



**To:** Mayor Evans and Members of Council

**From:** Tim Leitch, Director of Public Works  
Public Works Department

**Prepared By:** Tim Leitch, Director of Public Works  
Public Works Department

**Report Number:** PWR-004-24

**Meeting Date:** 21 Feb 2024

**Subject:** **Township of Tiny Administrative Centre Project Charter**  
Our File No:

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### **Recommendation**

THAT Public Works Report PWR-004-24 regarding Township of Tiny Administrative Centre Project Charter be received;

AND THAT Council approves and adopts the revised Township of Tiny Administrative Centre Project Charter.

### **Background/Analysis**

The Township of Tiny's 2022-2026 Council has revitalized the Township of Tiny Administrative Centre Committee to plan for and construct our new Administrative Centre. This Committee was re-formed in early 2023 and will remain in place for the duration of the project.

The new Committee has revised the previous Charter to reflect staffing and elected official changes as well as the revised name of the Committee. The attached Charter (Appendix 1) was developed to ensure that the project of a new Township of Tiny Administrative Centre process is documented with objectives and roles clearly defined. The intent of the charter is to ensure that the Committee, Council, Staff and the public know the process, and that steps and responsibilities are defined. This will also ensure that transparency and efficiencies are obtained throughout the entire process.

The development of the Administrative Centre will involve many factors and as such it is key that this Charter is developed and accepted by the Committee and adopted by Council. To ensure the process is followed, each committee member will sign off on the charter as a means of acceptance to the process.

The scope of the project will be to conceive, develop, construct and commission the Township of Tiny Administrative Centre. This will be accomplished by a logical and systematic approach that ensures transparency and efficiency. The project scope will also include the decommissioning/sale/repurpose of the existing Municipal Office.

Through Council, staff and public input to develop and construct the Township of Tiny Administrative Centre that meets the current and future needs of our residents, staff and Council while ensuring a cost-effective development and maintaining the goals of the Strategic Plan.

### **Reviewed By Other Departments**

Committee Members

### **Options/Alternatives**

Option #1

Approve and adopt the Township of Tiny Administrative Centre Project Charter.

### **Financial Implications**

Option #1

There are no financial implications associated with this item.

### **Relationship to Strategic Plan**

- Sustainable Long Term Fiscal Management
- Infrastructure Revitalization
- Environment and Public Land Management
- Organizational and Corporate Development

### **Conclusion**

Public Works Report PWR-004-24 regarding Township of Tiny Administrative Centre Project Charter be received and that Council approves and adopts the Township of Tiny Administrative Centre Project Charter .

### **Appendices**

[PWR-004-24 Appendix 1 Township of Tiny Administrative Centre Project Charter](#)

Haley Leblond, Director of Corporate Services/Deputy CAO      Approved - 08 Feb 2024

Robert Lamb, Chief Administrative Officer      Approved - 09 Feb 2024



**Purpose**

The following Charter is being developed to ensure that the project of a new Township of Tiny Administrative Centre process is documented with Objectives and roles clearly defined. The intent of the charter is to ensure that the Committee, Council, Staff and the public know the process, and that steps and responsibilities are defined. This will also ensure that transparency and efficiencies are obtained throughout the entire process.

The development of the administrative centre will involve many factors and as such it is key that this charter is developed and accepted by the Committee and adopted by Council. To ensure the process is followed, each committee member will sign off on the charter as a means of acceptance to the process.

**Scope of the Project:**

The scope of the project will be to conceive, develop, construct and commission the Township of Tiny Administrative Centre. This will be accomplished by a logical and systematic approach that ensures transparency and efficiency. The project scope will also include the decommissioning/sale/repurpose of the existing Municipal Office.

**Mission Statement:**

Through Council, staff and public input to develop and construct the Township of Tiny Administrative Centre that meets the current and future needs of our residents, staff and Council while ensuring a cost-effective development and maintaining the goals of the Strategic Plan.

**Township of Tiny Administrative Centre Committee:**

The Committee is made up of Council members as well as Township staff. The two Council members were appointed by Council. Staff members were selected based on the departmental involvement and skills of their specific roles and background. Changes may occur due to elections, staff changes or resignations during the entire project.

Consultants may be invited or tendered to assist the committee in performing its duties - either for the duration of the project or as special guests for specific items. Consultants may be asked to participate in committee discussion and meetings, but shall not participate in any decision making.

