employee wage grid for approval by Council.

And further that Council directs E4m to provide updated human resource policies including a workplace violence harassment policy, officer employee code of conduct, social media policy and performance management policies/system for the Township.

Options

1. That Council continues to operate as the Township has in the past, undertaking no realignment of positions/functions or making changes to the function and reporting of officers and employees.
2. That Council issue an RFP to carry out a comprehensive service delivery review which would include but not be limited to analysis of current officer and employee positions/job descriptions, an evaluation of competency, proposed wage grids and existing policy.
3. That Council adopts the Chart of Operations and the Operational Reporting Chart as prepared by E4m and directs that E4m does:
 - a. Prepare new job profiles and employment contracts for all impacted positions.
 - b. Undertake assessments of those in management positions to determine fit and competency for the redefined role and prepare learning plans.
 - c. Develop a wage grid for all impacted positions.

- d. Prepare the following policies necessary for the effective management of the Township's human resources;
 - i. Updated Human Resource Policies
 - ii. Workplace Violence and Harassment
 - iii. Officer and Employee Code of Conduct
 - iv. Social Media Policy for Officers and Employees
 - v. Performance Management

Compliance with Council Strategic Plan/Direction

E4m was contracted by the Township to carry out a review of operations and make recommendations to Council. While this direction does not specifically form part of the current strategic plan, Council is developing a strategy to move the Township forward and this is part of such strategy.

Compliance with Policy

The Township does not currently have policies that would be impacted by this direction.

Legislative Authority

Scope of powers

Municipal Act, 2001

8 (1) The powers of a municipality under this or any other Act shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues

Powers of a natural person

9 A municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act.

Council Role

Section 224 of the *Municipal Act* provides that it is the role of Council as a body to:

- (c) to determine which services the municipality provides and
- (d) to ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of council.

Officer and Employee Role

Section 227 of the *Municipal Act*, provides that it is the role of officers and employees of the municipality to

- (a) Implement council's decisions and establish administrative practices and procedures to carry out council's decisions;
- (b) To undertake research and provide advice to council on the policies and programs of the municipality; and
- (c) To carry out other duties required under this or any Act and other duties as assigned by the municipality.

Financial Impact

Council has retained the services of E4m, and the noted work would be carried out within the terms of the retainer agreement.

Facts and Issues

- E4m carried out a preliminary and high-level review to determine how the Township functions to assist Council in improving the overall operation of the Township. We considered the mandatory and discretionary services that the Township provides, the current officer and employee positions and required position competencies, as well as existing policies. We found:
 - that several officers and employees had multiple position titles and varying degrees of responsibility.
 - that many of the position titles were not an accurate “fit” for the activities/tasks the officer/employee was required to perform.
 - that performance expectations have not been clearly defined and not all officer/employee positions have position descriptions.
 - that performance evaluations were not being carried out and that there is no professional development strategy for officers and employees.
 - that many of the policies adopted by the Township were outdated or not being followed – many of which were overly formal for the size of the Township and difficult to administer.
 - that wage grids were outdated, inappropriate for certain positions and may not be compliant with pay equity legislation.
 - that bylaws are listed by year and that there is no consolidated list of bylaws which makes it difficult for staff to locate non-current bylaws as required.
 - that the Interim Clerk acts as the unofficial CAO without appropriate compensation and authority.
 - that the reporting structure did not fit the “functions”/operations of the positions/services being provided.
 - that the workplace culture lacks focus, consistency, and stability resulting in a poor working environment.
 - that negative social media is negatively impacting the workplace and the Township in general.

