



## Minutes of Corporate Services Committee Meeting

April 15, 2013

Town Hall (Council Chambers), Arnprior, ON

### **Present:**

Chair, Walter Stack  
Vice-Chair, Lyle Anderson  
Citizen Member, Peter Anas  
Citizen Member, Rick Farell  
Citizen Member, Frank Dugal  
Citizen Member, David Pajot

### **Absent:**

Citizen Member, David Mitchell

### **Also Present:**

Michael Wildman, CAO  
Jennifer Morawiec, Treasurer/ Director Corporate  
Services  
Maureen Spratt, Town Clerk  
Renee Couture, Deputy Treasurer  
Laura Garbuio, Human Resources Officer  
Jim McBain, MLES By-Law Enforcement  
Darla McBain, MLES By-law Enforcement  
Kaila Bowen, Secretariat Services Assistant

### 1. CALL TO ORDER

Chair Walter Stack called the Corporate Services Committee Meeting to order at 6:30 p.m. and welcomed those present.

### 2. ADOPTION OF AGENDA

Resolution No. CSC001-13

Moved by Lyle Anderson

Seconded by Frank Dugal

BE IT RESOLVED THAT the agenda for the Corporate Services Committee Meeting dated Monday, April 15, 2013, be adopted.

Resolution CARRIED

### 3. DISCLOSURES OF PECUNIARY INTEREST

None

### 4. ADOPTION OF MINUTES OF PREVIOUS MEETINGS

None

The Corporate Services Committee Chair welcomed the Committee Members, and thanked them for taking an interest in their community and this Committee. He also provided a special thanks to the previous Finance Advisory Committee Members, and Vice Chair Lyle Anderson, previous Chair of the Policies, Procedures, By-laws Advisory Committee, for their hard work and dedication over the years.

The Chair outlined some important reasons why the Corporate Services Committee was developed including:

- To be open and transparent.

- For Committee Members to help build a community process for feedback from citizens of Arnprior and other rate payers.

The Chair also clarified that at the Committee Meetings and any other matters of concern are to be forwarded to the Committee Chair. Direction for staff only comes from the CAO.

Committee Members were given the opportunity to introduce themselves.

5. PRESENTATIONS/ DELEGATIONS

**a) Introduction & Terms of Reference – CAO**

The CAO welcomed all of the Committee Members present and congratulated them on their appointment.

The CAO provided the following information:

- Background information – when Council was elected they saw the value in soliciting and getting public input. Tonight is an introductory meeting, where Members will have the opportunity to understand what goes on in this department. Members will also have the chance to ask any questions they may have.
- This is the Corporate Services Committee, consisting of Finance, Clerks Office, Secretariat Services, Administrative Support, Human Resources, By-law Enforcement, and Crossing Guards.
- Terms of Reference – all three (3) of the Advisory Committees are going to follow the same approach. Members were distributed a copy of the Terms of Reference in their Agenda Packages. The CAO gave a brief summary of the Terms of Reference document, and specifically outlined Appendix B of the document (Corporate Services Committee Mandate).
- Meetings will normally take place at the Town Hall.

**b) Budget Process – CAO**

The CAO provided an overview of the present Budget Process for 2013. Members were distributed a copy of the Council report on the Budget Process.

- On the April 8, 2013 Council meeting staff tabled the Draft 2013 Budget.
  - There is nothing in this year's budget that suggests borrowing.
  - The Town is moving into a realm of pay-as-you-go.
- This week (April 16, 17, 18, 2013) Budget Deliberations are taking place from 5p.m. – 9p.m.
- Council will hopefully approve the 2013 Budget at the next regular Council meeting, on April 22, 2013.

- Later this year, the Town will be introducing a 10 year long range capital forecast to this Committee and Council.
- Members of this Committee were invited to attend these Budget meetings.

The Committee Chair commented by saying that this year's budget is late for good reason, as there were some financial issues that needed to be resolved/ investigated. Council was in unanimous agreement to hold off the budget process.

The CAO commented on the hard work and many hours that have gone into the budget process this year, which will make next year's budget process a much smoother process.

**6. MATTERS TABLED/DEFERRED/UNFINISHED BUSINESS**

None

**7. STAFF REPORTS**

**a) Corporate Services Department Reports**

The Director of Corporate Services/ Treasurer, Town Clerk, Deputy Treasurer, and Human Resources Officer, provided a presentation to the Committee Members, outlining the Department and its responsibilities. This presentation is attached as Appendix A, forming part of these minutes.

The MLES By-Law Enforcement Officer also outlined the history of MLES, and their role of By-Law Enforcement in the Town of Arnprior, which is attached as Appendix B, forming part of these minutes.

