

# COUNCIL STAFF REPORT

## LEG SERV 093-2023

Town of Cobourg Governance Review  
Recommendations

---

Procedural By-law and Governance  
Structure Review





# BRENT LARMER

Municipal Clerk  
Director, Legislative Services

Please Reach Out:  
Questions/Comments/Feedback

[Clerk@cobourg.ca](mailto:Clerk@cobourg.ca)

[blarmer@cobourg.ca](mailto:blarmer@cobourg.ca)

Phone: 905-372-4301 Ext: 4401

In-Person – Victoria Hall 8:30 to 4:30



## 2023 Governance Review

- To provide Council with an analysis of the Governance system as a deliverable from the Town of Cobourg Organization review and also to provide Council with a framework to enhance the Town's governance structure through a comprehensive review of its existing practices and procedures. The review will also provide commentary on the existing advisory committees and their Council reporting structure to improve efficiencies.
- The need for sound governing practices remains critical to provide citizens with confidence that the Town's priorities reflect their needs and that the provision of services and facilities are effectively overseen by their elected officials. The municipal structure brings unique challenges that must be balanced, such as being required to make decisions that benefit the Town as a whole; to balance efficiency with the need to protect political freedom so that constituent issues can be represented; as well as the requirement for public access, including transparency of information, discussion, and decision-making.

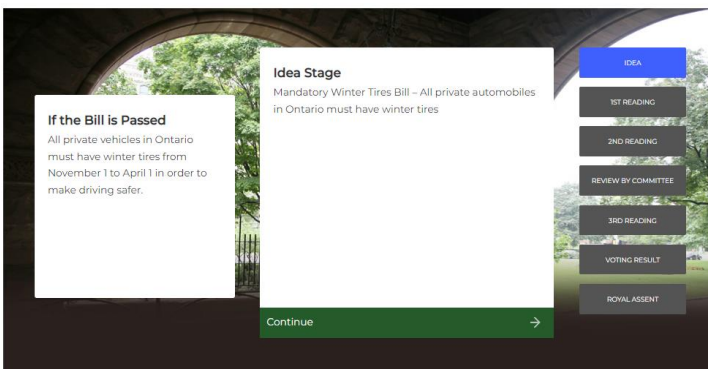
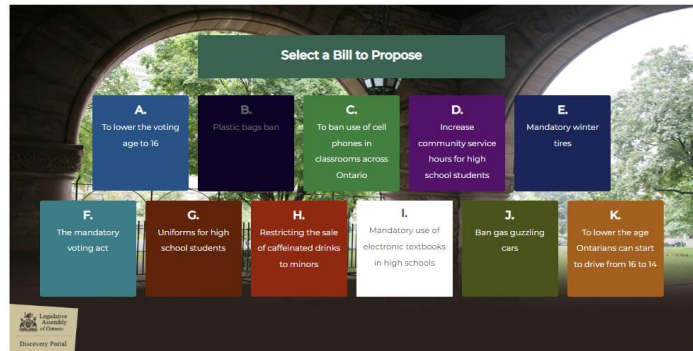




# We are all the Same... Provincial Governance

## How a Bill Becomes Law

The legislative process – the making of new laws for the people of Ontario – is the most important work that takes place at the Legislative Assembly. Every bill starts with an idea written in legal language and presented by Members of Provincial Parliament (MPPs) in the Legislative Chamber. All bills go through stages that are called readings. If a bill reaches third reading and receives the support of the majority of MPPs, it is on its way to becoming a new law in the province. However, not every bill becomes a law. Find out how it works - select one of the ideas below and see what happens! Have fun as you discover what it takes to make a new provincial law!



## Committees

A Legislative [Committee](#) is a small working group of MPPs responsible for detailed consideration of any matter that it is authorized to review. Most often the committees consider new laws or revisions to existing laws that have been proposed to the Legislature.

A committee may hold public hearings, allowing citizens from across Ontario the opportunity to comment on, or provide evidence relating to, the matter under review.

There are three types of committees:

### Standing Committees

There are nine Standing Committees of the Legislature, each composed of nine MPPs from the political parties represented in the House. These committees deal with ongoing areas of legislative activity related to provincial responsibilities such as education and health care.

### Select Committees

These committees, usually composed of nine MPPs from the political parties represented in the House, are set up specifically to study certain bills or issues. Usually Select Committees examine material by a specific date and report back to the Legislature, after which the committee is dissolved.

### Committee of the Whole House

This committee includes all Members of the Legislature and meets in the Chamber. The Deputy Speaker chairs the committee of the Whole House. This time allows MPPs to debate committee reports and make further comments on bills before a final vote.

## Current committees

- [Standing Committee on Finance and Economic Affairs](#)
- [Standing Committee on Government Agencies](#)
- [Standing Committee on Heritage, Infrastructure and Cultural Policy](#)
- [Standing Committee on the Interior](#)
- [Standing Committee on Justice Policy](#)
- [Standing Committee on Procedure and House Affairs](#)
- [Standing Committee on Public Accounts](#)
- [Standing Committee on Social Policy](#)



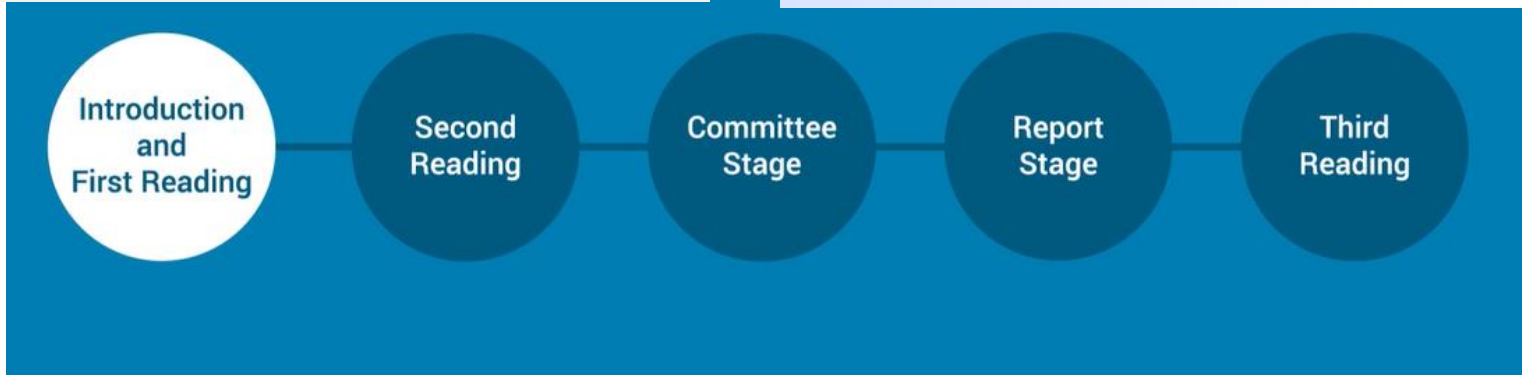
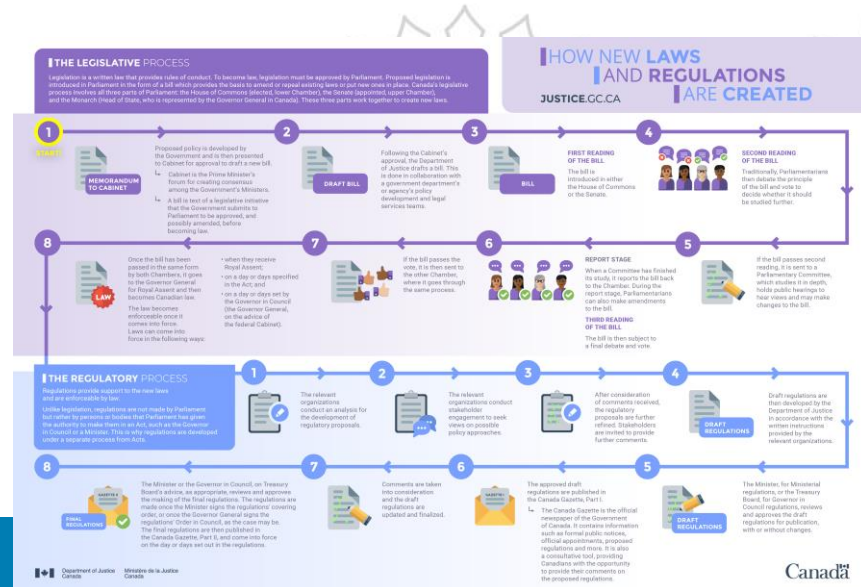
# We are all the Same... Federal Governance



## Stages in the Legislative Process

In our parliamentary system, a bill must go through several specific stages before it becomes law. The stages for a bill originating in the House of Commons are:

Notice and placement on the Order Paper
Introduction and first reading
Second reading and referral to a committee
Consideration in committee
Report stage
Third reading and adoption
Consideration and passage by the Senate
Royal Assent
Coming into force



## PURPOSE

In 2021, Council received an Organizational Review conducted by KPMG which was designed to provide a comprehensive review on the Town's corporate structure, service delivery and staff resourcing.