Analysis

Effective leadership in small municipalities is critical to the success of the municipal operation and the efficient delivery of services to ratepayers. Based on the information we have received and from materials that we have reviewed, it appears that poor governance practices are a systemic challenge for the Township. To improve the situation the Township will need to:

1. Ensure that Council understands their governance role and their role as an employer of the most senior manager – currently, the Interim Clerk. That clear expectations be set, and a proper performance management process be adopted.
2. Build a workplace culture that is resilient, team oriented and future focused.
3. Designate a position to oversee the municipal operation. The Township attempted to recruit a CAO and was unsuccessful. Recruiting qualified professionals today is very difficult for small municipalities and most have opted to promote an existing employee and provide supports to ensure success. Creating a “Municipal Administrator” position in place of the CAO model would strengthen the municipal operation by clearly designating a position as the most senior manager who all other officers and employees report to.
4. Reorganizing the reporting hierarchy will improve communication and allow for more effective performance evaluations.
5. Reorganizing and realigning functions and tasks will support a more efficient operation. This will require new job profiles, updated employment contracts and the creation of new pay grids.
6. Update and/or adopt required policies to ensure services are adequately delivered, human resources are properly managed and allow for continuous improvement.
7. Evaluate policy appropriateness and effectiveness on a consistent basis.

Failing to take these steps will result in continuation of the problem.