On question of Members the following was clarified:

- Each event of a parking infraction a photograph is taken.
- Parking tickets issued now do have a consequence and after 15 days individuals will get a Notice of Impending Conviction. If not paid, the court will then issue a Letter to Appear in Court. The Town will always get the minimum payment of \$20.00- \$30.00 for a parking ticket issued.
- Regarding Accessible Parking Spaces and enforcement – these spaces must be properly marked on the ground and by an erect sign. By-law enforcement (MLES) just recently made calls to the various areas (including private property) of the Town that do not have properly marked Accessible Parking Spaces. Currently they are still waiting for responses. The Town Clerk noted that this matter is being looked into by the Town and staff will be bringing this matter back to this Committee for feedback and suggestions.
- Fencing issues are enforced under the Property Standards and Zoning By-laws for the Town.

Vice Chair Lyle Anderson indicated that By-Law Enforcement for animal control, as well as parking, has added value, not only to financial matters, but also to the handling of complaints.

8. NEW BUSINESS

None

9. CLOSED SESSION

Resolution No. CSC002-13 (7:50 p.m.)

Moved by Peter Anas

Seconded by Lyle Anderson

THAT the Corporate Services Committee meet in closed session regarding one matter pursuant to Section 239 (2) (b) of the Municipal Act, 2001 personal matter about an identifiable individual including municipal or local board employees (Senior of the Year).

Resolution CARRIED

Resolution No. CSC003-13 (8:10 p.m.)

Moved by Peter Anas

Seconded by Lyle Anderson

THAT the Corporate Services Committee resume to open session.

Resolution CARRIED

The Corporate Services Committee forwarded their "Senior of the Year" recommendation to Council for consideration.

10. ADJOURNMENT

Resolution No. CSC004-13

Moved by Dave Pajot

Seconded by Frank Dugal

THAT this meeting of the Corporate Services Committee be adjourned at 8:12 p.m.

