

To:	Warden Matrosovs and Members of Grey County Council
Committee Date:	April 10, 2025
Subject / Report No:	CCR-CW-04-25
Title:	Joint Municipal Services Committee Terms of Reference
Prepared by:	Tara Warder, Clerk
Reviewed by:	Kim Wingrove, CAO
Lower Tier(s) Affected:	

Recommendation

1. That Report CCR-CW-04-25 regarding a draft Terms of Reference for an ad-hoc Joint Municipal Services committee be received for information.

Executive Summary

The report puts forward a draft terms of reference for an ad hoc Joint Municipal Services Committee as a result of direction provided at the March 13, 2025 Committee of the Whole meeting. The recommendation is that the report be received for Committee of the Whole's information. If Council wishes to establish the committee at this time, or a future date, a resolution is required to be passed indicating this direction and further adopting a terms of reference for the committee.

Background and Discussion

Committee of the Whole passed Resolution CW32-25 on March 13, 2025, requesting a staff report containing the terms of reference for establishing a joint municipal services ad hoc committee to look at shared approaches to address challenges that municipalities in Grey County encounter. The proposed purpose of the committee is to ultimately work towards developing recommendations to County Council on services that have potential to be shared among two or more municipalities across Grey County and to develop a plan to pursue them.

There is currently no dedicated Grey County committee to discuss potential servicing arrangements. In the absence of a municipal services committee, suggestions and ideas for efficiencies or different ways of providing services would originate from council via a request for a staff report on potential shared service opportunities, or from staff bringing forward information and recommendations for service improvements based on their operational experience, or other municipalities requesting examination of a particular service. These approaches will continue to be an option whether a committee is in place or not.

In developing the Terms of Reference for a Joint Municipal Services Committee, there were some examples across Ontario where similar committees were established with the intention of streamlining services and operations provided by municipalities.

Examples of Collaboration and Service Sharing Across Grey County

The following are examples of some existing current ways Grey County is collaborating or sharing services with member municipalities:

- Planning Efficiencies and Proposed Centralized Planning
- Climate Change Community of Practice –municipal staff from Grey County and member municipalities that share information on corporate and community climate actions, sharing best practices, collaborating and partnering on climate change initiatives
- Waste Management Community of Practice – group of municipal staff from Grey County and member municipalities that gather and share data and information on how waste is currently managed, sharing best practices, how best to adapt to the changing regulatory environment, and exploring opportunities for collaboration to manage waste efficiently and sustainably in alignment with the actions identified in Going Green in Grey.
- Affordable Housing Community of Practice - includes municipal staff from all municipalities within Grey County, with a common agenda to encourage and facilitate the creation of a suitable range and mix of housing types, tenures, sizes, and pricing in our communities, ensuring a variety of affordable housing options are available to meet the needs of Grey County households across the income spectrum by advancing the actions identified in the Housing Action Plan.
- County Road Network (Urban Road Transfers and Rural Road Exchanges)
- Economic, Development, Tourism and Culture – collaboration and partnerships through the EDO Working Group, 'Team Grey' approach, Leadership Forum, etc.
- GIS Services –GIS services are provided to 6 partnering member municipalities on a cost-recovery payment model and agreements
- Planning Ecology Services – to help fill the natural heritage review gap based on provincial changes to conservation authorities, Grey County provides planning ecology and natural heritage review services to member municipalities on a cost-recovery fee model
- Mutual assistance arrangements and support for Human Resources, Emergency Management on an as needed basis
- Use of municipal facilities
- Collaboration on tenders for construction and road works

Terms of Reference

Composition and Frequency

There are various options for how committees can be structured. It is recommended that an advisory or sub committee contain fewer than a quorum of Council members. County Council will decide through the Terms of Reference what to prioritize, whether it is broad representation and input, or a smaller body resulting in less overall time commitment and lower costs, etc. Given that the committee will report to Committee of the Whole and that information and recommendations are forwarded to Committee of the Whole / County Council for consideration, the draft Terms of Reference attached recommends a committee of five members of County Council to reduce potential meeting conflicts. The terms do not currently include a proposal to have local municipal council members on the committee (outside of those who are County Councillors) and assume that the Mayor and Deputy Mayors would be representing their member municipal viewpoints and providing input on behalf of their respective municipalities.

Based on the resolution that was passed at the March 13, 2025 Committee of the Whole meeting, the Terms of Reference have been drafted to reflect this committee as ad-hoc (for a specific purpose) with a sunset clause of September 24, 2026 prior to the 2026 municipal election. It is proposed that the members remain on the Committee until the committee is dissolved due to the timing of it being established, which would be part way through 2025 if enacted.