One of the recommendations contained within the final organizational report was that the Town may want to reevaluate the current use of the Council Coordinator role for governance in favor of a standing committee structure.

The purpose of this report is to provide Council with an analysis of the Governance System as a deliverable from the Town of Cobourg Organization review, and also to provide Council with a framework to enhance the Town's governance structure through a comprehensive review of its existing practices, procedures and legislative authority.



### **Council Resolution: November 28<sup>th</sup>, 2023**

THEREFORE, BE IT  
RESOLVED THAT Sections 4.4,  
9.3 and 9.4 of the Procedural  
By-Law, which requires Council  
to appoint Council Service  
Coordinators and Alternates,  
and describes the coordinator  
functions at the Committee of  
the Whole Meeting, be  
suspended until the Governance  
Structure Review has gone  
through due process, including  
public engagement and approval  
by Council;

## 2023 Governance Review

This includes reviewing and making recommendations related to:

- ✓ Best practices
- ✓ Meeting Structure
- ✓ Accountability, transparency, and timeliness.
- ✓ Modernization and trends.
- ✓ Housekeeping.





## Governance Structure:

The governance review directed by this Council to complete, has been guided by the following principles, that any proposed changes made must ensure that:

- The governance structure and related processes remain transparent and accountable to the community at large.
- Changes contribute to an efficient and effective decision-making process; and
- The governance structure and related processes are focused and aligned with identified municipal priorities and strategic directions that are not just made in the current Council Term but are relevant for Councils in the future.





## Governance Structure:

While there is no single model of governance, good governance principles and processes help to guide those charged with governance.

They include the following:

- Accountability,
- Transparency,
- Efficiency, Effectiveness,
- Inclusivity,
- Impartiality and
- Continuous Learning



## Municipal Act, 2001, as amended – Requirement Procedural By-law No.009-2019

Pursuant to *Section 238 of the Municipal Act, 2001* outlines the requirement of a Procedural By-law, specifically Subsection (2) states:

- **“Every Municipality and local board shall pass a procedure by-law for governing the calling, place and proceedings of meetings.**
- Mandatory by *Municipal Act, 2001*
- Approved and amended by Council
- Set of rules for meetings, making decisions and conduct of members, public and staff.
- Applies to Council and any “Committee” (i.e. Standing Committees)
- **“meeting”** is any gathering of Council or Committee
  1. where quorum is present, and
  2. Members discuss or otherwise deal with any matter in a way that materially advances the business or decision-making of the council, local board or committee

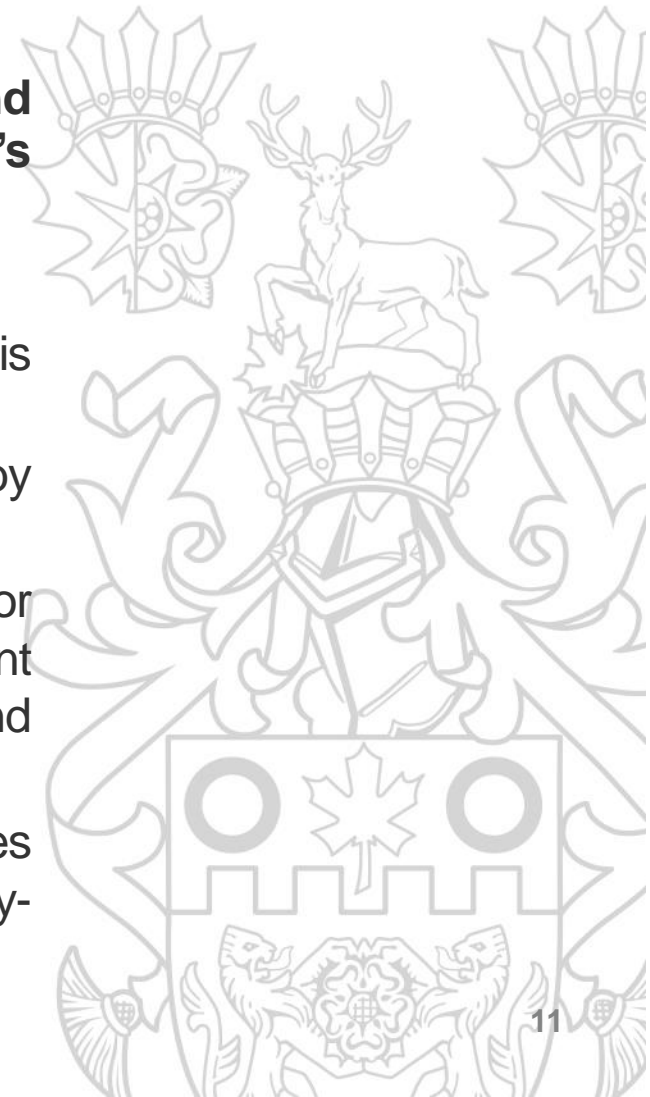
**Clerk interprets and administers rules → advises meeting Chair**

## Purpose of Procedural By-law:

**The principles of openness, transparency and accountability to the public, guide the Town of Cobourg's decision-making process.**

In the context of Council and Committee proceedings, this is accomplished by:

1. Ensuring the decision-making process is understood by the public and other stakeholders;
2. Providing access to information and opportunities for input by the public and other stakeholders consistent with the requirements of this Procedure By-law and other statutory requirements;
3. Exercising and respecting individual and collective roles and responsibilities provided for in this Procedure By-law and other statutory requirements.



## Purpose of Procedural By-law Continued..

### Upholding fundamental Member rights for a meeting:

- The majority have the right to decide on a matter
- The minority have the right to be heard on a matter
- All Members have the right to information to help make decisions, unless prevented by law
- All Members have the right to an efficient meeting
- All Members have the right to be treated with respect and courtesy
- All Members have equal rights, privileges and obligations





# Governance Structure: Current System

## Committee of the Whole System – With Coordinator System

### Current **Committee of the Whole** Meeting highlights

- Mayor, Deputy Mayor and five (5) Councillors attend each meeting.
- Informal meeting of Council (similar to a Standing Committee)
- **Each Member of Council is given a Coordinator Role at the start of the Council term and acts as a topic specialist within the portfolio and is responsible for chairing that portion of the agenda. (Includes calling the vote and presiding over the discussion)**
- Committee of the Whole Meeting Agendas are published ten (10) days in advance of the meeting.

Committee of the Whole Meeting includes Committee of the Whole Open Forum Period at the end of each meeting



# Governance Structure: Current System

## Committee of the Whole System – With Coordinator System

### Current Regular Council Meeting highlights:

- Mayor, Deputy Mayor and five (5) Councillors attend each meeting.
- Mayor acts as the Presiding Officer/Chair of each meeting.
- Formal Meeting of Council that ratifies and confirms recommendations that are forwarded from the Committee of the Whole for final consideration.
- By-laws are presented and approved at this meeting.
- Correspondence appears at this meeting.
- Notice of Motions are presented.
- Council Coordinator Announcements occur.
- Confirmatory By-law at the end of each meeting.