Resolution CARRIED

  
\_\_\_\_\_  
Walter Stack, Chair

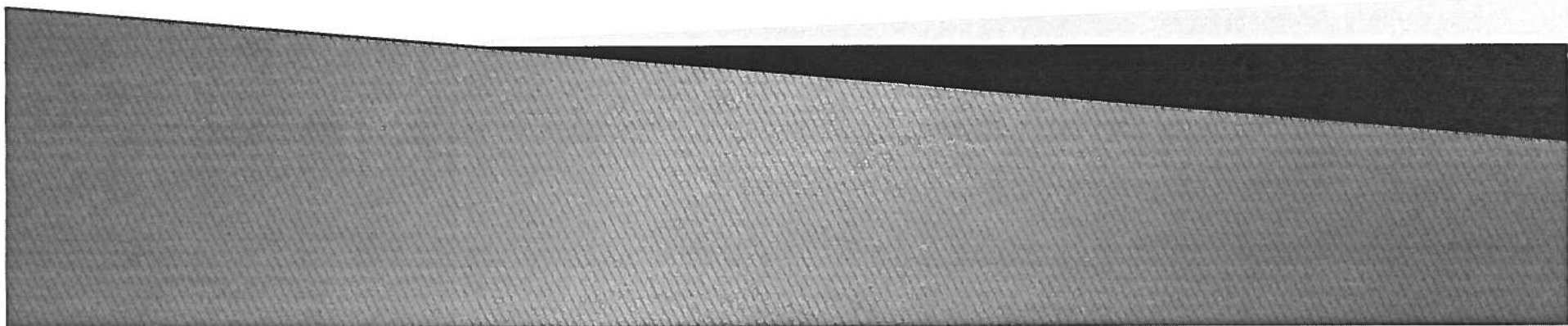
  
\_\_\_\_\_  
Kaila Bowen, Secretariat Services Assistant



# Town of Arnprior

## Corporate Services Department

J. Morawiec, DCS/Treasurer  
CSC Meeting – April 15, 2013

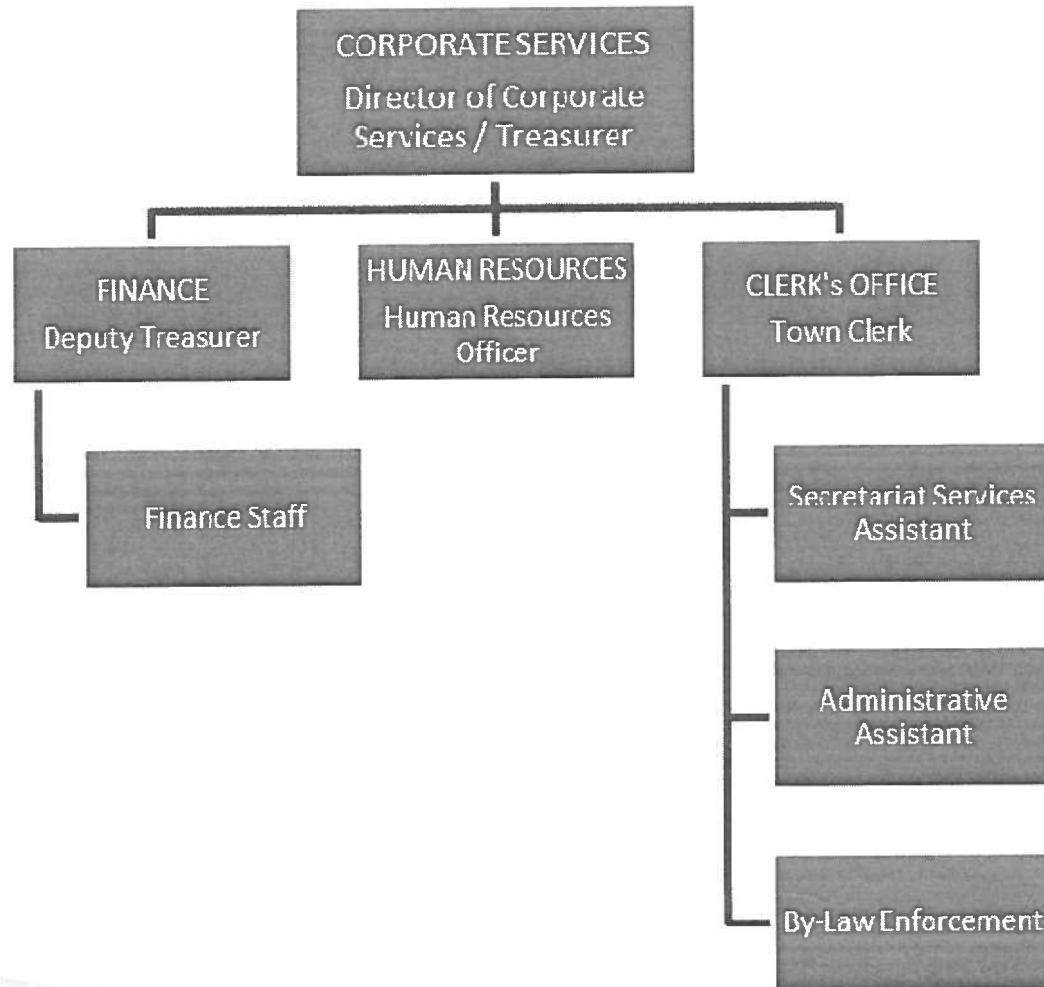


# Background

- ▶ In October 2012, the Town underwent an organizational restructuring where a new department was created – the Corporate Services Department.
- ▶ The goal of the new department was to align all the traditional municipal administrative functions under one umbrella, including:
  - Finance
  - Human Resources
  - Clerks Office (Secretariat Services)

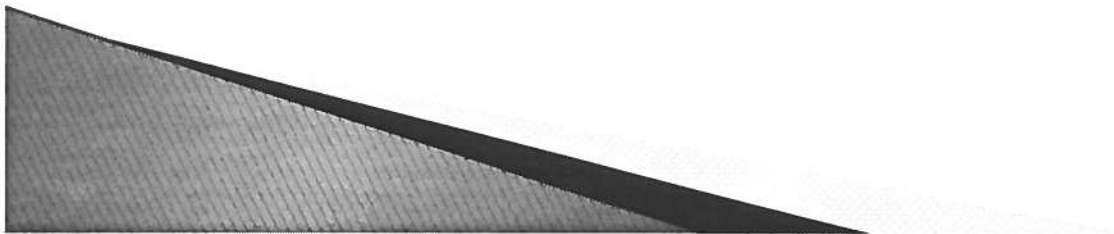


# Background con't



# New Staffing

- ▶ Director of Corporate Services/Treasurer – Jennifer Morawiec, September 2012
- ▶ Deputy Treasurer, Renee Couture, November 2012
- ▶ Secretariat Services Assistant, Kaila Bowen, December 2012
- ▶ Human Resources Officer, Laura Garbuio, March 2013