Meetings are recommended to take place quarterly and be cancelled if they are not required in order to give sufficient time for reports and information to be gathered and prepared in between meetings.

It is anticipated that Grey County staff, if leading the committee, will require involvement from member municipal staff to provide information to support the work of the committee.

The draft terms of reference are attached to this report and may be amended should Council wish to see different terms than those proposed within the report.

Purpose and Mandate

The proposed purpose of the committee is to ultimately work towards developing recommendations to County Council on services that have potential to be more effectively provided jointly and to develop a plan to address them. These recommendations would be brought forward to Council/Committee of the Whole for review and consideration.

Actions or decisions on shared service arrangements would need to be supported by County Council and the respective municipality and may be subject to further requirements under the Municipal Act, 2001, (transfer of powers between tiers, triple majority, etc.) municipal by-laws, or other legislation.

Committee and Task Force Policy

In 2022, Grey County established a policy (Policy 3-24 Establishing Committees and Task Forces) on establishing committees and task forces to guide the creation and dissolution of

these bodies, while acknowledging the role they play in providing input and advice to County Council/Committee of the Whole.

The policy notes the reasons a committee or task force may be triggered, including as a result of significant public issues or trends, where public input is deemed desirable, legislated requirement, or staff request.

It further notes that Council may create a new committee, amend an existing one or dissolve a committee based on the analysis of the following, the results of which are found in the chart below based on staff's perspective.

Criteria	Response
Is the committee required by legislation?	No
Is the committee's mandate relevant?	Yes
Is this committee's mandate achievable?	Yes
Is this committee's mandate aligned with strategic objectives?	Yes
Will this committee operate effectively?	Yes
Is there a more effective form of engagement which will achieve the same objectives?	Yes

Based on staff's assessment of the above, the proposed municipal services committee meets the policy criteria to be established if that is the wish of Council.

Legislated Requirements

Meetings of committees of council adhere to the County's Procedural By-law, the Code of Conduct and the Municipal Act, 2001. Meetings are open to the public, with a few limited exceptions, and require posted agendas and minutes and a quorum of members to conduct business.

The Municipal Act, 2001 authorizes municipalities to establish a municipal service board on its own, or jointly with one or more additional municipalities. If future shared servicing opportunities are pursued, consideration of a joint municipal services board may need to be investigated.

Legal Considerations

There are none with this report.

Financial and Resource Implications

Per diems and mileage are paid in accordance with County policy. Per diems are paid for attendance at task force, sub and advisory committee meetings. 2025 per diem rates are \$222.33 for a full day and \$133.40 for a half day. Mileage for in person attendance is based on the CRA's reasonable rate and is \$0.72 per kilometre for 2025.

If the Terms of Reference are adopted as presented with five members of Council and the Warden as members and meeting quarterly, the additional, pro-rated per diem costs for 2025 are anticipated to be \$2001.00 (for 3 meetings in 2025) in addition to staff time preparing for, attending and following up from meetings. Staff input and participation from member municipalities is likely to be required.

Resource and financial implications would be dependent upon outcomes from the committee and direction from Council on staff undertaking shared servicing projects.

Relevant Consultation

- Internal (list)
 - AODA Compliance (describe)
 - Contribution to Climate Change Action Plan Targets (describe)
- External (list)

Appendices and Attachments

Draft Terms of Reference

Committee and Task Force Policy

Terms of Reference

Joint Municipal Services Committee

Purpose:

This Committee will look at opportunities for shared services to be pursued. The Committee will develop a recommendation to Council / Committee of the Whole on services that have the potential to be shared among 2 or more municipalities within Grey County. If directed by Council, it will develop a plan on pursuing shared servicing arrangements that have been prioritized by County Council.

Scope of Responsibility:

This Committee's scope of responsibility shall include:

- Exploring opportunities for service sharing among municipalities in Grey County that have the potential to improve the financial condition of at least two municipalities, and/or
- Exploring opportunities for service sharing among municipalities in Grey County that have the potential to improve the level of service for residents
- Develop a priority list of potential shared services to be pursued for County Council's consideration and direction
- Discussions shall not include:
 - i. those services legislatively mandated to be delivered on an individual basis
 - ii. services that cannot be feasibly shared by two or more municipalities or delivered by one municipality to another
 - iii. services that are not already shared by two or more municipalities

The scope of this committee does not extend to discussions regarding any municipalities separating from Grey County or becoming single tier municipalities.