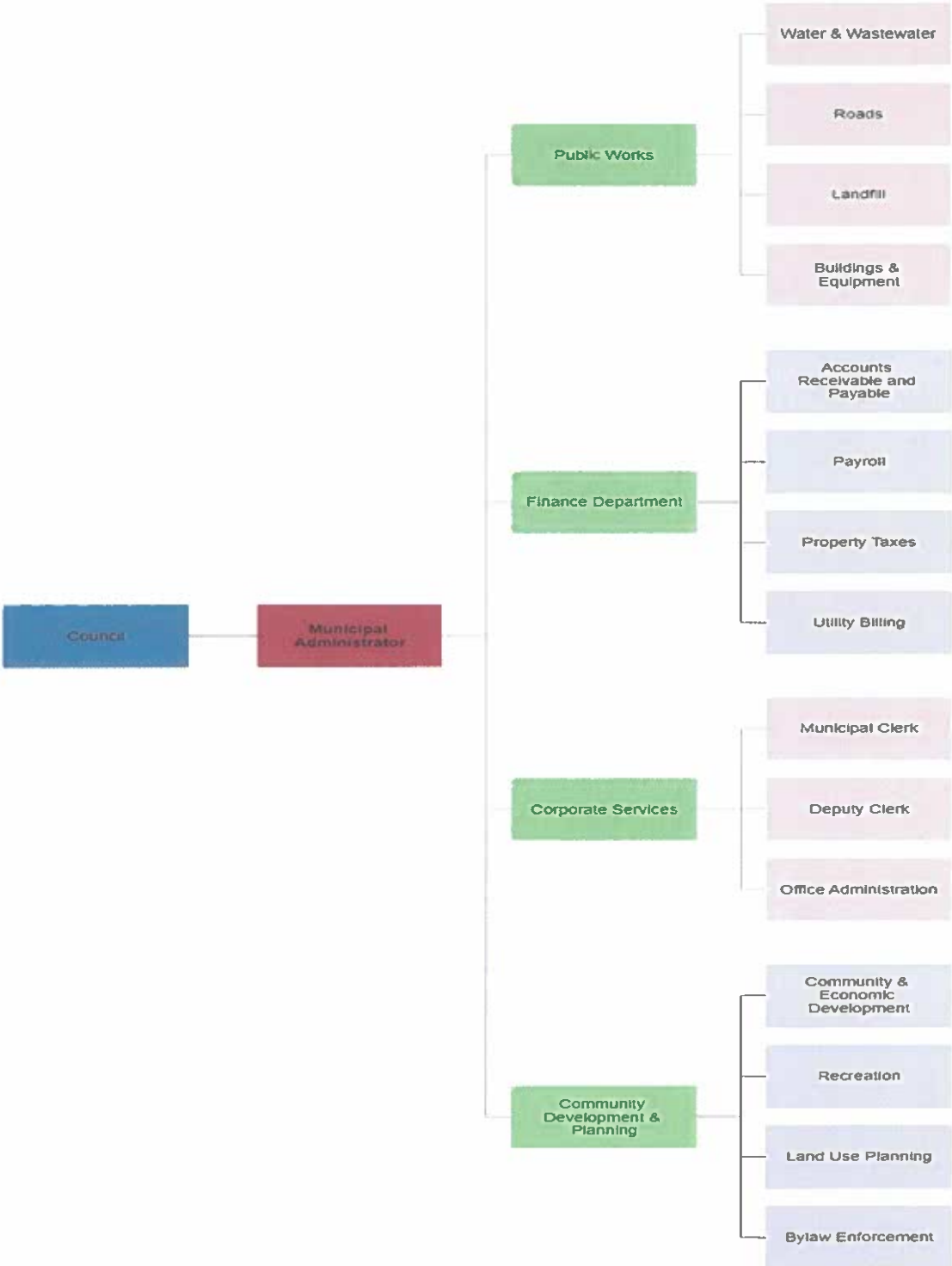
References

Current Officer & Employee Job Descriptions
Reporting Practices
Current Human Resource Policies
Related Policies