# Services

## ▶ Human Resources

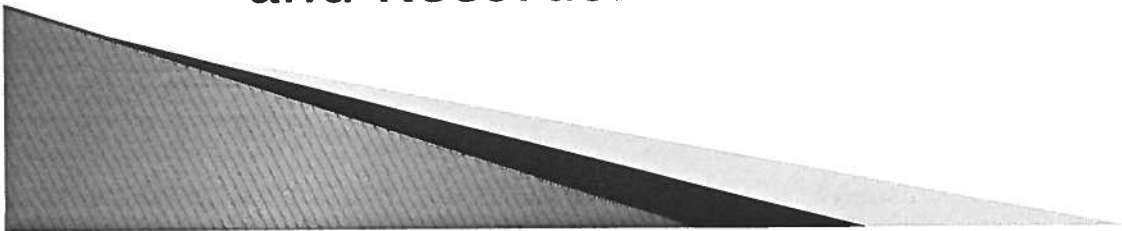
- Collective Bargaining, Hiring and Retention, Performance Measurement

## ▶ Clerk's Office

- Secretariat Services (agendas, minutes, records management), Parking, Animal Control
- By-Law Enforcement reports to the Clerk's Office

## ▶ Finance

- Taxation, Utility Billing, Payables, Receivables, Payroll, Budgeting, Overall Financial Management and Records.



# Strategic Plan

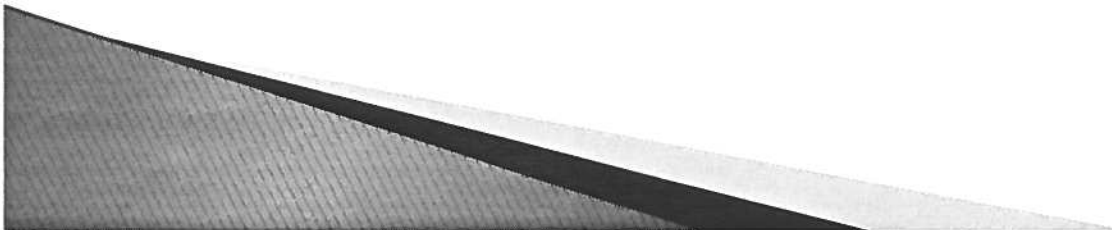
## ▶ Vision

- Sustainable financial model for the Town
- Effective Service Delivery
- Workplace of Choice

## ▶ Values

- Accountability
- Teamwork & Collaboration
- Open & Transparent

## ▶ 2013 Action Plans



# Recent Initiatives

- ▶ Finance Reports to Council – October 2012, January 2013, another to occur in May 2013.
- ▶ Address the backlog (FIRs, audits, bank reconciliations, policy development, reporting requirements etc.)
- ▶ Reduce climbing Account Receivable balances including Utility Billing, Taxation, NSC
- ▶ Improved budgeting and financial records
- ▶ Overall goals of accountability and transparency



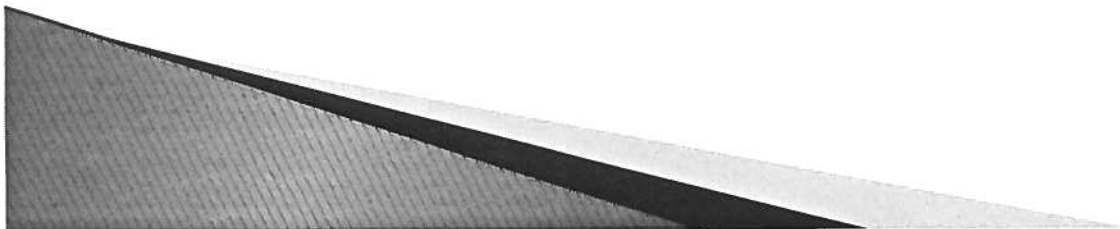
# Finance Branch

- ▶ Deputy Treasurer responsibilities include:
  - Supervising the accounting clerks
  - Managing day to day operations
  - Assisting the Treasurer
- ▶ Strategic Plan – Financial model:
  - 2013 Budget
  - 10 Year Long Range Capital Forecast
  - Resolve and improve financial issues and practices
  - Develop a State of Practice Procurement Policy



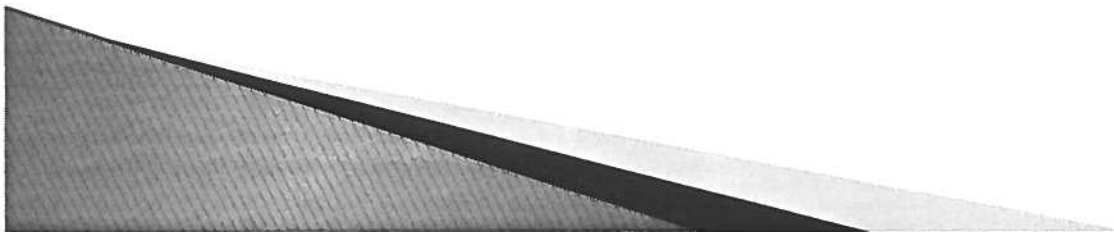
# Finance Branch

- ▶ 2013 Work Plan includes:
  - Variance Reporting
  - Insurance Renewal
  - Accounting Software
  - Training and Development
  - Job Descriptions