The Committee is made up of the following members and roles as of February 2023:

- David Evans**  
Mayor  
Council Representative



**Steffen Walma**

Councillor  
Chair

**Robert Lamb**

Chief Administrative Officer  
Vice Chair

**Haley Leblond**

Director of Corporate Services/Deputy CAO

**Tim Leitch, P Eng.**

Director of Public Works  
Staff Project Manager

**Sue Walton**

Director of Legislative Services/Clerk

**Jean-Francois Robitaille, P Eng.**

Engineering Manager

**Misty Everson**

Executive Assistant to the CAO, Mayor and Council  
Recording Secretary (Non-voting member)

## **Committee Roles and Responsibilities:**

### **Chair**

The Chair will run the meetings and ensure that the Committee remains on track and per the agenda and minutes. The Chair will also ensure members remain cordial and act within the expectations of the Committee.

### **Vice Chair**

The Vice Chair's role will be to run and manage the Committee Meetings in the absence of the Chair and perform the duties noted above.

### **Staff Project Manager**

The Staff Project Manager will be the lead on the construction project and be the point of contact between the consultant, the contractor, and the committee. The staff resource will



lead/manage the schedules, activities, contractor(s), consultant(s), construction budget, tenders, and internal/external communications; attend construction meetings; perform site reviews; and report progress at the Committee meetings.

**Committee Members**

Will attend all meetings and provide feedback, ideas and suggestions throughout the project. All discussions will be recorded and set actions for the next period between meetings. Each member was selected based on their skills and knowledge that will be a major contribution to the success of the project.

**Consultants**

The consultants will be selected and utilized based on the Township's procurement policy and the needs of the Committee and Project Manager. They will be invited guests and will have duration based on the tender or specified actions required.

**Communications:**

**Council**

Council will be provided updates via committee minutes on the project status and will be responsible to update the Public through Council meetings or to direct Staff to issue communication with the public through Tiny Connect, web page, Facebook, etc.. Minutes and associated updates will be submitted following the occurrence of a committee meeting at the next following Regular Council Meeting.

**Meetings**

The meetings will be managed and controlled by the Chair or Vice Chair based on the agenda and minutes. All communications in the meetings will be captured in the minutes to establish actions required to be taken, the individual(s) responsible, and the agreed upon timeframe. Meeting minutes shall be circulated to all committee members no later than 10 days after each meeting. Once accepted by the committee members, the minutes shall also be provided to the members of Council. Communications outside of the meeting will ensure that all Committee members are copied to ensure that all involved are kept up to speed and aware of all activities.

**Public**

The Public will be informed via Council through Council meetings, Tiny Connect, web page, social media, etc. as directed by Council. Through Council, the Project Manager will be the central contact for public questions. The Project Manager will copy the office of the CAO on all responses to the public as well as keep a record of all communications which will be shared with the Committee on a regular basis. The Committee may decide to have a Public Open House(s) for this project to keep the Public informed.



**Team/Committee**

The Team/Committee will communicate based on the protocol noted and minutes/agenda. General communications by the Project Manager will be shared with the Committee as required.

**Contractor**

The single source of communication between the Contractor and Tiny will be through the Project Manager or their delegate. The discussions or communications will be updated to the Committee through the Project Manager.

**Consultants**

The single source of communication between the Consultant(s) and Tiny will be through the Project Manager or their delegate. Their discussions or communications will be relayed to the Committee through the Project Manager. Consultants that attend meetings will have a specific agenda to follow and will be scheduled in advance to allow all members to prepare. Consultants being hired will require Committee recommendation and Council approval as deemed appropriate.

**Meetings:**

Meetings will be scheduled monthly during the planning stages of the project and will be held bi-weekly during construction. Meetings will not be open to the public. Committee members must provide two weeks' notice if they are unable to attend a scheduled meeting. Meetings will be rescheduled if less than half of the committee or no member of Council are able to attend.

**Documentation:**

There will be many different types of documentation that will be developed during this project. The following are types of documents that may be used and will be public documents following FOI requirements and obligations to reflect the project progress and key points. The following is a list of types and purpose of each document.

**Township of Tiny Administrative Centre Charter**

Outlines the role and responsibilities of the Committee, Staff, Council and the Public.