# Governance Structure: Current System

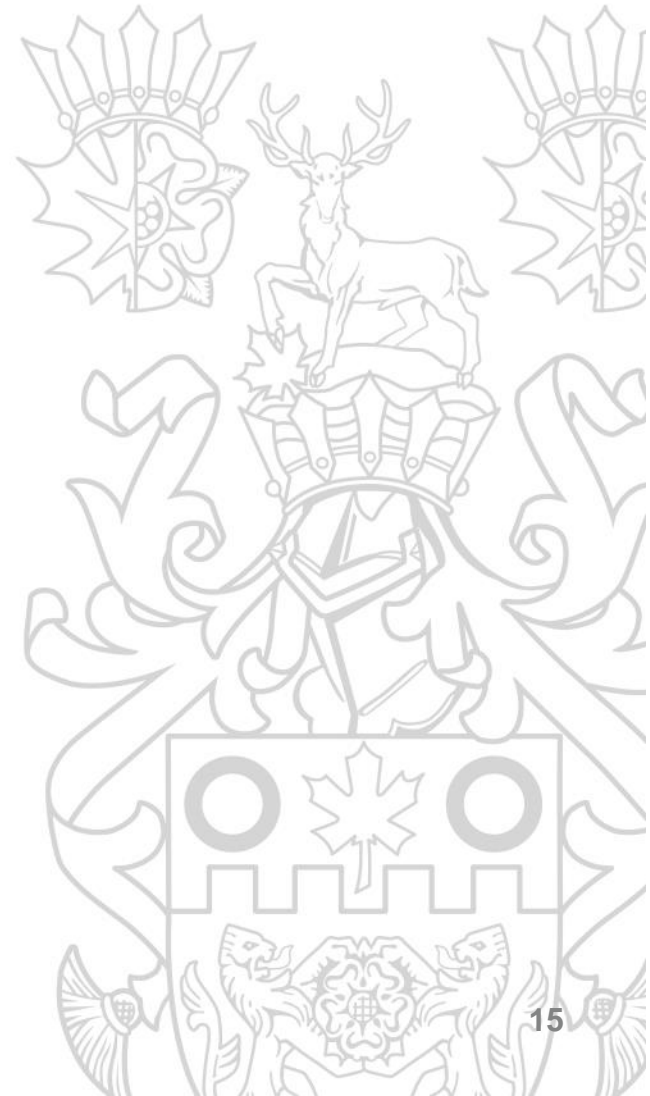
## Committee of the Whole System – With Coordinator System

### Coordinator Role's

Pursuant to the current governance model, each Member of Council is assigned as a Council Service Coordinator at the start of the term to report to Council on matters pertaining to their respective area of municipal service.

The areas include;

- General Government Services,
- Public Works Services,
- Protection Services,
- Planning and Development Services,
- Parks and Recreation Services, and
- Arts, Culture, and Tourism Services.



# Governance Structure: Current System

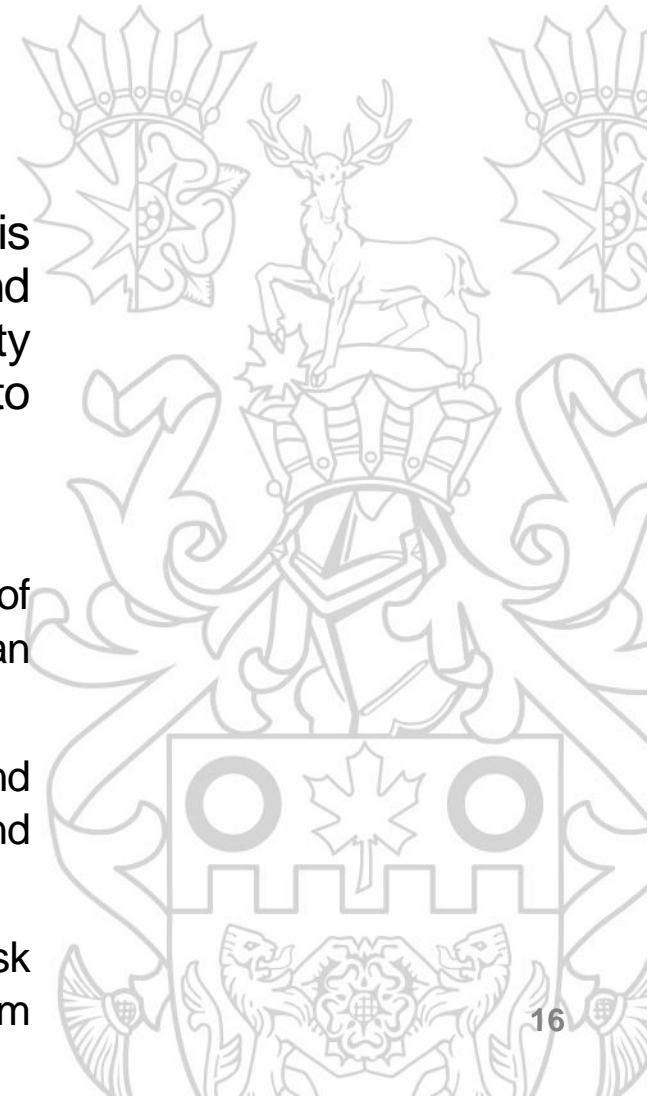
## Committee of the Whole System – With Coordinator System

### Coordinator Role's

### WHAT ARE THEY:

The purpose of the coordinator's role and meeting group is to consider policy matters, action items, and recommendations regarding major areas of the municipality and to work directly with staff to support upcoming files to Council.

- Chaired by the Council Member responsible for that portfolio;
- Attended by Division Heads responsible for that area of expertise and their respective Departments with an administrative support publishing the agenda and minutes;
- Meetings occur once a month, not open to the public, and agenda notices and minutes are circulated to all members and directors.
- Other Councillors have the right to attend a meeting to ask questions about an item or are invited if an agenda item overlaps with their respective service area.



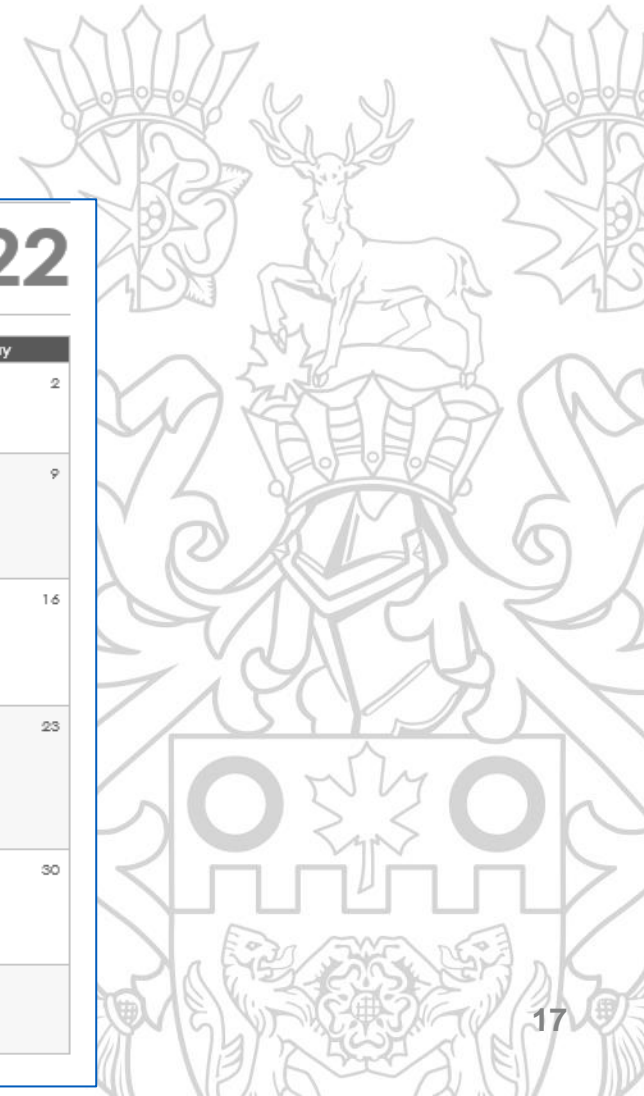


# Governance Structure: Current System

## Committee of the Whole System – With Coordinator System

Sample Current Structure Meeting Calendar 2022 – Nine (9) Meetings \* Does not include Advisory or other Committees

<b>April 2022</b>						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3	4 1. Public Works Coordinator Mtg 2. Regular Council Mtg	5	6 1. General Government Coordinator Mtg	7	8	9
10	11	12	13	14 1. Planning and Development Coordinator Mtg	15	16
17	18	19 1. Committee of the Whole 2. Protection Services Coordinator Mtg	20	21 1. Parks and Recreation Coordinator Mtg	22	23
24	25 1. Regular Council Mtg	26	27	28 1. Arts Culture and Tourism Coordinator Mtg.	29	30



# Governance Structure: Current System

## Committee of the Whole System – With Coordinator System

### OTHER FACTS:

#### Meeting times:

- CofW – 6:00 P.M.
- Regular – 6:00 P.M.
- Coordinator Meetings through the week anytime  
Between 8:30 – 4:30 P.M.
- Public Meetings 5:00 P.M.

#### Meeting times:

Municipal Council meetings are held in a three (3) week cycle on Monday's (*Tuesdays if Monday is a Holiday*):

- **Week One:** Committee of the Whole Meeting
- **Week Two:** Regular Council Meeting
- **Week Three:** Off Week of Council (Planning/Public Meeting)



# Governance Structure: Current System

## Committee of the Whole System – With Coordinator System

### OTHER FACTS:

- In February 2019, Council passed direction into the Procedural By-law that staff must publish the agenda materials ten (10) days prior to Committee of the Whole Meetings.

**FRI Sat Sun Mon Tues Wed Thurs Fri Sat Sun MON**

Publish



Meeting

- Agendas for Regular Council are published four (4) days prior to the Council meeting.