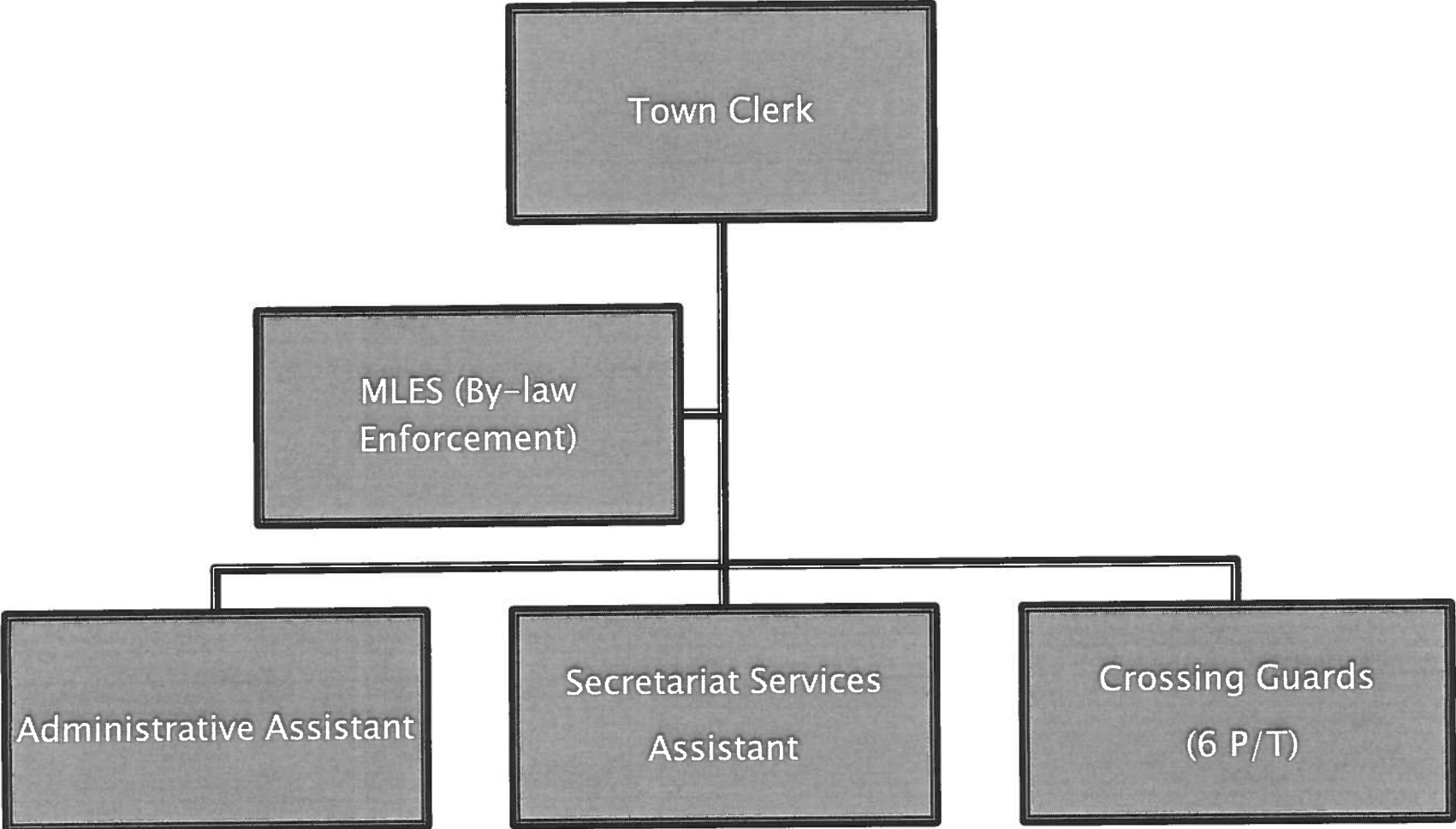


# Clerk's Office

- ▶ The Municipal Clerk's Office is responsible for performing the statutory duties under the Ontario *Municipal Act* including:
  - Registrar under the *Vital Statistics Act*, responsible for such matters as maintenance of the municipal birth and death registry; and, issuance of death and burial certificates;
  - Elections Officer accountable for the preparation and overall conduct of the municipal elections and certain aspects of the school election;