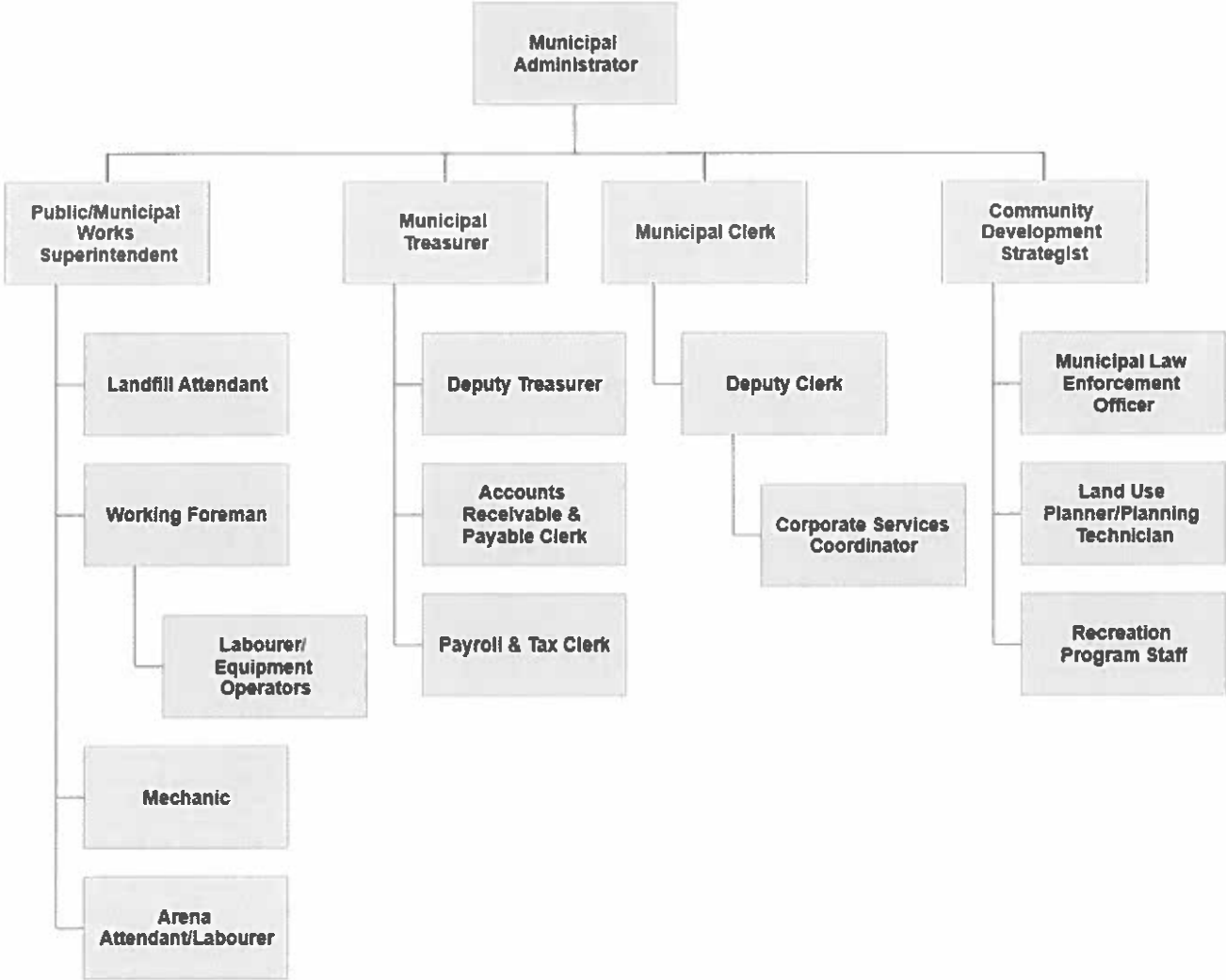
Attachments

1. Township of Ignace Chart of Operation (2023) – For Council Approval
2. Township of Ignace Operational Reporting Chart (2023) – For Internal Use (updated by the Municipal Administrator as required)

Township of Ignace Chart of Operations (2023)



Township of Ignace Operational Reporting Chart (2023)



**AMCTO Zone 9 Spring Meeting and Conference
AGENDA**

Please note that all times are in EASTERN Standard time

Time	Presentation/Activity/Venue	Presenters
Monday, May 8, 2023 Cliffhanger Restaurant		
6:00 pm	Executive Dinner	
Tuesday, May 9, 2023 McGillivray Room		
8:00 am – 8:45 am	Registration and Continental Breakfast (Sponsored by MFOAO)	
8:45 am – 9:00 am	Opening Remarks – Heather Pihulak, Chairperson Welcome from City Appointment of Sergeant at Arms Introduction of Delegates	
9:00 am – 9:45 am	Next Steps in Asset Management and Long-Term Financial Planning	Jennifer Hess, Manager, Investment Services MFOAO
9:45 am – 10:45 am	TBD – Pay equity (?)	Brad Smith Weiler, Maloney & Nelson
10:45 am – 11:00 am	Refreshment Break (Sponsored by Weller, Maloney & Nelson)	
11:00 am – 12:00 am	Risk Management and Community Spaces	Scott Wrigley, BFL
12:00 pm – 1:00 pm	Lunch	
1:00 pm – 1:30 pm	AMCTO Updates (Virtual)	AMCTO
1:30 pm – 2:15 pm	MMAH Updates	Ellen Beaudry, Municipal Advisor MMAH
2:15 pm – 2:30 pm	Refreshment Break (Sponsored by Potestio Law)	
2:30 pm – 3:30 pm	Bill 23, More Homes Built Faster Act – What Does it Mean for You?	Chantelle Bryson Potestio Law
3:30 pm – 4:15 pm	NOHFC Funding Review	Linda Braun & Chelsea DeGagne NOHFC
4:15 pm – 5:00 pm	Our Very Own Dynamic Duo Round Table Discussion	Jon Hall, CAO/Clerk Township of Terrace Bay Brian MacKinnon, Clerk Municipality of Sioux Lookout
5:30 pm	Dinner @ Neebing Roadhouse (Generously sponsored by the City of Thunder Bay)	
Wednesday, May 10, 2023 McGillivray Room		
8:00 am – 8:45 am	Breakfast (Sponsored by Buset & Partners)	
8:45 am – 9:45 am	HR Updates	Mary Catherine Chambers Buset & Partners
9:45 am – 10:30 am	Tax Sales 201 (Virtual Presentation)	Jeff Oberman, President RealTax
10:30 am – 10:45 am	Refreshment Break (Sponsored by McKitricks)	
10:45 am – 11:45 am	Privacy Law: Trying to Keep Up With the Times – Part XXII	Allan D. McKitrick McKitricks
11:45 am – 12:30 pm	Zone Business <ul style="list-style-type: none"> • Adoption of Minutes of Previous Meeting & Financial Report • Zone 9 Fall 2023 Meeting Update – Nor Wester, September 19 & 20, 2023 • Executive Elections (2023 – 2025 term) • New Business (Annual Donation to AMCTO AGM) • Door Prizes • Adjournment 	
12:00 pm	Boxed Lunches (for those who pre-ordered lunch)	

REMEMBER TO BRING YOUR DOOR PRIZE!

ONLY THOSE WHO BRING A DOOR PRIZE CAN WIN A DOOR PRIZE ☺