**THURS Fri Sat Sun MON**

Publish



Meeting

Best efforts have been made to publish agendas on the Thursday prior to the meeting to provide more time for council and the public to review the agenda materials in advance of the meeting.

### Did you know?:

All Reports for the CofW Meeting must be submitted the Wednesday prior to the Agenda publishing date, thus staff reports need to be submitted twelve (12) days prior to publishing.

## Governance Structure:

### **Governance Structures Examined**

#1 - Committee of the Whole (Current)

#2 - Standing Committees (Proposed in Principle)

**AND**

Advisory Committees Review/Recommendations

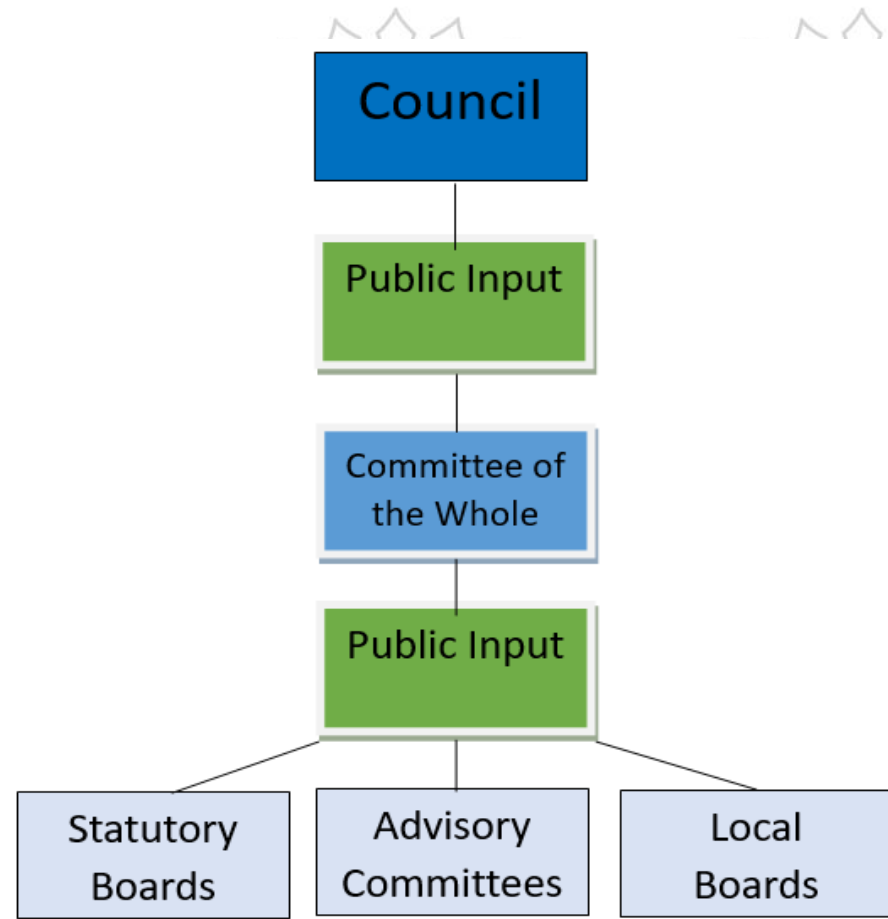




# Governance Structures – Committee of the Whole Structure

## MUNICIPAL COUNCIL DECISION MAKING MODEL

Committee of the Whole (Meeting divided into Council Coordinators Roles)



## Committee of the Whole Structure Benefits/Opportunities:

### Benefits/Opportunities

- All members of Council can participate in the informal discussion of all staff reports and matters before the Committee.
- CofW is not restricted by mandates of the standing committee terms of reference and reports can be more evenly distributed between meetings.
- The number of meetings is lower with this system and all members can participate in the less formal CofW discussion.
- Opportunity for the public and community stakeholders to have direct involvement in the details of matters being considered.



## Committee of the Whole Structure: Benefits/Opportunities:

### Benefits/Opportunities

- Delegations can present to all members of Council in the CofW format, ensuring that all members have the benefit of listening to the full presentation and asking questions and clarification of the presenters.
- All members of Council become more familiar with all aspects of municipal business which is important when making decisions that impact the entire community.
- The CofW structure provides opportunity for other members of Council to learn and can chair meetings, which provides for a great professional development and growth opportunity. Chairs are determined through Coordinator roles.



## Committee of the Whole Structure: Challenges and Weakness

### Challenges/Weakness

- Members of the public that would be more interested in a specific standing committee mandate is required to follow all CofW agendas to understand when matters that interest them are being addressed.
- Members of the public on occasion must wait long into the meeting (1 to 2 hours) to hear their specific interest in a meeting agenda due to the combined length of CofW agendas that are arranged by topic.
- Members don't have a specialty or focus area of municipal business and are required to be familiar with all aspects of the agenda.





## Committee of the Whole Structure: Challenges and Weakness

### Challenges/Weakness

- With the full Council participating in CofW, meetings are longer as there are all members present to debate matters. The Chair must be more cognizant about limiting discussion when appropriate.
- Perception that when a matter is approved by CofW it will be automatically approved by Council. The public needs to understand the workings of the governance structure and understand that approval at the CofW does not necessarily mean it will be approved by Council. Following debate and discussion at the CofW, the public will still be provided with one (1) week in between meetings should they wish to contact their Council representatives or register to speak as a deputation at the Council meeting, prior to Council finally considering a matter that was before the CofW.



## Committee of the Whole Structure: Challenges and Weakness

### Challenges/Weakness

- the continued regular meeting coordination and management.
- the tendency of Council to re-debate matters at Council meetings to replicate the debate that took place at the CofW meeting;



# Committee of the Whole Structure: Current Agendas



The Corporation of The Town of Cobourg  
**COMMITTEE OF THE WHOLE MEETING  
AGENDA**

Wednesday, February 23, 2020  
2:00 P.M.

Hybrid Meeting (In-Person and Electronic)

Pages

**1. CALL TO ORDER**

**2. TRADITIONAL LAND ACKNOWLEDGEMENT**

*The Town of Cobourg respectfully acknowledge that we are located in the traditional and treaty territory of the Michi Saagiig (Mississauga) and Chippewa Nations, collectively known as the Williams Treaties First Nations, which include: Curve Lake, Hiawatha, Alderville, Scugog Island, Rama, Beausoleil, and Georgina Island First Nations.*

*The Town of Cobourg respectfully acknowledge that the Williams Treaties First Nations have been stewards and caretakers of these lands and waters, and that today remain vigilant over their health and integrity for generations to come. We are all Treaty people.*

Action Recommended:  
test

**3. ADDITIONS TO THE AGENDA**

**4. DISCLOSURE OF PECUNIARY (FINANCIAL) INTEREST**

**5. CLOSED SESSION**

Action Recommended:  
THAT Council proceed into closed session

**6. PRESENTATIONS**

**7. DELEGATIONS**

**8. DELEGATION ACTIONS**

**9. GENERAL GOVERNMENT SERVICES**

**10. PLANNING AND DEVELOPMENT SERVICES**

**11. PUBLIC WORKS SERVICES**

**12. PARKS AND RECREATION SERVICES**

**13. PROTECTION SERVICES**

**14. ARTS CULTURE AND TOURISM SERVICES**

**15. UNFINISHED BUSINESS**

*The items listed in the order of the topics set out in the agenda of prior meetings which have not been disposed of by Council and the date of their first appearance on the agenda shall be noted and repeated on each subsequent agenda until disposed of by Council, unless removed from the agenda by leave of Council - Council Procedural By-law No. 009-2019.*

**16. COMMITTEE OF THE WHOLE OPEN FORUM**

**17. ADJOURNMENT**

# Committee of the Whole Structure: Current Agendas



The Corporation of The Town of Cobourg  
REGULAR COUNCIL MEETING  
AGENDA

Monday, December 4, 2023, 6:00 p.m.  
Council Chambers, Victoria Hall, Cobourg

Pages

1. **CALL TO ORDER**

2. **TRADITIONAL LAND ACKNOWLEDGMENT**

The Town of Cobourg respectfully acknowledge that we are located in the traditional and treaty territory of the Michi Saagig (Mississauga) and Chippewa Nations, collectively known as the Williams Treaties First Nations, which include: Curve Lake, Hiawatha, Alderville, Scugog Island, Rama, Beausoleil, and Georgina Island First Nations.

The Town of Cobourg respectfully acknowledge that the Williams Treaties First Nations have been stewards and caretakers of these lands and waters, and that today remain vigilant over their health and integrity for generations to come. We are all Treaty people.