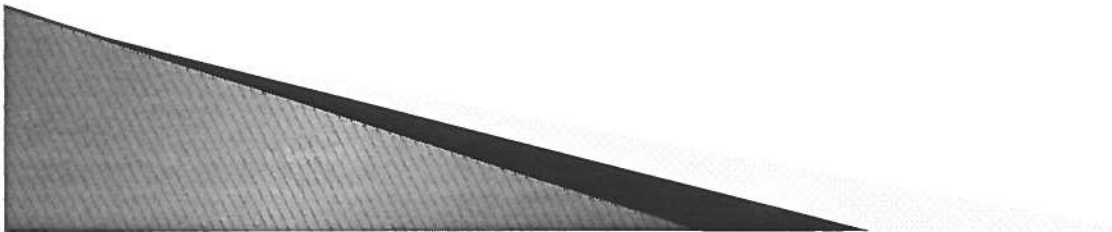


# Background - Clerk's Office



# Roles and Responsibilities

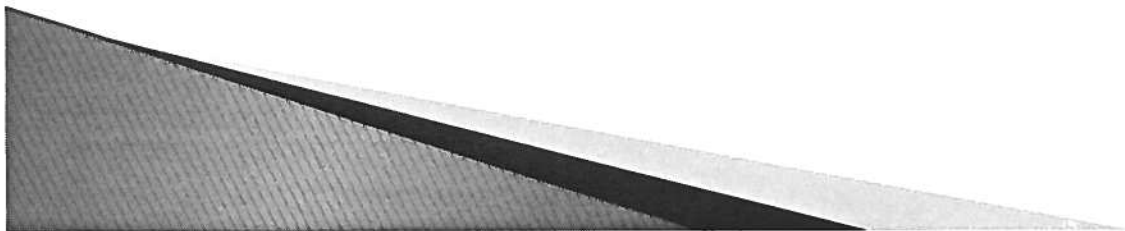
- ▶ Secretariat and Resource Person(s) to Council
- ▶ Administration of Council and Committee Meetings
- ▶ Responsible for records management and retention by-law
- ▶ Administers and responds to requests for information under Municipal Freedom of Information and Protection to Privacy Act
- ▶ Responsible for implementation of AODA





# Roles and Responsibilities – Con't

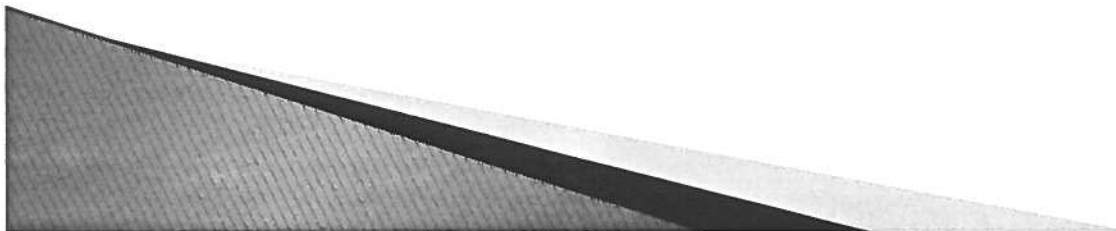
- ▶ Lottery Licensing for the Municipality
- ▶ Division Registrar for the municipality for births, deaths, marriages, etc.
- ▶ Acts as Returning Officer and directs municipal and school board elections.
- ▶ Oversees by-law enforcement and animal control activities
- ▶ Responsible for the management of the Crossing Guard Program



# Human Resources Branch

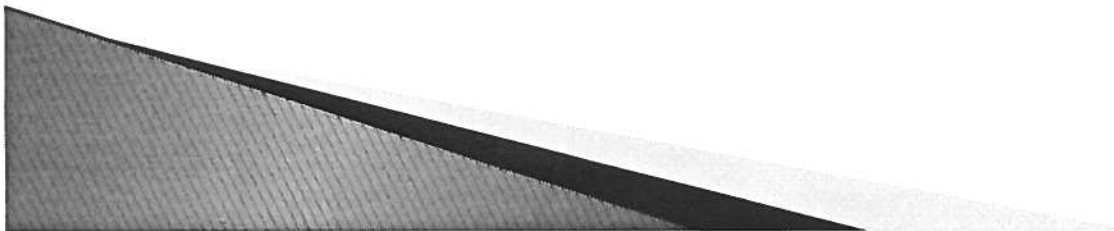
## Summary of Role

- ▶ Support for TOA Management and staff regarding HR policies, procedures, collective agreements, and Occupational Health and Safety Act, and related legislations
- ▶ Develop and maintain job descriptions, personnel files, performance evaluations, training and development initiatives
- ▶ Coordinate the recruitment and staffing activities