**Committee Minutes**

The minutes generated throughout this project are Public Documents. These minutes will set the project objectives, timing and actions for all involved. The minutes will be sent to all Committee members and copied to the balance of Council members. Committee minutes will



also reflect Consultant and Construction meeting minutes. The Committee minutes will have an attachment that identifies actions and responsibilities with anticipated timing. This will be an ongoing list maintained throughout the project.

### **Consultant Reports**

These reports will also be Public Documents and should be received by the Project Manager to be reviewed by Staff then presented to the Committee for any direction and/or information. The reports will then be received by Council. Discussions about the report will be copied to all Committee members.

Consultants may include for construction, Accessibility, environmental items, By Law, site selection and public input/communications.

### **Council Agenda/Motions**

Financial and project directions will be provided to Council through Staff reports or updates as directed by Council. The Committee will review any reports prior to submission to Council.

### **Financial Reports/Budgets**

The CAO and Director of Corporate Services/Deputy CAO will prepare and review all Financial Reports and Budgets for this project. Staff will develop the plans and present to the Committee once the internal review is complete. The reports must then be presented to Council for consideration and approval via minutes.

### **Financial:**

The Financial aspect of this project will require close scrutiny as this will be public money being spent to construct the Township of Tiny Administrative Centre. Various methods of funding will be reviewed and reported by the Director of Corporate Services/Deputy CAO. The final funding model will be a line item within the Committee Minutes.

The role of the Committee will be to ensure that the financial objectives and tracking is maintained. Any deviations will require Council approval. In addition, all financial recommendations will be developed by Staff/Committee and presented to Council for consideration and final approval based on the limits set within this charter. Budget performance will be monitored by using Change Order Tracking and internal tracking tools.

The Project Manager has delegated authority to make and execute operational decisions that do not require specific Council approval. They shall inform the CAO and Director of Corporate Services/Deputy CAO of such decisions.



The budget will be developed in coordination with the Tender requirements with Staff. The budget will then be presented to the Committee for approval to be submitted to Council for final approval

### **Construction Approach:**

The Committee has selected and agreed upon the Construction Manager at Risk model for the construction of the new Township of Tiny Administrative Centre. This model will have the Staff Project Manager as the single point contact between the Consultant, Construction Company, the Committee and other outside agencies as required by the project. All communications between these parties will be funnelled through the Staff Project Manager.

### **Decision Process:**

Being that this is the largest project our Municipality has taken on we must ensure that this process is followed. The entire process will be public and the tax payers deserve to have a properly organized and transparent process.

No Committee member, Council member or Staff member can make significant decisions independently without consultation with the Committee and Council approval. This includes Scope/Tender changes that effect finances. Staff will develop recommendations and present to Committee for consideration.

The Project Manager will communicate to outside resources based on Committee/Council/Staff consensus.

Where consensus is not achieved in the committee, decisions will be taken based on the will of the majority of the members. Quorum must be present, in order to take a vote to come to a decision. A tie vote will be considered lost.

For items of a time sensitive nature and whose value is below \$50,000, voting by email will be acceptable as long as there are no objections from any of the committee members on the item.

### **Levels of Authority:**

All direction to the contractors and consultants must come through the Project Manager and be in writing.

Within the limits of the Council approved contingency and cash allowances, the following levels of authority for modifications shall be in place:

- Modification or change orders up to a value of \$20,000 can be approved at the discretion of the Project Manager and Director of Corporate Services/Deputy CAO in order to





ensure expediency. These modifications must be reported to the committee and to Council via Change Order Trackers.

- Modification or change orders of a value of \$20,000 - \$50,000 can be approved by a majority vote by the Committee and be reported to Council within the Contingency Allowance. The Project Manager has the ability to call an emergency meeting should the item require approval based on potential project delays.
- Any modifications or change orders of a value greater than \$50,000 must be approved by Council as recommended by the committee.



### Acknowledgement/Sign Off:

Dated: January 15, 2024

Mayor David Evans  
Council Representative

Councillor Steffen Walma  
Committee Chair

Robert Lamb, Chief Administrative Officer  
Committee Vice Chair

Tim Leitch, P. Eng., Director of Public Works  
Staff Project Manager

Haley Leplond, Director of Corporate Services/Deputy CAO  
Committee Member

Sue Walton, Director of Legislative Services/Clerk  
Committee Member

Jean-Francois Robitaille, P. Eng., Engineering Manager  
Committee Member

Misty Everson, Executive Assistant to the CAO, Mayor & Council  
Recording Secretary (non-voting member)