3. **ADDITIONS TO THE AGENDA**

4. **DISCLOSURE OF PECUNIARY (FINANCIAL) INTEREST**

5. **CLOSED SESSION**

Action Recommended:

THAT Council meet in Closed Session in accordance with Section 239 of the Municipal Act S.O. 2001 regarding:

6. **CONSENT AGENDA – MINUTES**

Items listed under the Consent Agenda are to be considered collectively as one motion. Council members may request that specific items be removed for separate discussion/ deliberation and the item be moved to the Items extracted from Consent Agenda.

7. **ITEMS EXTRACTED FROM CONSENT AGENDA**

8. **PRESENTATIONS**

9. **DELEGATIONS**

10. **DELEGATION ACTIONS**

11. **CORRESPONDENCE**

Items listed under the Consent Agenda are to be considered collectively as one motion. Council members may request that specific items be removed for separate discussion/ deliberation and the item be moved to the Items extracted from Consent Agenda

12. **ITEMS EXTRACTED FROM CONSENT AGENDA**

13. **REPORTS**

14. **MOTIONS**

15. **BYLAWS**

Items listed under the Consent Agenda are to be considered collectively as one motion. Council members may request that specific items be removed for separate discussion/ deliberation and the item be moved to the Items extracted from Consent Agenda.

16. **PETITIONS**

17. **COMMITTEE/BOARD MINUTES (INFORMATION PURPOSES ONLY)**

18. **CORRESPONDENCE**

19. **NOTICE OF MOTION**

20. **COUNCIL/COORDINATOR ANNOUNCEMENTS**

20.1 Members of Council present verbal reports on matters within their respective areas of responsibility:

21. **UNFINISHED BUSINESS**

The items listed in the order of the topics set out in the agenda of prior meetings which have not been disposed of by Council and the date of their first appearance on the agenda shall be noted and repeated on each subsequent agenda until disposed of by Council, unless removed from the agenda by leave of Council - Council Procedural By-law No. 009-2019.

22. **CONFIRMATORY BY-LAW**

22.1 Bylaw 000-2023, being a bylaw to confirm the proceedings of the Council Meeting of XXX, 2023.

Action Recommended:

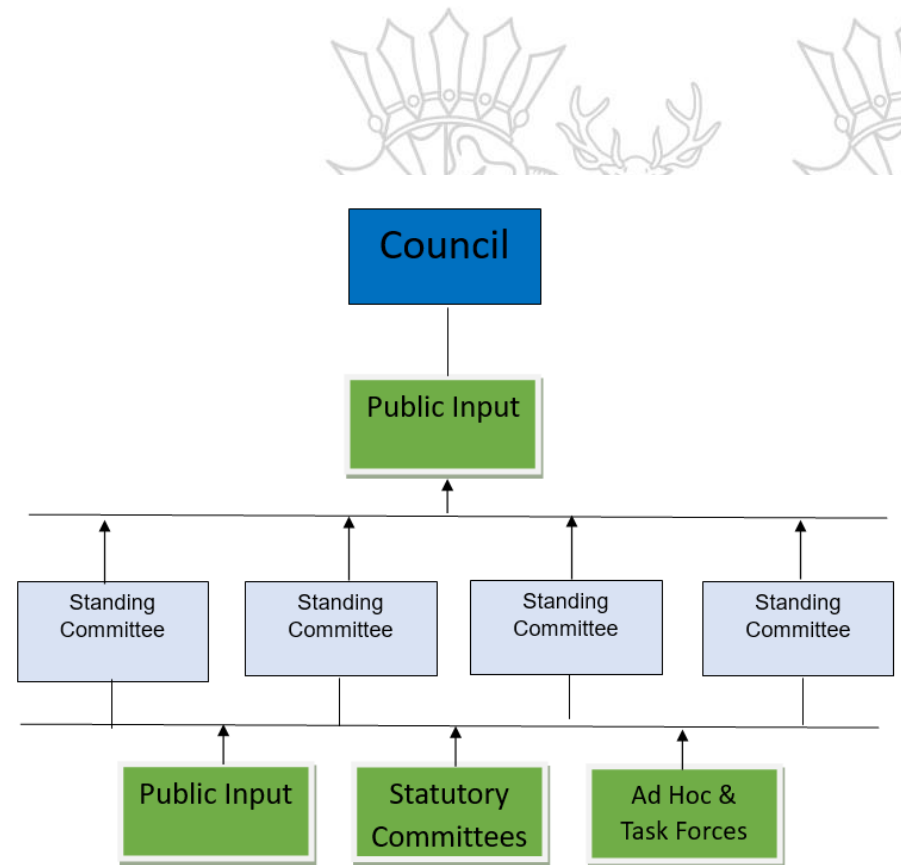
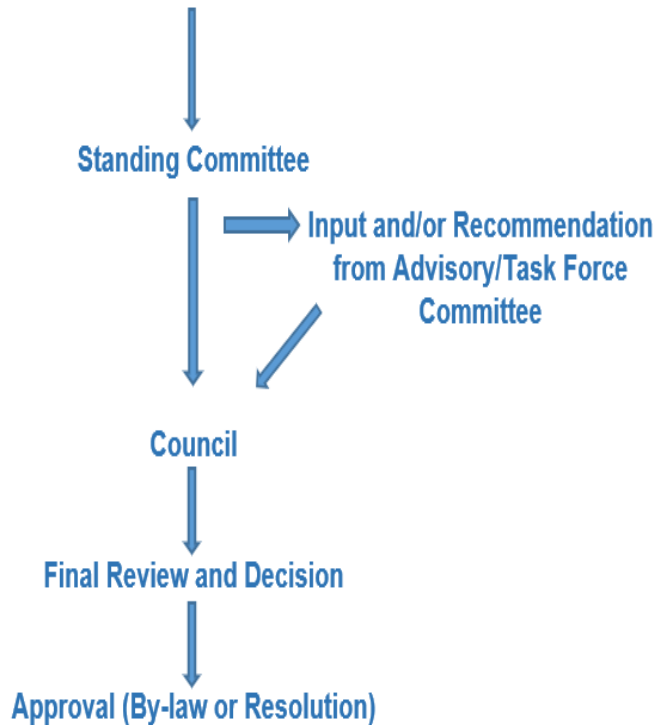
THAT leave be granted to introduce Bylaw 000-2023 and to dispense with the reading of the Bylaw by the Municipal Clerk to confirm the proceedings of Council of the Town of Cobourg at its Regular Council Meeting held on \_\_\_\_\_ and the same be considered read and passed and that the Mayor and the Municipal Clerk sign the same and the Seal of the Corporation be thereto affixed.