# Human Resources Branch

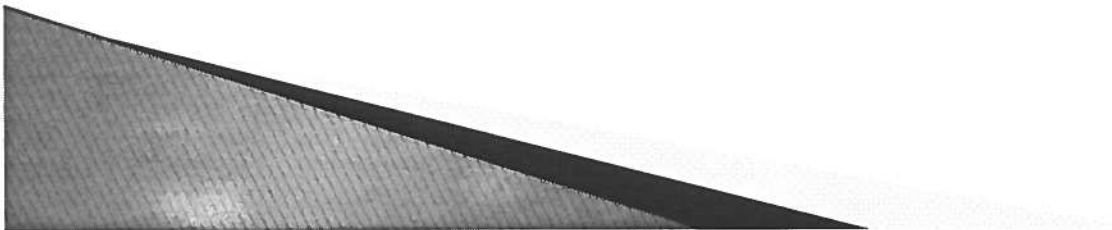
- ▶ **Collective Bargaining:** The town has received the notice to bargain, dates to be determined for commencement of negotiations
- ▶ **Hiring and Retention:** currently recruiting for Operations Supervisor (Parks & Recreation), establishing training and development plans for the Town
- ▶ **Performance Measurements:** develop and implement performance evaluation process for all staff



# Strategic Plan – 2013 Action Plans

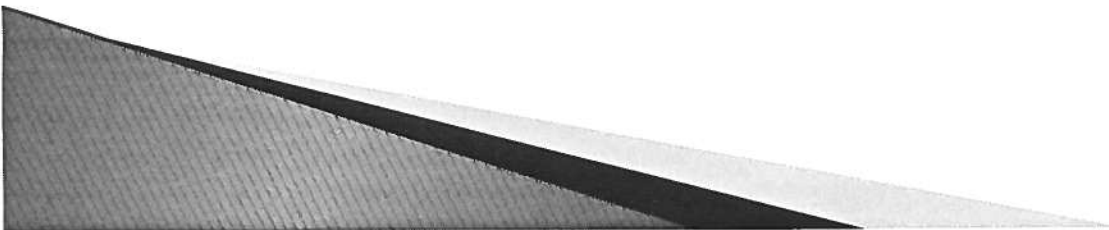
## ▶ HR & Org Chart

- Fill vacancies
- Update job descriptions
- Resolve Union Job Evaluation issues
- Initiate Administrative Job Evaluation Plan
- Performance evaluations
- Develop Accreditation and Training Plans
- Review Advisory Committee Structure
- Develop Delegation of Authority Policy

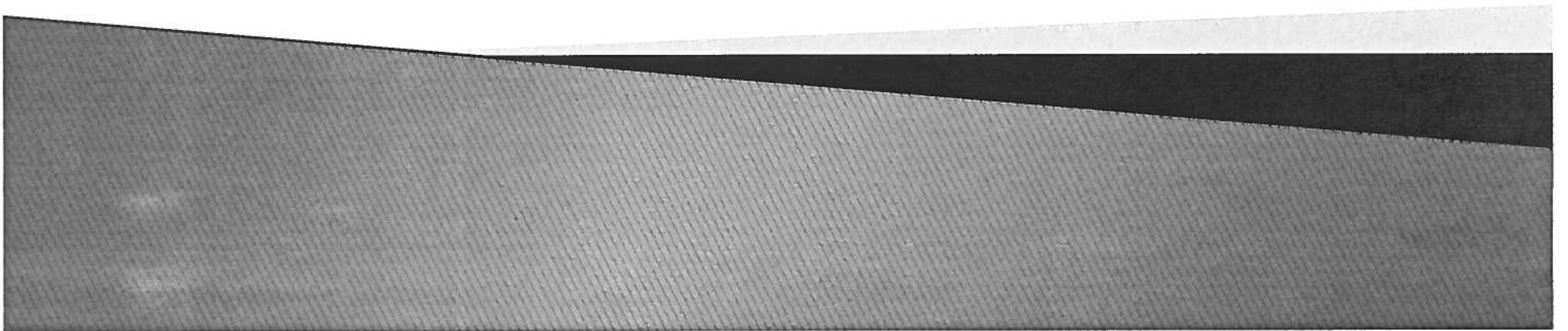


# Wrap – Up

- ▶ Administrative functions have been realigned
- ▶ In line with 2013 Strategic Plan
- ▶ Addressing past issues
- ▶ Preparing for future
  - Corporate Services Committee
  - Maternity leave coverage



# Questions





# Municipal Law Enforcement Services

A Division of 441491 Canada Inc.