Membership:

Voting members of the Committee are appointed by County Council and shall include:

- Up to 5 members of County Council

Members will remain on the Committee until it is dissolved.

Chair and Vice Chair:

The Chair and Vice Chair shall be elected from the voting members annually.

Meetings:

Meetings occur quarterly, or as determined by the Committee. The Committee will dissolve at the end of its mandate, or September 25, 2026, whichever comes first.

Quorum:

A quorum shall consist of more than 50% of the membership of the Committee.

Statutory Authority:

The Committee is guided by the County's Procedural By-Law, Council's Code of Conduct, other Grey County policies, plans, or studies as applicable, and provincial Acts and regulations, including:

- Municipal Act, 2001

Reporting Relationship:

This Committee shall report directly to the Committee of the Whole with endorsed recommendations being sent to County Council for ratification.

Lead Staff:

The Grey County Clerk's Departments will provide staff support and coordination.

Other staff resources or their designates may include:

- CAO
- Deputy CAO
- Clerk
- Deputy Clerk
- Grey County Directors
- Member municipal staff

Participation from external agencies, organizations, or stakeholders will be solicited where appropriate depending on the themes/topics being discussed.

Corporate Policy

Establishing Committees and Task Forces

Approved by: Council

By-law: N/A

Replaces: N/A

Section: Governance

Policy: 3-24

Date Approved: November 10, 2022

Last Revision Date: November 10, 2022

Scheduled for Review by: November 2027

Policy Statement

The County of Grey acknowledges the value of committees and the advice they provide to Council. The creation, amendment, dissolution and administration of committees shall be conducted in a fair and equitable manner and in accordance with applicable legislation or Council-approved procedures.

Purpose

To guide the creation and dissolution of Committees and Task Forces and acknowledge the role these bodies play in providing input and advice to County Council.

Scope

The policy applies to all committees created by Council. Where conflict occurs between the policy and other legislation, the legislation will prevail.

1.0 Definitions

- 1.1 *Advisory Committee* means a committee established to provide advice to Council as mandated in the Terms of Reference.
- 1.2 *Task Force* means a committee established from time to time to deal with a specific issue and disband at the completion of the project or upon final report to Council.

2.0 Legislated Requirements

2.1 Committee and task force members are subject to the Grey County Code of Conduct

2.2 Grey County Committees and task forces follow Grey County's Procedural Bylaw

3.0 Financial Matters

3.1 Mileage and per diems will be paid in accordance with current mileage rates and approved compensation policies.

4.0 Creation, Amendment and Dissolution

4.1 Creation

4.2 The creation of a new committee or task force may be triggered by the following factors:

- a. Significant public issues or trends;
- b. Where public input is deemed desirable;
- c. Legislated requirement (Federal/Provincial/Municipal)
- d. Staff request

4.2 Council may create a new committee, amend an existing or dissolve a committee based on the analysis of the following:

- i. Is the existence of this committee required by legislation and regulation (Federal/Provincial/Municipal);
- ii. Is this committee's mandate relevant;
- iii. Is this committee's mandate achievable;
- iv. Is this committee's mandate aligned with the corporate strategic objectives
- v. Is/will this committee operate effectively
- vi. Is there a more effective form of engagement which will achieve the same objectives

4.3 New committees or task forces shall be created by council through resolution. Committees and task forces shall have a Terms of Reference document to guide the role

4.4 After approval of the creation of a new committee, the Clerk's department will facilitate the appointment process based on the Committee Terms of Reference.

4.5 Amendment

Changes to the Terms of Reference will be based on Council decisions and may be triggered:

- a. Following a report to Council and/or initiated by Council
- b. By resolution and advice of the committee
- c. By a recommendation and report by staff

4.6 The following factors may be considered when amending a committee terms of reference:

- a) Result of report which measures progress against mandate
- b) Lack of material purpose, function or public interest

- c) New issues at Council (could add or remove a mandate)
- d) Changes to legislation
- e) New Council
- f) Committee sunset clause

A staff report addressing the proposed changes will be prepared by the relevant Department or Division and presented to Council.

4.7 Dissolution

Dissolution of a Committee may be triggered by one of the following:

- a) Expiration of term
- b) Completion of task or mandate
- c) Resolution of issues
- d) Legislative requirement no longer exists
- e) Merger with another committee
- f) Following a review process
- g) Resolution of Council directing that the committee or task force be dissolved

Forms

None