23. **ADJOURNMENT**

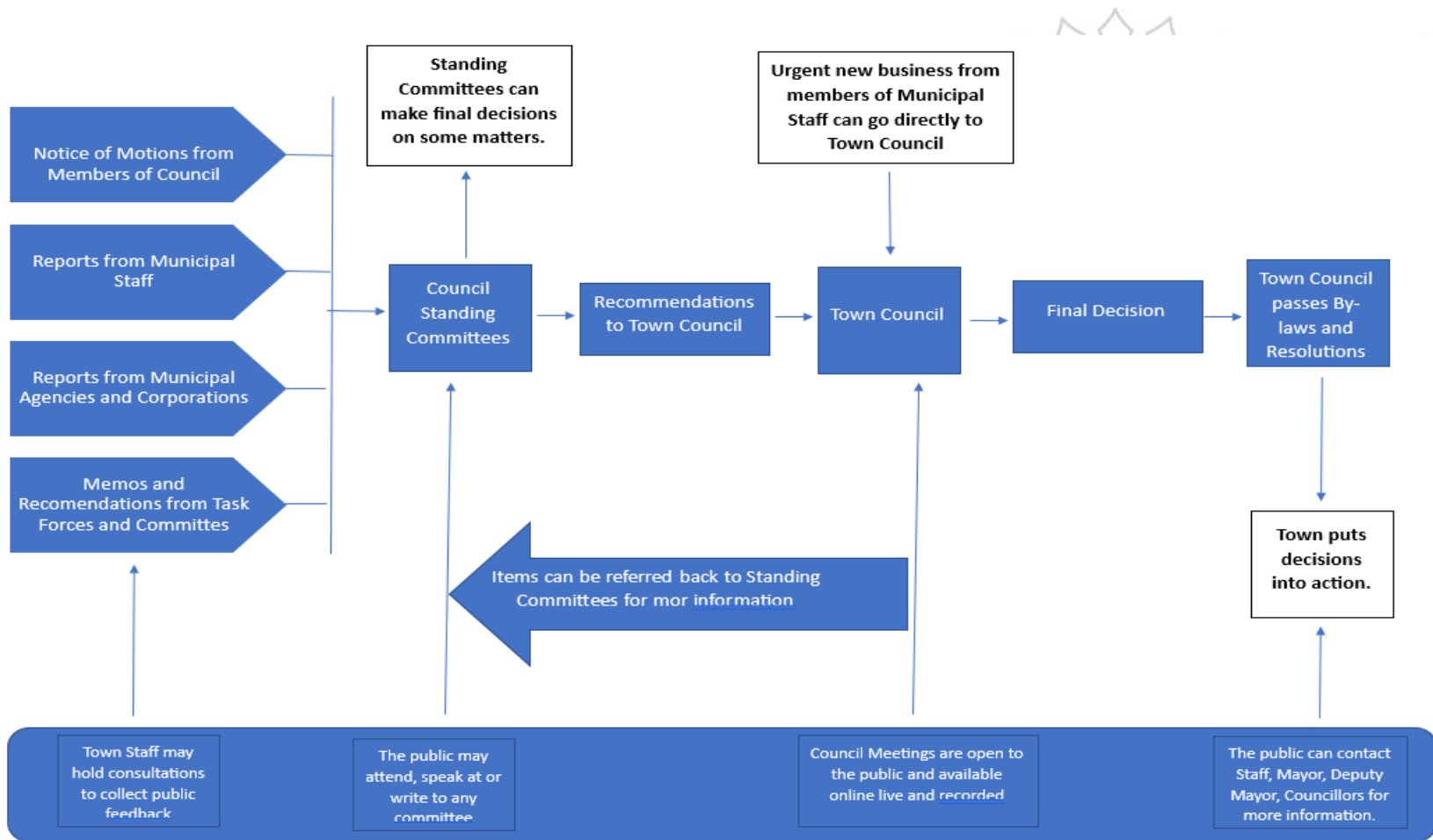


# Governance Structures – Standing Committee Structure

Staff Reports/Council Notices/Advisory/Task Force Recommendations



# Governance Structures – Standing Committee Structure



## Standing Committee Structure Benefits/Opportunities:

### Benefits/Opportunities

- Each standing committee can champion the recommended initiatives / services / programs when the matter is before full Council for consideration.
- It divides up the very broad range of Council responsibility into specialized areas of interest. Council members with particular interest in an area can become proficient, thereby developing and providing a valuable resource to assist Council in its decision-making.
- Not all Division Directors are required to be on all standing committees causing greater staff efficiency. (excludes CAO and Clerks positions)
- Eliminates current non-public coordinator meetings and more discussion on items of significance in the public forum.



## Standing Committee Structure: Challenges and Weakness

### Challenges/Weakness

- There are occasions when committee access to all Division Directors is important regardless of the standing committee reporting structure. Equally, that Division Directors stay informed on the decision-making considerations of all committees that may impact their departments or drafting of future policy recommendations.
- More committee meetings to manage, and less flexibility for scheduling. If a report is not finalized by the agenda time, then the matter is on hold until next month.





# Standing Committee Structure Recommendations

Standing Committees affiliated with municipal divisions and overall municipal priorities and policy decisions and with a membership consisting of four (4) Standing Committees to meet monthly:

Strategic  
Initiatives and  
Policy

Corporate,  
Finance and  
Legislative

Public Works,  
Planning &  
Development

Community Services,  
Protection, and  
Economic  
Development

## Membership:

- Three (3) Members of Council on each Committee;
- Mayor sitting on each Standing Committee making one of the three (3) members;
- Municipal Clerk, Deputy Clerk and CAO on each Standing Committee, and the appropriate Divisional Director and Staff based on Standing Committee area only and not sitting on each Committee.



## Standing Committee Structure: Decision Making Process

- Standing Committees would consist of three (3) members of the Council including the Mayor on each Committee. If Mayor cannot attend, the Deputy Mayor would be the alternate. For the Standing Committees with a membership of three (3) Quorum would be two (2) members.
- The Chair and Vice-Chair of each Standing Committee would be determined by Members and would rotate on an annual basis
- Council Members would be given the choice mid-way through the Council Term to change Standing Committees during the review.
- Other Members of Council could attend other Standing Committees which they are not members to ask questions and hear information to prepare for Regular Council Meetings.



## Standing Committee Structure: Decision Making Process

- All staff reports would be submitted to their respective Standing Committee for deliberation. Members would vote to recommend that Council approve the suggested course of action, or they could make alternate proposals through amendments.
- Standing Committee decisions and recommendations from Advisory Committees and Task Forces will be reported to the respective Standing Committee with a recommendation and then if endorsed sent on to Council. If more information is needed, Council may receive more information on a recommendation from Staff to be brought back to the Committee, or prior to being brought back before the Regular Council Meeting.



## Standing Committee Structure: Decision Making Process

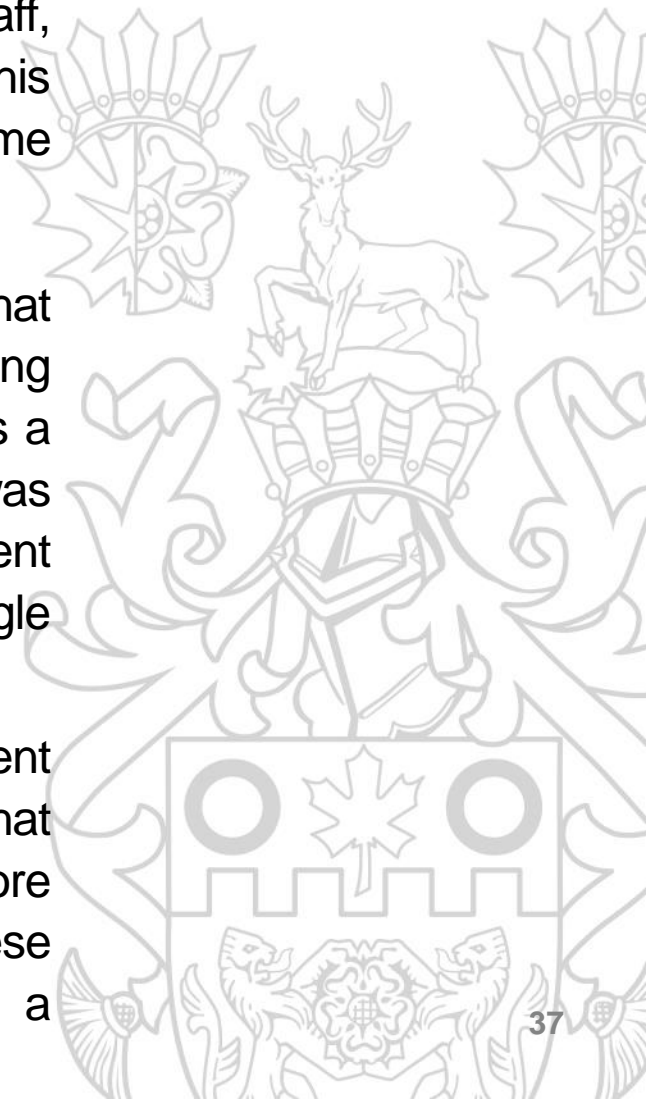
- Delegations would be first heard at the Standing Committees, with an opportunity to show up at the time of meeting to delegate on an Agenda item. If more information is needed and more details, a delegate could be referred to Regular Council to redelegate based on the direction Council took at the standing Committee.
- Correspondence would be separated and organized between Standing Committees and actions, or recommendations discussed if necessary and then forwarded on for action to Regular Council if not just received for information purposes.
- At a Regular Council meeting, a vote would be taken to approve the recommendation of the standing committee, or of staff, and then embody the decision in a Resolution or By-law.





## Standing Committee Structure: Decision Making Process

- To accommodate exceptional circumstances where matters are added to a Regular Council agenda by Staff, procedures for exceptions would be provided to allow this to happen with a clear process of an emergency or a time sensitive matter.
- It is optional to propose that any and/or all staff reports that did not receive a unanimous vote at the Standing Committee be added to the Regular Council agenda as a report for further deliberation and voted on. If a vote was unanimous, the Clerk would make this part of a consent agenda with like reports to be voted on in one single resolution at Council.
- The Regular Council Meeting Agenda would have consent agendas with Standing Committee recommendations that would be passed in a single resolution. If there is more information needed or a vote was not unanimous, these items would be placed on the Regular Agenda for a separate vote.