## Corporate Profile:

Municipal Law Enforcement Services (M.L.E.S.) was established in May 2004. It began by providing investigation and enforcement into the complaints of infractions against the then new "Smoking By-law" initiated by the Town of Arnprior. Over time our role was expanded and in 2006 M.L.E.S. began providing full bylaw services of 35 hours a week to the town

As a result of word of mouth referrals M.L.E.S. was approached by the Town of Mississippi Mills and the Township of McNab/Braeside to provide by-law services to their municipalities. In January 2008, M.L.E.S. began providing full by-law enforcement services to both Mississippi Mills and McNab/Braeside on a part-time basis. In May of 2009 Lanark County was added to our client list on an "As Required" basis. In February 2011 M.L.E.S. picked up the Animal Control function for Carleton Place and in November 2011 Horton Township came on board for Property Standards and general by law enforcement excluding animal control. As of February 2012 MLES is providing Property Standards and other specified by law enforcement for Whitewater Region.

At this time MLES provides approximately 130 plus hours of by-law enforcement and other services per week to its clients. Services are provided by four full time and 4 part-time fully trained and experienced By-law Officers. Generally there are 3 patrol vehicles on the road during the day providing service from the Ottawa River on the north to Mississippi Lake and Hwy 7 on the south.

MLES is a full service provider and does not require any additional support either internally from its clients or externally from outside agencies. Currently, MLES provides full Bylaw Services to the Town of Arnprior, The Township of McNab Braeside and the Town of Mississippi Mills and we also provide Animal Control services to the Town of Carleton Place and Property Standards and General By law enforcement to the Township of Horton and Whitewater Region.

## Experience of Key Personnel:

### **James D. McBain - President**

James McBain is the President of **Municipal Law Enforcement Services (MLES)** and is responsible for the day-to-day operations of the program delivery. He directly supervises and provides immediate support and guidance to other staff members as required.

Jim's has over 35 years of Law and By law Enforcement experience. He was a Police Officer for almost 30 years. He worked as a Supervisor, Instructor at the Ontario Police College, Major Crime Investigator, Scenes of Crime Investigator and Senior Manager. He served his last fourteen and a half years as the Chief of Police for the Renfrew Police Service. He retired from policing in January 2000.

Jim has over 30 years of by-law enforcement experience and over 20 years managing By-Law Enforcement Programs. From 2004 – 2006 he managed the Private Parking By law Enforcement Program

for the City of Ottawa, on behalf of a private security company, and he developed several private parking enforcement programs for community housing projects, condominiums and high rise apartments. In addition to overseeing the various parking programs Jim is personally involved in the enforcement of other, more complex bylaw, such as Property Standards, Zoning as well as verifying and enforcing Site Plan Agreements.

In addition to owning MLES Jim has a security and investigation company and does security consulting and asset protection.

### Darla L. McBain - Vice President

Darla McBain is the Vice -President and partner in “**Municipal Law Enforcement Services**”. Darla has an extensive Customer Service background including many years of supervisory and managerial experience in retail food service industry. She has been a by-law enforcement officer with MLES for approximately 8 years. She provides day to day supervision and direct operational support to staff. She also heads the Administration Department of the company as well as the Parking Control Programs of the municipalities with parking control programs. Darla’s background also includes several years (7) as a security officer and private investigator.

HOURS OF SERVICE 2012										
Month	Calls For Assist.	Patrol Hours	Ticket Admin. Hours	Valid Tickets Issued	Dispatch /Client Service Hours	Prop. Stands/ Zoning etc. Other Invest.	Meeting Hours	Court Hours	Winter Parking	Total Hours
Jan	23	176	60	138	8	3	3	0	15	426
Feb	47	168	55	107	10	2	2	0	12	403
Mar	28	176	50	69	8	5	6	1	5	348
Apr	31	168	48	40	10	4	3	2	0	306
May	79	176	56	99	12	6	2	3	0	433
Jun	61	170	50	64	11	5	1	0	0	362
Jul	92	178	52	50	13	6	0	2	0	393
Aug	99	176	50	72	11	4	0	2	0	414
Sep	65	160	46	44	10	6	0	4	0	335
Oct	69	184	57	95	12	2	0	2	0	421
Nov	45	176	50	58	10	3	0	4	0	346
Dec	33	152	60	176	15	4	2	3	9	454
<b>TOTALS</b>	<b>672</b>	<b>2060</b>	<b>634</b>	<b>1012</b>	<b>130</b>	<b>50</b>	<b>19</b>	<b>23</b>	<b>41</b>	<b>4641</b>
Contracted Hours		1812	240							2052
Extra Hours Not Billed										2589

*James D. McBain*

President  
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