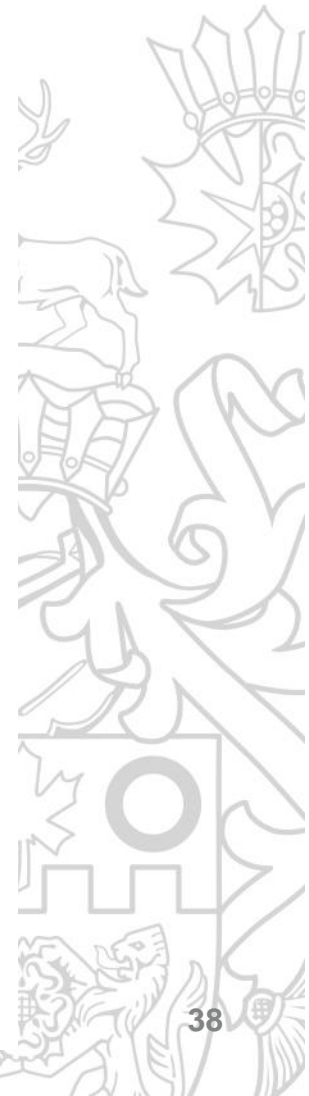


# Standing Committee Structure: Meeting Schedule

## September 2023

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3	4 Strategic Priorities and Policy Committee	5 Corporate, Finance and Legislative Committee	6 Community Services, Protection, and Economic Development	7 Public Works, Planning & Development,	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26 Regular Council Meeting	27	28	29	30

#1 OPTION WITHOUT MEETING TIMES  
ONLY DAYS OF THE WEEK  
STANDING COMMITTEES



# Standing Committee Structure: Meeting Schedule

## October 2023

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3 Strategic Priorities and Policy Committee	4 Corporate, Finance and Legislative Committee	5	6	7
8	9	10 Community Services, Protection, and Economic Development	11 Public Works, Planning & Development,	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31 Regular Council Meeting				

#2 OPTION WITHOUT MEETING TIMES  
ONLY DAYS OF THE WEEK  
STANDING COMMITTEES



# Standing Committee Structure: Sample Agenda

## Standing Committee Agenda Sample



The Corporation of The Town of Cobourg  
Corporate, Finance and Legislative Standing Committee  
AGENDA

Monday, September 4, 2023  
1:00 P.M.

Hybrid Meeting (In-Person and Electronic)

Pages

1. **CALL TO ORDER**
2. **TRADITIONAL LAND ACKNOWLEDGEMENT**

*The Town of Cobourg respectfully acknowledge that we are located in the traditional and treaty territory of the Michi Saagiig (Mississauga) and Chippewa Nations, collectively known as the Williams Treaties First Nations, which include: Curve Lake, Hiawatha, Alderville, Scugog Island, Rama, Beausoleil, and Georgina Island First Nations.*


*The Town of Cobourg respectfully acknowledge that the Williams Treaties First Nations have been stewards and caretakers of these lands and waters, and that today remain vigilant over their health and integrity for generations to come. We are all Treaty people.*
3. **CLOSED SESSION (IF NECESSARY)**
4. **ADDITIONS TO AND APPROVAL OF THE AGENDA**
5. **DISCLOSURE OF PECUNIARY (FINANCIAL) INTEREST**
6. **DELEGATIONS**
7. **DELEGATION ACTIONS**
8. **CONSENT AGENDA**
9. **STAFF REPORTS**
10. **DEPARTMENTAL UPDATES/DISCUSSION**
11. **PUBLIC DELEGATION(S) (MAXIMUM 10 MINUTES PER DELEGATION)**

*Note: In accordance with the Procedural By-law, the public are permitted to speak to a matter on the agenda and be allotted up to ten (10 minutes to speak. The Chair at their discretion may allow delegations to speak at the time the matter is being discussed.*
12. **ADJOURNMENT**



# Standing Committee Structure: Sample Agenda

Council  
Agenda  
Sample



**The Corporation of The Town of Cobourg**

**COUNCIL MEETING AGENDA**

**Tuesday, September 26, 2023, 6:00 p.m.**  
**Hybrid Meeting (In-Person and Electronic)**

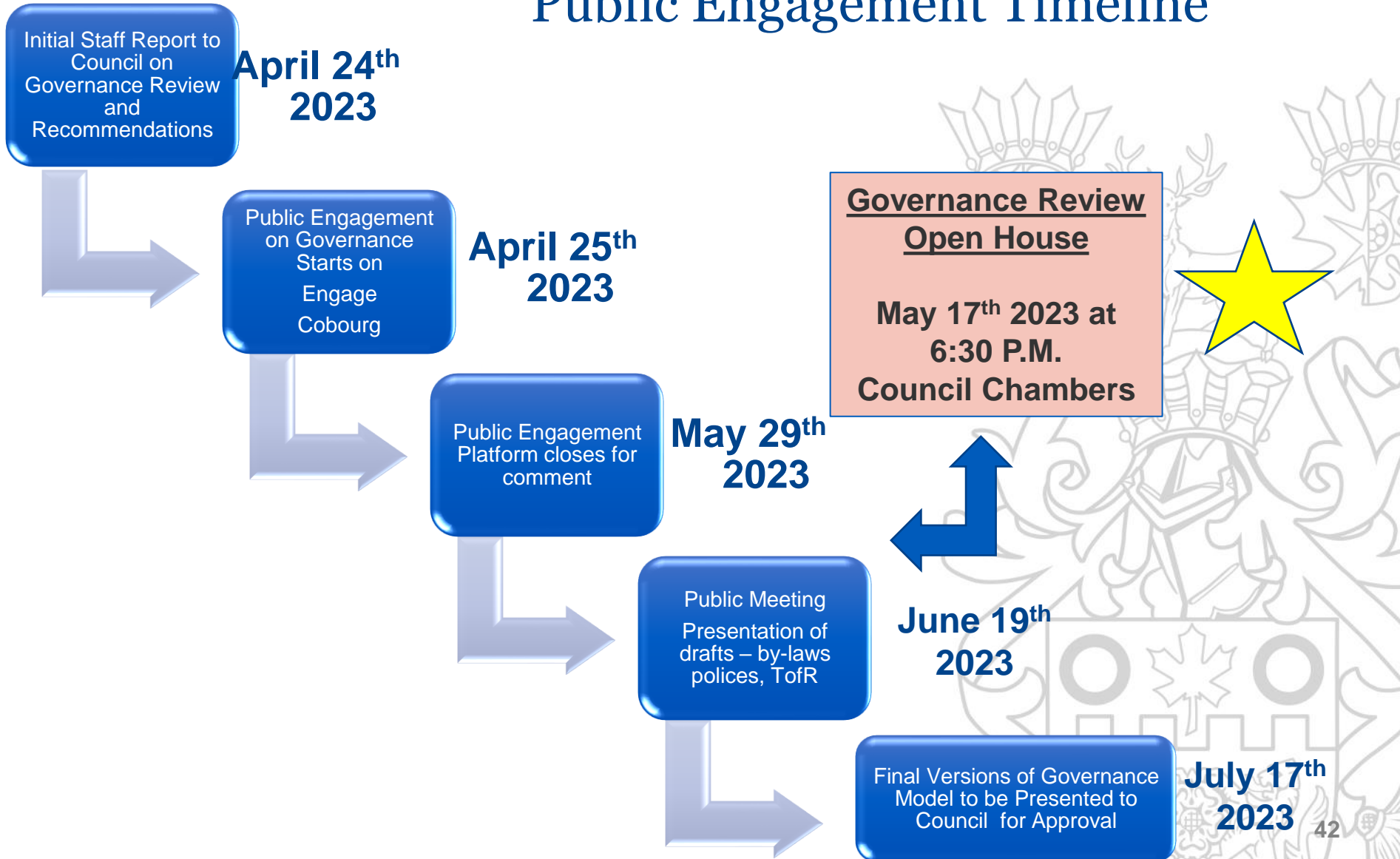
---

	<b>Pages</b>
<b>1. <u>CALL TO ORDER</u></b>	
<b>2. <u>TRADITIONAL LAND ACKNOWLEDGMENT</u></b>	
<p><i>The Town of Cobourg respectfully acknowledge that we are located in the traditional and treaty territory of the Michi Saagiiig (Mississauga) and Chippewa Nations, collectively known as the Williams Treaties First Nations, which include: Curve Lake, Hiawatha, Alderville, Scugog Island, Rama, Beausoleil, and Georgina Island First Nations.</i></p> <p><i>The Town of Cobourg respectfully acknowledge that the Williams Treaties First Nations have been stewards and caretakers of these lands and waters, and that today remain vigilant over their health and integrity for generations to come. We are all Treaty people.</i></p>	
<b>3. <u>ADDITIONS AND ADOPTION OF THE AGENDA</u></b>	
<b>4. <u>DISCLOSURE OF PECUNIARY (FINANCIAL) INTEREST</u></b>	
<b>5. <u>CLOSED SESSION</u></b>	
<p>Action Recommended: THAT Council meet in Closed Session in accordance with Section 239 of the Municipal Act S.O. 2001 regarding:</p>	
<b>6. <u>ADOPTION OF MINUTES</u></b>	
<p><i>Items listed under the Consent Agenda are to be considered collectively as one motion. Council members may request that specific items be removed for separate discussion/ deliberation and the item be moved to the Items extracted from Consent Agenda.</i></p>	
<b>7. <u>ITEMS EXTRACTED FROM CONSENT AGENDA</u></b>	
<b>8. <u>COMMUNITY ANNOUNCEMENTS</u></b>	
<b>9. <u>DELEGATIONS</u></b>	
<b>10. <u>DELEGATION ACTIONS</u></b>	
<b>11. <u>STANDING COMMITTEE REPORT</u></b>	

11.1	STANDING COMMITTEE REPORT - Strategic Initiatives and Corporate Policy Standing Committee	
11.2	STANDING COMMITTEE REPORT - Corporate, Finance and Legislative Committee Standing Committee	
11.3	STANDING COMMITTEE REPORT - Public Works, Planning & Development Standing Committee	
11.4	STANDING COMMITTEE REPORT - Community Services, Protection, and Economic Development Standing Committee	
<b>12. <u>STAFF REPORTS</u></b>		
	<i>**Listed separately - vote at standing committee was not unanimous</i>	
<b>13. <u>STAFF REPORTS</u></b>		
	<i>Time Sensitive Staff Reports Only and missed Appropriate Standing Committee Deadline</i>	
<b>14. <u>BY-LAWS</u></b>		
	<i>Items listed under the Consent Agenda are to be considered collectively as one motion. Council members may request that specific items be removed for separate discussion/ deliberation and the item be moved to the Items extracted from Consent Agenda.</i>	
<b>15. <u>NOTICE OF MOTION</u></b>		
<b>16. <u>CONFIRMATORY BY-LAW</u></b>		
16.1	Bylaw 000-2023, being a bylaw to confirm the proceedings of the Council Meeting of XXX, 2023.	
	<u>Action Recommended:</u> THAT leave be granted to introduce Bylaw 000-2023 and to dispense with the reading of the Bylaw by the Municipal Clerk to confirm the proceedings of Council of the Town of Cobourg at its Regular Council Meeting held on _____ and the same be considered read and passed and that the Mayor and the Municipal Clerk sign the same and the Seal of the Corporation be thereto affixed.	
<b>17. <u>ADJOURNMENT</u></b>		



# Public Engagement Timeline



# Public Engagement - SURVEY

## Town of Cobourg Governance Review – Have your Say!

The Town of Cobourg Municipal Council is seeking Resident and Community input regarding what is working well and where improvements could be made, particularly on transparency, accountability and how residents are able to participate in Town decision-making.

This Survey will take approximately 10 – 15 minutes to complete and will be available until May 26th, 2023

### **Introduction:**

The Town of Cobourg is committed to building a Town Hall that works through openness and transparency, where elected officials and municipal staff work towards the best interests of the Town as a whole and where positive relationships are built with the public, community organizations and other stakeholders within our community. The Town of Cobourg governance structure and systems should enable and support these goals.

The Town of Cobourg, through the Legislative Services Division and Municipal Clerk is currently conducting a review of its governance by-laws and policies.

All responses will be kept confidential, only overall results without individual identifying information will be shared.

If you have any questions about the survey, please contact the Clerks office at [clerk@cobourg.ca](mailto:clerk@cobourg.ca).



# Public Engagement – Open Houses

## OPEN HOUSE DATE

**May 17<sup>th</sup> 2023 at 6:30 P.M.**  
**Council Chambers – Victoria Hall**

Open House of an informal meeting to answer questions on the Governance Review, learn more on the process of governance, the current model of governance and any other questions the Public may have on the local government processes.

Opportunity to provide in-person feedback and recommendations.

**ASK THE CLERK TEAM**



## Governance Review Working Group

As a result of the Governance Review, there will be a need to review the Town's various governing policies and by-laws will need to be drafted, reviewed, commented on and finalized and brought to all of Council for approval.

These documents include:

- Town of Cobourg Procedural By-law
- Town of Cobourg Terms of Reference
- Staff and Council Relations Policy
- Advisory Committee Policy and Procedures



## Governance Review Working Group

Staff is recommending that three (3) members of Council be appointed to the working group, the Mayor, Deputy Mayor and one (1) Councillor.

The following mandate of the Governance Review Working Group would include reviewing and making recommendations related to:

- Best practices.
- Accountability, transparency, and timeliness.
- Modernization and trends.
- Housekeeping.






## Conclusions: With all that being said.....

The governance review that has been directed by this Council to complete is guided by the following principles, that any proposed change made must ensure that:

- The governance structure and related processes remain transparent and accountable to the community at large.
- Changes contribute to an efficient and effective decision-making process; and
- The governance structure and related processes are focused and aligned with identified municipal priorities and strategic directions that are not just made in their term but are relevant for Councils in the future.



Council when making a decision should weigh the benefits and changes on these principles as noted in the Staff Report

# Will a change make a difference? – Deliverables

## Benefits of updating Governance Model:

- ✓ Eliminate closed coordinator meetings and move those specific meetings in open session format allowing for more public transparency of elected officials and staff;
- ✓ Allow for more focused discussions on specific areas within the municipality and members have better opportunity for fulsome discussion on topics
- ✓ Enhance policy makers to focus on less operational discussions and to align more with the intent of the *Municipal Act, 2001* provisions on the Role of Council.
- ✓ Reduce the length of Council meetings and time spent in a single meeting by members and staff.
- ✓ Eliminating the need for some Senior Staff to attend meetings that they may not need to attend. To allow more time for Divisional work and less time afterhours.
- ✓ Improve public participation in Council meetings, by establishing mandate 'Task Forces' specific committees dealing with focused divisional topics of interest in a more expedient manner and to be more easily accessible to the public in navigating interests in Council topics.
- ✓ Improve Resident delegation process in order to better allow residents to engage with Council on agenda items that are important to their everyday lives;



## FINAL THOUGHTS on Governance - Delegation of Authority:

An additional recommendation of the Organizational Review conducted by KPMG was the introduction of a comprehensive Delegation of Authority By-law, pursuant to 270 (1)

- A **Delegation of Authority By-law** to establish an appropriate delegation of decision-making authority from Council to staff for lower risk and routine decisions, thereby reducing reporting and time requirements.
- The Town does not have a formal delegation of authority by-law which provides the authority of staff to approve certain matters without Council approval. As a result, a high degree of routine and/or low-risk decisions are required to be approved by Council, once again increasing the level of reporting and time required for decision making. A delegation of Authority By-law eliminates the need for staff reports to Council.

### **General power to delegate Section 23.1 and 270 (1) of the Municipal Act:**

#### **s. 23.1 (1)**

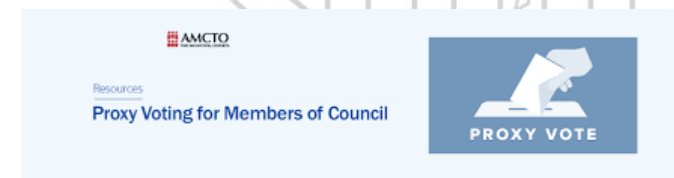
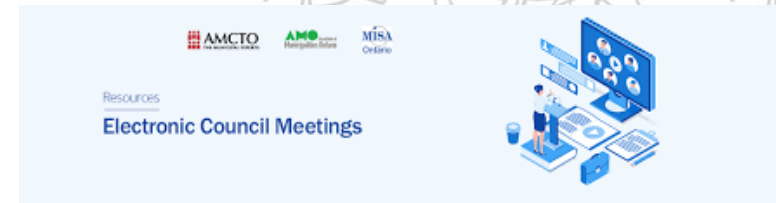
Without limiting sections 9, 10 and 11, those sections authorize a municipality to delegate its powers and duties under this or any other Act to a person or body subject to the restrictions set out in this Part. 2006, c. 32, Sched. A, s. 15.

#### **270 (1)**

6. The delegation of its powers and duties.

# FINAL THOUGHTS on Governance – Recent Municipal Act Amendments

- 1. Electronic Participation of Council** – Continuation of Hybrid Meetings, working permanent amendments into the Procedural By-law for Electronic participating of Council, Staff and the Public.
  - Electronic Voting
  - Virtual Request to Speak
  - Real-time interaction with Residents.
- 2. Proxy Voting - Proxy vote** -The procedure by-law may provide that, in accordance with a process to be established by the clerk, a member of council may appoint another member of council as a proxy to act in their place when they are absent subject to the following rules as set out by the *Municipal Act, 2001*.



# Questions:

